

Thoughts on Shackleton leadership, relevant to all offshore skippers:

Real leaders help us overcome the limitations of our own individual laziness and selfishness and weakness and fear and get us to do better, harder things than we can get ourselves to do on our own.

As a leader, you have to have and show an unshakable faith in your mission, yourself and your abilities. The hardest part of leadership is not just feeding your team with ideas and motivation, but feeding yourself in the face of enormous obstacles.

The greatest enemies are anxiety and disengagement as well as slow burning pessimism. Routines, order, team interaction and a team focus on the future are able to control and manage the collective fear.

I was struck by how critical a leader's personal commitment to his or her mission is and equally critical is combining this commitment with great suppleness of means. This combination – credible commitment to a larger purpose and flexible, imaginative methods to achieving specific goals – is increasingly important in tumultuous times.

A man must shape himself to a new mark directly the old one goes to ground. The vital capacity to change course mid-stream, jettisoning earlier standards of success and redefining their purpose and plans

Some honest and clear sighted thinking ahead can prevent crises.

Surround yourself with highly competent people and let them do whatever is they do best.