

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a large marina with many boats. The image is partially obscured by a dark blue diagonal shape on the left side.

**ICMA**  
conference

**BALTIMORE**  
104th Annual Conference  
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# Forged in Crisis

## The Power of Courageous Leadership in Turbulent Times

Book by Nancy Koehn, Harvard Business School Historian  
Presented by Felicia Logan, ICMA

**#ICMA2018**



## Robert Scott Falcon's ship The Discovery

The endurance was not Ernest Shackleton's first attempt to claim the South Pole.

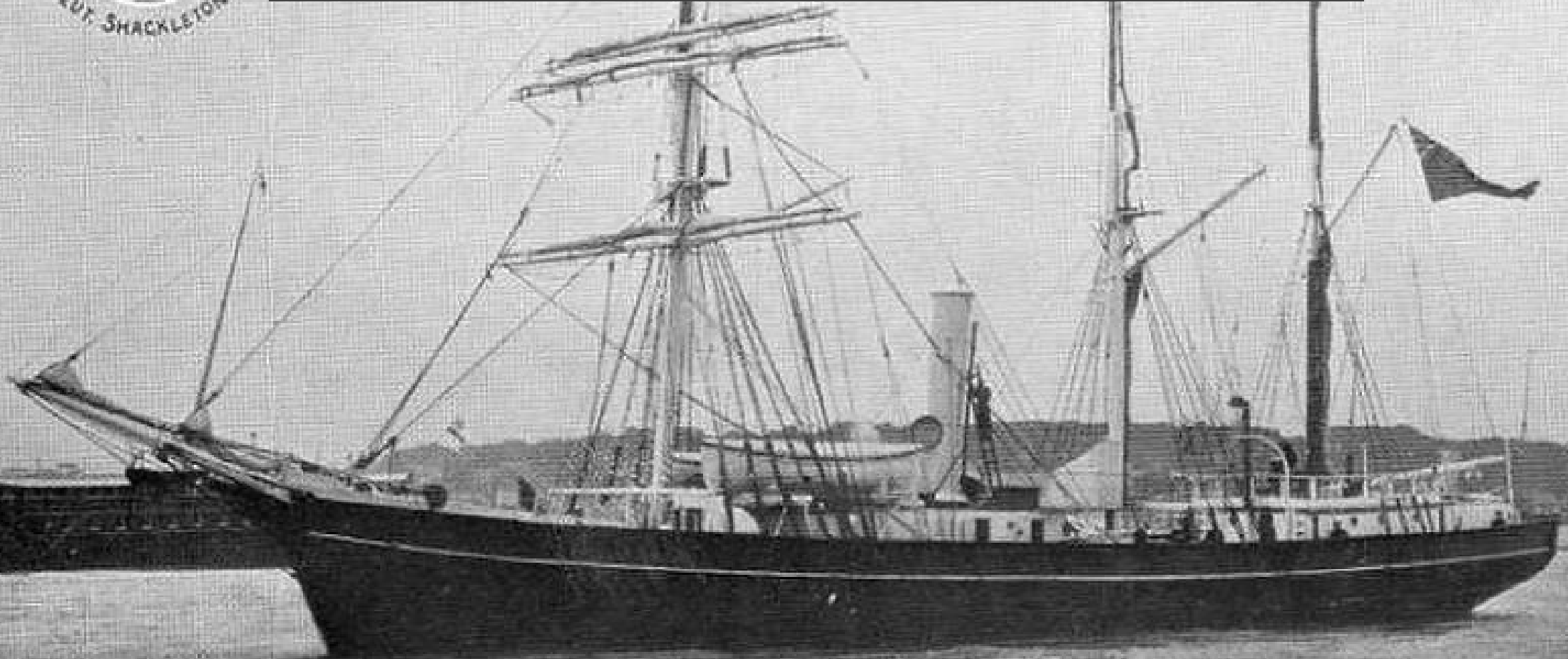
In 1901 he joined Robert Falcon Scott on a ship known as the Discovery.

Motivated by international rivalry, scientific discovery, patriotism and high risk adventure, at the turn of the century there was fierce competition to discover the South Pole and claim victory.

In 1903 Robert Falcon Scott had to admit defeat and returned to base camp. In 1905 he was hailed a hero and published a book blaming Shackleton for the failure of the effort and calling him an incompetent invalid.



Shackleton's second attempt was as commander of the expedition on a ship called the Nimrod. Members of the Nimrod crew trudged to within 100 miles of the South Pole only to turn back due to exhaustion and illness. Shackleton wrote in his journal "Better to be a live donkey and a dead lion". The only happiness was in beating Scott's record.



S.S. NIMROD.

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December 14, 1911 Norwegian Roald Amundsen claimed the South Pole Discovery for Norway



In January of 1912 Robert Falcon Scott did reach the South Pole only to find the Norwegian Flag already planted.

He was bitterly disappointed and began the long march back to base camp. On March 20 just 11 miles from a food depot a severe blizzard hit, trapping the Scott party in their tents.

Their frozen bodies were discovered 8 months later.

In one year Scott lost as many men as in all the 15 previous years combined, yet he was hailed a martyr and a hero by Britain.

As you can imagine,  
Scotts acclaim made  
Shackleton even more  
determined to find  
success

The problem is that at this time both the North Pole and the South Pole had been claimed.

Shackleton considered the expedition's goal—crossing the Antarctic continent—the last great polar journey of the "Heroic Age of Exploration".

## The Endurance

Family motto  
“By Endurance  
We Conquer”



## Careful attention to details

Only the best  
supplies and  
clothing

Commissioned lime  
capsules to deter  
scurvy

Created  
composition cake of  
3,000 calories—the  
first energy bar?

Berths for sled dogs

Darkroom for the  
photographer



**"MEN WANTED: FOR HAZARDOUS JOURNEY. SMALL WAGES, BITTER COLD, LONG MONTHS OF COMPLETE DARKNESS, CONSTANT DANGER, SAFE RETURN DOUBTFUL. HONOUR AND RECOGNITION IN CASE OF SUCCESS. SIR ERNEST SHACKLETON"**



*Click on any person in the photo to find out more about him*

Hire for attitude,  
train for skill

Over 5,000  
men and a  
few women  
applied-  
written  
application



Shackleton  
divided them  
into 3  
catagories:

- **Mad**
- **Hopeless**
- **Possible**



Then he  
interviewed  
the possible  
personally  
and looked  
for **stamina**,  
**ability to  
thrive in  
disruption**,  
**embrace  
ambiguity  
and respond  
quickly in  
unforeseen  
challenges.**

December 5, 1914  
28 men and 69 sled dogs  
set sail.  
By January 1915 they were  
trapped in an ice floe on the  
Weddell Sea.

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# Weighty Decisions

- From February 1915 to October the men stayed on the Endurance and maintained regular routine with the understanding that sharing duties and maintaining regular scheduled created a sense of discipline and routine.
- In October, Shackleton orders the men to take provisions and equipment to make camp on the ice floe as the ship is being slowly crushed.
- What would you take with you and what will you leave?
- Table Top Exercise-Weighty Decisions

## Weighty Decisions Table Top Exercise

The Endurance has been frozen and is about to sink. What provisions and keepsakes will you take and what will you choose to leave? You will travel on land and also have 3 lifeboats.

Please do this exercise **as a individual**. Focus on your #1 answers.

**Keep track on your individual answer sheet of the #1 answers you got right as we review.**

Here are some of the decisions Shackleton made regarding which items should be taken from the sinking *Endurance* (compiled from written accounts of Shackleton's journey).

1	2	3	Item	1	2	3	Item
1			Artist's Oil Paints			3	Radio
1			Books	1			Reindeer skin sleeping bag
	2		Camera, film	1			Rifles, cartridges
	2		Canned meat	1			Rope
1			Compass	1			Sail canvas
1			Cooking pots	1			Sextant
		3	Cotton shirts			3	Ship's bell
1			Extra kerosene			3	Signal mirror
1			Extra lamp wicks			3	Sledges and dogs
		3	Flare pistol			3	Soccer ball
	2		Fresh water in canisters			3	Star charts
	2		Journals and pencils	1			Stove
1			Knives		2		Tents
1			Matches	1			Tools
1			Medical supplies	1			Wooden crates
		3	Pistols, cartridges	1			Woolen long underwear
1			Playing cards				

Shackleton's first concerns were for the necessities of life. Penguins and seals were easily hunted with rifles (1), so canned meat (2) was unnecessary. Pistols however, would have been dead weight (3).

Fresh water (2) was essential, but heavy and bulky. Although sea ice is salty, glacial ice, iceberg fragments, and snow are plentiful sources of fresh water if there is a stove (1), kerosene (1), matches (1), and cooking pots (1) to melt them in.

Shelter includes staying warm. Rope (1) has many uses, including making replacement shelter for the flimsy tents (2) from sail canvas (1). Woolen long underwear (1) and reindeer skin sleeping bags (1) are warm when wet because they trap air. Cotton shirts (3) stay saturated and cold.

Some choices depended on the journey. The pack ice proved to be too rough for sledges (3), and the dogs required too many provisions. (They were shot.) The lamp wicks (1), and artist's oil paints (1) were used to caulk the lifeboats and the tools (1) and wooden crates (1) were essential to maintain the lifeboats.

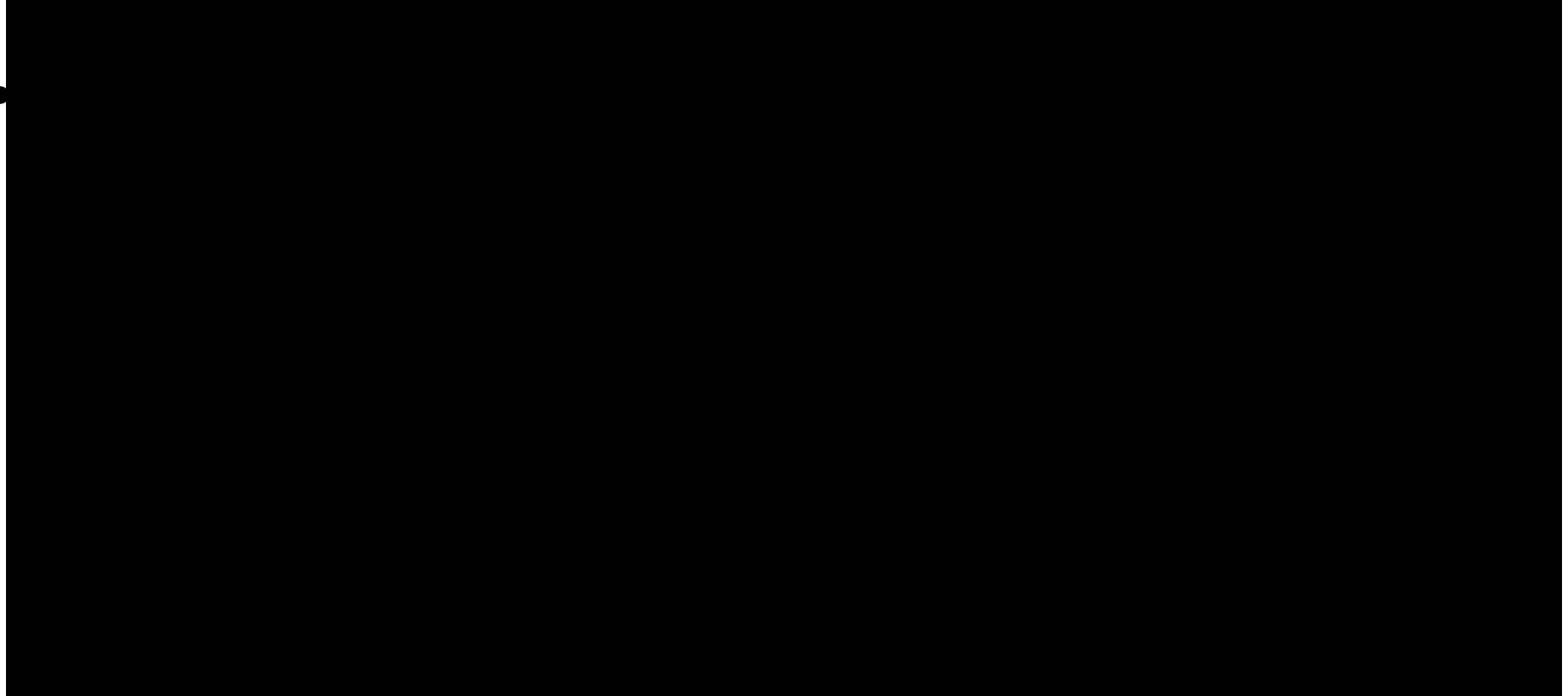
Navigation to South Georgia depended on sextant (1) sightings of the sun, not stars; so star charts (3) were unnecessary. The value of medical supplies (1), knives (1), and a compass (1) are obvious.

Calling for help was not an option. Radio (3) was in its infancy in 1916, and Shackleton was too far from any rescuers for a signal mirror (3), a ship's bell (3), or a flare pistol (3) to be useful.

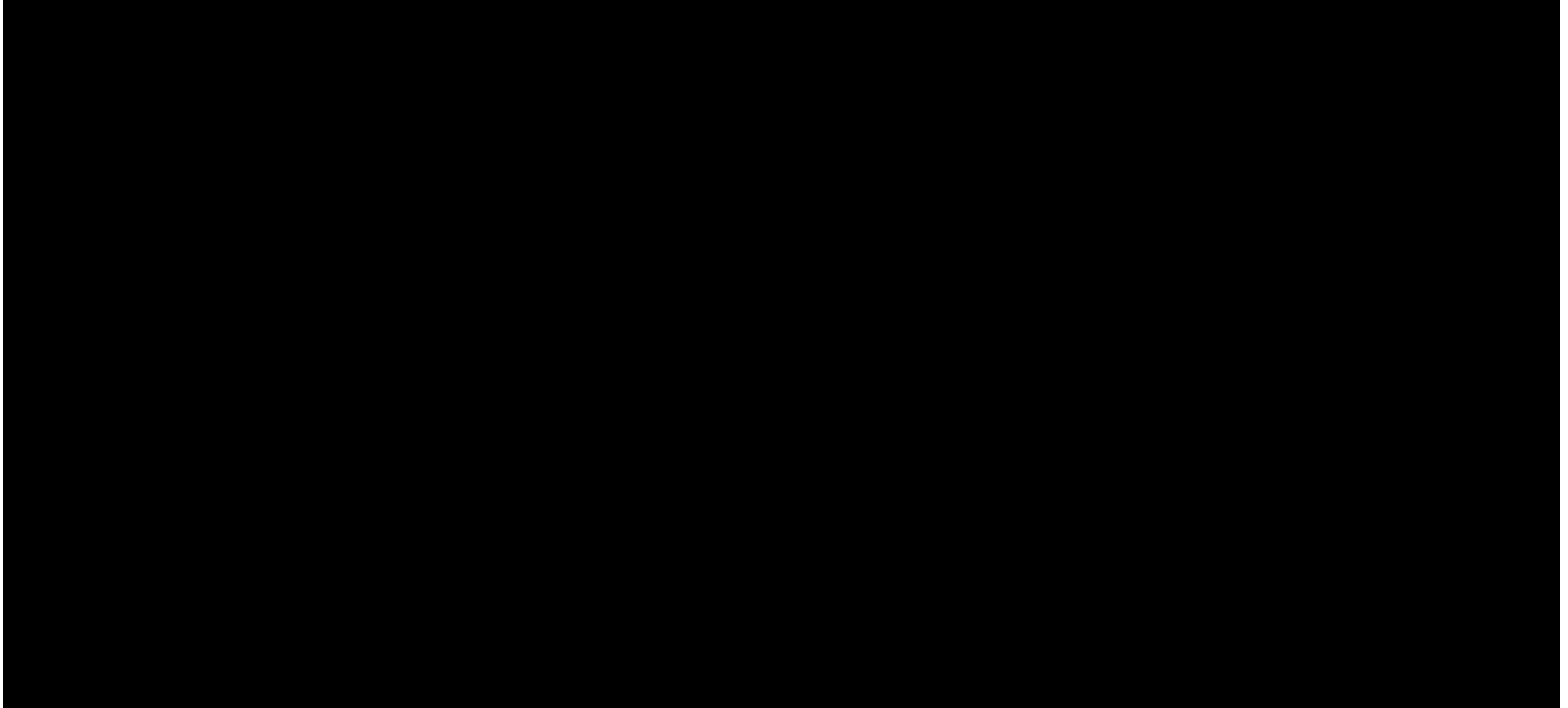
Shackleton was also concerned about the mental health of his men and included playing cards (1) and books (1) to help them through times when they were forced to lie low. Perhaps this explains why the extra weight of journals and pencils (2), and a camera and film (2) were permitted. But the soccer ball (3) would see little opportunity.

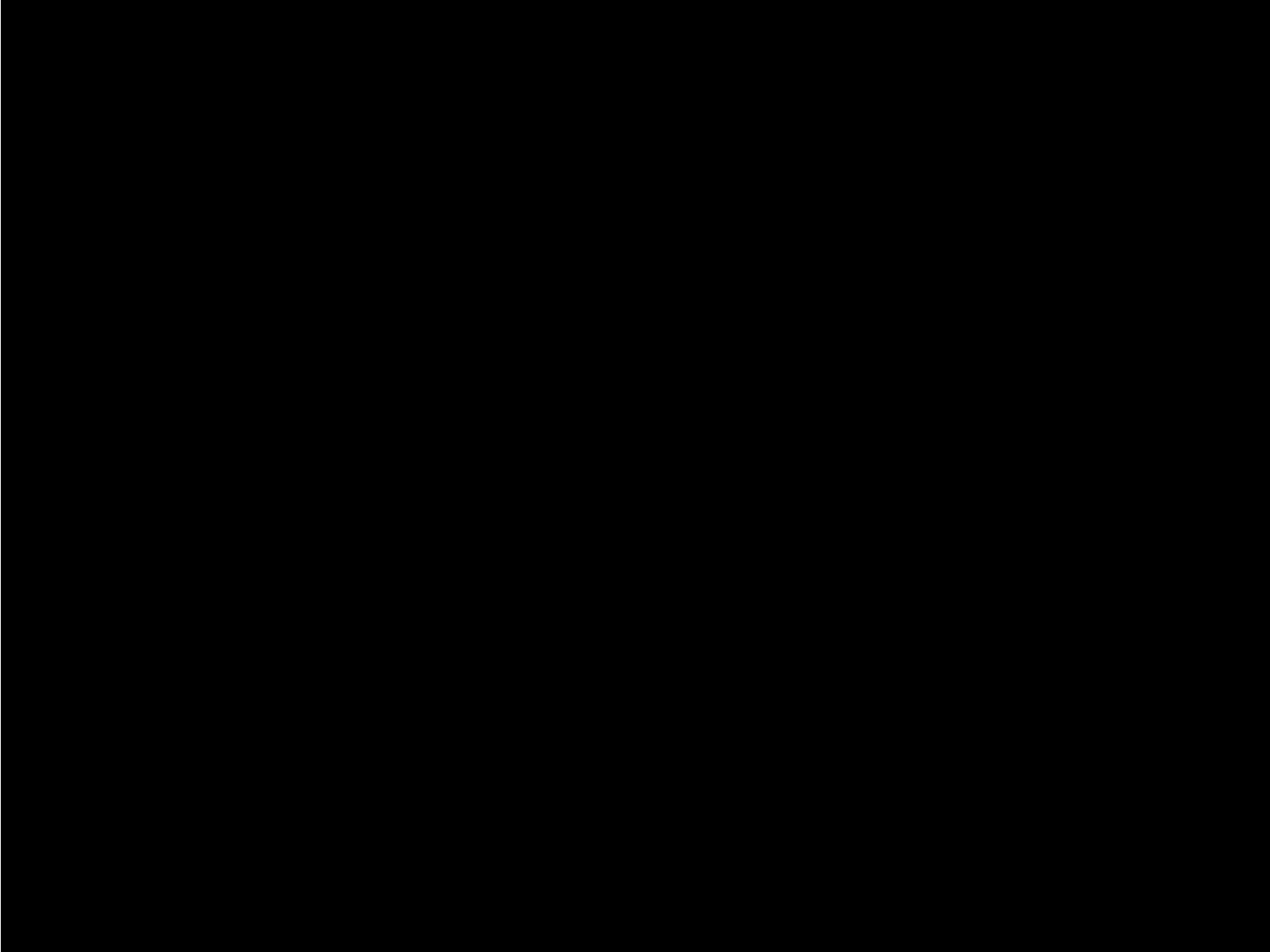


The Endurance sank in November. With no chance of reaching his original goal, Shackleton set a new goal of saving the crew.



The March was exhausting and discouraging.  
They achieved 6 miles in 4 days of man hauling the boats.





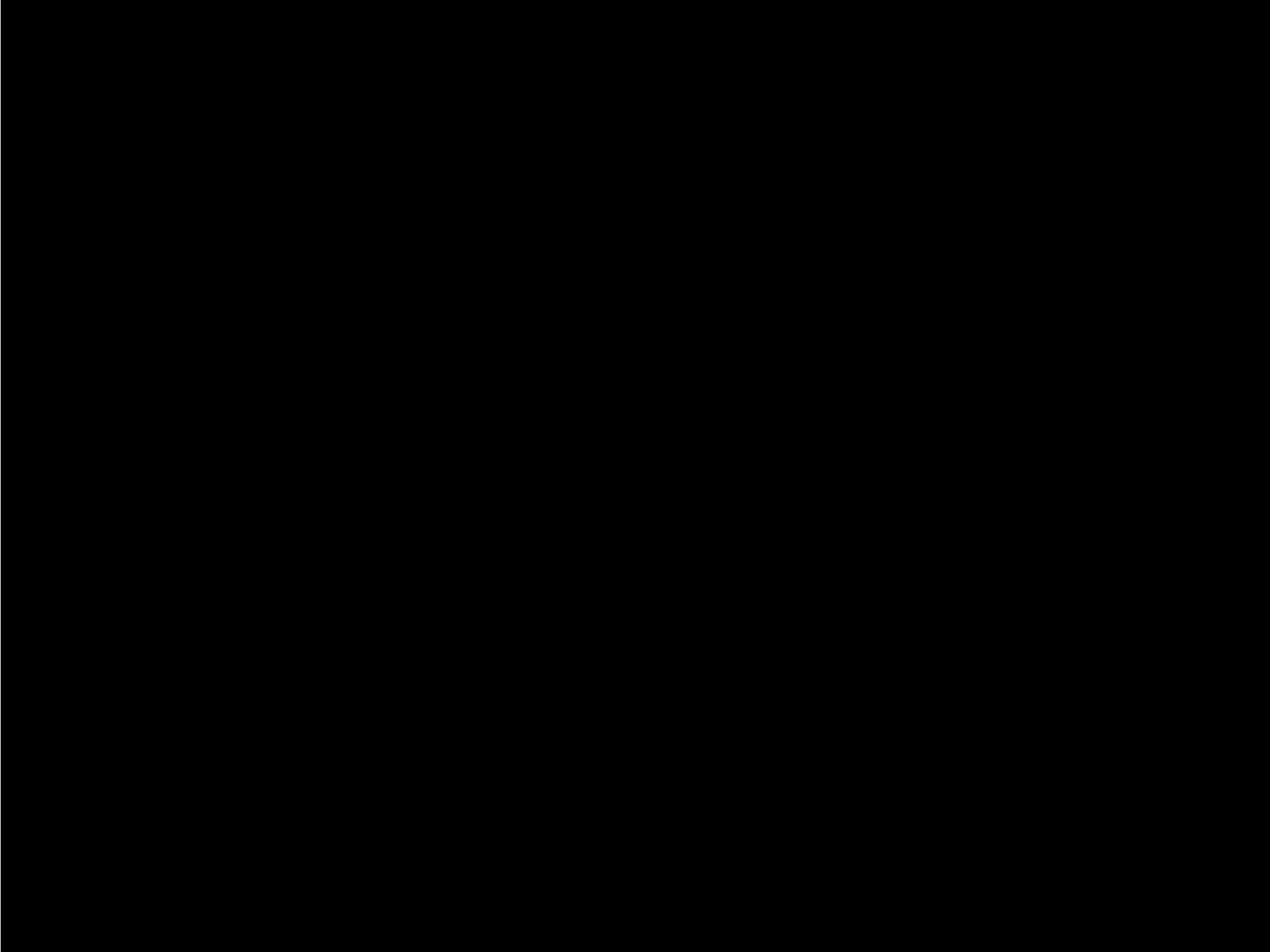
On May 10<sup>th</sup> the Caird did arrive on South Georgia Island

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**However it was on the wrong side—the fishing camp at Stromness Bay required crossing the island on foot. On May 20<sup>th</sup> they arrived on Stromness Bay and on August 30, 1916--4 months and 6 days after leaving, they arrived back on Elephant Island.**

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**Elephant Island was 346 miles from where the Endurance Sank.**



Leadership Lessons-what  
did you see or hear  
Shackleton do that made  
him a leader?



**Please take a few minutes  
to think about what  
leadership lessons you can  
identify from the  
Shackleton story.**

**Share your thoughts with  
your neighbor.**

**Thank You-Please complete speaker and session surveys before you go😊**

**On Behalf of ICMA University!**

**Its great to see you in Baltimore!**

**Thank you for the difference you make and the heroic leadership you show every day.**



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Felicia Logan, ICMA 2018