

# Shackleton's Leadership Practices:

## Leading by Example:

- Put the team's needs ahead of his own.
- Was very visible in the workplace; took on the hardest jobs himself. He never asked anyone to work harder than he did.
- Stayed calm in crises.
- Modeled the behavior and attitude he wanted his team to adopt.
- In the face of changing circumstances, kept his plans flexible and backed up his goals with meticulous planning. He always had more than one contingency plan.

## Communicating Effectively:

- Made sure his team had a realistic assessment of the situation.
- Forged strong bonds with his men through personal, casual, one-on-one conversations.
- During crises, he called everyone together to explain the situation.
- Offered a plan of action, asked for their support, and reassured them of his faith in a positive outcome.
- Asked for opinions and advice – everyone had a voice – although he made the final decisions.

- Communicated his expectations clearly.

## **Keeping Up Morale:**

- Established an orderly routine that kept everyone productive doing meaningful work.
- Created a sense of community and camaraderie, he encouraged people to work together.
- Never chastised anyone in public. He focused on fixing problems, not on punishing people. He praised his crew-members easily and often.
- Looked for opportunities to create pleasant surprises and celebrations, and built relaxation and entertainment into the daily schedule.

## **Maintaining a Positive Attitude:**

- Recognized the power of optimism and said it was “true moral courage.”
- Insisted on optimism from his crew.
- Faced new circumstances and challenges as adventures – not as obstacles.
- Monitored the pessimists closely to contain their effect on the rest of the group.