Senior Managers in Government

Leadership\*Crises

# Monday, July 22;

* 9:00-10:30- Leadership\*Crises1
* 11:00-12:30- Leadership\*Crises2
* 2:00-3:30- Leadership\*Crises3

# Wednesday, July 24;

* 9:00-10:30- Leadership\*CrisesIV

# Thursday, July 25

* 9:00-10:30- Leadership\*CrisesV

## *By Dutch Leonard*

**Herman (Dutch) B. Leonard**

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**Profile**

**Herman B. "Dutch" Leonard** is George F. Baker Jr. Professor of Public Management at the Kennedy School and Eliot I. Snider and Family Professor of Business Administration and Cochair of the Social Enterprise Initiative at Harvard Business School. He teaches leadership, organizational strategy, crisis management, and financial management. His current research concentrates on crisis management, corporate social responsibility, and performance management. He is a member of the board of directors of Harvard Pilgrim Health Care, a 1-million-member Massachusetts HMO. He was formerly a member of the board of directors of the ACLU of Massachusetts, of the Hitachi Foundation, of the Massachusetts Health and Education Facilities Authority, and of Civic Investments, a nonprofit organization that assists charitable enterprises with capital financing; a member of the Research and Education Advisory Panel of the General Accounting Office; a member of the Massachusetts Performance Enhancement Commission; and a member of the Alaska Governor’s Council on Economic Policy. He served as Chair of the Massachusetts Governor’s Task Force on Tuition Prepayment Plans. He received his PhD in economics in 1979 from Harvard. He enjoys skiing, playing the guitar, hiking, and wildlife.

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| **DATE:** | Monday, July 22, 2013 |
| **TIME:** | 9:00 – 10:30 am; 11:00 am – 12:30 pm |
| **CLASS:** | Leadership & Crises I & II |
| **FACULTY:** | Dutch Leonard |
| **Student** | Ismail BELEN |
| **CASE STUDY:** | "Leadership in Crisis: Ernest Shackleton and the Epic Voyage of the Endurance", HBS *Case 9-803-127*. |
| **STUDY QUESTIONS:**   1. Do you think Shackleton was an effective leader in crisis?  * Yes   2. What are the main things he did that you think contributed to the safe return of the expedition?   * The first one is to have convinced them to him and to each other, to keep the team together As it is written at the last page of the text “they would have gone anywhere without question just on his order” * He loved his team more than himself. Considering the difficulties he could stay at the whaling station of South Georgia Island. * He gave appropriate responsibilities to his team and trusted them. * Dividing the crew into groups and choosing one strong head for each and assigning the controversial members for his own group is a perfect idea. * Taking into account the length of journey, ordering the crew to keep busy is good strategy. * When it was necessary he did not hesitate to obtain necessary measures. In response to some inappropriate behaviors, he decided to re-structure the ship’s command in order to reduce the captain’s discretionary authority. He dismissed three sailors for drunk and disorderly conduct. * He never gave up believing his destiny.  1. Is leadership in a crisis situation similar to or different from leadership in more ordinary times?  * Some yes, some no! The main similarities and differences are; * People are people all the time. They need to be appreciated. * Today time passes much faster than one hundred years ago. People are not patient like they were years ago. * Keeping the team together is not easy. They observe     4. Are any of the lessons you would draw from the expedition’s experience of Shackleton’s leadership applicable to leadership in more ordinary times and situations? | |