The Colorado Mountain Club
Boulder Group Leadership Seminar
Welcome!

This training is designed to prepare you to lead various types of trips for the Boulder Group and is required to satisfy the requirements of the in-class Leadership Training Seminar.

The Boulder Group is offering online leadership training so that you can study the materials at your own pace and on your own schedule.

If you have any questions, contact anyone on the Boulder Group Leadership Team for advice.
How to Use this Training

- Read each slide carefully and follow any instructions provided.
- Click the right arrow on your keyboard to go forward in the presentation; click the left arrow to go back.
- Make sure you understand the information on each slide. If anything is confusing, write down your questions and bring them to class with you.
- At the end of each module, there will be an assessment that lets you review and test your knowledge.
To ensure that all questions/comments are adequately addressed, the Boulder Group will hold a classroom session led by one or more experienced leaders.

- During this session, you’ll review scenarios & take part in role-playing, so that you’re prepared to answer any questions that may arise before, during, or after you lead a trip.

For additional information about Boulder Group leadership rules, visit http://www.cmcboulder.org/bms/leadershipSeminar.html.
Benefits of Online Training

Online training is accessible 24 hours a day, 7 days a week. This gives you the ability to read and re-read the materials anytime you want. If you have questions about any of the information, bring them to the instructor-led class session or email your instructor at any time.

Online training lets you review the materials whenever you have some free time, rather than squeezing in the training after work or at a time that’s not convenient.
Why be a CMC Leader?

- It’s fun.
- You get to decide where you’re going and what you’re doing.
- The role carries prestige, responsibility, and respect.
- Being a leader lets you give something back.
- Being a leader helps you practice and refine your mountaineering skills.
- It’s great to share your love of the outdoors with others.
Why be a CMC Leader? (cont’d)

🌟 It’s great to share your love of the outdoors and be around others who enjoy the same thing.

🌟 Boulder Group trip leaders are rewarded with a 20% off coupon at Neptune Mountaineering for each trip report submitted to the clubroom.

◆ This includes both trips that are completed and those that are canceled due to weather, not enough participants to call it a CMC trip, etc.
CMC Leadership Philosophy

Every official CMC trip must be led by a member authorized to lead trips.

Leadership involves the following:

- Ensuring that established CMC trip procedures are followed.
- Making sound decisions for -- and sometimes with -- the group, in a variety of outdoor conditions.
- Facilitating positive group dynamics.
- Dealing with conflict and/or emergency situations in an appropriate manner.

For a list of trip leader prerequisites, see http://www.cmcboulder.org/trips/#TripLeaders on the Boulder Group web site.
Lesson 1
Leading a Successful Trip

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Lesson 1 Overview

This lesson describes the procedures to follow before, during, and after a trip. Topics include:

- Boulder Group general trip rules
- Trip selection guidelines
- Trip paperwork
- Phone interview questions
Lesson 1 Objectives

At the end of this lesson, you should be able to:

- Summarize the guidelines to follow when selecting a trip to lead.
- Describe the tasks to complete before the trip occurs.
- Explain the process for trip sign-up.
- List the critical questions to ask potential participants during phone screening.
Lesson 1 Objectives (cont’d)

🌟 Summarize the tasks to perform:
- At the meeting place
- During the trip
- After the trip
Trip Selection Guidelines

When selecting a trip to lead, consider the following:

- Do you have the abilities to successfully complete the trip (physical ability, skill level, knowledge)?
- Nature of trip (length of trip, technical requirements, objective hazards, activity level)

Outdoor considerations
- Location
- Weather
- Time of year
Trip Selection Guidelines (cont’d)

🌟 Equipment requirements – do you need to bring any extra or special gear?
Before the Trip

Make sure you receive the necessary trip forms in the mail:

- **Trip Activity Report.** This is sent out to leaders a month before the planned trip.

- **Permits, if required.** Trip leaders should contact the Outings Chair at [outings@cmcboulder.org](mailto:outings@cmcboulder.org) to obtain permits required for locations such as the Indian Peaks Wilderness Area.
Before the Trip (cont’d)

- For complete information on the permit process, go to [http://www.cmcboulder.org/trips/#TripTypes](http://www.cmcboulder.org/trips/#TripTypes)
- CMC trips must follow all applicable regulations enacted by governmental agencies or private land owners.

🌟 Every trip must have a leader who is at least 18 years old, a CMC member, and formally approved by the Boulder Group.
Choose a qualified co-leader

- **Co-leader**: Every trip must have a co-leader who is at least 18 years old and a CMC leader.
- The co-leader shares responsibility with the leader.
- The co-leader must be capable of taking charge in the event the leader becomes unable to continue.
Before the Trip (cont’d)

- See the Boulder Group web site at http://www.cmcboulder.org/trips/#TripCoLeaders for complete co-leader requirements.
- Remember that you are a mentor to your co-leader(s).
Before the Trip (cont’d)

핵 Pre-trip scouting

핵 Check out the trip route, trail, etc. before the actual trip occurs. If schedules allow, you may want to do this with your co-leader.

핵 If you have never done the trip you’re leading, or haven’t done it in awhile, you may want to do the entire trip.

핵 If you are familiar with the route, trail, etc., you might just drive to the location and check out the conditions.

핵 Keep tuned to weather reports.

핵 Prepare maps for all drivers.
Trip Sign-up Process

- Participants will call or e-mail leaders to sign up for trips.
- For the Boulder Group, participants can sign up for all trips up to 4 weeks in advance.
- The group must have no fewer than 4 and no more than 10 participants.
- As the trip leader, you must maintain a written list of participants.
Trip Sign-up Process (cont’d)

Star Icon: Accepting trip participants:
- Participants will contact you via telephone or e-mail.
- If you do not know the participant, screen them by phone (practice scenarios will be covered in class).
- As the leader, you decide who can participate in your trip.
Trip Sign-up Process (cont’d)

- No person under 14 is allowed on a trip unless accompanied by a parent. No person between the ages of 14 and 18 is allowed on a trip unless accompanied by a parent, or with written parental consent. Leaders may decide whether to allow any person under age of 18 on a trip.

- Note that the Denver Group has a different sign-up process.
Phone Screening

🌟 Screen trip participants thoroughly by phone before the trip.

🌟 Trips will often fail or succeed based on how well the leader screened the participants in advance.

🌟 Use the Phone Screening Checklist when talking with participants.
Phone Screening (cont’d)

- Ask questions about age, abilities, hiking pace, conditioning, medical problems, recently completed trips.
- Ask for recommendations from other CMC leaders.
- If in doubt about a participant’s abilities, say no.
- Remember to include participant contact information on the Trip Activity Form.
At the Meeting Place

🌟 Arrive early.
🌟 Wait for everyone to arrive. Wait a reasonable time for latecomers.
🌟 Introduce yourself, co-leaders, and participants.
🌟 Check roster & have guests sign waiver form. *All guests* must sign the CMC Waiver of Liability form.
🌟 Reiterate trip plans, estimated time, goals, pace, and potential hazards.
At the Meeting Place (cont’d)

- Check for appropriate gear.
- Inquire about any health problems, concerns, or injuries.
- Organize group into carpools.
- Distribute maps to all drivers.
- Remind participants to share the cost of gas with their driver.
If the original destination of a trip is found to be impractical immediately before the trip, the leader may select a new destination and route.

- The new trip plan must be similar in type and difficulty to the original plan.
- The leader must leave a message on the CMC Boulder Clubroom telephone (303 554-7688) describing the new destination and route.
Prohibited Trip Items

Remind participants that the following are not allowed on CMC trips:

- Firearms of any type
- Portable entertainment devices, such as games, radios, music and video players, etc.
- Pets, with the following exception: Dogs may be allowed at discretion of trip leader so long as land use regulations are met and the trip description clearly states that the trip is a “dog trip.”
- Mobile phones may be carried, but must be turned off at the trailhead and may be used in case of emergency only.
At the Trailhead

- Make sure everyone has arrived.
- Check vehicles before leaving.
  - Leave a spare key in a safe place or with another person in the group.
- Perform a final equipment check.
- Review trip plans, routes, and expectations.
- Emphasize the group philosophy: stay together, be safe, have fun.
At the Trailhead (cont’d)

Discuss trip rules

- Importance of staying together, pace, breaks, etc.
- Assign a strong rear leader to stay behind last person on trail/route.
- Emphasize “leave no trace” principles.

Assess group resources

- Medical training: First-time leaders need a current first aid and CPR card. See http://www.cmcboulder.org/trips/#TripLeaders.
- Have first aid kit handy.
- Identify other group leaders/experts.
During the Trip

Note that these guidelines are primarily for hiking trips. For climbing and other type of trips, see http://www.cmcboulder.org/trips/#TripTypes

- Make sure you are on route.
- Maintain a consistent pace
  - Keep in contact with rear leader
  - Keep group together in a reasonable manner
  - Take special caution around forks, turns, etc.
During the Trip

- Take fairly regular, short breaks
  - Be aware of needs for bathroom breaks, clothing adjustments, weather changes
  - Remind hikers to eat and drink during these breaks
- Monitor weather
  - Be aware of hazards
- Communicate with everyone
During the Trip (cont’d)

🌟 Lunch/Destination/Summit

🔹 Stop in safe/protected area
  • Out of wind
  • In the sun in winter/ In the shade in summer

🌟 Refer to the On Trail Checklist for detailed procedures to follow during the trip.
During the Trip (cont’d)

🌟 Lunch/Destination/Summit
- Check in and see how everyone is doing
- When leaving, make sure nothing left behind
The Return Trip

Return Trip

- Follow the same procedures as during the trip
- Watch energy levels and non-verbal signals
- Watch weather and daylight
End of Trip

- Official end of trip at trailhead
- Make sure everyone is back before anyone takes off
- Make sure everyone has a ride back
- Make sure all cars start before leaving trailhead
- Any end of trip announcements
End of Trip (cont’d)

Remember to have closure:
- Comment on how well things went
- Suggest possible stop for refreshments
- Ask if anyone has feedback about trip

At home
- Fill out trip report form and submit
Lesson One - Review

Now you should be able to:

- Explain the guidelines to follow when deciding which trip to lead.
- Describe pre-trip procedures.
- List critical on-trail issues to consider during the trip.
- Discuss issues to consider before, during, and after the trip.
- Understand where to look for additional trip resources.
Assess Your Knowledge

1. Guests do not need to sign a waiver as long as they are with a CMC member. *True or False?*

2. All CMC trips must have at least 4 participants. *True or False?*
Lesson 2
Successful Communication
Lesson 2 Overview

This lesson describes some typical communication issues and how to respond to them.
Lesson 2 Objectives

At the end of this lesson, you should be able to:

- Summarize the qualities of a good listener.
- Define communication.
- Describe the sensory skills used when communicating effectively.
- Explain the different decision-making styles.
- Explain the different types of group dynamics.
Communication Skills

A critical component of effective leadership is good communication skills.

🌟 To be a good leader, you must be able to listen to others as well as express yourself clearly.

🌟 In addition to the examples discussed in this lesson, you’ll also have a chance to review some communication scenarios in class.
What is Communication?

Communication is defined as a shared understanding of information.

The goal of communicating is to convey your ideas to the listener and vice-versa.

Good communication is critical to good leadership.
Components of Communication

Awareness Wheel

- Doing
- Sensory Data
- Wanting
- Thinking
- Feeling

ISSUE

Sensory Data:
- hear, touch, sense, smell, behavior

Feelings:
- mad, sad, angry, glad, scared

Thoughts:
- hunches, opinions, beliefs, judgments

Wants:
- what do you need/want
- hopes/dreams

Actions/doing:
- what you do with your internal information
Using Your Senses

There are five ways in which we understand: sensory data, feelings, thoughts, wants, and actions:

- **Sensing** is using your senses to receive information.
- **Feeling** describes your emotional state: angry, vivacious, effervescent, etc.
- **Thinking** is how we relate judgments, visions, thoughts, and viewpoints.
- **Wanting** is the need for certain items, both tangible and intangible.
- **Doing** is how the receiver acts upon the information.

Awareness of the way in which we communicate serves two purposes: increases self-awareness and uses these methods to improve communication.
Effective Communication

Good communication uses all five segments of the awareness wheel. In addition to meeting the goals of each segment, the communication should also include these qualities:

- Accurate, complete, clear, specific, timely, and redundant.
- Verbal and nonverbal message must be the same.
- Target the information to those who need it.
- Choose an effective way to send the message.
Effective Communication (cont’d)

- Listen and paraphrase your understanding.
- Ask questions to further understanding.
- Acknowledge others’ feelings.
- Solicit information and give feedback.
Communication Skills

🌟 We each interpret another’s words/actions through our own lenses
🌟 When you clearly explain more of your world and your actions (self-awareness) and ask about the other person’s, you lessen the amount of interpretation needed to understand.

Fewer misunderstandings ➔ fewer conflicts ➔ fewer errors
Tips for Communication

- Establish clear expectations and goals.
- Say “yes” or “no” clearly.
- Admit and correct your mistakes.
- Speak up when appropriate.
- LISTEN when appropriate.
- Keep people informed of changes.
- Ask for clarification if you don’t understand.
- Speak for yourself – Use “I” language.
- Try to put yourself in the other person’s shoes during conflict.
Maintain Communication

🌟 Good leaders remain in constant communication with others on the trip.
🌟 Keep the group informed about any trip changes related to weather or other events
Communication Example

“I notice that the clouds are black in the west and the wind is coming from that direction. I’m concerned that we might get caught up in a storm. I’d like to start heading down right now. What do you think?”

Notice that the above statement uses:
- Sensory data
- Feelings
- Thoughts
- Actions

CLEAR COMMUNICATION = fewer errors
Communication Example

“I’d like to start heading down right now.”

Notice that the above statement fails to explain why the leader wants to head down.
Communication Example

“‘I’m nervous/concerned. Something isn’t right.”

Notice that the above example lacks specific information about why the leader is nervous and concerned.

Statements like the above may cause alarm since specific information isn’t provided to participants.
Communication Example

“\textquote“I think we might get caught up in a storm.”''

While the above statement provides some information, it lacks:
\begin{itemize}
  \item Clear direction about how to proceed (action).
  \item Sensory data.
\end{itemize}
Communication Example

“What do you think?”

While it’s good to ask the group what they think, be specific.

The above question is vague:
- Ask for information about a specific situation: “What do you think about those clouds moving in from the west?”
Think about some other examples of good versus poor communication.

Additional communication examples and scenarios will be covered in class.
Decision-Making Styles

Leader Based
- Directive
- Consultative

Group Based
- Group
- Delegate
Leader-Based Decision-making

Two styles:

📍 Directive
- Decide unilaterally and announce
  - Ensure decision is clear and understood

📍 Consultative
- Decide unilaterally, but get reactions from group before making the directive.
- Solicit ideas and recommendations, then decide and make directive.
Group Based Decision-Making

Two styles:

- **Group Decision**
  - **Vote**
    - Set up parameters
    - Leader *always* has veto power
  - **Consensus**
    - Discuss decision with group
    - General agreement with decision

- **Delegate Decision**
  - Choose delegate(s)
    - Clearly defined parameters
    - Allow leader veto power
Decision-Making & Leadership

- Realize that different styles are effective in different situations.
- Develop flexibility of style.
- Tell participants what style you will use to make a decision.
- Work toward maximum involvement whenever possible.
Group Dynamics

- Good group dynamics encourage and enhance:
  - Safety
  - Enjoyment
  - Learning
  - Performance
  - Attainment of the goal
Group Dynamics

🌟 The 5 Stages of Group Development

❖ Forming
❖ Sorting
❖ Norming & Performing
❖ Differentiating
❖ Closure
Stage 1 - Forming

Trip participants are coming together for the first time. This stage is about feeling out the group and how they fit.

Group Behavior

- Polite & superficial; false consensus
- Each person tests compatibility of self with others
- Confusion & anxiety
- Establish safer patterns of interaction
- Smooth, pleasant and/or frustrating, confusing time
Stage 1 – Issues

❖ Group Issues
   ◆ Sizing up the situation
   ◆ Establish criteria for membership
   ◆ Discovering similarities/differences

❖ Personal Issues
   ◆ Inclusion (How do I fit in?)
   ◆ Ambiguity (What’s expected of me?)
Stage 1 – Leadership Tasks

- Create a safe, inclusive environment
  - Introduce leaders, assistants and participants.
  - Names & physical recognition
- Participants want guidance
  - Clearly outline expectations for the trip
- Set and uphold high standards
- Use good communication skills
Stage 2 – Sorting

Expectations have been set and participants are figuring out group guidelines, skills & experience of other participants, leadership style, etc.

* Group Behavior
  - Conflicts arise
  - Participants wonder if they well be respected
  - Emotional reactions to demands
  - Some participants test leader’s authority
  - Some participants try to be the “leader’s pet”
Stage 2 – Issues

Group Issues
- Decision-making process group will use
- Power & influence (i.e., will I have as little/much power/responsibility/influence as I am comfortable with?)

Personal Issues
- Being able to influence direction/decision
- Realization of task more difficult than imagined
- Having a sense of direction
- Resist any need for collaboration
Stage 2 – Leadership Tasks

- Define goal and how it will be accomplished
- Define acceptable group behavior
- Get participants on board; focus on team-building, not competition
- Inform group about communication style and decision-making principles
- If group tries to challenge leadership, don’t take it personally
Stage 3 – Norming

In this stage, the group has begun to be effective.

The focus of each individual is “How can I help the group?” There is increased cohesion and more collaboration.

Trust begins to emerge and differences are appreciated. The team is now focusing on cooperation.

The leader's task is to support the group and its members.
Stage 3 – Norming

Participants understand what the “rules” of the group are, including standards for behavior; participants feel they can accomplish the goal.

Group Behavior

- Cohesion, negotiation, open communication
- Individual strengths utilized; appreciation of differences
- Attempts to achieve harmony, avoid conflict, and strengthen relationships
- Increased friendliness and communication
Stage 3 – Norming

Group Issues
- Gladly following the guidelines
- Task accomplishment
- Goal attainability

Personal Issues
- Affection and caring (How close should I get?)
- Meaningful relationships
- Trust evolves
Stage 3 – Norming

Leadership Tasks

- Encourage people to work together, act interdependently
- Good communication
- Inclusion
- Safety awareness
- Make it fun
- Build trust to help avoid conflicts
Stage 4 - Differentiating

At this point, the group is asking "How can we do our best?"

Focus is on enthusiasm and creative problem solving.

Characteristics include harmony, productivity, effective problem-solving and full development of the potential of the group and participants.

Participants feel safe enough to express their needs, yet have the ability to be part of the group.
Stage 4 – Leadership Tasks

- Leadership is shared and participative
- The leader's role is to delegate
Conflict Resolution

❖ Be prepared

❖ If you sense there are difficult people on your trip, go out of your way early to build trust
  ➡️ Spend time getting to know them
  ➡️ Show you care

❖ Remember – you are in charge of how you respond

❖ Avoid making preformed judgments
Conflict Resolution Guidelines

🌟 When conflicts arise, don’t ignore them
- Take advantage of trust you built and look for a solution

🌟 If no easy solution, make sure both sides know what the conflict is
- Outline differences accurately
- Acknowledge other’s responses
- Don’t moralize

🌟 Explore common ground
- Acknowledge what you don’t agree with
Conflict Resolution Guidelines

🌟 Create a vision of success
  ● Ask opponents and yourself about optimum outcome
  ● Create a strong vision

🌟 Develop joint strategy to meet vision

🌟 If strategy doesn’t work, as the leader you have ultimate responsibility and final decision-making power
What’s Your Group Experience?

🌟 Think of a positive group experience you’ve had. Why was it positive?

🌟 Think of a negative group experience. Why was it negative?
Stage 5 – Closure

In order for each trip to feel complete, some sort of gathering is important near or at the end of the trip.

Formalized conclusion

- A brief “thank you”
- Marketing for future trips
- Sharing contact information
- Encourage participants to become trip leaders by looking under the Trips link on the Boulder web site

Address Failure Positively

- What if the group’s purpose has not been met?
Leadership Skills Review

- Using Effective Communication
- Good Decision Making
- Managing Group Dynamics
Lesson 3
Managing Emergencies
Lesson 3 Overview

This lesson describes some typical emergency situations and how to respond.
Lesson 3 Objectives

At the end of this lesson, you should be able to:

- Recognize the types of mountain hazards your group may encounter
- Describe the process for handling an emergency situation
- Explain the process for minimizing risks
Recognizing Hazards

Simply be aware and alert and err on the side of caution

Weather hazards
- lightning, precipitation, wind, visibility, darkness, cold and winter problems

Geological hazards
- rock fall, debris slides, cornice, avalanche, thermal, volcanic

Biological hazards
- offensive/poisonous plants, snakes/insects, animals (large & small), microbes (water quality)
Potential Emergencies

- Lost persons/separated parties
- Incidents related to mountain hazards
- Stranded on technical terrain; does your intended route have escapes?
- Stormed in/benighted
- Medical emergencies: minor versus serious
- Fire
- Death in the mountains
If An Incident Occurs

Leadership skills

- Be a leader or assign one. You need a leader at all times!
- Control anxiety
- Stay calm
- May need to console others; assign a friend or other participant, if feasible
- Delegate responsibilities and make the best of group strengths
If an Accident Occurs

⚠ Remember what you learned in leadership and first aid

- Responsibility to the safety of the whole group

- Be systematic in planning your response
  - Accident reporting form helps you collect information
  - Evaluate your resources (participant skills, gear (including cell phone), and strengths
  - Determine if medical or rescue assistance is needed
  - Consider where to congregate out of danger and how safe it is to move victim
  - Write victim’s signs and symptoms to send with strong party members dispatched to seek help
If an Accident Occurs

Persons sent to trailhead should be able to lead rescuers back to accident location (even in the dark)

Phone authorities

- Send contacts to trailhead even if you’ve reached authorities by cell phone
- Call 911
- Contact person remains on phone until told to hang up and stay at location until authorities arrive
What to Report

_minor accidents (no report):
- Successfully treated on the spot
- Requires no evacuation, and
- Unlikely to cause future problems

_serious accidents (must report):
- Requires assistance in evacuation, or
- Requires hospitalization, or
- Is treated by medical professional, or
- Results in death
Reporting an Accident

Report accidents:
- Report accidents to the Boulder Group Chair, Vice-Chair, or Safety-Committee Chair within 24 hours.

Written accident report
- Within 10 days to Safety Committee
- Follow accident reporting form
Reporting an Accident

Data to include (orally and in writing):

- Name of leader, victim and key witnesses
- Trip type, location, and date
- Type of injury or illness
- Description of incident
- Any first aid administered at scene
- Whether victim left scene on her own or with assistance or rescue
- Additional medical care rendered
  - Name of treating physician or hospital
Accident Investigation

- Safety Committee will investigate all serious accidents
  - Safety chair will speak with leader, victim and witnesses
  - They may be asked to discuss accident with other Safety Committee members
  - Committee may propose policies to attempt to avoid similar accidents
    - E.g., requiring a rear leader after the death on Mt. Alice

- State CMC Safety Committee also may become involved in serious accident investigation (which may implicate the Club’s liability insurance policy)
Unqualified Trip Participants

Leaders can refuse to accept as a participant any person whose skills, conditioning, or attitude could jeopardize the trip’s safety and comfort.

- Importance of screening and getting references if in doubt.
Unqualified Trip Participants

If a trip participant was demonstrably unqualified

- Discuss the issue in private with the person (and recommend additional training or experience)
- Report to Safety Committee people who should not be allowed on certain types of trips
  - Especially if person resists leader’s suggestions
  - Safety Chair will discuss these issues with the person in question
Lesson 4
Scheduling Trips

Need a photo or graphic here
Scheduling Trips

There are several ways you can schedule CMC trips:

- Online at the State Website: Submit trips at the state website, [www.cmc.org](http://www.cmc.org).
  - You must be an approved trip leader.
  - You must login using your CMC member number. Then, click on the “Leader” link in the upper right-hand corner.
  - Click on “Schedule a Trip.”
  - Boulder Group trips submitted on the state website first go into a “Suggested” status.
  - The Outings Committee reviews each trip and changes the status to “Approved” to indicate final approval.
Scheduling Trips (cont’d)

- Contact the Trip Scheduler:
  - If you prefer, you can contact the appropriate Trip Scheduler directly.
  - Each trip type has a Trip Scheduler volunteer who schedules and approves trips.
  - Send email to or phone the Trip Scheduler with the list of trips that you’d like to submit.
  - Four times a year, the Outings Committee posts articles in the Compass newsletter and GPS e-newsletter requesting trip submissions. These articles/newsletters include the Trip Schedulers’ names and contact information.
  - If you are unsure of which Trip Scheduler to send your list of trips to, send it to the Outings Chair at outings@cmcboulder.org.
Scenarios
Role Playing Examples

The remainder of the training will focus on role-playing scenarios.

Read through the scenarios and be prepared to discuss them in class with the leader.
Role Playing Example

Leader:

- You are leading an Intermediate level ski tour to Heart Lake on a Saturday in mid-January.
- You are taking up to 6 participants
- What kind of questions would you ask participants during phone screening?
- What types of issues might be important to be aware of?
Role Playing Example

Leader:

- You are leading a hike up McHenry’s Peak; this trip is categorized as a Difficult C.
- You are taking up to 6 participants
- What kind of questions would you ask participants during phone screening?
- What types of issues might be important to be aware of?