

**GRASS
ROOTS**
2017

Courageous
Leadership
March 9, 2017

Presentation by David Moriah on behalf of
the American Management Association


an AIA leadership event

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Courageous Leadership

Learning from the remarkable
adventure of Ernest Shackleton
and the voyage of the *Endurance*



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Premise #1

COURAGE is a choice we make in
moments of decision to be true to who we
believe ourselves to be.

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Premise #2

There are factors and forces that act on us to encourage or discourage our ability to act courageously.



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Premise #3

Sometimes we see the choice point from a long way off.
Sometimes it comes upon us with no warning.



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Premise #4

Courage is a muscle.
The more we exercise it the stronger it gets.



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Table Talk

Time: 5 minutes

Discuss and come to consensus on a courageous act of leadership from either your personal experience or public life. What was "behind" the act? What factors contributed to his/her act of courage? Be prepared to briefly present.



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"Men wanted for hazardous journey. Low wages, bitter cold, long hours of complete darkness. Safe return doubtful. Honour and recognition in event of success."

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Resources

- "Endurance: Shackleton's Incredible Voyage," Alfred Lansing (1958).
- "The Endurance," Caroline Alexander. (Photographs)
- "Leading at the Edge," Dennis Perkins, et. al.
- "Shackleton's Boat Journey: The Narrative from the Captain of the Endurance," Frank A. Worsley (1933).
- Shackleton Museum, Dublin, Ireland.
www.shackletonmuseum.com


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Shackleton's Courage



- Physical courage
- Moral courage
- Intellectual courage

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Self-care




Ensuring physical and emotional health for the long haul

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Choose Your Team Wisely

"An ounce of selection is worth a pound of training"



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Focus on the Future, Not the Past

"Now we go home."



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Optimism and Unshakable Confidence

"Optimism is true moral courage."



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Servant Leadership



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Relentless Focus on Your Team

**"We are one.
We live or die together."**



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Embrace Opposition



"Inside the tent p***g out or outside the tent p*****g in?"**

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Take the Big Risk

Do nothing! Act boldly!



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Table Talk

Instructions:

- Recall a time when you exhibited courageous leadership—physical, moral or intellectual. What factors contributed to your ability to act courageously?
- What is a current, or future, opportunity for you to demonstrate courageous leadership? Which of the eight steps do you need to focus on to prepare yourself for courageous leadership?



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