

Practical Risk Management

The Joys of Running With Scissors

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2018 Mountaineers Leadership Conference

Practical Risk Management

- Identify Risk
- Manage Risk







PERFORMANCE
CHELSEA

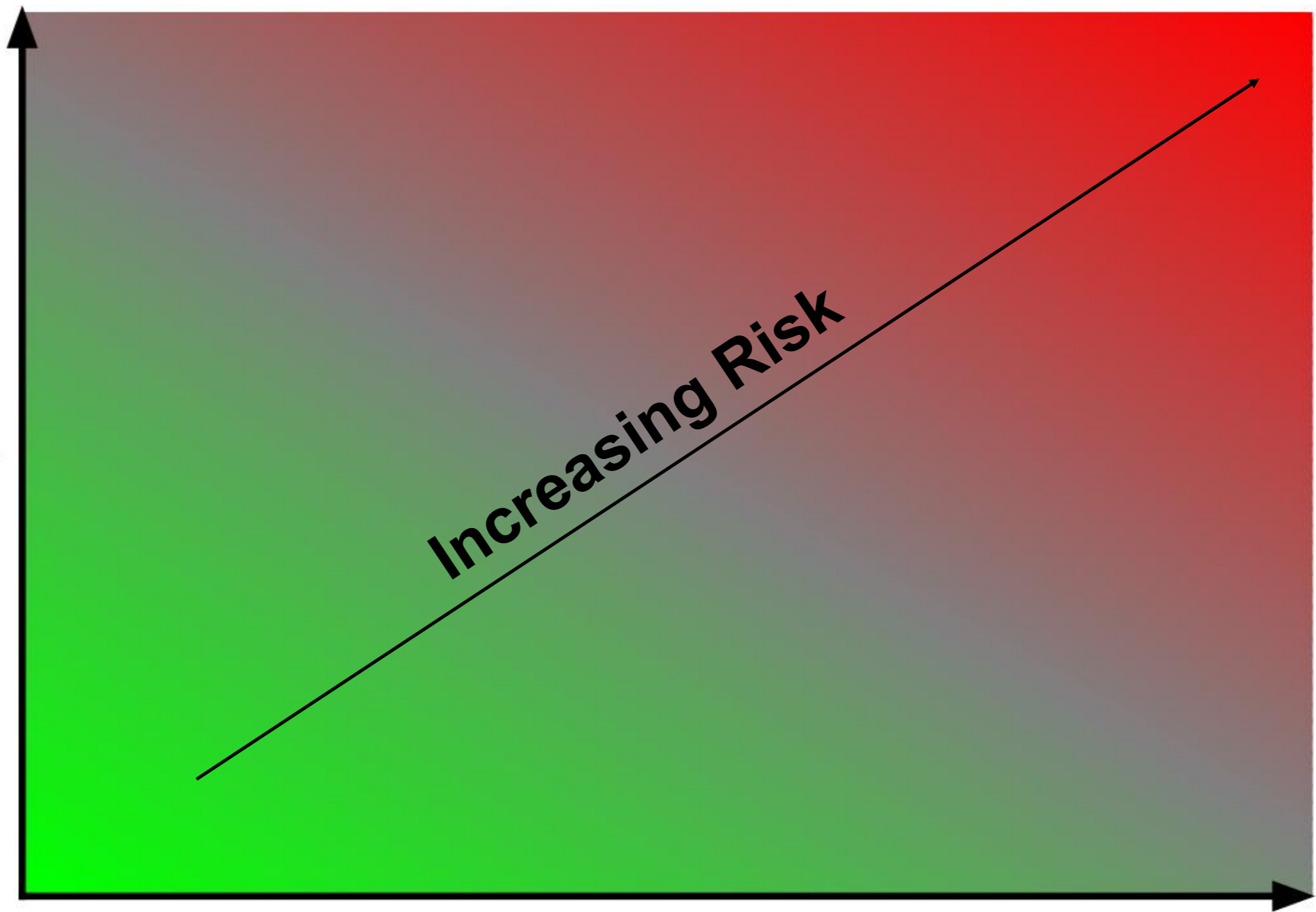
WARNING: 

SEE YOUR LOCAL
REPAIR SHOP FOR
TIRE SERVICE
FROM 8 AM TO 6 PM
TIRE SERVICE
DUE TO LIMITED
SPACE

Identify Risk

- Education
- Experience
- Ability to project into the future

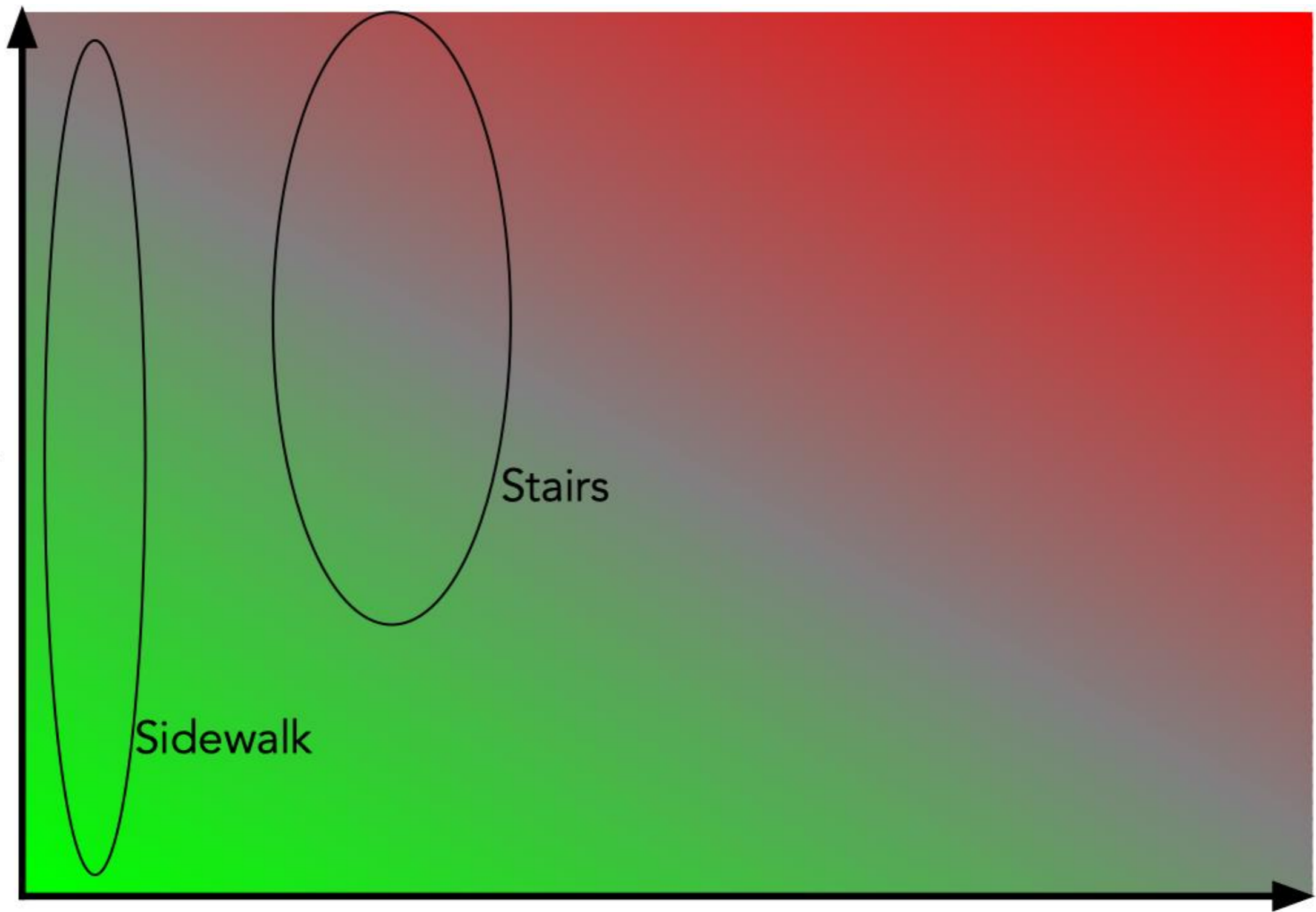
Severity



Probability



Severity

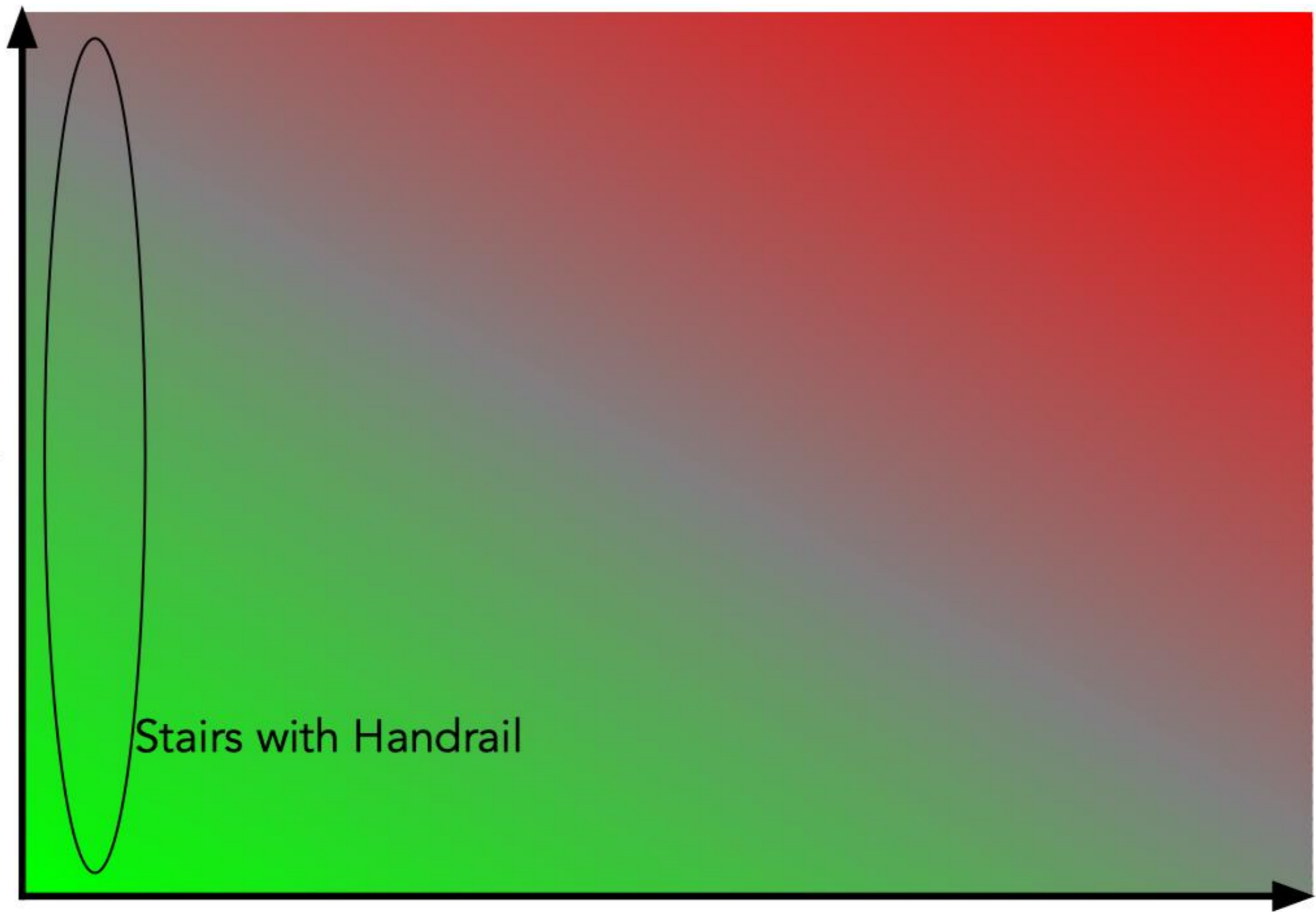


Sidewalk

Stairs

Probability

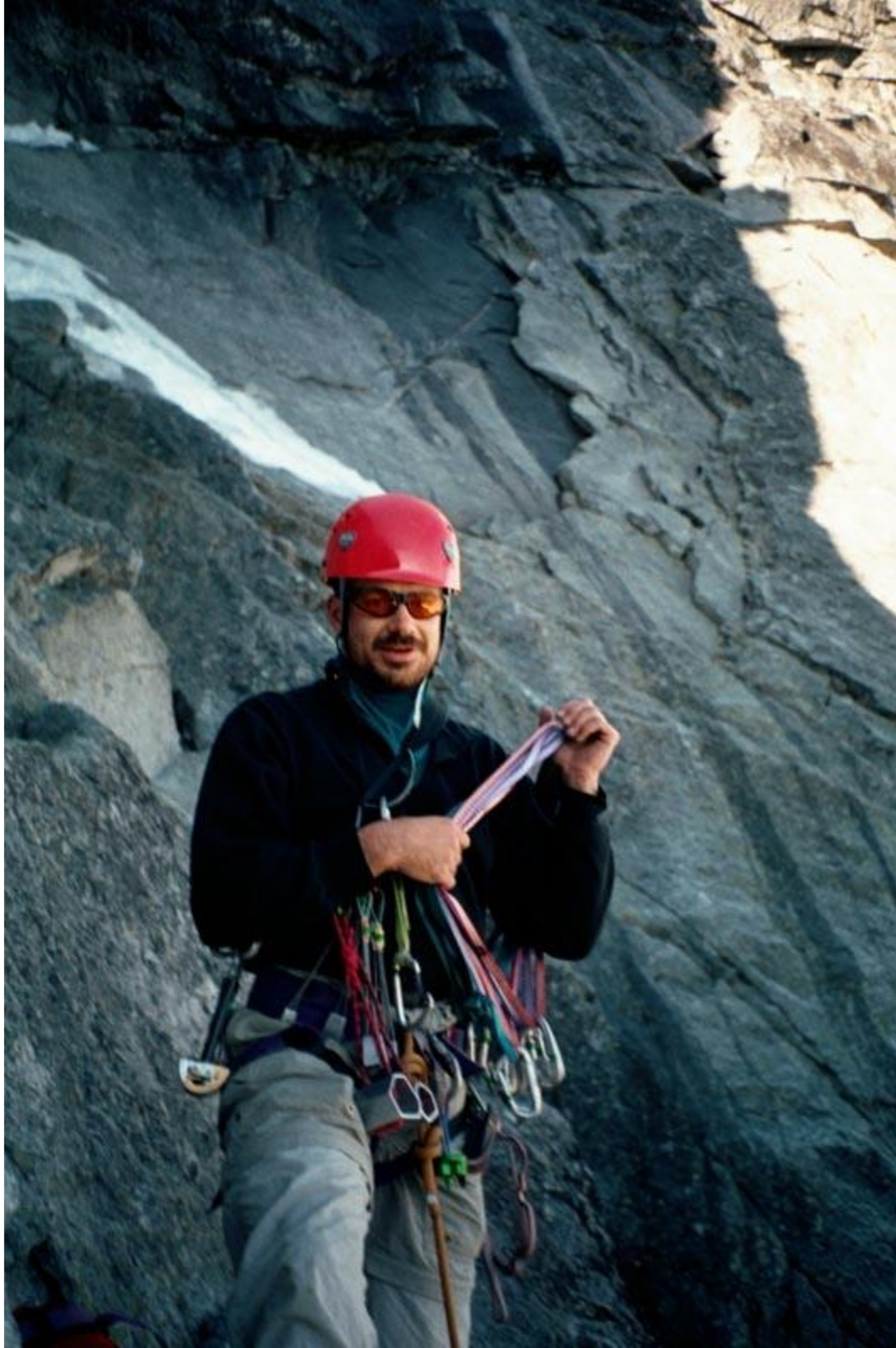
Severity



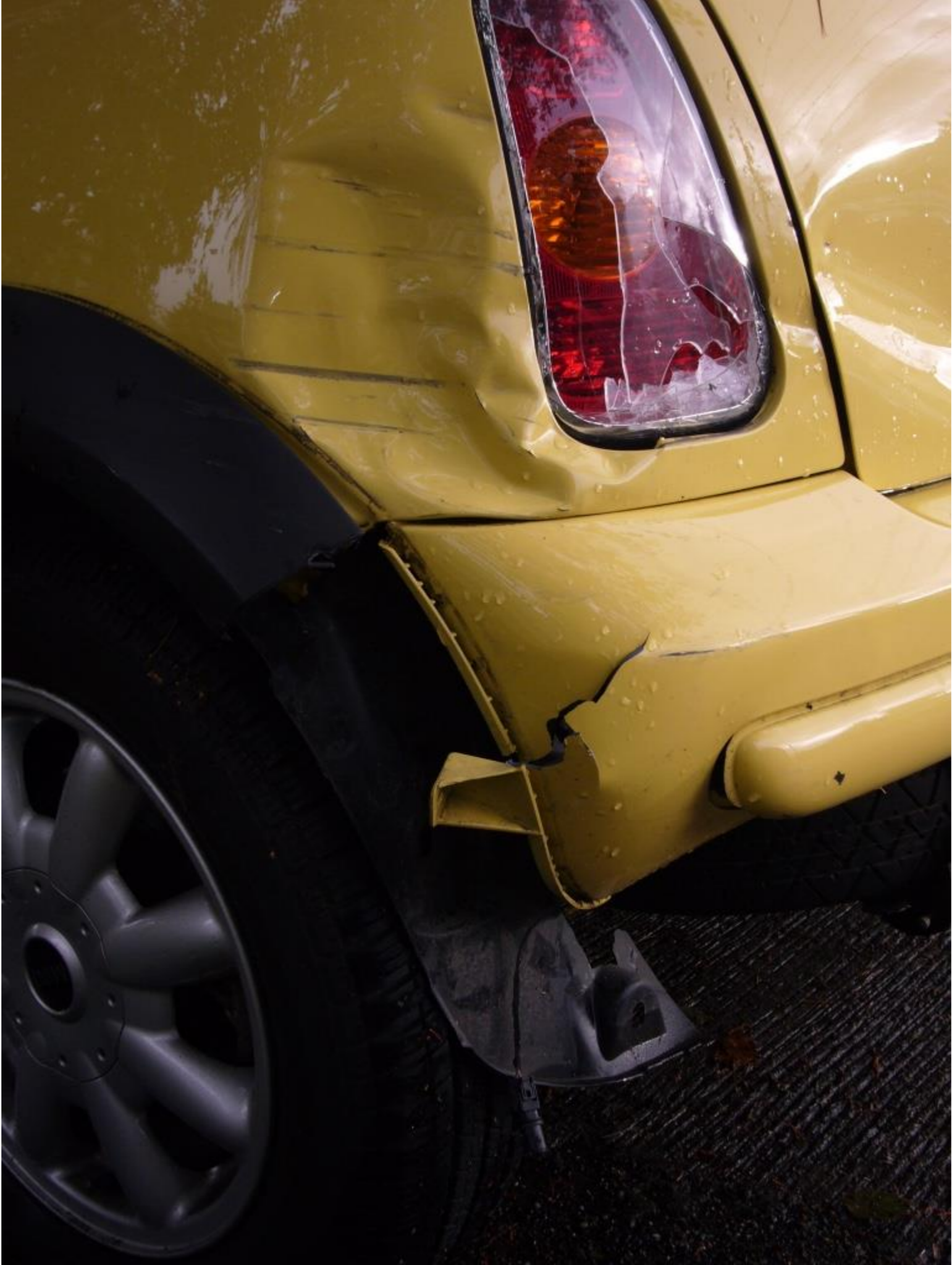
Stairs with Handrail

Probability

Education



Experience







Experience → Judgement

Judgement to

- Identify risk
- Identify when conditions are developing
- Identify how to avert problems

Experience

Judgement Gained

Passively following



Following

Student



Learning from other's
judgement

Actively following



Learning from other's
judgement

Passively leading



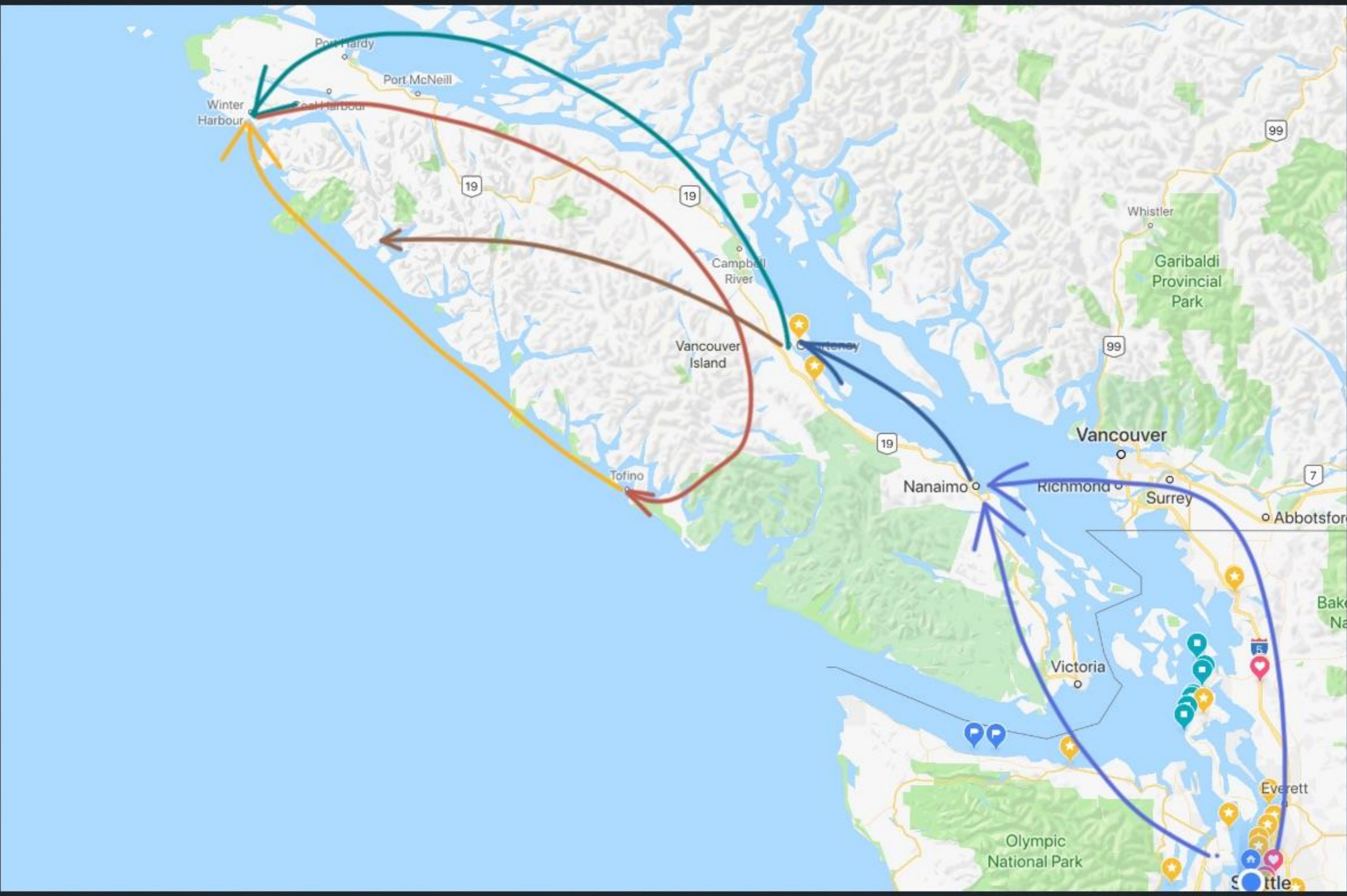
Learning from
"incidents"

Actively leading



Refining your own
judgement

Ability to project into the
future



What could go wrong with that?

Problem	Manage
No passport	Double check passports
Ferry full	Ferry reservations
Hotels full	Hotel reservation
Did not receive package of food	Talked to Postmaster in Kuyuquot
Lost on way to Winger Harbor	Road map to Winter Harbor
Flight reservation lost	Confirmed float plane flight
Plane can't fly	Bring overnight gear to Tofino
Something Else	Canadian cell phone coverage

WAKE - LAUNCH	2	4:00	6:30
CAMP - TOFIND	3	6:00	8:30
LOAD	2	9:00	11:30
TOFIND DUKE	3.5	11:00	1:30
BUFFER	6.75	2:30	5:00
CROSSING	2	3:15	5:45
P&R	2.5	5:15	7:45
		7:45	10:15

Always thinking:

**“What could go
wrong?”**

Management

- Buffer
- Swiss Cheese
- Not writing the Report
- Inserting Options

Buffer

- Time
- Equipment
- Fitness
- Ability
- Procedures

Add in extra:



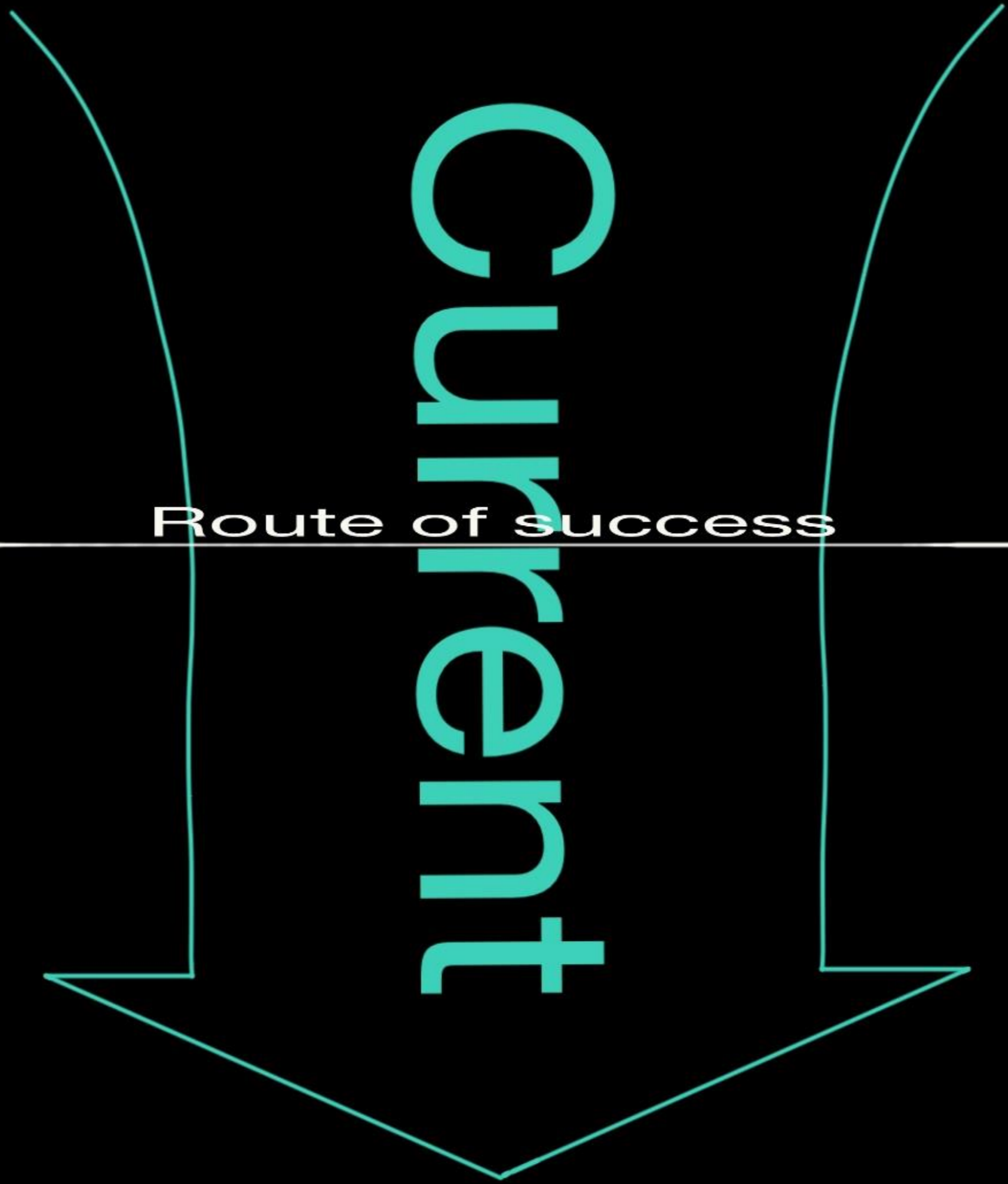
Start



Route of success

Goal

Current



Zone of
Ensured Success



Zone of
Missing Goal



Dinner at 5:15
or 5:30?







Time Buffer

WAKE-LAUNCH	2	4:00	6:30
CAMP-TOFINO	3	6:00	8:30
LOAD	2	9:00	11:30
TOFINO DUKE	3.5	11:00	1:30
BUFFER	6.75	2:30	5:00
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		7:45	10:15

Fitness Buffer

- Endurance to paddle 15nm days in sequence
- Flat water pace of 3.7kt
- Strength to paddle into 15kt wind at 3.0kt

Always thinking:

**“How can I pad this
out?”**

Swiss Cheese

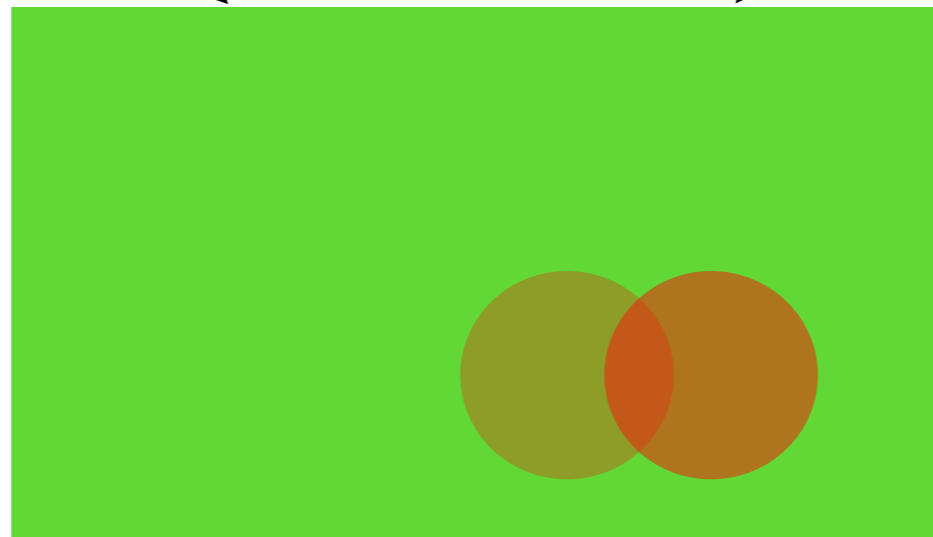
- Layering Protections

Keep Water Out of Dry Suit

Close Zippers

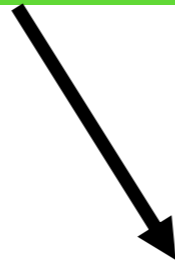


**Don't Swim
(Don't exit boat)**

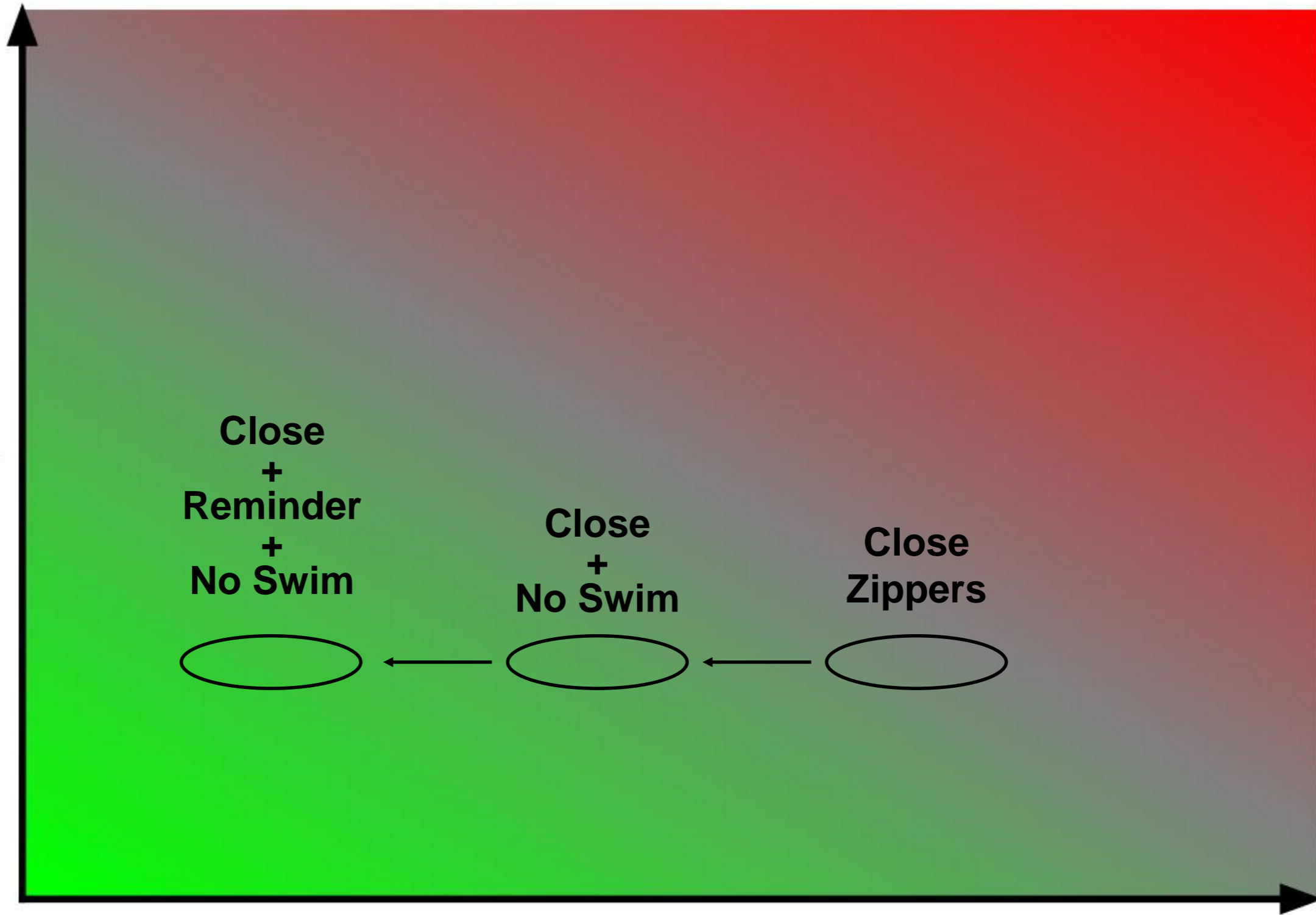


Keep Water Out of Dry Suit

Zipper Reminder



Severity



Close
+
Reminder
+
No Swim

Close
+
No Swim

Close
Zippers

Probability

Rappel Safety

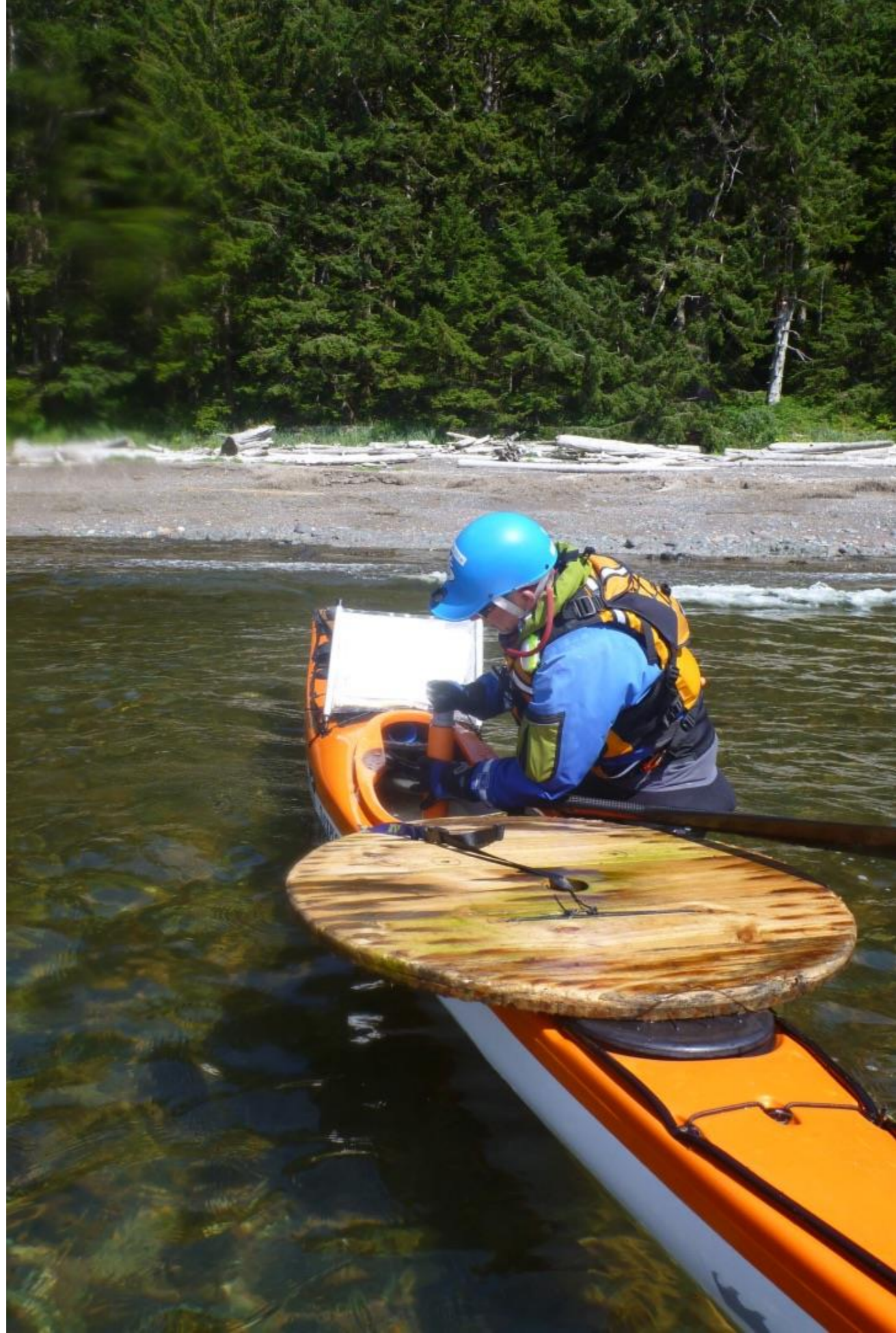
- Develop personal rappel set up procedure
- Double check self
- Partner check
- Backup system

Always thinking:

**“What redundancy can
I layer in here?”**

Not Writing the Report

- Projecting in the to future



Incident Report

A decision was taken to strap a flat board onto the back of the victim's kayak.

~~The victim was then allowed to paddle separate from the group...~~



Incident Report

A decision was taken to have all party members paddle into the current and capsize.

The current was at max flow and strong eddies soon separated the individuals

Leaders failed to recognize that the victim was having difficulty.

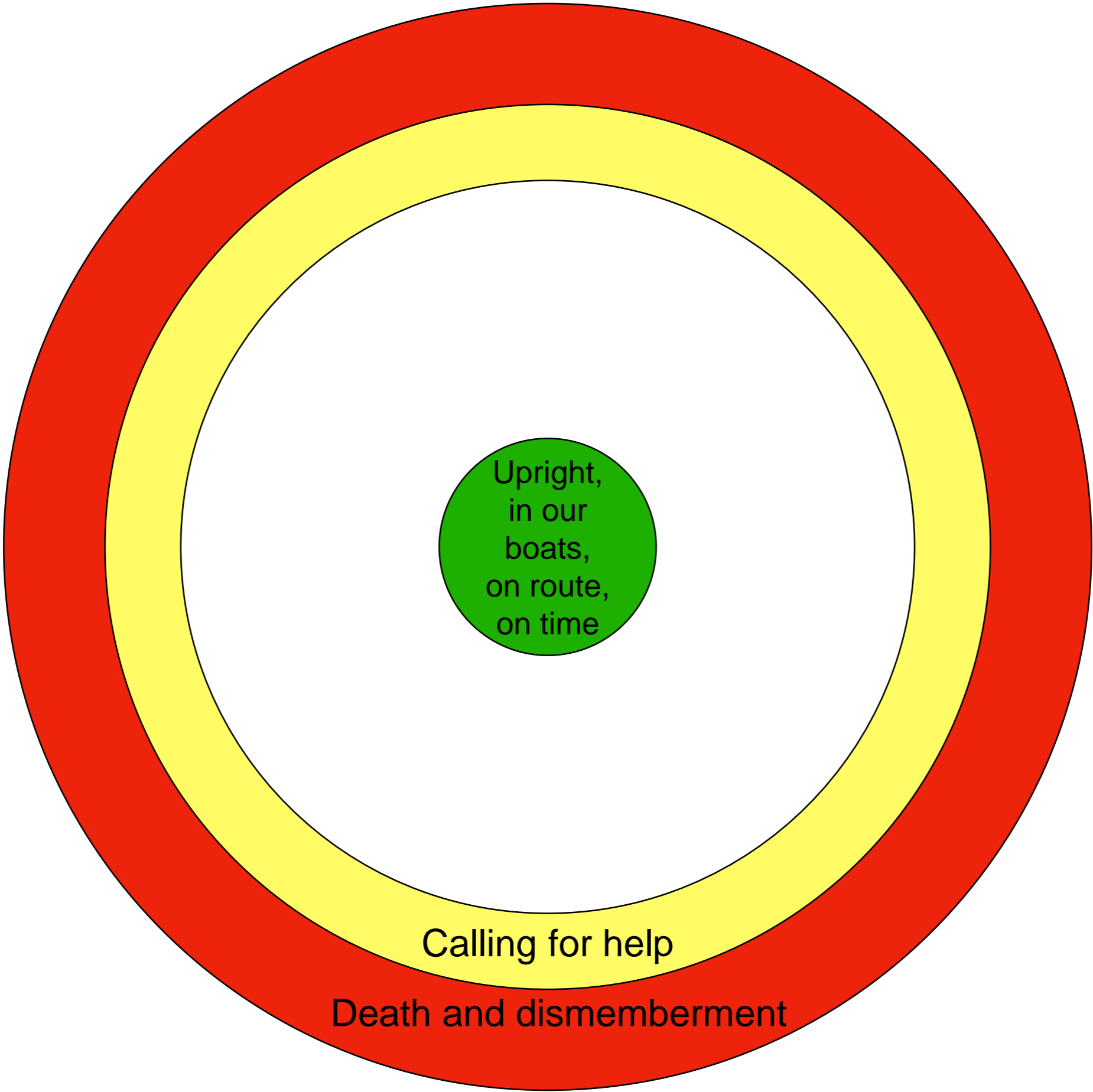
Incident Report

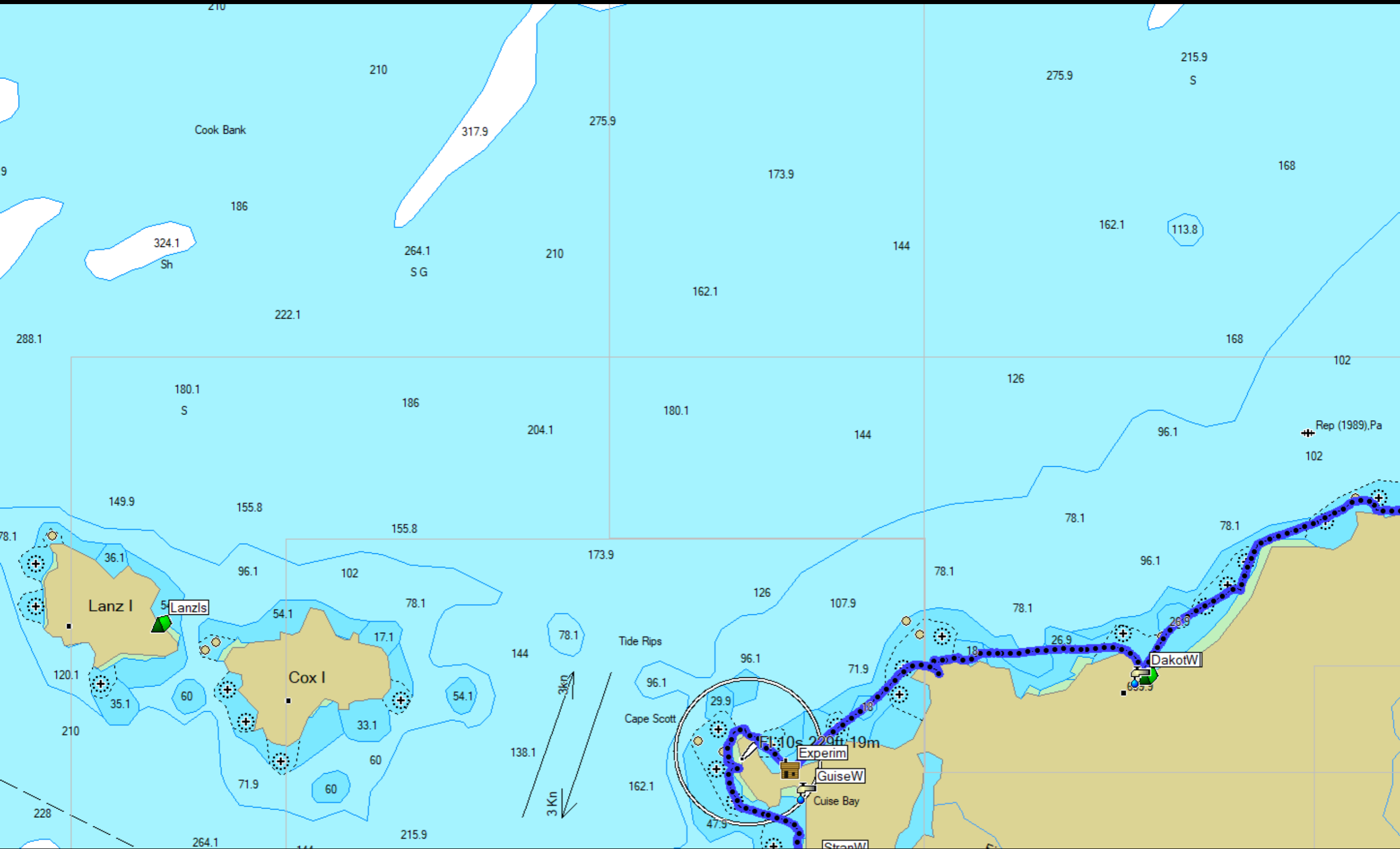
A decision was taken to have ~~all members~~ **the students** paddle into the current and capsize.

Always thinking:

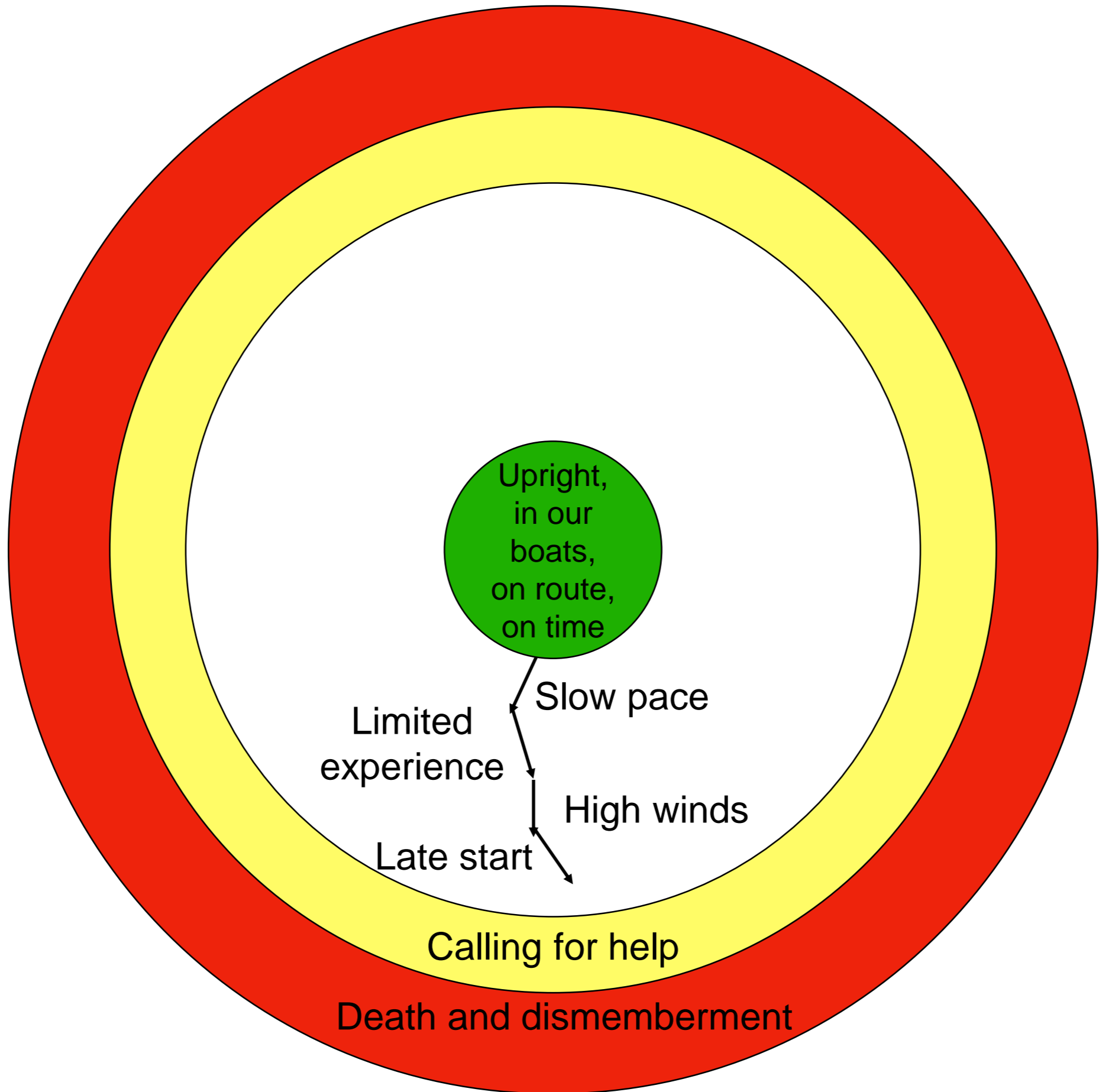
**“What chain of causes
is developing?”**

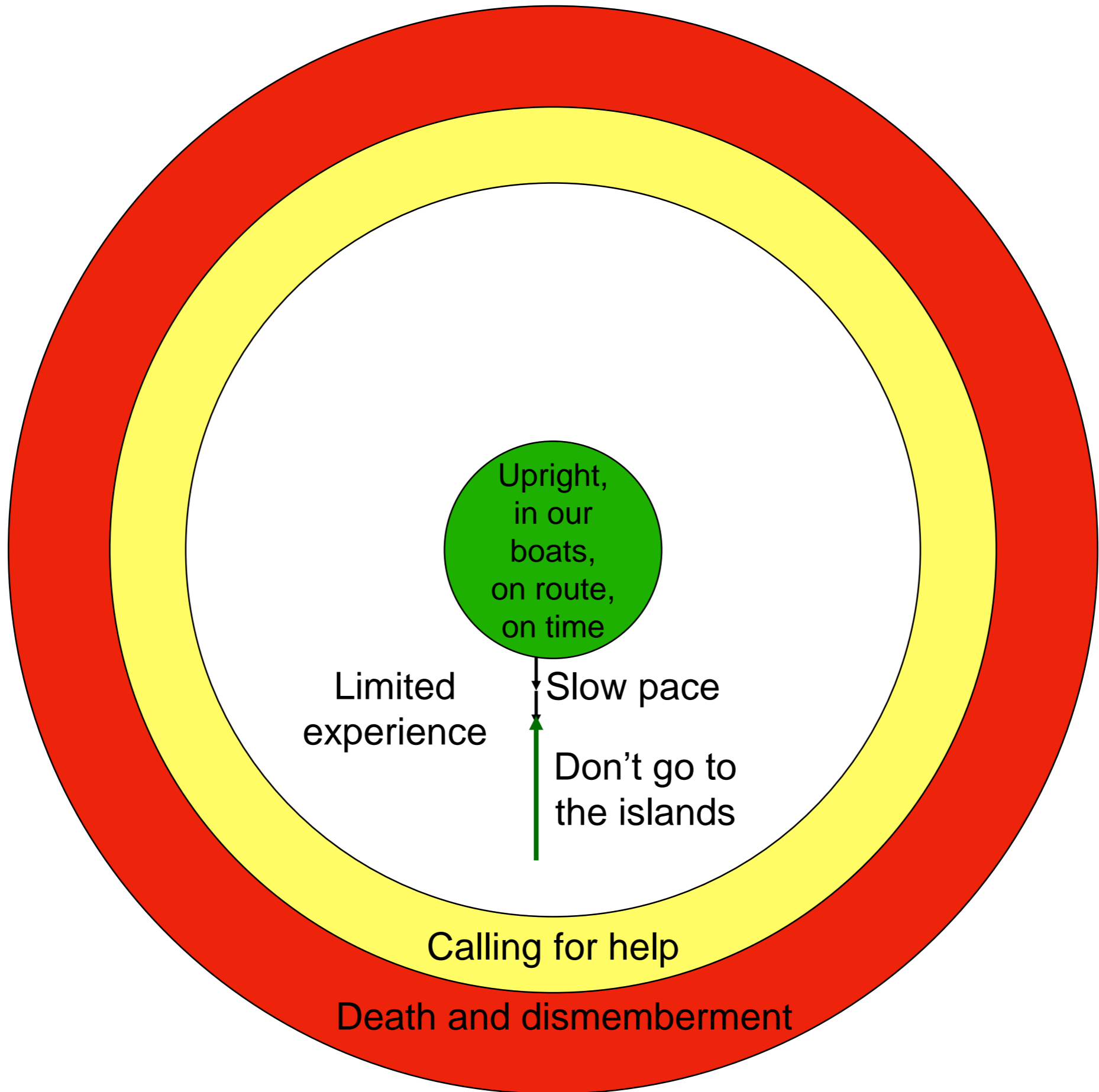
Inserting Options



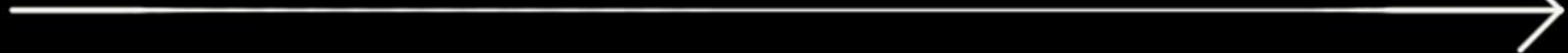






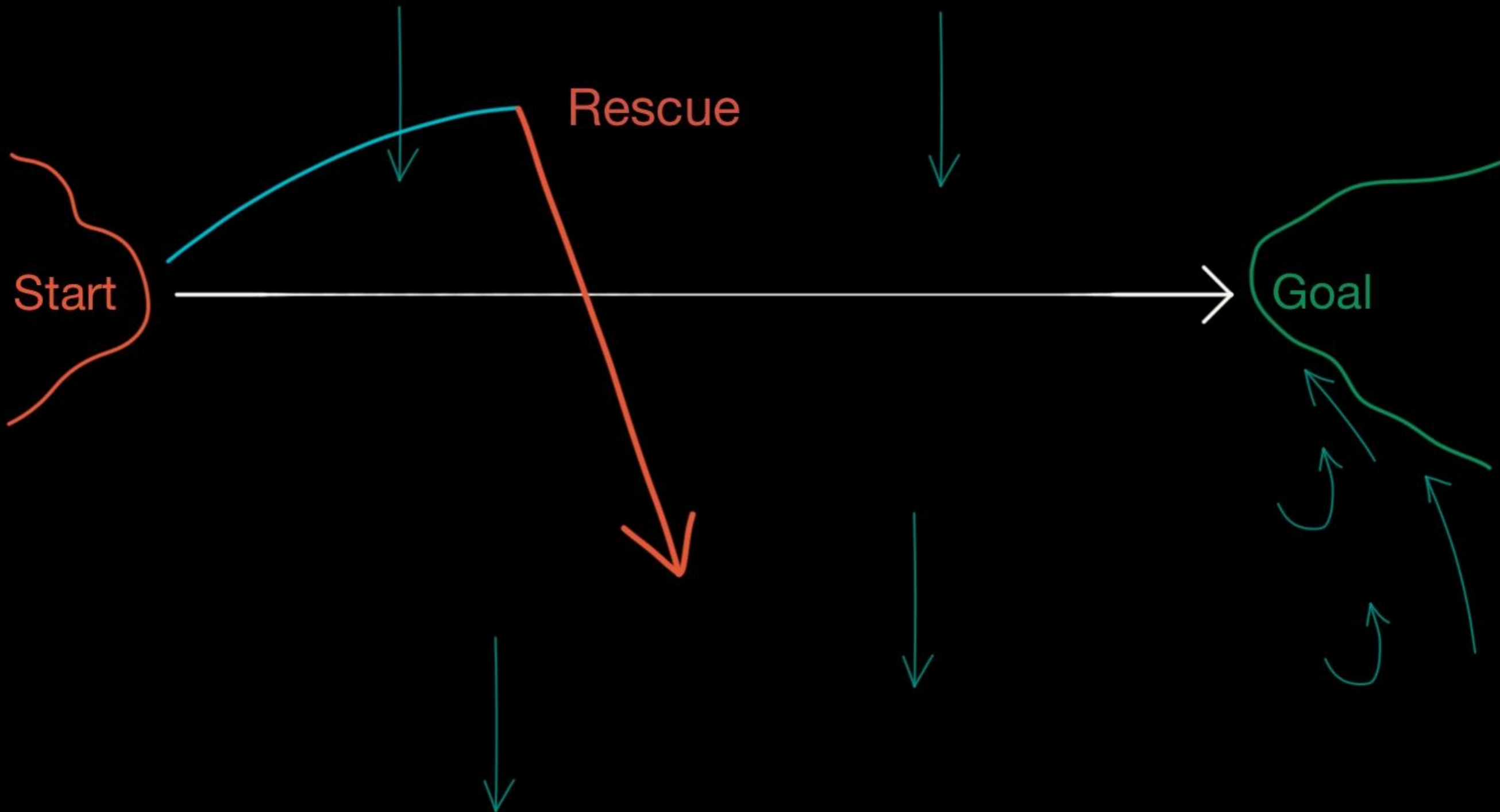


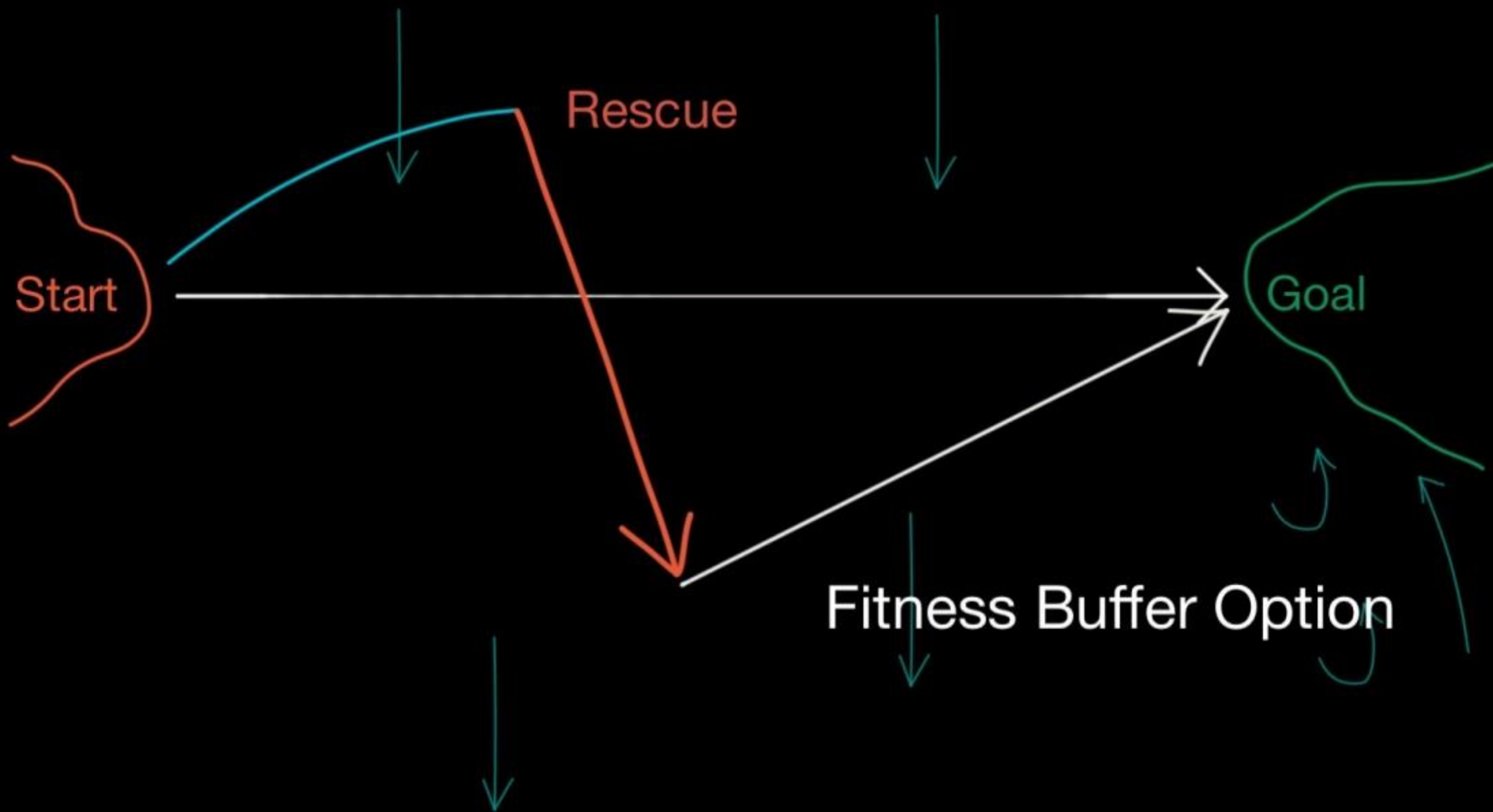
Start

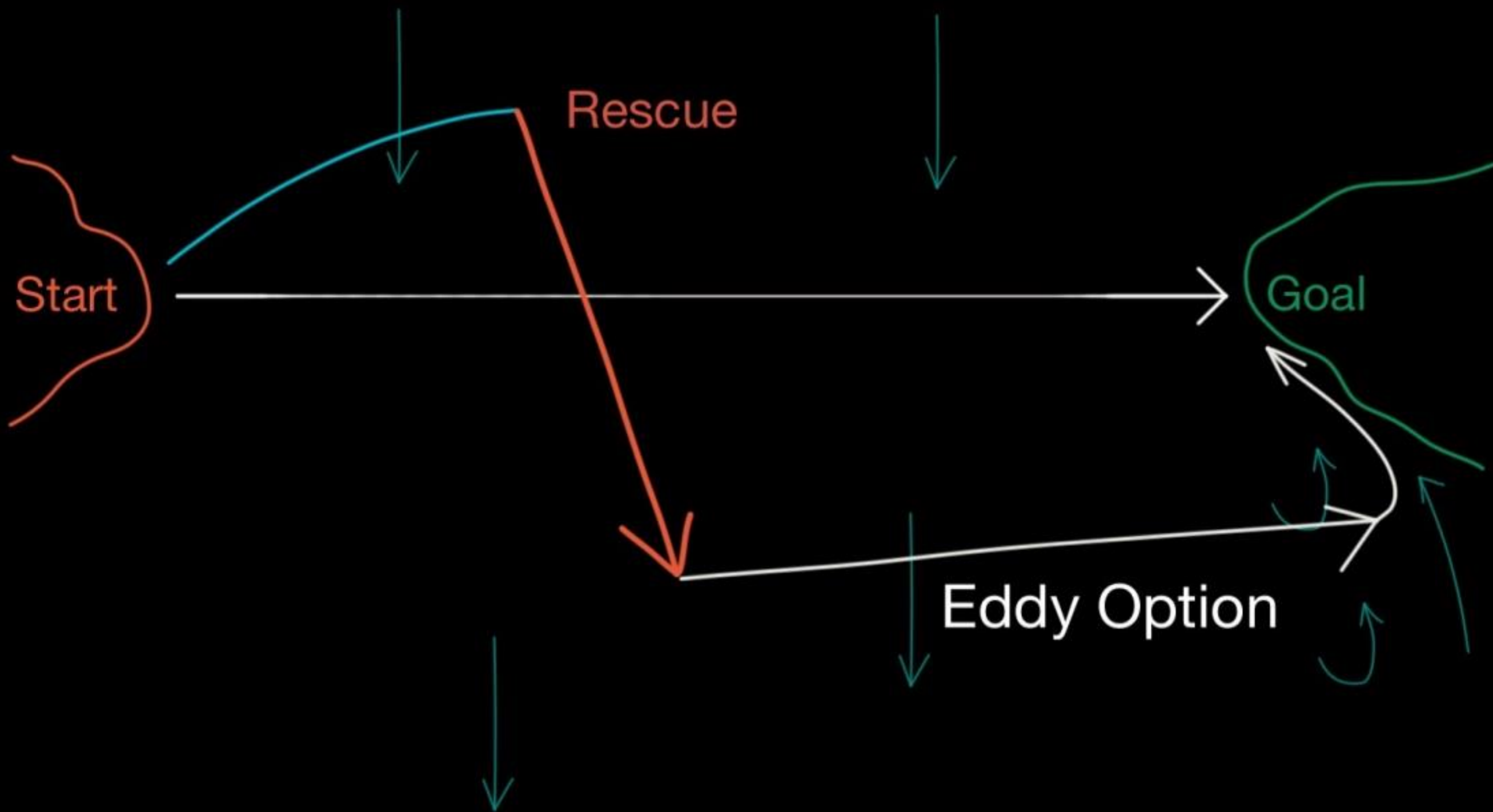


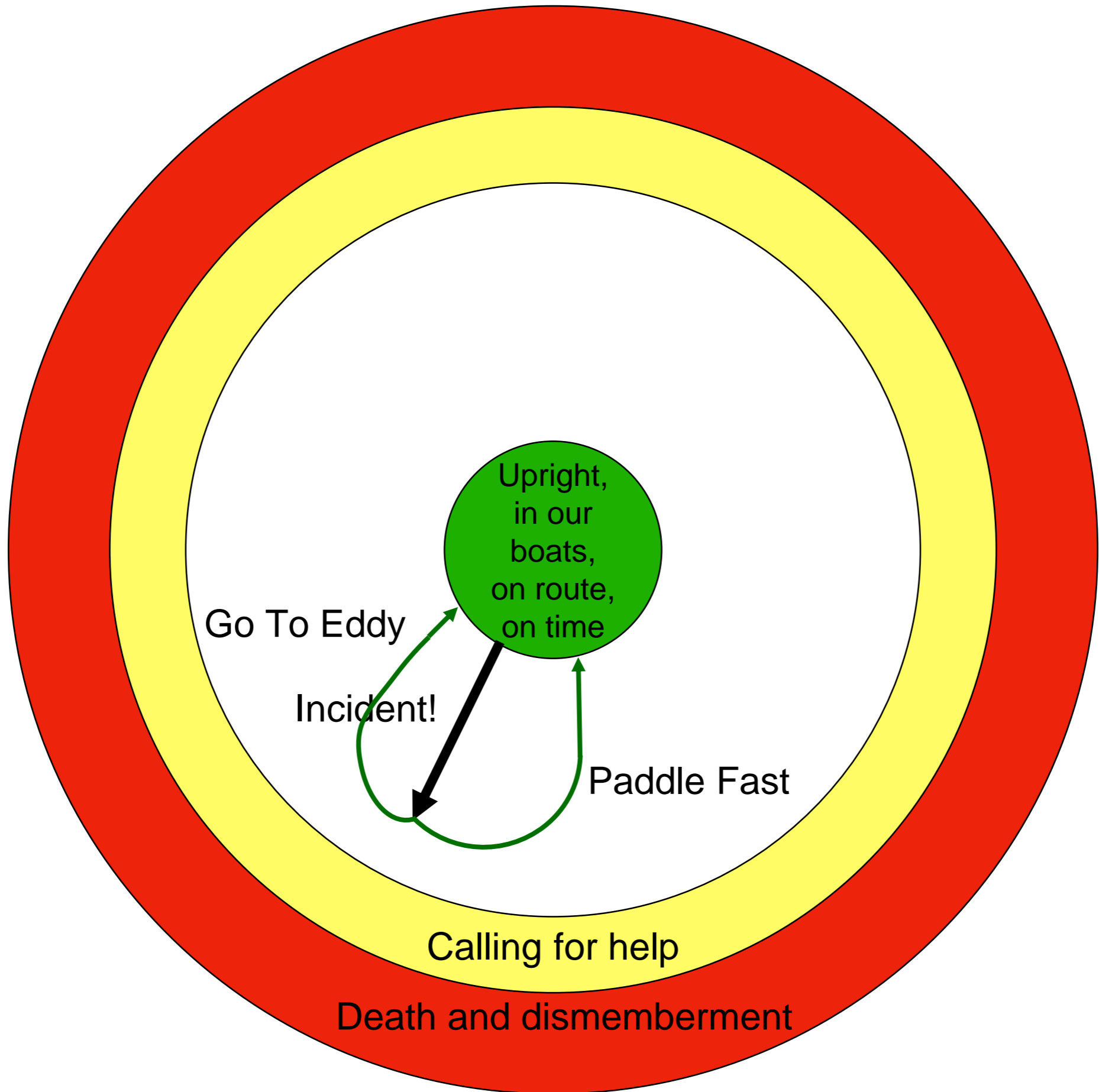
Goal











Train In

- Noticing when we leave green zone
- Identifying options for white zone
 - Prepared options
 - Improvised options

Always thinking:

**“What are my
options?”**

Buffer and Swiss Cheese

Keep us in the green zone

On my
feet
in
balance

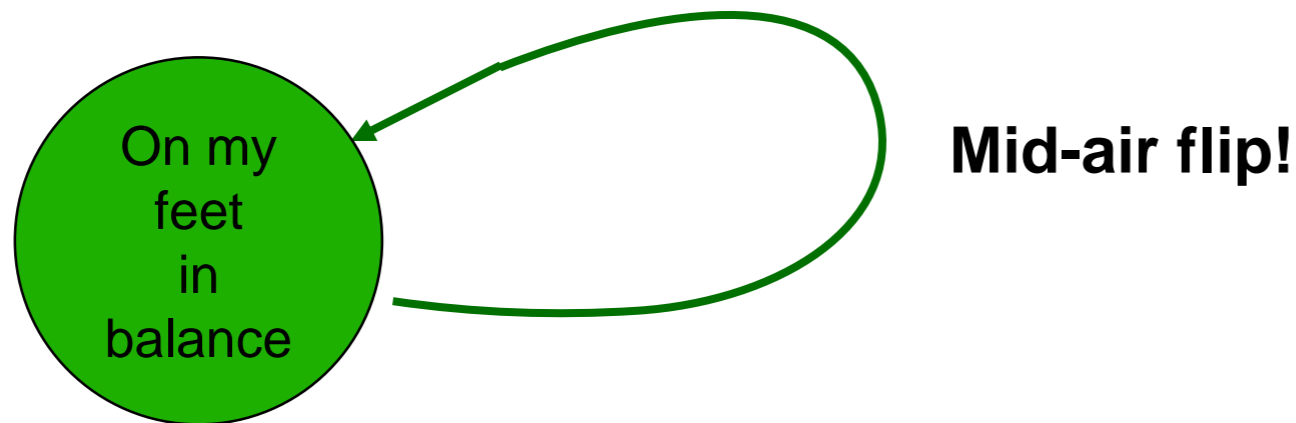


Not Writing the Report

Identifies when we have left green zone

Options

Move us back to green zone



Risk Tolerance



Goal Induced Blindness

**“You can not get a person to understand
that which their plan for happiness
depends on them not understanding”**

Incident Report

The party was tired due to several long days of paddling.

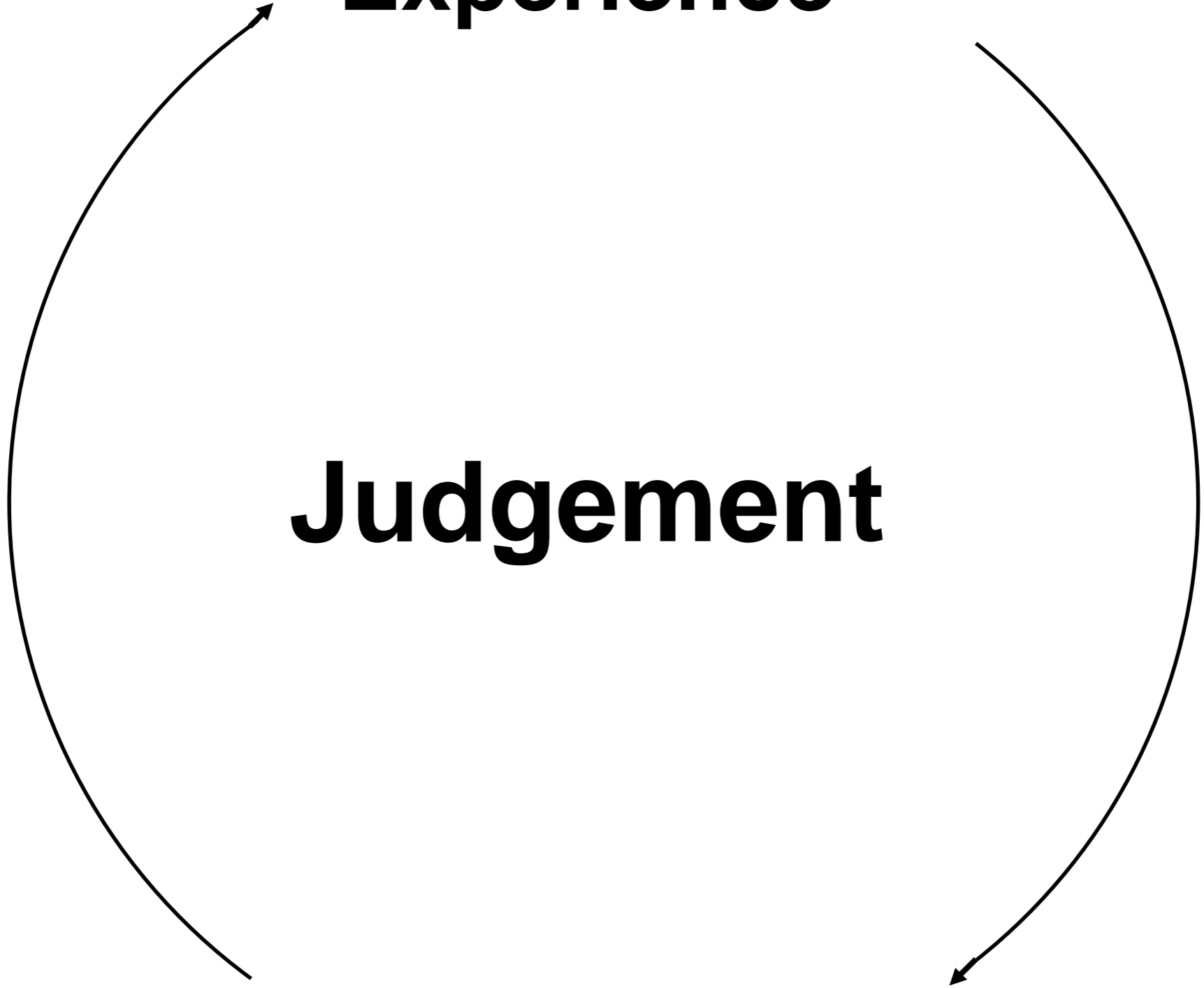
Projected arrival in camp indicated a busy evening completing chores

The the leader decided push on to Experiment Bite to position the group for crossing to Scott Islands...

Experience

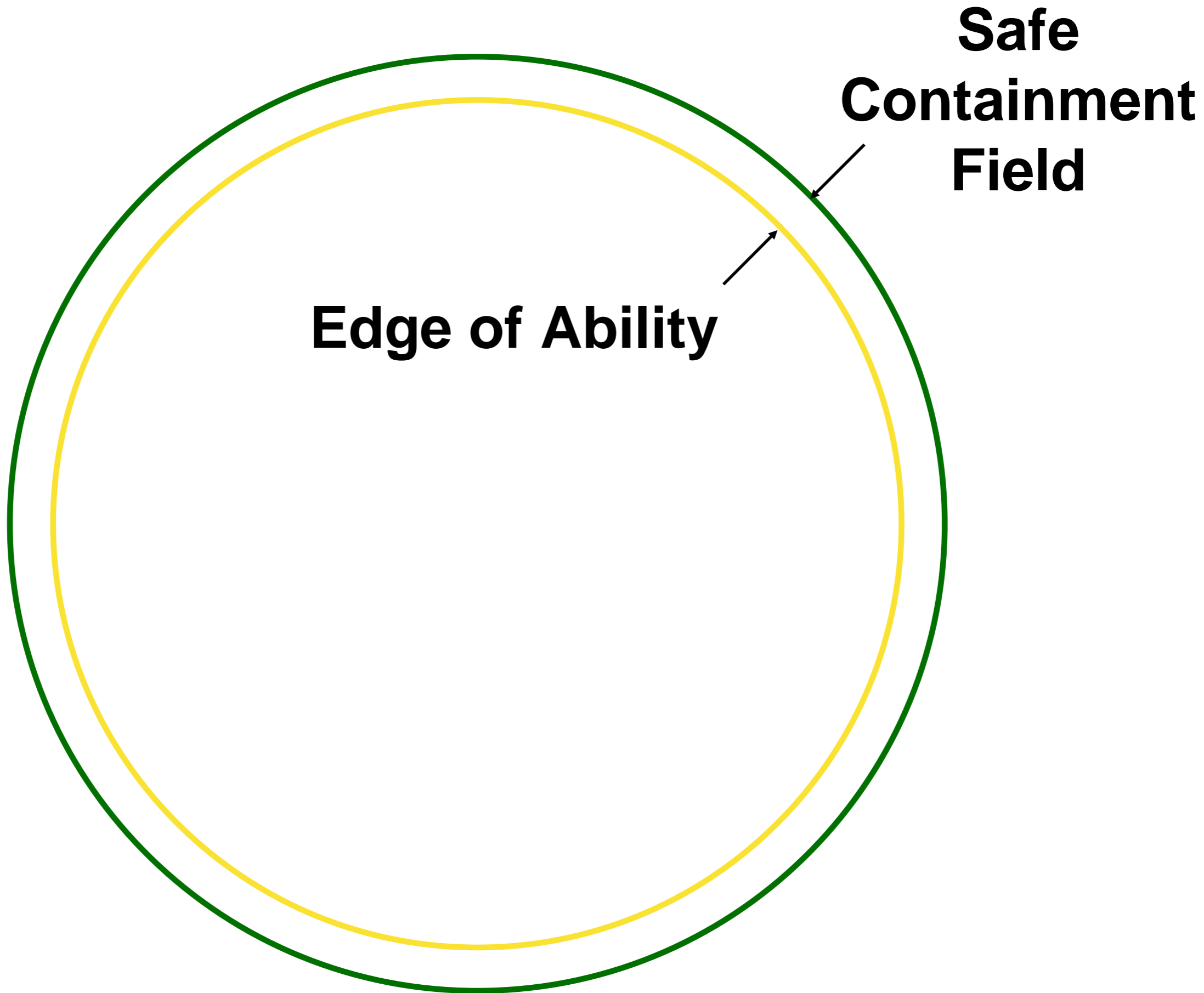
Judgement

Analysis



Judgement To

- Identify Risk
- Manage Risk

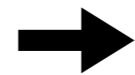




Methodology

Always thinking

Buffer



How can I pad this out?

Swiss cheese



What redundancy can I layer in here?

Not Writing the Report



What chain of causes is developing?

Inserting options



What are my options?
