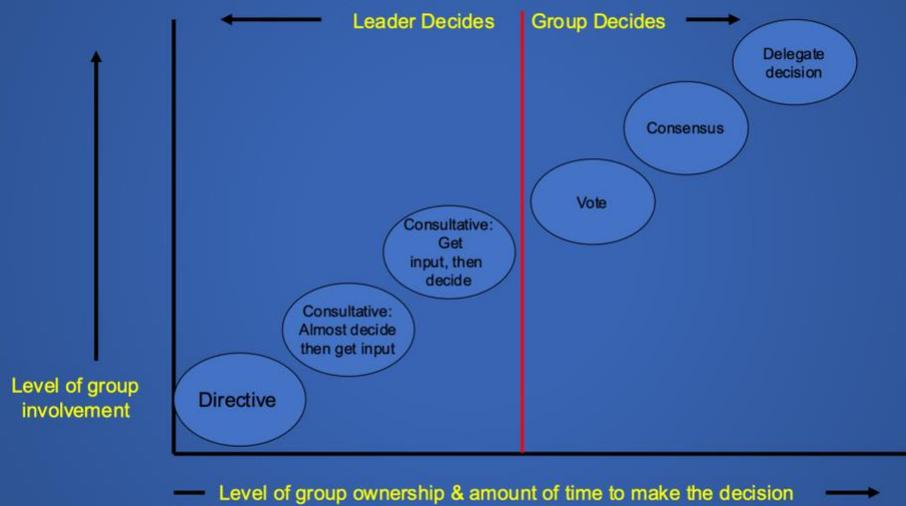


Decision Making Techniques



D. Chrislip & S. Harper: Leadership Continuum NOLS

Crew Leader Training: Alaska Trails Trail Conference

1. **Provide Context:** Where does the crew lead fit into the overall organization? What is (are) their job(s)?
 - Motivations:
 - Knowing the organizational mission
 - Having the “Best Interest” of the crew member in mind
 - Managing Risk
 - The crew member
 - The company
 - The industry
 - First Job-Manage the crew
 - Crew safety
 - Crew efficiency
 - Production amount
 - Production quality
 - Second Job- Work on the trail
 - To provide instruction
 - To provide an example

- To gather information
- To speed critical tasks to avoid bottle-necks
- To participate in the jobs at hand

2. Prepare for Leadership:

People Management Issues Versus Job Management Issues (Techniques, Materials, Logistics, Tools)

Failures in leadership are often traced to inadequate prior communication regarding performance expectations and acceptable behaviors or a problem regarding the techniques, tools, materials or logistical decisions required to effectively do the job. It is useful, when dissecting a problem to find a solution, to ask is this a people management problem or a job management problem?

- People Management:
 - Leadership methods vs “styles”
 - NOLS Leadership method continuum
 - Establishing the relationship
 - Setting clear boundaries
 - Setting clear expectations
 - Giving effective feed-back/evaluation: TOAST (Timely, Objective, Accurate, Specific, Tactful)
 - Behavior Modeling
 - Effective teaching
 - Physical Conditioning
- Job Management Issues
 - Lack of knowledge of basic construction efficiency techniques
 - Start at each end and work toward the middle
 - Gang up tasks
 - Distribute all the necessary tools and materials at once
 - Stock pile tools and materials in positions of sequence so as not to interfere with preceding tasks
 - Inability to sequence the construction process for the entire crew
 - An intimate familiarity with the task is the basis for having a job for everyone and a follow-up job for everyone as well. The crew leader should only work after the entire crew is busy and if the crew leaders work will not interfere with a crew members future work.
 - Not having contingent plans available

- If the weather or delivery or anything else interferes, what will the crew do?
- Unfamiliarity with materials and possible substitutions
 - A matter of experience, but maybe also training or prepping the leader properly?
- Unfamiliarity with different techniques to accomplish the same task
 - Same as above

Additional Topics:

- Often neglected trainings:
 - Proper vehicle backing
 - Securing external loads
 - Safe trailer use
 - Camp sanitation and clean kitchen procedures
 - Animal avoidance and encounters
 - Wilderness First Aid
 - Small Engine Repair

A Proposal for Crew Leader Specific Training:

- Ideally a week long commitment
- 30% Classroom Lecture
- 70% Field Practicum

Day 1: Motivations behind good leadership.
 Industry Overview of the importance of good leadership
 Mental Preparation for Leadership
 Physical Preparation for Leadership
 Establishing Boundaries
 Leadership model selection
 Quiz: Situational context for model selection

Day 2: Teaching and Communicatin

- What does success look like?
- Modeling
- Practice
- Feedback
- Re-try

