# Index

Academy of Management (AOM)  
xi–xii, xvii  
Acme Manufacturing Company  
(pseudonym)  
downsizing of 214–16  
employee roster of 216–17, 222  
Aguilar, René, role in Chilean miner rescue 124  
American Film Institute 195  
Amundsen, Roald xiv, 19, 21, 26  
Antarctic Expedition (1910–12) 3–6,  
16–17, 20, 23–5, 28, 33  
Northwest Passage Expedition  
(1903–6) 37, 42  
team used by 28, 31  
Antarctica xiii, 9, 47, 50, 52–3  
Bay of Whales 16, 23  
Beardmore Glacier 21–2  
Cape Evans 16, 22–3  
Elephant Island 7  
environmental/geographical characteristics of 20, 24, 47–9,  
59  
Great Ice Barrier 27  
Northwest Passage xiv, 4, 19, 34,  
37–8, 40, 42, 44  
One Ton Depot 22, 27, 29–30  
South Georgia Island 7  
South Pole 3–6, 8, 11, 15–17, 19–23,  
33, 36, 38, 103  
Aramark, role in Chilean miner rescue 125  
Arctic  
North West Passage 37–8  
North Pole 34, 38–41  
Australia 47  
Bart, Peter 193  
Paramount Pictures Vice-President of  
Production 188, 190  
Bjaaland, Olva 28  
Boorman, John 188  
Bowers, Henry 28  
Bowman, Mark  
background of 142, 145–6 
use of LMX 153–5  
Brando, Marlon 191–2, 194  
Brash, Andrew 73–5  
British Antarctica Survey, stations  
operated by 47  
British Petroleum (BP), Deepwater  
Horizon Oil Disaster 156  
Burundi 109–10  
Bush, Tony, *Theories of Educational Leadership and Management* 229  
Cambodia 110  
Cech, Yvonne, librarian at Sandy Hook Elementary School 226  
Center Rock, role in Chilean miner rescue 125  
Chile  
Copiapó 117, 121, 123  
Santiago 117, 121  
Chilean miner rescue (2010) xv,  
117–20, 122, 125–9, 131, 135–9  
drilling of boreholes during 122, 125,  
133  
international organisations involved in 125–6
key personnel involved in 124–5
media observation of 120–21
skillset of miners in 132–3, 137
China 65
borders of 84
Clements, Abbey, teacher at Sandy
Hook Elementary School 226
complex adaptive system (CAS),
examples of 196
Complexity Leadership Theory 165,
173–4, 176–9, 182–3, 195–6, 199
concept of 176, 183
Leader-Context Effectiveness Model
178, 184
computed tomography (CT) lines
201–2, 206
procedures 205
sale of 202, 204
Cook, Frederick 3
Cook, James, model of maritime
exploration 38–9
Coppola, Francis Ford xv, 190–92
as example of successful ‘extreme
leader’ 195–6, 198
Godfather Part II, The (1974) 195,
198–9
Finian’s Rainbow 190
Crean, Tom 7, 9–10
creative deviance theory, concept of 196
Custom Medical Specialties (CMS)
201–2, 205–6, 208–9
market share of 207
personnel of xv–xvi, 211
sale of CT lines 202, 204
D’Avino Rachel, death of 226
decision conflict model, concept of 19
Democratic Republic of Congo (DRC)
109
malaria infection rates in 112–13
Ministry of Health 111
Moba Territory 113
De Niro, Robert 194
Duvall, Robert 192
El Teniente, personnel of 124
Evans, Edgar 28
health problems suffered by 28–9
Evans, Robert 190–91
Paramount Pictures head of
Production 189
expedition objectives 21–2
prioritisation 22
extreme situation management 35
Feinstein, Laura, reading specialist at
Sandy Hook Elementary School
226
France 38, 168
Franklin, Sir John 39–40, 42, 44
Royal Navy Northwest Passage
Expedition (1845–8) 34, 37–8
Fuchs, Sir Vivian and the
Commonwealth Trans-Antarctic
Expedition (1955–8) 53
de Gerlache, Adrien and the Belgian
Antarctica Expedition (1897) 3
Germany, Third Reich (1933–45) 166
Glenn Miller Orchestra, record sales
figures for 167, 170
Golborne, Laurence 117–18, 120–24
Chilean mining minister 117
organized leadership of 126–7
Google Inc. 11
Greenland xiv, 40–41, 96, 98–9, 101,
103
cost of 39
crossing routes 97
grounded theory 37
Gruber, Peter 189
Haiti 110
Hall, Lincoln, rescue of 74–7, 81
Hammond, Natalie, vice-principal of
Sandy Hook Elementary School
225
Hanssen, Hilmer 28
hastily formed networks (HFNs)
concept of 153
swift trust in 153
Hauge, Harald 103
background of 97–8
Hewlett-Packard (HP), partnership with
LTFHC 111
Hitler, Adolf, rise to power (1933) 166
Hochsprung, Dawn, principal of Sandy Hook Elementary School 225
Honduras 110
Hurley, Frank 9
IBM, personnel of 98
India 110
International Association of Chiefs of Police (IACP) 14
curriculum of 142
personnel of 142
Jacob, Maryann, librarian at Sandy Hook Elementary School 226
Jaffe, Stanley 191
Jofré, Gerardo, chairman of Codelco 124
Johansen, Hjalmar 24
K2
Bottleneck 85–7
environmental characteristics of 84–5, 90
expeditions on 84–8, 90
fatalities on 84, 88
nocturnal descents on 88
Traverse 85–6, 93
Kazan, Elia 192–3
Keaton, Diane 192
Klinke, Christopher 87
Kranz, Eugene, Apollo 13 flight director 118
Kristopik, Maryrose, teacher at Sandy Hook Elementary School 226
Lake Tanganyika Floating Health Clinic (LTFHC) 111–12
founding of (2009) 110
Katanga Kicks Malaria 2010 (KKM) 113
partnership with HP 111
personnel of 111
upgrade of Kirmado Health Center 113–14
Lansing, Sir Alfred 13
leader inheritance, ‘Great Man’ theory 49
leadership 11–13, 16, 18, 20, 32, 44, 49, 55–6, 62–3, 79–80, 88–9, 91–2, 98–9, 101–3, 145, 152, 221–2, 229
communication 50–51, 57–8
distributed 91
emotional awareness/characteristics 52–4
environmental fit 57
executive 156–7
goal commitment 136–7
impact of personality 32
integration 147–8
internal/external coordination 137–8
multi-tiered 117–19, 126–9
organized 126–7
pack courage 11
pack curiosity 11
pack nourishment 11–12
pack optimism 12
personality 51–5
project manager 69–70
responsibility 80, 98
risk awareness 80–81, 100
role of ‘body’ in 92
role of extreme situations upon 33, 65, 77–80, 94, 134–6, 138–9
rotation 99
self-sacrificial 230–31
shared 89–90, 93–4
sovereign 126–7
style of thinking 55–6, 58, 99–100
team 126–7, 131–4, 136–7, 141, 143–4
transformational 220
trust 50, 57, 80, 99
leadership-motivated excellence (LMX) 142–3, 151
application of 151–5
Lehman, Amy 107, 109–11, 113–15
background of 110
founder of LTFHC 110
Lesotho 107
Lie, Morten, background of 98
Lucas, George 190
malaria fatalities from 112–13
long-lasting insecticide treated bed nets (LLINs) 113
management situation 36
traditional concept of 35
Markham, Sir Clemens 25
Mazur, Dan
Mount Everest expedition (2006) 73–9, 81
rescue of Lincoln Hall 74–7, 81
Mercy Ships 110
Mexico 201, 208
Milius, John 190
Miller, Glenn 165, 179–80, 183–4
as example of ‘Complexity Leadership Theory’ 176–9, 182
as example of successful ‘extreme leader’ 168, 170–74, 182, 184–5
as example of Transformational Leadership Theory 174–6, 182
background of 166–7
military service of 167–8, 177
Morrell, Margot, Shackleton’s Way: Leadership Lessons from the Great Antarctic Explorer 10
Mount Everest 73
‘Death Zone’ 72
environmental characteristics of 72–3
expeditions on 73–8, 81, 84, 96
fatalities on 79, 83–4
Murphy, Anne Marie, death of 226
Nansen, Fridtjof 26, 39, 41, 43–4
Norwegian North Polar Expedition (1893–6) 34–5, 38, 40
team used by 42
National Aeronautics and Space Administration (NASA) 125
Apollo 13 incident (1970) 118, 128
personnel of 118
role in Chilean miner rescue 125–6
National Center for Education Statistics 227
National Copper Corporation of Chile (Codelco), personnel of 124
Nepal 76
New Zealand 55
non-governmental organizations (NGOs) 110
North Atlantic Treaty Organization (NATO), personnel of 98
Norway 19, 38, 40, 97–8, 102
Oslo 101, 103
Royal Navy 98
Norwegian Defense Headquarters 98
Oates, Lawrence 5, 26–8, 30
health problems suffered by 28–9
organizations 141–2
internal development 214
sustainable 180
Osborne, Myles 73–5
Pacino, Al 191, 194
Page, Donna 227
Pakistan, borders of 84
Paramount Pictures 198–9
personnel of 188–91
Perkin, Dennis, Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton’s Antarctic Expedition 10
Piñera, Sebastian 121, 123–5
President of Chile 117–18
sovereign leadership of 126–7
polar stations
restrictive characteristics of 54
staff of 47–55, 58–9
police 141–2
application of LMX 151–5
Crisis Negotiation Team 147, 149
dog handling (K9) team 146–8
interdependence among 149
operational management 146–50
Special Weapons and Tactics (SWAT) Team 144–5, 147, 149
trust dynamics 142–3
post-traumatic stress (PTS) 155
‘prevention training’ 145
recognition of 143
preparation 40–41
adaptation opportunities 40–41
use of scientific knowledge 41–2
Index

professional military education (PME) 156
as example of 'successful leadership failure' 67–8
expedition phase 63–4
funding of 66
personnel of 65–6
preparatory phase 63
post-expedition phase 63
Project HOPE 110
Puzzo, Mario, Godfather, The 190–91
Roig, Kaitlin, teacher at Sandy Hook Elementary School 226
Royal Geographical Society 18–19, 21
Sandy Hook Elementary School shooting (2012) xxii, xvi, xvii, 224–36
Schramm, role in Chilean miner rescue 125
Scorsese, Martin 193
Scott, Robert Falcon xiv, 15, 21–2
Antarctic base camp 22–4
death of (1912) 5, 16
Discovery Expedition 4–5, 18
team used by 28
Terra Nova Expedition (1912) 3–4, 16, 18, 21–3, 25–6, 28, 30–31, 33
Second World War (1939–45) xv, 165, 167, 170, 172
Pearl Harbor attack (1941) 166
Shackleton, Sir Ernest 5, 8
HMS Endurance expedition (1914–15) xi, xiii–xiv, 3, 6–13, 36
Nimrod expedition (1907–9) 16, 20, 24
planning conducted by 9
Sherluck, Mary, school psychologist of Sandy Hook Elementary School 225
Sherpa, Jangbu 73–5
Skog, Cecile, Norwegian K2 expedition 87
Sony Pictures, personnel of 189
Soto, Victoria Leigh
death of 225, 227
teacher at Sandy Hook Elementary School 225–7
Sougarret, André 125
role in Chilean miner rescue 124–5
spectral leader 91
concept of 89–90
emergence of 93
Spielberg, Steven 188–9
Jaws (1975) 189
Stokkan, Bård 98
sub-Saharan Africa (SSA) 107–8, 111
population of 108
successful leadership failure, concept of 67–8
supply depots
examples of 27
location of 26–7
number of 27
relocation of 30
Tanzania xv, 109–10
Health Services Development Program (PHSDP) 108
Kipili 114
Kirando 114
Lake Tanganyika 107, 109–11
Ministry of Health and Social Welfare (MoHSW) 108
Rukwa region 113–14
team development 215–20
team management/selection 27–8, 36–7, 78–9
fitness issues 28–9
skill sets 28
Tenerife air disaster (1977) 31
Thorne, Rick, custodian at Sandy Hook Elementary School 226
Tierra del Fuego
Cape Horn 66
Cordillera Darwin 62–4, 67
timing, poor 23–4
Tollefsen, Ivar Erik, background of 98
Transformational Leadership Theory 165, 173–4, 182
concept of 174–6
242  Extreme leadership

transport methods

depot-laying 24

dog-hauling 25–6, 28

man-hauling 25

multiple 24–5

pony 24, 28

trust

role of risk in 152

swift trust 153

Tyco’s Mallinckrodt Division (TMD) 201, 206–8, 211

inability to supply CT lines 201–2, 204, 209

United Kingdom 98

London 6

military of 28–9

Royal Navy 18, 28–9, 38–9, 41–2

United Nations

Children’s Fund (UNICEF) 113

Millennium Development Goals 108, 113

United States of America 47, 142, 155, 179, 201

9/11 attacks xi, 143

Air Force (USAF/USAAF) 143, 167–8, 171–2, 177

Alaska 65

Boston Marathon bombing (2013) xi

Chicago 193

Columbine High School massacre (1999) 225

education system of 227–8

Food and Drug Administration (FDA) 205

Los Angeles 191

Marine Corps 143

Military Academy at West Point 142

military of 143, 171

Navy of 143

New York 191–2

Veterans Administration (VA) 206

see also Sandy Hook Elementary School shooting

Universal Studios 190

UPS, role in Chilean miner rescue 125

Urzúa, Luis 118

shift foreman in Chilean miner rescue 118, 132

team leadership of 126–7, 133–4, 136–7

Van Rooijen, Wilco 86

Norit K2 expedition 87, 90

vigilant decision processes 19

Virgalla, Becky, reading consultant of Sandy Hook Elementary School 225

Van Rooijen, Wilco 86

Norit K2 expedition 87, 90

World Health Organization (WHO) 114

anti-malaria program 113

minimum standard of health worker ratios 108–9

World Health Report 2006 107

Worsley, Frank 7, 9–10

Yahoo!, Inc. 11

Zambia 109–10