

the shocking news came that the *Titanic* had sunk, and hundreds of people. Shackleton was asked to give testimonial inquiries as an expert on navigating icy waters. As shipmaster, saying the biggest problem was that the men were on board, pushing for a faster and faster

news followed: Scott and his four companions spent a year on their trek back from the Pole, having arrived after Amundsen's party. The public became obsessed with Scott's sacrifice, which fit the romantic image of the hero. Maybe others had beaten him to the Pole, but he had paved the way and paid the ultimate price. Shackleton paid tribute to Scott, and given the grim reality was fortunate that he had never positioned him-

self as desperate to return to the Antarctic, which was not in his mind. His business dealings mostly had soured but he had a headache. "All the troubles of the South Sea after day of business," he said.

SHACKLETON'S WAY OF DEVELOPING LEADERSHIP SKILLS

- Cultivate a sense of compassion and responsibility for others. You have a bigger impact on the lives of those under you than you can imagine.
- Once you make a career decision, commit to sticking through the tough learning period.
- Do your part to help create an upbeat environment at work. A positive and cheerful workplace is important to productivity.
- Broaden your cultural and social horizons beyond your usual experiences. Learning to see things from different perspectives will give you greater flexibility in problem solving at work.
- In a rapidly changing world, be willing to venture in new directions to seize new opportunities and learn new skills.
- Find a way to turn setbacks and failures to your advantage. This would be a good time to step forward on your own.
- Be bold in vision and careful in planning. Dare to try something new, but be meticulous enough in your proposal to give your ideas a good chance of succeeding.
- Learn from past mistakes—yours and those made by others. Sometimes the best teachers are the bad bosses and the negative experiences.
- Never insist on reaching a goal at any cost. It must be achieved at a reasonable expense, without undue hardship for your staff.
- Don't be drawn into public disputes with rivals. Rather, engage in respectful competition. You may need their cooperation someday.

m going to carry through this work and then
id, I expect, to my wanderings for any length of

ths it took to reach Argentina, many of the crew
sionals and scientists) found themselves home-
ul, and not at all convinced they had made the
se who weren't discontent (mostly the seamen)
-roaring time drinking, carousing, and running
port. All of this goes to prove that even the most
needs a good leader.

n complaining on his first day at sea: "I am be-
as usual & wish I had not come. I don't see the
ation at all," he wrote in his diary. His despair
wore on, as several members of the crew be-
rowdy without the steadying hand of Shackle-
October 1914, Orde-Lees made another entry:
st 10 out of 12, are behaving most disloyally, go-
n the drink and leaving us, the staff, to do all the
something wrong somewhere, but it will all be
Ernest arrives, thank goodness."

SHACKLETON'S WAY OF SELECTING AND ORGANIZING A CREW

- Start with a solid core of workers you know from past jobs or who come recommended by trusted colleagues.
- Your No. 2 is your most important hire. Pick one who complements your management style, shows loyalty without being a yes-man, and has a talent for working with others.
- Hire those who share your vision. Someone who clashes with your personality or the corporate culture will hinder your work.
- Be a creative, unconventional interviewer if you seek creative, unconventional people. Go deeper than job experience and expertise. Ask questions that reveal a candidate's personality, values, and perspective on work and life.
- Surround yourself with cheerful, optimistic people. They will reward you with the loyalty and camaraderie vital for success.
- Applicants hungriest for the job are apt to work hardest to keep it.
- To weed out potential slackers, choose workers who show a willingness to tackle any job, and will take a turn at the unpopular tasks.
- Hire those with the talents and expertise you lack. Don't feel threatened by them. They will help you stay on the cutting edge and bring distinction to your organization.
- Spell out clearly to new employees the exact duties and requirements of their jobs, and how they will be compensated. Many failed work relationships start with a lack of communication.
- To help your staff do top-notch work, give them the best equipment you can afford. Working with outdated, unreliable tools creates an unnecessary burden.

SHACKLETON'S WAY OF FORGING A UNITED AND LOYAL TEAM

- Take the time to observe before acting, especially if you are new to the scene. All changes should be aimed at improvements. Don't make changes just for the sake of leaving your mark.
- Always keep the door open to your staff members, and be generous with information that affects them. Well-informed employees are more eager and better prepared to participate.
- Establish order and routine on the job so all workers know where they stand and what is expected of them. The discipline makes the staff feel they're in capable hands.
- Break down traditional hierarchies and cliques by training workers to do a number of jobs, from the menial to the challenging.
- Where possible, have employees work together on certain tasks. It builds trust and respect and even friendship.
- Be fair and impartial in meting out compensations, workloads, and punishments. Imbalances make everyone feel uncomfortable, even the favored.
- Lead by example. Chip in sometimes to help with the work you're having others do. It gives you the opportunity to set a high standard and shows your respect for the job.
- Have regular gatherings to build esprit de corps. These could be informal lunches that allow workers to speak freely outside the office. Or they could be special holiday or anniversary celebrations that let employees relate to each other as people rather than only as colleagues.

SHACKLETON'S WAY OF DEVELOPING INDIVIDUAL TALENT

- Create a work environment comfortable enough to entice professionals to spend the greater part of their waking hours there. Allow for some personal preferences.
- Be generous with programs that promote the well-being of your staff. Healthy bodies and minds are more productive.
- Make sure each employee has challenging and important work. Even the lowest-ranking workers must feel they are making a valuable and appreciated contribution to the company.
- Match the person to the position. Be observant of the types of people who are working for you and what jobs might best suit their personalities as well as their experience.
- Give consistent feedback on performance. Most workers feel they don't get nearly enough words of praise and encouragement.
- Strive for work relationships that have a human as well as professional element. No matter how large your company, get to know as many employees as possible. Memorize their interests so you can chat about something other than work.
- Reward the individual as well as the group. Public acknowledgment of a job well done—a birthday or a work anniversary—will make an employee feel appreciated.
- Be tolerant. Know each employee's strengths and weaknesses and set reasonable expectations. Occasionally indulging individuals, even if you think they're being too needy, can have a powerful effect, especially in high-stress situations.

**SHACKLETON'S WAY
OF GETTING THE GROUP THROUGH A CRISIS**

- ❑ When crisis strikes, immediately address your staff. Take charge of the situation, offer a plan of action, ask for support, and show absolute confidence in a positive outcome.
- ❑ Get rid of unnecessary middle layers of authority. Direct leadership is more efficient in emergency situations.
- ❑ Plan several options in detail. Get a grasp of the possible consequences of each, always keeping your eye on the big picture.
- ❑ Streamline supplies and operations so they won't slow you down.
- ❑ Give your staff an occasional reality check to keep them on course. After time, people will start to treat a crisis situation as business as usual and lose their focus.
- ❑ Keep your malcontents close to you. Resist your instinct to avoid them and instead try to win them over and gain their support.
- ❑ Defuse tension. In high-stress situations use humor to put people at ease, and keep your staff busy.
- ❑ Let go of the past. Don't waste time or energy regretting past mistakes or fretting over what you can't change.
- ❑ Ask for advice and information from a variety of sources, but ultimately make decisions based on your own best judgment.
- ❑ Let all the people involved in the crisis participate in the solution, even if that means doling out some work that is less than vital.
- ❑ Be patient. Sometimes the best course of action is to do nothing but watch and wait.
- ❑ Give your staff plenty of time to get used to the idea of an unpopular decision by leaking early details.

in, a thing quite apart from the big white-capped
 an our tireless enemy for many days. I shouted,
 old on! It's got us."

boat survived, but it was half full of water. The
 g; hoosh permeated everything. Grabbing every
 er, they bailed for their lives. It took three hours,
 e boat and themselves. Shackleton, putting aside
 ings, credited McNeish with doing his fair share.
 id useless at this point.

low on water and the Boss put them on a ration
 day. The water they did have was contaminated.
 , and suffered dehydration and swollen tongues.
 Vorsley miraculously kept the boat on course. He
 ake a navigational reading only the few times the
 d through the clouds. On the morning of May 8,
 dotted South Georgia when a hurricane tore
 "one of the worst hurricanes any of us had ever
 ackleton said. It was clear they were being thrust
 ags of the island. The captain thought to himself,
 have made this great boat journey and nobody

d shifted, the pin holding the mast broke. Merci-
 that long. "Just when things looked their worst,
 the best," Shackleton wrote in *South*, paraphras-
 rospice."

ie boat the next day. They were safe though des-
 and solid ground. Their voyage was a feat that
 later is still hailed as the greatest boat journey
 d.

d babbling water and rushed to find a spring of
 fell to their knees to drink their fill. "It put new
 kleton said. "It was a splendid moment."

SHACKLETON'S WAY OF FORMING GROUPS FOR THE TOUGHEST TASKS

- The best way to handle the biggest tasks is often to divide the staff into teams. Create units that are self-sufficient, but understand they won't all be equal. It is more important that the teams are balanced when considering the big picture.
- Make sure you have some cracker-jack groups that can handle the toughest challenges. They can also help others, to ensure no team falls far behind.
- Give the tedious assignments to the workhorses who don't complain. Let them know you are aware that you are giving them an outsized task and that you count on their goodwill and exceptional fortitude to get the job done.
- Empower the team leaders so they have the authority to handle their own group, but keep an eye on the details. Never let yourself be surprised by problems down the road.
- Don't be afraid to change your mind when you see your plan isn't working. You won't look indecisive if you show the logic of your changes.
- Be self-sacrificing. Give whatever perks it is in your power to dispense.
- Give a show of confidence in those acting in your stead. It's important that your support staff maintain in your absence the same level of competency you set.
- Never point out the weaknesses of individuals in front of others. Often, it's better to let everyone share in a remedy aimed at a few. Chances are, even the strongest will benefit from it.

The *Endurance* stood trapped in the ice, the ship *Aurora* back, off the opposite coast of the continent. It had been at sea before the men could land all their stores. After ten days drifting in pack ice the ship was freed during a thaw and sailed, back to New Zealand in March 1916. The survivors on shore were waiting for a relief ship to arrive. In January 1917, Shackleton found seven of the ten had survived just barely. He wrote to his wife, Emily, that it had taken as needed "personally all the time to be on the spot to do the things." Capt. Aeneas Macintosh, who Shackleton took charge of, had been overwhelmed by his duties. Shackleton took responsibility for the loss of the men's lives.

R. W. Richards of the rescued party was grateful that he had taken charge. "All of us who had not met him critically were in the Antarctic," he said. "You could see from a few of my remarks what I think of him now. He was a person of great personality and a born leader—in my opinion the outstanding personality in all Antarctic exploration."

Shackleton finally returned to England in May 1917. By then, the expedition followed his reappearance in South Georgia had continued to be controversial for its timing and leadership, but many came to Shackleton's defense, calling his actions heroic.

In his talks and lectures, Shackleton offered this simple summary of his men on the *Endurance* had survived: "I do justice to their courage and their cheerfulness. I encourage them to be patient with a glad heart, to stand the test with laughter and song, to walk beside Death for ever and never be sad—that's the spirit that makes courage. I loved my men."

SHACKLETON'S WAY OF FINDING THE DETERMINATION TO MOVE FORWARD

- Go-for-broke risks become more acceptable as options narrow. Sometimes the potential rewards at the end of a daring venture justify the risk of suffering a spectacular failure.
- Seek inspiration in enduring wisdom that has comforted or motivated you or others in times of crisis. It will get you through the most physically and emotionally draining times and help you to keep your perspective.
- Congratulate yourself and others for a job well done. A pat on the back or a sincere handshake is an expression of personal thanks and gratitude that has never gone out of fashion.
- Motivate your staff to be independent. If you have been a good leader, they will have the determination to succeed on their own.
- Let your staff inspire you. At times, an overwhelming workload may force you to consider lowering your standards. Remember that the final product must represent the best efforts of the entire group.
- Even in the most stressful situations, don't forget that you are part of a larger world that might benefit from your expertise. In turn, participating in community and family activities can give you skills useful on the job.
- Make sure the whole job is done. Your staff may be able to call it quits after the heavy lifting is over, but you are responsible for seeing the work through to its successful completion.

Sachs Foundation. He worked thirty-seven years, where he became cochairman and senior partent-banking firm.

l believes people in business can make valuable side the workplace because of their skill in maketting goals and objectives, monitoring performd work out of staffs, and raising money. Helping unities locally and globally is not an altruistic leaders, he says. "It makes things better for their air customers, and that's a healthy result for busi-

off, University of Washington finance professor, n Ernest Shackleton is so compelling today isn't ed against incredible odds but that he succeeded hings. "We long for the teamwork and cama-ss inspired," he says. "We admire his ability to faults and potential of his men, and his willing-ample. We empathize with the loneliness that decisions. And we praise his understanding that life trumps any short-term prize. Ultimately, ccess because, in him we catch glimpses of who

r planted a flag at the South Pole, he never goals, and he never earned all the money he doing what he wanted to do, and he did it well ace in history. His workplace was creative, proble. He accomplished big things because he en-rticipation of every member of his team. mired today because we want his energy, his ge, his sense of camaraderie—and his unstop-forward.

SHACKLETON'S THOUGHTS ON LEADERSHIP

- "There are lots of good things in the world, but I'm not sure that comradeship is not the best of them all—to know that you can do something big for another chap."
- "Optimism is true moral courage."
- "Leadership is a fine thing, but it has its penalties. And the greatest penalty is loneliness."
- "A man must shape himself to a new mark directly the old one goes to ground."
- "The loyalty of your men is a sacred trust you carry. It is something which must never be betrayed, something you must live up to."
- "I have often marveled at the thin line which separates success from failure."
- "You often have to hide from them not only the truth, but your feelings about the truth. You may know that the facts are dead against you, but you mustn't say so."
- "If you're a leader, a fellow that other fellows look to, you've got to keep going."