

The Analysis of: Ernest Shackleton's leadership during his expedition throughout the Antarctic

Group 3

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The Evaluation of Shackleton as a Leader: Analysis of expedition

Scientific Endeavor

- Voyage set out to cross the Antarctic
- Shackleton and his men got about 100 miles from the South Pole
- They discovered a Glacier named Beardmore Glacier
- Were able to ad 200 miles to the Antarctic Coastline

Entrepreneurial Venture

- Shackleton arranged for donations and loans
- He personally interviewed and selected his crew
- Purchased supplies for the voyage
 - Made composite cakes for the voyage- designed to provide daily caloric intake in one cake (3,000 calories)

The Evaluation of Shackleton as a Leader



Leadership

- Arranged voyage
- Ice had damaged their vessel beyond repair and he was still able to keep his crew optimistic in the bitter cold temperatures
- Crew was able to salvage most of the food, supplies and life boats
- Shackleton and 6 men set off to Georgia Island with the desire to rescue the 22 men they left behind
- Arranged several rescue missions, never gave up and the fourth rescue mission was a success

Context in which Shackleton Operated



- Shackleton used his previous knowledge to benefit his journey to Antarctic
- He was meticulous with the planning of his voyage
- He cared about his crews opinions and thoughts
- Dismissed crew members early in voyage who acted disorderly. Shackleton handled stressful situations well.

What Role did fame and charisma play in Shackleton's voyage

- Shackleton made a list of that consisted of hundreds of the wealthiest people in Britain
- He sent a personal letter to each one of them, in hopes for a donation or loan
- Sir James Key Caird donated 2 million dollars (in today's money) due to Shackleton's Charisma
- People also knew of him from his previous journeys and were more gracious when it came to donating money for his voyage.

Was Shackleton an audacious entrepreneur/leader?

- Shackleton was not audacious when it came to his crew members, but he could be at times especially when it came to business endeavors
- Shackleton was bold and daring when approaching lords, kings, business men and physicians for sponsoring his voyage
- He was confident of his abilities as a leader

Pictured to the right:
Frank Worsley, Ernest Shackleton, and Tom Crean
After the Voyage of the Endurance (1917)

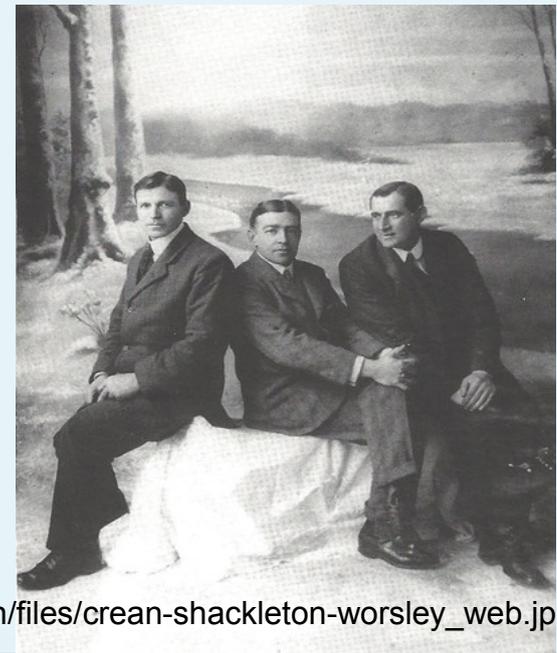


Photo From: http://66south.com/TomCrean/files/crean-shackleton-worsley_web.jpg

Conception of the voyage of the Endurance and his timing regarding much needed resources

- Shackleton had an interest in naval voyages and vessels since childhood
- He wanted to reach the South Pole and trek across Antarctica by boat and using dog sleds.
- Wanted to make new discoveries
- Improved upon his mistakes he had made during his last voyage
- After resources gathered Shackleton announce the expedition would take place in December of 1913
- British had declared war against Germany, and Shackleton was going to cease his journey but Winston Churchill told him to continue on, because too much money was already invested in the voyage

Shackleton Effectiveness

- Shackleton was very effective leader
- His survival skills were magnificent, and he was able to help his crew members survive as well.
- Was able to get others to believe in him.
- He spent 22 years of his life devoted to Polar work
- Used his past knowledge and skills to better his voyages and himself as a leader

The Importance of Fame and the underlying causes of the *Endurance* Crisis

Fame

- Fame was important to Shackleton but was not the main factor when it came to this journey.
- Shackleton's main goal was to discover new land and fame would just be an added bonus
- He did not achieve too much fame over his success, but was famous enough to publicize and teach from his journey
- Fame is not the only thing that should measure Shackleton's success- he saved 22 lives by going back for the men that had been left behind

Causes

- Shackleton did not want to stop at Vahsel Bay, in order to shorten the journey by 200 miles
- The ship froze and was unable to move in this new path
- The pressure ridges ripped away the rudder, which forced the men to abandon ship and seek refuge on the ice
- Eventually the ship was completely engulfed by the sea

Importance of Shackleton's Leadership

- Shackleton's Leadership was highly important when it came to the success of this voyage.
- They endured many offsets through out their journey but Shackleton was able to keep them all focused and in high spirits.
- He gave the men new duties and offered to pay the crew men still even after the ship had sunk in hopes of giving them an incentive to keep going
- He gave the crew optimism and hope when they were at their darkest time.



Photo From: <http://www.theguardian.com/books/2014/mar/22/diaries-ernest-shackleton-captain-scott-reveal>

Was Shackleton a good leader?

- Shackleton was a great leader and manager
- He took charge of every aspect he set his mind to
- He charted and planned an intense exploration
- He raised enough money to fund his journey
- He had the best supplies and enough food for his journey
- He was able to bring all of his men home safely even after their journey took a turn for the worst

Parallels between Shackleton and other leaders who have been studied

- Great leaders who have been studied in the past all possess the ability to connect with those that lead on a personal level.
- They are approachable but also leave the distance that is needed to be an effective leader
- Shackleton was fair and equal to his crew, which is very important when it comes to proper leadership skills



Interest In Ernest Shackleton and the Learning Experience

Interest

- Shackleton's leadership traits are used as a blue print when it comes to over coming problems/issues while maintaining stamina to follow through with the task on hand

Learned

- Balance is needed to be a successful leader
- It is important as a leader to be approachable but also separate yourself from those you lead
- Be in tune with attitudes and personalities and have the skills to bring them together as well as learn and grow from each other

ReachHigher

- Through ReachHigher we have learned how to be a better more effective leader.
- Leadership is something that takes time and will grow with the individual

Case Analysis

Isolation of the problem

- Shackleton was desperate for secure funding for his voyage

Analyzation

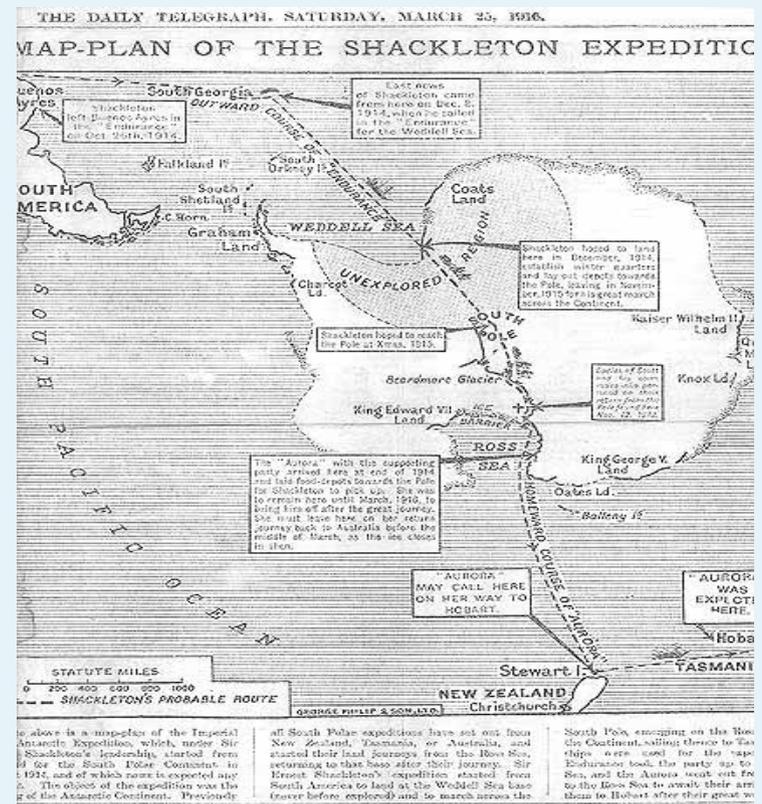
- Shackleton was prepared to do what he needed to do to secure his funding for the voyage
- He hired a photographer and sold the shares prior to the photos being taken
- He sent letters to the wealthiest people in Britain

Recommendations

- If Shackleton had raised 7 million instead of 4.5 million dollars his voyage may have ended differently.
- He would have been able to invest the money in a sturdier vessel that may have been able to handle the ice better.
- If Shackleton would have been more successful he would have been able to pay back his investors rather than struggling to come up with the money after his voyage

Reference

Koehn, N. (2010). Leadership in crisis: Ernest Shackleton and the epic voyage of the endurance. Harvard Business School, 803(127), 1-39.



Photos From: <http://dlharbour.ie/wp-content/uploads/2013/01/Shackleton.jpg>