# Index

<table>
<thead>
<tr>
<th>Academy of Management (AOM)</th>
<th>xi–xii, xvii</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acme Manufacturing Company (pseudonym)</td>
<td>downsizing of 214–16, employee roster of 216–17, 222</td>
</tr>
<tr>
<td>Aguilar, René, role in Chilean miner rescue</td>
<td>124</td>
</tr>
<tr>
<td>American Film Institute</td>
<td>195</td>
</tr>
<tr>
<td>Amundsen, Roald xiv, 19, 21, 26</td>
<td>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</td>
</tr>
<tr>
<td>Antarctica xiii, 9, 47, 50, 52–3</td>
<td>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</td>
</tr>
<tr>
<td>Aramark, role in Chilean miner rescue</td>
<td>125</td>
</tr>
<tr>
<td>Arctic</td>
<td>North West Passage 37–8, North Pole 34, 38–41, Australia 47</td>
</tr>
<tr>
<td>Bart, Peter 193</td>
<td>Paramount Pictures Vice-President of Production 188, 190</td>
</tr>
<tr>
<td>Cambodia 110</td>
<td>Capparell, Stephanie, <em>Shackleton’s Way: Leadership Lessons from the Great Antarctic Explorer</em> 10</td>
</tr>
<tr>
<td>Cech, Yvonne, librarian at Sandy Hook Elementary School 226</td>
<td>Center Rock, role in Chilean miner rescue 125</td>
</tr>
<tr>
<td>Chile</td>
<td>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</td>
</tr>
</tbody>
</table>
Extreme leadership

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
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
coast 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
Index

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 Kirnado 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
Extreme leadership

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
Sherlack, 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
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
- Urúa, Luis 118
  - shift foreman in Chilean miner rescue 118, 132
  - team leadership of 126–7, 133–4, 136–7

United Nations Children’s Fund (UNICEF) 113
- Millennium Development Goals 108, 113
- Tyco’s Mallinckrodt Division (TMD) 201, 206–8, 211
  - inability to supply CT lines 201–2, 204, 209

Van Rooijen, Wilco 86
- Norit K2 expedition 87, 90
- vigilant decision processes 19
- Virgalla, Becky, reading consultant of
  - Sandy Hook Elementary School 225

Universal Studios 190
- Warner Brother Studios 190
- Weber, Max 8
- Welles, Orson, Citizen Kane (1941) 195
- Wilson, Edward 18, 28
- Wisting, Oscar 28
- 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