

Outdoor Leadership

Leading with
The Mountaineers



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



Topics

- **Leadership Principles**
 - Some Leadership perspectives
 - Courage
 - NOLS 4-7-1 Model
- **Mountaineers' Policies**
 - Member Privacy
 - Member Ethics
 - Legal
- **Climb Posting Review**
 - Set expectations
 - Communication
 - Working the website
- **Case Studies**
- **Feedback**
 - DLP (Describe/Label/Praise)
 - Constructive vs Critical
- **Resources**



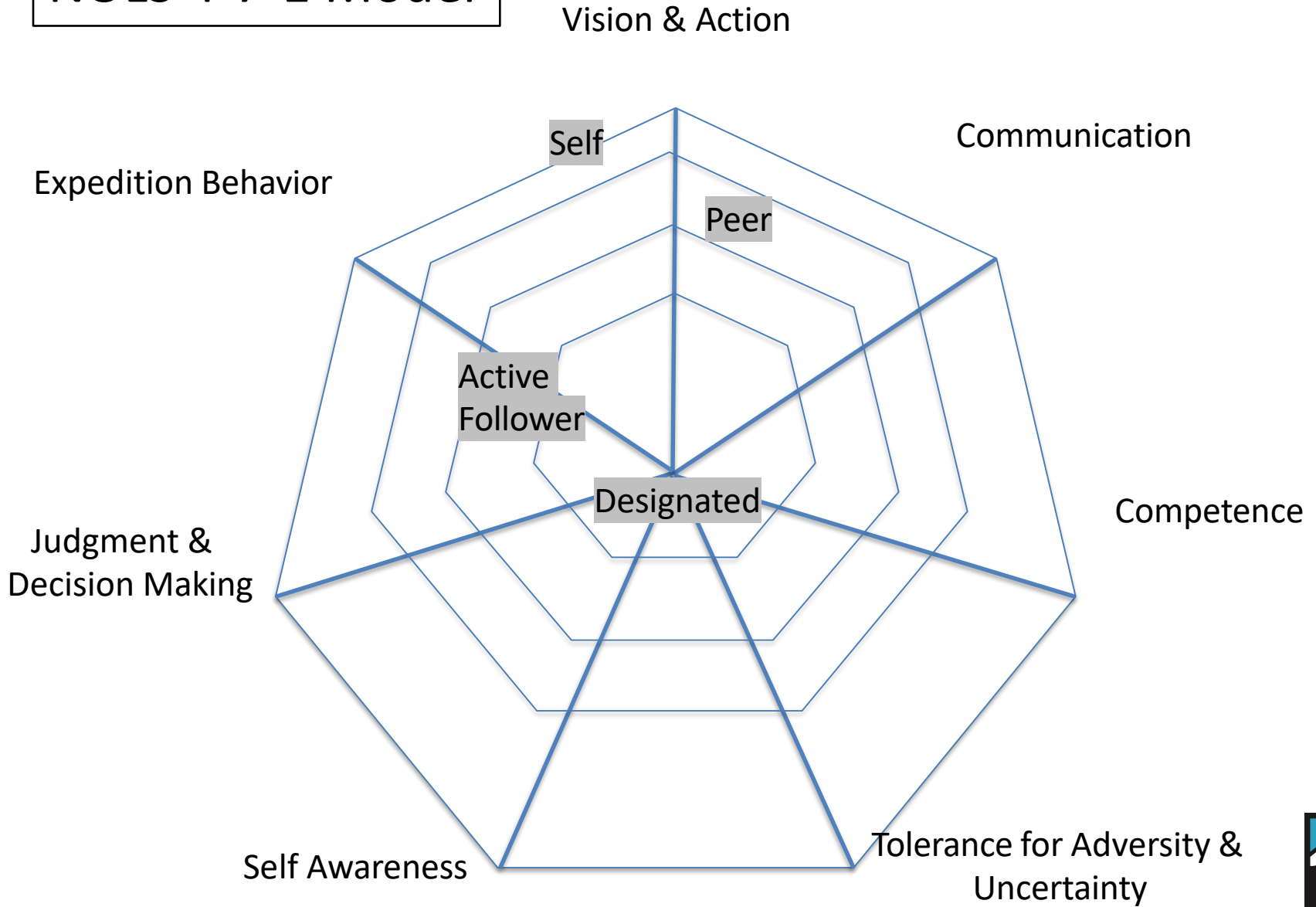
Agenda

- Thursday, January 25

- 7:00-7:20 Intro & Week 1 Review
- 7:20-8:00 Difficult Conversations (Ed & Team)
- 8:00-8:10 Break
- 8:10-9:00 Case Studies (about 10 minutes each)
- 9:05 Resources for further learning
- 9:10 Farewells



NOLS 4-7-1 Model



Difficult Conversations

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



Case Studies

- Three Groups – 2 here / 1 Zoom
- Review the case /formulate your response / choose your presenter / present to the group
- Other groups add or contrast different opinions
- Rotate thru the groups per case study



Canyoning - Case Study 1

Gretchen

- What stood out in this case?
- Does the sex of the protagonist affect how you think about this case?



Speed Hike - Case Study 2

Lonny

- What stood out in this case?
- Expedition Behavior?
- Is there fault?



Bailing Off The Chief – Case Study 3

Lonny

- What stood out about interacting with people on your activity?



Making Good Decisions

- **Graham Strategy:**
 - Start by stopping – take a breath/center;
 - Make a preliminary scan of options;
 - Look for unconventional options; develop 360-degree vision;
 - Get the best information about each option;
 - Use it to define risks and benefits of each;
 - Assign a relative weight to each risk and benefit and compare them;
 - Pick the option whose benefits most outweigh the risks;
 - Implement the decision;
 - Adjust your decision to reflect new information.



Splitting Your Party – Case Study 4

- When is it appropriate to split your party up?



Tunnel Creek

Bill

- Let's talk group decision making



Aconcagua

Bill

- When is a team a team?



Pre-Trip Planning/ Comms – Case Study 5 - *Jerry*

- What are your partners telling you?



Go/No-Go Matrix Example

Go/No Go Weather Matrix

Points	1	2	3-4
Wind	Low (<15 mph) +1	Moderate (15-25 mph) +2	High (>25 mph) +3
Precip	None +1	Light +2	Present +4
Visibility	Clear (unlimited) +1	Overcast or Scattered Clouds +2	Restricted +4
Summit Air Temp	Warmer (>30°F) +1	Moderate (20°-30°F) +2	Cold (<20°F) +3

Wind, Precip and Visibility all as 3 or greater indicates that a climber should not attempt to climb



Source: Mount Rainier National Park – Kautz Glacier Routebrief



Feedback

- Describe
- Label
- Praise

- Constructive vs Critical



Resources

- Mountaineers Incident Reports
- Accidents in North American Climbing (AAC)
- Sharp End Podcast (AAC)
- American Alpine Journal (AAC)
- Mountaineers' Leaderlines
- Mountaineers' Leadership/Risk Management Series



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

