

# Creating Engaging Leadership

**WELCOME**

November 26, 2009



**Ernest Shackleton**

Antarctic Adventurer

# Leadership Challenges

Do you face:

- Bringing diverse people together into groups?
- Handling naysayers, worriers and colleagues who are doubtful of what you do?
- Disgruntled people who poison the atmosphere?
- Battle boredom and fatigue from both coworkers and volunteers due to too much to do, too little to do or being in the wrong role?
- Having to bring order and success to a chaotic environment?
- Working with limited resources, information and time?

“You wait.  
Everyone has an  
Antarctic.”

-Thomas Pynchon, *V.*

# Leadership:

the most widely investigated  
and least understood subject  
in the world

# What is leadership?



# Leadership

“Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes”

-Daft, 2005

## Good quotes on leadership

“We lead from the essence of who we are as a person”

-Lillas Brown,  
Kouzes & Posner

“Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen”

-Alan Keith,  
Kouzes & Posner

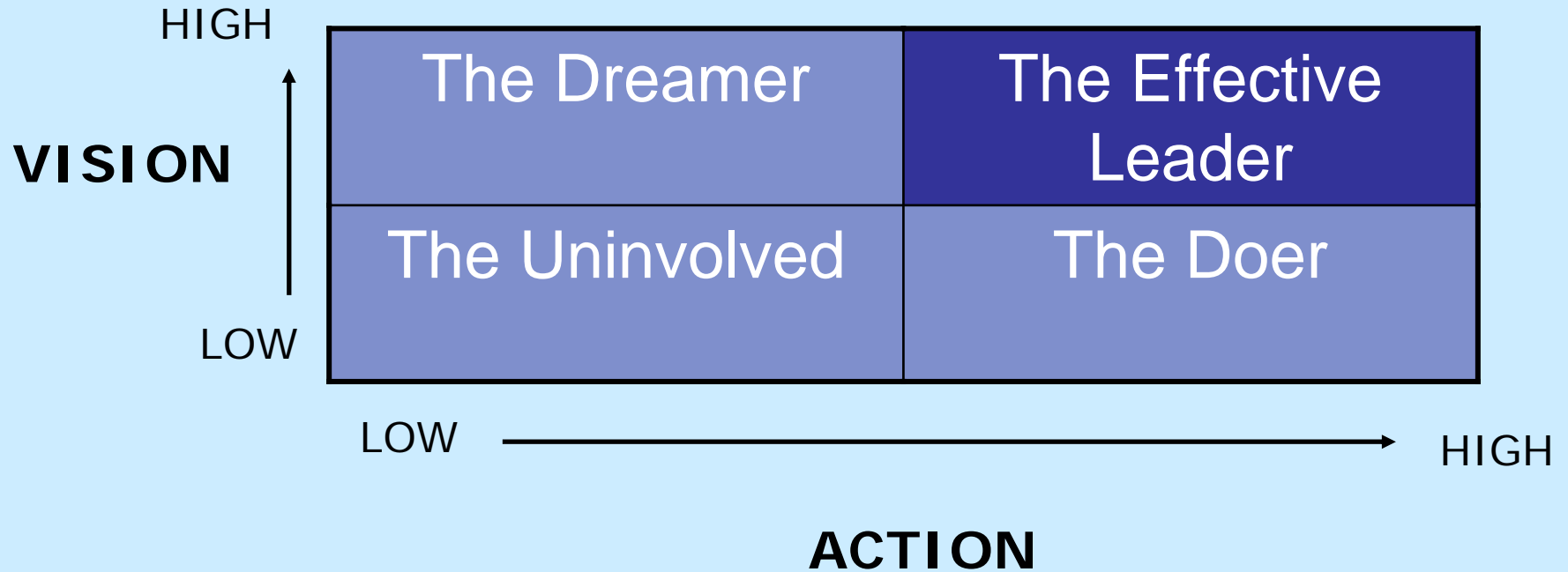
“The only safe ship in a storm is leadership ”

-Faye Wattleton

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

-John Quincy Adams

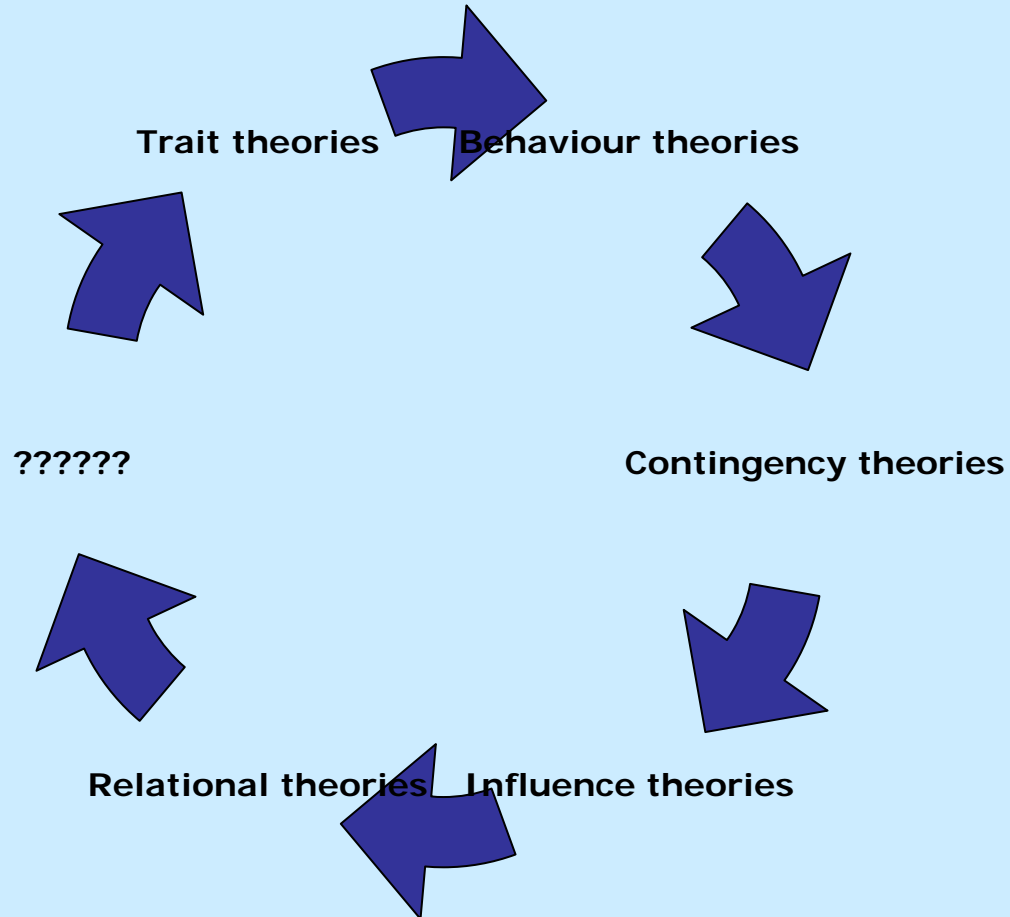
# Creating Vision and Strategic Direction



# Management vs. Leadership

	<b>Management</b>	<b>Leadership</b>
<b>Direction</b>	<ul style="list-style-type: none"> <li>-Planning &amp; budgeting</li> <li>-Keeping eye on bottom line</li> </ul>	<ul style="list-style-type: none"> <li>-Creating vision &amp; strategy</li> <li>-Keeping eye on horizon</li> </ul>
<b>Alignment</b>	<ul style="list-style-type: none"> <li>-Organizing and staffing</li> <li>-Directing and controlling</li> <li>-Creating boundaries</li> </ul>	<ul style="list-style-type: none"> <li>-Creating shared culture and values</li> <li>-Helping others grow</li> <li>-Reducing boundaries</li> </ul>
<b>Relationships</b>	<ul style="list-style-type: none"> <li>-Focusing on objects</li> <li>-Based on position power</li> <li>-Acting as boss</li> </ul>	<ul style="list-style-type: none"> <li>-Focusing on people</li> <li>-Based on personal power</li> <li>-Acting as coach, facilitator, servant</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>-Emotional distance</li> <li>-Expert mind</li> <li>-Talking</li> <li>-Conformity</li> <li>-Insight into organization</li> </ul>	<ul style="list-style-type: none"> <li>-Emotional connection</li> <li>-Open mind</li> <li>-Listening</li> <li>-Nonconformity</li> <li>-Insight into self</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>-Maintains stability</li> <li>-Creates culture of efficiency</li> </ul>	<ul style="list-style-type: none"> <li>-Creates change</li> <li>-Creates culture of integrity</li> </ul>

# Evolution of Leadership Theories



- Trait Approach: distinguishing personal characteristics of a leader, such as intelligence, honesty, and appearance
- Behaviour Theories: leaders display traits through patterns in their behaviour, ie. what leaders do rather than who they are
- Contingency Theories: the contextual and situational variables that influence what leadership behaviours will be most effective, ie. characteristics of followers, work environment, external environment

## Leadership Theories cont'd...

- Influence Theories: leaders influence people to change by providing an inspiring vision of the future. Examines the influence processes between leaders and followers ie. charismatic leadership, Martin Luther King Jr. “I Have A Dream” speech
- Relational Theories: how leaders and followers interact and influence one another. Interpersonal relationships are seen as the most important facet of leadership effectiveness. ie. transformational leadership, servant leadership

# Volunteer Engagement

*magical*



*mysterious*

*buzzword*

Which animal...



**This animal!**



Discretionary

Discretionary

Discretionary

Discretionary

Satisfaction  
Motivation  
Embeddedness  
Psychological contract  
Commitment (affective, organizational, normative and continuance)  
Organizational justice  
Role identity  
Pro-social personality attributes  
Pride & respect  
Organizational citizenship  
Perceived organizational support  
Perceived supervisor support  
Effort

# Drivers of Employee Engagement:

👍 trust & integrity

👍 nature of the job

👍 line of sight between individual contribution and company or team performance

👍 career growth opportunities

👍 pride about company

👍 the coworkers and team members

👍 employee development

👍 personal relationship with one's immediate manager

~Conference Board (2007)

# Employee Engagement Theorists

- **Allan Saks**

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.

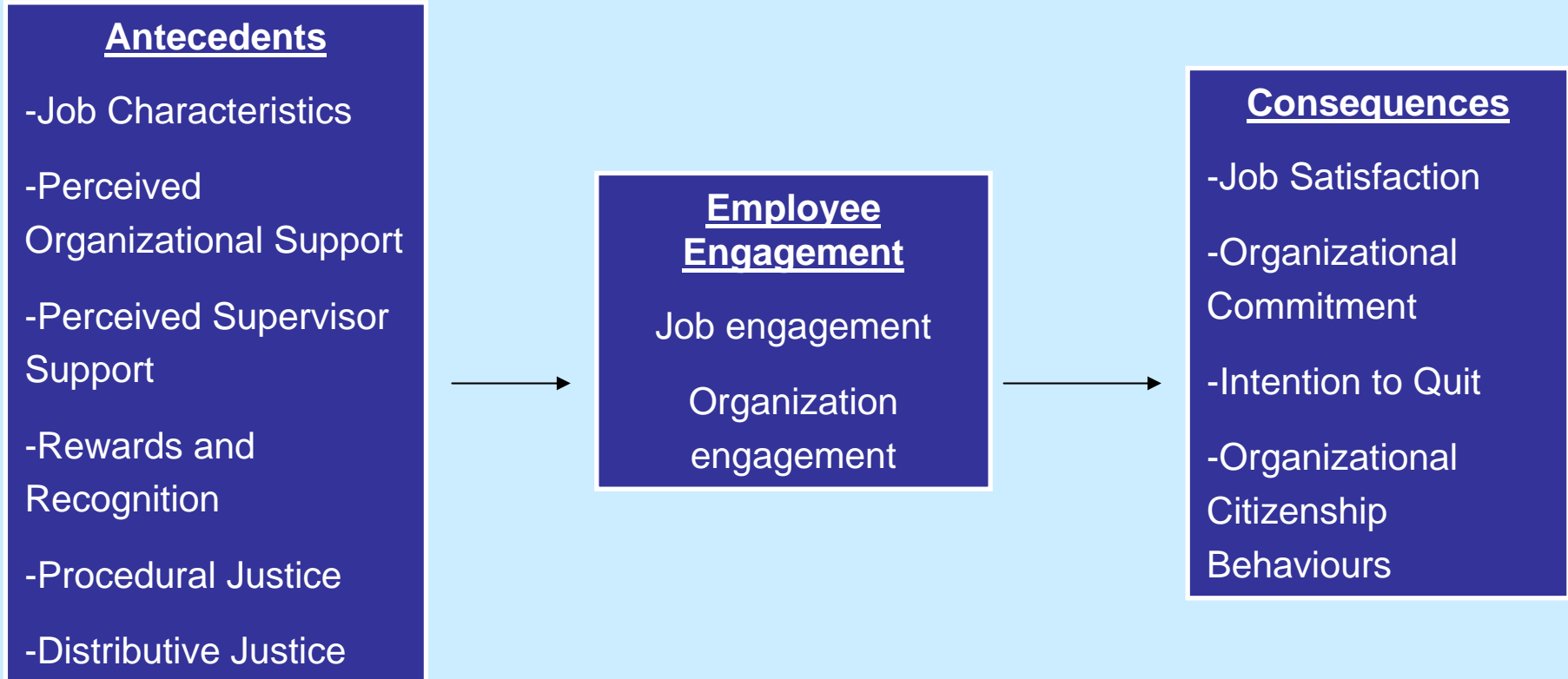
- **Brian Heger**

Heger, B. (2007). Linking the Employee Value Proposition (EVP) to Employee Engagement and Business Outcomes: Preliminary Findings from a Linkage Research Pilot Study. *Organization Development Journal*, 25(2), 121-132.

- **William Kahn**

Kahn, W.A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Review*, 33, 692-724.

# Saks Model (2006)



# Hypotheses & Findings

## Saks:

Engagement

(Job & Organization)



a) role satisfaction

b) organization commitment

c) intention to quit (-ve)

## Spink:

Engagement

(Role & Organization)

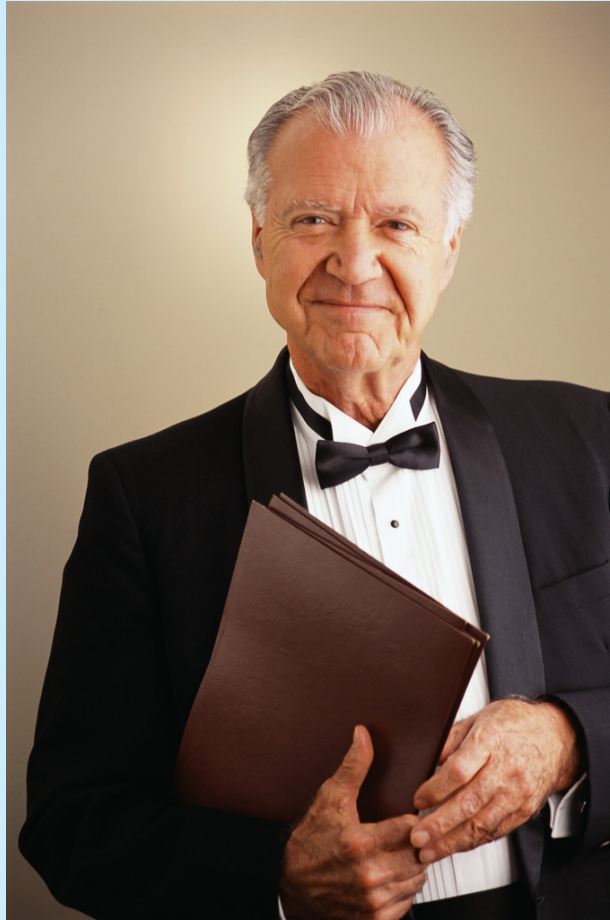


a) role satisfaction

b) organization commitment

c) intention to quit (-ve)

# LUNCH BREAK!



# Leadership Laboratory

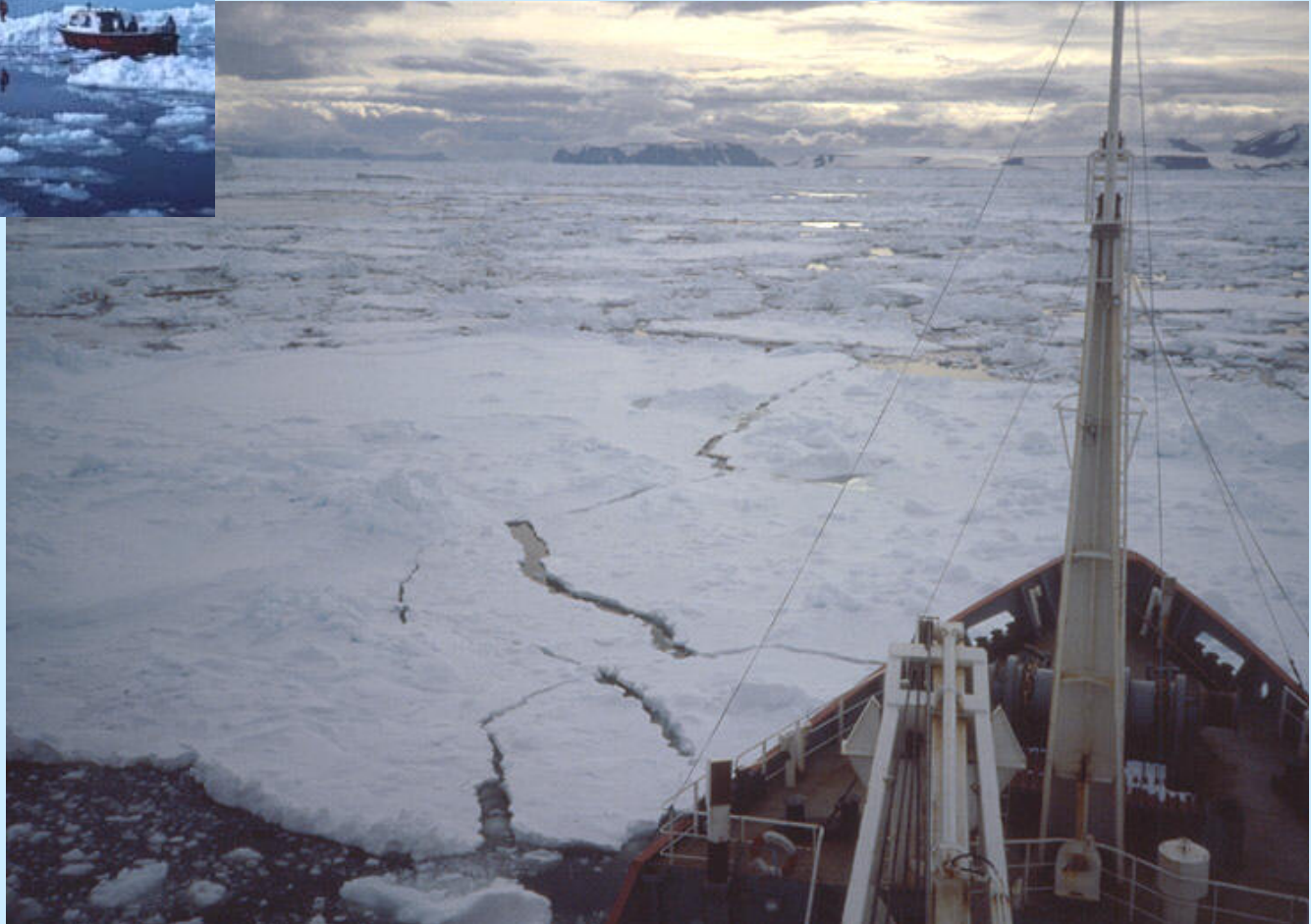
You are your own experiment!



# Shackleton's 4 Lessons

1. Picking your crew
2. Transforming your crew into a team
3. A leader is a dealer in hope
4. By Endurance We Conquer

# Antarctica



# Picking Your Crew

## The situation:

Your name is Ernest Shackleton; it's late 1913 and you've just announced plans for an Antarctic expedition. You need to hire a crew of 30 men and receive 5,000 applications.

You will be balancing very different groups: the scientists, the ship's officers and the seamen.

A key aspect of your selection is the knowledge that much of the journey involves isolation, periods that vary between extreme activity and boredom and a complete lack of personal space.

# Antarctic Leadership

## Lesson #1: Picking your crew

- Describe the ideal interview or screening for roles on an Antarctic expedition. Why is it ideal versus another way of screening?
- What is more important in hiring, attitude or skill? Why?

# Shackleton on picking your crew

“Character and temperament matter quite as much as acting ability” said a theatrical manager to Shackleton.

He replied, “Just my problem, I have to balance my types, too, and their science or seamanship weighs little against the kind of chaps they are.”

“Loyalty comes easier to a cheerful person than to one who carries a heavy countenance”

# Shackleton's decisions: Picking your crew

- Your No.2 is your most important hire. Pick one who complements your style, shows loyalty without being a yes-man and has a talent for working with others.
- Be a creative, unconventional interviewer if you seek creative, unconventional people
- Choose those who share your vision. Someone who clashes with your personality or the organizational culture will hinder your work
- Surround yourself with cheerful, optimistic people. They will reward you with the loyalty and camaraderie vital for success

“I do not think there is any doubt that we all owe our lives to his leadership and his power of making a loyal and coherent party out of rather diverse elements.”

-Reginald James,  
Physicist, *Endurance*

“There was nothing petty in his own nature. The one thing he demanded was cheerfulness from us all; and what he received from every man serving under him was absolute loyalty.”

-Leonard Hussey,  
Meteorologist, *Endurance*

# Transforming Your Crew Into a Team

## The situation:

Most of the crew sailed to Argentina ahead of Shackleton while he tied up loose ends back in England with Wild. For those onboard, unruly behaviour (extreme drunkenness, running afoul of the port law and being absent without permission), seasickness and homesickness settled in quickly. Conflict, lack of discipline and pulling rank became the norm on the ship.

Several crew members were meeting up with the rest in Argentina from elsewhere. The initial separation of the crew into various groups created cliques.

When Shackleton arrived in Argentina, he faced a poorly behaved and unhappy crew as well as red tape holding up the ship's departure to start the expedition.

# Antarctic Leadership Lesson #2: Transforming your crew into a team

- Which behaviours are most concerning to you and why?
- How do you respond to the behaviours displayed by the crew in your absence and why?
- What are your plans for establishing order and integrating crew members on board?

# Shackleton's decisions: Transforming your crew into a team

- Keep your door open and be generous with information that affects your crew. Well informed people are more eager and better prepared to participate.
- Establish order and routine so everyone knows where they stand and what is expected of them.
- Break down traditional hierarchies and cliques by training people to do a number of jobs, from the menial to the challenging.
- Lead by example, chipping in to help with the work others are doing. It gives you the opportunity to set a high standard and shows your respect for the job.
- Have regular gatherings to build esprit de corps. Anything that lets members relate to one another as people rather than only as colleagues.

Shackleton's Way,  
Margot Morrell and Stephanie Capparell

“We seem to be a wonderfully happy family but I think Sir Ernest is the real secret of our unanimity. Considering our divergent aims and our differences of station it is surprising how few differences of opinion occur.”

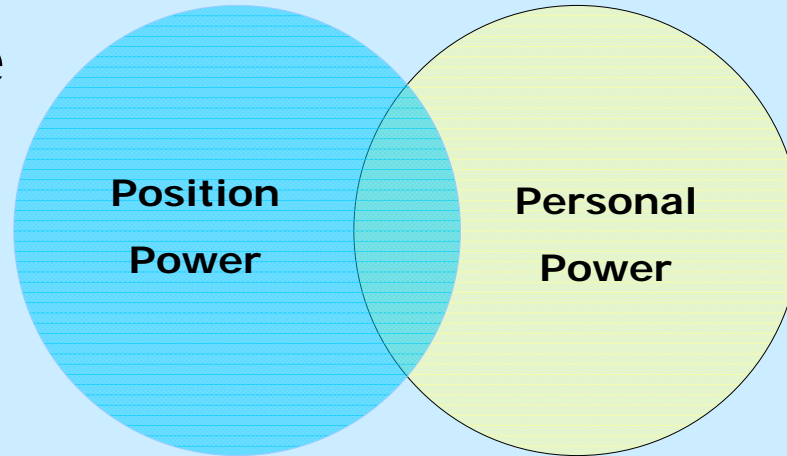
-Thomas Ordes-Lee,  
Machinist, *Endurance*

“We are now six months out from England and during the whole of this time we have all pulled together and with an almost complete lack of friction.”

-Frank Worsley,  
Captain, *Endurance*

# Types of Leader Power

- Legitimate
  - Reward
  - Coercive



- Expert
- Referent

Type of Power	Description
Legitimate	Authority granted from a formal position (i.e. supervisor)
Reward	Authority to bestow rewards on other people (i.e. pay increases)
Coercive	Authority to punish or recommend punishment (negative side of legitimate and reward power)
Expert	Authority resulting from a leader's special knowledge or skill (i.e. technical skill)
Referent	Authority based on personality characteristics that command followers' attention, respect, and admiration so that they want to emulate the leader

# Characteristics That Affect Dependency and Power in Organizations

Leader has control over:

- Resources seen as unimportant
- Widely available resources
- Resources with acceptable substitutes

**Importance**

**Scarcity**

**Nonsubstitutability**

Leader has control over:

- Resources seen as very important
- Scarce resources
- Resources with no substitutes

Low dependency on leader = lower power



High dependency on leader = higher power

# 7 Principles for Asserting Leader Influence

1. Use rational persuasion
2. Make people like you
3. Rely on the rule of reciprocity
4. Develop allies
5. Ask for what you want
6. Remember the principle of scarcity
7. Extend formal authority with expertise and credibility

-Daft, 2005

“He led he did not drive. He led mentally and physically and gave a sense to the individual that he, the individual, was a most important part of the whole show.”

-G. Vibert Douglas,  
Geologist, *Quest*

“Wild is our second in command and quite the most popular man (save our leader) amongst us. He has rare tact and the happy knack of saying nothing and yet getting people to do things just as he requires them.”

-Thomas Ordes-Lee,  
Machinist, *Endurance*

# A Leader is a Dealer in Hope

## The situation:

One day before arrival at base camp, your ship becomes stuck in the pack ice. Spring thaw is 9 months away. In the meantime, the perils your crew and ship face are many: drifting off course as the floe moves, the ship being crushed by the pressure of the ice, running out of supplies, injuries, starvation and scurvy and loss of morale as the daily routines of the ship are thrown off kilter.

You also need to be concerned about the welfare of the sled dogs teams as they will be needed for the land crossing.



# Antarctic Leadership Lesson #3: A Leader is a Dealer in Hope

- How do you communicate about the situation to your crew?
- Many of your crew are left without roles. Are you concerned and how do you handle this?
- How do you handle organizing the care of the dogs?

# Shackleton's decisions: A Leader is a Dealer in Hope

- Shackleton knew when efforts became futile and displayed patience and maturity in understanding that doing nothing was the hardest, but best decision.
- Cross training the crew ensured the team got to know one another and built respect for the role each member played in the team's overall success. It also kept them all busy!
- Shackleton used competition to motivate the crew in looking after the dogs, using bets on who could train the best sled team to make the task interesting and important.
- Creature comforts make a difference when you're under stress. Shackleton encouraged each member to create personalized, comfortable sleeping quarters and ensured meals were something to look forward to.
- Shackleton was known for speaking with each crew member one-on-one during different points of their shift, so he could determine how they were feeling, what their concerns were and what jobs they liked and disliked most.

“We could see our base, maddening, tantalizing. Shackleton at the time showed one of his sparks of real greatness. He did not rage at all, or show outwardly the slightest sign of disappointment; he told us simply and calmly that we must winter in the pack, explained its dangers and possibilities; never lost his optimism, and prepared for winter.”

-Dr. Macklin, *Endurance*

“His unflinching cheeriness means a lot to a band of disappointed explorers like ourselves. He is one of the greatest optimists I have ever known. He is not content with saying, ‘It will all come out right in the end’. It is always otherwise with him. He merely says that this is but a little setback not altogether unforeseen and he immediately commences to modify his program to accord with it, even working his future plans out to given dates and to meet various possible contingencies.”

-Thomas Ordes-Lee,  
Machinist, *Endurance*

# Antarctic Leadership Lesson #4: By Endurance We Conquer

## The situation:

With the coming thaw, it looks as if the ice holding your ship captive will finally recede. The ship has been stuck for ten months. Spring also has more storms that shift the ice constantly, resulting in the ship taking on water and the destruction of the outdoor dog kennels made out of ice. The dogs have to be moved back to safety on the ship. The ship's three lifeboats are lowered as a precaution. This continues for the next two months. Eventually, the ship is deemed no longer safe and Shackleton gives the order to abandon it. The men set up their thin tents on the unstable ice.

After three days on the ice, Shackleton decides to cross the ice and make for land. He must also decide who to assign to which tents.



“A man must shape himself to a new mark directly the old one goes to ground.”

-Sir Ernest Shackleton

# Antarctic Leadership Lesson #4: By Endurance We Conquer

- How do you ease the fright of your men?
- What do you encourage the men to take with them off the ship?
- What criteria do you use for tent assignment?

# Shackleton's decisions: By Endurance We Conquer

- Shackleton had the crew run evacuation drills to accomplish several things: to mentally prepare the men that the ship may become irreparably compromised and need to be left, to keep the men busy and focused on the tasks at hand and to inspire within the men confidence that Shackleton had things under control and would get them through this latest situation.
- Shackleton limited the personal belongings the men could bring with them to a mere 2 pounds. Gold, money and bibles inscribed by the Queen were left behind. Kept were spare socks, tobacco, cookbooks and a banjo.
- Shackleton knew that the progress of the dog sledges would be slow and futile. He still went ahead and had the men make attempts to get to land across the ice so that they could see first hand that it would not work. He didn't want the men to become frustrated that every attempt to get them to the safety of land wasn't tried.
- After the few months spent together, Shackleton knew which crew members were the most annoying, difficult to deal with or who could challenge his role as leader. When dividing up crew for the tents, he made sure to keep these particular men with him so that they wouldn't bring down the attitudes of others and he could manage their behaviours.

“Shackleton’s spirits were wonderfully irrepressible considering the heartbreaking reverses he has had to put up with and the frustration of all his hopes for this year at least. One would think he had never a care on his mind and he is the life and soul of half the skylarking and fooling on the ship.”

-Frank Worsley  
Captain, *Endurance*

“We were in a mess, and the Boss was the man who could get us out. It is a measure of his leadership that this seemed almost axiomatic.”

R.W. James,  
Crewman, *Endurance*

“As always with him, what had happened had happened; it was in the past and he looked to the future...Without emotion, melodrama or excitement he said, “Ship and stores have gone, so now we’ll go home.”

-Dr. Macklin  
Scientist, *Endurance*

“He collected with him the ones he thought wouldn’t mix with the others. They were not so easy to get on with, the ones he had in his tent with him- they were quite a mixed bag.”

“He didn’t care if he went without a shirt on his own back, so long as the men he was leading had sufficient clothing. He was a wonderful man in that way; you thought the party mattered more than anything else.”

-Lionel Greenstreet,  
Officer, *Endurance*



Endurance finally sinks

# Synopsis

- The Endurance finally sank, leaving Shackleton and crew no choice but to make their way home
- The Spring thaw saw their icy home melting under their feet. Hungry schools of Killer whales circled them.
- The men piled into the 3 lifeboats and set sail for land, but only made it to Elephant Island. It was re-named “Hell of an Island” by the crew- covered in penguin guano, assaulted by storms and nowhere near any shipping lines where they might be spotted.

# The Greatest Boat Journey Ever Made & Life on Elephant Island



“It was a day that seemed likely to lead to no more days. I do not think I had ever before felt the anxiety that belongs to leadership quite so keenly.”

“My job is to get my men through all right”, he retorted, rather gruffly. “Superhuman effort isn’t worth a damn unless it achieves results”.

-Shackleton

“Courage and willpower can make miracles. I know of no better example than what that man has accomplished.”

-Roald Amundsen,  
Norwegian explorer and  
discoverer of the South Pole  
speaking of Ernest Shackleton

# Drivers of Employee Engagement:

👍 trust & integrity

👍 nature of the job

👍 line of sight between individual contribution and company or team performance

👍 career growth opportunities

👍 pride about company

👍 the coworkers and team members

👍 employee development

👍 personal relationship with one's immediate manager

~Conference Board (2007)

# Shackleton's End



“No words can do justice to their courage and their cheerfulness. To be brave cheerily, to be patient with a glad heart, to stand the agonies of thirst with laughter and song, to walk beside Death for months and never be sad—that’s the spirit that makes courage worth having. I loved my men.”

-Shackleton

# Final Thoughts

Questions and Comments



THANK YOU