

The volume is then completed with an appendix of 'Resources' — tools to self-assist the reader (for example, critical leadership skills survey, personal development plan).

The book is an interesting blend of modern leadership training and analysis of the exceptional experiences of a great polar explorer. Has it worked? There are today countless management texts on leadership and related aspects of personal development. Most, if not all, are based around the dissection of case studies and examination of the experiences of high-performing and inspirational individuals, typically within the commercial sector. In this respect the key to this volume is the set of 10 strategies for 'leading at the edge'; they create the framework to understand the motivation and performance of successful people. Although Perkins does not provide a detailed and researched analysis for their derivation — they appear as being distilled from his own experiences as a teacher and consultant over a number of years — most students of leadership would recognise these criteria in one form or another. However, the need to take these strategies on trust is a weakness, although not necessarily critical. The manner in which Perkins uses them is certainly original and vivid. The relationship of Shackleton's actions to Perkins' 10 strategies can at times appear artificial, but the novelty of the approach carries the reader with him. The text is easy reading and the many business examples provide a wealth of valuable material even if the level of penetration in some of the case studies is not high.

For those approaching this volume from the Antarctic perspective and with an interest in Shackleton the explorer, it will provide a new and interesting dimension to the way in which leadership, honed and exercised in Antarctica, has wider relevance to commercial and business activities today. For those using the book as a management text, they will enjoy and undoubtedly be awed by the achievements and characters from the 'Heroic Age' of Antarctic exploration. Perhaps it will result in the creation of a few, often much needed, Shackletons in industry. (David J. Drewry, Vice-Chancellor, University of Hull, Cottingham Road, Hull HU6 7RX.)

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UNCOVERING THE NORTH. Valerie Alia. 1999. Vancouver: University of British Columbia Press. xxiv + 224 p, illustrated, soft cover. ISBN 0-7748-0707-5. Can\$29.95.

Uncovering the north aims to examine 'the representation of the North in northern and southern Canadian media.' In fact it seems to be both less and more than that — sometimes ranging far afield of the author's presumed

expertise and at other junctures failing to look deeply enough at the subjects it raises. The result is a rambling, often fractured discussion of journalists and the people they cover in the north, sprinkled with useful insights but failing in the whole to present a persuasive case.

In general, this is a familiar discussion, repeated in many places around the world where people making news rub up against people whose job is to report it. Valerie Alia's central themes are that northern people are not covered enough, that existing coverage is often inaccurate, and that news about the north is collected and disseminated by the wrong people. The underlying assumption is that content generated by Inuit people would necessarily be more accurate and fair than news currently coming out of the north.

Her introduction proposes to compare the Canadian experience with other northern countries, but Alia's experience is primarily Canadian, and her credibility suffers when she wanders geographically. For example, she declares herself 'one of the many who mourned the death of the American television program *Northern Exposure* and treasured its many wonderful moments. The show managed to communicate an essential northerness and promote intercultural awareness despite its often casual approach to accuracy.' Casual approach to accuracy? Although the show was purportedly about a southeast Alaska village, it was filmed in Washington state, and it featured a female Indian character supposedly from the local area but strangely dressed as a Plains Indian who stopped just short of holding up one palm and saying 'How.' Alaskans of all ethnicities cringed at the program's repeated inaccuracies, stereotypes, and clichés.

Alia's book does focus on numerous important issues — for instance, examining the effects of the media provided to indigenous people in the north. She rightly notes that, 'Many elders speak little English and, consequently, are ill informed when Aboriginal language programming is cut ..(it) also undercuts their traditional importance as political leaders and contributes to the decline in Aboriginal language use.'

And few would argue with her assertion that 'There is a need for better journalism in all directions — by southerners covering the north; by northerners covering the north; by aboriginal journalists covering their own communities, each others' communities, and those of non-Native people; by non-Native journalists covering Aboriginal people and events.' Yet her analysis loses appeal when she adds that she is 'extremely frustrated with inadequacies of conventional training and practice, which remain grounded in ethnocentric principles of "expert" authority and "balance".' It seems condescending at the least to suggest that balance and expertise are somehow foreign to indigenous cultures.

The work suffers from vague sourcing that readers have no opportunity to test. The reference section opens with this: 'Most of those interviewed or consulted were guaranteed anonymity. This list includes only the people who chose to speak on the record, or whose anonymity

could be protected in the text.' That should raise any reader's eyebrows. What is the virtue of allowing so many of those upon whom the analysis relies routinely to speak off the record? Who are these people, and why do they need to be shielded from the reader?

The author finds fault with journalists and purveyors of media, but seems unclear about her own place in that world. Is she an academic, an advocate for northern native people, a critic of non-natives living in the north, or an anecdotist? This seems like neither an academic book nor a careful reporter's summary — either of which would eschew unattributed sources, and each of which demands more coherent organization of the material.

One final point may serve to advise readers of my own perspective. I will admit that I read Aila's discussion of Alaska's *Tundra Times*, professor Lael Morgan, and the *Anchorage Daily News* with particular interest, since I was the editor of the Anchorage paper during that period, a job I held between 1983 and 1995.

Relying yet again on unnamed sources, Aila reports that 'tribal editors, writers and publishers' were critical of mainstream journalists winning prizes for 'mostly negative, inadequately researched portrayals of Native American people, issues and communities' — a clear reference to reporting on suicide and alcoholism among Alaska natives for which the *Daily News* won the 1989 Pulitzer Prize gold medal for public service. While there is no way to contradict her unnamed sources, I would point both Aila and readers who care about accuracy to the dozens of named Alaska natives included in that multi-part series, and to the numerous Alaska native health and welfare organizations that purchased thousands of copies of reprints for use in village alcohol-awareness programs. (Howard Weaver, *The Sacramento Bee*, 2100 Q Street, Sacramento, CA 95816, USA.)

NORTH WITH FRANKLIN: THE LOST JOURNALS OF JAMES FITZJAMES. John Wilson. 1999. Markham, Ontario: Fitzhenry & Whiteside. xx + 308 p, illustrated, hard cover. ISBN 1-55041-406-2. Can\$27.95.

After Sir John Franklin's expedition in search of a Northwest Passage parted from the last whaling ships in Baffin Bay and entered the complex archipelago from which it would never escape, newspapers in Britain reported the last news brought back from Disco about the progress of HMS *Erebus* and *Terror*. Among the published documents were several letters from Commander James Fitzjames, captain of HMS *Erebus*, dated 7 June to 11 July. They were not official messages, couched in terms designed to please the Admiralty or exaggerate the achievements of the writer, but personal letters of a frank and informal nature, describing small but colourful incidents. They were interesting, readable, and optimistic in tone, so much so that they were later printed in the *Leader*, reprinted in *Nautical Magazine*, and issued as a pamphlet. The adventure was beginning; soon the ships would be on their own, threading their way through uncharted Arctic channels towards Bering Strait and the Pacific, capping centuries of effort.

There was no further news from the expedition. The extensive search for Franklin, which went on for a dozen years and ended with the discovery on King William Island of pathetic remains of the men, their equipment, and two terse notes, is a central theme in Arctic history — too well known to be summarized here. But because it did not reveal any detailed written records such as ship's log books, official dispatches, personal letters, or private journals, what actually happened after July 1845 is still almost entirely unknown. That gap cannot be bridged by any amount of archival research or Arctic fieldwork, unless, of course, the written records of the expedition come to light.

Yet, in a sense, the gap *has* been bridged by John Wilson in this compelling book of fictionalized history. He imagines that Fitzjames continued to write letters as the ships entered Lancaster Sound, encountered a barrier of ice in Barrow Strait, circumnavigated Cornwallis Island, wintered in the lee of Beechey Island, and pushed on to the scene of the disaster. His letters provide a detailed account of the expedition during a period of four years — the only surviving narrative of events. (Wilson's Fitzjames had the good sense to wrap the precious documents in sailcloth and cache them in a safe place, where they have subsequently been discovered.)

What Wilson has done is to assume the persona of Fitzjames and provide for us, through careful research and creative imagination, the letters he might well have written when the expedition was completely isolated. He has mimicked Fitzjames' literary style and continued the sorts of observations contained in the real letters (shipboard life, impressions of his fellow officers, and so on), while adding supposed events and imagined interpersonal relationships. The result is very convincing.

To be successful, a historical novel must project a realistic sense of period and place. While an author is free to exercise his imagination and creative talents in characterization and plot, he has to do so within the historical context. People, their clothing, diet, manners, and speech, must appear to belong to the era and the locality in which the novel is set. Landscapes, buildings, vehicles and other items of material culture must seem appropriate. The historical novelist is re-creating a geography of the past. In this, Wilson succeeds brilliantly. The letters paint vivid pictures of Arctic lands and seas, snow and ice, animals and plants. They describe the environment of the ship itself and what goes on within it. The gunroom conversations of the officers reveal their opinions on contemporary notions of Arctic geography — the possibility of an open polar sea, the distribution of land between Barrow Strait and Bering Strait, the best route of escape if they are inextricably beset.

Whereas we tend to perceive the tools and methods of the Franklin era as crude, antiquated, and ineffective, Fitzjames' letters give us the vastly different view held by Franklin and his men at the time. They were proud to belong to the best-equipped expedition ever to leave the