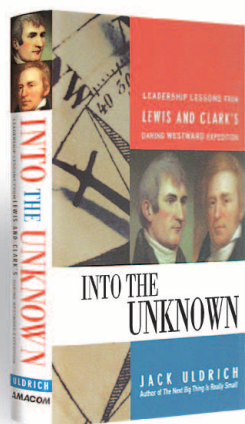




Executive Book Summaries®

FILE: LEADERSHIP



By Jack Uldrich

Leadership Lessons From Lewis and Clark's Daring Westward Expedition

INTO THE UNKNOWN

THE SUMMARY IN BRIEF

Into the Unknown charts the lessons in leadership that were learned by Meriwether Lewis and William Clark during their two-and-a-half year adventure into the American Northwest. Against staggering odds, these unique men inspired such absolute loyalty in each other and in their group of explorers that they are still regarded as the most successful leadership team in American history. To help business leaders navigate their way through the rugged terrain of modern business, consultant and author Jack Uldrich presents Lewis and Clark as examples of leaders who were able to take their team through the roughest terrain and the toughest challenges.

Throughout Into the Unknown, Uldrich shows readers how they can use Lewis and Clark's example to persevere through crises and even change course in the face of insurmountable adversity. By presenting the lessons they learned on their seminal journey to explore the interior of the North American continent and reach the Pacific, Uldrich offers 10 timeless lessons from their experiences that can inspire business leaders to take their teams to new adventures of great discovery in any era.

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What You'll Learn In This Summary

- ✓ Why Lewis and Clark matter as leaders to be followed.
- ✓ How to think strategically.
- ✓ How to make tough, timely decisions.
- ✓ How great leaders surround themselves with good people.
- ✓ How to manage limited resources.
- ✓ How to motivate a team and interact with different cultures.
- ✓ How to assimilate information from multiple sources.
- ✓ How to balance long-term goals against short-term realities.
- ✓ How to learn from mistakes and try new approaches.

INTO THE UNKNOWN

by Jack Uldrich

— THE COMPLETE SUMMARY

PART ONE: WHY LEWIS AND CLARK MATTER

Lewis and Clark: Leaders For Their Time — and Ours

Into the Unknown does not attempt to retell the Lewis and Clark story as a narrative of their expedition with the Corps of Discovery. Rather, it examines their expedition through the lens of leadership and applies the extraordinary leadership lessons of Lewis and Clark to today's rapidly changing and often unknowable business environment. Even though their expedition took place 200 years ago, the challenges these two captains faced and those confronting the leaders of today are more similar than most might expect. The advancements of technology and knowledge itself are propelling us faster and faster downriver and, like Lewis and Clark, we don't know what is around the next bend. Similarly, the relentless force of globalization is introducing us to new cultures and hurling unexpected challenges and opportunities at us to the same degree that Lewis and Clark had to respond to — and deal with — dozens of new and different Native American tribes and cultures.

Who better to turn to for guidance when dealing with the unknown than those who have already demonstrated that they were capable of successfully conquering the unknown?

There are many parallels that make Lewis and Clark useful and solid examples for today's business executives. Like today's business leaders, Lewis and Clark were driven by an important mission and were determined to succeed at all costs. Those struggling with organizational issues can find guidance in the experiences of Lewis and Clark and the ways they handled and overcame similar challenges.

They masterminded the expedition's success, and their leadership skills lie at the heart of the mission's extraordinary accomplishments. Team member Private Whitehouse spoke eloquently about their leadership prowess when he described the captains' skill, courage and humanity filling "the breasts of the men who were under their command ... and the President of the United States not misplacing his judgment when he appointed them to command this party." ■

PART TWO: THE LEADERSHIP PRINCIPLES OF LEWIS AND CLARK

The Principle of a Higher Calling

Lewis and Clark's mission of discovery was dedicated to nation building, the Manifest Destiny of the United States to expand to the Pacific, land exploration, scientific and cultural discovery, and commercial trade. Along the way, they also filled their journals with one and a half million words about everything they learned — from the land, animals and Native Americans they encountered to the flora, fauna, fish and fossils they found. They chronicled a virtual treasure trove of scientific and cultural information for the entire civilized world to digest. In their day, Lewis's surveys on the Native Americans represented the rest of the world's first glimpse of those peoples and cultures, and Clark's maps served as invaluable guides to the first generation of explorers who helped settle the American West.

The two captains also stand apart from earlier explor-

ers because of their commitment to a higher purpose. As men of the Enlightenment, Meriwether Lewis and

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The Principle of a Higher Calling

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William Clark wanted to leave their mark on the world by expanding the base of human knowledge, and, as patriots, they wanted to further the cause of liberty by extending the great American Experiment of democracy to the recently purchased Louisiana Territory and beyond to the Pacific. Their commitment to these higher purposes, which transcended the mere worldly aspirations of power, glory, ego or money, shine through their journals, and it is clear that this commitment affected virtually every action and decision they made.

Passionate Purpose

In July 1803, as the expedition was in its preparation stage, the United States purchased from France the Louisiana Territory, which doubled the size of the country overnight. The U.S. government needed to understand what it had just purchased and required a small team to explore this new land and report back on the opportunities and challenges that the new territory represented.

When setting out on the expedition, and agreeing to share command with each other, both Lewis and Clark sought to align their own self-interest with the national interest and the greater good of mankind. By advancing knowledge for mankind and fostering liberty, they were confident that they would also personally benefit.

More Than Making a Profit

Lewis and Clark are not unique in their commitment to a higher purpose. In fact, this commitment almost appears to be a recipe for success. Among the great innovators and businessmen of the past two centuries, there is one common theme that unites them all. That is the belief that business is something more than just making a profit.

“To live for mankind” and “to relieve distressed humanity” were not just throwaway phrases for Meriwether Lewis in the way many companies’ mission statements are today. The phrases provided real guidance to the Corps of Discovery. From insurance companies to cosmetic companies, businesses are staying competitive and profitable by committing to purposes that transcend money and employing other lessons of Lewis and Clark’s “passionate purpose.”

As officers in the Army and as agents of the U.S. government, Lewis and Clark were really working for their fellow citizens. In this sense, the citizens were their customers. Their actions demonstrated that they never forgot this fact. On every step of the expedition, they always took the extra effort to diligently record new information, or explore and document new areas for the benefit of those who would follow after them. Basically, they were

Men of the Enlightenment

Meriwether Lewis best espoused the philosophy of the American Enlightenment in his journal entry of Aug. 18, 1805:

“This day I completed my thirty first year, and conceived that I had in all human probability now existed about half the period which I am to remain in this Sublunary world. I reflected that I had yet done but little, very little indeed, to further the happiness of the human race, or to advance the information of the succeeding generation ... and resolve in the future ... to live for *mankind*, as I have heretofore lived for *myself*.”

always thinking of the customer first.

Align Personal Interests With the Common Good

Doing what is right is not incompatible with making a profit. William Clark profited from his experience — and Lewis likely would have if he had not died shortly after the expedition in 1809.

Because the captains knew they were pursuing a worthy purpose, their actions had a clarity and consistency that transcended the short-lived goals of money, power and fame, and provided a strong foundation for everything they did.

Lewis and Clark’s commitment to a loftier purpose was essential to the expedition’s success. Their commitment to a higher purpose helped optimism prevail over pessimism, curiosity over arrogance, compassion over callousness, and risk taking over comfort. It strengthened the captains’ resolve during times of danger, helped stave off defeatism when defeat seemed imminent, and served as a constant motivating force to themselves and the Corps of Discovery throughout the challenges of their expedition. ■

For Additional Information on a company with a higher purpose, go to: <http://my.summary.com>

The Principle of Shared Leadership

As the world gets more complicated, information continues to grow, and new technologies threaten to overwhelm many businesses, the benefit of having a true partner is more apparent than ever. All of these factors make Lewis and Clark’s example of shared leadership extremely relevant. The following characteristics that made their partnership work can be instructive for today’s business executives as well:

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The Principle of Shared Leadership

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● **Equity in Word and Deed.** Lewis and Clark really were, in Clark's famous phrase, "equal in every aspect." That none of the Corps' men ever knew of Clark's lower rank is proof that Lewis adhered to this principle. The captains' actions stand in quiet contrast to many recent examples of co-leadership that have ended in failure. BankAmerica, Pharmacia, BP Amoco, Citigroup and DaimlerChrysler have all recently tried co-CEO arrangements that have failed. The reason they failed is because for co-command to work, it must be real in both word and deed. In most cases, one of the co-CEOs actually held more power in the arrangement.

● **Trust.** Both Lewis and Clark knew the other man's word was his bond. In 1803, after learning from the Secretary of War, Henry Dearborn, that Clark could only be offered a lieutenantcy instead of the rank of captain that Lewis had been promised — and promised Clark when organizing the expedition — Lewis wrote Clark that his rank would "by G-d" be the same as his own.

● **Mutual Respect.** From the planning stages of the expedition, when Clark accepted Lewis's offer to join the expedition by writing, "My friend I do assure you that no man lives with whom I would prefer to undertake Such a Trip," to the very end, or when Lewis fought for equal pay and compensation for Clark, it is clear the two men had a great deal of respect for each other. Without respect, a productive partnership is impossible.

Compensating for Deficiencies

● **Different Skills.** Lewis and Clark's partnership worked in large measure because each man added real value. Lewis was the better botanist, zoologist and doctor. Clark was the better boatman and cartographer and had more rapport with the men. Their skills compensated for deficiencies in the other and allowed each to concentrate his efforts where they were most effective.

● **Common Experience.** Both Lewis and Clark were military officers with years of experience on the frontier. As such, they shared common experiences and could communicate with each other based on those experiences. They were both entrepreneurial and comfortable with assessing and taking risks, and the daily rigors of the expedition required flexibility and an ability to handle ambiguity, which helped their partnership function so well. Their shared philosophical outlook also helped them understand one another.

● **Communication.** As officers on the frontier, Lewis and Clark undoubtedly debriefed each other on an almost daily basis. Not only did this allow them to share information, they could also use the opportunity to review decisions in an environment free of outside inter-

Leapfrogging Captains

In addition to getting more work done and bringing different skills to the table, Lewis and Clark's shared leadership allowed the two to split up on occasion and leapfrog one another. There are at least five examples of this. Once, when the men were concerned that they were following the wrong river, the captains agreed to send Lewis ahead to determine if their decision was the right one. If it weren't, then Lewis would return immediately to correct the decision as quickly as possible.

Upon reaching the Great Falls, which confirmed they were on the Missouri, shortly thereafter, Clark went ahead and surveyed the route and found the quickest path to portage. While he did so, Lewis stayed behind and prepared the party for the portage. A month later, as the captains became nervous about the prospect of finding the Shoshone, Lewis ventured ahead to expedite finding them. When the Shoshone informed the captains that the Salmon River was not navigable, Clark went ahead to check it out for himself.

In every instance, the decision to split up produced fruitful results by saving time, increasing morale, or yielding valuable new information.

vention. For any partnership to work, communication must be frequent and honest.

● **United Front.** Even though the two captains must have had differences of opinions during their 8,000-mile journey, there was never any indication that their decisions were anything but unanimous. For a shared partnership to work, disagreements must be aired privately. However, once a decision has been made, the "public" face of that decision must be unanimous. ■

The Principle of Strategic Preparation

Although two centuries have passed between Lewis and Clark's experiences and the challenges that confront today's business executives, there are still a striking number of parallels with modern business and some very tangible lessons for today's leaders. These include:

● **Learn from and study others.** Lewis and Clark studied those who explored the West before them, and were able to succeed on a scale that surpassed their predecessors. In this sense, Lewis and Clark were not significantly different from companies that have come to market late only to end up dominating it. Similarly, Microsoft Corp. did not invent the Web browser, FedEx

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The Principle of Strategic Preparation

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was not the first priority air-freight service, and Procter & Gamble did not invent the disposable diaper; yet each company was able to become a market leader by assessing the market and learning from those who came before. They learned the essentials and incorporated new, improved ways of doing business.

- **Think long and hard about the future.** Lewis and Clark conducted extensive research and consulted with a variety of people before departing on their expedition. Advance preparation helped them think through possible contingencies, and business leaders can do the same.

- **Allocate resources in advance.** Lewis and Clark, by virtue of their due diligence, had a good idea of how many and which native tribes they would encounter on the first leg of their journey. As a result, they were able to allocate and budget their resources accordingly. Their advance work ensured they would not “overtrade” and deplete their resources. By understanding the time frame in which early milestones need to be reached, a business can constantly stay apprised of its situation and, if necessary, adjust its behavior accordingly.

- **Get the best equipment.** Given an original budget of only \$2,500, Lewis could have easily been tempted to save some money by purchasing lower-quality rifles or by forgoing the expenditures on medicine or portable soup, but he didn't. Instead, he bought the best equipment available and purchased supplies and trade goods he felt were essential to the mission's success. Regardless of what it is, if it provides a significant competitive advantage, quality should not be sacrificed.

Essentials for Providing a Strategic Advantage

- **Focus on essentials.** Although only appropriated \$2,500 by Congress, Lewis and Clark were armed with a letter of unlimited credit from Thomas Jefferson. Instead of purchasing items that were useful but not essential for the expedition's success, they focused on essentials and did not run out of the few items that were absolutely vital to their success: guns, ammunition, paper and ink. It can be easy for a new business to overspend on office space, equipment and furnishings. This tendency can be avoided by focusing only on items that are essential for providing a strategic advantage.

- **Remember that some things can't be rushed.** Lewis was forced to wait for an essential keelboat to be made before the expedition could begin. Although he lost some valuable time, the boat served its purpose and brought the expedition to its destination. Lewis's decision and the patience he demonstrated are analogous to a business waiting until a new product is ready before rushing to market. There is no substitute for quality.

Question Everyone

After Lewis and Clark descended the Ohio River in the fall of 1803 and made camp near St. Louis for the winter, they continued their meticulous preparations. They interviewed many individuals, including James Mackay, perhaps the most experienced Missouri River trader of his day. They even developed a comprehensive questionnaire that was sent to people who might have useful knowledge of the Missouri River. The survey was so far-reaching that future president William Henry Harrison, then governor of the Territory of Indiana, received it and responded. All told, the captains spent their time during that winter wisely. Their efforts were extremely beneficial in identifying crucial information about the native tribes they would encounter.

- **Focus on efficiency.** Many items served dual purposes on the expedition. Oil cloth could be used for sailing or keeping items dry. Tomahawks could be used to forage or fight. These allowed the expedition the flexibility to perform its daily chores. Similarly, today's businesses must determine whether there are certain strategic resources that can serve dual or multiple purposes. Businesses need to remain vigilant for opportunities where they can recycle, reuse or resell components that have outlived a particular function.

- **Pay attention to detail.** The captains practiced loading and unloading the keelboat many times, a decision that proved to be crucial. Likewise, small preparations, such as keeping extra supplies on hand and making special accommodations for foreign customers, can mean the difference between success and failure.

- **Leave things in reserve.** Lewis and Clark cached many items along the way to lighten their load and prepare for their return trip, creating the equivalent of a rainy-day fund. Businesses should also determine how many and what types of items they need to keep in reserve because of economic uncertainty. ■

For Additional Information on Lewis and Clark's small preparations that made a big difference, go to: <http://my.summary.com>

The Principle of Diversity

Most of today's corporations are extending into new markets and new geographies — a situation that is not much different from that of Lewis and Clark. By selecting people with a variety of skills and hailing from a multitude of cultures, they were prepared to handle many types of situations. Business executives can learn

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The Principle of Diversity

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from their approach to diversity in the following ways:

- **Diversity’s value must be cultivated.** Sacagawea’s Native American skills and knowledge helped the expedition in numerous crucial ways. When given the chance, she and York, William Clark’s black slave, became fully trusted members of the expedition.

- **Diversity has intangible value.** The fact that York and Sacagawea were physically different contributed to the Corps of Discovery’s success. Sacagawea, by virtue of her womanhood, brought an element of humanity to the expedition and helped convince native tribes of the expedition’s peaceful intentions. Businesses must realize that people can add value through more than their specific experiences or qualifications. Similarly, along with being just as skilled as their counterparts, those with disabilities can also bring a unique perspective, based on their experience, to a particular problem.

- **Diversity is not just racial or ethnic.** While racial and ethnic diversity are important, diversity of sex, age, physical ability and geography are equally important.

Merit-Based Hiring

- **Forgo the familiar and hire only the best.** Lewis and Clark hired the members of their expedition on the basis of merit. This sentiment is captured in *The Book of Leadership*, in which Harold S. Geneen, the former CEO of ITT Corp. wrote, “We set out to hire only the very best people ... I did not want glamorous, glib-talking men who got by on their coiffured good looks or family connections.”

- **Cast a wide net.** By soliciting members from every corner of the United States, the captains guaranteed that they were able to select from a pool of people who possessed a variety of different skill sets. The regional differences also provided a wider menu of problem-solving approaches. Companies must recognize that it is not enough to just pay lip service to diversity. They must actively work to expose themselves to diversity. ■

Cultivating Diversity

One company that is taking a proactive approach to cultivating diversity is Shell Oil Co. Eager to capture the greater creativity and innovative problem-solving skills that diversity has been shown to create, Shell not only benchmarks itself against the diversity levels of other global leaders, it makes a point of asking its employees, on an annual basis, how the company can better utilize and develop people’s skills.

The Principle of Compassionate Discipline

Although Lewis and Clark used corporal punishment with a whip, a discipline method that cannot be used today, there are still valuable lessons contemporary leaders can learn from their experiences. These include:

- **Start out easy and inform people of the rules.** The captains did not immediately administer discipline in a harsh form before the expedition began. Instead, they called everyone to order and explained the rules. They then reinforced the rules by issuing written orders. In the case of most of the soldiers, once they understood what was expected of them, there were no more disciplinary issues.

- **Attune disciplinary tactics to the situation.** In some instances, especially when lives are on the line, there is simply a need for a “zero tolerance” policy.

- **Look for ways to apply discipline constructively.** Lewis and Clark looked for constructive ways to apply discipline when they felt they could send a strong message without resorting to physical means. The primary purpose of discipline is to avoid a repeat mistake, and managers must balance the preventative aspect of discipline with the overall goals of the mission.

- **When possible, look to peers to administer discipline.** If certain actions of an expedition member threatened the cohesiveness of the team — rather than their own direct authority — Lewis and Clark had the members themselves decide on the penalty.

Discipline From the Top

- **When necessary, do it yourself.** There are times in business when the issue of discipline cannot be delegated. When a leader’s direct authority is undermined or an employee’s action threatens the success of an organization’s mission, discipline must come from the top.

- **Use positive incentives when they will work better in uncertain situations.** As the Corps of Discovery entered undiscovered territory, Lewis and Clark adopted a more positive, incentive-based system of motivation to allow for more operational flexibility. One reason so many companies offer positive incentives, such as employee recognition events and flex time, is because they give business leaders tangible ways to reward initiative and creative thinking.

- **Accept that discipline will always be necessary.** If it is company policy to “always do what is in the best interest of customers,” even the best employees cannot be allowed to avoid some form of discipline if they violate this cardinal rule. ■

For Additional Information on Lewis and Clark’s flexible discipline, go to: <http://my.summary.com>

The Principle of Leading From the Front

Lewis and Clark stood their ground when faced with hostile Sioux, and made vital choices when choosing the right waterway for their expedition and choosing to separate and find supplies to sustain them across rugged mountain terrain. There are many practical lessons of “leading from the front” that can be learned from their experiences and ability to assume complete responsibility for their mission’s success. These include:

- **Stand your ground.** In a pivotal confrontation with the Sioux, Lewis and Clark knew that giving in to the tribe’s demands for more trading goods would weaken their position with other tribes. Similarly, giving in to a large customer can weaken a company’s ability to build strong relationships with smaller clients. Developing a pattern of providing preferential treatment only encourages the recipient to make more demands.

- **Put yourself in the line of fire.** In the confrontation with the Sioux, Clark did not retreat, nor did he hesitate to express his displeasure to the Sioux leader. He stood his ground and spoke directly to him. While executives can delegate tough responsibilities, tackling these situations themselves establishes an authority that can enhance their respect in the eyes of clients and others.

Determine the Right Way to Go

- **Go into the field yourself.** The success of the expedition was Lewis and Clark’s responsibility, so they both went into the field when their subordinates could not determine the right way to go. Executives can rely on consultants, but when their analysis does not lead to a clear decision, executives must go out into the field.

- **Go with your gut.** Even after Lewis and Clark went out into the field and gathered as much information as was possible, they still had to rely on their gut instincts to make their final decision, even if it ran counter to the opinions of everyone else in their group.

- **Remember, with responsibility comes more responsibility.** What happens after a decision is made is as important as making the decision. Lewis and Clark, like good bosses, not only clearly communicated their decision, they also outlined the issues leading up to the decision and explained how it would be implemented.

- **Persist in the face of adversity.** Finding the Shoshone was critical to the expedition’s success, and it took Lewis and Clark four attempts to find them. This is analogous to finding new customers in an economic downturn. In critical situations, it is the responsibility of the leader to deliver success. Persistence is the key.

- **Do something.** To keep the group together and give it hope when the situation was desperate, Clark decided to lead an advanced scouting mission. His example

reminds us that at the end of the day, it is the responsibility of the leader to not only provide hope, but to actively deliver it when necessary. ■

For Additional Information on how Southwest Airlines did something to survive, go to: <http://my.summary.com>

The Principle of Learning From Others

Lewis and Clark’s experiences highlight six benefits that protégés can expect to derive from a meaningful mentor relationship. They are:

1. **Mentors can expand your horizon.** Thomas Jefferson helped Lewis understand that the mission was not just about commerce; it was about nation building and the Manifest Destiny of America.

2. **Mentors can introduce you to other people who can further your career.** Without Thomas Jefferson’s assistance, Lewis would not have been introduced to the most skilled and trained doctors, botanists and astronomers of his day. Good mentors will similarly put their protégés in contact with the right people.

3. **Mentors can help you develop a new approach to your work.** General Anthony Wayne’s methodical approach to warfare, while difficult for the young and impatient William Clark to understand, eventually helped him recognize the importance of training and preparation. Because good mentors have made mistakes of their own, they can help younger leaders view things differently, as well as reprioritize their responsibilities.

Providing Focus

4. **Mentors serve as reality checkers.** In 1803, Lewis considered using the winter months to explore the New Mexico Territory. Jefferson put an end to the idea by reminding him that the purpose of his mission was much larger and the country could not afford to lose him in a side trip of limited value. Because of their experience, good mentors can help assess risk, identify potential threats and opportunities, and provide focus.

5. **Mentors set high expectations for performance.** Mentors must not only set high expectations, they should also provide a realistic and often critical look at whether protégés are meeting those expectations.

6. **Mentors act as confidants and help build self-confidence.** Good mentors, through example and advice, provide their protégés with the confidence to believe in themselves. That Lewis and Clark never doubted themselves and only expressed the greatest optimism can, in part, be attributed to the influence of Thomas Jefferson on Lewis and George Rogers Clark on his younger brother William Clark. ■

The Principle of Positive Thinking

Lewis and Clark approached every difficult situation by emphasizing the positive. By employing these six traits of positive thinking, they were able to meet every challenge and overcome every obstacle in their path:

1. Start with the right mind-set. Lewis and Clark contemplated and visualized success. In a 30-year study, Dr. Martin Seligman, the author of *Learned Optimism*, discovered that one of the most significant predictors of success is optimistic expectations.

2. Keep events in perspective. When Lewis and Clark had difficulties with their men early in their trip, they saw each event as an isolated event. By doing so, they were able to keep things in perspective and did not become overwhelmed by the situation.

3. Understand the difference between an obstacle and a barrier. The captains held fast to two beliefs: If others before them had done it, they could also do it. And if others said it couldn't be done, they possessed enough self-confidence to do it.

4. Refuse to be pessimistic. Lewis and Clark never complained or felt sorry for themselves. On first seeing the Great Falls, instead of viewing it as a massive obstacle, Lewis focused on its natural beauty. Instead of worrying or complaining about a new competitor that has entered the market, business executives should view the competition as an opportunity to improve.

5. Be realistic, but always keep a positive forward-focus. When Lewis looked over the Continental Divide and saw there was no easy way across, he immediately changed his focus and emphasized that they were now, at least, on the “downhill” road. Today's leaders can provide positive motivation for their employees by finding and focusing on pockets of hope during tough times.

6. Optimism requires action. When Lewis and Clark saw the Rocky Mountains, they embraced reality and did not hide from it. This approach allowed them to stay flexible and open to new ideas and new approaches. Never stop working to improve your situation. ■

The Principle of Aggressive Analysis

Managing risk is one of the most important functions of any leader. Lewis and Clark's experiences hold many lessons for today's business executives. These include:

● **Deal with known problems first.** When facing the choice between dealing with a known problem or keeping something in reserve to handle potential future problems, Lewis and Clark chose to deal with the present.

● **Favor forward movement.** The risks of moving for-

ward are not often very different from those of staying put. As an example, JetBlue Airways, a company that doubled its fleet shortly after the 2001 terrorist attacks, was one of only two airlines to make a profit in 2002.

● **Limit your downside.** Lewis and Clark often hedged against failure by sending one of the co-commanders ahead in case they were wrong. Likewise, making an investment in a promising startup can provide a company with a strategy for minimizing a downside.

● **Demonstrate patience.** Lewis and Clark refused to be rushed into hasty decisions on several occasions. In the same way, businesses should not take the risk of rushing to market with an inferior or a flawed product.

● **Reverse course when appropriate.** Although Lewis and Clark had many amazing successes throughout their trip, when they were confronted with a return trip over the Bitterroot Range of the Rocky Mountains, they turned around. They did not let their previous successes blind them to real dangers. A bad business decision, such as New Coke, can and should also be reversed. ■

The Principle of Developing Team Spirit

The goal-oriented exploration, the challenging terrain, and the constantly changing conditions of Lewis and Clark's expedition closely parallel those faced by business leaders today. Here are some valuable lessons executives can apply to cultivate teamwork in their firms:

● **Lead by example.** Lewis and Clark, even if they never consciously thought about developing “team spirit,” did it nonetheless. They also led by example by giving up comfortable lives, diligently preparing themselves, sharing leadership, and doing many other things that demonstrated they were committed to the success of their mission. The goal of any organization is to serve shareholders and, more important, society at large.

● **Start early and demonstrate trust.** When Lewis and Clark disembarked on their expedition, they immediately put their main party in the same boat. This implied that they were all in it together and needed to work together as a team to succeed.

● **Celebrate success.** The captains often took time to recognize and reward individual effort as well as celebrate team success. Leaders who wait too long to celebrate often lose excellent opportunities to bolster employee morale, which is vital in achieving goals.

● **Groom future leaders.** Lewis and Clark started from the premise that individuals could handle responsibility, instead of first making them earn it. This trust allowed the captains to focus their time and talent elsewhere and gave team members the experience and confidence they needed to become leaders themselves. ■