

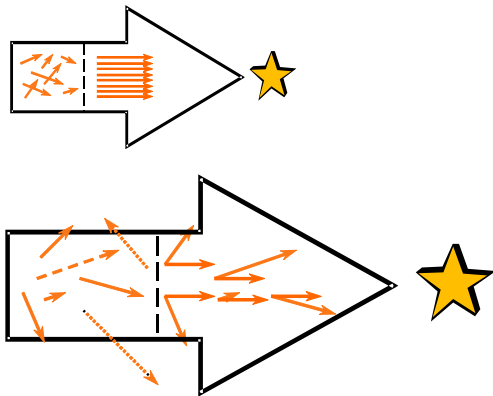


# Leading without Authority

MIABC Risk Management Conference  
Marvin Washington, PhD

1

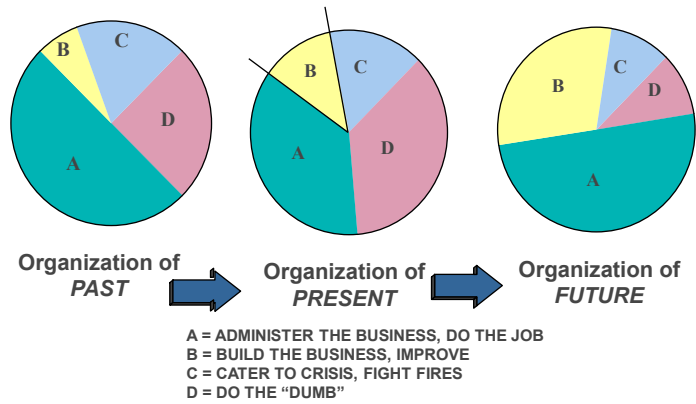
## Creating Alignment and Attunement to Maximize Performance (CAMP)



- ☑ Leader's role is to help people discover themselves.
- ☑ This means you first have to discover yourself
- ☑ Focusing on individual's "vector" energy is more power than most organizations can imagine.

2

# ABCD Model



3



Two biggest Decisions we make

4

# We are not Robots

- We satisfice (we don't optimize)
- This leads to predictable biases and heuristics
  - Anchoring and adjustments
  - Availability
  - Confirmation bias
  - Abilene Paradox
  - Hindsight Bias

5

**AMBIENT ATTRACTION.**  
**TOWN HALL, BURTON-ON-TRENT**  
 THE BURTON-ON-TRENT MUNICIPAL OFFICERS' GUILD  
 has arranged with THE LECTURE AGENCY, Ltd., of London, for  
**SIR ERNEST SHACKLETON**  
 C.V.O., F.R.G.S.  
 to give a  
**LECTURE**  
 entitled  
**"THE SOUTH POLE"**  
**THURSDAY, NOV. 21 at 8**  
 in addition to giving a paper at the meeting of the Royal Society, London, on the 14th inst., and having the honor to be invited to give the address at the meeting of the Royal Society, London, on the 14th inst., and having the honor to be invited to give the address at the meeting of the Royal Society, London, on the 14th inst.

**GEORGE T. LYNAM, Esq., M. Inst. C.E.**  
 will be in charge of the lecture.

Ernest Shackleton

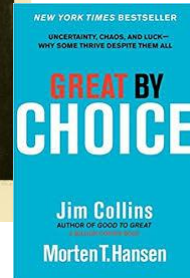
6

## Race for the South Pole 1911

Roald Amundsen



Robert Scott



7

## Shackleton and Endurance 1914

The race across the south pole



Wild, Shackleton, Marshall, Adams



8

## So What Happened?

The *Endurance* sailed from England just as World War I started. It left South Georgia on December 5, 1914 (red line), despite warnings from whalers that ice was a danger. It became fast in the ice pack on January 19, 1915 (yellow line), and drifted with the ice pack until the ice crushed the *Endurance* and it sank on November 21, 1915. The men lived on the ice (green line) until April 9, 1916, when the 28 men got into three boats. After five harrowing days at sea, they landed on Elephant Island. On April 24, 1916, Shackleton and five others sailed to South Georgia (blue line) to seek rescue of his men. The 800 nautical miles in the life-boat *James Caird* was an unbelievable feat of sailing, navigation and leadership. It landed on May 9, 1916. After rest and recuperation, Shackleton and two others struggled for 36 hours over mountainous terrain to get help at the Stromness whaling station. After resting, the 3 went back, picked up the other three, then picked up the remaining 22!



9

## Leadership is hard

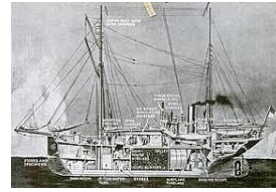
### So Now we'll go home



- “Danger is one thing, but danger plus extreme discomfort for long periods is quite another. Most people can put up with a bit of danger—it adds something to the challenge—but no one likes discomfort—or not for long anyway”
  - Sir Edmond Hillary quoting in Shackleton’s boat journey by Frank Worsley (captain of *Endurance*)

10

# PostScript

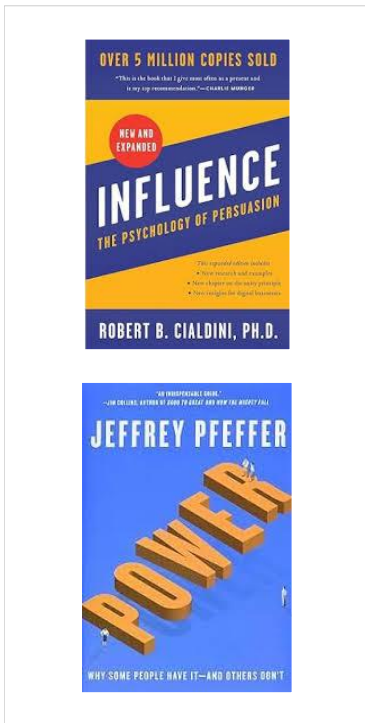


## ■ Shackleton-Rowett Antarctic Expedition

- 8 of 20 men were from Endurance!



11



Ways to Influence Decision Making

12

## Different ways to influence

- **Reciprocity**
  - People repay in kind. Give to receive
- **Liking**
  - People like those who like them. To influence, make friends
- **Consistency**
  - People fulfill written public and voluntary commitments. Have others commitments active, public and voluntary
- **Authority**
  - People defer to experts who provide shortcuts to decisions requiring specialized information. Don't assume your expertise is self-evident.

13

## Take Aways

Get Clear on your "B" work

Get Comfortable with Discomfort

Think about how you want to influence

Be the 2<sup>nd</sup> guy



14