



1
00:00:01,000 --> 00:00:07,000
[music playing]

2
00:00:17,033 --> 00:00:21,000
- So welcome to the 2015 NASA
Ames Summer Series.

3
00:00:22,766 --> 00:00:26,200
Having a great vision
but lacking leadership

4
00:00:26,200 --> 00:00:30,066
and teamwork
does not accomplish anything.

5
00:00:30,066 --> 00:00:34,033
Having great leadership
without a vision and a team

6
00:00:34,033 --> 00:00:36,766
does not accomplish anything.

7
00:00:36,766 --> 00:00:39,900
Having a great team
with no leadership and no vision

8
00:00:39,900 --> 00:00:42,400
also accomplishes nothing.

9
00:00:42,400 --> 00:00:44,566
You need the combination
of all three.

10
00:00:46,100 --> 00:00:50,566
That is important when you're
faced with extreme situations.

11
00:00:50,566 --> 00:00:51,800
It is very important

12

00:00:51,800 --> 00:00:55,466
when the life is in jeopardy
at that point.

13

00:00:55,466 --> 00:01:00,133
Extreme situations
teach us about ourselves,

14

00:01:00,133 --> 00:01:02,700
teach us how to survive,

15

00:01:02,700 --> 00:01:04,133
and most importantly,

16

00:01:04,133 --> 00:01:08,733
teach us the importance of home,
and, in this case, our Earth.

17

00:01:09,966 --> 00:01:13,433
Today's talk, entitled
Leadership on the Edge,

18

00:01:13,433 --> 00:01:15,866
will be given
by Sir Robert Swan.

19

00:01:17,833 --> 00:01:21,066
Robert received a BA
in Ancient History

20

00:01:21,066 --> 00:01:24,266
from St. Chad's College
at Durham University.

21

00:01:24,266 --> 00:01:26,333
It is important
to know your history

22

00:01:26,333 --> 00:01:27,400
to know your future.

23

00:01:29,000 --> 00:01:33,466
He is the first person
in the world to walk,

24

00:01:33,466 --> 00:01:35,433
not to drive, not to fly,

25

00:01:35,433 --> 00:01:39,000
to walk to both the North
and the South Poles.

26

00:01:41,066 --> 00:01:47,433
He is the founder of 2041
and a polar explorer.

27

00:01:47,433 --> 00:01:51,666
He has served as a special envoy
to UNESCO Director-General

28

00:01:51,666 --> 00:01:55,166
and as a UN Goodwill Ambassador
for youth.

29

00:01:55,166 --> 00:01:57,200
The youth is the future.

30

00:01:59,266 --> 00:02:01,466
In recognition of his work,

31

00:02:01,466 --> 00:02:05,200
Her Majesty Queen Elizabeth
the Second awarded him

32

00:02:05,200 --> 00:02:09,766
the Polar Medal in 1998
and the distinction of Officer

33

00:02:09,766 --> 00:02:10,933
of the Order of the British

34

00:02:10,933 --> 00:02:13,000
Empire in 1995.

35

00:02:14,266 --> 00:02:17,600
Please join me in welcoming
Sir Robert Swan.

36

00:02:17,600 --> 00:02:20,600
[applause]

37

00:02:25,333 --> 00:02:27,566
- Well, thank you very much,
Jacob, and one word

38

00:02:27,566 --> 00:02:29,933
Jacob didn't say,

39

00:02:29,933 --> 00:02:32,566
and let's get this straight
right from the beginning

40

00:02:32,566 --> 00:02:35,066
that actually I
am the first person

41

00:02:35,066 --> 00:02:39,966
in history stupid enough
to have walked to both Poles.

42

00:02:39,966 --> 00:02:42,600
900 nautical miles to the South,

43

00:02:42,600 --> 00:02:45,966
700 nautical miles to the North,

44

00:02:45,966 --> 00:02:47,333
and if you are that person,

45

00:02:47,333 --> 00:02:52,533
and I am, I guarantee you
that Rob Swan standing here

46

00:02:52,533 --> 00:02:57,433
is only sure
of four things forever.

47

00:02:57,433 --> 00:03:00,600
First and foremost,
I'm sure I hate bloody walking.

48

00:03:00,600 --> 00:03:02,600
I've done enough, definitely.

49

00:03:02,600 --> 00:03:06,500
Secondly, translated
into American for you,

50

00:03:06,500 --> 00:03:07,733
the coldest day

51

00:03:07,733 --> 00:03:13,033
I ever will be in
is minus 78 degrees Fahrenheit.

52

00:03:13,033 --> 00:03:15,600
It's a bit chilly,
and at that temperature

53

00:03:15,600 --> 00:03:19,533
sweat turns to ice
inside your clothing,

54

00:03:19,533 --> 00:03:22,800
so the second thing
I'm sure of is I do not enjoy

55

00:03:22,800 --> 00:03:24,466
having ice in my underpants.

56

00:03:24,466 --> 00:03:25,966
It's yet to thrill.

57

00:03:25,966 --> 00:03:30,566
Thirdly, next week
I celebrate my 59th birthday,

58

00:03:30,566 --> 00:03:35,200
and after 59 fairly tough years
so far on the planet,

59

00:03:35,200 --> 00:03:39,066
I've yet to find
an insurance company

60

00:03:39,066 --> 00:03:42,733
that's got the courage
to give me life cover.

61

00:03:42,733 --> 00:03:43,966
No one will cover me.

62

00:03:43,966 --> 00:03:45,366
You're gonna find out why.

63

00:03:45,366 --> 00:03:47,766
And lastly,

64

00:03:47,766 --> 00:03:51,933
which I think is
really important for all of us,

65

00:03:51,933 --> 00:03:53,733
you are the future explorers.

66

00:03:53,733 --> 00:03:55,866

You are the young people here,

67

00:03:55,866 --> 00:03:58,433

and it's fabulous,
joined by, I know,

68

00:03:58,433 --> 00:04:01,300

some more senior people
here as well,

69

00:04:01,300 --> 00:04:03,533

but I think
it's really important

70

00:04:03,533 --> 00:04:06,566

to understand
from my point of view.

71

00:04:06,566 --> 00:04:09,400

Before we undertake a mission,
do you know

72

00:04:09,400 --> 00:04:10,600

what people say to me?

73

00:04:10,600 --> 00:04:12,366

"You're gonna fail, Rob.

74

00:04:12,366 --> 00:04:14,633

You're gonna die."
Now, I won't say,

75

00:04:14,633 --> 00:04:18,333

'cause I'm on record, what I
really think about these people.

76

00:04:18,333 --> 00:04:19,833

It's not much,

77

00:04:19,833 --> 00:04:23,833

but the point is, open any newspaper this morning,

78

00:04:23,833 --> 00:04:26,833

watch any TV program today,

79

00:04:26,833 --> 00:04:29,400

most of is negative.

80

00:04:29,400 --> 00:04:34,100

Why? Because it's easy to be negative.

81

00:04:34,100 --> 00:04:38,100

It's harder to be positive, so I'd like to start today

82

00:04:38,100 --> 00:04:41,933

by saying the most important part of leadership

83

00:04:41,933 --> 00:04:46,033

is to be the positive person around the table.

84

00:04:46,033 --> 00:04:48,800

No one is inspired by negative.

85

00:04:48,800 --> 00:04:50,500

Now, imagine

86

00:04:50,500 --> 00:04:54,666

you're connected with fairly wide open places,

87

00:04:54,666 --> 00:04:58,266

but imagine

walking across a continent

88

00:04:58,266 --> 00:05:00,633

twice the size of Australia.

89

00:05:00,633 --> 00:05:04,333

Your destination is one building
the size of this room,

90

00:05:04,333 --> 00:05:07,433

the South Pole
Scientific Station.

91

00:05:07,433 --> 00:05:10,966

A map of where you're going
looks like the screen.

92

00:05:10,966 --> 00:05:13,166

That's the map,

93

00:05:13,166 --> 00:05:17,100

and eventually
your team of three people

94

00:05:17,100 --> 00:05:18,733

arrive at the South Pole.

95

00:05:18,733 --> 00:05:20,200

It was hard work.

96

00:05:20,200 --> 00:05:24,000

I lost 69 pounds in 70 days,

97

00:05:24,000 --> 00:05:25,666

but we did it.

98

00:05:25,666 --> 00:05:26,900

By some aeroplanes

99

00:05:26,900 --> 00:05:30,200

you find yourself standing
at Heathrow Airport

100

00:05:30,200 --> 00:05:32,000

a little bit thin.

101

00:05:32,000 --> 00:05:35,800

You haven't had a proper bath
or shower for a year.

102

00:05:35,800 --> 00:05:38,366

That's even extreme
for an Englishman.

103

00:05:38,366 --> 00:05:40,566

You haven't seen
your girlfriend for a year.

104

00:05:40,566 --> 00:05:42,466

There's lots of excitement,

105

00:05:42,466 --> 00:05:46,333

but the first thing
you're told standing there

106

00:05:46,333 --> 00:05:49,600

is you've got to go
on a TV chat show

107

00:05:49,600 --> 00:05:52,466

with 20 million people
laughing at you,

108

00:05:52,466 --> 00:05:57,200

and the first question
they ask is, "Was it cold, Bob?"

109

00:05:59,933 --> 00:06:02,766

But eventually
they do get around

110
00:06:02,766 --> 00:06:05,533
to asking one good question,

111
00:06:05,533 --> 00:06:08,066
and it's very relevant
to where we are.

112
00:06:08,066 --> 00:06:10,766
"Why, Rob, did you do this?"

113
00:06:11,800 --> 00:06:15,966
This is a photograph
of me in 1969.

114
00:06:15,966 --> 00:06:18,233
Check out that haircut.

115
00:06:18,233 --> 00:06:21,000
And I was woken in the middle
of the night to come down

116
00:06:21,000 --> 00:06:24,600
and watch the black-and-white TV

117
00:06:24,600 --> 00:06:27,166
to see that moment

118
00:06:27,166 --> 00:06:30,233
where we landed on the Moon.

119
00:06:30,233 --> 00:06:32,533
I remember
looking at it, going,

120
00:06:32,533 --> 00:06:37,200
"Wow, I'm doing this,

definitely."

121

00:06:37,200 --> 00:06:41,033

But even then

I realized my limitations.

122

00:06:41,033 --> 00:06:42,466

I was interested in history.

123

00:06:42,466 --> 00:06:44,566

I wasn't a scientist.

124

00:06:44,566 --> 00:06:50,500

So I began to think, could

I find outer space on Earth?

125

00:06:50,500 --> 00:06:51,966

It didn't take long.

126

00:06:51,966 --> 00:06:54,033

I found the Antarctic,

127

00:06:54,033 --> 00:06:57,466

and the Antarctic

would be the place

128

00:06:57,466 --> 00:07:01,166

where I would try

to make the dream come true.

129

00:07:01,166 --> 00:07:05,566

Could I feel like I was in space

somewhere on Earth?

130

00:07:05,566 --> 00:07:08,633

And Antarctica is

an extraordinary place,

131

00:07:08,633 --> 00:07:11,566

the only place in the world

132

00:07:11,566 --> 00:07:14,700

that all of us own.

133

00:07:14,700 --> 00:07:16,433

No one owns Antarctica.

134

00:07:16,433 --> 00:07:19,566

It's the last true
great wilderness,

135

00:07:19,566 --> 00:07:23,066

and the early explorers,
the real people, Scott,

136

00:07:23,066 --> 00:07:26,466

Shackleton, Amundsen, Peary,

137

00:07:26,466 --> 00:07:30,233

Byrd, the real explorers--
'cause I'm not an explorer.

138

00:07:30,233 --> 00:07:32,000

I'm simply a traveler.

139

00:07:32,000 --> 00:07:33,533

The real explorers,

140

00:07:33,533 --> 00:07:38,633

75 years before us,
they used ponies, dogs.

141

00:07:38,633 --> 00:07:43,466

They had teams of 20 people
laying out supplies

142

00:07:43,466 --> 00:07:45,200

in front of a main team,

143

00:07:45,200 --> 00:07:48,833
and the team would pick up
those supplies on their return.

144

00:07:48,833 --> 00:07:51,600
I didn't want to repeat history.

145

00:07:51,600 --> 00:07:56,200
I wanted to find something
where we could push the edge,

146

00:07:56,200 --> 00:08:00,266
and we chose
the longest unassisted march

147

00:08:00,266 --> 00:08:03,766
ever made anywhere
on Earth in history.

148

00:08:03,766 --> 00:08:07,500
We would start
with no radio communications,

149

00:08:07,500 --> 00:08:10,800
no satellite devices
to press a button and it--

150

00:08:10,800 --> 00:08:12,933
where it tells you
where you are on Earth.

151

00:08:12,933 --> 00:08:16,533
We would navigate
using the Sun, a sextant,

152

00:08:16,533 --> 00:08:18,033
and a watch,

153

00:08:18,033 --> 00:08:23,000
and we would attempt a one-way
trip 900 nautical miles,

154
00:08:23,000 --> 00:08:26,633
and to put it
into the context of space,

155
00:08:26,633 --> 00:08:28,900
it would be like landing
on a planet

156
00:08:28,900 --> 00:08:33,333
where all you had was air
and ice,

157
00:08:33,333 --> 00:08:38,200
and you would have to survive
for 70 days on that planet

158
00:08:38,200 --> 00:08:43,133
and travel 900 miles
on foot completely unassisted.

159
00:08:43,133 --> 00:08:44,500
That would be the plan.

160
00:08:44,500 --> 00:08:48,566
To turn any dream
into a reality needs commitment.

161
00:08:48,566 --> 00:08:52,033
You know, in a world
over-dominated, I might say,

162
00:08:52,033 --> 00:08:55,066
by instant communication,

163
00:08:55,066 --> 00:08:58,200
don't think

that you will inspire people

164

00:08:58,200 --> 00:09:01,733

by sending them a text
or a WhatsApp.

165

00:09:01,733 --> 00:09:06,733

You will inspire people
by showing leadership,

166

00:09:06,733 --> 00:09:08,533

walking the talk,

167

00:09:08,533 --> 00:09:11,233

believing in what you're doing,

168

00:09:11,233 --> 00:09:12,600

what you're saying.

169

00:09:12,600 --> 00:09:16,766

It took me seven years
at the age of 20

170

00:09:16,766 --> 00:09:19,933

to raise
\$5 million U.S.

171

00:09:19,933 --> 00:09:21,533

Most of those years,

172

00:09:21,533 --> 00:09:25,666

I had to really understand
the word "no."

173

00:09:25,666 --> 00:09:27,700

People would not support me,

174

00:09:27,700 --> 00:09:30,733

but if you have a dream,

hang on to that dream.

175

00:09:30,733 --> 00:09:32,866

Believe in it.

It can come true.

176

00:09:32,866 --> 00:09:38,466

We buy a ship, and 25 of us
sail south past Australia,

177

00:09:38,466 --> 00:09:40,166

south from New Zealand,

178

00:09:40,166 --> 00:09:43,366

and then we head
into the mighty Southern Ocean.

179

00:09:43,366 --> 00:09:48,733

We land in Antarctica
3,000 miles from civilization

180

00:09:48,733 --> 00:09:51,566

and unload our energy.

181

00:09:51,566 --> 00:09:55,300

Without energy
in Antarctica you're dead,

182

00:09:55,300 --> 00:10:00,133

and 27 years ago
it was good old British coal

183

00:10:00,133 --> 00:10:05,300

and jet aviation fuel
would be our energy,

184

00:10:05,300 --> 00:10:09,100

the most reliable energy
at the time.

185

00:10:09,100 --> 00:10:11,966

Five of us would live inside

186

00:10:11,966 --> 00:10:15,233

a tiny box for nine months,

187

00:10:15,233 --> 00:10:16,900

no communications.

188

00:10:16,900 --> 00:10:21,133

We wouldn't be connected

for one year.

189

00:10:21,133 --> 00:10:25,800

No postal service, just five

of us living in Antarctica,

190

00:10:25,800 --> 00:10:29,766

and to be blunt,

very different people.

191

00:10:29,766 --> 00:10:34,066

I didn't choose my best friends

to go on this expedition.

192

00:10:34,066 --> 00:10:36,366

Diversity is strength.

193

00:10:36,366 --> 00:10:39,233

Have the courage, always,

194

00:10:39,233 --> 00:10:43,566

to choose the right people

for a mission, for a job.

195

00:10:43,566 --> 00:10:47,200

Don't choose your best friends

just because they say yes.

196

00:10:47,200 --> 00:10:50,100

Choose people who challenge you,
push you,

197

00:10:50,100 --> 00:10:51,966

because that is strong.

198

00:10:51,966 --> 00:10:55,600

Nine months inside a tiny,
little hut,

199

00:10:55,600 --> 00:10:59,666

five months of total darkness
in the Antarctic,

200

00:10:59,666 --> 00:11:00,933

and we came through.

201

00:11:00,933 --> 00:11:03,700

We hated each other
from day one,

202

00:11:03,700 --> 00:11:08,600

but we came through
with a simple two ways

203

00:11:08,600 --> 00:11:10,200

of communicating.

204

00:11:10,200 --> 00:11:13,666

One was to tell each other
the truth,

205

00:11:13,666 --> 00:11:15,933

and secondly, to listen

206

00:11:15,933 --> 00:11:19,000

to what people were
really saying.

207

00:11:19,000 --> 00:11:20,833

Not hear what you want to hear,

208

00:11:20,833 --> 00:11:23,800

but listen to what people
are really saying.

209

00:11:23,800 --> 00:11:27,900

And during that time
we would unpack, repack.

210

00:11:27,900 --> 00:11:33,133

Our technology was to try
and reduce the weight with which

211

00:11:33,133 --> 00:11:34,466

we would have to pull.

212

00:11:34,466 --> 00:11:41,600

We knew that we could only
pull 360 pounds on a sled.

213

00:11:41,600 --> 00:11:44,566

More than that,
the sled would dig in,

214

00:11:44,566 --> 00:11:45,866

and we were dead,

215

00:11:45,866 --> 00:11:51,833

so we had to remove every single
possible extra ounce.

216

00:11:51,833 --> 00:11:55,233

We even cut the handles
off our toothbrushes

217

00:11:55,233 --> 00:11:57,533

because that was extra weight,

218

00:11:57,533 --> 00:12:00,733

and gradually we
pulled the weight down

219

00:12:00,733 --> 00:12:03,766

ounce by ounce, gram by gram,

220

00:12:03,766 --> 00:12:09,366

to each of us pulling
360 pounds per person.

221

00:12:09,366 --> 00:12:11,866

80 days of food and fuel,

222

00:12:11,866 --> 00:12:14,266

79 pounds

223

00:12:14,266 --> 00:12:17,866

total weight of jet A1

224

00:12:17,866 --> 00:12:20,966

which we would use
inside our tent

225

00:12:20,966 --> 00:12:24,333

to melt the ice to cook,

226

00:12:24,333 --> 00:12:27,900

and we used, simply,
between three of us,

227

00:12:27,900 --> 00:12:29,466

unbelievably,

228

00:12:29,466 --> 00:12:32,200

only one pint

229

00:12:32,200 --> 00:12:36,666

of jet fuel per day
to stay alive,

230

00:12:36,666 --> 00:12:40,600

and we had a marvelous
little stove called an MSR.

231

00:12:40,600 --> 00:12:44,733

Walking to the South Pole
is extremely hard,

232

00:12:44,733 --> 00:12:46,166

nine hours a day,

233

00:12:46,166 --> 00:12:49,433

seven days a week,
70 days in a row.

234

00:12:49,433 --> 00:12:54,833

you must cross on your journey
through 6,000 crevasses,

235

00:12:54,833 --> 00:12:56,966

and if you fall into a crevasse,

236

00:12:56,966 --> 00:12:58,866

you hope you die...

237

00:12:58,866 --> 00:13:00,833

[laughter]

238

00:13:00,833 --> 00:13:04,433

Because if you die, it's fine,

239

00:13:04,433 --> 00:13:06,500

but if you stay alive

240

00:13:06,500 --> 00:13:09,300
and you're 100 foot
down a crevasse,

241
00:13:09,300 --> 00:13:11,400
we carried no ropes,

242
00:13:11,400 --> 00:13:12,633
no ladders,

243
00:13:12,633 --> 00:13:14,466
no rescue equipment.

244
00:13:14,466 --> 00:13:17,666
We have no radio equipment,
so if you go down,

245
00:13:17,666 --> 00:13:19,466
you stay down,

246
00:13:19,466 --> 00:13:22,500
so you hoped you died
for the simple reason

247
00:13:22,500 --> 00:13:25,433
it would have been
a bit grim to wave good-bye

248
00:13:25,433 --> 00:13:27,700
to your friends 100 foot above.

249
00:13:28,866 --> 00:13:32,500
6,000 crevasses,
how did we come through those?

250
00:13:32,500 --> 00:13:36,000
We truly trusted each other.

251
00:13:36,000 --> 00:13:39,066

Without trust you're nothing,

252

00:13:39,066 --> 00:13:42,633

and in order to trust people
you have to fully trust people,

253

00:13:42,633 --> 00:13:44,266

not half-trust them,

254

00:13:44,266 --> 00:13:47,500

so whoever's leading
through the crevasse fields

255

00:13:47,500 --> 00:13:49,533

would choose the route,

256

00:13:49,533 --> 00:13:53,533

and the others would follow
that route unconditionally

257

00:13:53,533 --> 00:13:54,933

and without debate.

258

00:13:54,933 --> 00:13:58,466

Why? 'Cause
if we'd stopped 6,000 times

259

00:13:58,466 --> 00:14:00,533

for a feedback session,

260

00:14:00,533 --> 00:14:04,100

"Oh, I don't like this one,
mate. Looks a bit tricky.

261

00:14:04,100 --> 00:14:08,133

Let's stop, have tea,
talk it through.

262

00:14:08,133 --> 00:14:12,100

Perhaps send each other
a couple of texts to work out

263

00:14:12,100 --> 00:14:15,866
when our next meeting's gonna be
about crossing the crevasse.

264

00:14:15,866 --> 00:14:20,900
Perhaps even, you know,
share our feelings, hold hands."

265

00:14:20,900 --> 00:14:25,066
Now, had we done that
6,000 times I wouldn't be here

266

00:14:25,066 --> 00:14:27,766
because we had to average

267

00:14:27,766 --> 00:14:32,866
12 nautical miles every day.

268

00:14:32,866 --> 00:14:34,833
Fall below 12,

269

00:14:34,833 --> 00:14:36,866
we run out of food and fuel,

270

00:14:36,866 --> 00:14:41,066
and in Antarctica
you're dead in five days.

271

00:14:41,066 --> 00:14:45,033
So, efficiency for you,

272

00:14:45,033 --> 00:14:49,466
efficiency for us is a matter
of life or death.

273

00:14:49,466 --> 00:14:52,400

We reach halfway to the pole,

274

00:14:52,400 --> 00:14:54,533
and in a space term, you know,

275

00:14:54,533 --> 00:14:59,233
we reach the point of no return
now because once past halfway,

276

00:14:59,233 --> 00:15:01,666
we can't turn back

277

00:15:01,666 --> 00:15:04,300
because we'll run out
of food and fuel.

278

00:15:04,300 --> 00:15:07,700
So now we commit
to reach one building,

279

00:15:07,700 --> 00:15:12,800
the South Pole Scientific
Station 500 miles on.

280

00:15:12,800 --> 00:15:15,433
We reach it
or we don't come home.

281

00:15:15,433 --> 00:15:16,633
Now we commit.

282

00:15:16,633 --> 00:15:19,133
We are now standing in an area

283

00:15:19,133 --> 00:15:23,100
the size
of the United States of America,

284

00:15:23,100 --> 00:15:26,566

and we are
the only people there.

285
00:15:26,566 --> 00:15:28,266
Bit lonely.

286
00:15:28,266 --> 00:15:33,866
And beneath our feet
16,000 feet of solid ice,

287
00:15:33,866 --> 00:15:37,700
70% of all the world's
fresh water,

288
00:15:37,700 --> 00:15:40,733
90% of all the world's ice,

289
00:15:40,733 --> 00:15:43,100
we're standing on it.

290
00:15:43,100 --> 00:15:46,466
Now, I have to be very,
very honest in saying

291
00:15:46,466 --> 00:15:50,133
I did this because it went down
well with girls at parties.

292
00:15:50,133 --> 00:15:52,933
You know, I didn't do this
for any scientific,

293
00:15:52,933 --> 00:15:54,733
save-the-planet reason.

294
00:15:54,733 --> 00:15:57,433
I just wanted to do this,

295
00:15:57,433 --> 00:16:00,500

and I'd never
thought about our world.

296
00:16:00,500 --> 00:16:04,566
I thought somebody else would
look after our world, not me,

297
00:16:04,566 --> 00:16:06,200
but walking across this ice

298
00:16:06,200 --> 00:16:10,233
I began to think how powerful

299
00:16:10,233 --> 00:16:13,066
this place really was,

300
00:16:13,066 --> 00:16:16,566
and I ask you to listen
to these words carefully.

301
00:16:16,566 --> 00:16:22,033
If, if, if we continue
to melt this,

302
00:16:22,033 --> 00:16:26,700
we have a major problem
of our survival here on Earth.

303
00:16:26,700 --> 00:16:29,933
As we close in
on the South Geographic Pole

304
00:16:29,933 --> 00:16:31,500
according to our plans,

305
00:16:31,500 --> 00:16:33,266
our ship, Southern Quest,

306
00:16:33,266 --> 00:16:35,233

should be at base.

307

00:16:35,233 --> 00:16:38,900

They should be
unloading an aeroplane.

308

00:16:38,900 --> 00:16:43,033

It--the aeroplane is then
taken off from an iceberg,

309

00:16:43,033 --> 00:16:45,166

one chance.

310

00:16:45,166 --> 00:16:47,633

The plane flies to the pole,
looks for us.

311

00:16:47,633 --> 00:16:48,900

If they find us,

312

00:16:48,900 --> 00:16:52,200

we jump on the plane,
go back to the base camp,

313

00:16:52,200 --> 00:16:56,233

and do something
that we promised to do.

314

00:16:56,233 --> 00:17:00,933

To raise \$5 million U.S.
when you're 22 years old

315

00:17:00,933 --> 00:17:03,200

needed some help,

316

00:17:03,200 --> 00:17:05,300

and I hope some of you
might remember the name

317

00:17:05,300 --> 00:17:07,500
Jacques Cousteau.

318
00:17:07,500 --> 00:17:08,866
Well, Jacques Cousteau was--

319
00:17:08,866 --> 00:17:13,366
I was honored for him to be
a friend and our patron.

320
00:17:13,366 --> 00:17:15,966
He got on the phone
and helped raise the money,

321
00:17:15,966 --> 00:17:17,866
but being Jacques, he said,

322
00:17:17,866 --> 00:17:20,066
"Rob...

323
00:17:20,066 --> 00:17:21,666
I will help you,

324
00:17:21,666 --> 00:17:24,100
but you've got
to do something for me.

325
00:17:24,100 --> 00:17:26,033
At the end of your expedition,

326
00:17:26,033 --> 00:17:29,233
clear away all your garbage,
all your rubbish.

327
00:17:29,233 --> 00:17:31,433
Leave just your footsteps

328
00:17:31,433 --> 00:17:34,200
in the snow of the Antarctic

and I'll help you.

329

00:17:34,200 --> 00:17:38,166

Show respect to the last
great wilderness on Earth."

330

00:17:38,166 --> 00:17:39,633

I said, "Jacques,
get on the phone.

331

00:17:39,633 --> 00:17:41,966

Of course we'll do this."

332

00:17:41,966 --> 00:17:45,466

So our plan was we reach
the pole, back to the base,

333

00:17:45,466 --> 00:17:47,333

load everything up, head north.

334

00:17:47,333 --> 00:17:51,633

That's the plan,
and after 70 fairly tough days

335

00:17:51,633 --> 00:17:56,166

three of us arrived
at the bottom of the world,

336

00:17:56,166 --> 00:17:59,666

the South Geographic
Pole Scientific Station.

337

00:17:59,666 --> 00:18:02,000

It was a bit of a shock
for the scientists there

338

00:18:02,000 --> 00:18:04,466

when three people
walked by the window,

339
00:18:04,466 --> 00:18:06,433
like, "What?"

340
00:18:06,433 --> 00:18:07,700
and we had five minutes

341
00:18:07,700 --> 00:18:12,633
to stand there and celebrate
what was possible.

342
00:18:13,866 --> 00:18:15,600
That's why you're here.

343
00:18:15,600 --> 00:18:17,900
You're all about
what's possible,

344
00:18:17,900 --> 00:18:20,300
but the world seems
to be rather addicted

345
00:18:20,300 --> 00:18:22,766
to what's not possible.

346
00:18:22,766 --> 00:18:24,166
And we were proud,

347
00:18:24,166 --> 00:18:27,333
and then the base commander
from the South Pole Station

348
00:18:27,333 --> 00:18:29,933
came out looking a bit gloomy,

349
00:18:29,933 --> 00:18:31,600
and I thought, "No."

350
00:18:31,600 --> 00:18:32,966

And he said, "Sorry, Rob,

351

00:18:32,966 --> 00:18:34,966
your ship just sank."

352

00:18:36,000 --> 00:18:37,900
So right at the moment

353

00:18:37,900 --> 00:18:41,533
of our pointless success
everything goes terribly wrong.

354

00:18:41,533 --> 00:18:44,200
Now, most important thing

355

00:18:44,200 --> 00:18:47,066
for all of us is safety.

356

00:18:47,066 --> 00:18:49,266
Everybody's safe,

357

00:18:49,266 --> 00:18:52,933
but, of course, you can't
insure a ship this far south.

358

00:18:52,933 --> 00:18:54,766
I'd promised my bank manager

359

00:18:54,766 --> 00:18:57,633
I'd pay off my debts
by selling the ship.

360

00:18:57,633 --> 00:18:58,666
I have no ship.

361

00:18:58,666 --> 00:18:59,900
I have no insurance.

362

00:18:59,900 --> 00:19:01,233
I go bankrupt.

363
00:19:01,233 --> 00:19:02,233
I lose my home.

364
00:19:02,233 --> 00:19:04,200
Everybody's laughing at me,

365
00:19:04,200 --> 00:19:07,633
and also I had promised
Jacques Cousteau

366
00:19:07,633 --> 00:19:09,966
that we would clear away
our base camp.

367
00:19:09,966 --> 00:19:11,433
I don't have a ship.

368
00:19:11,433 --> 00:19:14,200
I'm bankrupt.

369
00:19:14,200 --> 00:19:19,066
It's 3,000 miles
back to New Zealand,

370
00:19:19,066 --> 00:19:22,666
and we'd made a promise.

371
00:19:22,666 --> 00:19:27,300
You can buy a lot of books
on teamwork and leadership,

372
00:19:27,300 --> 00:19:30,266
but I'll save you the money.

373
00:19:30,266 --> 00:19:32,800
The most important thing,

in my humble opinion,

374

00:19:32,800 --> 00:19:34,300
about leadership

375

00:19:34,300 --> 00:19:37,133
is you should think carefully

376

00:19:37,133 --> 00:19:41,133
before you make a commitment.

377

00:19:41,133 --> 00:19:44,600
And once you make a commitment,
deliver on it.

378

00:19:44,600 --> 00:19:46,800
Do it, because if you don't,

379

00:19:46,800 --> 00:19:49,033
people won't take
you seriously ever again,

380

00:19:49,033 --> 00:19:51,200
and I'd promised
Jacques Cousteau

381

00:19:51,200 --> 00:19:56,600
that we would
leave Antarctica tidy,

382

00:19:56,600 --> 00:19:57,800
and we would do that.

383

00:19:57,800 --> 00:20:00,966
Three volunteers,
no one's ever paid,

384

00:20:00,966 --> 00:20:04,133
spent another year

at our base camp.

385

00:20:04,133 --> 00:20:07,100

I borrowed, yes, an aeroplane

386

00:20:07,100 --> 00:20:10,433

from the United States

government, God bless America,

387

00:20:10,433 --> 00:20:14,400

got the aeroplane

and my team back to New Zealand

388

00:20:14,400 --> 00:20:17,433

and promised

those three brave souls

389

00:20:17,433 --> 00:20:22,300

that I would return a year later

with another ship, pick them up,

390

00:20:22,300 --> 00:20:24,900

and deliver on our promise,

391

00:20:24,900 --> 00:20:28,600

and I'm very proud to say

that we did that.

392

00:20:28,600 --> 00:20:31,366

Do you know what leadership

is also about?

393

00:20:31,366 --> 00:20:35,133

Building track records

394

00:20:35,133 --> 00:20:39,866

so people take you seriously

when you have a plan.

395

00:20:39,866 --> 00:20:41,600
So, we delivered,

396
00:20:41,600 --> 00:20:44,966
and that cost me,
at the age of 28,

397
00:20:44,966 --> 00:20:49,966
a personal debt to the bank
of \$1.2 million,

398
00:20:49,966 --> 00:20:53,100
and I'd never had a job.

399
00:20:53,100 --> 00:20:56,333
Took ten years to repay it,

400
00:20:56,333 --> 00:20:57,733
but we were on it.

401
00:20:57,733 --> 00:21:02,333
Now, something happened to me
walking to the South Pole

402
00:21:02,333 --> 00:21:04,333
that actually
brought me here today,

403
00:21:04,333 --> 00:21:05,666
and it hurt.

404
00:21:07,133 --> 00:21:12,266
My eyes changed color
through damage in 70 days.

405
00:21:12,266 --> 00:21:14,566
Our faces blistered out,

406
00:21:14,566 --> 00:21:16,900

and the skin ripped away.

407

00:21:16,900 --> 00:21:20,733

We hadn't read about this
in the diaries of Scott,

408

00:21:20,733 --> 00:21:22,900

Shackleton, Peary,

409

00:21:22,900 --> 00:21:24,166

Amundsen, you know,

410

00:21:24,166 --> 00:21:26,200

"Faces fell of yesterday.

411

00:21:26,200 --> 00:21:28,466

Entire team blind.

412

00:21:28,466 --> 00:21:30,966

Rather tricky position."

413

00:21:30,966 --> 00:21:33,333

Now, this hadn't happened
to Scott,

414

00:21:33,333 --> 00:21:35,133

so what was happening
to us?

415

00:21:35,133 --> 00:21:39,666

Well, NASA tell us on return,

416

00:21:39,666 --> 00:21:41,333

"Oh, by the way, guys,

417

00:21:41,333 --> 00:21:43,833

we've just discovered the hole
in the ozone layer,

418
00:21:43,833 --> 00:21:45,766
and you walked underneath it."

419
00:21:45,766 --> 00:21:47,400
Ultraviolet rays down,

420
00:21:47,400 --> 00:21:51,300
hit the ice, bounced back,
fried our faces off,

421
00:21:51,300 --> 00:21:52,766
burnt out our eyes.

422
00:21:52,766 --> 00:21:56,533
Bit of a shock, actually.

423
00:21:56,533 --> 00:22:01,866
And it started me thinking
that maybe some of these issues

424
00:22:01,866 --> 00:22:04,000
aren't somebody else's problem.

425
00:22:04,000 --> 00:22:06,233
But first, any businesspeople,

426
00:22:06,233 --> 00:22:07,600
please don't laugh,

427
00:22:07,600 --> 00:22:11,333
I thought I could pay off
my debts from the South Pole

428
00:22:11,333 --> 00:22:13,033
by walking to the North Pole.

429
00:22:13,033 --> 00:22:15,166
This was not the best idea

I ever had,

430

00:22:15,166 --> 00:22:18,100

but anyhow,

I'm not embarrassed to say,

431

00:22:18,100 --> 00:22:24,300

and there's nothing wrong at all
in having a dream

432

00:22:24,300 --> 00:22:29,333

and having curiosity
to make that dream a reality,

433

00:22:29,333 --> 00:22:32,333

and I wanted to be the first
to walk to both poles.

434

00:22:32,333 --> 00:22:33,833

So, off we go.

435

00:22:33,833 --> 00:22:36,133

The team from the South Pole

436

00:22:36,133 --> 00:22:39,500

naturally said, "Rob,
on your own this time, mate.

437

00:22:39,500 --> 00:22:40,933

We're not doing it again."

438

00:22:40,933 --> 00:22:42,166

Do you want to know why

439

00:22:42,166 --> 00:22:44,766

I'm the first person
to walk to both poles?

440

00:22:44,766 --> 00:22:46,900

It really hurts, that's why.

441

00:22:46,900 --> 00:22:50,566

So now, a team of eight of us
from seven different nations

442

00:22:50,566 --> 00:22:54,700

will walk 700 miles
across a frozen ocean,

443

00:22:54,700 --> 00:22:56,966

every step away from land.

444

00:22:56,966 --> 00:23:01,266

Walking to the North Pole
is extremely hard,

445

00:23:01,266 --> 00:23:04,633

extremely hard.

446

00:23:04,633 --> 00:23:07,233

And we had to learn patience.

447

00:23:07,233 --> 00:23:09,333

Never forget patience.

448

00:23:09,333 --> 00:23:10,866

How many stupid ideas

449

00:23:10,866 --> 00:23:15,800

can you listen to
without losing your patience?

450

00:23:15,800 --> 00:23:18,866

Check out Daryl on the right
from Harlem, New York City.

451

00:23:18,866 --> 00:23:21,466

He would become

the first American in history

452

00:23:21,466 --> 00:23:22,966

to walk to the North Pole.

453

00:23:22,966 --> 00:23:27,500

Check out how much he
loved Rupert's music, not much.

454

00:23:27,500 --> 00:23:29,333

Here's me coming in from washing

455

00:23:29,333 --> 00:23:34,000

at minus 72 degrees Fahrenheit,
naked.

456

00:23:36,033 --> 00:23:37,200

Gentlemen...

457

00:23:37,200 --> 00:23:39,866

[laughter]

458

00:23:41,166 --> 00:23:43,133

It is your job,

459

00:23:43,133 --> 00:23:47,200

gentlemen, to explain
to our esteemed ladies later

460

00:23:47,200 --> 00:23:51,400

why you can see
absolutely nothing

461

00:23:51,400 --> 00:23:55,400

hanging down in the central area
of the photograph.

462

00:23:57,233 --> 00:23:59,766

Let's just say it's a bit cold.

463

00:23:59,766 --> 00:24:04,600

We are now

642 miles from land,