



THE MOUNTAINEERS

Outdoor Leadership

Leading & Teaching
with
The Mountaineers



Welcome and Acknowledgement

- Kitsap Branch/Kitsap County WA
 - Historic Suquamish Lands
 - Named for Chief Kitsap (Ktsap)
 - Said to be the most powerful Chief in Puget Sound region from 1790 to 1845
 - May have gone aboard HMS Discovery (Vancouver)
 - Formed and led a confederation of Bands against the Cowichans (expedition was defeated)
 - Believed to be an Uncle of Chief Seattle



Responsibility

- Is what this course is about
- Is what you take on when you assume a leadership role
- Tasks you to be accountable not just for your behavior but for your thoughts and feelings as well
- Means that you have a higher standard of care than a regular member



SWBAT

- Students will be able to:
 - Understand characteristics of leaders and that leadership can be learned
 - Practice same
 - Understand and model Mountaineers' policies for equitable treatment of all members
 - Plan and execute a successful trip of their activity



Agenda

- Thursday, April 17
 - 7PM: Intro & Overview
 - 7:15-8:00 Leadership Principles, Core Values, Policies
 - 8:00-8:15 Break
 - 8:15-8:45 Mountaineers' Policies
 - 8:45-9:30 Case Studies



Topics

- Leadership Principles
 - Some Leadership perspectives –
 - Courage
 - M Core Values
- Mountaineers' Policies
 - Member Privacy
 - Member Ethics
 - Legal
- NOLS Leadership Model
- Difficult Conversations
- Plan for Next Week



Leadership

- General John Shalikashvili: “Great leaders have three basic attributes: competence, care and character
- Admiral Hyman Rickover’s 5 Pillars: Integrity, Level of Knowledge, Questioning Attitude, Formality, Forceful Watchteam Backup
- Aristotle: “Leadership, among other things...is about dealing with fellow-citizens where each looks the other in the eye and says, you are part of my future, no matter how this turns out.”
- Rear Admiral Paul Sullivan: “The basic requirements of leadership are: Trust your people to do their jobs. Treat people with respect and dignity.”



Leadership

- Maintaining the safety and well-being of your group
- Helping your group achieve its goal
- Helping to create a quality experience for the people on the trip
- Meeting the legal requirements of leadership
 - For The Mountaineers, this means leading within your scope of practice (the things you are qualified to lead)



Courage

- Graham: “The confidence that helps you dig for inner calm, then...act.”
- Rickover: “To pursue your goals, or to satisfy your responsibilities, even though others stand in the way...”
- You: ?



The Mountaineers' Core Values

MISSION:

The Mountaineers enriches lives and communities by helping people explore, conserve, learn about, and enjoy the lands and waters of the Pacific Northwest and beyond.

CORE VALUES:

ADVENTURE
We are bold explorers—driven by imagination, outdoor challenge, and the spirit of discovery.

EDUCATION
We share knowledge—empowering others to safely and responsibly pursue outdoor activities.

VOLUNTEERISM
We foster connections—developing leaders who continue our legacy of outdoor education, integrity, and action.

ADVOCACY
We protect the outdoor experience—wild places depend on our powerful voice for conservation and responsible access.

COMMUNITY
We provide opportunities for all— a diverse and inclusive outdoors inspires unity, respect, and passion for the places we love.



Mountaineers' Policies

- Tom Vogl:
 - One of our [Core Values](#) is Community. We provide **opportunities for all** because we believe a diverse and inclusive outdoors inspires unity, respect, and passion for the places we love. To be true to this value, our commitment to treating one another respectfully must be iron-clad. When we do this consistently, day in and day out, we build the kind of culture where all people feel safe and can enjoy outdoor experiences to their fullest.



Member Code of Ethics

- ...consistent with our mission and core values
 - Integrity
 - Alignment with mission and core values
 - Expectations
 - Learning Organization
 - Inclusiveness and Diversity
- [Member Code of Ethics](#)



Member Privacy Policy

- Email and personal information use:
 - 1 week after your successful Mount Ellinor winter scramble you receive an email from a person on that trip. All trip members are in the To: line.
 - Case A: Email is invitation for a trip to Mount Anderson in 2 weeks, a date that is open for you.
 - Case B: Email is offer to sell a backpack the person has decided is too large for them.
 - Case C: Email is request for contributions to their campaign for county commissioner.
 - Case D: Two people on the trip have “personal” profile. Does this matter?



Member Privacy Policy

- The member controls their own information
 - Public profile means the member shares contact information; Private profile = they do not
 - See Policy Document: [Member-Privacy](#)
 - Members shall not share...
 -



Prohibited Behavior Policy

- Problem behavior is any action that impacts another individual's safety or enjoyment of any Mountaineers activity...
 - Specifically prohibited are:
 - Discrimination
 - Sexual harassment
 - Other harassment
 - Retaliation against reporting members
 - Use of personal information limited here as well



Legal Protection for Leaders

- If you are following Mountaineers' policies and leading within your level of skill and training, you are generally safe from any legal liability. (That is, Mountaineers' insurance will cover you in the event of a mishap.)
- Badge System – defines your skill level in The Mountaineers



NOLS Leadership Model

- 4 Roles
- 7 Leadership Skills
- 1 Signature Leadership Style



NOLS Leadership Model

- 4 Roles

On every successful expedition/trip/event, each member of the team fills a variety of leadership roles to achieve their ultimate goals. 4 types; All equally important.

- Designated Leadership

- Prepare and organize
- Set expectations
- Take stands on issues clearly and directly
- Help others when they need it and ask for help when you need it.
- Do what you say and say what you are doing

- Peer Leadership – see what needs to be done and do it

- Do more than your fair share of chores
- If others are not pitching in, talk about it



NOLS Leadership Model

- 4 Roles (continued)
 - Active Followership – follow the leadership of others
 - Take initiative to support the team's plan
 - Complement, rather than duplicate, efforts of others
 - Self-Leadership
 - Take responsibility for yourself
 - Risk saying what you think
 - If it needs to be done, do it!
 - If you don't understand, ask.
 - Maintain a sense of humor
 - Be kind
 - Push yourself
 - Admit mistakes



NOLS Leadership Model

- 7 Leadership Skills
 - Expedition Behavior
 - Competence
 - Communication
 - Judgment & Decision Making
 - Tolerance for Adversity and Uncertainty
 - Self-Awareness
 - Vision & Action



NOLS Leadership Model

- 1 Signature Leadership Style
 - The leadership style that works for YOU
- Excellent Leaders:
 - Help a group set and achieve technical goals
 - Support and help create strong leaders in a group
 - Empower each member with *responsibility*
 - Engender trust by role modeling good character
 - Foster effective communication



Difficult Conversations

- Let's work thru some on the Conversations in the handout provided in email earlier in the week.



Assignment for Next Week

- Create a trip using the website
 - Climbing trip since that is the permission you have for the course
 - Require leader permission; capacity 2 (Gretchen/me/Ed/Bill)
 - You choose the location from Routes/Places
 - State in the summary: “FOR TRAINING ONLY – NOT AN ACTUAL TRIP”
 - Once we have signed up for the trip, review the Roster information and DOWNLOAD ALL information
- Write your pre-trip email to set expectations for the trip
- Send it to me, Ed, Mel when you are ready
- We will review next week



Every day, at the end of the day you are a better person, or you are worse. And it's all up to you. – the late James R. Hogg, Admiral, U. S. Navy

