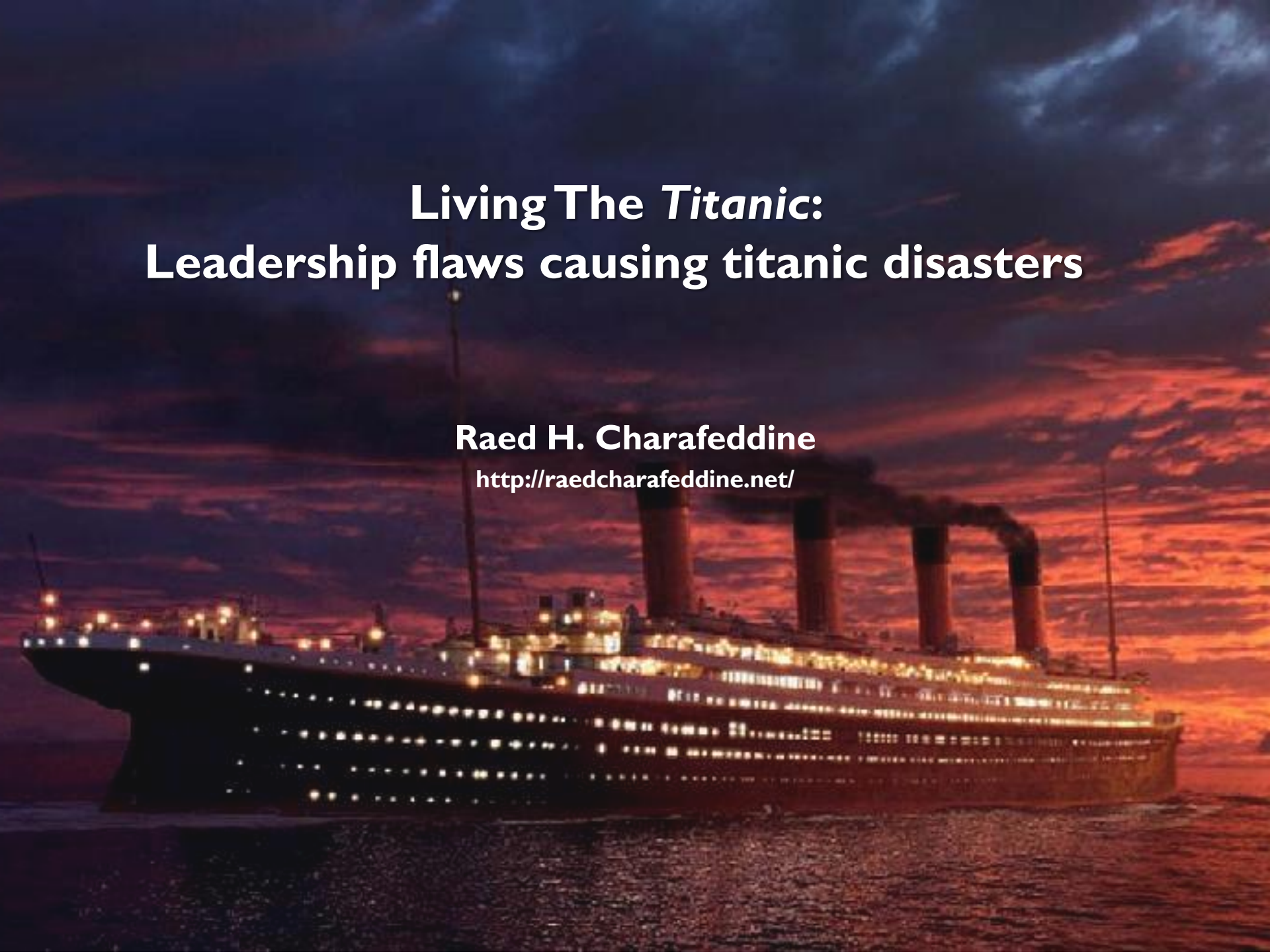


Living The *Titanic*: Leadership flaws causing titanic disasters

Raed H. Charafeddine

http://raedcharafeddine.net/

Living the *Titanic*

Boarding the *Titanic* Centennial Memorial Cruise was a formidable occasion for us. Emotions tugging in different directions: visualizing the promised glory, yet realizing the tragic reality. Our trip was a blend of joy for being together joining in a unique experience and melancholy for those who suffered the pain and anguish in the dark, cold ocean. It was a momentous opportunity to relax, bond, learn, and reflect.

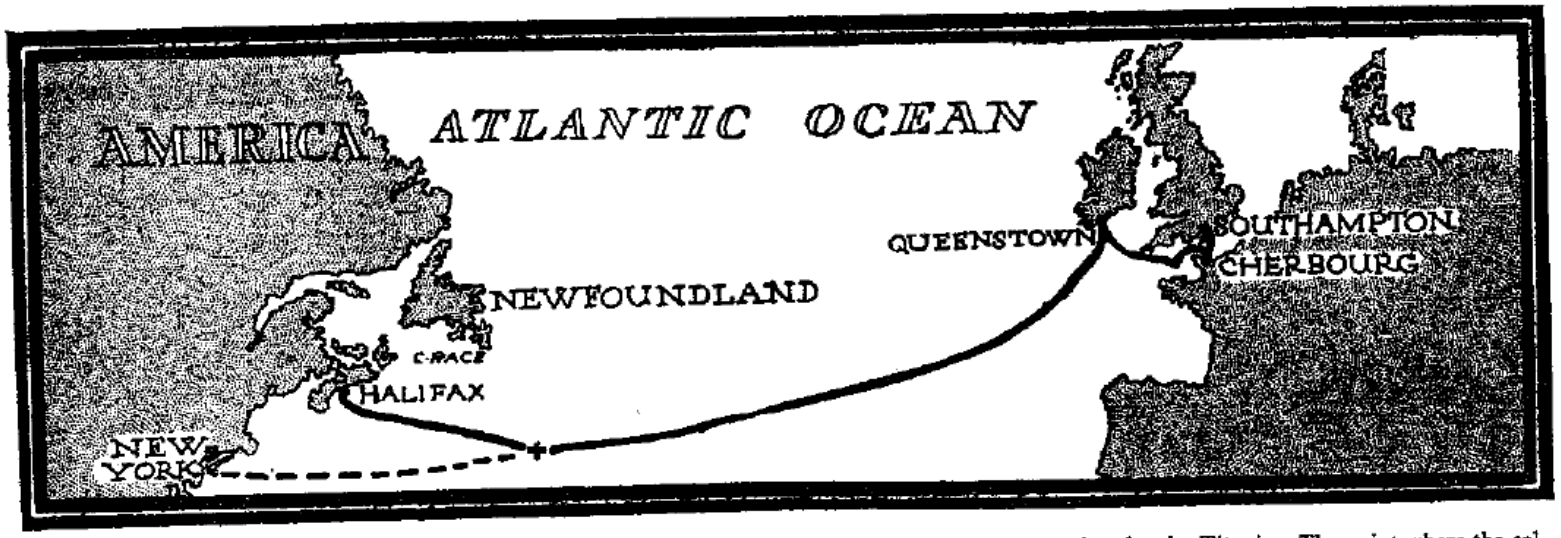
Razan, Layan, and Raed Charafeddine
April 8 – 19, 2012
The Atlantic Ocean

April 2012

Our Ship – The Balmoral

Our Itinerary Map

Route Taken by the *Titanic* during her First (and Last) Voyage



Map showing the course from Southampton to New York, via Cherbourg and Queenstown, the route taken by the Titanic. The point where the collision occurred is shown by a cross. The deep black line is continued to Halifax, to which port the Titanic was steaming when she sunk.

Our Itinerary

• Sunday, April 8	16:10 sailing from Southampton, UK
• Monday, April 9	18:00 - 23:30 Cobh, Ireland. This was *RMS Titanic* last port of call.
• Saturday, April 14	11:35 pm – 02:30 am of Sunday, April 15
	Titanic Memorial Service right on the top of the wreckage site in the Atlantic Ocean (41.46 N, 50.14 W.)
• Monday, April 17	18:00 till 18:00 Tuesday, April 17, Halifax,* Nova Scotia, Canada
• Thursday, April 19	08:00 am Final Port – New York City.

* Halifax the final resting place for150 people who perished in the disaster as recovery efforts was coordinated from Halifax and several vessels were dispatched to search for vessels. They were able to recover 306 bodies from the waters. However, 116 of those were buried at sea as some were badly disfigured and the vessels were not equipped to handle that many corpses.


100th Anniversary Voyage
1912 ★ 2012
TITANIC
MEMORIAL CRUISE
100th
ANNIVERSARY VOYAGE
Titanic Memorial Cruise

April 2012

Titanic Memorial Cruise 100th Anniversary Voyage

April 2012

April 2012

Our Cruise

Fun, classy, glitzy, glamorous, for sure, but we had our share – a night to remember

The night of April 9 – 10, 2012

BEAUFORT FORCE 11
WIND SPEED: 56-63 KNOTS

SEA: WAVE HEIGHT 11.5-16M (37-52FT). EXCEPTIONALLY HIGH WAVES, SMALL-MEDIUM SIZED SHIPS MAY BE LOST TO VIEW BEHIND THE WAVES. SEA COMPLETELY COVERED WITH LONG WHITE PATCHES OF FOAM LYING ALONG WIND DIRECTION. EVERYWHERE, THE EDGES OF WAVE CRESTS ARE BLOWN INTO FROTH.

Why the *Titanic?*

The Times of the *Titanic*

- Globalization at the turn of the 20th century involved increasing transfers of commodities, people, capital, and ideas between and within continents

- Peace between the main powers between 1871 and 1914 promoted trade exponentially (Table 1)

The Times of the *Titanic*

Table 1

WORLD EXPORTS 1900-1913,1921-1938,1948,1950-1960

	Value in million US dollars			Index numbers: 1953 = 100									Ratios (per cent)			
				Value			Unit Value			Quantum			Value [a]	Unit Value	Quantum	World
Year	Total	Manuf. goods	Other goods	Total	Manuf. goods	Other goods	Total	Manuf. goods	Other goods	Total	Manuf. goods	Other goods	Manuf. goods to total	Terms of trade (manuf.goods to other goods)	Manuf.goods to other goods	manuf. production[b] 1953 =100
1900	10100	4000	6100	12	10	14	35	42	31	35	25	46	40	135	54	16
1901	10200	3900	6300	12	10	15	34	40	31	36	25	47	38	129	54	17
1902	10400	4000	6400	13	10	15	34	39	31	38	27	48	39	127	55	18
1903	11100	4200	6900	14	11	16	35	39	32	39	28	50	38	124	55	18
1904	11500	4400	7100	14	11	16	36	40	33	39	29	49	38	120	58	18
1905	12300	4900	7400	15	13	17	36	40	34	41	32	51	40	119	62	20
1906	13700	5500	8200	17	14	19	38	42	35	44	34	54	40	120	63	21
1907	14500	5900	8600	18	15	20	39	44	36	45	35	55	41	120	64	22
1908	13600	5400	8200	17	14	19	38	41	35	44	34	54	40	117	64	20
1909	14500	5600	8900	18	15	21	38	41	36	47	36	58	39	114	62	22
1910	15900	6200	9700	19	16	22	39	41	38	50	39	59	39	107	67	24
1911	16800	6700	10100	21	17	23	40	41	39	52	42	60	40	106	70	24
1912	18300	7400	10900	22	19	25	40	42	39	56	46	65	40	107	71	26
1913	19500	8000	11500	24	21	27	41	42	39	59	49	68	41	108	72	27
1921	19700	8200	11500	24	21	27	53	70	41	46	30	66	42	173	46	22
1922	21700	9000	12700	27	23	29	51	62	43	53	38	69	42	146	55	27
1923	24500	9900	14600	30	26	34	55	62	50	55	42	68	40	124	61	29
1924	27400	10900	16500	33	28	38	56	62	51	60	46	75	40	121	61	30
1925	31400	12700	18700	38	33	43	60	63	57	64	52	76	40	111	68	33
1926	29800	12200	17600	36	32	41	55	60	51	66	53	79	41	116	67	35
1927	31400	13000	18400	38	34	43	52	57	49	73	59	86	41	116	68	37
1928	32700	13900	18800	40	36	43	52	57	49	76	63	89	43	116	71	39
1929	33000	14600	18400	40	38	43	50	55	46	80	68	92	44	120	74	42
1930	26300	11800	14500	32	31	34	43	53	36	74	58	93	45	147	62	38
1931	18700	8400	10300	23	22	24	34	44	26	67	49	92	45	171	53	34
1932	12700	5400	7300	16	14	17	27	36	20	57	39	86	43	185	45	30
1933	14700	6300	8400	18	16	19	31	41	23	58	40	86	43	181	46	33
1934	18800	8000	10800	23	21	25	38	48	30	61	43	83	43	160	52	37
1935	19500	8600	10900	24	22	25	37	47	30	64	47	84	44	157	56	42
1936	21100	8900	12200	26	23	28	39	47	33	66	49	86	42	143	57	49
1937	25800	11100	14700	32	29	34	42	49	37	75	58	93	43	135	63	54
1938	22700	10300	12400	28	27	29	39	50	31	71	54	92	45	159	58	50
1948	57300	24100	33200	70	62	77	102	102	103	68	61	75	42	99	82	72
1950	60900	25100	35800	74	65	83	89	86	91	94	75	91	41	95	83	84
1951	82400	35300	47100	101	91	109	108	102	112	93	89	97	43	91	92	91
1952	80000	36700	43300	98	95	100	105	104	106	93	91	94	46	98	97	93
1953	82000	38700	43300	100	100	100	100	100	100	100	100	100	47	100	100	100
1954	85500	40600	44900	104	105	104	99	98	99	106	107	104	48	99	102	100
1955	92800	45600	47200	113	118	109	99	99	99	114	119	110	49	100	108	109
1956	102800	51800	51000	125	134	118	101	103	99	124	130	119	50	104	110	123
1957	110800	56500	54300	135	146	125	103	106	99	131	137	127	51	108	108	130
1958	106800	56100	50700	130	145	117	100	105	94	130	138	124	53	112	111	123
1959	114700	61300	53400	140	158	123	99	104	92	142	152	134	54	113	113	137
1960	127300	69500	57800	155	180	134	100	106	92	156	170	146	55	115	116	147

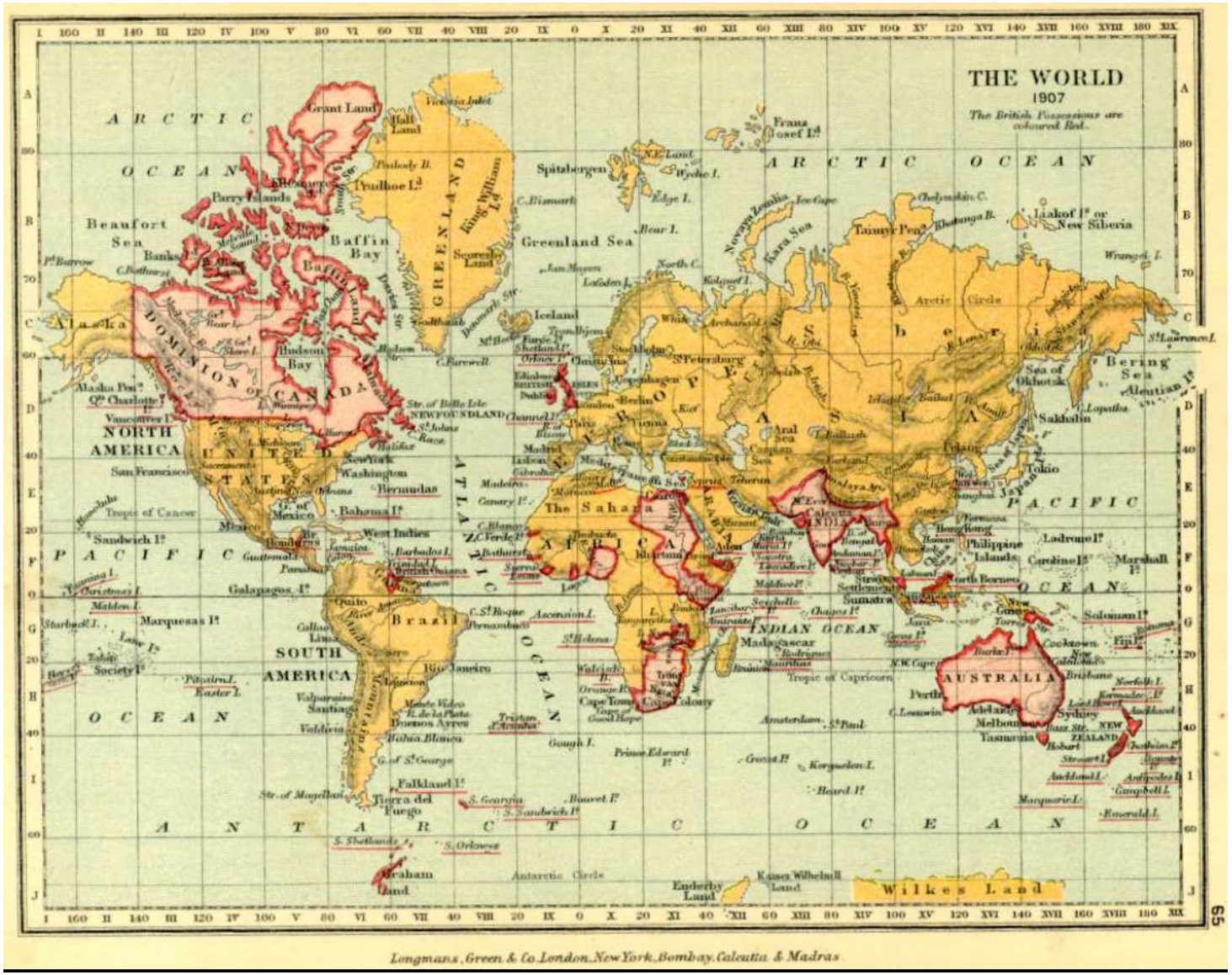
a Based on absolute values. B Adjusted for the years 1955-60 according to UN, Stat. Yearbook 1969, p54.

Source: International Trade Statistics 1900 - 1960

The Times of The *Titanic* - UK

- At the turn of the 20th century Britain had no serious international military rival other than Russia. Unchallenged at sea, Britain adopted the role of global policeman, a state of affairs later known as the *Pax Britanica*
- Early on in the 20th Century the British Empire held over 458 million people, almost one-fifth of the world population at the time
- The Empire covered more than 33,700,000 km², almost a quarter of the Earth's total land area
- Its political, legal, linguistic, and cultural legacy is widespread
- At the peak of its power it was often said that "the sun never sets on the British Empire" – from Canada to South Africa and from Australia to India
- British imperial strength was underpinned by the steamship and the telegraph, new technologies invented in the second half of the 19th century, allowed it to control and defend the empire

Map of the British Empire



The Times of The *Titanic - US*

- The beginning of the 20th Century witnessed industrialization and a resulting surge of immigration
- The US became the world's dominant economic, industrial, and agricultural power
- The average annual income of nonfarm workers grew by 75% from 1865 and 1900, and then grew another 33% by 1918
- Unprecedented wave of immigration, 27.5 million (over 1.6% of the world population of almost1.7 Bn in 1900)
- New arrivals between 1865 and 1918 provided the needed labor force and the population base for the fast - growing urban America

The Times of The *Titanic* – Germany

- German economy was the first in Europe and one of the strongest in the world in terms of:
  - Banking
  - Gold
  - Steel manufacturing
  - Advanced transportation system
  - Most efficient Agricultural Crops
  - Chemical Manufacturing (Amounted to 90% of the global trade on 1914)
- Additionally, Germany was highly advanced in:
  - Medicine: First country – wide cancer research was carried on in October 1900
  - Ship building: The Blue Ribbon Award

That's what brought about the *Titanic*

- *Titanic* was an eloquent testimony to the progress of mankind, as shown in the conquest of mind over matter as marked high in the achievement on the advent of the 20th century
- Her registered size and tonnage made her, for a short time, the largest ship in the world - in fact the largest moving object yet created

Titanic – The Ship

Length: 270M
Stood 25 stories high
Weighs 46,000 tons

Speed: 23 Knots (43Km/h)
Capacity: 3,547 person ***(Including crew)***
Cost: $400 Million in today's money

Why Claimed Unsinkable

The *Titanic* was equipped with a double-plated bottom in addition to being designed to float with any two of her 12 watertight compartments flooded, or all of her forward three, as no-one could imagine anything worse than a breach of two compartments through a collision on a bulkhead

"I cannot imagine any condition which could cause a ship to founder. I cannot conceive of any vital disaster happening to this vessel. Modern shipbuilding has gone beyond that"

Captain E.J. Smith

Images of the *Titanic*

Images of the *Titanic*

Images of the *Titanic*

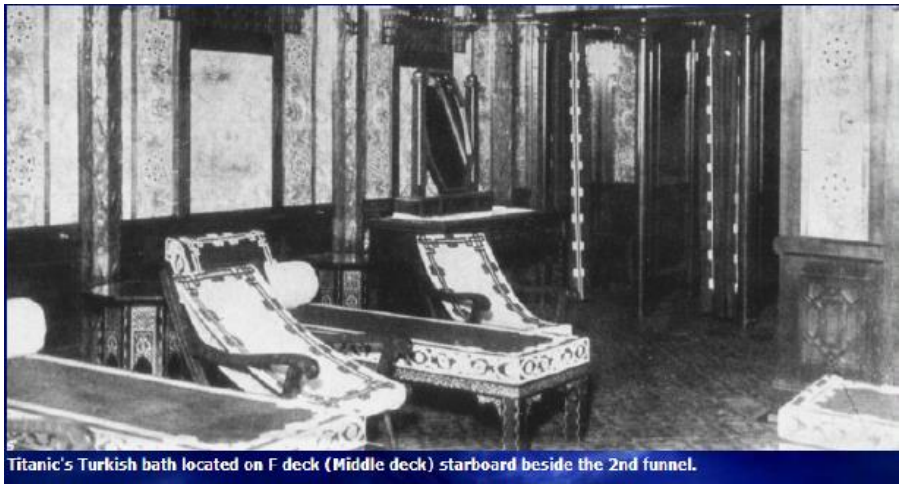
Images of the *Titanic*

Titanic 1st Class Hallway

Titanic Promenade Deck

Images of the *Titanic*

The first Class dining salon located amidships on the D deck (Saloon deck) could seat up to 550 per sitting.



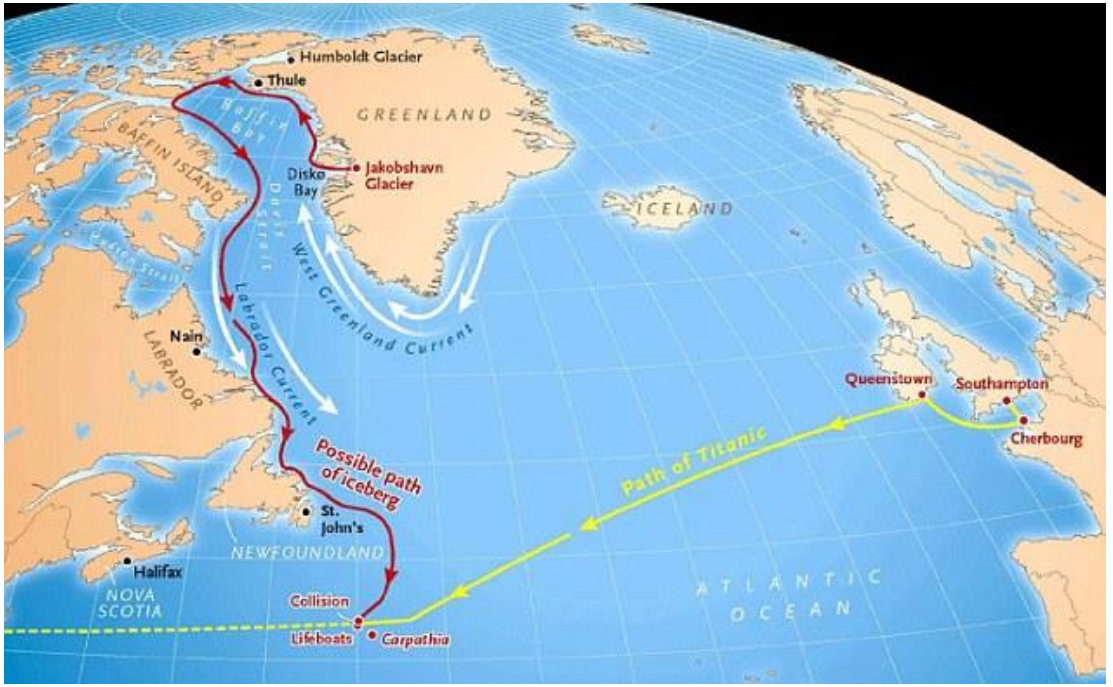
Titanic's Turkish bath located on F deck (Middle deck) starboard beside the 2nd funnel.

The grand staircase between the boat deck and A deck (Promenade deck).

The dome of the grand staircase on the boat deck just forward of the second funnel.

… And Where did the Iceberg come from?

Heavy snow fall in the Arctic in the winter of 1910/1911, followed by a warmer than usual Arctic summer in 1911 and a mild winter in 1911/12, resulted in much larger quantities of ice than usual drifting south in the freezing waters of Labrador current, which was flowing faster than usual that year with high volumes of melt-water from the Arctic



One possible path taken by the iceberg that sank Titanic 100 years ago.

Source: Texas State University

Why This Presentation?

Will try to examine unquestioned assumptions that results in unintended consequences

- Discounting near misses, disregarding mishaps, and ignoring early warning signals caused the crisis
- *Titanic*, The "unsinkable" largest moving object ever built by man, sank in only two hours and 40 minutes after hitting the iceberg

Leading Circumstances

Not a Good Start

- Britain was in the midst of a coal strike. With the *Titanic*, consuming 650 tons of coal each day, White Star had to cancel the sailing of *Oceanic* and *Adriatic* and transfer their coal, crew, and passengers to *Titanic*

- The miners' strike had only just ended on April 6. With the general shortage of coal, the quality of available coal was much to be desired

Early Warning Signals

- *Titanic* was on fire as early as Tuesday, April 2nd, when it was still in Belfast, in the coal bunker between No. 5 and No. 6 boiler rooms

- The crew began to extinguish the fire by raking the burning coal out of the bunker during their first watch after leaving Southampton on Wednesday, April 10, 1912, but the fire was not completely extinguished until Saturday, April 13

Does this mean anything?

- On June 21, 1911, *Olympic*, *Titanic's* sister ship, nearly sank the tug *Hollenbeck* by suction when it was caught in the ship's backwash in New York
- On September 20, 191, due to the suction effect, *Olympic* was involved in a serious collision with Royal Navy cruiser *Hawke* in Southampton, and was left with a large hole punched in her side. The *Hawke* suffered major damage to her bow
- Departing on April 10, 1912, *Titanic* nearly collided with another ship, The *SS New York*, near the dock in Southampton due to its great suction power

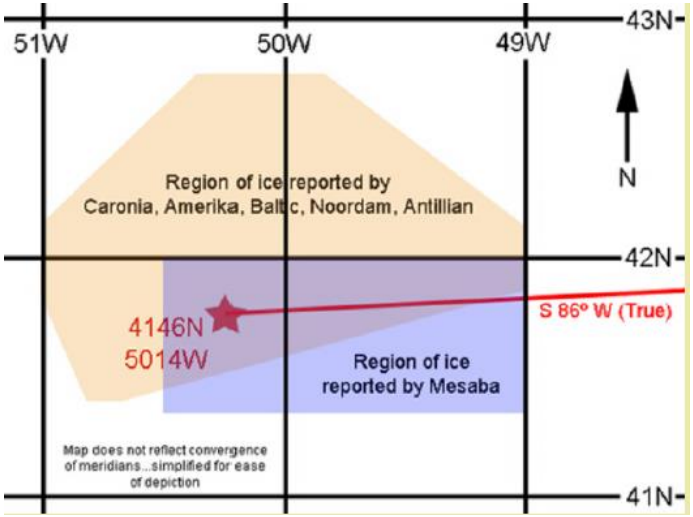
Why not?

- Comfort first, safety later! *Titanic's* original project plan included a configuration of 48 lifeboats, sufficient to accommodate all her passengers and crew. Alternatively, 16 were only mounted. After all, *Titanic* was a lifeboat in itself. Besides, additional lifeboats would unnecessarily clutter the promenade area
- *Titanic* was trying to beat *Olympic's* maiden voyage crossing time and arrive in New York on Tuesday night, instead of Wednesday morning as advertized

Iceberg Alley

- Captain Smith handed White Star Chairman Joseph Bruce Ismay the *Baltic* Ice warning telegram, which the latter kept in his pocket for five hours on the day of *Titanic's* collision
- *Titanic* traveling at a speed of 21- 22.5 knots, did not allow for time to react

Ignored Warnings



- The *Titanic* received six (or seven) warning of Iceberg Alley along their path on April 14. However, not all of these warnings made it to the bridge
- Captain Smith, unaware of the seriousness of the warnings, retired to his room for the night at 9:20 pm

Marconi's Priorities were ahead of that of the Titanic's

- The Marconi International Marine Communication Company Limited, was the service provider for the Titanic's wireless telegraphs and radio communication
- Two employees of the company, Senior Wireless Operator Jack Philips and Junior Wireless Operator Harold Bride were on board the *Titanic* during her brief voyage
- They spent six hours repairing a damaged transformer, what caused big back-log and fatigue

Leader - less

- No search lights were used for the lookout in the moonless ice field ocean
- Captain Smith cancelled a lifeboat drill planned for Sunday, April14
- The binoculars in the crow's nest were locked
- The lookouts were denied binoculars by their officers
- Crew were not trained on all aspect of the ship

Timeline of the Sinking of the Titanic

11:35 p.m.	Lookouts spot the iceberg 1/4 mile ahead.
11:40	The Titanic sideswipes the iceberg, damaging nearly 300 feet of the hull.
Midnight	Watertight compartments are filling; water begins to spill over the tops of the transverse bulkheads.
1:20 a.m.	The bow pitches; water floods through anchor-chain holes.
2:00	The bow continues to submerge; propellers lift out of the water.
2:10	The Titanic tilts 45 degrees or more; the upper structure steel disintegrates.
2:12	The stern raises up out of the water; the bow, filling with water, grows heavier.
2:18	Weighing 16,000 tons, the bow rips loose; the stern rises to almost vertical.
2:20	The stern slips beneath the surface.
2:29	Coasting at about 13 mph, the bow strikes the ocean floor.
2:56	Falling at about 4 mph, the stern strikes the ocean floor.

Source: Gannon, R. 1995

Captain E. J. Smith

The accident prone skipper, Captain Smith, known as the 'Millionaire's Captain' for his reputation as an experienced and debonair commander of transatlantic liners and because of the class' reputation for comfort

Titanic, at over 45,000 GRT, were nearly twice the size of Smith's previous command, the 24,541 GRT Adriatic, which Smith had captained since her maiden voyage in 1907. These giant new Olympic class liners had handling characteristics with which no one at the time was familiar, not even Captain Smith

One Word determined fate

“First”

Or

“Only”

Titanic Staircase – Direction determined Fate

“Women and Children First”

Those passengers who went to the right of the stairway were helped by First Officer William Murdock who was executing the instructions of **First** then boarded the men later

"Women and Children Only"

Those who choose to take the left side of the staircase to the lifeboats were helped by Second Officer Charles Lightoller who understood the instructions as **Only**. He allowed no men into the lifeboats despite the availability of tens of empty spaces. Accordingly, 200 – 250 lives could have been saved

Titanic Disaster -- Official Casualty Figures

Passenger Category	Percent Saved	Percent Lost	Number Saved	Number Lost	Number aboard
Children, First Class	100.00	0.00	6	0	6
Children, Second Class	100.00	0.00	24	0	24
Women, First Class	97.22	2.78	140	4	144
Women, Crew	86.96	13.04	20	3	23
Women, Second Class	86.02	13.98	80	13	93
Women, Third Class	46.06	53.94	76	89	165
Children, Third Class	34.18	65.82	27	52	79
Men, First Class	32.57	67.43	57	118	175
Men, Crew	21.69	78.31	192	693	885
Men, Third Class	16.23	83.77	75	387	462
Men, Second Class	8.33	91.67	14	154	168
Total	**31.97**	**68.03**	**711**	**1,513**	**2,224**

Source: British Parliamentary Papers, Shipping Casualties (Loss of the Steamship "Titanic"), 1912, cmd. 6352, 'Report of a Formal Investigation into the circumstances attending the foundering on the 15th April, 1912, of the British Steamship "Titanic," of Liverpool, after striking ice in or near Latitude 41° 46' N., Longitude 50° 14' W., North Atlantic Ocean, whereby loss of life ensued.' (London: His Majesty's Stationery Office, 1912), page 42

Who is to blame?

- Thomas Andrews, the ship designer?
- Harland and Wolff shipyard, the ship manufacturer?
- Joseph Bruce Ismay, Chairman of White Star, the ship owner?
- The British Trade Commission?
- The Captain?
- The Crew (Officers, Boiler room workers)?
- Marconi's officers?

Titanic Leadership Lessons

The Unthinkable

Happens to

the Unsinkable

Titanic Leadership Lessons

1. Understand the environment

- High situational awareness involves being aware of what is happening in the vicinity, to understand how information, events and one's own actions will impact goals and objectives both immediately and in the near future
- Slower speed could have prevented the accident
- Changing conditions require different responses
- Previous success does not generate current or future one

Titanic Leadership Lessons

2. Do not be deceived by the looks

- What made for a romantic setting – calm seas and a moonless night – signaled potential dangers as those conditions made spotting icebergs difficult
- However, rather than staying to pilot the ship, Captain Smith instead went for a dinner hosted in his honor, gave instructions to keep the ship on course and maintain speed unless visibility became a factor. He retired at 9:20 pm

Titanic Leadership Lessons

3. Look below the Surface

- The greatest dangers as well as opportunities lie deep below the surface. In organizations, skills are the only dimensions obvious to others. Driver, Behaviors are the mass of 90% below the surface
- "Those below" – crew and steerage felt and saw the damage first. The same applies to juniors in organizations
- CEO Asks employees: "Give me a piece of bad news"

Titanic Leadership Lessons

4. ***Look beyond the horizon***

- Need to always be on the look out for changes and proactively searching for new storms and icebergs
- Our de-learning, and re-learning curve must be greater than our learning curve to succeed in the disruptive world
- A “Learning Organization”

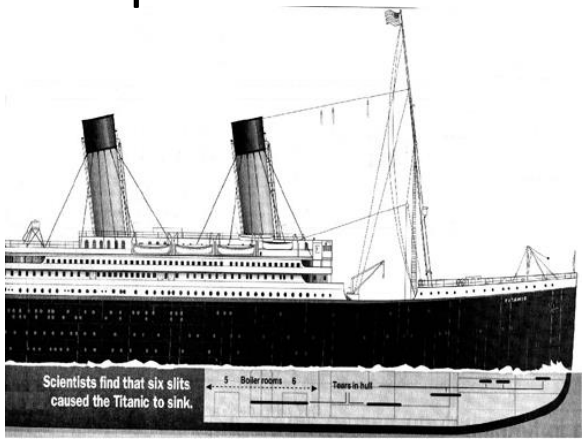
Titanic Leadership Lessons

5. *Size Does not Matter*

Often little things become our downfall, not necessarily threats from something "bigger":

- The 'blackberg' that sank the *Titanic* did not even come as high as the bridge of the ship

- The hole in the boat was actually quite small – six cuts measuring a little over three square feet.



A layout of the watertight compartments and the damage from the collision [Refrigerator, 1998]. The thick black lines below the waterline indicate the approximate locations of the damage to the hull.

Titanic Leadership Lessons

6. Humility is a Virtue

"With over trust, accuracy suffers"

- Confidence is a leadership virtue, but the border between confidence and overconfidence is easily crossed
- The trip was scheduled to be Captain Smith's last mission before retirement. Since he did not face any significant cases during his 40 year career, would that have caused ignoring all the signals?

Titanic Leadership Lessons

7. Leadership is always responsible

- Leadership is not about power, ego, or pride. It is more than being a figurehead or having a title or a position
- It should be ever-present - touching, motivating, cultivating, stimulating, coaching, preparing, and transforming
- There should be a unity of command – the charismatic, overbearing leader Bruce Ismay over-ruled Captain Smith

Titanic Leadership Lessons

8. Keep Moving

- Upon seeing the iceberg, First Officer Murdoch reacted naturally by "hitting the brakes", i.e. he put the engines in reverse and started turning away from the iceberg. That might have sealed the *Titanic's* fate
- Ships turn more quickly when they have forward motion. If the captain had maintained the ship's speed, or even accelerated, he might have avoided hitting the iceberg all together

Titanic Leadership Lessons

9. Compliance Is Necessary but Not Sufficient

- Original project plan included a configuration of 48 lifebaots, suffecient to accomodate all her paasengers and crew
- The White Star Line Chairman, J. Bruce Ismay, argued that 20 is enough to be in full compliance with the British Board of Trade rules
- To him, the ship was designed to be practically a lifeboat in itself and that additional lifeboats would unnecessarily clutter the boat deck that could be used a a promenade area

Titanic Leadership Lessons

10. It is not a lack of confidence to have a backup plan

- What if questions are saviors!
  - *Titanic* was “unsinkable” so why have a plan?! So with everything else in our lives!
  - Business Continuity Plan: if “Plan A” didn’t work, the alphabet has 25 more letters
  - Plans should be usable, executable, and current …even if you believe nothing will happen to your organization

Titanic Leadership Lessons

11. Priorities Should be Clear (especially if multiple or conflicting)

How to bridge the conflicting priorities of various stakeholders?

- Owners: Beat their competitors across the Trans-Atlantic route
- Builders: Reduce the number of the life boats to improve the 1st class view
- Captain: Glorious sign off to his career
- Marconi's officers: Attend to "their customers"

Titanic Leadership Lessons

12. Communicate, Communicate and Communicate

- No formal ship-wide announcement was made
- The external Communication New Marconi wireless telegraphy system onboard Titanic was new and too cutting-edge to be effective
- The wireless operators were preoccupied with transmitting passenger messages. They were employed by the Marconi company, not by White Star Line. There was little established coordination or procedure, and no incentives for the radio room and the bridge to handle ice warnings cooperatively
- The internal Communication was poor - people who heard murmurs of emergency dismissed them.

Titanic Leadership Lessons

13. *If training is expensive, think about the cost of ignorance*

Titanic crew stood unfamiliar with the procedures to evacuate the ship and launch the lifeboats

Crew were:

- Largely on temporary contracts,
- Only had five days to prepare,
- Were not tried of familiar with the ship and its operations
- Last minute change of senior officers
- Sea trials were reduced to half-a-day

Titanic Leadership Lessons

14. Keep Moving – don't forget your forté

- What would have happened should the *Titanic* hit the iceberg directly and not sway the direction of the ship?
- Putting the engines in reverse and turning away from the iceberg may have caused the *Titanic's* fate. If the captain had maintained the ship's speed or even accelerated, he might have really tested the validity of its original design (constructing the six water tight compartments to withstand a major head-on collision)

Titanic Leadership Lessons

15. Don't Let the Band Play

- There is a balance between creating panic and encouraging complacency
- Arising confidence is a must do, giving an illusion that there is no crisis caused great losses

Titanic Leadership Lessons

16. High cost does not necessarily mean reliability

Absolutely no money was spared on the construction of the *Titanic*, yet that did not save her:

Cost was USD7.5 Million in 1912- Equivalent to USD 400 Million in today's money

Titanic Leadership Lessons

17. Technology is not the Panacea for all problems

- Technology do not replace personal intuition or mid-level management
- When technology fails leadership prevails. The danger is not in machines replacing people, rather in people acting like machines
- "More than 95% of your organization's problems derive from your systems, processes, and methods, not from your individual workers". W. Edward Deming and Joseph J. Juran

Titanic Leadership Lessons

18. Biggest in not always best

- Larger organizations are less flexible and more cumbersome to steer, to adapt or change course
- Larger organizations have the tendency to grow into huge bureaucracies where rules, regulations, policies, and procedures can hijack their momentum
- The bigger the stakes, the harder the resistance to change

Titanic Leadership Lessons

19. Never sacrifice common sense for notoriety or pressure

Leaders must take time to think and be bold when the decision could bring harm to many. Down playing the various warnings due to undue pressures

Titanic Leadership Lessons

20. Moving targets can (and most often) hurt the original goal

Luxury and elegance were *Titanic's* selling point, not speed

Titanic Leadership Lessons

21. Early bird gets the worm

- Evacuation order was given too late
- Passengers were reluctant to board the lifeboats
- Early activation of action or detection of the problem could have filled in the “half full” lifeboats

Titanic Leadership Lessons

22. *Delegation should be Monitored*

Some sources claim that boiler room workers took the decision to feed in the boilers to prevent possible fire that generated high level of steam and caused the ship to unplanned speed

Titanic Leadership Lessons

23. Outsourcing should meet Service Level Agreements (SLA)

- The Marconi wireless operators refused to communicate with wireless operators of ships known to use competitor's equipment (such as the *Frankfurt*)
- Though outsourcing aims to improve efficiencies in cost, quality and services and to free up time for organizations to focus on their core competencies, its activities should meet up the levels of expectations of the organization and its clients

Titanic Leadership Lessons

24. What you perceive as your strong point can be your most vulnerable spot

- Some scientists studying the disaster concluded that the watertight compartments contributed to the disaster by keeping the flood waters in the bow of the ship.
- If there had been no compartments at all, the incoming water would have spread out, and the *Titanic* would have remained horizontal.
- Eventually, the ship would have sunk, but she would have remained afloat for another six hours before floundering – sufficient time for nearby ships to reach the location and rescue all passengers and crew

Titanic Leadership Lessons

25. Adversarial competition is likely to be harmful

- *Titanic* sheer size and safety features led newspapers and technical publications to proclaim her "unsinkable"
- *Titanic* builders, the Harland & Wolff Shipyard and operator, the White Star Line, knew that under some circumstances she could sink but encouraged the popular assumption of the ship's invincibility to attract customers

Titanic Leadership Lessons

26. Conduct an after-action investigation

Crises do not just happen, they are created by a chain of events and conditions that can potentially be recognized and responded to before the damage is done

- Assessing what went right and wrong
- Reevaluating policies and procedures
- Learning from failures – objectively!
- Planning a course of action to correct deficiencies

Titanic can be more then a memory!

Sombre…. Wreath are a tribute to loved ones in *Titanic* tragedy – 02:30 on April 14, 2012

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Thank You

Questions?
Answers?
Comments?
Suggestions?