



LEADING

AT THE EDGE

Leadership Lessons
from the **Extraordinary Saga**
of **Shackleton's**
Antarctic Expedition

Dennis N. T. Perkins

*with Margaret P. Holtman,
Paul R. Kessler, Catherine McCarthy*

Contents

Acknowledgments	ix
Preface	xiii
The Shackleton Saga	1

Part One Ten Strategies for Leading at *The Edge*

1 Vision and Quick Victories: <i>Never lose sight of the ultimate goal, and focus energy on short-term objectives.</i>	15
2 Symbolism and Personal Example: <i>Set a personal example with visible, memorable symbols and behaviors.</i>	29
3 Optimism and Reality: <i>Instill optimism and self-confidence, but stay grounded in reality.</i>	40
4 Stamina: <i>Take care of yourself: Maintain your stamina and let go of guilt.</i>	56
5 The Team Message: <i>Reinforce the team message constantly: "We are one—we live or die together."</i>	70
6 Core Team Values: <i>Minimize status differences and insist on courtesy and mutual respect.</i>	86
7 Conflict: <i>Master conflict—deal with anger in small doses, engage dissidents, and avoid needless power struggles.</i>	98

- 8 Lighten Up!
Find something to celebrate and something to laugh about. 113
- 9 Risk:
Be willing to take the Big Risk. 125
- 10 Tenacious Creativity:
Never give up—there's always another move. 139

Part Two Case Studies in Leading at *The Edge*

- 11 Introduction to the Case Studies 153
- 12 Business Communication Systems (AT&T/
Lucent Technologies): Back to the Future 157
- 13 Rice Health Systems: Healing a Sick
Organization 170
- 14 Weyerhaeuser Company: Transforming a
Culture 185
- 15 Malden Mills: Rising from the Ashes 198

Part Three Continuing Your Expedition

- 16 Learning to Lead at *The Edge* 215
- 17 Epilogue: A Perspective on Success and Failure 227

Part Four Resources for *Leading at The Edge*

- Resources 233
- Critical Leadership Skills Survey 234
- Your Leadership Expedition: A Personal
Development Plan 241
- Your Leadership Expedition Map 245
- Further Readings from *The Edge* 247
- Notes 251
- Index 261