

Lewis & Clark for 21st Century Leaders

The Great Unknowns	Expedition Disciplines	Examples from the Lewis & Clark Expedition
Vision		
Where am I going? What will I achieve?	Capture a Vision of Achievement.	Jefferson's Vision- See Letter to Congress 1/18/1803; Previous Expedition attempts; Vision extends beyond water route; Nation building vision. Vision worked out through others.
Organization		
What do I need? Am I ready?	Build on Strengths. Acquire New Skills and Knowledge.	Military discipline; Excellence in Woodsmanship; Pre-Expedition Scientific, geographic and historical study; Technological innovations (iron collapsible boat- air rifle); Relentless information gathering.
Relationships		
Who will go with me? Can I find partners?	Develop People. Be Trustworthy.	Jefferson's Relationship as Mentor to Lewis; Lewis & Clark's friendship; Sacagewea's service; Corps cohesiveness; Indian tribes' hospitality and assistance
Character		
Can I make it through? What is the right thing to do?	Practice Resourceful Optimism. Set higher standards for performance.	<p>Difficulty: physical demands of traveling up stream; Disease: poor food, water; Disappointment: Found no water route, only the Rocky Mtns. <i>"Their exploits were legend....But it really wasn't all treacle and technicolor. There were the miles of mud and the days of dust, the clench of dysentery, the uncertainty about the Indians, the chill shudder of spring thaws, the unending rains of the coastal winter 'enough to grow moss on a musket,' the frustration of rivers that curved off in the wrong direction, the burning misery of 'the venereals,' the disappointment of passes that butted dead ends. These trials the men met with grumbling and complaint and fear, for they were not demigods...."</i> pp. 37-38 <i>The Northwest Corner</i>, Murray Morgan, Macmillan, 1962.</p> <p style="text-align: center;">New & Higher Standards of Performance</p> <p>1. Determined Water route didn't exist. Ended quest that began before Columbus. 2. Proved there could be a vital US fur trade. 3. Secured US claim to Oregon. 4. Route established direction of Western emigration and economic development 5. Statistical information still valuable. 6. First comprehensive report on the Western tribes, floral, fauna, & geography. 7. Established formal commercial relationship with Indian tribes. (See Bernard DeVoto's Intro to L&C Journals.)</p>

The Leaders Navigational Toolkit: Navigating the Unknown Territory of the Future

Navigational Toolkit	Organizational Requirement	How to Navigate the Unknown Territory of the Future
North Star	Core Values	Core Values remain the moral constant of an organization. Core values determine focus of achievement, the means of achievement and the value of achievement.
Geography	Organizational Structure & Marketplace	Every endeavor operates within a real world context of an organizational structure and a marketplace of clients and competitors.
Compass	Vision of Achievement	Without a clear direction and plan for achievement, organizational drift occurs and the endeavor can be lost.
Map	Strategic Plan / Marketing Plan / Operational Plan	If you don't know where you are or where you are going, you can end up lost or fail to reach your destination of achievement. If you do not prepare for both expected and unexpected contingencies, you will end up leading by reaction, rather by clear purpose. Prepare by knowing what is before you, and developing the discipline to follow the trail where it leads.
Trail Guide	History / Case Studies	Listen to those who have traveled the trail before you. Learn from them. Check their knowledge and perspective against other's view. Keep a critical ear and eye to similarities and anomalies based on what you've learned. Add to the trail's knowledge, write your own guide for those who will follow.
Sextant / GPS	Evaluation & Assessment	Use tools to give a clear representation of where you are. Don't sentimentalize accomplishment. Establish objective measures for determining your coordinates along the journey to achievement
Expedition Crew	Team / Partners / Allies	Don't go alone. Create a team of excellence built around the strengths of others. The more complex the venture, the greater need for shared collaborative leadership throughout the organizational structure. Build trust with allies. Keep a close watch on your antagonists.
Supplies	Resources	Plan ahead, manage well, adapt available resources for innovative problem solving, negotiate and deal.