

Positive Group Dynamics



Tom Unger

Mountaineers Climb Leader
Mountaineers Kayak Leader

35 Years of trips

12 Years of practicing Buddhism



Clark Mountain Extravaganza, Mentor Group, 2000



Sheenjek, Arctic River, 2003



Mt Triumph, Rock Climb, 2006



Sierra, Hike, 2009



Cape Scott, Kayak, 2017

Definition of Leadership

Engaging in actions of leadership
and
being recognized as a leader

Essence of Leadership

Organizing a group to achieve goals
and
Creating a group culture

Developing Positive Culture

Before the trip

Clearly communicate

- Goals
- Expectations
- Style

During the trip

- Be of service
- Lead by example
- Appreciate your group

The Problem

Mismatch between participants
goals, expectations, or style
creates problems on trips





Commitment to Goals

Goal: Land at Amos Creek

“I really want to land at this remote creek.”

“Well, if conditions look really good. Maybe.
We’ll see”





Go to Wenatchee to...

climb / canoe / hike



Priority of Goals

Tom:

climb / canoe / hike

Andrew:

climb / canoe / hike

Mismatch

Goals

Skills

Fitness

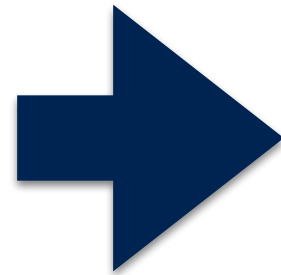
Equipment

Commitment

Training

Activity level

Social



Mismatch

Goals

Expectations

Style

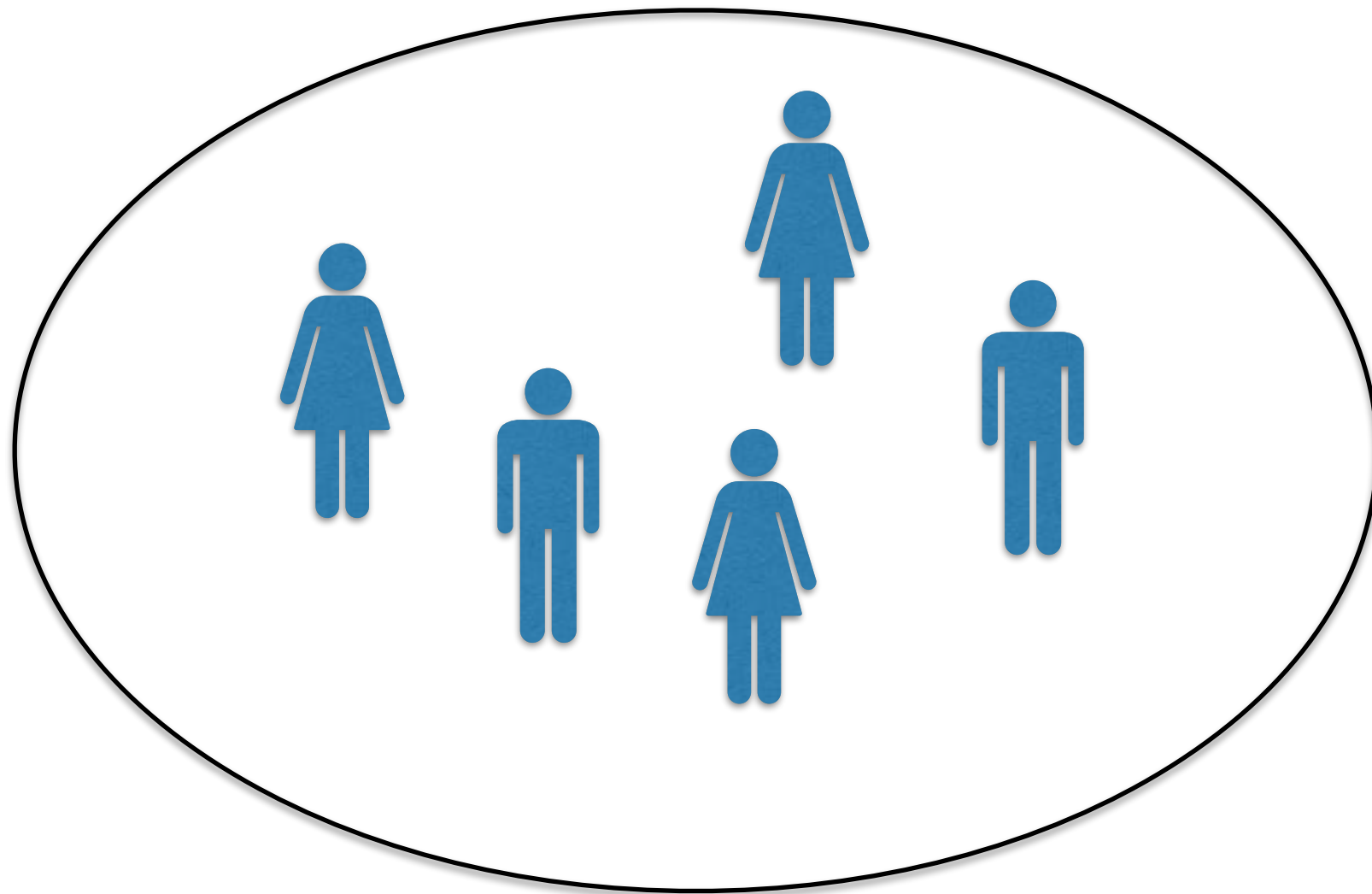
Possible Solution

Private trips of hand picked partners



Utah, Hiking, 2003

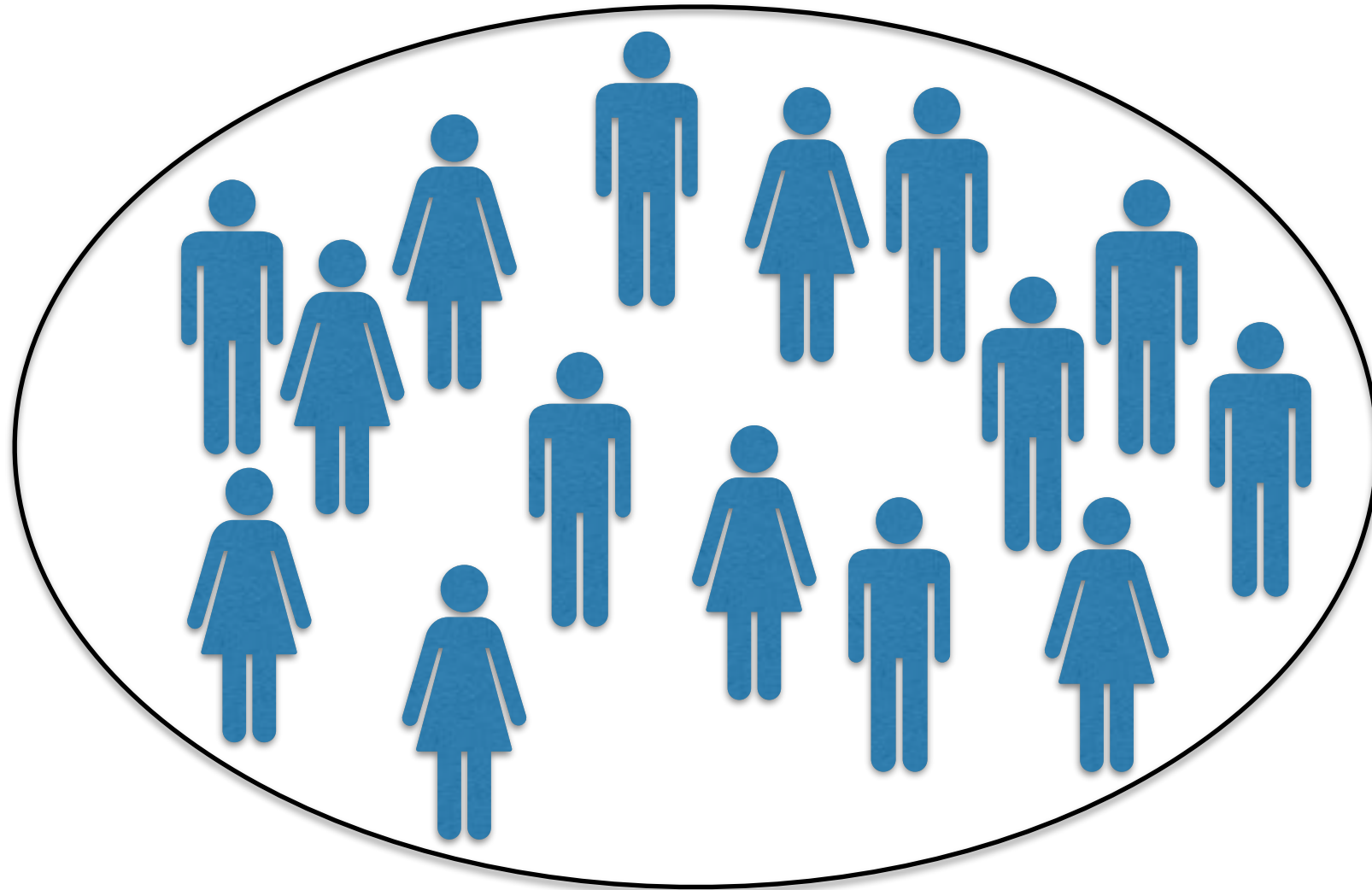
Friends: a small pool



Possible Solution

Choose from a larger pool

The Mountaineers: a large pool



But you must form a
compatible group



Marty

Esther

Charlie

Karen

Barney

Cape Scott, 2017

Goals • Expectations • Style

- Clarify your goals
- Provide a description of the trip
- Participants can self-screen
- Tool for identifying conflicts
- Tool for bringing participants into alignment

Clearly
designated
leader

And

Or

Collection
of
peers

Set Goal

match your
group to
the goal

And
/ Or

Set Group

match your
goals to
the group

Understand your Goals

- Goals are what you want to accomplish

Name Your Goals

Go through the rabbit ears

Reach the summit

Land at this beach

Get exercise

Paddle this coast

Lead the tower pitch

Spend time with my partner

Catch up on sleep

Meditate every day

Read three books

Fish for dinner every day

Photograph a Zebra

Come home relaxed

Understand your Expectations

- Expectations are how you think things will (should) get done.

Name Your Expectations

Wear Helmets

Early Starts

Energetic days

Leisurely Breakfast

Regroup at junctions

Paddle the whole way

Poke around crevasses

Stop when I'm tired

Everyone sit together for dinner

Carry 2 Liter Water

Fish for dinner every day

Spend time with my partner

Rotate chores

I'm responsible for X

Follow the plan

Improvise as we go

Move camp every day

Sleep on shore each night

Understand your Style

- Style is how you like to do things.

Name Your Style

Activity



Base Camp

Short Stages

Lingerin^g Meals

Comfortable Camp

“Vacation Kayaking”

Traveling

Full Days

Lets Get Going

Minimal Camp

“Expedition Kayaking”

Name Your Style

Interaction



Quiet Time

Listening

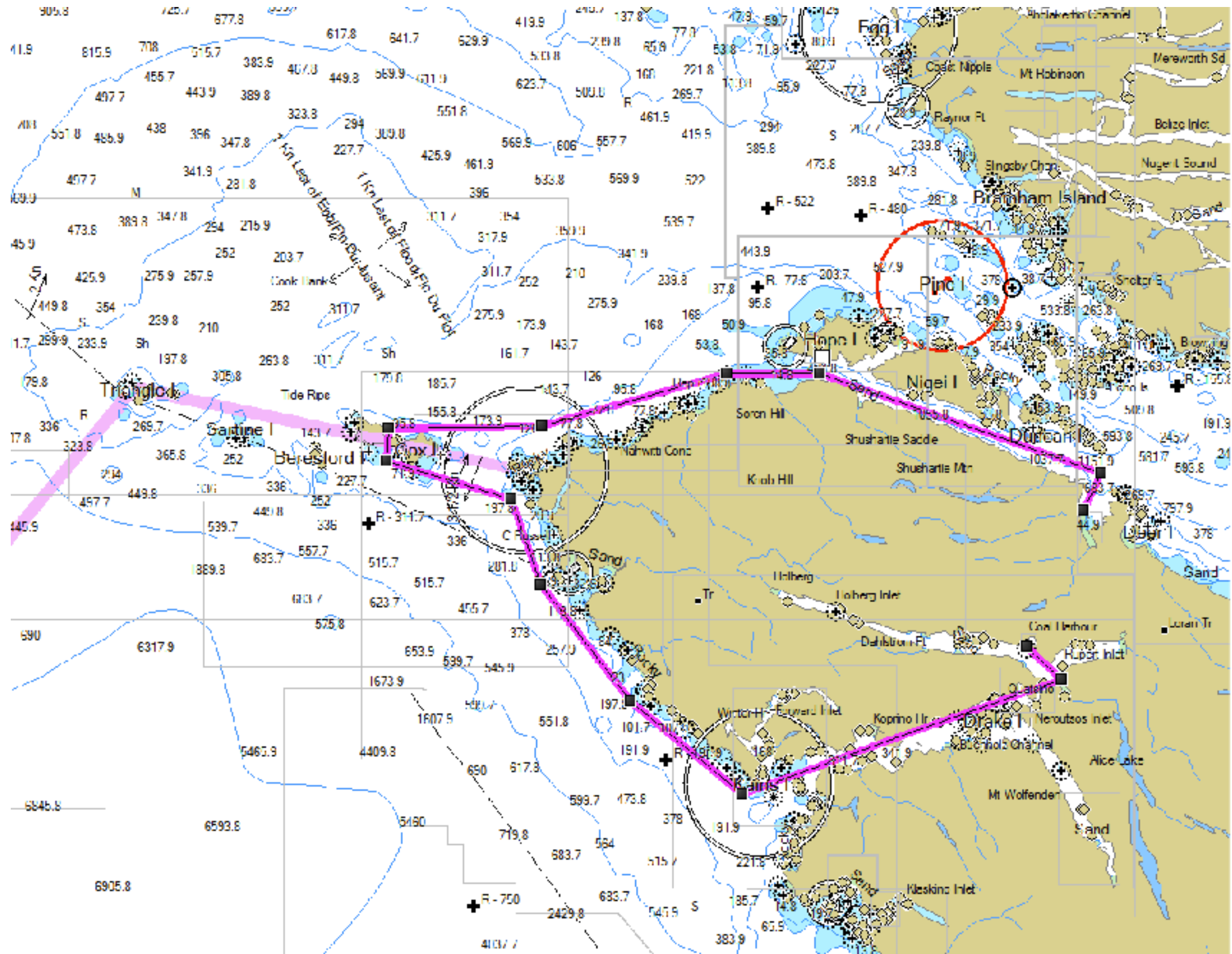
Reflection

Interactive time

Talking

Activity

Cape Scott Example



Cape Scott Example

Goals

- 1 Be safe
- 2 Enjoy being out there what ever conditions we encounter
- 3 Enjoy company of each other
- 4 Round Cape Scott
- 5 Camp on the Scott Island

Expectations

- 1 Support the goals above.
- 2 You may have other goals. If you do, bring them up for discussion to see if they will be compatible.
- 3 Have the skills and fitness required for the trip.
- 4 Work as a team member to help the group be happy and accomplish our goals.
- 5 In rougher conditions paddle as a close group for safety and to facilitate decisions.
- 6 Bring necessary safety gear and dress for immersion.
- 7 Participate in group decision making. Abide by decisions made by the group or by the leader.
- 8 Don't take risks that other group members do not support.

Style

- 1 I like to keep camp reasonably light so it is not to hard to set up and take down. At the beginning and end of the trip we will move camp every day that permits. When we are near Cape Scott and the outer coast and conditions permit we will take layover days to enjoy the remote location.
- 2 That said, we do make camp reasonably comfortable and enjoy good meals. I like to cook shared dinners, if others are interested.
- 3 Days can be fairly long, up to 15nm when making distance at the beginning or end of the trip.
- 4 We will get up early to make a favorable tide.
- 5 We will slow down and enjoy the outer coast and wilder places.
- 6 I wish to avoid danger but don't mind some adversity.

Cape Scott Goals

1. Be safe
2. Enjoy being out there what ever conditions we encounter
3. Enjoy company of each other
4. Round Cape Scott
5. Camp on the Scott Island

Goals Measure Trips

That was a great trip because ...

Goals for Leaders

0. Be of Service

1. Be safe

2. Enjoy being out there what ever conditions

3. Enjoy company of each other

4. Round Cape Scott

5. Camp on the Scott Island

Dependent
vs
Independent

Goals

Dependent Goals

Goals that depend on conditions and other people

- Summit
- Camp on the Scott Islands
- Lead the tower pitch
- Step through the Rabbit Ears

Step through
the
rabbit ears

Missed
them
1997



Return
2002






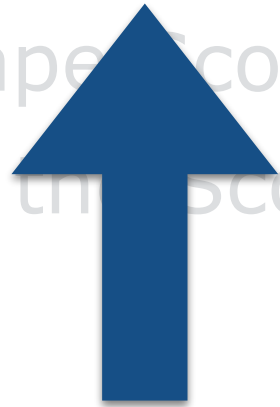
Independent Goals

Goals you have independent control over

- Journal every day
- Enjoy the ski tour
- Complement other's strengths
- Be kind to my companions

1. Be safe
 2. Enjoy being out there what ever conditions we encounter
 3. Enjoy company of each other
 4. Round Cape Scott
 5. Camp on the Scott Island
- 

1. Be safe
2. Enjoy being out there what ever conditions we encounter
3. Enjoy company of each other
4. Round Cape Scott
5. Camp on the Scott Island



Cape Scott Expectations

1. Support the goals above.
2. Communicate your goals.
3. Have the skills and fitness required for the trip.
4. Participate in group decision making.
5. Abide by decisions made by the group or by the leader.
6. Work as a team member to help the group be happy and accomplish our goals.
7. In rougher conditions paddle as a close group for safety and to facilitate decisions.
8. Bring necessary safety gear and dress for immersion.
9. Don't take risks that other group members do not support.

Expectations
Are not negotiable

Cape Scott Expectations

1. Support the goals above.
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Cape Scott Expectations

1. Support the goals above.
2. Communicate your goals.
3. **Have the skills and fitness required for the trip.**
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Cape Scott Skills

1. Endurance to paddle 15nm days in sequence
2. Flat water pace of 3.7kt or more
3. Able to land and launch through 3ft surf
4. Able to paddle Deception pass in 5kt current
5. Good brace reflex
6. Reasonably reliable roll
7. Quick, efficient buddy rescue
8. No history of sea sickness paddling in waves or swell
9. Able to camp in wet, cool conditions
10. Comfortable in bear country
11. Patience, or at least submission to the inevitable.

Skills

- Be specific
- Quantify it when possible
- Schedule time to practice

Future Trip Skills

1. Set up tarp and bug netting
2. Set up and operate stoves
3. Collect and filter water

Cape Scott Style

1. I like to keep camp reasonably light. Move camp daily when making distance.
2. Make camp reasonably comfortable and enjoy good meals.
3. Shared dinners, if others are interested.
4. Days can be fairly long, up to 15nm.
5. We will get up early to make a favorable tide.
6. We will slow down and enjoy the outer coast and wilder places.
7. I enjoy quiet time for reading
8. I wish to avoid danger but don't mind some adversity.

Style is negotiable

But too much negotiation
may signal incompatibility...

“Early start every day”

I'll feel the trip was a
success



Goal

Necessary for weather



Expectation

I am an early riser



Style

Three Great Compatibilities

- Pace
- Risk tolerance
- Social

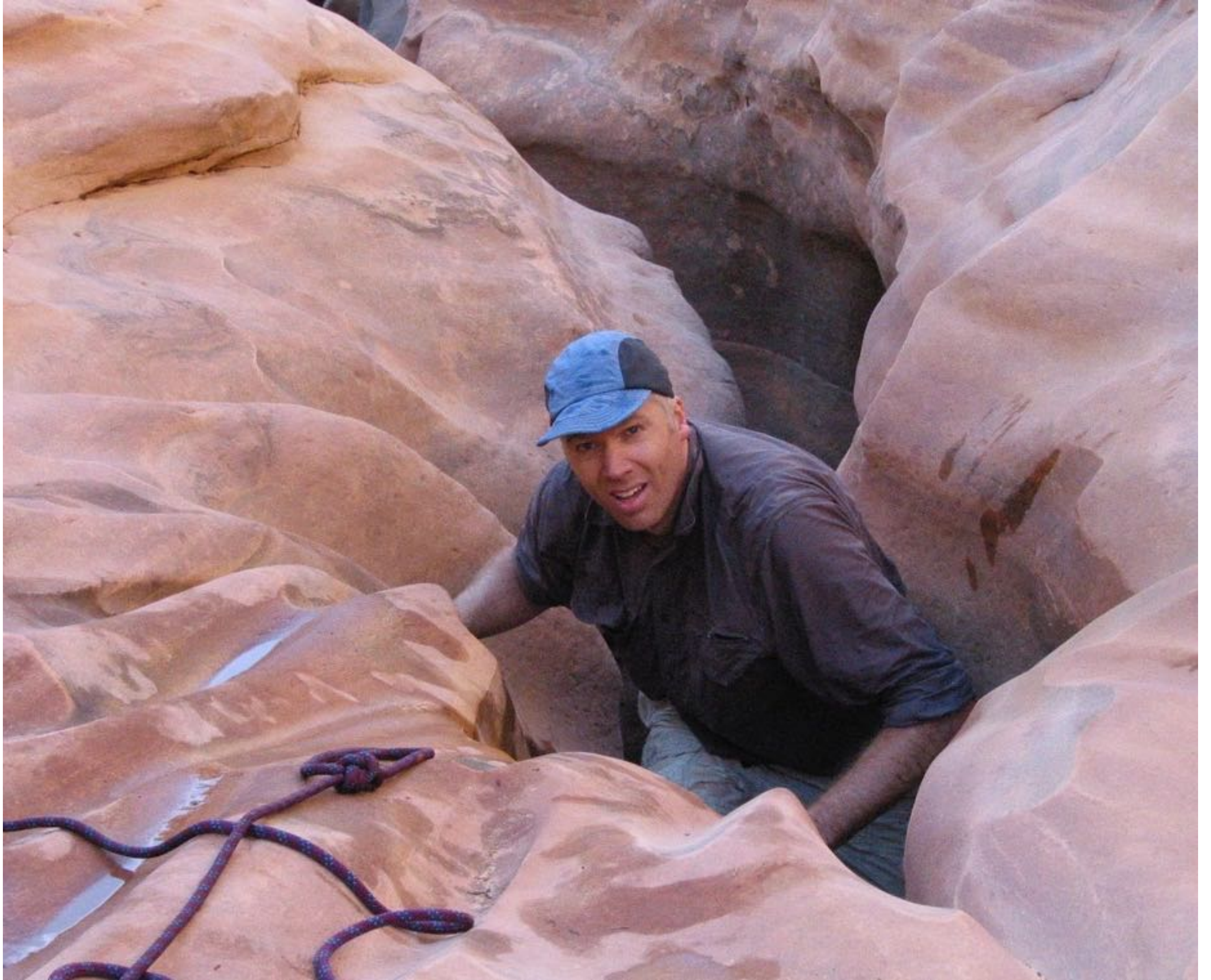
Pace



Risk Tolerance











Social



Tom's Social List

- Intention to create a community of mutual respect and enjoyment.
- Interest in others experiences.
- Willingness to participate in periods of mindfulness and staying in the present.
- Commitment to participate in collaborative and inclusive interactions.
- Interest in long, slow, focused conversations.
- Effort to maintain unconditional positive regard.
(e.g. accept people's quirks and unskillful actions)

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This is my style

- Intention to create a community of mutual respect and enjoyment.
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(e.g. accept people's quirks and unskillful actions)

This supports my style

- Intention to create a community of mutual respect and enjoyment.
- Interest in others experiences.
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- Commitment to participate in collaborative and inclusive interactions.
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(e.g. accept people's quirks and unskillful actions)

This might be a goal

- Intention to create a community of mutual respect and enjoyment.
- Interest in others experiences.
- Willingness to participate in periods of mindfulness and staying in the present.
- Commitment to participate in collaborative and inclusive interactions.
- Interest in long, slow, focused conversations.
- Effort to maintain unconditional positive regard.
(e.g. accept people's quirks and unskillful actions)

Everyone has quirks and unskillful moments
Acceptance facilitates interaction

Discussion and Alignment

Write your G-E-S

Ask candidates to write G-E-S

Discuss

Project into the future
in enough detail
to identify incompatibilities

- Discuss points in detail
- Ask open questions
- Pose scenarios

“Everyone do their
share of the work”

“Be Safe”

“Explore the natural
environment”

Workshop

“Forming Compatible Groups for Trips”

January 6

9:00am to 1:00pm

During Trip

- Be of service
- Lead by example
- Appreciate your group

Expedition Behavior

Actions I do
that help people
feel they are part of a team
and we will all succeed

Actions I do...

Actions I do...

...that help people...

...are part of a team...

...and we will all **succeed**

What is success?

Achieving Goals

Good Expedition
Behavior...



Communicate

- Voice your opinion
- Speak up for your needs
- Facilitate discussion about the trip
- Give people time to express their opinion

Patience

- Whole heartedly welcome what ever arises with out thinking it should be any other way

Contentment

- Contentment with your group
- Contentment with the weather
- Contentment with yourself



Your Job as Leader

(restated)

Help people be happy about the trip

- Enjoy them selves
- Sense of accomplishment
- Sense of community and team work

It is great to be part of
a group that functions like this

Start by being a person who functions like this







Group Summary

Before the trip

Clearly communicate

- Goals
- Expectations
- Style

During the trip

- Be of service
- Lead by example
- Appreciate your group

Final Thoughts

- Paddle together so you can help each other
- Encourage the slower people
- Enjoy the trip you are on