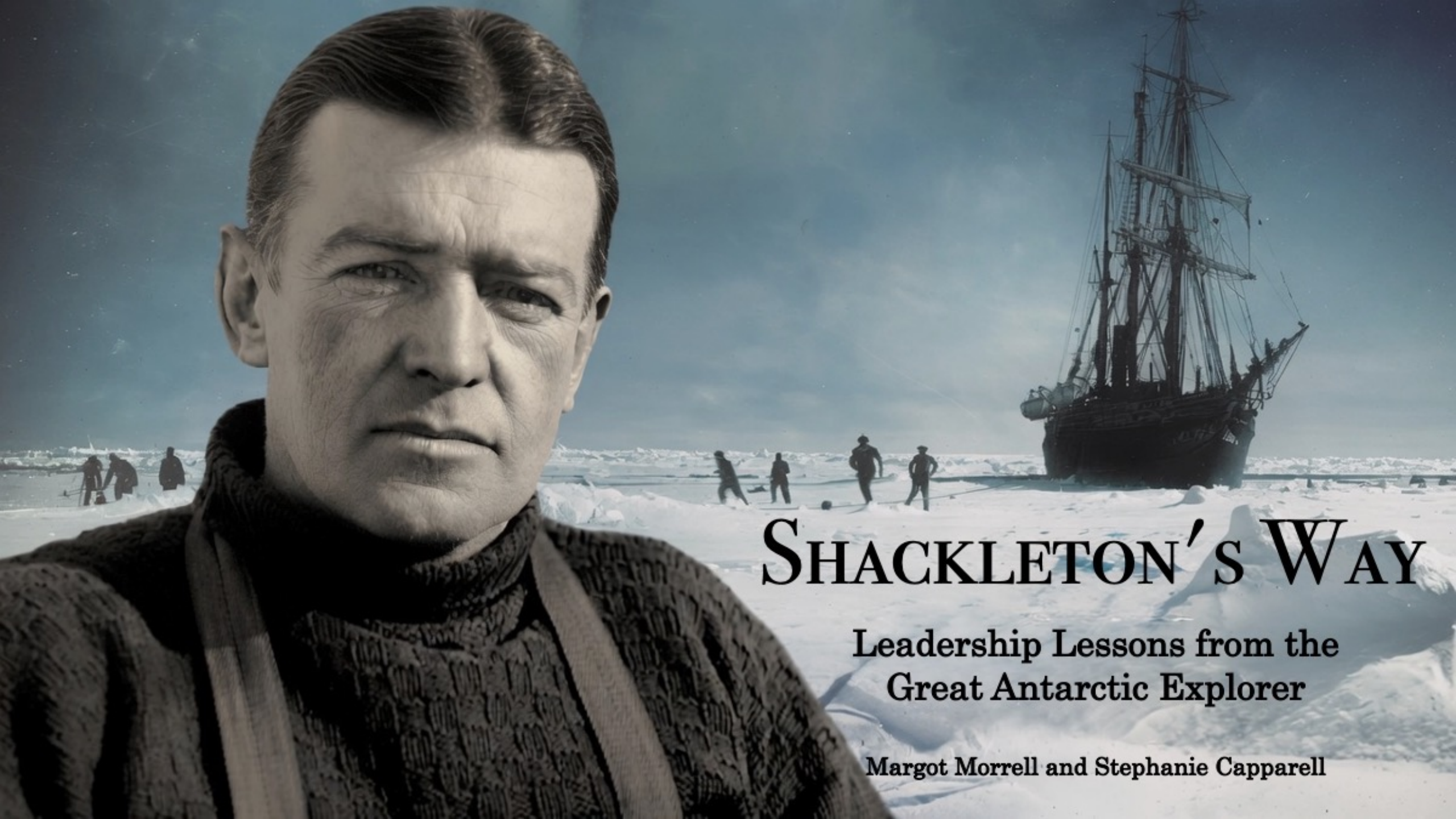




SHACKLETON'S WAY

Leadership Lessons from the
Great Antarctic Explorer

Margot Morrell and Stephanie Capparell

PART 2 / LEARNING
TO BE A LEADER





Shackleton was born in Ireland in 1874, his family moved to London when he was six. At school, he was perceived as different. He knew what it was like to be the outsider.



Ernest Shackleton got his first experience of leadership as the second child and oldest son in a family of ten children.

He encouraged his sisters to pursue their interests and have great careers - as an artist, a customs official, a chef, a midwife, and a writer.

A young boy with short brown hair is shown in profile, looking upwards and to the right. He is wearing a dark navy blue sailor-style jacket with a white collar and a small gold-colored badge on the left chest. He is holding a thick, light-colored rope with both hands, appearing to be climbing or pulling it. The background consists of a rough, grey stone wall and a stone ledge. In the bottom right corner, a portion of a straw hat is visible.

Through his siblings, Shackleton learned how to motivate a group to achieve a goal.

Shackleton left school at 16 to join the merchant navy.

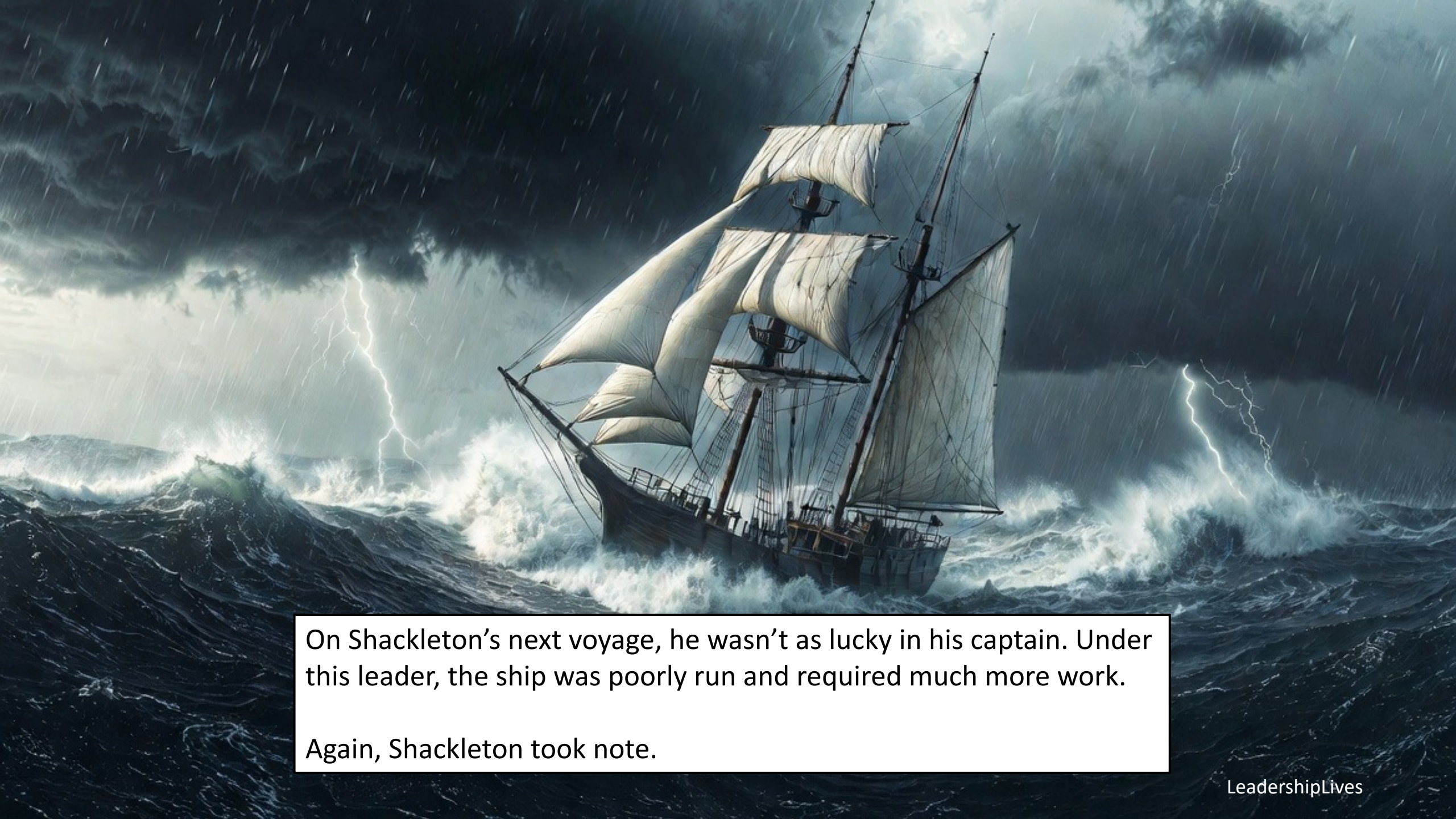
On his first voyage, he glimpsed his future when his ship rounded Cape Horn “in the depth of winter.”

He later wrote, “I felt strongly drawn towards the mysterious South.”





On his first voyage, Shackleton was homesick and unhappy, but he had a great captain who ran an efficient ship and hosted the apprentices to dinner on Sundays. They ended the evenings with singalongs. Shackleton took note.

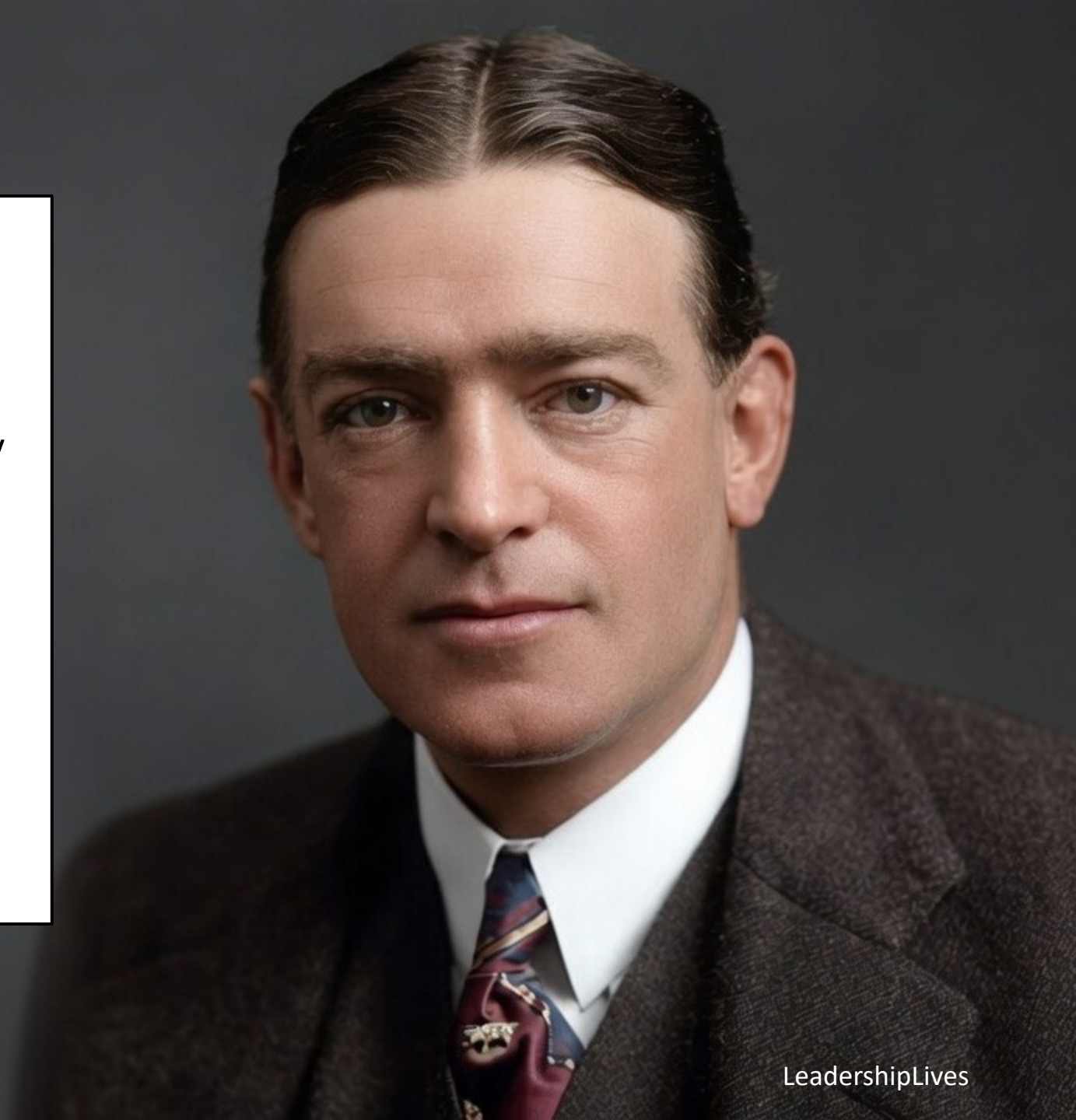


On Shackleton's next voyage, he wasn't as lucky in his captain. Under this leader, the ship was poorly run and required much more work.

Again, Shackleton took note.

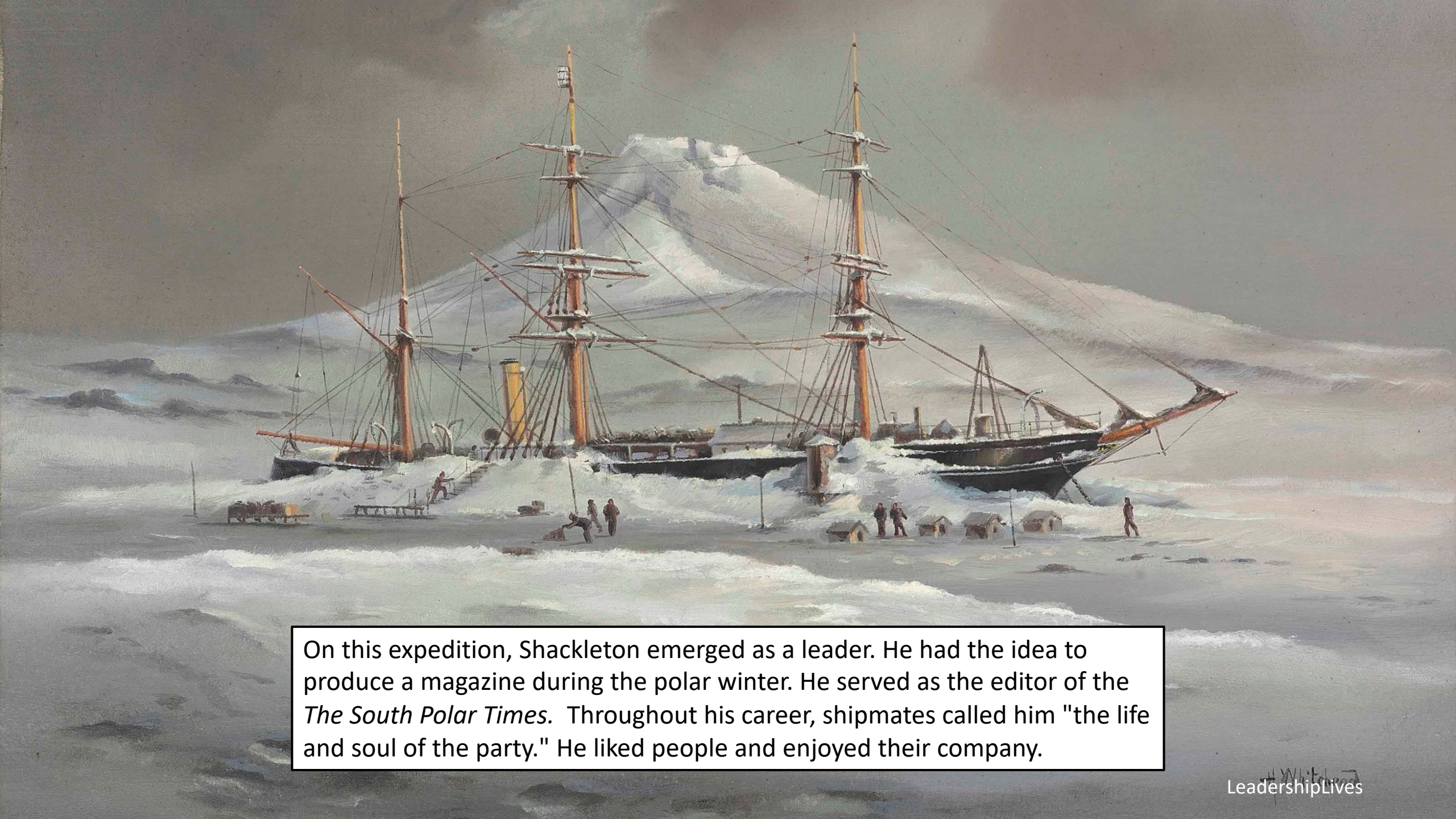
Shackleton endured a “rough” apprenticeship at sea, but it was worth it.

Years later, he wrote, “I dreamed prodigiously about big things ahead.... No, it wasn’t anything ambitious in the way of becoming a hero; that never occurred to me. It was rather a feeling that great adventures lay ahead, adventures great enough to be worth the hardships of training for them.... But all the same, while I dreamed in this way, I stuck to my job, determined to succeed at it.”





In 1901, 27-year-old Shackleton fought hard to win a place on Captain Robert F. Scott's *Discovery* Expedition. Shackleton is second from the left.



On this expedition, Shackleton emerged as a leader. He had the idea to produce a magazine during the polar winter. He served as the editor of the *The South Polar Times*. Throughout his career, shipmates called him "the life and soul of the party." He liked people and enjoyed their company.



With Captain Scott and Dr. Edward Wilson, Shackleton set a record for the “Farthest South” in December 1902.

Shackleton, Scott and Wilson

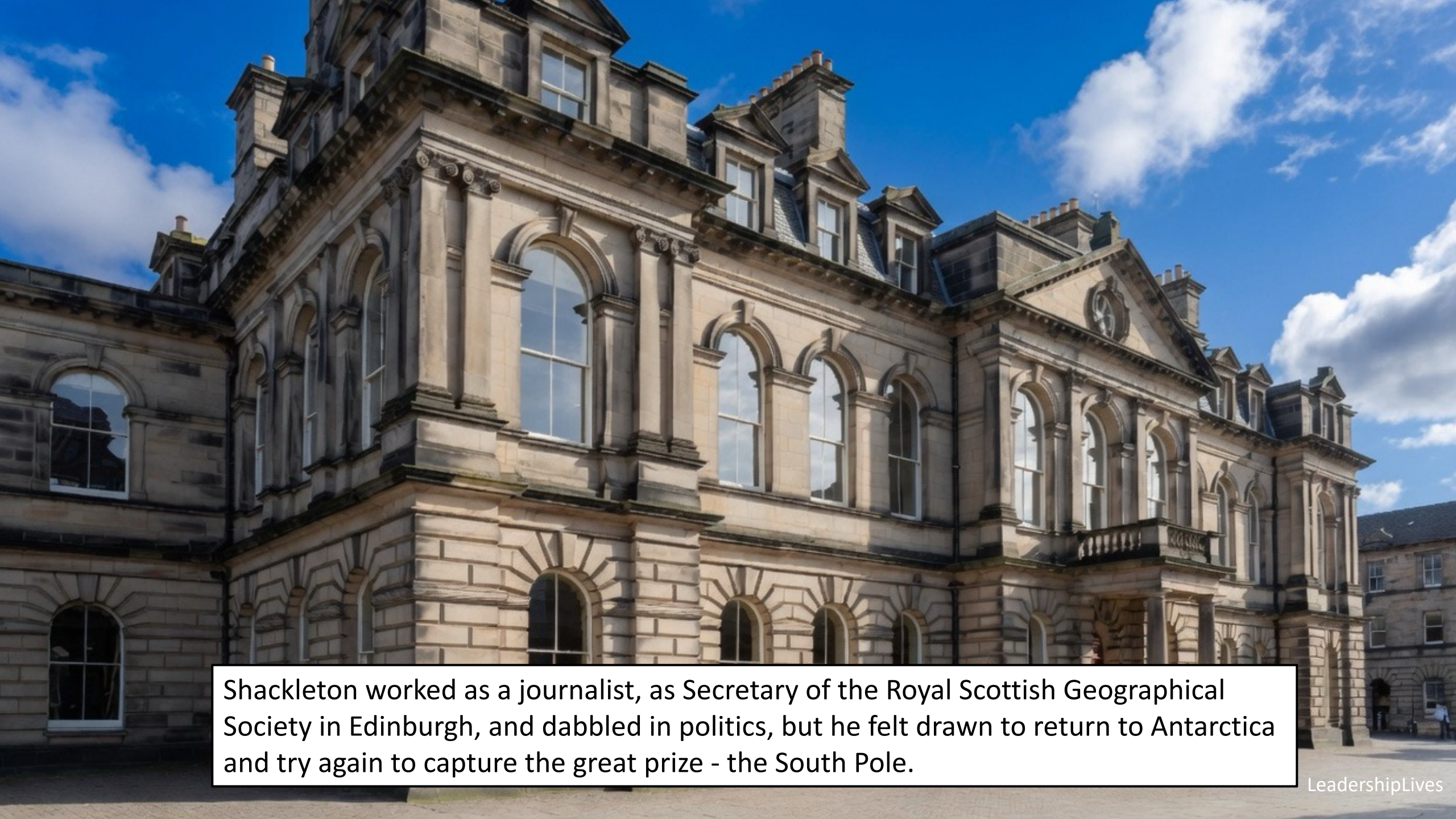


The end of the "Farthest South" attempt.

Shackleton, Scott, Wilson



Back home in London, Shackleton married Emily Dorman, and started a family which grew to include Raymond, Cecily and Edward.



Shackleton worked as a journalist, as Secretary of the Royal Scottish Geographical Society in Edinburgh, and dabbled in politics, but he felt drawn to return to Antarctica and try again to capture the great prize - the South Pole.

A large, jagged iceberg floats in the ocean under a cloudy sky. The iceberg's surface is highly textured with various cracks and ridges. The water is dark blue, and the sky is filled with soft, grey clouds. A semi-transparent dark rectangle with a white border is centered over the image, containing white text.

In the next section, we'll look at how Shackleton put into practice what he learned about leadership while growing up and in the early years of his career.