

# Adding to your Leadership Quiver

NOLS: Leadership Model



# What is Leadership?



# What is Leadership?

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



# Expeditionary Leadership at NOLS

- 4-7-1 Leadership Model



# Expeditionary Leadership at NOLS

- 4-7-1 Leadership Model
  - 4 Roles



# Expeditionary Leadership at NOLS

- 4-7-1 Leadership Model
  - 4 Roles
  - 7 Leadership Skills



# Expeditionary Leadership at NOLS

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



# Expeditionary Leadership at NOLS

A few thoughts:

- We must teach leadership using “real” experiences
- Natural consequences can provide immediate, sometimes raw, and usually accurate feedback
- “Leadership can only be learned through leading” –Paul Petzoldt





# Expeditionary Leadership at NOLS

- Concepts introduced through traditional means, like lectures, formal classes
- Planned Experiences vs. Manufactured Adversity
- Teachable Moments
- Coaching
- Transference



# Expeditionary Leadership at NOLS

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

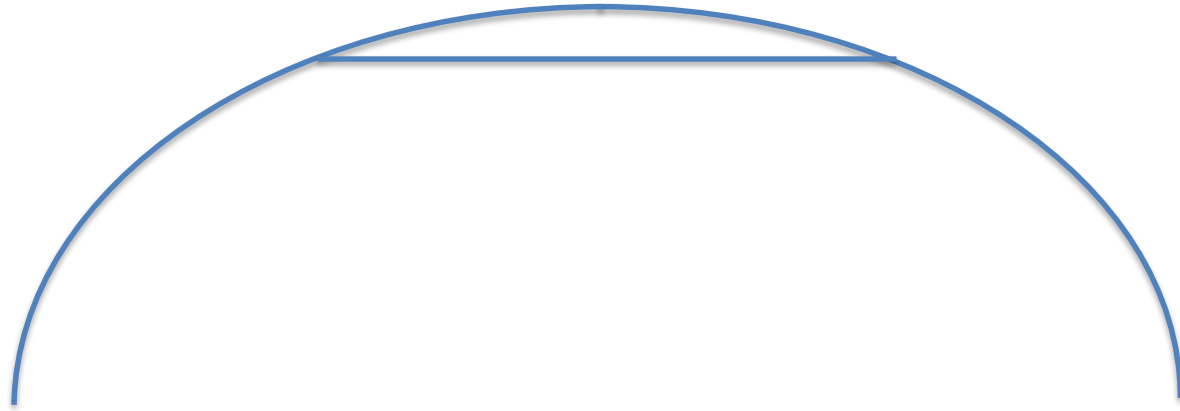


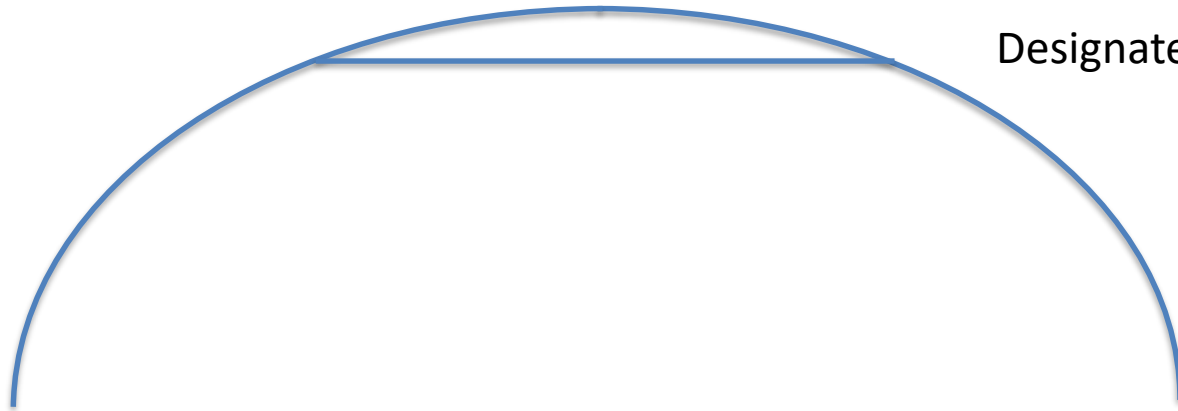


# Expeditionary Leadership at NOLS

- 4-7-1 Leadership Model
  - 4 Roles







Designated Leader



# Designated Leader

- Head Architect



# Designated Leader

- Head Architect
- Guardian of the group process





# Designated Leader

- Head Architect
- Guardian of the group process
- Can delegate, but should collaborate when possible



# Designated Leader

- Head Architect
- Guardian of the group process
- Can delegate, but should collaborate when possible
- Cannot abdicate responsibility or accountability



# Designated Leader

Complex, potentially risky, tough decisions are best with a Designated Leader at the helm



# Designated Leader



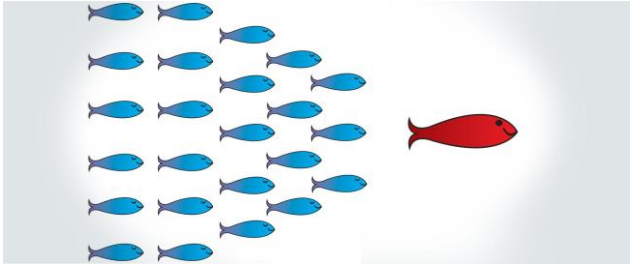
# Designated Leader



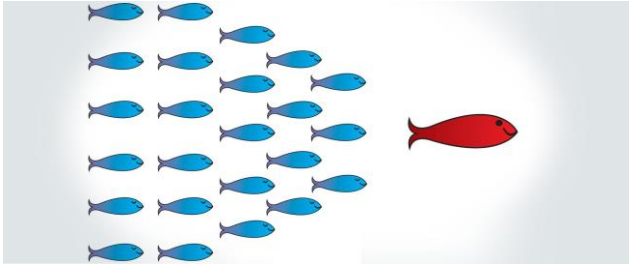
# Designated Leader



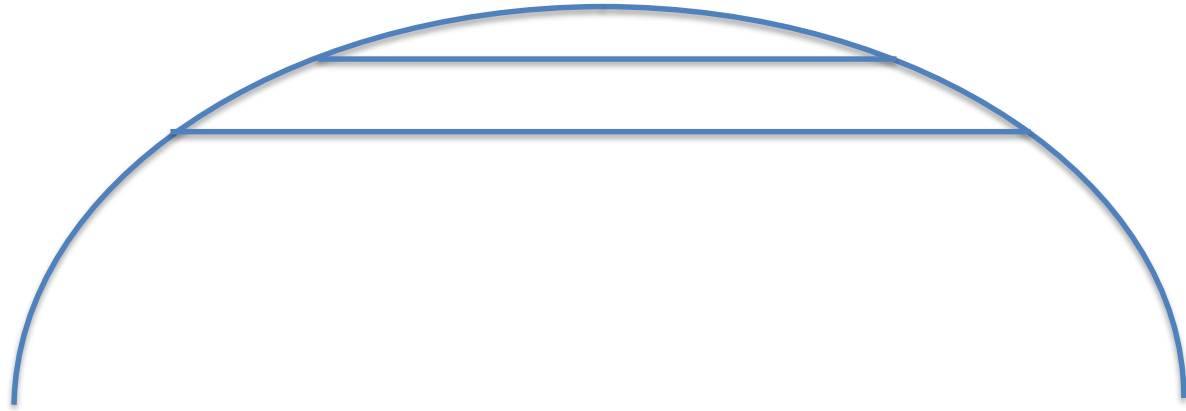
# Designated Leader

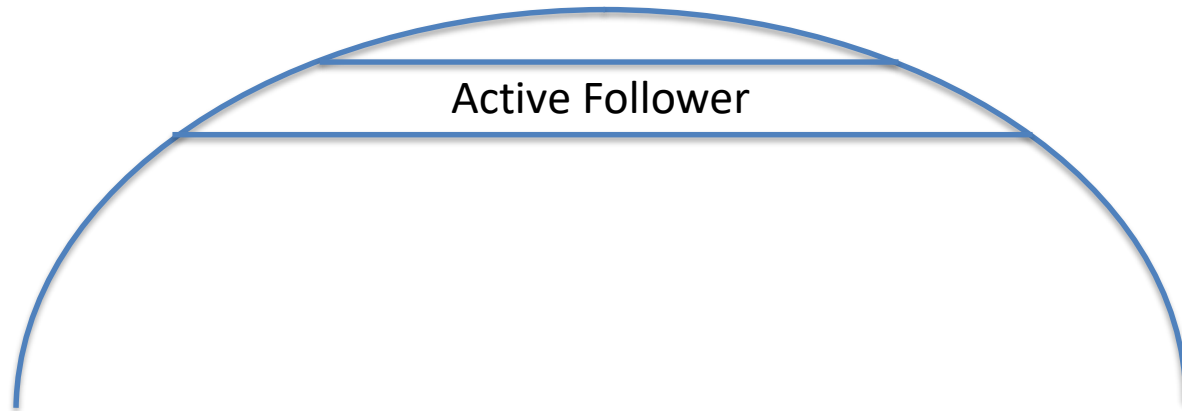


# Designated Leader









# Active Follower

- Following the leadership of others



# Active Follower

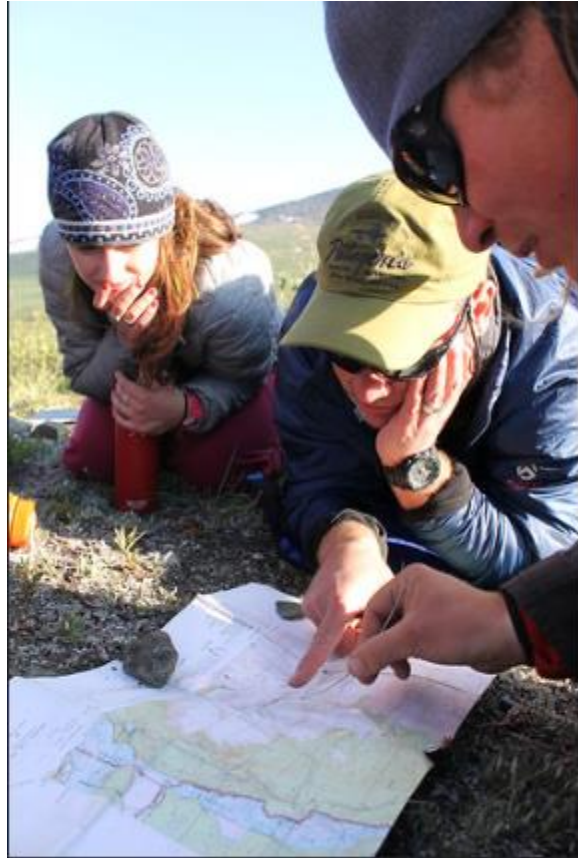
- Following the leadership of others
- Seek clarity, give input, respect the plan, help out



# Active Follower



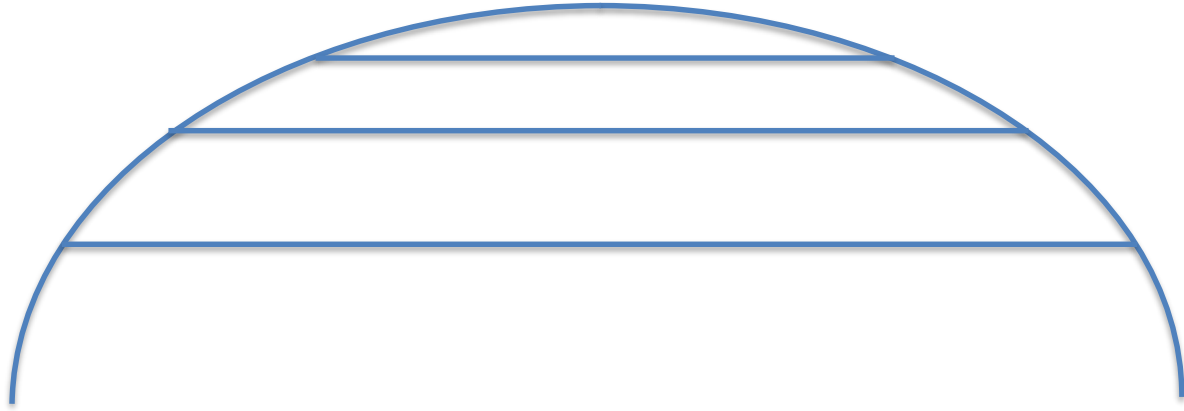
# Active Follower



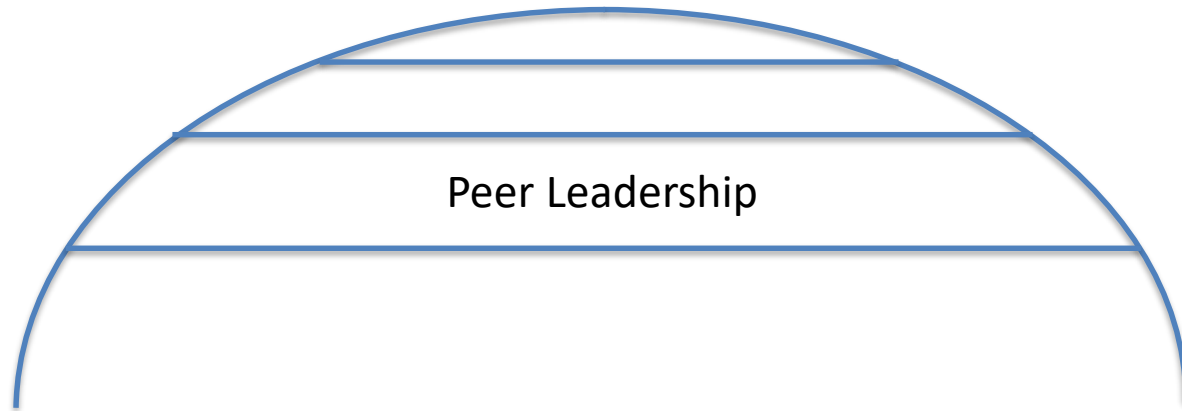
# Active Follower

- Actively participate in the process, assist Designated Leader where needed
- Try not to blindly follow









# Peer Leadership

- Present in our living relationships



# Peer Leadership

- Present in our living relationships
- Sees what needs to be done, does it, regardless of hierarchy



# Peer Leadership

- Present in our living relationships
- Sees what needs to be done, does it, regardless of hierarchy
- All members assure quality completion of group tasks, functions, and goals



# Peer Leadership



# Peer Leadership



# Peer Leadership

Somebody

Anybody

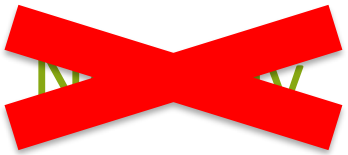
Nobody



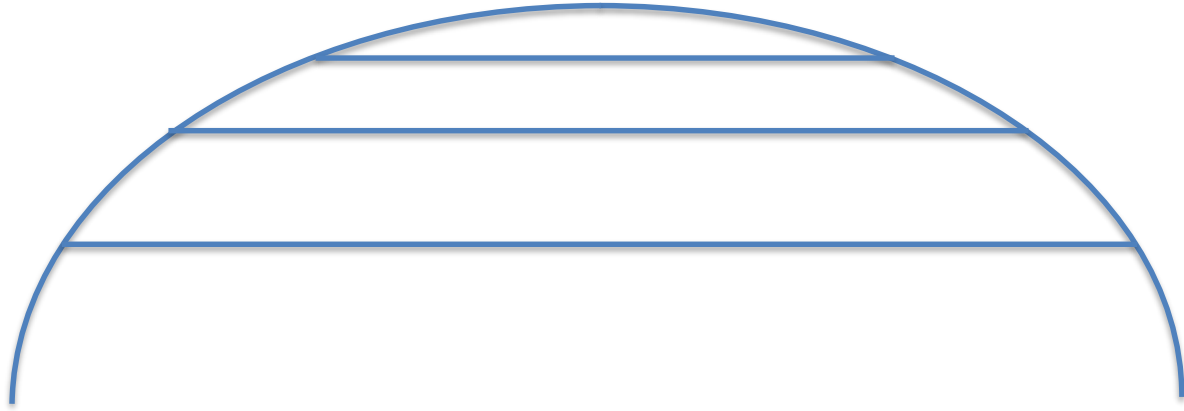
# Peer Leadership

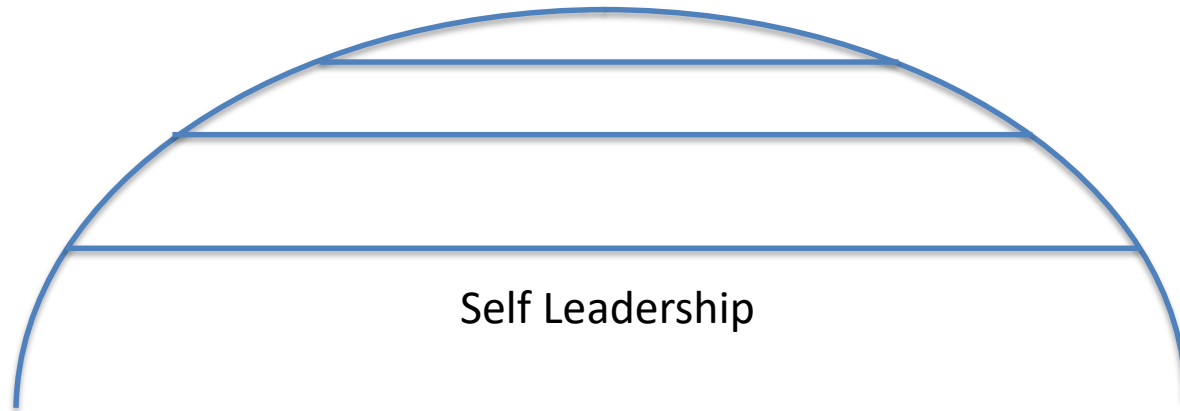
Somebody

Anybody









# Self Leadership

- Who you are, and how you can influence others



# Self Leadership

- Who you are, and how you can influence others
- Leadership through character and judgement



# Self Leadership



# Self Leadership





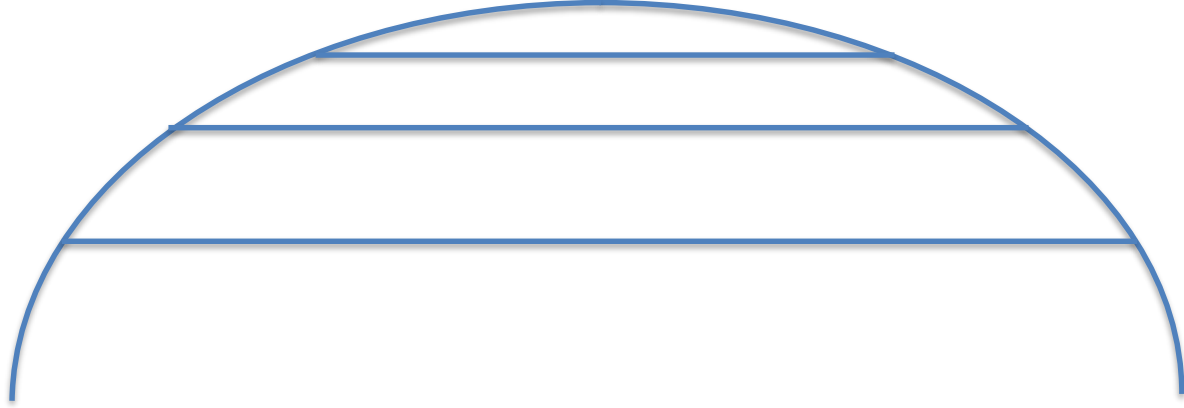
# Expeditionary Leadership at NOLS

- 4-7-1 Leadership Model
  - 7 Leadership Skills





Expedition Behavior



# Expedition Behavior

An awareness and attention to all relationships  
that influence an experience



# Expedition Behavior

An awareness and attention to all relationships  
that influence an experience

A set of behaviors that keep a group moving  
together



# Expedition Behavior

An awareness and attention to all relationships that influence an experience

A set of behaviors that keep a group moving together

Generous energy towards the group and its goals



# Expedition Behavior

- Prior: Communicating Roles, Goals, and Expectations



# Expedition Behavior

- Prior: Communicating Roles, Goals, and Expectations
- During: Establishing and maintaining a Positive Learning Environment, managing group development
  - Forming, Storming, Norming and Preforming, Transforming



# Expedition Behavior

- Prior: Communicating Roles, Goals, and Expectations
- During: Establishing and maintaining a Positive Learning Environment, managing group development
  - Forming, Storming, Norming and Preforming, Transforming
- After: Debriefing, receiving feedback



# Expedition Behavior

Ubuntu

“I am, because we are”

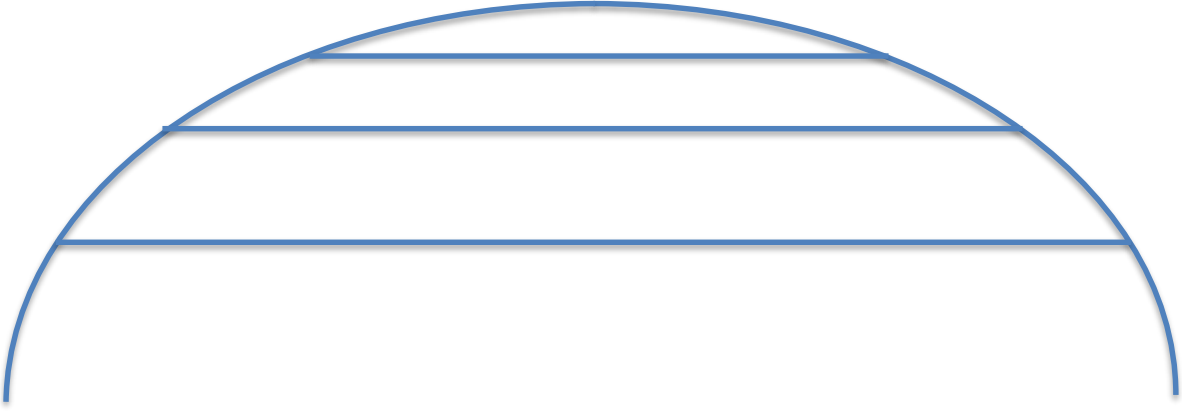




# Expedition Behavior

How can I support you?





Competence



# Competence



# Competence

- Knowing what you know
  - Organization and management skills
  - Technical Skills
  - Physical Abilities



# Competence

- Knowing what you know
  - Organization and management skills
  - Technical Skills
  - Physical Abilities
- Knowing what you DON'T know



# Competence

Unconsciously Incompetent

Consciously Incompetent

Consciously Competent

Unconsciously Competent



# Competence

Unconsciously Incompetent → Novice

Consciously Incompetent

Consciously Competent

Unconsciously Competent



# Competence

Unconsciously Incompetent → Novice

Consciously Incompetent → Beginner

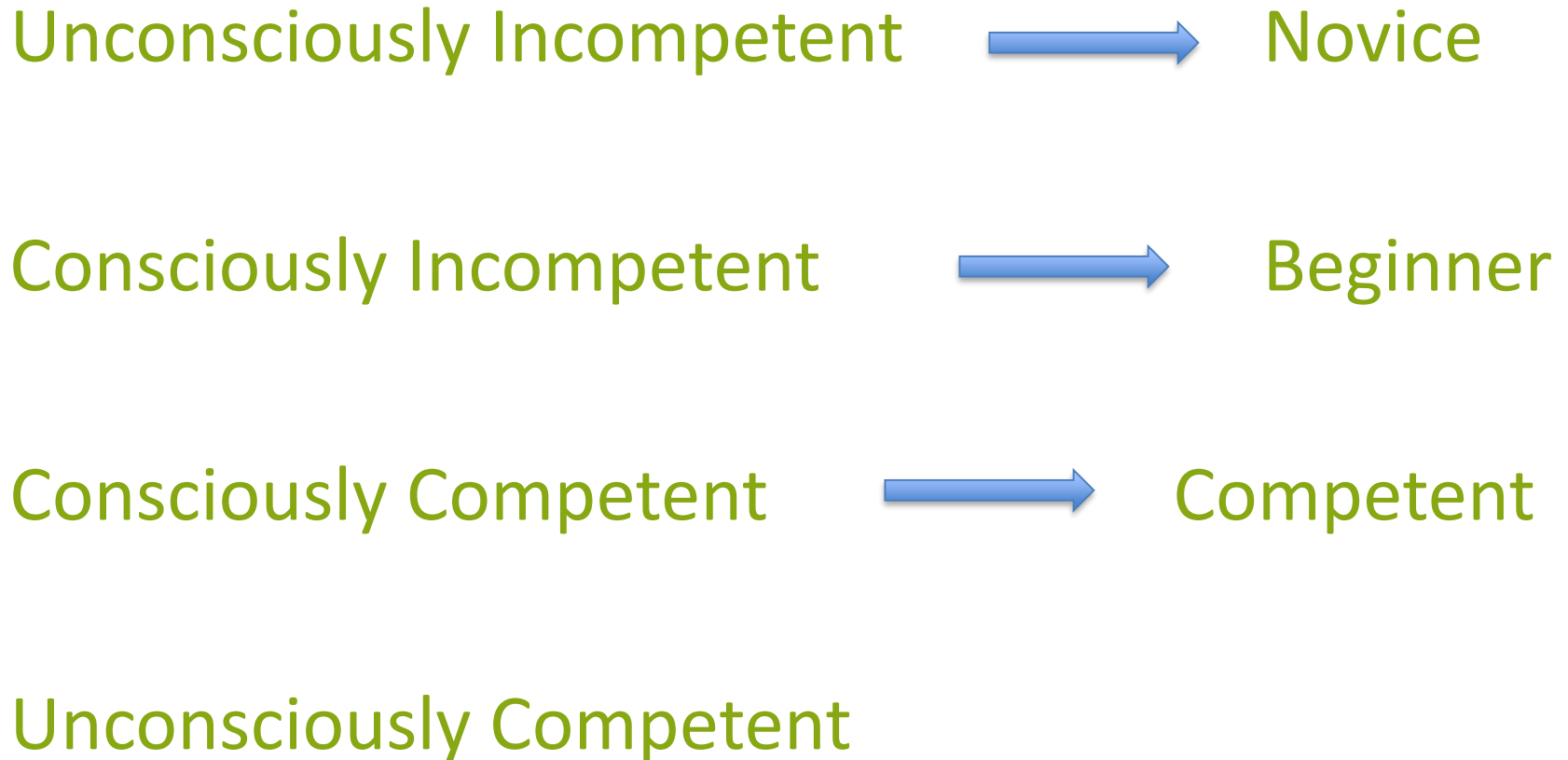
Consciously Competent

Unconsciously Competent

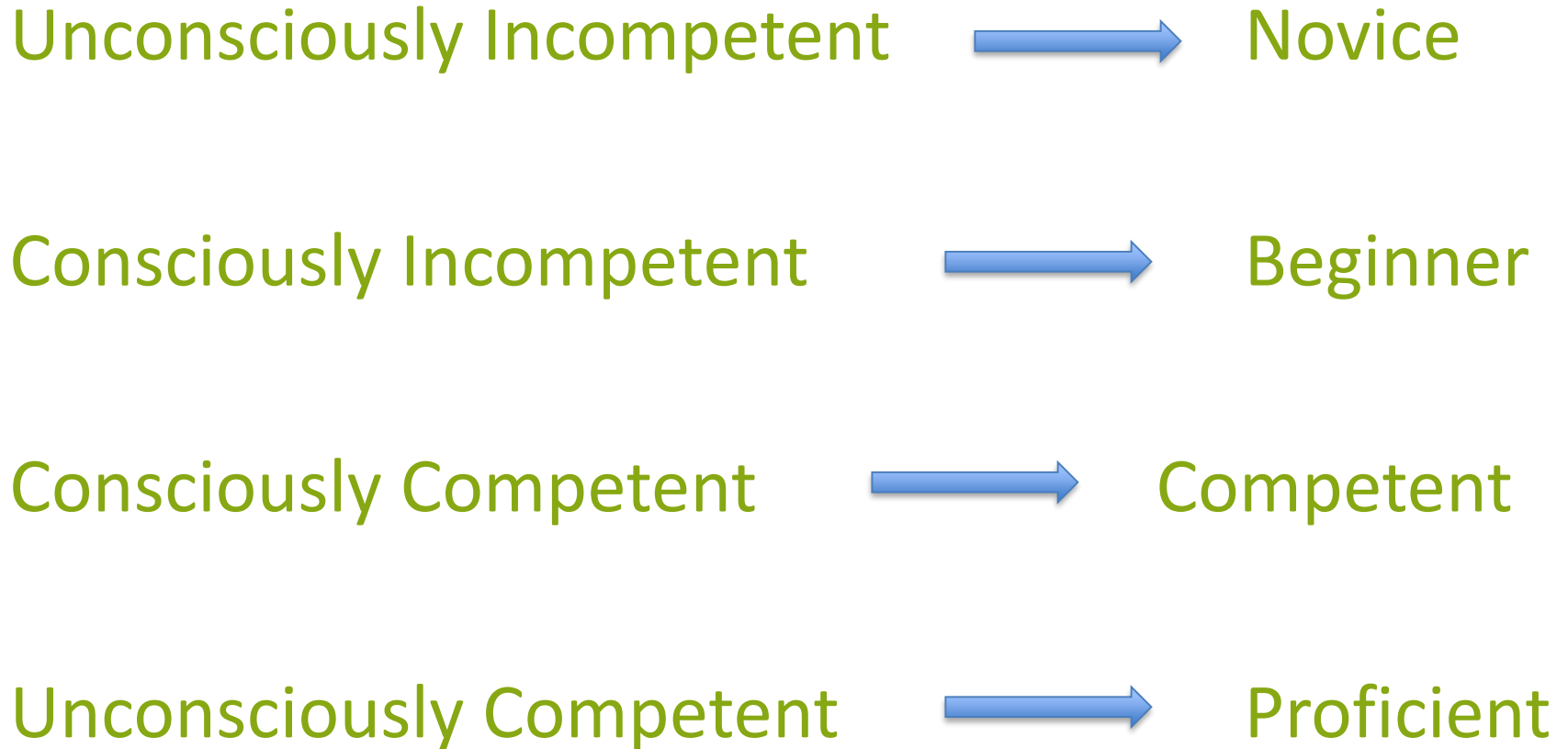




# Competence



# Competence



# Competence

Novice →

Beginner →

Competent →

Proficient →



# Competence

Novice	→	Youngling
Beginner	→	Padawan
Competent	→	JEDI Knight
Proficient	→	JEDI Master



# Additional Level

Expert-

Only reached after extensive experience and student in a specific discipline.

Rely on Intuition

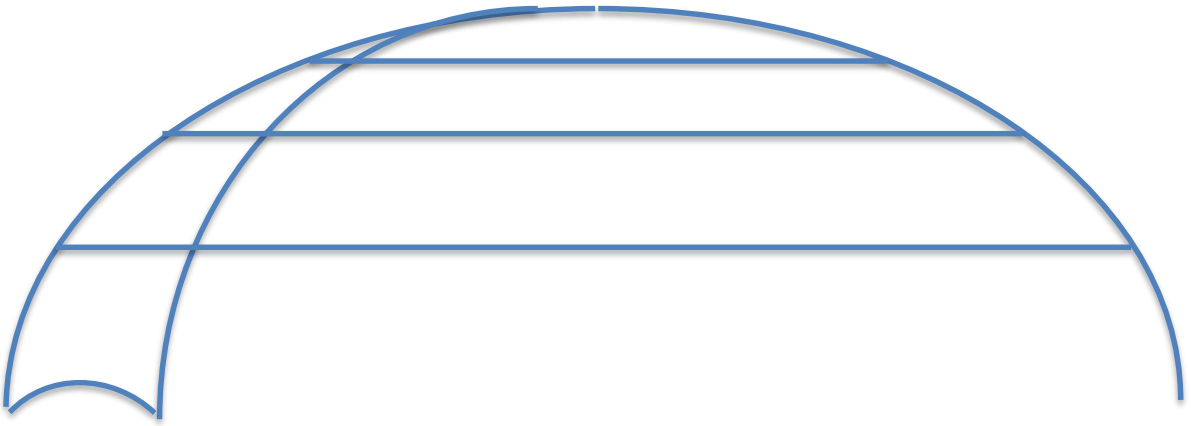
Comfortable “winging it”

May not be best to teach beginners, can be hard to create educational processes









Communication



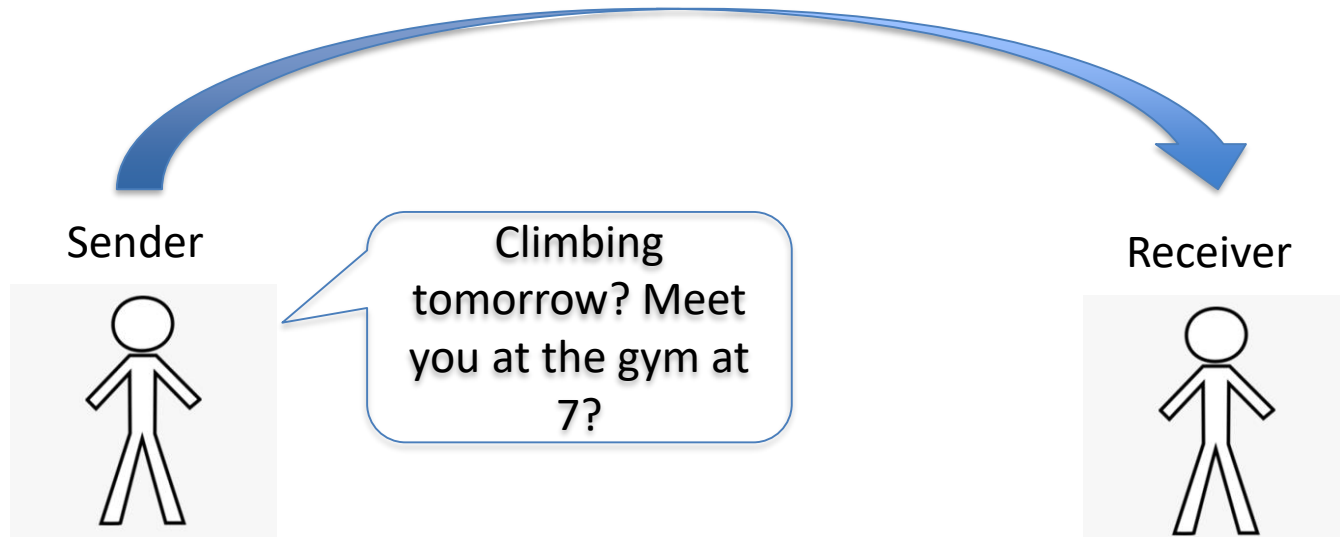


# Communication

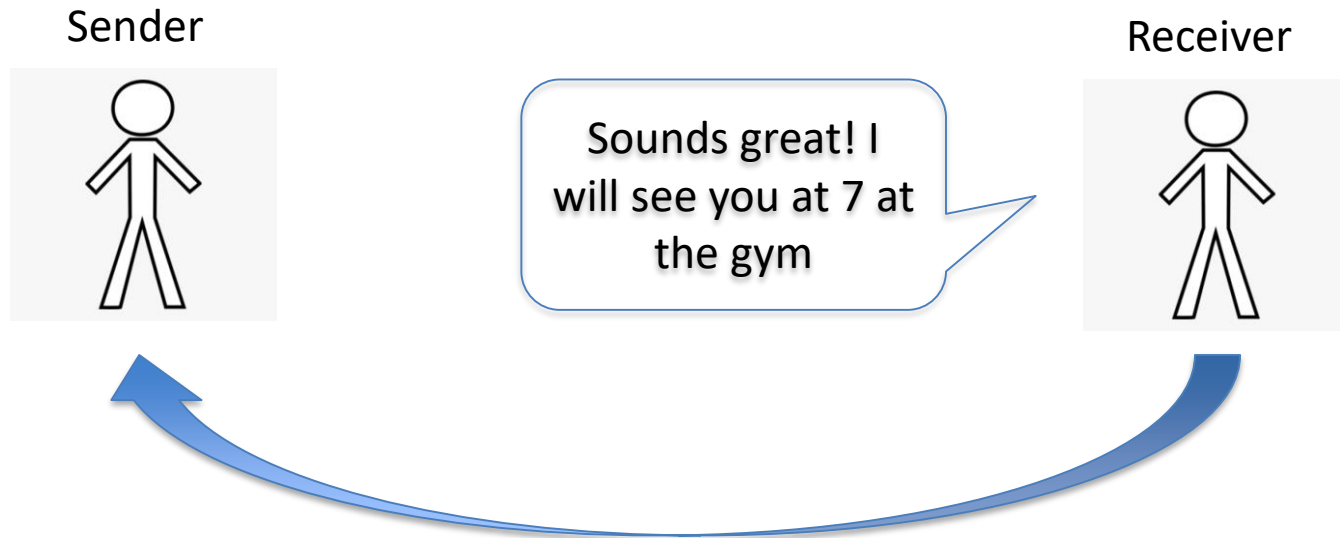
- “a process of information exchange with a goal of shared meaning”



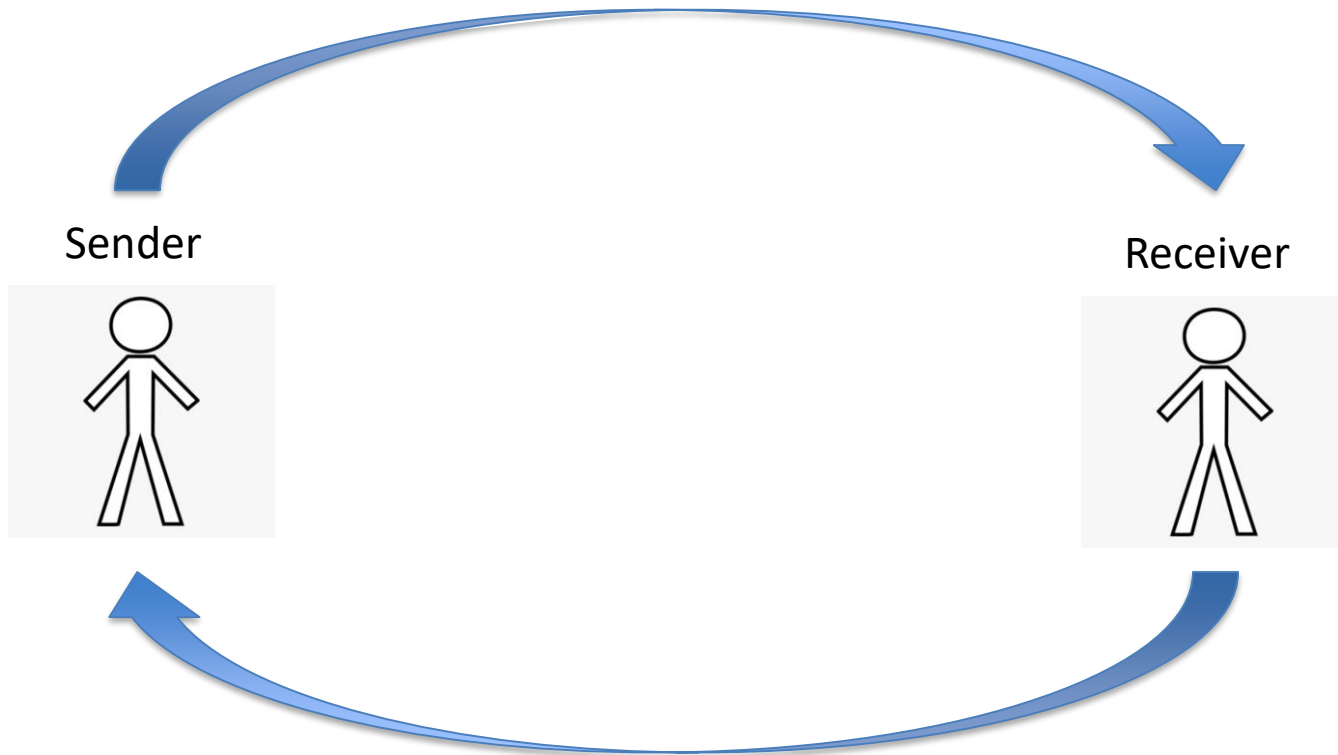
# Communication



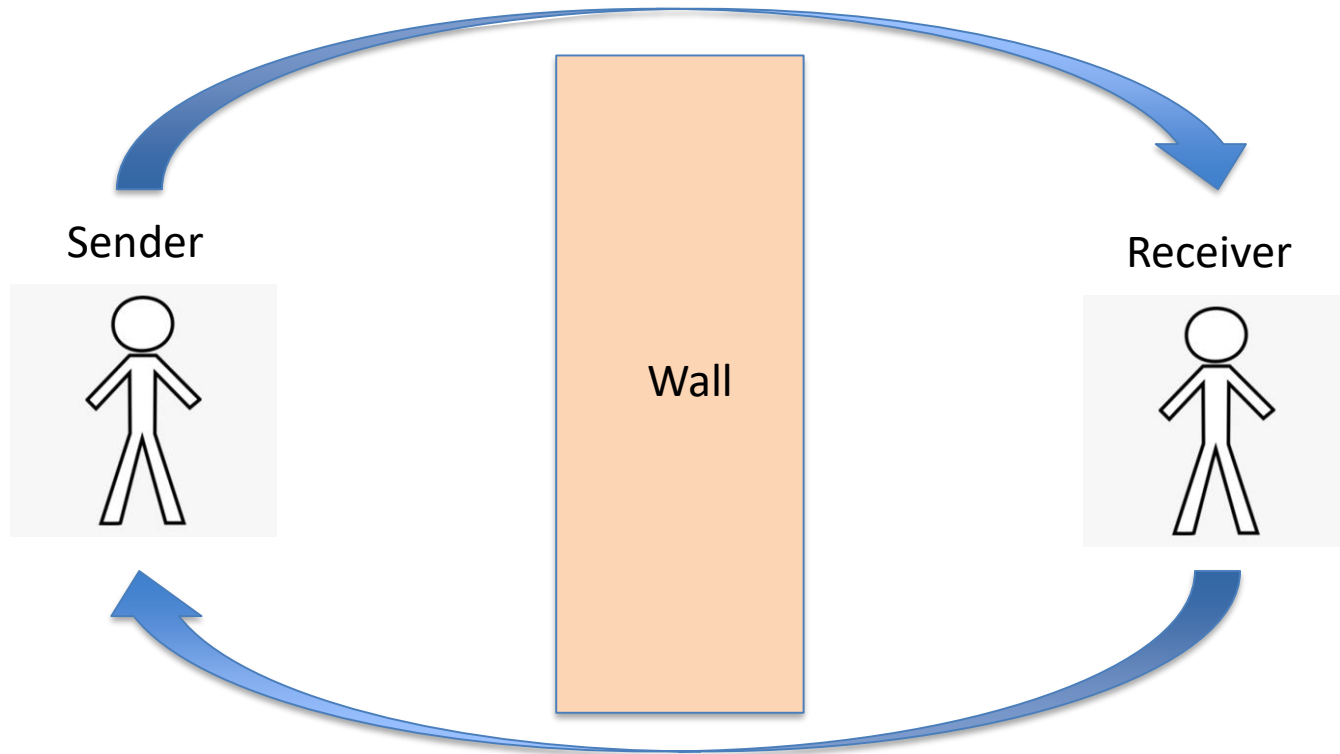
# Communication



# Communication



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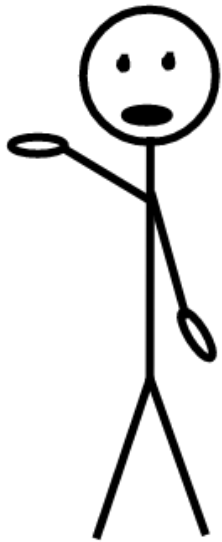


# Interpersonal Gap

My INTENTION is...

Blah Blah Blah

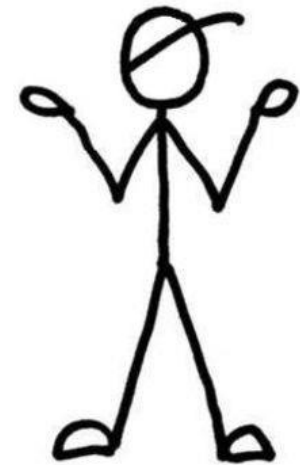
The IMPACT on me is...



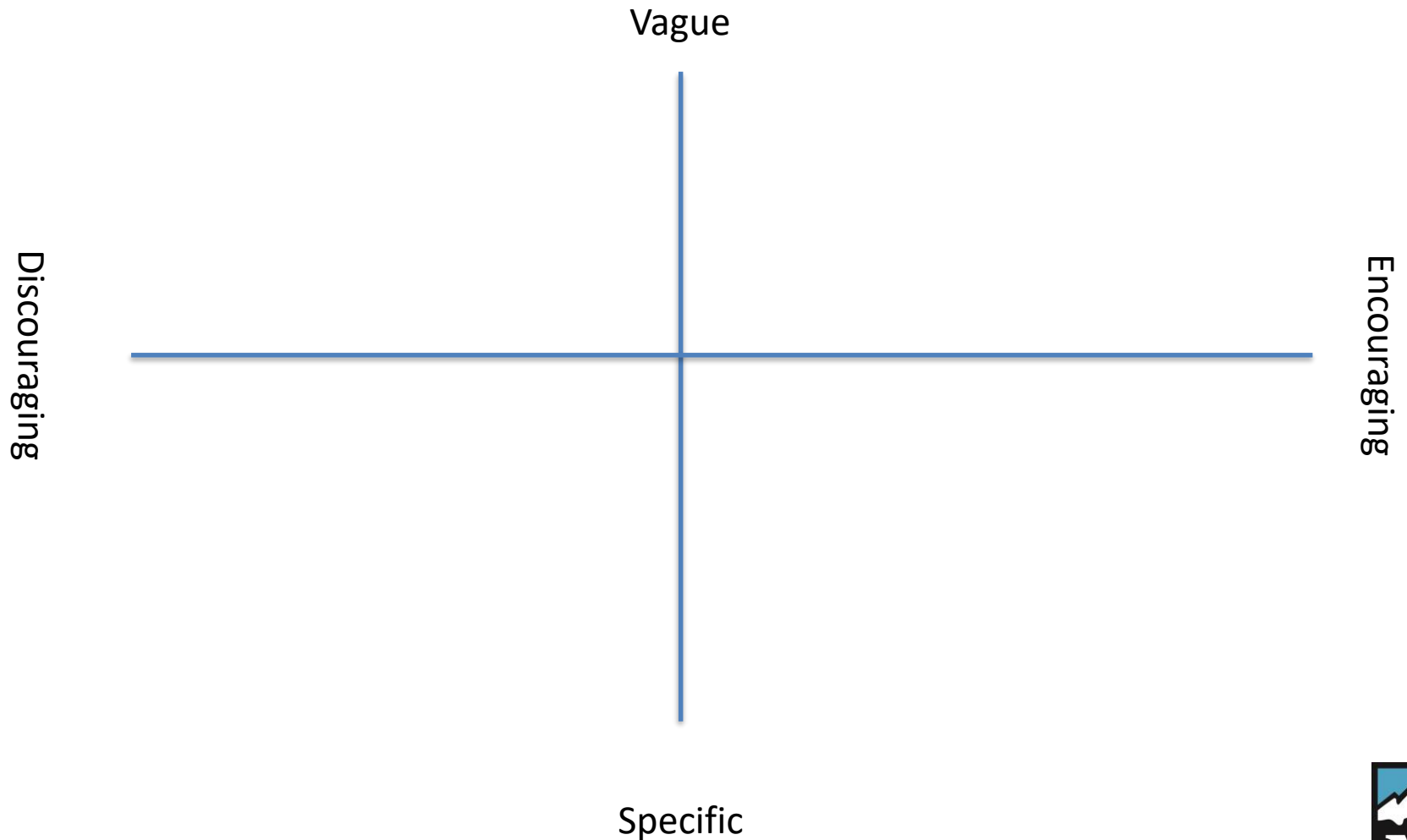
Person A  
Filter



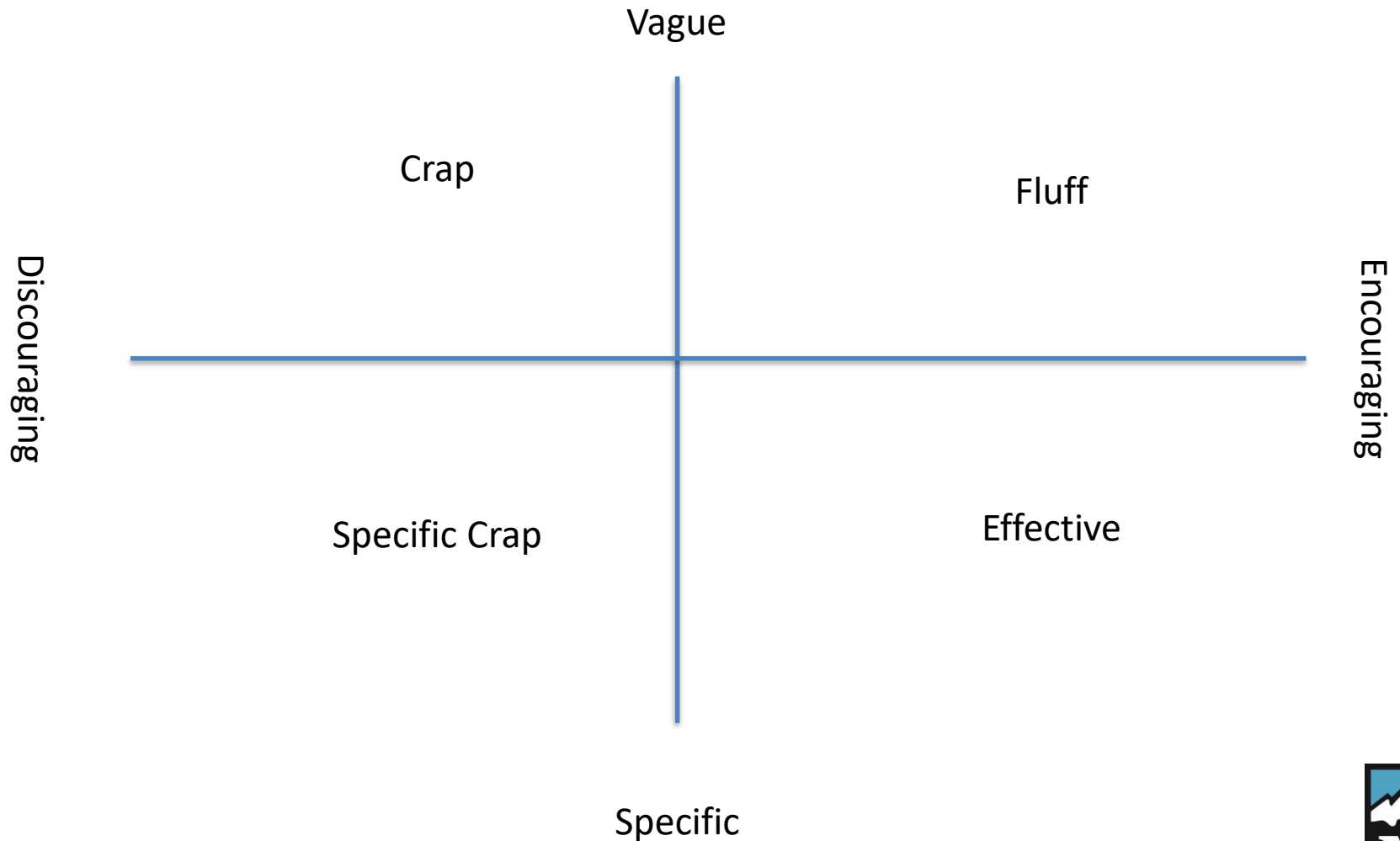
Person B  
Filter



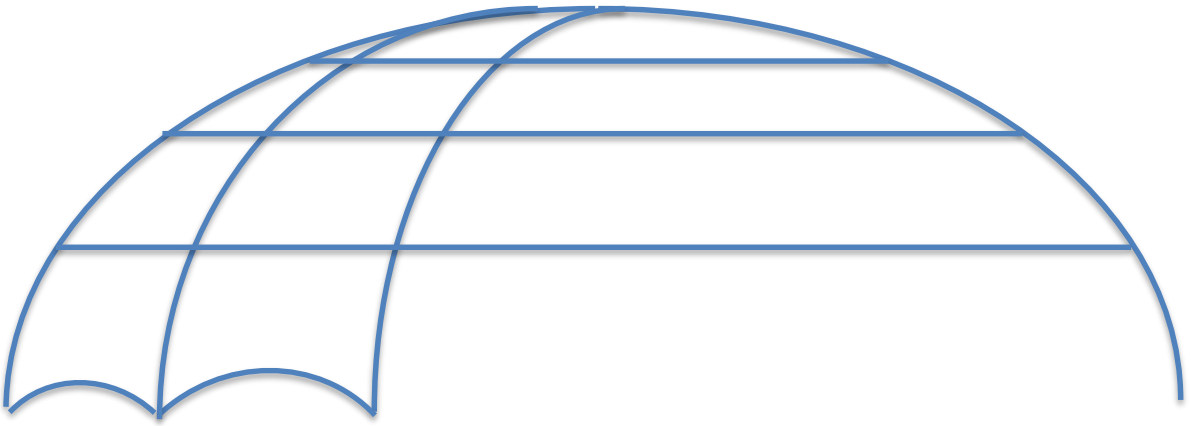
# Effective Feedback



# Effective Feedback







Judgement &  
Decision Making



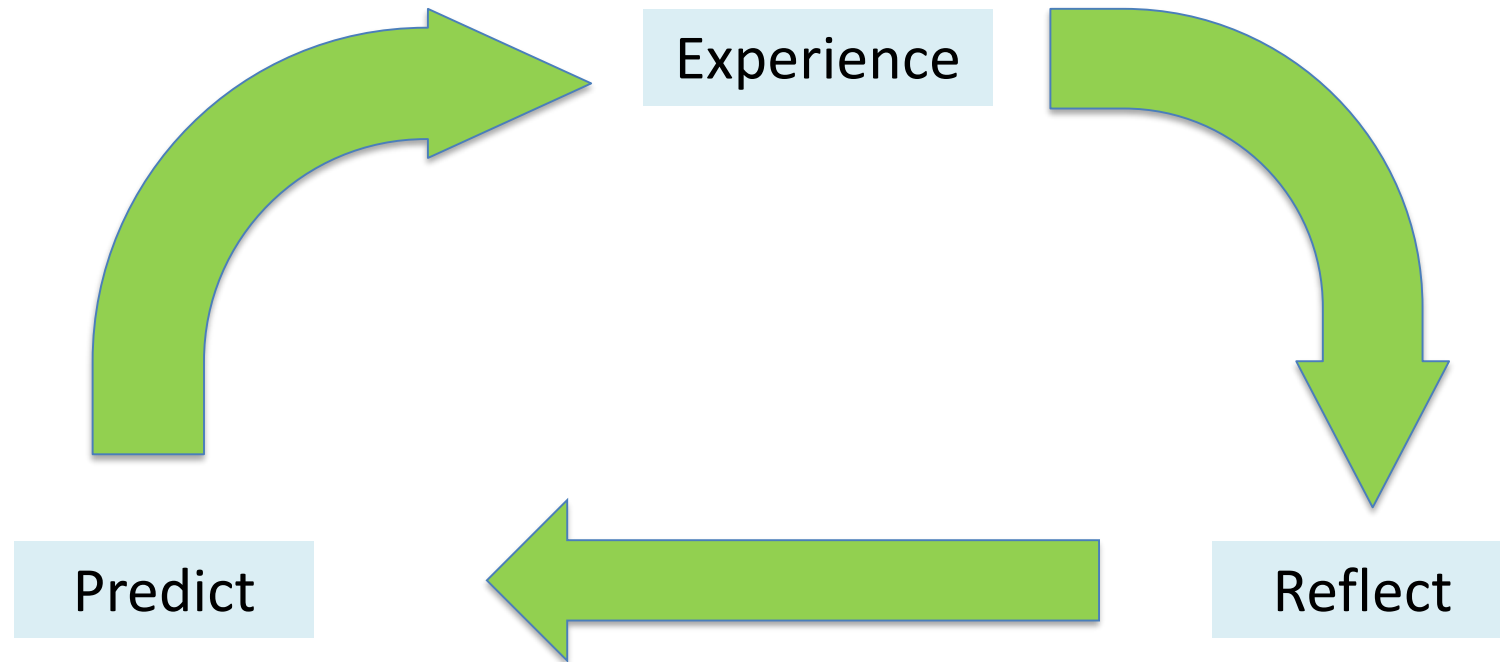
# Judgement & Decision Making

Knowledge without Judgement is pretty  
useless

-Paul Petzoldt



# Judgement & Decision Making



# Judgement & Decision Making

- **Developing Judgement**

- Through experience

- Debrief with Mentors
- Natural feedback loop

- Through other's experience

- Incident reports
- Accidents in North American Mountaineering
- Campfire stories

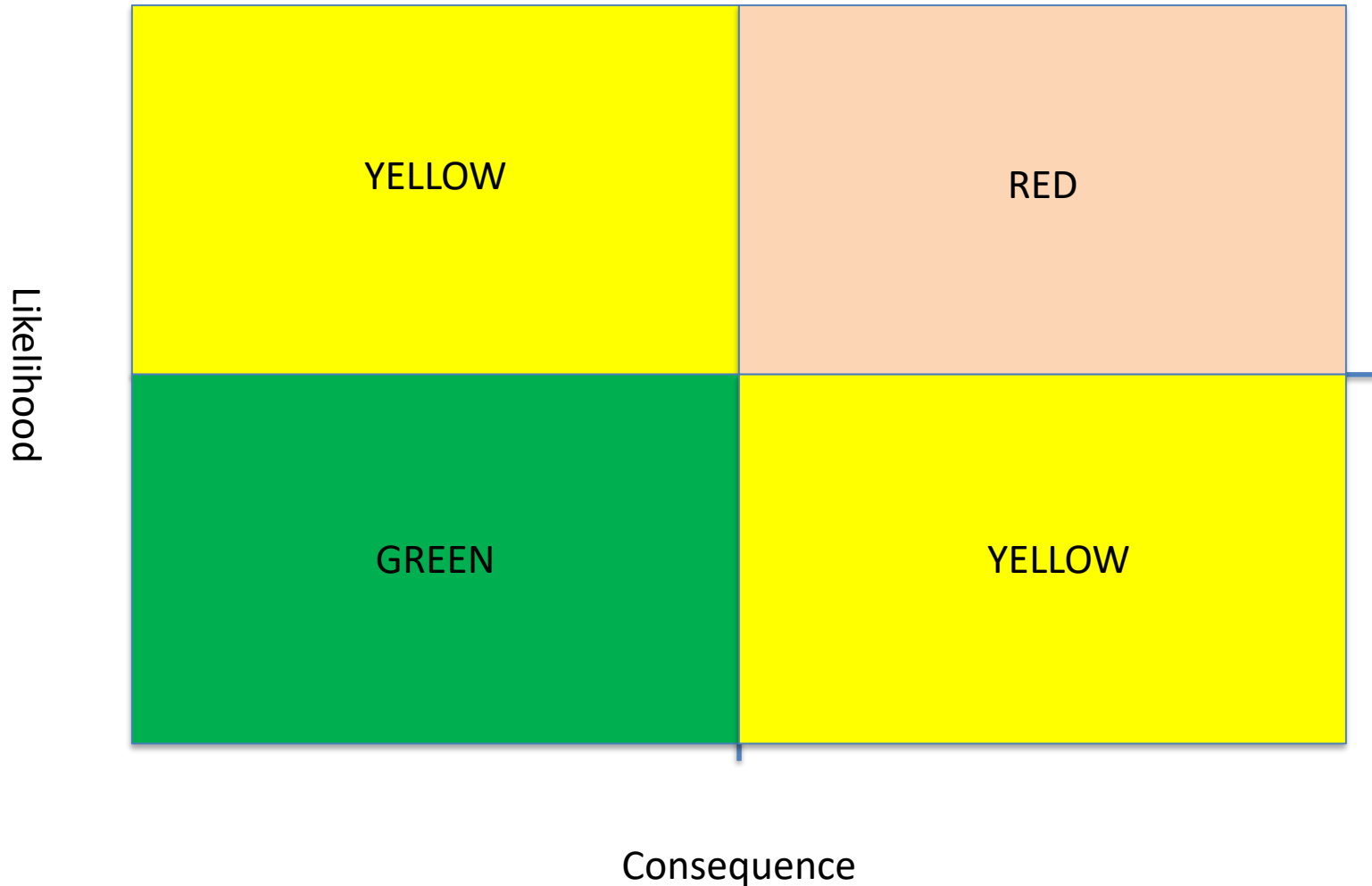


# Judgement & Decision Making

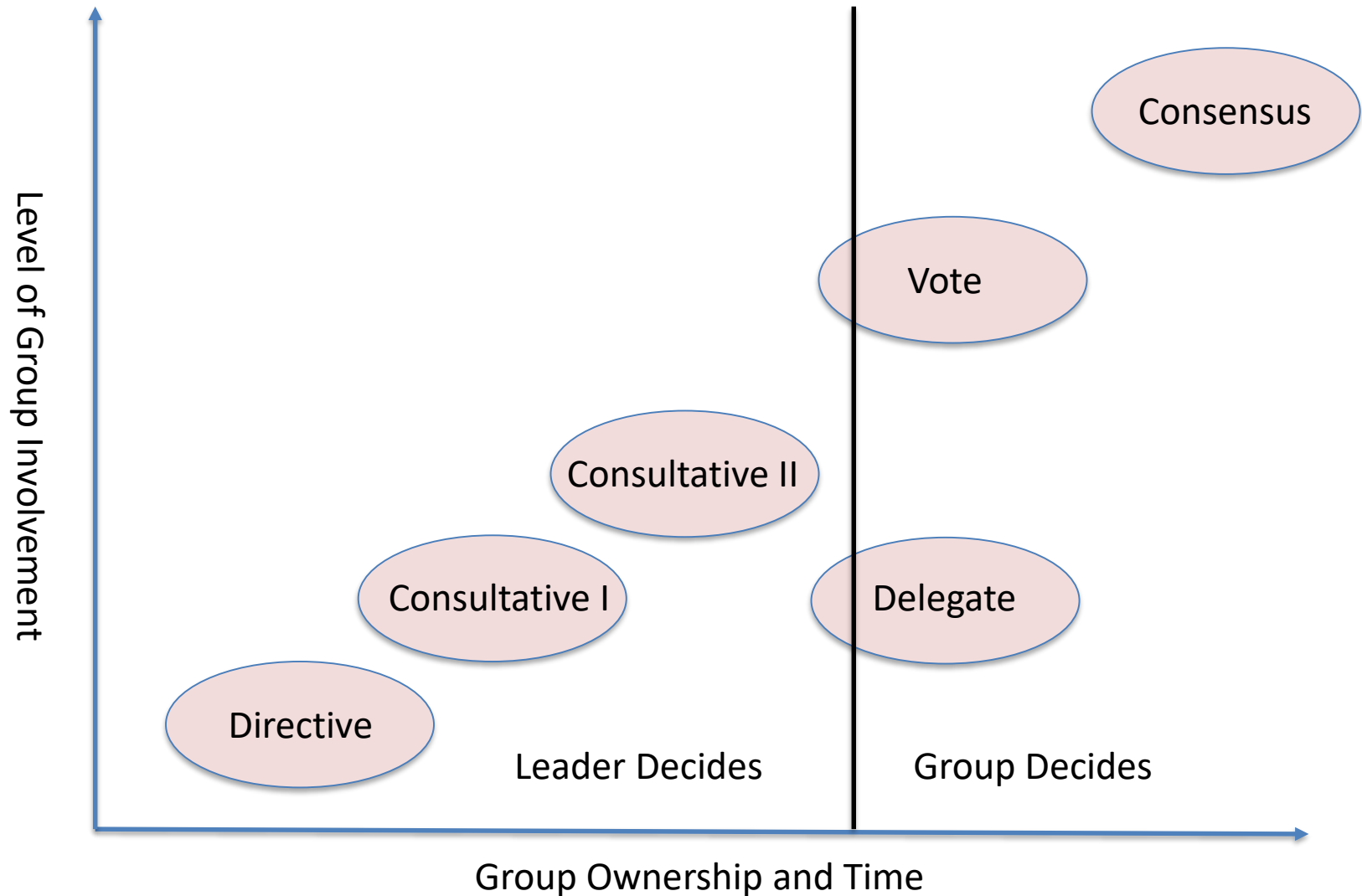
- Learning not just only happens in the tensions of opposites, but also what went well, both require proper debriefs and reflection

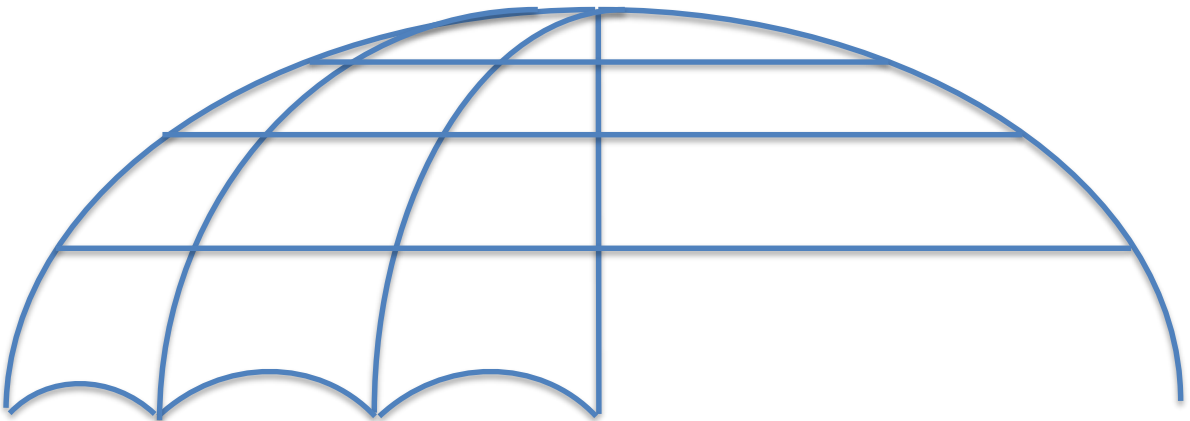


# Decision Making Matrix



# Judgement & Decision Making





Tolerance for Adversity  
and Uncertainty





# Tolerance for Adversity & Uncertainty

- Resiliency
- Hardiness
- Grit
- The ability to deal



# Tolerance for Adversity & Uncertainty

- Survival Traits



# Tolerance for Adversity & Uncertainty

- **Survival Traits**

- Curiosity
- Mental & Emotional Flexibility
- Sense of Humor
- Seeking Meaning
- Optimism- this is temporary
- Playfulness



# Tolerance for Adversity & Uncertainty

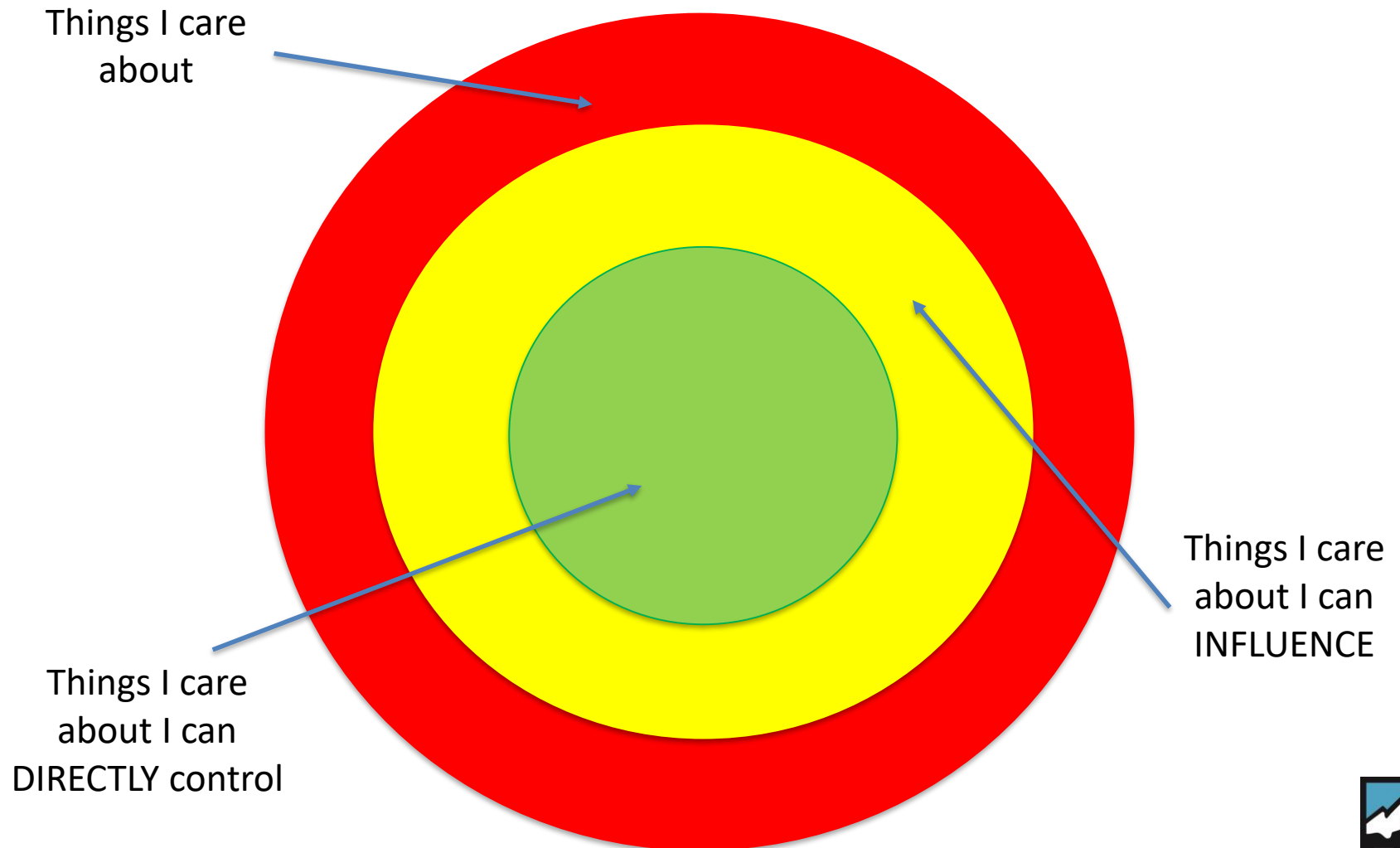
- **Survival Traits**

- Curiosity
- Mental & Emotional Flexibility
- Sense of Humor
- Seeking Meaning
- Optimism- this is temporary
- Playfulness

- **Thrive vs. Suffer**



# Tolerance for Adversity & Uncertainty

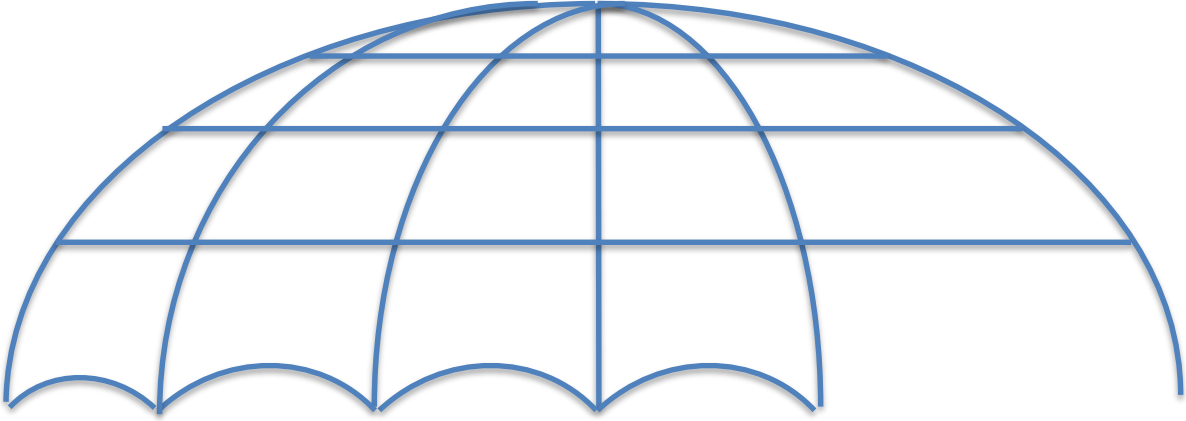


# Tolerance for Adversity & Uncertainty

“the trick is what we emphasize, we either can make ourselves miserable or we can make ourselves strong. The amount of work is the same”

-Carlos Castenada





Vision & Action



# Vision & Action

Setting goals and actively working to attain them





# Vision & Action

**S**pecific

**M**easurable

**A**ttainable/Ambitious

**R**ealistic

**T**imely

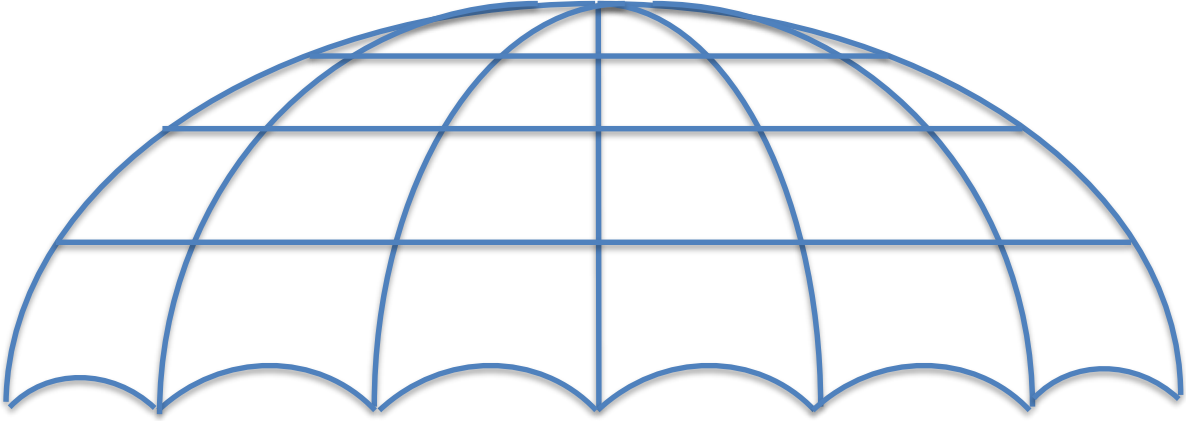
**Goals**



# Vision & Action

- Creating structure/curriculum to deliver content and goals
- Support/Coach/Delegate/Direct as needed
- Briefing and debriefing team members





Self Awareness



# Self-Awareness

- Who I am?
- What are my strengths, weaknesses?
- Where do I excel?
- What do I believe?
- How do I interact with the other skills and roles?



# Self-Awareness

I state my opinions openly

I hesitate to state my opinions



# Self-Awareness

Emotionally Cool

Emotionally Hot

I hesitate to state my opinions

I state my opinions openly



# Self-Awareness

Emotionally Cool

Analyst &  
Architect

I hesitate to state my opinions

I state my opinions openly

Emotionally Hot



# Self-Awareness

Emotionally Cool

Analyst &  
Architect

Driver

I hesitate to state my opinions

I state my opinions openly

Emotionally Hot





# Self-Awareness

Emotionally Cool

Analyst &  
Architect

Driver

Relationship  
Master

Emotionally Hot

I hesitate to state my opinions

I state my opinions openly



# Self-Awareness

Emotionally Cool

Analyst &  
Architect

Driver

Relationship  
Master

Spontaneous  
Motivator

Emotionally Hot

I hesitate to state my opinions

I state my opinions openly



# Expeditionary Leadership at NOLS

- 4-7-1 Leadership Model
  - 1 Signature Leadership Style







“1” Signature Style



# Signature Style



# Signature Style

- What is the sum of your previous paths?

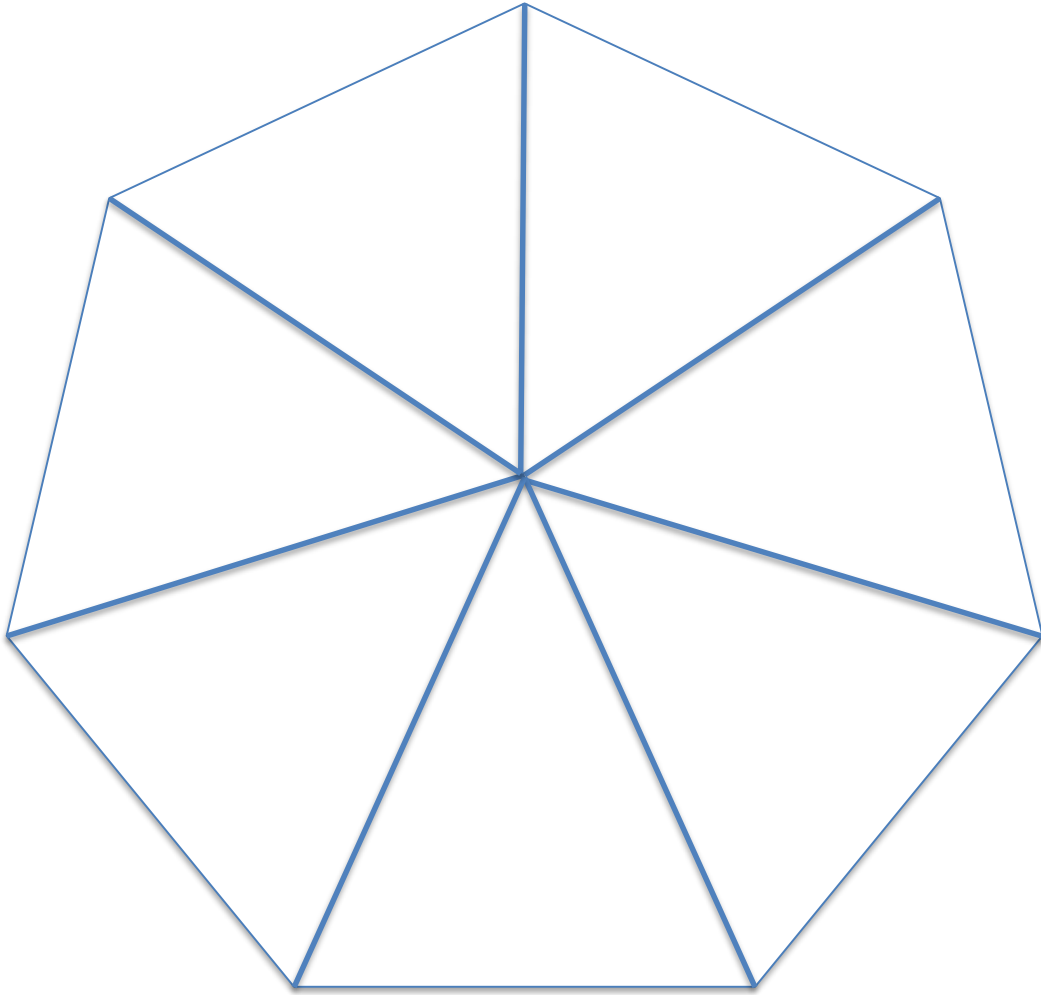


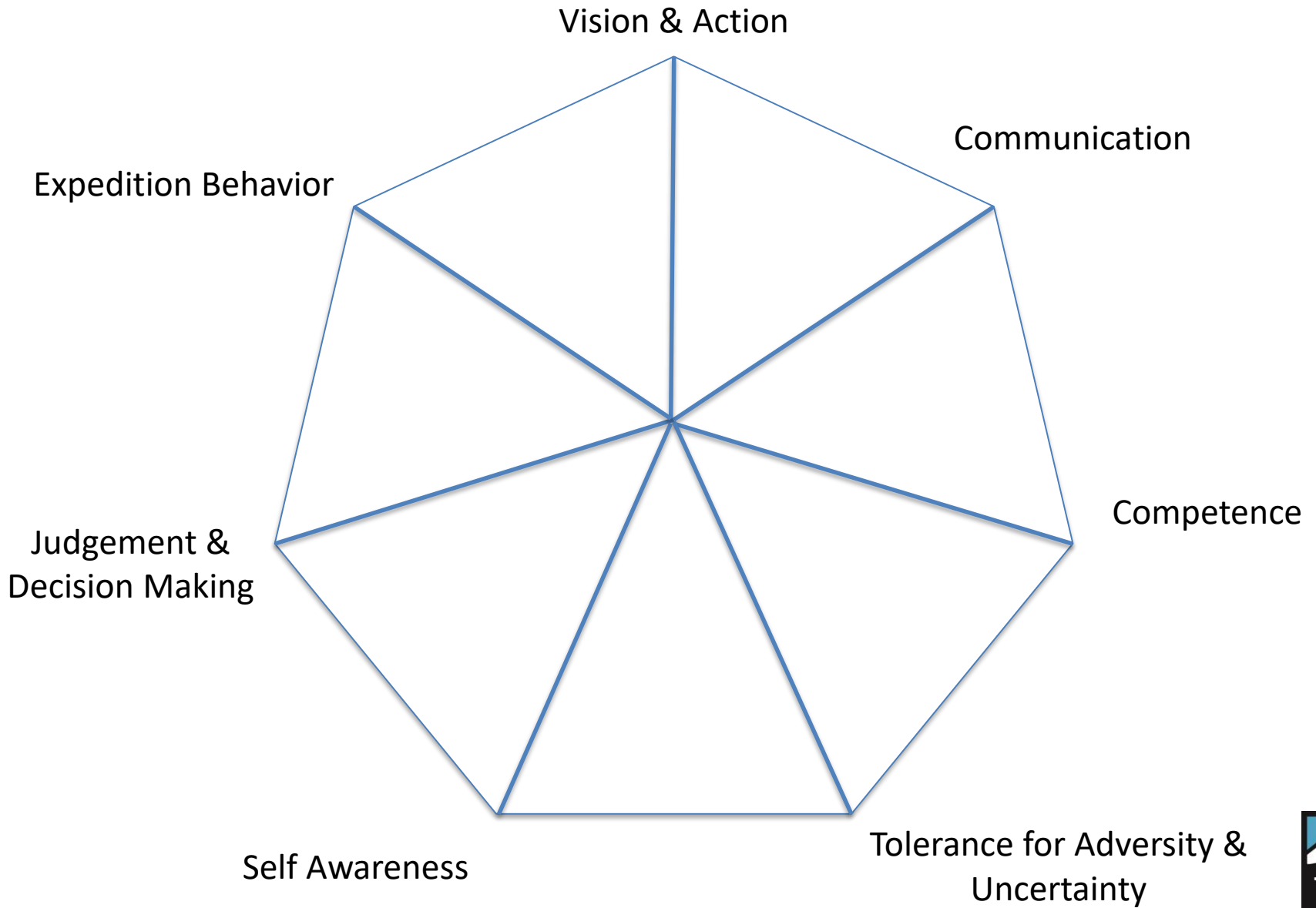
# Signature Style

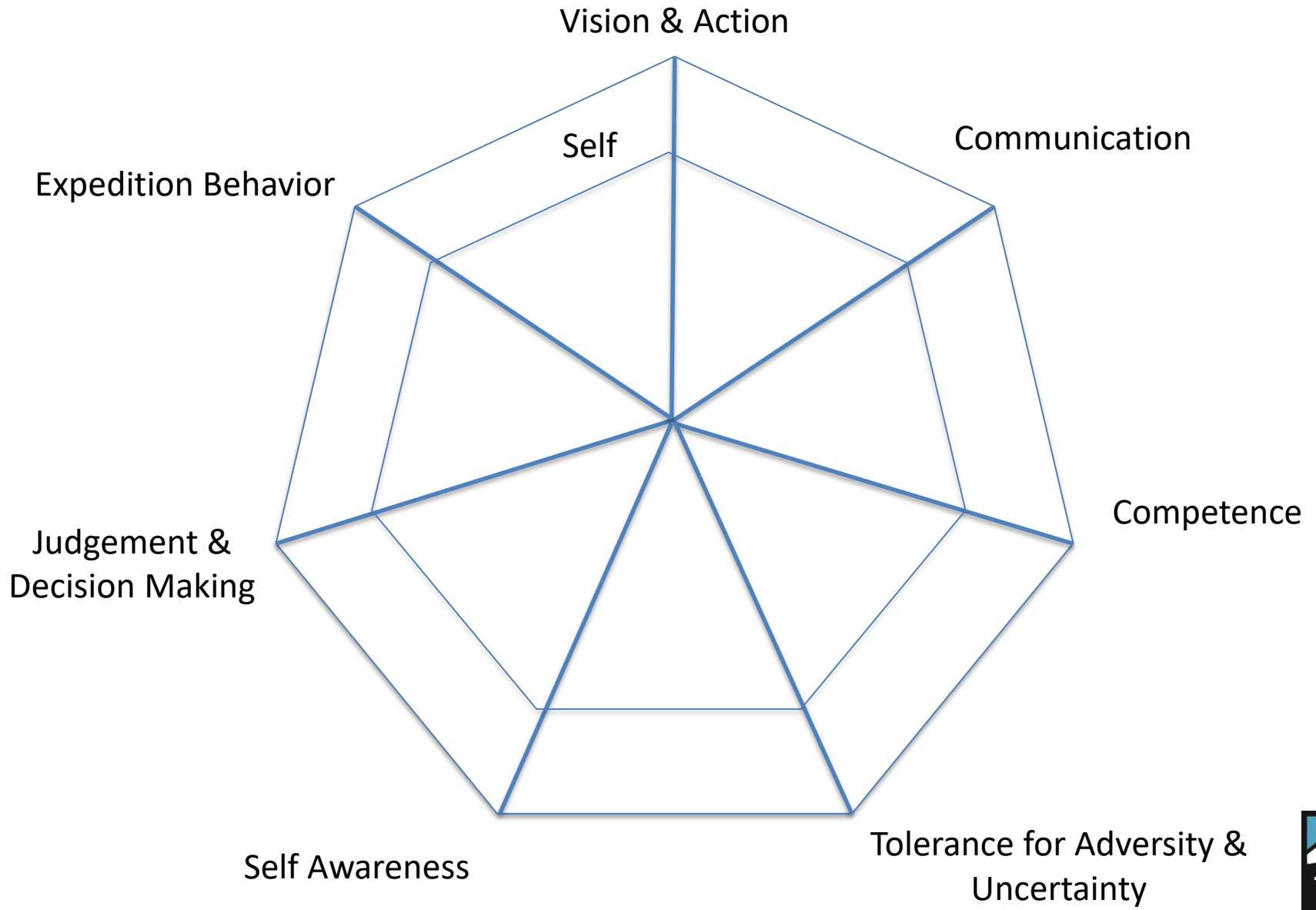
- Are you a morning person/night owl?
- How do you communicate? Take feedback?
- How are you under stress?
- Deal Breakers?
- What do you need present for success?
  
- Think about what you uniquely bring to a group

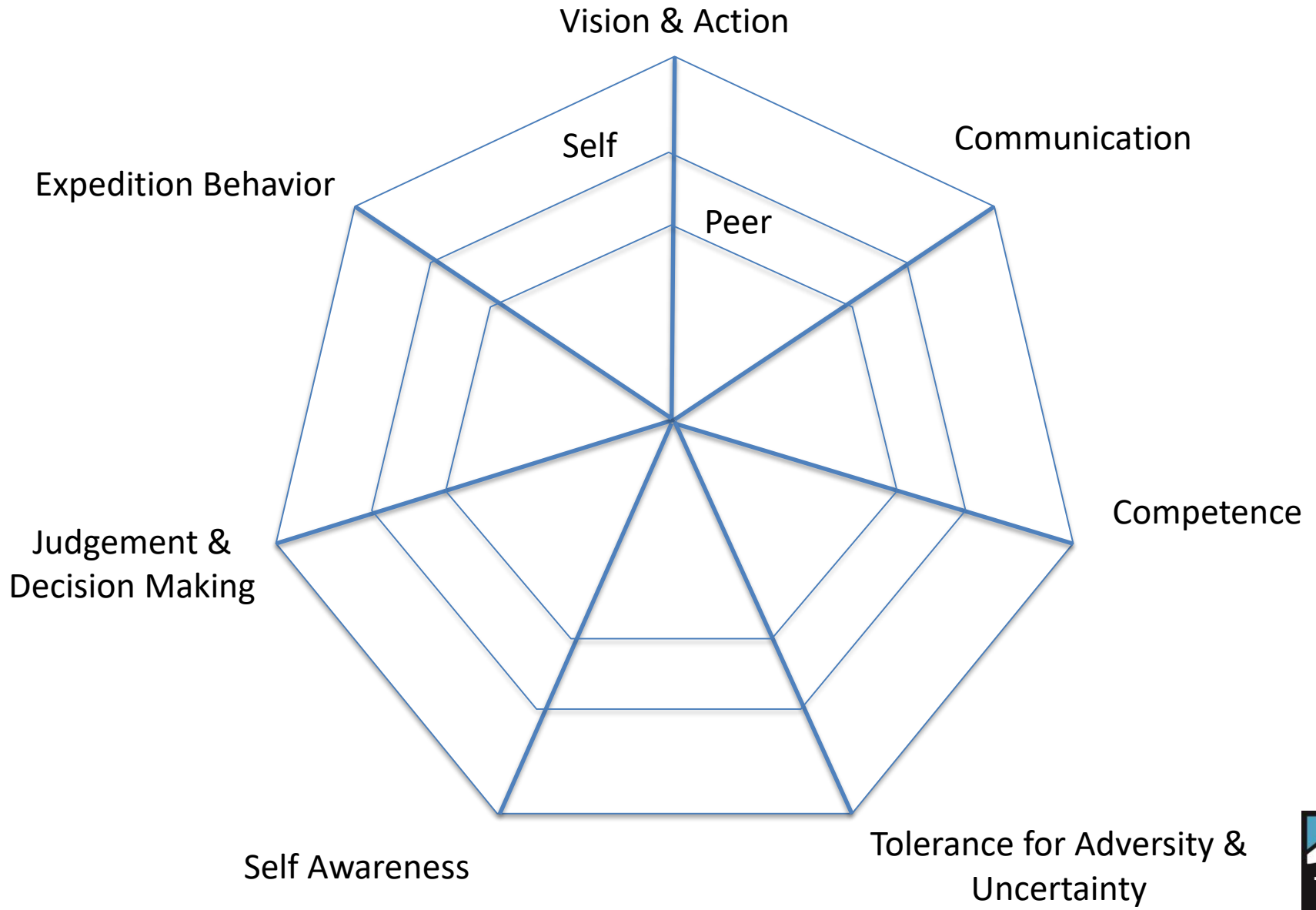


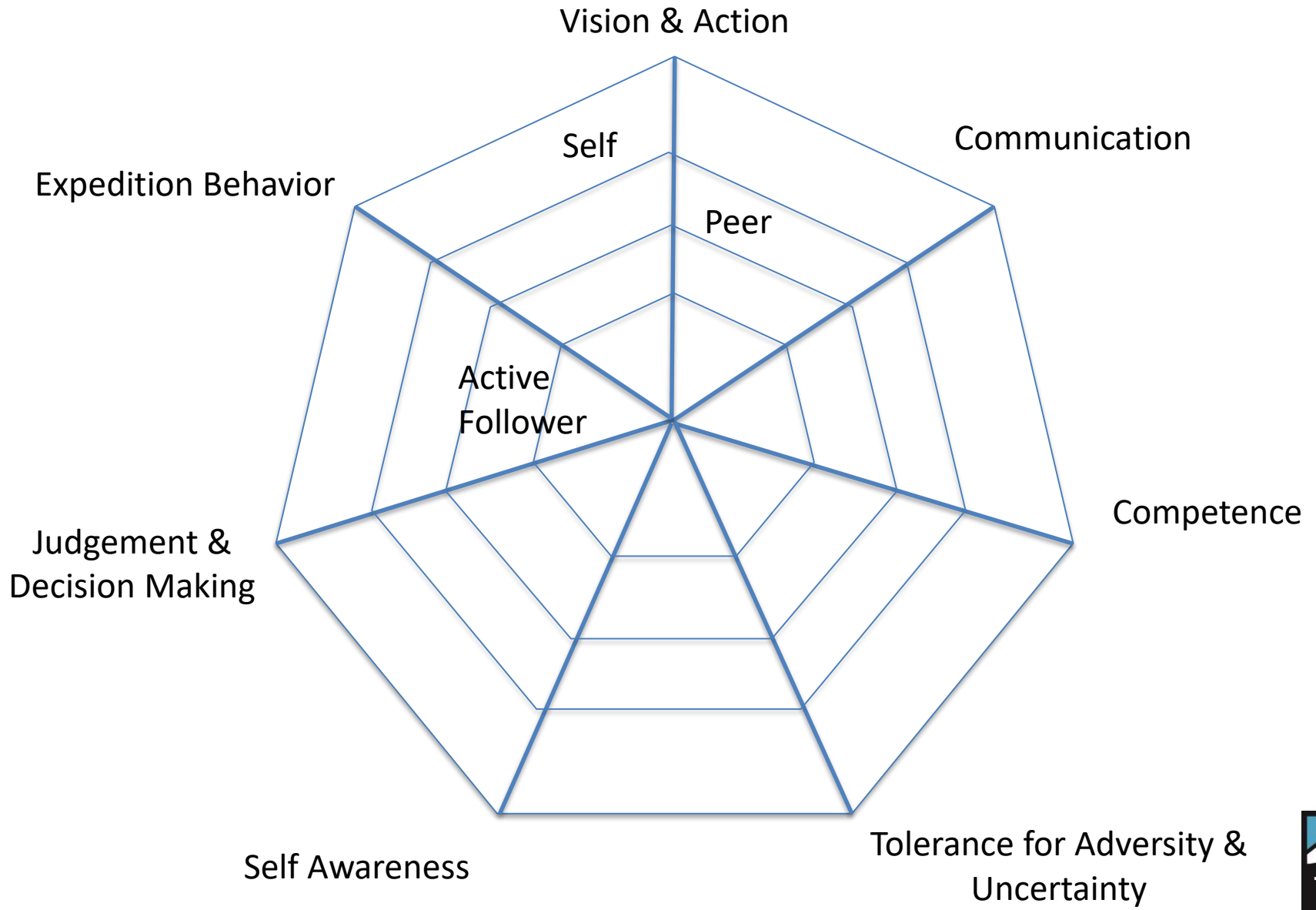


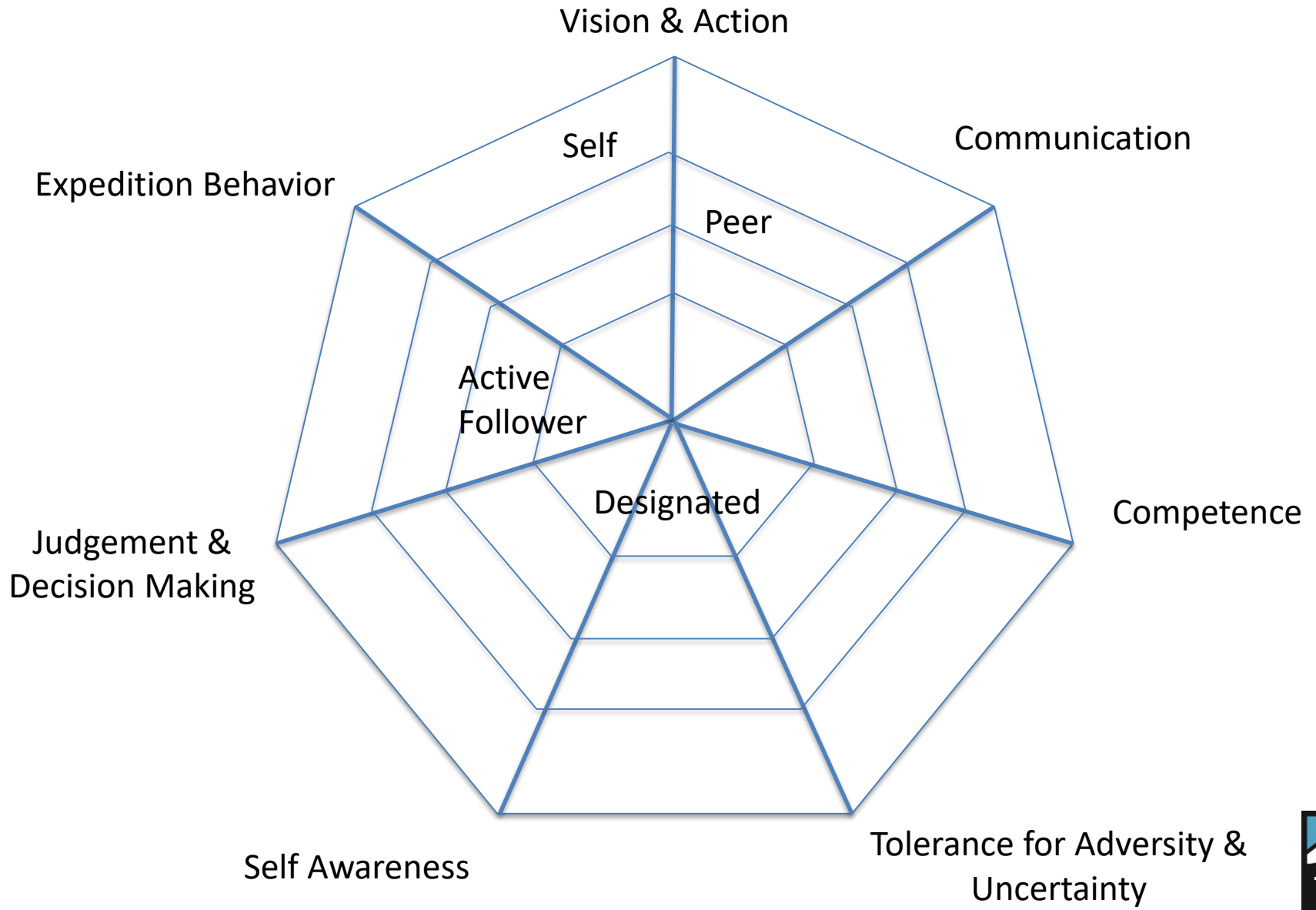


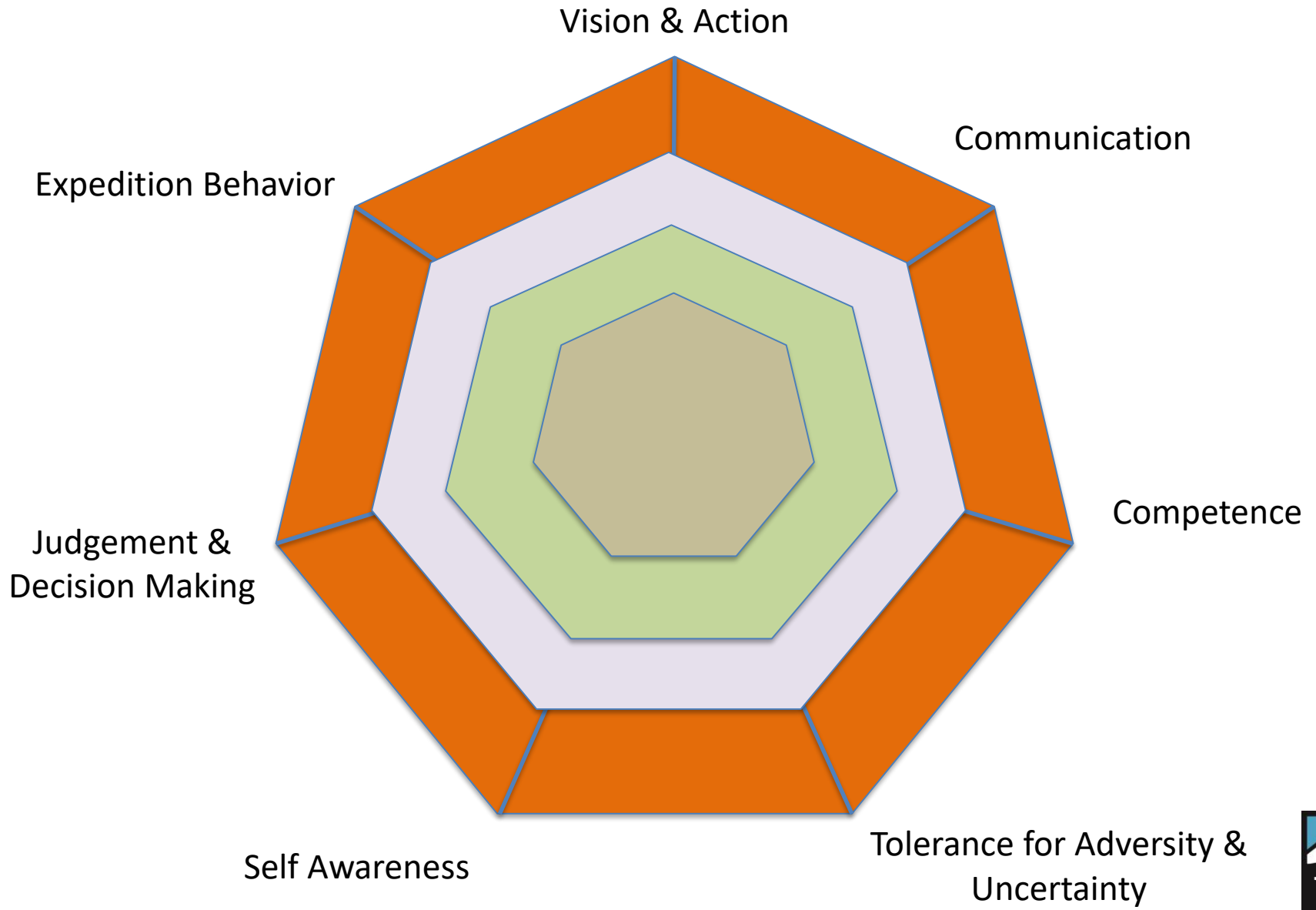












# 4-7-1

- Designated Leader
- Active Follower
- Peer Leader
- Self Leader





# 4-7-1

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

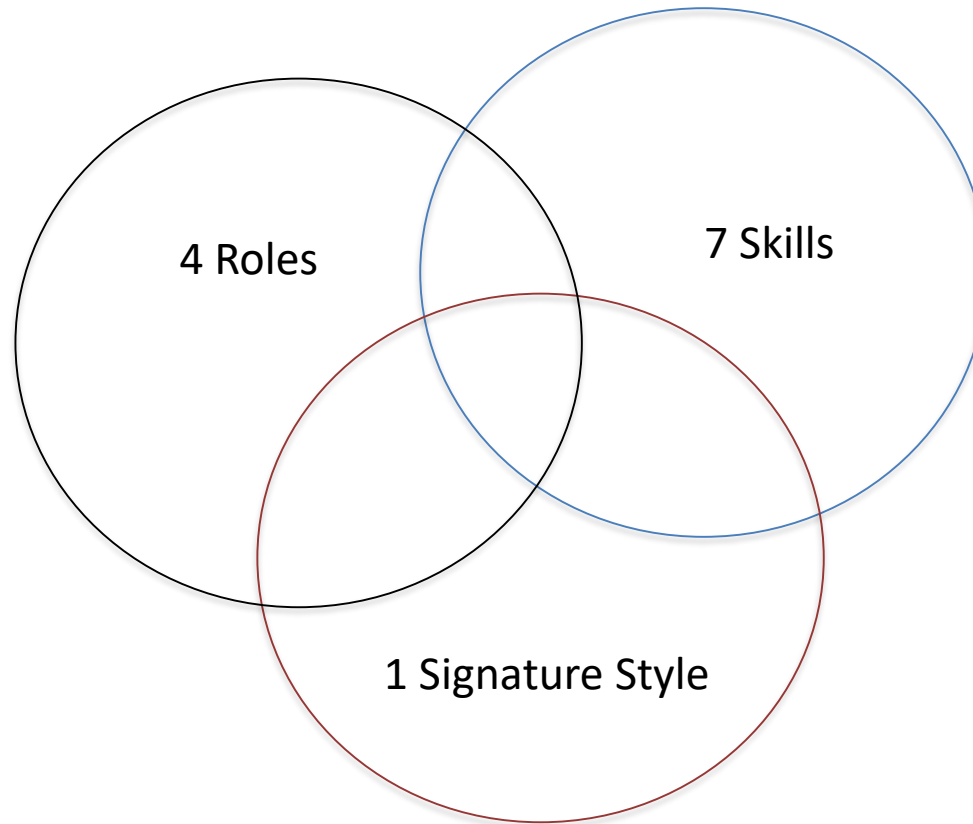


4-7-1

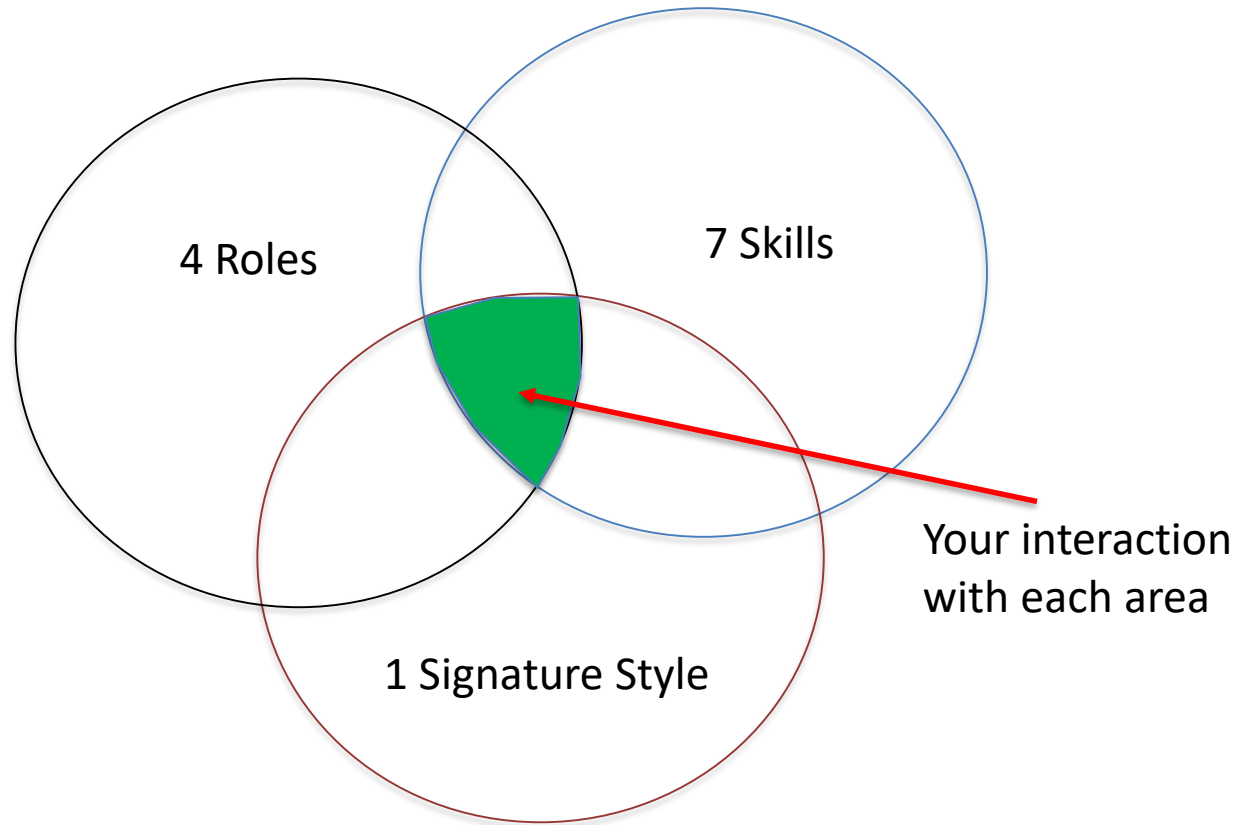
- Signature Style



# How these interact:



# How these interact:



Thank you

