

# PEOPLE POINTS

March, 2004

## FROZEN LEADERSHIP!

You must be successful under conditions as you find them

If you saw the following employment advertisement:

**"Men wanted for hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger. Safe return doubtful. Honor & recognition in case of success."**

Would you be ready to sign on?

Imagine the likelihood of anyone applying for such an arduous job. This 1914 employment advertisement was said, by some, to have been used to hire seamen for the Imperial Trans-Antarctic Expedition. The voyage of the Endurance captained by Sir Ernest Shackleton was designed to be the first expedition to cross the last unknown continent, the Antarctic.

It was estimated to take less than a year; however when the ship was ice bound and crushed forcing the 28 crewmembers to abandon ship, survival became the new objective. Their sacrifices were great. Change was an everyday occurrence. As new goals were set they often had to be changed a day or two later, influenced by outside forces of wind, weather, changing ice floes, darkness, blinding snow, lack of a map, limited food supplies, and the loss of the ship as shelter. Uncertainty became commonplace, despair was a demon ready to destroy & kill. But led by the undaunted, ever optimistic captain after two years of enduring hardships & temperatures of well below minus 50° all 28 men were rescued!

Many books have been

written about Sir Ernest & his leadership of the crew of the Endurance.

British Antarctic explorer Apsley Cherry-Garrard was quoted as saying,

*"For a joint scientific & geographical piece of organization, give me Scott; for a winter journey, give me Wilson; for a dash to the Pole & nothing else, Admundsen; & if I am in the devil of a hole & want to get out of it, give me Shackleton every time."*

While you may never be faced with the challenges Sir Ernest encountered; leading in today's ever changing environment is undoubtedly full of its own challenges. We are expected to embrace new ideas, promote new concepts & adjust to new competition, often with little time or resources available.



**"Loneliness is the penalty of leadership, but the man who has to make the decisions is assisted greatly if he feels that there is no uncertainty in the minds of those who follow him, and that his orders will be carried out confidently and in the expectation of success."**

**". . . An ordered mind & a clear programme were essential . . . A man must shape himself to a new mark directly the old one goes to ground."**

Shackleton in  
*South—The Memoir of the Voyage of the Endurance*



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*Aligning People with Purpose  
Because  
People with Purpose Perform*

Since 1988 Varga Associates, Inc., a San Antonio Texas based company with global reach, has provided a range of Human Capital Consulting and Professional Coaching services for companies and individuals including;

- Outplacement & Career Management
- Professional and Executive Coaching
- Leadership Development
- Assessments: Career, Interest, EQ, 360°, Behavioral
- Climate Surveys
- Selection / Retention Improvement Assistance

Leaders in companies & individuals must be able to sense the wind of change, chart a new course, tack quickly to gain momentum & adjust the sails of life to reach the mark. People who can do this even though the future may be cloudy & unclear have control.

Much can be learned from Sir Ernest's leadership in the *Voyage of the Endurance* and applied in our personal and business worlds. From his selection of the crew & the creation of a spirited team, to his positive optimism, goal setting & motivation; from his ability to deal with change & handle conflict, to his intense energy for life; he led by example, determination & giving of himself.

He stands today as a true model of leadership, committed to his career, unwavering in turbulent times & self confident enough to change course. Sir Ernest turned his greatest failure into his greatest accomplishment.

**Are you steering your boat or just drifting?**

Stop for a moment—Ask Yourself

- **How much in charge of your career are you?**
- **Are you leading a fulfilled life?**
- **Is your business strategy working?**
- **Are the team members in your company committed?**
- **Are you the leader you'd like to be?**
- **Is change overwhelming your ability to set clear goals?**
- **Do you have what it takes to turn adversity into opportunity?**



Whether as an individual charting a new career course or an organization seeking to adjust to the fickle winds of change; conviction of purpose is required.

Since 1988, through our individual coaching activities & our organizational development initiatives we have helped people in & outside of organizations restore purpose in their lives.

If you are interested in learning more about our services including our Leadership Expedition Process (based on Sir Ernest Shackleton's Leadership Skills) give us a call or email us.

Once again Varga Associates, Inc. is a proud sponsor of the

**Tony Leffingwell Foundation  
Memorial Golf Tournament  
& Casino Night**

**May 14, 2004**

All proceeds benefit the  
**Leukemia & Lymphoma Society.**

We urge you to check their website  
**[www.tlffoundation.com](http://www.tlffoundation.com)**  
and consider participating or donating to this wonderful event.