WORKBOOK

IGNITE IMMERSION 2020
Wisconsin MBA

IGNITE
CAREER ACCELERATOR

AUGUST 25, 26 & 27

WISCONSIN
SCHOOL OF BUSINESS
UNIVERSITY OF WISCONSIN–MADISON

TOGETHER
FORWARD®

TUESDAY, AUGUST 25 *through* THURSDAY, AUGUST 27

Begin to explore how to lead with skill and confidence during this 3-day immersion into your MBA Leadership Development Program, the *Ignite Career Accelerator*.
Find your pre-work assignment in your Ignite Immersion Workbook on Canvas under "Orientation"

TUESDAY, AUG 25

IGNITE IMMERSION (DAY ONE)
Access session here: https://go.wisc.edu/h95v25

9:00 - 9:15 a.m. Overview and Immersion Kick-off
Presented by Gina Jenkins, Dir. of Career Management, MBA/Master's Programs

9:15 a.m. – 12:30 p.m. Discover Your Strengths
Facilitated by Gina Jenkins and Blair Sanford, Gallup-Certified Strengths Coaches

Utilize your results from the CliftonStrengths© Assessment and participate in an interactive session to start discovering how your natural talents enable you to be a strong an authentic leader.

9:15 – 9:30 a.m. What is CliftonStrengths
9:30 – 9:45 a.m. At my Best – Begin to recognize your natural talents
9:45 – 10:45 a.m. BREAKOUTS: Talent Maps – Define your natural talents

BREAK

11:00 – 12:00 p.m. Balconies and Basements – Perceptions of Strengths
12:00 – 12:30 p.m. Closing and Share-outs, Next Steps for Day 2

WEDNESDAY, AUG 26

IGNITE IMMERSION (DAY TWO)
Access session here: https://go.wisc.edu/95a78s

9:00 – 10:45 a.m. Cultural Dexterity: Binnu Hill, Assist. Dean for D&I

Explore the leadership and business case for inclusion and diversity, as well as cultural dexterity as a critical business skill.

11:00 a.m. – 12:30 p.m. Becoming an MBA – Career Management Foundation

Begin developing your MBA internship strategy, meet the career management team and learn how you can make an impact in your job search on Day 1.

THURSDAY, AUG 27

IGNITE IMMERSION (DAY THREE)
Access session here: https://go.wisc.edu/zz3z5o

9:00 – 12:15 p.m. Emotional Intelligence Overview with Robin Ross
12:15 – 12:30 p.m. IGNITE Immersion Conclusion

FRIDAY, AUGUST 28

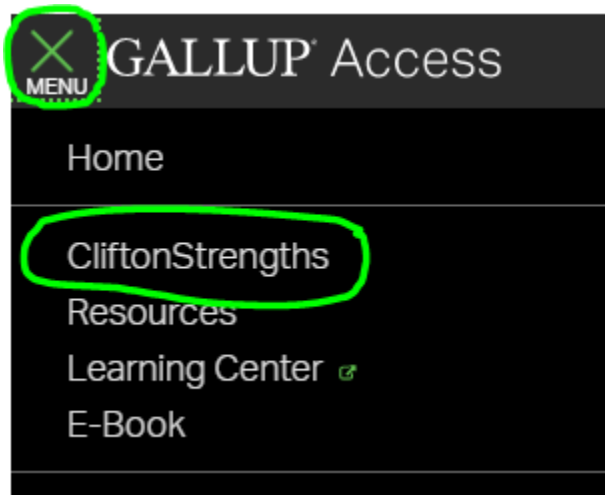
YOUR CENTER DAY: *Enjoy a customized schedule hosted by your knowledge center.*

CliftonStrengths© is a registered trademark of Gallup, Inc.

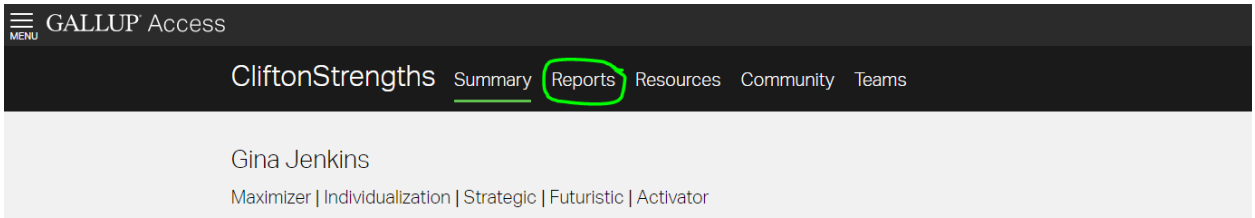
WISCONSIN SCHOOL OF BUSINESS
UNIVERSITY OF WISCONSIN–MADISON
TOGETHER FORWARD®

LOG – IN TO MY.GALLUP.COM

Click the MENU button on the top left corner and find the link for "CliftonStrengths"



This is your main hub for resources and insights as we go through the session. To get a head start on the process, select the "Reports" tab toward the top of the page and complete the following steps.



Download and read both the Strengths Insight Guide and the Signature Theme Report.

- ☐ Strengths Insight Guide
- ☐ Signature Theme Report

Start thinking....

What surprised you about your results? What do you agree with in your reports? Anything you read that you disagree with? Start recognizing where you have already used your talents.

IGNITE
CAREER ACCELERATOR

Write down the following observations:

A time when I was at my best was . . .

The best thing about me is . . .

My most fulfilling experience was . . .

The best job or project I ever had was . . .

My most favorite part of my last job was . . .

My least favorite part of my last job was . . .

CliftonStrengths® Themes

Achiever® People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

Activator® People exceptionally talented in the Activator theme can make things happen by turning thoughts into action. They want to do things now, rather than simply talk about them.

Adaptability® People exceptionally talented in the Adaptability theme prefer to go with the flow. They tend to be "now" people who take things as they come and discover the future one day at a time.

Analytical® People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all of the factors that might affect a situation.

Arranger® People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.

Belief® People exceptionally talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their lives.

Command® People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.

Communication® People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

Competition® People exceptionally talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

Connectedness® People exceptionally talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.

Consistency® People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow.

Context® People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.

Deliberative® People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.

Developer® People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.

Discipline® People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

Empathy® People exceptionally talented in the Empathy theme can sense other people's feelings by imagining themselves in others' lives or situations.

Copyright © 2000, 2018 Gallup, Inc. All rights reserved. Gallup®, CliftonStrengths® and each of the 34 CliftonStrengths theme names are trademarks of Gallup, Inc.
SED_Col_Res-CSQRC_en-US_091918_bk

Focus® People exceptionally talented in the Focus theme can take a direction, follow through and make the corrections necessary to stay on track. They prioritize, then act.

Futuristic® People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.

Harmony® People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.

Ideation® People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

Includer® People exceptionally talented in the Includer theme accept others. They show awareness of those who feel left out and make an effort to include them.

Individualization® People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.

Input® People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.

Intellection® People exceptionally talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

Learner® People exceptionally talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.

Maximizer® People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.

Positivity® People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.

Relator® People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

Responsibility® People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

Restorative™ People exceptionally talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

Self-Assurance® People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

Significance® People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.

Strategic® People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

Woo® People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

Copyright © 2000, 2018 Gallup, Inc. All rights reserved. Gallup®, CliftonStrengths® and each of the 34 CliftonStrengths theme names are trademarks of Gallup, Inc.
SED_Col_Res-CSQRC_en-US_091918_bk

Theme Map

THEME

Characteristics *(words that describe me)*:

The Value I Bring:

The Role I Play *(words that describe who I am)*:

The Needs I Have:

My Motivations *(what I love/dislike)*:

This document may be copied or reproduced for individual use. It cannot be altered or modified without the written permission of Gallup.

Copyright © 2000, 2019 Gallup, Inc. All rights reserved. Gallup® and CliftonStrengths® are trademarks of Gallup, Inc.
SED_CIP_ThemeMapTool_enUS_110919_bk

Theme Map

THEME

Characteristics *(words that describe me)*:

The Value I Bring:

The Role I Play *(words that describe who I am)*:

The Needs I Have:

My Motivations *(what I love/dislike)*:

This document may be copied or reproduced for individual use. It cannot be altered or modified without the written permission of Gallup.

Copyright © 2000, 2019 Gallup, Inc. All rights reserved. Gallup® and CliftonStrengths® are trademarks of Gallup, Inc.
SED_CIP_ThemeMapTool_enUS_110919_bk

Balconies and Basements

Balcony

Theme

Basement

Copyright © 2007 Gallup, Inc. All rights reserved.

Theme Descriptors and Barrier Labels

Achiever	**Balcony**: tireless, strong work ethic, leads by example, go-getter, hungry
	Basement: unbalanced, brown-noser, overcommitted, can't say no, burns the candle at both ends, too concentrated on work
Activator	**Balcony**: self-starter, fire-starter, energy source, fearless
	Basement: ready-fire-aim, loose cannon, speaks before thinking, in left field (because others haven't caught up)
Adaptability	**Balcony**: flexible, comfortable in times of change, easy to get along with, goes with the flow
	Basement: directionless, indecisive, sheep, inconclusive, whimsical
Analytical	**Balcony**: thinks things through, smart, logical, deep, thorough, comfortable with numbers, figures, and charts
	Basement: rude, short, tough, never satisfied with the answer, asks too many questions
Arranger	**Balcony**: flexible, organizer, juggler, aligns and realigns tasks to find the most productive configuration possible, efficient, conductor
	Basement: lacks structure, too flexible, doesn't follow the existing rules or procedures, constantly changes priorities, lacks vision
Belief	**Balcony**: passionate, steadfast, knows where they stand, altruistic, family-oriented, ethical, responsible
	Basement: stubborn, set in his or her ways, elitist, unaccepting of other ideas, opinionated, goody-two-shoes
Command	**Balcony**: charisma, direct, driven, inspirational, easy to follow, clear, concise
	Basement: bossy, know-it-all, domineering, rude, abrupt, short, strong-willed, inflexible, stubborn
Communication	**Balcony**: storyteller, great presence, easy to talk to, energizer, entertaining, charismatic
	Basement: blabbermouth, poor listener, self-absorbed, show-off, always needs attention
Competition	**Balcony**: driven, motivated, number one, measurement-oriented, winner
	Basement: sore loser, not a team player, puts down others, self-centered, confrontational
Connectedness	**Balcony**: spiritual, "doesn't sweat the small stuff," strong faith, always looking at the big picture, helps others see purpose
	Basement: passive, naïve, too idealistic, wishy-washy
Consistency	**Balcony**: just, problem-solver, policymaker
	Basement: "by the book," inflexible, unwilling to customize/individualize

Copyright © 2007 Gallup, Inc. All rights reserved.

Theme Descriptors and Barrier Labels

Context	**Balcony**: has a robust historical frame of reference, learns lessons from the past, knows how things came to be, can leverage knowledge of the past
	Basement: slow to move and react to change, closed-minded, lives in the past
Deliberative	**Balcony**: good judgment, identifies risk, makes solid decisions, can plan for the unexpected
	Basement: standoffish, aloof, cautious, slow, introverted, afraid to act
Developer	**Balcony**: grows talent in others, teacher, coach, enjoys helping others succeed, invests in others
	Basement: not an individual contributor, wastes time on low-potential people, spectator
Discipline	**Balcony**: high productivity and accuracy because of ability to structure, breaks down complex into steps, great planners, promotes efficiency
	Basement: overbearing, rigid, mechanized, can't handle change
Empathy	**Balcony**: creates trust, brings healing, knows just what to say/do, customizes approach to others
	Basement: "soft," moody, over-involved
Focus	**Balcony**: point person, disciplined, purposeful, laser-like precision, identifies important areas quickly, goal setter and goal getter
	Basement: absorbed, tough to relax, intense, stressed
Futuristic	**Balcony**: imaginative, creative, visionary, even prophetic, inspiring
	Basement: dreamer, "Fantasy Island," out in left field, lacks pragmatism
Harmony	**Balcony**: negotiator, can see both sides of a situation, great at asking questions, able to arrive at consensus, great facilitator
	Basement: weak, indecisive, nonconfrontational, avoids conflict
Ideation	**Balcony**: improves on the existing, learns quickly, agile mind
	Basement: serendipitous, lacks follow-through, creates more work
Includer	**Balcony**: invites others in, caring, engages others, sensitive, takes up for others
	Basement: indiscriminate, unable to decide, generous to a fault
Individualization	**Balcony**: sees the uniqueness in all individuals, intuitively knows that "one size doesn't fit all," appreciates the differences in others
	Basement: unable to synthesize when it comes to people, has difficulty placing group above individual, difficulty in making people decisions

Copyright © 2007 Gallup, Inc. All rights reserved.

Theme Descriptors and Barrier Labels

Input	**Balcony**: great resource, knowledgeable, excellent memory, mind for detail, collects interesting things, excellent conversationalist
	Basement: knows a lot of worthless information, packrat, cluttered house-cluttered mind, boring conversationalist
Intellection	**Balcony**: excellent thinker, enjoys musing, capable of deep and philosophical thought, able to work alone
	Basement: a loner, slow to act or wastes time thinking too much, isolated, doesn't work well with others
Learner	**Balcony**: always learning, catches on quickly, interested in many things, finds life intriguing
	Basement: a know it all, lacks focus on results, learns a lot — produces little, bookish
Maximizer	**Balcony**: mastery, success, excellence, working with the best
	Basement: perfectionist, picky, never good enough, always reworking
Positivity	**Balcony**: enthusiastic, lighthearted, energetic, generous with praise, optimistic
	Basement: insincere, naïve, superficial, Pollyanna
Relator	**Balcony**: caring, trusting, a great friend, forgiving, generous
	Basement: lives in a clique, crony, has an inner circle, plays favorites
Responsibility	**Balcony**: committed, accountable, independent, trusted, conscientious
	Basement: micromanager, obsessive, can't say "no," takes on too much
Restorative	**Balcony**: problem solver, troubleshooter, finds improvements and solutions
	Basement: focuses on weaknesses, punitive, negative, critical
Self-Assurance	**Balcony**: self-confident, strong inner compass, risk-taker
	Basement: arrogant, self-righteous, over confident, stubborn
Significance	**Balcony**: seeks outstanding performance, does things of importance, independent
	Basement: recognition hungry, self-focused, needy
Strategic	**Balcony**: anticipates alternatives, intuitive, sees different paths
	Basement: jumps to quick decisions, difficult to understand his or her thinking, closed-minded
Woo	**Balcony**: outgoing, people-oriented, networker, rapport-builder
	Basement: fake, shallow, does not care about deep relationships

Copyright © 2007 Gallup, Inc. All rights reserved.

BEFORE DAY 3 PRE-WORK

- ☐ Read NYT article about Project Aristotle, the Google study on the importance of psych safety for high performing teams. https://nyti.ms/20WG1yY

- ☐ View a short video by Dan Goleman on emotional intelligence here: Video (https://www.youtube.com/watch?v=Y7m9eNoB3NU)

- ☐ Read pages 14-21 in the Workbook.

Robin Ross, PCC
Executive Coach | Facilitator | Speaker
robin@optimizeu.com
www.optimizeu.com

Optimize your leadership. Optimize your teams. OptimizeU.

Robin helps organizations develop resilient and remarkable leaders and build healthy, effective and sustainable teams. Robin's mindfulness-based approach leverages the latest research in the field of neuroscience to help senior executives and high potentials "lead with the brain in mind" to create a culture of trust and enhance employee performance and innovation, strengthen communication and collaboration, and increase employee engagement and well-being. She has coached executives and teams from highly diverse cultural backgrounds across a number of industries, including commercial real estate, financial services, higher education, insurance, non-profit and social enterprises, including organizations in Africa.

Robin brings over thirty years of experience as a senior executive in the financial services industry to her role as a coach. From 2005 through 2011, Robin served as Managing Director of Interest Rate Products for CME Group, with P&L responsibility for the world's largest and most diverse interest rate derivatives franchise. During her tenure at CME, Robin and her team were instrumental in creating and delivering industry-leading products and services that capitalized on new opportunities during an unprecedented time of change. Prior to joining CME Group, Ross recruited, developed and led sales teams for Cantor Fitzgerald & Company, Credit Suisse First Boston and JP Morgan. Most recently, Robin served as Executive Director for the University of Chicago Law School Doctoroff Business Leadership Program.

In addition to one on one coaching, Robin works with teams to help them build trust, increase collaboration and communication, and optimize productivity. She also designs and facilitates customized workshops on a variety of leadership topics including conflict resolution and crucial conversations, emotional intelligence, executive presence, implicit bias, leading change, mindfulness, negotiation, performance feedback, personal branding and personal productivity.

Education, Certification & Affiliations

Robin holds a Bachelor's of Business Administration from the University of Arkansas at Little Rock. She is certified as a Professional Certified Coach by the *International Coach Federation* and in the use of *Hogan Development Assessments*. Robin is also certified by the *NeuroLeadership Institute* in the Foundations of NeuroLeadership, the emerging field of study connecting neuroscience with the fields of leadership development, change management, management training, and coaching, and a certified teacher for *Search Inside Yourself*, the mindfulness-based emotional intelligence training developed at Google.

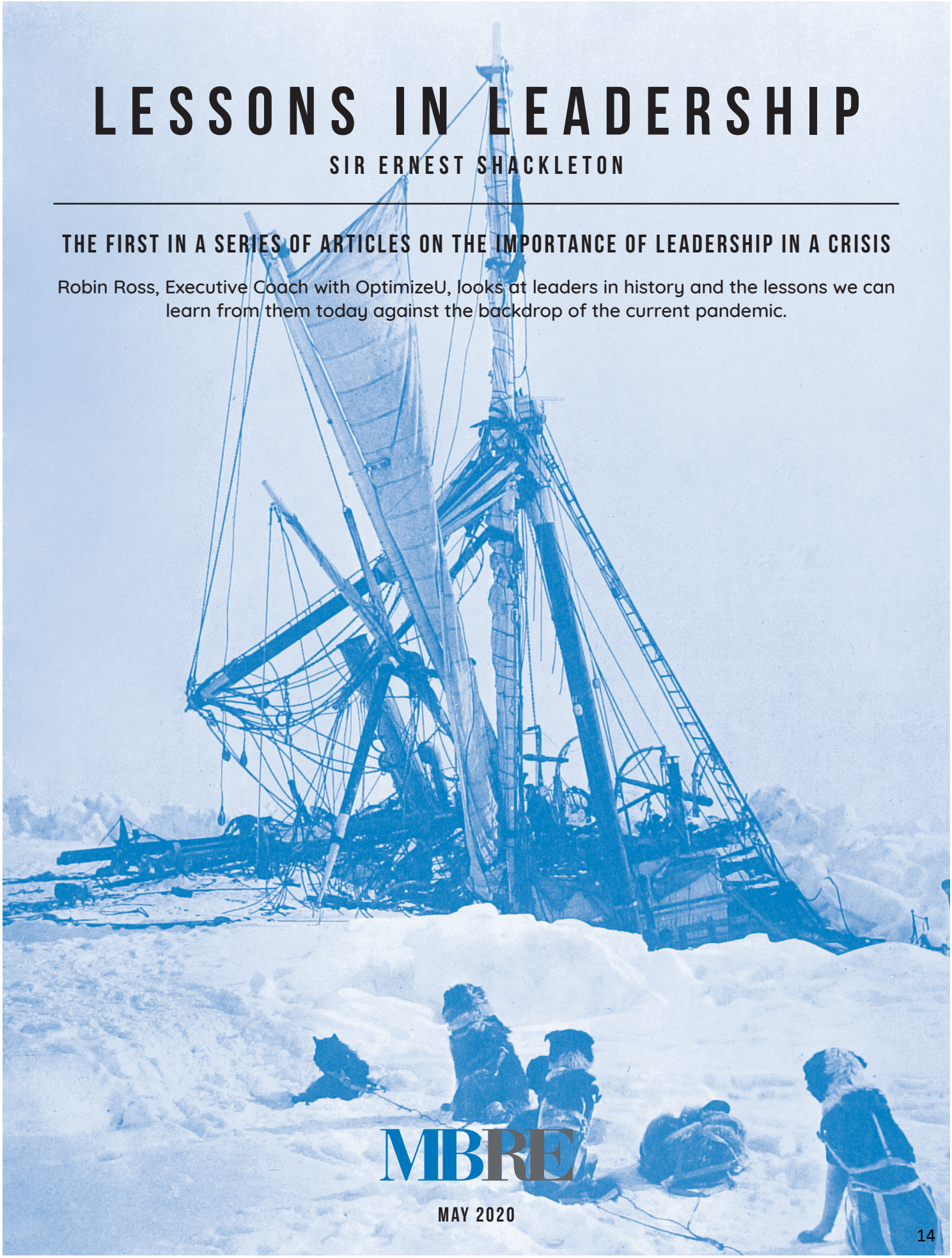
In 2007, Robin was named one of the *25 Women to Watch* by Crain's Chicago Business and *Distinguished Woman Investment Professional of the Year* by Women Investment Professionals. Robin is a founding member of the Advisory Board for DePaul University's *Women's Entrepreneurship Institute*, the nation's first comprehensive academic institute for female founders. She is also past President of the Board of Directors for Deborah's Place, the largest provider of supportive housing for women in Chicago.

LESSONS IN LEADERSHIP

SIR ERNEST SHACKLETON

THE FIRST IN A SERIES OF ARTICLES ON THE IMPORTANCE OF LEADERSHIP IN A CRISIS

Robin Ross, Executive Coach with OptimizeU, looks at leaders in history and the lessons we can learn from them today against the backdrop of the current pandemic.



"I KNOW OF NO CASE STUDY IN HISTORY THAT DESCRIBES AN ORGANIZATION THAT HAS BEEN MANAGED OUT OF A CRISIS. EVERY SINGLE ONE OF THEM WAS LED."[1]
- SIMON SINEK

RELEVANT LINKS AND RESOURCES

LEADERSHIP

- Dr. Amy Climer: 5 Elements of Shackleton's Leadership https://climerconsulting.com/five-elements-shackletons-leadership/
- The New York Times: Leadership Lessons from the Shackleton Expedition https://www.nytimes.com/2011/12/25/business/leadership-lessons-from-the-shackleton-expedition.html
- HBR IdeaCast, Episode 727: Real Leaders: Ernest Shackleton Leads a Harrowing Expedition https://hbr.org/podcast/2020/03/real-leaders-ernest-shackleton-leads-a-harrowing-expedition
- The Harvard Gazette: Shackleton in Business School https://news.harvard.edu/gazette/story/2004/01/shackleton-in-business-school/
- Harvard Business Review: How to Talk to Your Team When the Future Is Uncertain https://hbr.org/2020/04/how-to-talk-to-your-team-when-the-future-is-uncertain

COVID-19 NEWS

- Alliant Employee Benefits: Coronavirus Compliance Guide https://alliantbenefits.com/media/1669/covid-compliance-guide.pdf
- City of Chicago: Coronavirus Response Center https://www.chicago.gov/city/en/sites/covid-19/home.html
- State of Illinois: Coronavirus (COVID-19) Response https://coronavirus.illinois.gov/s/

The COVID 19 pandemic has upended work and life for billions of people and hundreds of millions of businesses around the globe. The threat of this pandemic far exceeds any crisis in our lifetime, and we face multiple fears about the health, safety and financial well-being for ourselves, our loved ones, our co-workers, our community and the world. Everyday activities like grocery shopping leave us anxious and emotionally exhausted, undermining our patience and our productivity. Fear is palpable in our homes and communities as businesses shutter, layoffs skyrocket, supply chains are disrupted, the death tolls climb and the end seems nowhere in sight. Now more than ever, we are reminded of the critical role that leadership plays in guiding us to victory during times of crisis.

What does it take to successfully lead others during these challenging and uncertain times? What does great crisis leadership look like?

There is no better example of great crisis leadership in action than the story of Sir Earnest Shackleton's failed attempt be the first to cross Antarctica over one hundred years ago.

Shackleton was an Irish explorer who led three British expeditions to Antarctica in the early 20th century. In 1907 Shackleton launched the first of these in an attempt to be the first to reach the South Pole. Although not successful, Shackleton and his team achieved several accomplishments that earned him recognition and knighthood. After Roald Amudsen successfully reached the pole in 1911, Shackleton turned his sights to making the first transcontinental crossing of Antarctica and began to raise funds for the ill-fated Imperial Trans-Antarctic Expedition.In December 1914, against the advice from local whalers, Shackleton and his 27-man crew set off on their journey across the icy Weddell Sea in their aptly named ship, the Endurance, towards Antarctica. Six weeks into the mission, their ship became stuck in an ice floe over 150 miles from land.

SIR ERNEST H. SHACKLETON, BRITISH ARCTIC EXPLORER[2]

SHACKLETON LOOKING OVERBOARD AT ENDURANCE BEING CRUSHED BY THE ICE.[3]

Much like many of our state and local government leaders today, Shackleton and his team suddenly found themselves in an overwhelming situation, with limited supplies and an uncertain outcome. With no way to communicate with the outside world, the crew settled in for a long winter, hopeful that a spring thaw would free their ship and allow them to return to safety.

After ten months, the ice shifted, sinking the ship and taking many of its supplies with it to the bottom of the icy sea, leaving them with three small lifeboats and limited resources. The men lived on the ice for six months with shrinking supplies before eventually boarding the small crafts for a perilous sixteen-day journey to Elephant Island, an ice-covered uninhabited island. With dwindling rations and facing the very real possibility of starvation, Shackleton made the difficult decision to take five men in his best boat to sail over 800 miles to the nearest whaling station for help. Four months later, Shackleton returned to the island to successfully rescue the 22 men he had left behind.

Historians have noted that Shackleton was a flawed leader who made a number of critical mistakes in preparing for and managing the expedition. For example, when recruiting his crew Shackleton used unorthodox interviewing techniques that placed more emphasis on character and temperament than on technical skills. As a consequence, many men lacked basic skills necessary for an Antarctic crossing, such as skiing and working with sled dogs. Shackleton's ego and competitive drive sometimes clouded his judgment, as shown by his decision to embark on the expedition despite the unusually icy conditions reported by whalers.

And yet, when crisis struck, Ernest Shackleton was able to rise to the occasion, foster resilience in himself and his crew, and keep his men united in the face of repeated setbacks and disasters. How did he accomplish this? What traits did Shackleton have that enabled him to excel as a leader in the face of insurmountable odds?

COMMITMENT AND CLARITY

Shackleton's mission had changed overnight from one of exploration to one of survival, but his deep sense of responsibility and commitment to his team remained his North Star throughout, guiding his decisions and actions. This clarity of purpose and commitment to his men and their safety helped to create trust and foster resilience. Extensive research has shown that trust is the foundation of all high-performing teams, as it facilitates the psychological safety necessary for open and honest communication without fear of being ostracized or rebuked. Conviction and commitment to his men and their safety helped foster a strong sense of community amongst his crew and a shared common vision. This is an essential ingredient to high-performing teams that deliver results greater than the sum of their parts. Clarity of mission creates a common vision that unites teams behind shared goals and a sense of purpose that is larger than the individual.

Clarity of goals and deep commitment to values also leads to a sense of inner confidence and calm during chaos. Emotions are contagious, and a leader's emotions-even under normal circumstances- are amplified more so as direct reports try to divine clues from not just what is said, but also from tone and body language. Even during his darkest hours when the ship sank, Shackleton was able to manage his emotions skillfully, reframe challenges and quickly adapt to the new reality. Uncertainty - especially when created by sudden change - causes a strong physiological threat response that can undermine productivity and collaboration by stoking fear and anxiety. To counterbalance this, Shackleton knew that his words and actions needed to continually signal his commitment to them and his intention to lead them safely home.

He communicated openly and honestly with his crew about the dangers and challenges that they faced - both the knowns and the unknowns. His optimistic explanatory style was contagious and kept his men's spirits from flagging, even in the face of great uncertainty. Shackleton also kept an open door and open mind, soliciting feedback from his men and listening to their suggestions. This open-door policy allowed him to maintain a steady flow of information from his men and be in tune to subtle shifts in energy levels that might affect their morale. Not all the men subscribed to Shackleton's plans, but he recognized the importance of containing negativity and made the astute decision to assign the naysayers to his own tent on the ice: proving the old adage, "Keep your friends close and your enemies closer."

To increase clarity and reduce uncertainty, Shackleton also put great thought and attention to detail into the duty roster, giving each man clearly defined roles and goals, making sure to rotate tasks regularly. When feeling overwhelmed by uncertainty, accomplishing simple daily tasks can provide a perception of progress and agency. The effort and careful planning Shackleton put into the daily duty roster assignments empowered his crew and helped keep feelings of helplessness at bay. Rotating tasks amongst the men helped create learning opportunities, kept the men engaged in their work, ensured a sense of fairness and strengthened team unity.

LEFT TO RIGHT:

HMS ENDURANCE TRAPPED IN ANTARTIC PACK ICE[4]

WORKING TO FREE THE SHIP ENDURANCE[5]

CHART ILLUSTRATING THE DRIFT OF THE ENDURANCE[6]

COMPASSION AND COURAGE

In his book Leaders Eat Last, Simon Sinek explains that when the U.S. Marine Corps eat together, the most senior officers are served their meals last. This is because the Marines understand what Ernest Shackleton understood: great leaders put the needs of their troops above their own. They do this because they know that without their men, their mission will fail. This is compassionate leadership in action!

Joan Halifax, a pioneer in bringing compassion to hospice care, defines compassion as "the capacity to be attentive to the experience of others, to wish the best for others, and to sense what will truly serve others."[7] In simple terms, compassion is empathy in action. Shackleton exemplified this by taking great care to ensure that his men were well fed and cared for. The morning after the Endurance sank, Shackleton and his first mate served tea to the men to show their appreciation and boost morale. Whenever possible, he made sure that they had ample protein in order to stave of scurvy and keep the men healthy and strong. Shackleton understood that food nourishes both the body and the soul and made an effort to have communal feasts to celebrate major holidays, like Easter and Christmas.

Many mistakenly believe that compassion is a sign of weakness. In fact, quite the opposite is true! Dr. Thupten Jinpa, a leading researcher at Stanford's Center for Compassion and Altruism Research and Education, says "Having compassion for others frees us from fearing... it turns our attention outward, expanding our perspective, making our own problems... part of something bigger than us that we are all in together."[8]

Compassion fosters courage by prompting us to ask the question "What will truly serve the greater good at this moment?" For Shackleton, that sometimes meant offering kindness and support for his men when they were feeling low. At other times, it called for him to speak up about a difficult truth or set appropriate boundaries to keep the men safe. This compassion and courage helped him make difficult and sometimes unpopular decisions throughout the expedition and motivated him to make the perilous journey to the whaling station to procure a ship to save his men. Not one man died.

LESSONS FOR TODAY'S LEADERS

Many leadership experts concur that Shackleton's Endurance expedition is one of the best examples of crisis leadership in the past one hundred years. Much like Shackleton, many leaders today find that their missions have changed suddenly from thriving to surviving. How can leaders apply some of these lessons to help navigate through today's pandemic?

- Be crystal clear about your company's values, purpose and mission. These guiding principles are the north star that will help you navigate through these turbulent and uncertain times. Communicate them to your employees regularly to help connect them with a sense of meaning and purpose.
- Uncertainty caused by sudden change triggers a strong stress response in most people. To counterbalance this, share information, updates and plans with your team, organization and stakeholders with clarity, candor and frequency. Clearly articulate goals and timelines, and share as much data as possible regarding your thought processes and plans for phasing back to a "new normal". This will not only reduce uncertainty, but will also foster feelings of trust.
- Remember that emotions are contagious! Be mindful of your own emotions and the negativity bias of the human brain. Strive to role model optimism and courage to foster resilience in your organization. Focus on your team's strengths!Help employees develop a growth mindset by rewarding effort, encouraging risk-taking, and reframing current challenges as growth opportunities.
- Set achievable, short-term goals for your team that lead to increased self-confidence and boost morale. Take time to celebrate accomplishments and recognize effort by team members.
- Schedule frequent meetings with your direct reports to check in on how they are doing personally. Whenever possible, opt for video conferencing over a phone call, email or text. Research has shown that almost 70% of communication is expressed non-verbally, through our tone and body language.
- Strengthen empathy and psychological safety amongst your team by ensuring opportunities to create and maintain personal connections while working remotely. Trust is the foundation of high performing teams, as it improves collaboration, encourages honest debate and ensures all members buy-in to decisions. Building personal relationships also reduces employee turnover, as research has shown that people with good friends at work are much less likely to consider other job opportunities. Here are some ways to strengthen personal connections while working remotely:
  - Assign people to break out rooms at the beginning of team meetings to check in or discuss a fun topic.
  - Invite team members to share personal artifacts that have meaning to them from their home desk or office.
  - Host weekly virtual trivia games or happy hours and encourage people to schedule time for one on one virtual coffee breaks and lunches with team members.

COVER: "Endurance final sinking in Antarctica" By Creator: Royal Geographic Society, Public Domain, https://commons.wikimedia.org/wiki/File:StateLibQld_1_147919_Endurance_(ship).jpg.

[1] *Sinek, Simon. Leaders Eat Last: Why Some Teams Pull Together and Others Don't. Penguin Business, 2019.*

[2] *"Sir Ernest H. Shackleton" By Creator: G.C. Beresford - National Library of Norway, Public Domain, https://commons.wikimedia.org/w/index.php?curid=34357788.*

[3] *"Shackleton looking overboard at Endurance being crushed by the ice" By Creator: Royal Geographic Society, Public Domain, https://en.wikipedia.org/wiki/File:Endurance4.jpg#/media/File:Endurance4.jpg.*

[4] *"HMS Endurance trapped in Antarctic pack ice" By Creator: Frank Hurley, Public Domain, https://commons.wikimedia.org/wiki/File:Endurance_trapped_in_pack_ice.jpg#/media/File:Endurance_trapped_in_pack_ice.jpg*

[5] *"Working to free the ship Endurance" By Creator: Frank Hurley, Public Domain, https://commons.wikimedia.org/wiki/File:TryingToCutAWayForTheShip.jpg#/media/File:TryingToCutAWayForTheShip.jpg*

[6] *"Chart to illustrate the paper on the drift of the "Endurance" By Creator: Sir J. M. Wordie, Public Domain, https://commons.wikimedia.org/wiki/File:Drift_of_the_Endurance.png#/media/File:Drift_of_the_Endurance.png*

[7] *Halifax, Roshi Joan. "Practicing G.R.A.C.E.: How To Have Compassion." HuffPost, HuffPost, 18 Nov. 2012, www.huffpost.com/entry/compassion-_b_1885877.*

[8] *Jinpa, Thupten. Fearless Heart. Piatkus Books, 2017.*

ROBIN S. ROSS

OPTIMIZEU, EXECUTIVE COACH | SPEAKER | PCC
847.372.6898 | ROBIN@OPTIMIZEU.COM

Robin helps organizations develop resilient and remarkable leaders and build healthy, effective and sustainable teams. Robin's mindfulness-based approach leverages the latest research in the field of neuroscience to help senior executives and high potentials "lead with the brain in mind" to create a culture of trust and enhance employee performance and innovation, strengthen communication and collaboration, and increase employee engagement and well-being. She has coached executives and teams from highly diverse cultural backgrounds across a number of industries, including commercial real estate, financial services, higher education, insurance, non-profit and social enterprises, including organizations in Africa.

Robin brings over thirty years of experience as a senior executive in the financial services industry to her role as a coach. From 2005 through 2011, Robin served as Managing Director of Interest Rate Products for CME Group, with P&L responsibility for the world's largest and most diverse interest rate derivatives franchise. During her tenure at CME, Robin and her team were instrumental in creating and delivering industry-leading products and services that capitalized on new opportunities during an unprecedented time of change. Prior to joining CME Group, Ross recruited, developed and led sales teams for Cantor Fitzgerald & Company, Credit Suisse First Boston and JP Morgan. Most recently, Robin served as Executive Director for the University of Chicago Law School Doctoroff Business Leadership Program.

In addition to one on one coaching, Robin works with teams to help them build trust, increase collaboration and communication, and optimize productivity. She also designs and facilitates customized workshops on a variety of leadership topics including conflict resolution and crucial conversations, emotional intelligence, executive presence, implicit bias, leading change, mindfulness, negotiation, performance feedback, personal branding and personal productivity.

EDUCATION, CERTIFICATION & AFFILIATIONS

Robin holds a Bachelor's of Business Administration from the University of Arkansas at Little Rock. She is certified as a Professional Certified Coach by the *International Coach Federation* and in the use of *Hogan Development Assessments*. Robin is also certified by the *NeuroLeadership Institute* in the *Foundations of NeuroLeadership*, the emerging field of study connecting neuroscience with the fields of leadership development, change management, management training, and coaching, and a certified teacher for *Search Inside Yourself*, the mindfulness-based emotional intelligence training developed at Google.

In 2007, Robin was named one of the *25 Women to Watch* by Crain's Chicago Business and *Distinguished Woman Investment Professional of the Year* by Women Investment Professionals. Robin is a founding member of the Advisory Board for DePaul University's *Women's Entrepreneurship Institute*, the nation's first comprehensive academic institute for female founders. She is also past President of the Board of Directors for Deborah's Place, the largest provider of supportive housing for women in Chicago.

MBRE CORPORATE SERVICES & TENANT ADVISORY

MB Real Estate's nationally recognized corporate services and tenant advisory group works with some of the country's fastest-growing companies, specializing in developing comprehensive real estate strategies and leading negotiations on behalf of their clients. The group's expertise includes lease administration and negotiation, relocation, subleasing, acquisition and disposition, consultation on specialty use sites and municipal incentives, demographic and feasibility studies and workplace strategies.

For more information, visit the website here or contact:

ANDREW DAVIDSON

MB REAL ESTATE
EVP & MANAGING DIRECTOR,
CORPORATE SERVICES

P: 312.558.3888
C: 312.972.9082
ADAVIDSON@MBRES.COM