

Introduction

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The cases described in this book include both corporate and non-corporate examples of extreme situations. The chapters in Part I describe extreme situations from outside the world of work. They are the stories of extreme expedition leaders who set out to explore the far reaches of the globe. Three of the chapters are set in Antarctica, a continent whose weather and terrain is considered extreme by any measure. The other chapters involve mountaineering and cross-continental expeditions whose leaders and teams faced extreme situations.

The chapters in Parts II and III describe extreme situations from within the world of work. In Part II, four chapters describe extreme work teams whose members are involved in rescue work and saving lives. The work of these teams is accomplished in a high-performance, high-stress, team setting.

The chapters in Part III describe extreme individual leaders from several different industries and occupations. Each of these leaders experienced an extreme situation and took personal actions to change an industry, transform a company or help their co-workers. These cases are primarily focused on the behaviors exhibited by individual leaders in a variety of contexts including business, the arts and education.

EXTREME EXPEDITION LEADERS

Cristina M. Giannantonio and Amy E. Hurley-Hanson (Chapter 1) turn to the Heroic Age of polar exploration and Sir Ernest Shackleton's *Endurance* expedition to find examples of effective behaviors by leaders and followers under an extreme situation. Shackleton was unable to complete his Imperial Trans-Antarctic Expedition when his ship, the *Endurance*, became frozen in pack ice, was crushed by the ice, and sank to the bottom of the sea. Undaunted by these events, Shackleton successfully

led his crew of 27 men home to safety after an inconceivable year and a half stuck on the polar ice.

Leon Mann (Chapter 2) compares the expeditions of Robert Falcon Scott and Roald Amundsen as they raced to be the first to reach the South Pole. Mann explores the factors that explain Amundsen's success in reaching the Pole first and surviving the return journey. He examines the factors that led to Scott and four of his crew starving and perishing on their return from the pole.

Looking north, Pascal Lièvre and Géraldine Rix-Lièvre (Chapter 3) present a comparative study of two polar expeditions, Nansen's 1893–1896 expedition to the North Pole and Franklin's 1845 expedition to the Northwest Passage. Franklin's expedition is considered one of the greatest disasters in Arctic exploration, while Nansen's expedition is one of its greatest achievements. Lievre examines the factors that led to one man's success and another's failure.

Ian Lovegrove (Chapter 4) presents empirical findings from a longitudinal study of Antarctic station managers and their followers to determine the leadership characteristics needed to operate effectively in an extreme and isolated environment.

Linda Rouleau, Geneviève Musca, Marie Perez and Yvonne Giordana (Chapter 5) examine the Darwin mountaineering expedition, Project Darwin, as an example of successful leadership failure. Rouleau and her co-authors describe how the expedition leader was successful in keeping the team together even though they were not able to achieve their primary goal of ascending the mountain.

In another example of a mountaineering team, Betty S. Coffey and Stella E. Anderson (Chapter 6) discuss the May 2006 ascent of Mount Everest. They discuss a climbing team that abandoned their own expedition goals in order to provide aid to a lone climber in distress.

Markus Hällgren, Marcus Lindahl and Alf Rehn (Chapter 7) focus on high-altitude mountaineering and the manner in which leadership behaviors emerge in the Death Zone, the area above 8000 meters where the lack of oxygen quickly takes a toll on the human body. Hällgren and his co-authors examine the August 2008 expedition on K2 when 11 people were killed.

James G. Clawson (Chapter 8) discusses the 1991 attempt by four Norwegian men to break the world record by cross-country skiing across Greenland. Clawson notes that more people have summited Mount Everest than have crossed Greenland unsupported, and details how this extreme case offers lessons for leading modern organizations in today's global business economy.

EXTREME WORK TEAMS

Robert O. Harris (Chapter 9) describes the work of Dr Amy Lehman, a medical doctor who runs a floating healthcare facility in the Lake Tanganyika region in Tanzania, East Africa. Dr Lehman's medical team provides healthcare to one of the remotest regions on Earth under extremely difficult conditions.

Michael Useem, Rodrigo Jordán and Matko Koljatic (Chapter 10) examine the 2010 Chilean cave-in trapping 33 miners 700 meters below the surface of the earth. Useem and his colleagues examine the rescue attempts of the miners using a multi-tiered leadership perspective.

Terri A. Scandura and Monica M. Sharif (Chapter 11) analyze the rescue of the Chilean miners utilizing a model of team leadership to examine the shared trust and cohesiveness that led to the men surviving their ordeal and being rescued.

Mark D. Bowen and George B. Graen (Chapter 12) discuss the unique experiences of police officers who perform their jobs in extremely dangerous situations, or what they define as 'harm's way'. Bowen and Graen note that first responders must both succeed in their mission and protect their team from collateral damage. They suggest that a radically different approach to team leadership is needed in these situations.

EXTREME INDIVIDUAL LEADERS

Michael J. Urick and Therese A. Sprinkle (Chapter 13) present an analysis of Glenn Miller, the famous big band leader, through the lens of transformational leadership theory and complexity theory. Urick and Sprinkle argue convincingly that Miller's effect on the music industry as well as his military service during the Second World War make him an excellent example of extreme leadership.

Charalampos Mainemelis and Olga Epitropaki (Chapter 14) discuss Francis Ford Coppola as an artist whose work required him to serve in a leadership role as well as a creative one. Mainemelis and Epitropaki focus on a form of leader-induced extreme collaboration that occurs when a leader is a creative artist pursuing a cherished artistic vision. They suggest that for artists, working in leadership roles in organizations is often a means to fulfilling their personal artistic vision. They posit that this may induce extreme collaborative tensions that, although rarely pleasant, may lead to positive organizational outcomes.

Andrea Hornett, Peggy Daniels Lee, and James G. Perkins (Chapter 15) recount the experiences that Perkins experienced as President and

Chief Executive Officer (CEO) of Custom Medical Specialties, a supplier of CT coils. Their case explores the role of power in leadership during an extreme crisis when a leader is forced to make decisions with limited information.

Connie S. Fuller (Chapter 16) relates her experiences in a telecommunications company that utilized self-directed work teams in a manufacturing facility. She attributes much of the success of the work teams to the leadership skills of one of the team supervisors. In the face of daily lay-offs, employees reporting to this supervisor were able to maintain productivity and sustain their work teams.

Amy E. Hurley-Hanson and Cristina M. Giannantonio (Chapter 17) discuss the selfless acts of leadership that were exhibited by the principal, teachers and staff at Sandy Hook Elementary School in Newtown, CT on 14 December 2012. They analyze the leadership behaviors of several individuals who were faced with an unthinkable extreme situation in their workplace.

In summary, we believe that this book offers insights into the behaviors of leaders and teams facing extreme situations in a variety of corporate and non-corporate settings. Studying situations that fall outside of the scope of daily experience offers management scholars and researchers alternative lenses for understanding how to survive in extreme situations. These lenses are developed by studying expedition leaders, rescue teams and individuals who rush into, and not away from, disasters. We hope this book will bring together a learning community of scholar-teachers who see the value of integrating cases from diverse settings into the classroom to illustrate management concepts with cases and stories that engage and inspire our students to become leaders who can survive, and even thrive, in extreme situations.