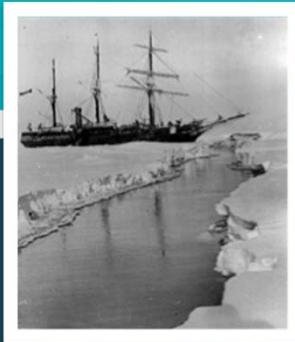




Individual Progress ► Collective Success

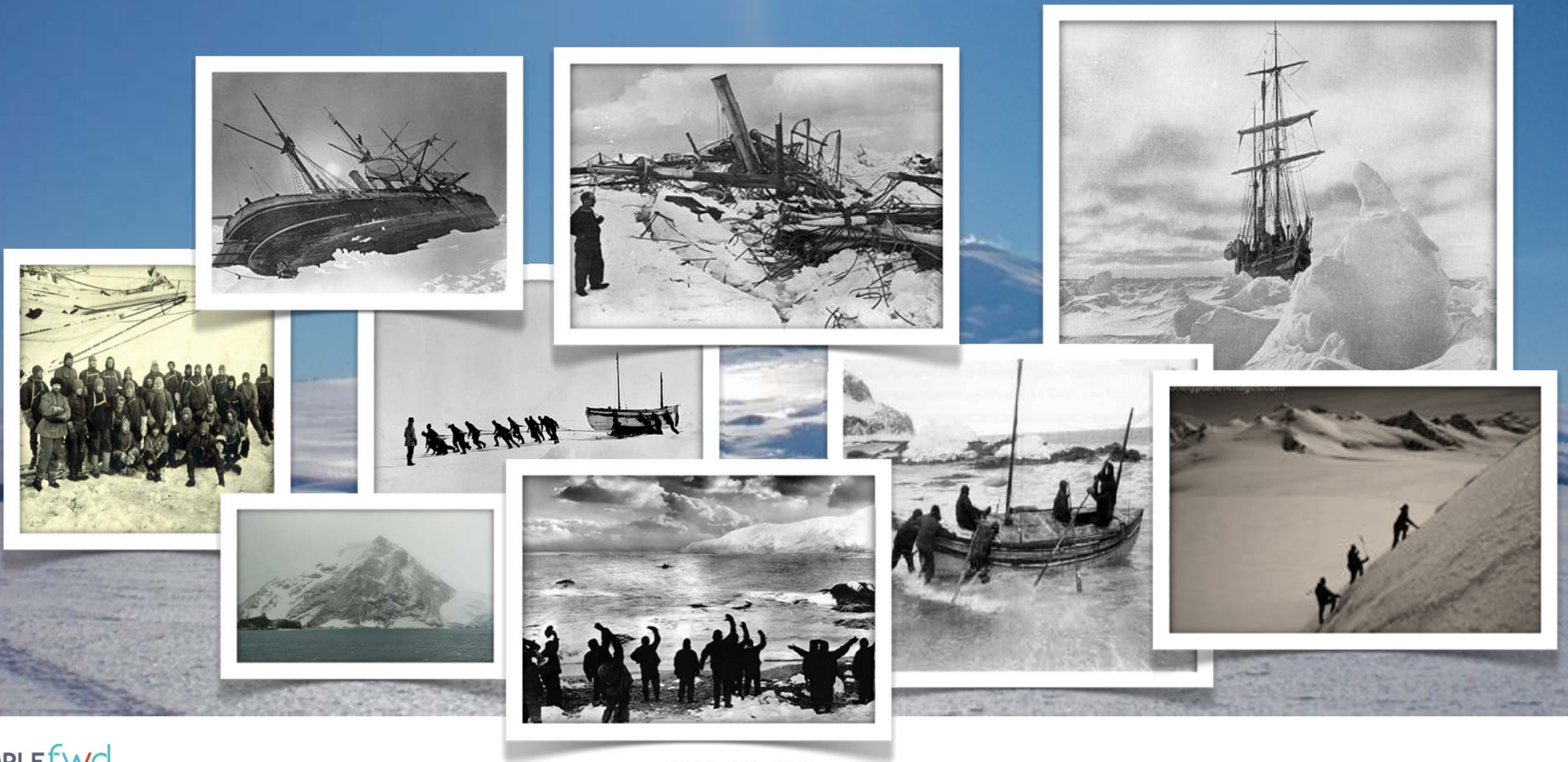
Shackleton: Leadership Lessons



Wayne F. Cascio

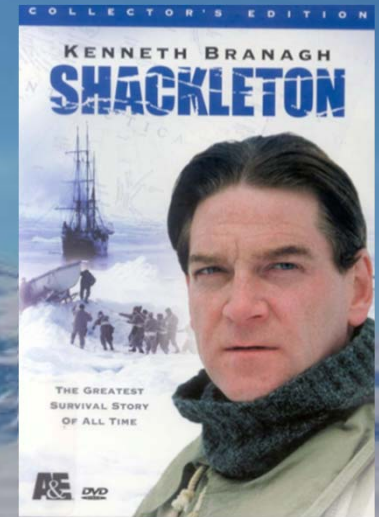
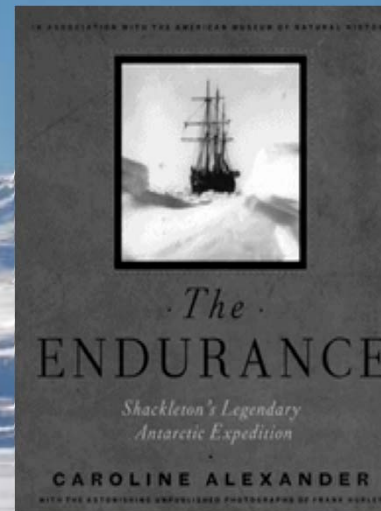
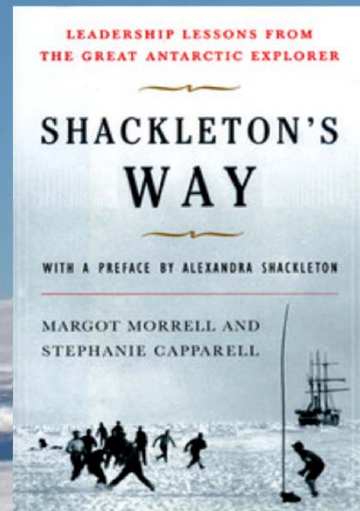
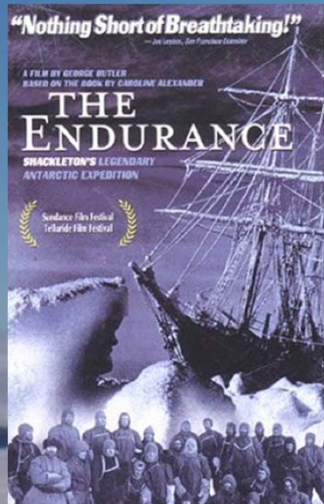
Robert H. Reynolds Distinguished Chair in Global Leadership. University of Colorado Denver

Who is Shackleton?



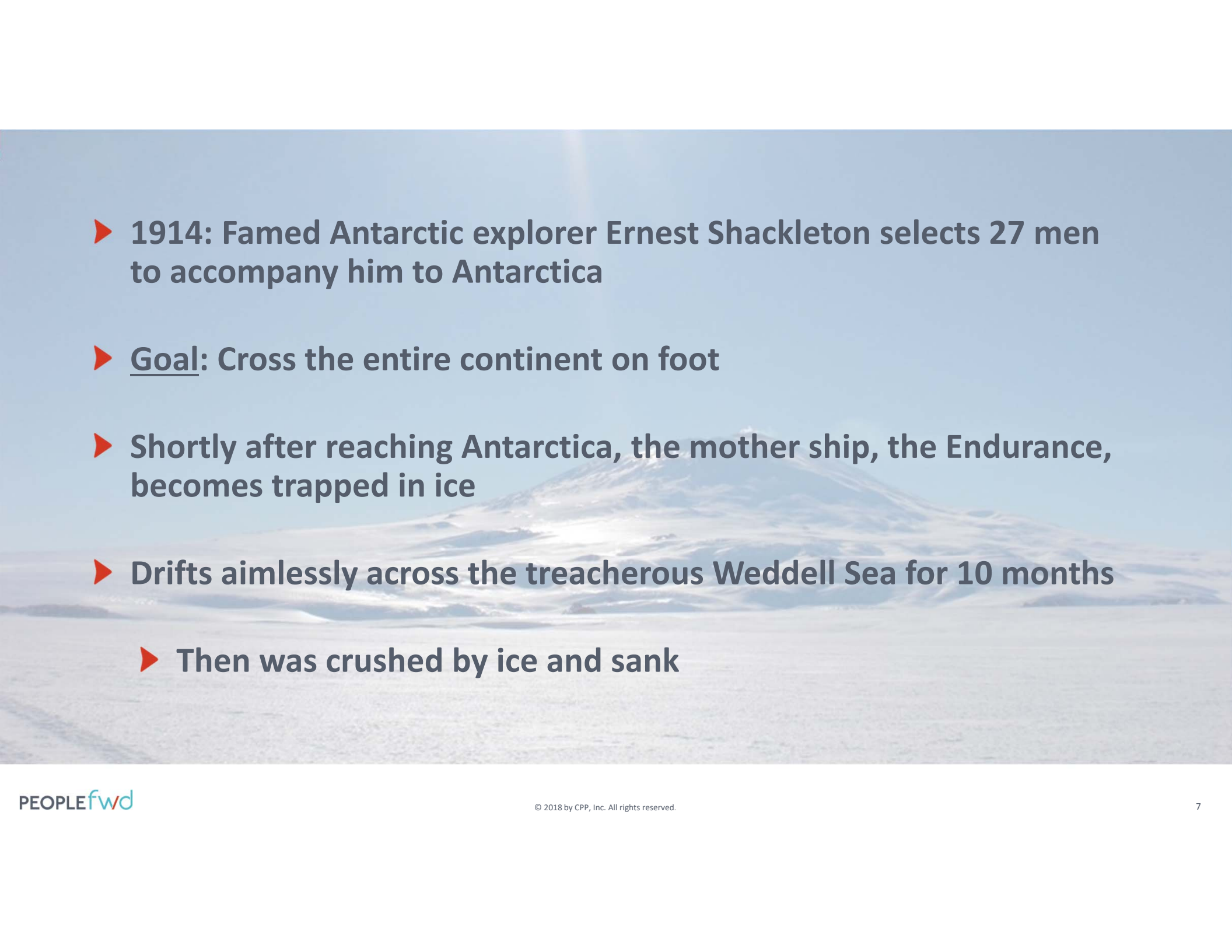


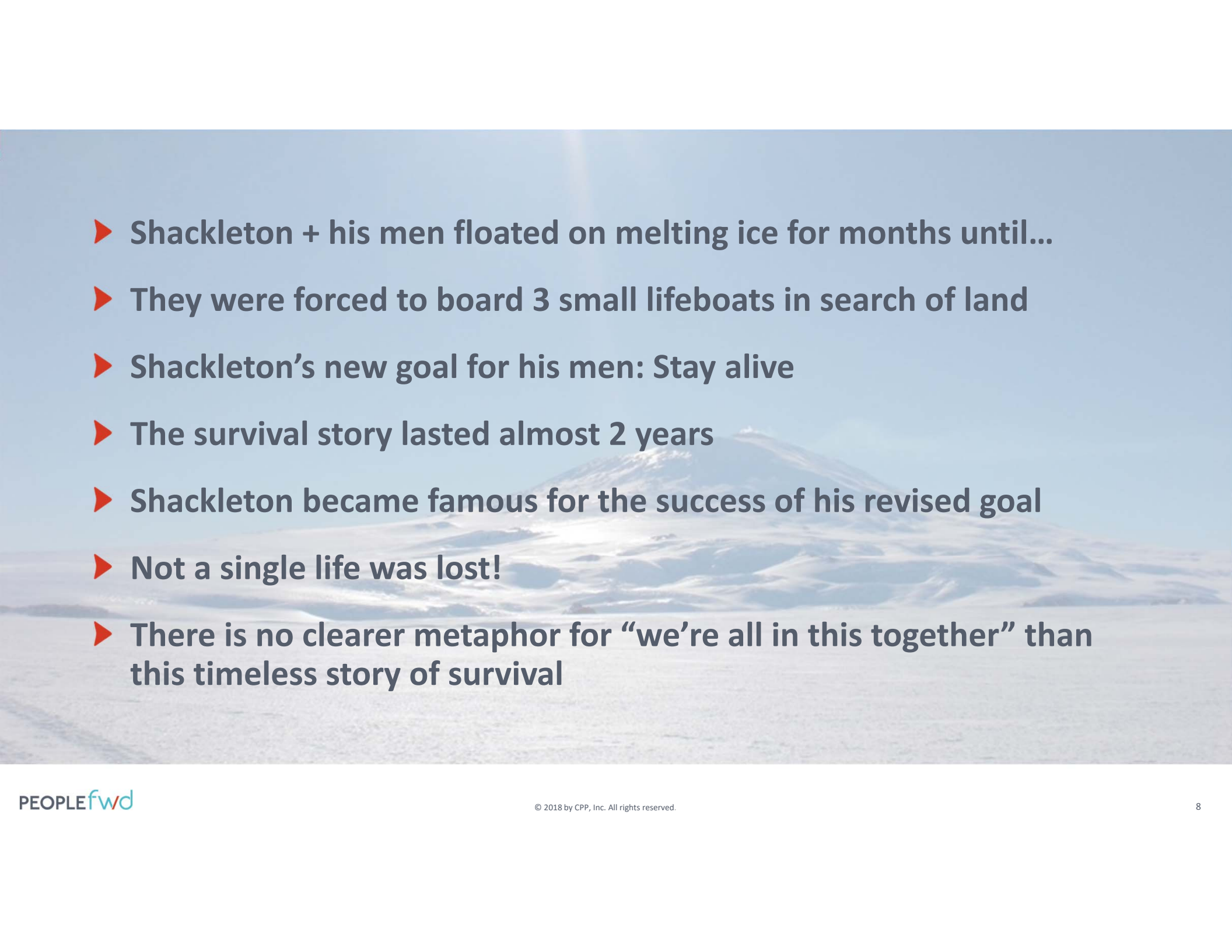
Background



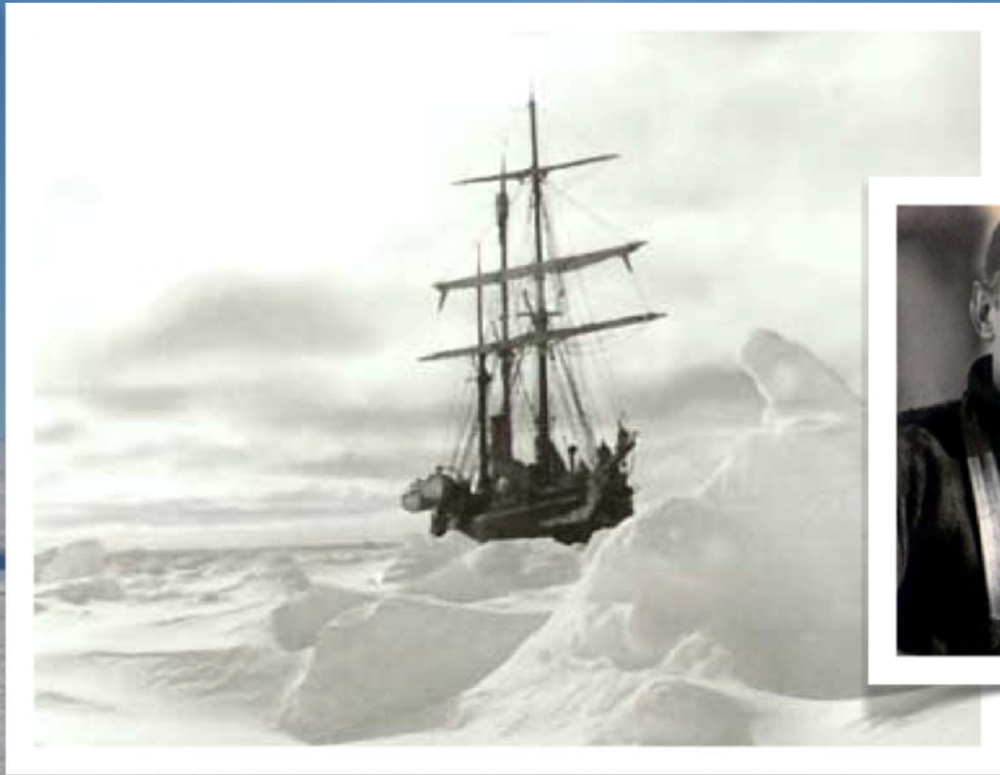
Before we get into the details... a brief overview of the story



- 
- ▶ 1914: Famed Antarctic explorer Ernest Shackleton selects 27 men to accompany him to Antarctica
 - ▶ Goal: Cross the entire continent on foot
 - ▶ Shortly after reaching Antarctica, the mother ship, the Endurance, becomes trapped in ice
 - ▶ Drifts aimlessly across the treacherous Weddell Sea for 10 months
 - ▶ Then was crushed by ice and sank

- 
- ▶ Shackleton + his men floated on melting ice for months until...
 - ▶ They were forced to board 3 small lifeboats in search of land
 - ▶ Shackleton's new goal for his men: Stay alive
 - ▶ The survival story lasted almost 2 years
 - ▶ Shackleton became famous for the success of his revised goal
 - ▶ Not a single life was lost!
 - ▶ There is no clearer metaphor for “we’re all in this together” than this timeless story of survival

And now, Shackleton



10 Broad Themes

1. Hire/Promote the Right People
2. Set High Expectations, Reinforce/Reward the Right Behavior
3. Use Social Events to Create a Motivating Culture
4. Treat People as Individuals
5. Lead By Example
6. Be Resilient, Stay Positive
7. Make Tough Decisions
8. Be Clear About Your Objectives, Communicate Them, and Provide Feedback
9. Communication, the Cornerstone of Leadership
10. Managing Change: Getting a Group Through a Crisis

Theme 1

Hire the right people





Theme 2

**Set high expectations,
reinforce / reward the
right behavior**

(and consequences for wrong
behaviour)



Meeting the crew
“Establishing expectations”



Theme 3

**Use social events to
create a motivating
culture**



Stop the boat



Theme 4

Treat people as individuals



Christmas Grog
“Showing Empathy”



Theme 5

Lead by example



“Walk the Talk”



Theme 6

Be resilient, stay positive



“Creating Optimism”



Theme 7

Make tough decisions



Fate of Mrs. Chippy



Theme 8

**Be clear about your objectives,
communicate them,
and provide feedback**



Dealing With the “Disengaged”



Theme 9

Communication, the cornerstone of leadership

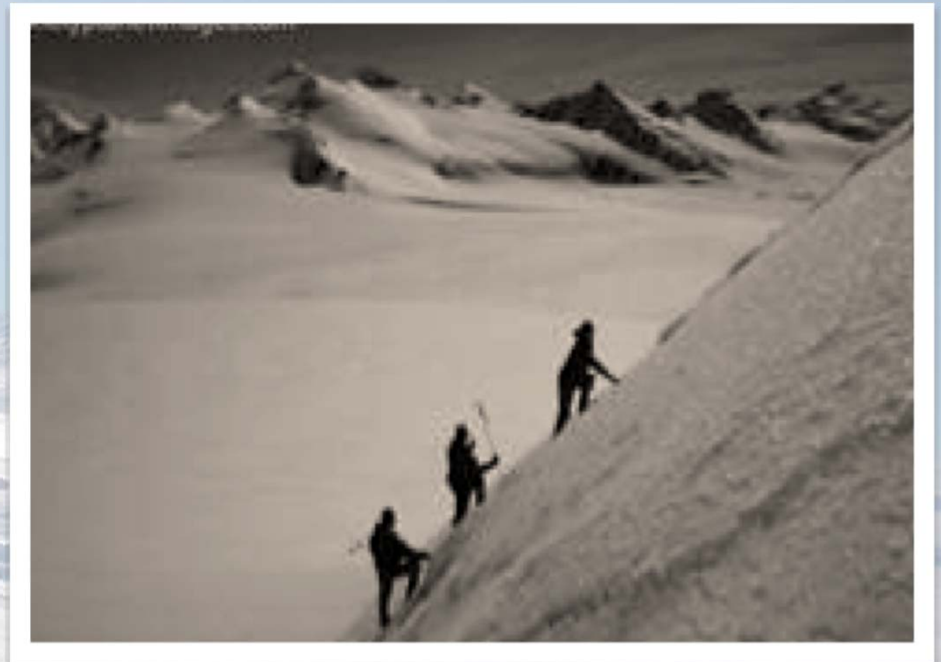


“Succession Planning”



Theme 10

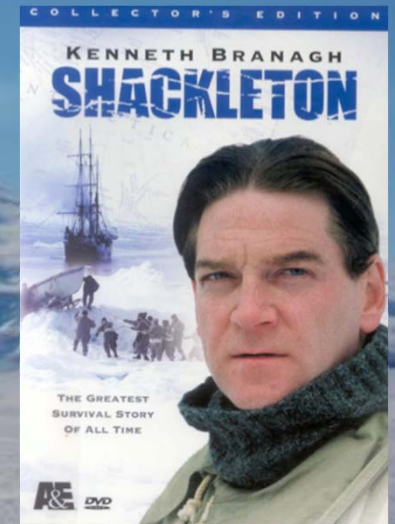
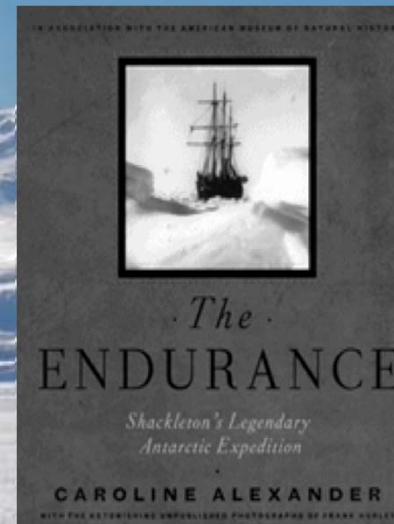
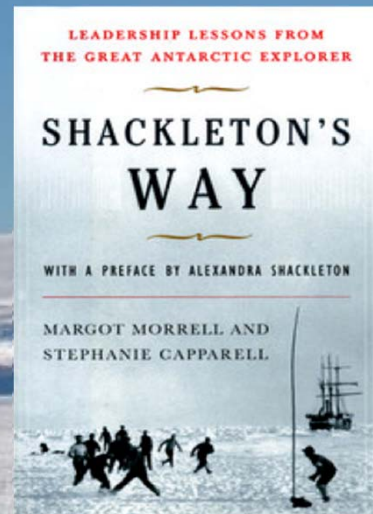
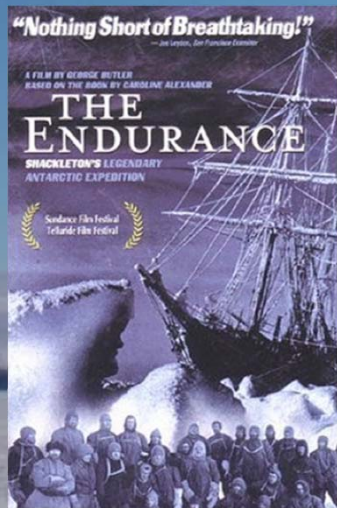
Managing change: getting a group through a crisis



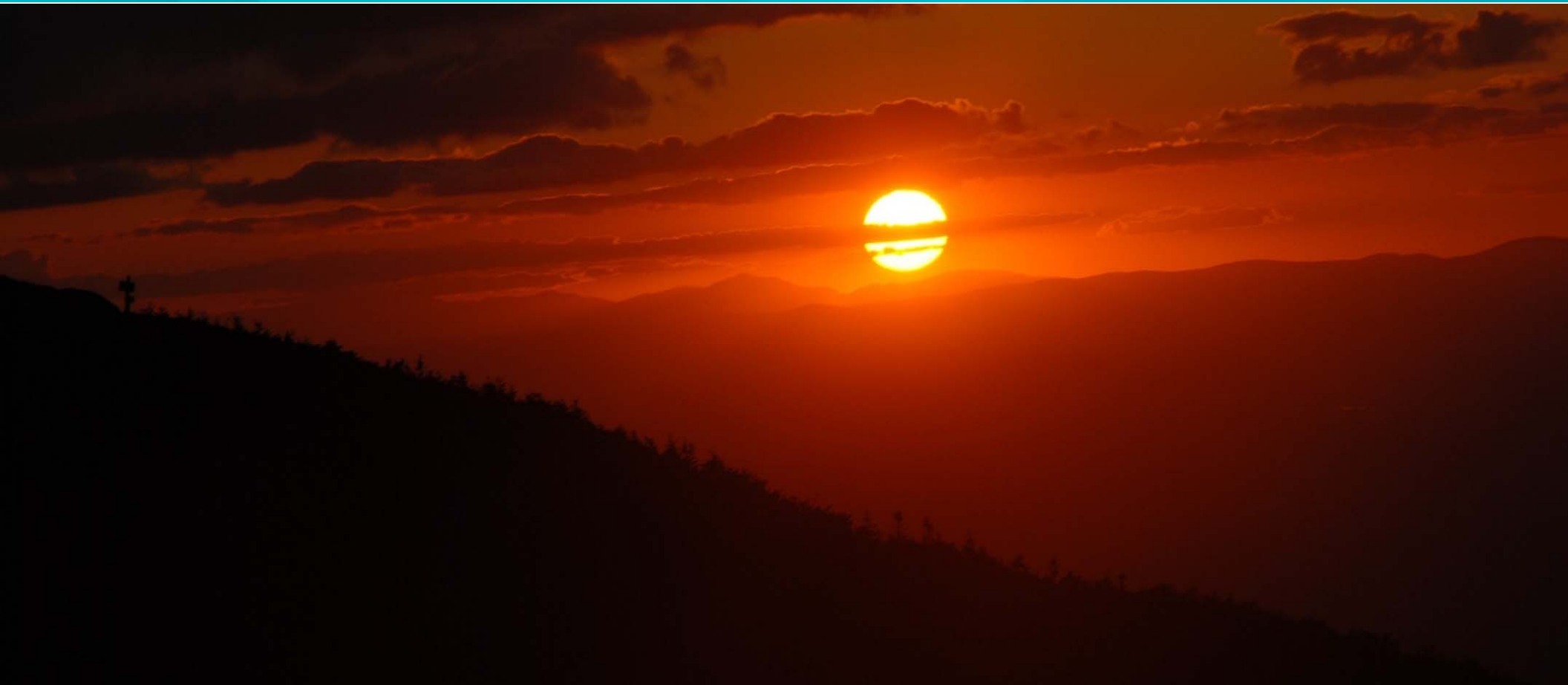
“Coming Home”



He failed at the improbable...
but succeeded in the unimaginable



Thank you for listening



Questions?

