

JOHN ABEL, THE NATIONAL OUTDOOR LEADERSHIP SCHOOL

- NOLS' definition of leadership.
- Review NOLS' 4-7-1 leadership model.
- Select a leadership challenge that happens on Mountaineers' trips.
- Study this challenge through the 4-7-1 lens.

Ideal Outcome: Each person gets intrigued by at least one idea in this presentation, and seeks to develop it somewhere in their own lives.

Leadership is...

Timely, appropriate actions
that help groups set and attain
realistic goals.

actions.

work.

The NOLS 4-7-1 Model

- 4 Roles
- 7 Skills
- 1 Signature Style



The Four Roles

- Designated Leadership
- Peer Leadership
- Active Followership (Membership)
- Self-Leadership



7 Leadership Skills

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



Vision and Action

- Inspire: create an environment that fosters achievement of goals.
- Clarify group goals, roles and values, then use them to guide your actions.
- Stay flexible and open to change.



Expedition Behavior

- Serve the mission and goals of the group.
- Be inclusive, welcome and value diversity in your group.
- If it seems like you're working for the group all the time, you're probably doing about your share.



Communication

- Keep people informed as the situation changes.
- Listen actively: paraphrase and ask questions to clarify.
- Differentiate between facts and opinions.



Competence

Work to improve your knowledge, organization, facilitation, technical skills, and physical abilities.



Judgment and Decision-Making

- Use decision-making styles appropriate to each situation. Remember that group input increases group buy-in. Be clear about limits and boundaries when letting people make choices.
- Continue to work on your judgment. Study incidents and near-misses to see how you might improve.

Tolerance for Adversity and Uncertainty

- Seek out things you find difficult, and strive to become comfortable with them.
- Work with different types of people.



Self-Awareness

- Understand your own strengths and areas for improvement. Work on them.
- Be clear about your values and goals. Pay attention to instances in which you don't act in accordance with them, and try to understand why.
- Practice observing your thoughts and feelings from a neutral position.



One Signature Style



CHOOSING A LEADERSHIP CHALLENGE

Must be:

- Relatively common.
- Common to most types of trips—mountaineering, sea-kayaking, sailing etc.

Examples (that we actually could use):

- A trip leader has difficulty relating to a student group that is substantially younger.
- A trip leader has difficulty telling an assistant that he/she is not yet ready to be a trip leader on their own.



THE 4-7-1 MODEL

4 Roles

Designated Leader

Peer Leader

Active Follower

Self Leader

7 Skills

Vision and Action

Expedition Behavior

Communication

Competence

Judgment and Decision-Making

Tolerance for Adversity

Self-Awareness

One Signature Style

THANK YOU