

The Shackleton Way: Leadership under Stress

William Hackos Jr.

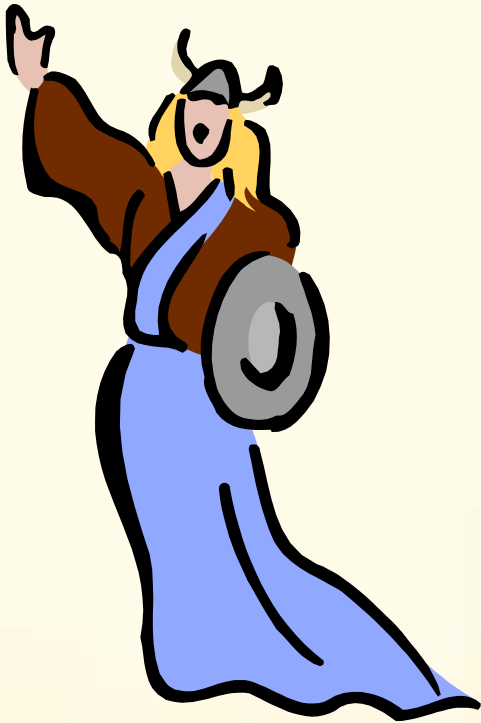
The Center for Information-
Development Management



Information Process Maturity

- Research into the CIDM Information Process Maturity Model demonstrates that leadership is a key ingredient to the success of a publications organization

Leaders and Managers



Leader



Manager

Leadership/Management

- Leadership is not the same as management
- Management represents a role in the corporate hierarchy governing
 - personnel
 - programs
 - budgets and schedules

Leadership/Management

- Leadership represents a role in the direction and actions of a team involving
 - team building
 - innovation
 - morale preservation
 - strategies for success

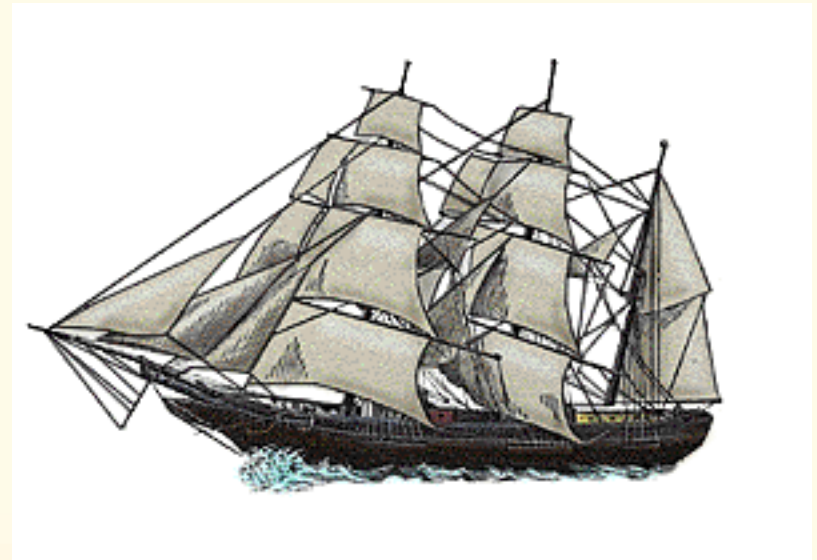
Ernest Shackleton

- Voyager in the early 20th century
- Businessman
- Explorer
- Adventurer
- Author
- Lecturer
- Not a Naval officer



Shackleton's adventure

- Design – Walk across Antarctica from south to north
- Amundsen had already discovered the South Pole



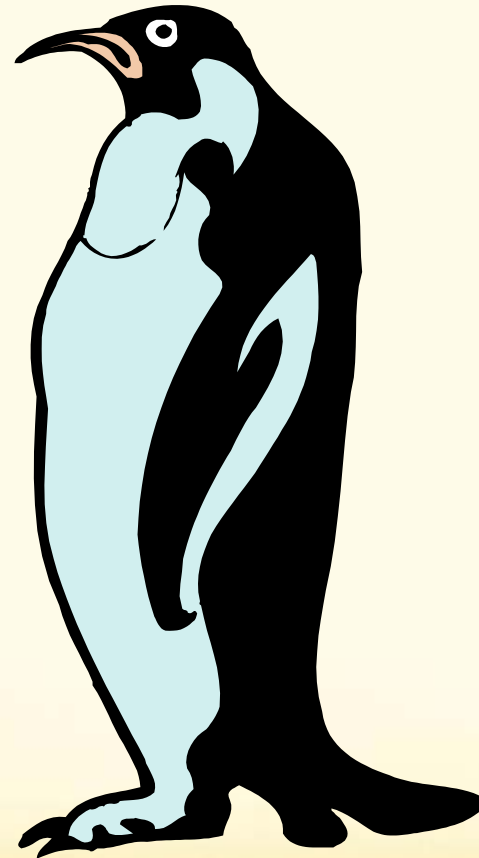
Shackleton's adventure

- In January 1915 left for Antarctica
- Trapped in the sea ice short of the landing point
- Marooned for nine months
- Ship was crushed and sank in October



Shackleton's adventure

- Dragged their lifeboats across the ice to find water
- Eventually took the lifeboats to sea
- Headed to Elephant Island with all the crew
- Landed without hope of rescue



Shackleton's adventure

- Shackleton and small crew built a covered lifeboat and sailed to South Georgia
- Crossed South Georgia over glaciated mountains to the whaling station
- With help, they rescued all the crew on Elephant Island



Shackleton's leadership

- Ultimate responsibility for the welfare of the crew
- Got everyone back safely with no loss of life
- Sacrificed personally to ensure the crew's survival



Shackleton's leadership

- Maintained loyalty as well as discipline
- Kept the crew's morale high
- As a leader, he was part of the team
- Respected by all of the crew members



Ad in the newspaper

What we can learn from Shackleton

- Hire the best people
 - Optimistic
 - Enthusiastic
 - Team oriented
 - Innovative
 - Interested in learning
 - Take responsibility – willing to work
 - Technical skills secondary to personal characteristics
- Fire the ones who don't work out

What we can learn from Shackleton

- Demonstrate concern for the well being of the team
- Build commitment to the leader

What we can learn from Shackleton

- Develop the skills of your staff

What we can learn from Shackleton

- Develop a strong sense of teamwork
 - Prevent cliques
 - Work against negativism
 - Promote optimism