Michael Holenweger · Michael Karl Jager Franz Kernic Editors

## Leadership in Extreme Situations



## **Contents**

Part I General Part	
Introduction	3
Facing Death: The Dynamics of Leadership and Group Behavior in Extreme Situations When Death Strikes Without Warning Franz Kernic	21
Crisis, Leadership, and Extreme Contexts	41
Team Leadership in Extremis: Enschede, Uruzgan, Kathmandu and Beyond	61
Leadership, Morale and Cohesion: What Should Be Changed? Eraldo Olivetta	75
Leadership in Extreme Conditions and Under Severe Stress:  Case Study Analysis	93
Part II Leadership in Extreme Situations and Military Settings	
The Role of Short Term Volunteers in Responding to Humanitarian Crises: Lessons from the 2010 Haiti Earthquake	115
Leadership Norms as a Form of Internal (Self-)Control of the Armed Forces	131

viii Contents

Cultural Dimensions of Violence in the Military	149
Fighting for Strangers? Military Duty in Contemporary War Lisa Ekman	167
Social Navigation and the Emergence of Leadership: Tactical Command in the IDF Ground Forces in the Second Lebanon War  Ophir Weinshall Shachar, Henrietta Cons Ponte and Eyal Ben-Ari	181
Leadership in Extreme Situations: Case Study of an Indonesian Special Forces Soldier During the Boxing Day Tsunami	195
Constructing 'Crisis Events' in Military Contexts—An Israeli Perspective.  Carmit Padan	217
Part III Leadership in Extreme Situations and Lessons Learned/Education	
Leading in Extremis Situations: How Can Leaders Improve?  Deirdre P. Dixon and Michael R. Weeks	251
How Leaders Learn from Experience in Extreme Situations: The Case of the U.S. Military in Takur Ghar, Afghanistan Christopher Kayes, Nate Allen and Nate Self	277
What Difference Does a Difference Make? Considerations About Lessons Learned from Difficult Operational Situations Therese Heltberg and Thomas Jellesmark	295
Officer Socialization as Prelude to in Extremis Leadership	323
Combat Leadership on Guadalcanal: In Extremis Leadership of the Japanese and American Soldiers in World War II	347
Magnanimous Valor in Arturo Prat (1848–1879): A Necessary Quality for Leadership in Extreme Situations	371