

# Living The *Titanic*: Leadership flaws causing titanic disasters

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# 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

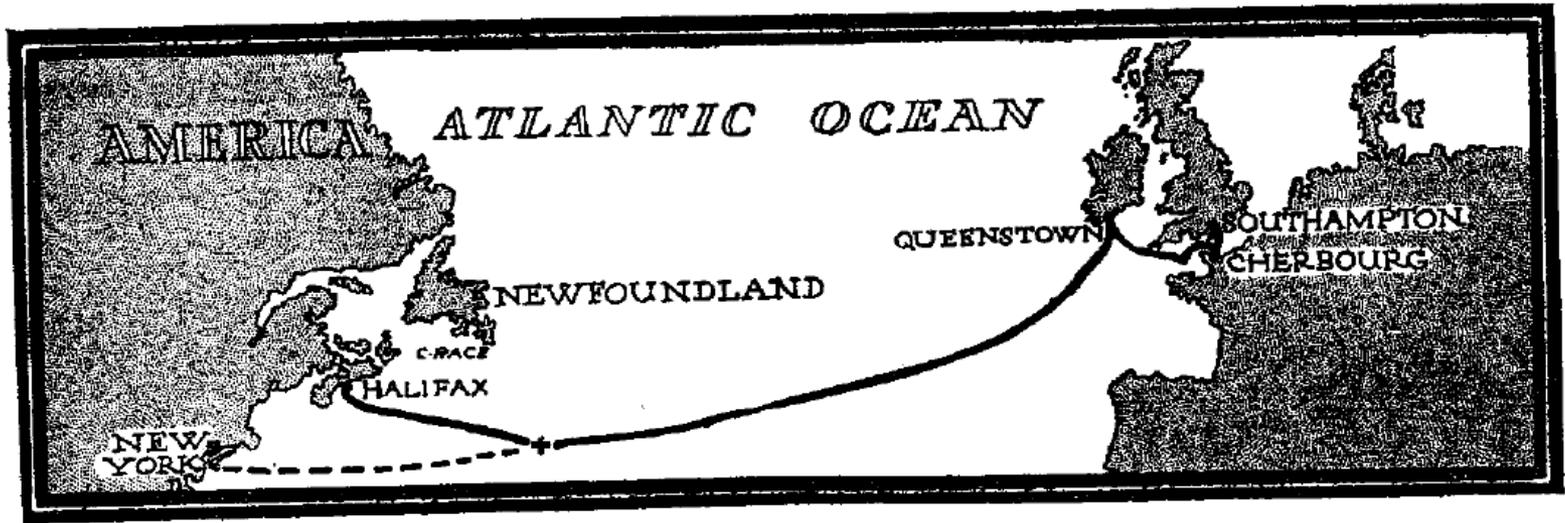
# Our Ship – The Balmoral



# 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 for 150 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



*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 20<sup>th</sup> 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.

# The Times of The *Titanic* - UK

- At the turn of the 20<sup>th</sup> 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 Britannica*.
- Early on in the 20<sup>th</sup> Century the British Empire held sway over 458 million people, one-fifth of the world population at the time.
- The Empire covered more than 33,700,000 km<sup>2</sup>, 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 19<sup>th</sup> century, allowed it to control and defend the empire.

# The Times of The *Titanic* - US

- The beginning of the 20<sup>th</sup> 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 1.7 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:
  - 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: Usual to compete with the U.K. 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 20<sup>th</sup> 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  
Height 18M  
Nine floors***

***Speed 23 Knots (43Km/h)  
Capacity 3,547 person (Including crew)***

# ***Why Unsinkable***

- The Titanic was equipped with a double plated bottom and sixteen watertight compartments on the hull of the ship, with doors that would close if water entered them, allowing the ship to stay afloat.



# Images of the *Titanic*



# Images of the *Titanic*



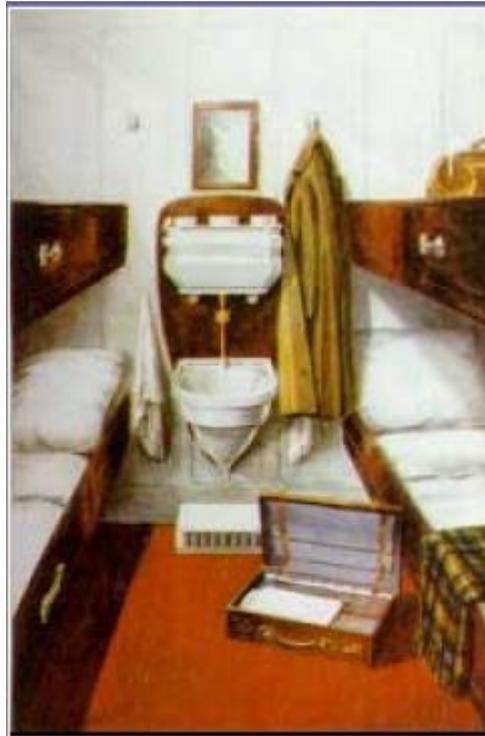
# Images of the *Titanic*



# Images of the *Titanic*



Titanic 1st Class Hallway

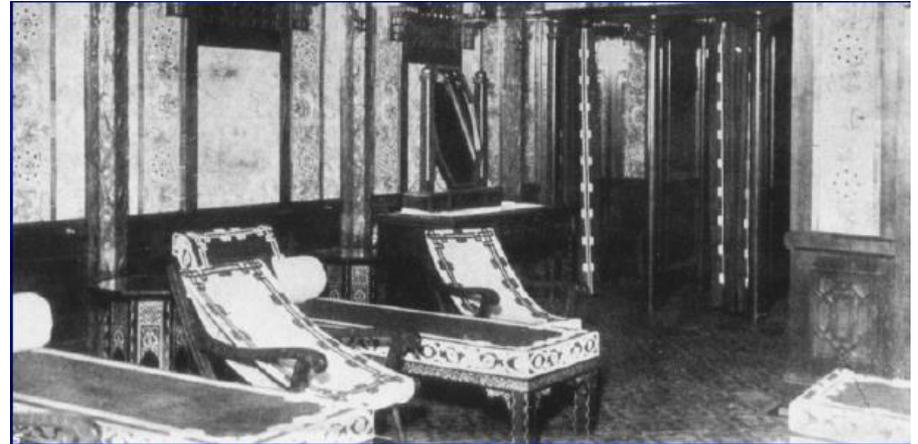


Titanic Promenade Deck

# 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).

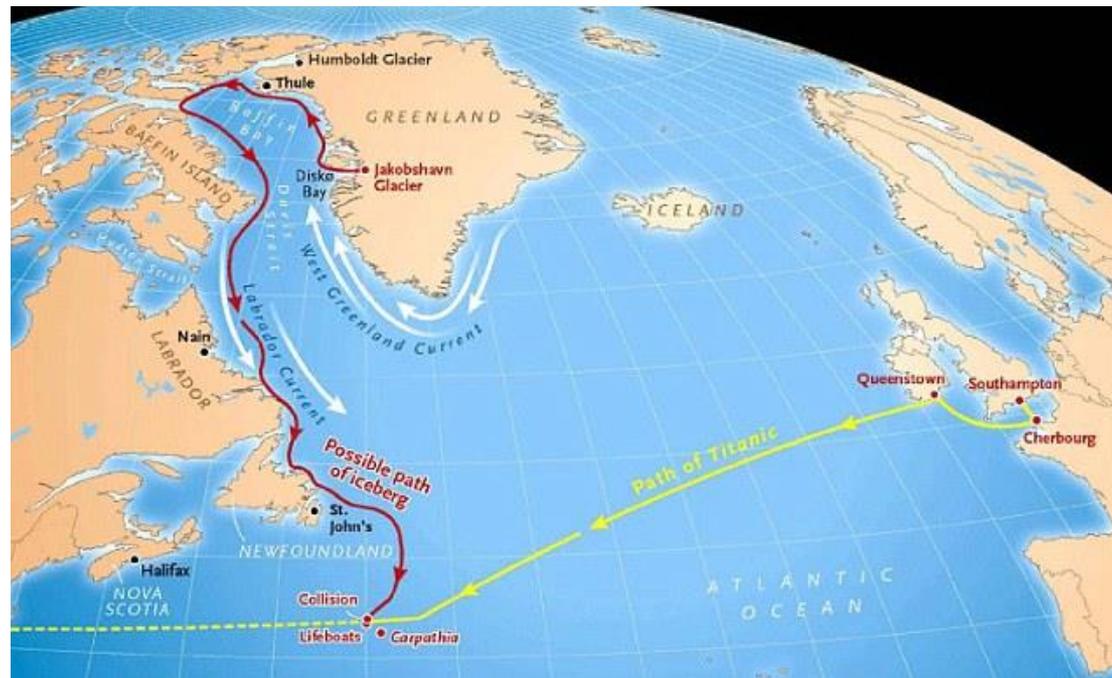


The dome of the grand staircase on the boat deck just forward of the second funnel.



# ... 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 Care?

- 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.

# 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 2<sup>nd</sup>, 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?

- 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.
- 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.



# 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.

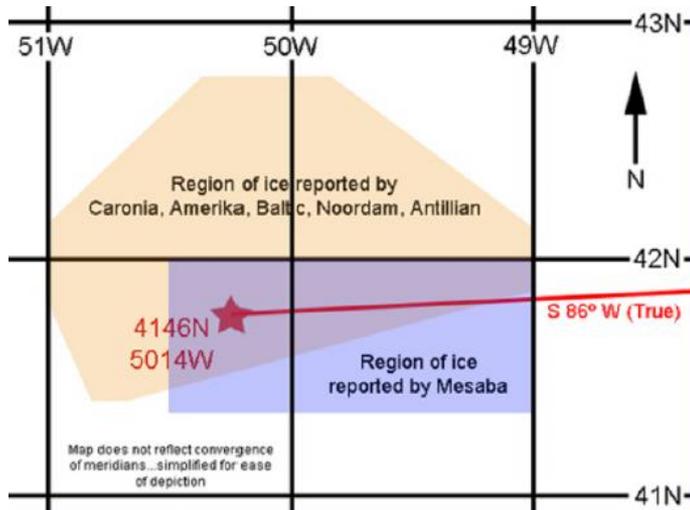
# Iceberg Alley

- 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.

# Communication - less

- **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.
- No formal ship-wide announcement was made.

# 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, April 14.
- 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.

# 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”



# Over Confidence

This belief stemmed from *Titanic* being designed to float with any two of her 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

# ***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 Murdoch 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
<b>Total</b>	<b>31.97</b>	<b>68.03</b>	<b>711</b>	<b>1,513</b>	<b>2,224</b>

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***

## ***I. Understand the environment***

- 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. 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
- CEO Asks employees: “Give me a piece of bad news”
- Beneficiary Satisfaction Surveys.



# ***Titanic Leadership Lessons***

## **3. Look beyond the horizon**

- Need to always be on the look out for changes and proactively searching for new storms and icebergs.
- A “Learning Organization.”



# ***Titanic Leadership Lessons***

## ***4. Humility is a Virtue***

“With over trust, accuracy suffers”

- 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***

## ***5. Leadership is always responsible***

- Leadership was in short supply when needed most – in emergencies.
- As leaders are responsible for everything the organization does, or fails to do, Leadership should be there at all times.

# ***Titanic Leadership Lessons***

## ***6. It is not a lack of confidence to have a backup plan***

- *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.

# ***Titanic Leadership Lessons***

## **7. Priorities Should be Clear**

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 1<sup>st</sup> class view,
- Captain: Glorious sign off to his career,
- Marconi's officers: Attend to "their customers"

# ***Titanic Leadership Lessons***

## **8. Communicate, Communicate and Communicate**

- External and internal communications were challenged.
- 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.

# ***Titanic Leadership Lessons***

## ***9. 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.

- Sea trials were reduced to half a day.



# ***Titanic Leadership Lessons***

## ***10. 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***

## ***11. Don't Let the Band Play***

Arising confidence is a must do, giving an illusion that there is no crises caused great losses.



# ***Titanic Leadership Lessons***

## **12. *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:* USD7.5 Million in 1912- Equivalent to USD 400 Million in today's money.

# ***Titanic Leadership Lessons***

## ***13. Technology is not the Panacea for all problems***

- Technology do not replace personal intuition
- When technology fails leadership prevails. The danger is not in machines replacing people, rather in people acting like machines.

# ***Titanic Leadership Lessons***

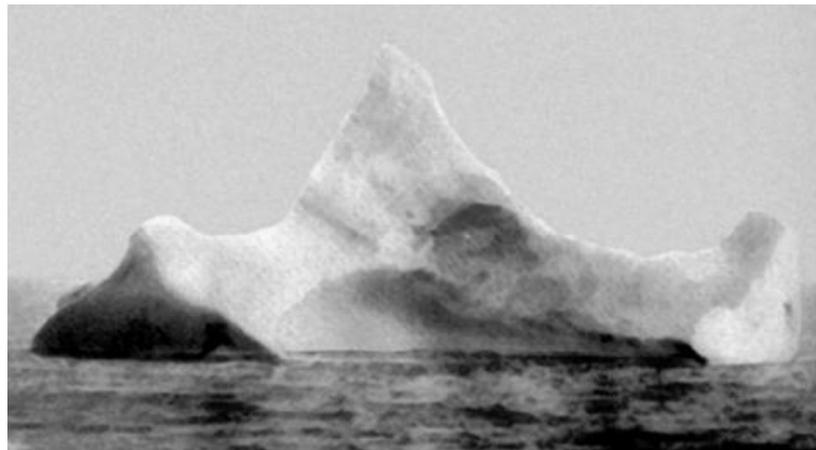
## ***14. Biggest in not always best***

- Larger organizations are less flexible and more cumbersome to steer, to adapt or change course
- The bigger the stakes, the harder the resistance to change.

# ***Titanic Leadership Lessons***

## **15. *Look below the Surface***

- The greatest dangers as well as opportunities, lie deep below the surface.
- No clear decision-making or escalation process.
- No access to proper equipment (binoculars for the look-outs).



# ***Titanic Leadership Lessons***

## ***16. 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***

## ***17. Moving targets can (and most often) hurt the original goal***

Luxury was the *Titanic's* selling point, not speed.



# ***Titanic Leadership Lessons***

## **18. *Early bird gets the worm***

Early activation of action or detection of the problem could have filled in the “half full” lifeboats.



# ***Titanic Leadership Lessons***

## ***19. Delegation should be Monitored***

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***

## ***20. Outsourcing should meet Service Level Agreements (SLA)***

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* can be more than a memory!**



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

April, 2012

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# Thank You



**Questions?  
Answers?  
Comments?  
Suggestions?**