

**Boulder Group Leadership Seminar
Workbook**

Name _____

1) What requirements must be met in order to become a trip leader?

2) List the trip types

3) What are 3 major steps to take during the planning process for a trip?

4) What is the value of phone screening and list 2 questions you might ask?

5) What items are prohibited by the CMC on trips?

6) What are the qualities of a good listener?

7) Describe the sensory skills used in good communication.

8) Explain the different types of decision making styles

9) What can a good leader do to address issues that arise with the Stage 1 “Forming” phase of group dynamics?

10) Why is it important to clearly define goals and group behavior parameters at the start of a trip?

11) You are leading a trip and have one participant out front pushing the pace. During a break you ask them to stay with the group however, they continue their behavior. What are some ways to deal with this during the trip?

Case Studies to Read and think about prior to Meeting

(please bring with you to the meeting)

Case Study1 : Grizzly Peak

On December 16, 1984, Carl Hinrichs led a Class C hike to climb Grizzly Peak (13,427'). He had 9 others in his party, including 6 which were qualified Class C and D leaders. Earl Voight (a Class D leader) and his wife Kathy were on the trip.

The route up Grizzly appears simple. It consists of going less than a mile straight east from Loveland Pass up a ridge to a high point where the ridge divides, one part going northeast to Mt. Sniktau and the other going generally south to Grizzly. The round trip of the Grizzly climb is about 5 miles, and it is all above timberline.

The hike began about 9:30 a.m. In the early afternoon a storm began to blow into the area. It was very windy and cold. Snow on and around the ridges was blowing erratically. The party had become widely separated, and Carl could not pinpoint the location of some of his group who were out of his sight. In a few cases they were more than a mile from him. Some were still trying for the summit, while others had given up. Some had made the summit and were returning.

Sometime around 2 p.m. Carl, Earl, Kathy and Dave Anshicks were in a saddle on the ridge to Grizzly having a bit to eat and drink. Dave and Carl had already made it to the summit; Earl and Kathy had not. Earl told Carl that he and Kathy were going to return to the cars. After they departed, Earl began to walk faster than Kathy. Presently, Charles Fisher, overtaking them on his descent, was between Earl and Kathy. At this point Earl could see only Charles, who he assumed could see Kathy, although they did not discuss it. Earl continued to get further from Kathy, and did not again check on her location until he reached a rise east of the Loveland Pass parking area.

Kathy, meanwhile, encountered visibility-reducing white-outs which convinced her that her further progress was in doubt. She said she could see no one. She then bivouacked on the ridge from Grizzly at a point less than a half-mile from where she and Earl had left Carl.

Case Study 2 : Quandry Peak

A party of 12 people climbed Quandry Peak (14,000+ feet) in mid-December. The day was sunny with seasonable temperatures (20's at trailhead, teens at higher elevations) and a gusty wind from the northwest. Snow cover ranged from 6 to 18 inches in sheltered places; the ground was bare in places exposed to sun and wind.

The most direct ascent passes through a forested area with considerable snow. Since the party was not using snowshoes, however, they skirted this area to the right (east and north). After about one hour, just below tree line, one member obviously was having considerable trouble breathing. The leader thought it might be bronchitis. The ill person decided to return to the cars and the trip leader accompanied her, leaving the co-leader to lead the remaining 8 people.

Five of the ten were consistently together at the front and the remaining five were somewhat spread out behind. One man, Bob, was always in the rear. Every 10-15 minutes, the front five would pause and wait for the others to catch up. Because waiting in the wind was chilling, however, the front five were eager to start again as soon as the rear group caught up, with result that the rear group got shorter rest stops and Bob got almost no rest.

Most of the route up Quandry is a long, straight or slightly concave ridge, which means that people high up have a good view of the ridge below all the way back to treeline. Thus, although Bob lagged behind, he was never out of sight of the rest of the group. Shortly before the true summit, the ridge levels off and the hikers beyond this crest lose sight of the ridge and route below. When the front five climbers passed the crest, Bob was apparently about 10-15 minutes behind, based on his pace up to that time.

The front party reached the summit about 10 minutes after passing the crest. The group rested, ate, drank and looked around for about 20 minutes when someone remarked that Bob had not yet arrived. The group then packed up and started down, reaching the crest (below which the descent route was visible) about 10 minutes later. All told, about 30-40 minutes had passed since the group had seen Bob. Now he was nowhere in sight.

Case Study3 : A Leader's Nightmare

You are leading a strong party of 8 on a climb of a 14-er in mid-July. The hike to the summit from the roadhead is about 5 miles and 5000 feet of elevation gain. The weather pattern has been severe afternoon thunderstorms in the area, so you have planned to arrive at the summit before noon and return below the ridge before the storm is likely to hit. The weather is unusually hot and muggy all morning. As you ascend a scree gully to the ridge about 11:00 am, with about 500 feet more above the ridge to the summit, the clouds begin to gather and you sense that the storm could hit earlier than usual. Just below the ridge, you hear not-so-distant thunder and gather the group together to say that you think they should not proceed. You say that you want the party to descend back to treeline and then, if the storm passes, perhaps you can consider returning for a summit attempt. Two 20 year old tigers who have stayed with the group but are obviously its strongest members tell you that they want to leave the party and try for a quick summit ascent. You say that you prefer that they don't do so, but they become belligerent and insist. You tell them in front of the group that they are no longer the responsibility of the party. They climb up to the ridge above you, and you lead the group down the gully slowly, since it is quite loose.

Within a few minutes you hear a very sharp crack of thunder above you on the ridge, which frightens one of your party who starts to run down the scree and falls, apparently twisting his ankle. At this point, it is starting to hail. You and the co-leader assist the injured member to the shelter of an overhanging rock and reassemble the group there to decide what to do. You know minimal first aid, and are planning to send a party member back to the roadhead for help. One member of the party, a former girl scout leader, says she thinks she can apply a "gibney boot" to the injured ankle if someone has adhesive tape. She claims that such a device would allow the person to hike out with assistance and would not necessitate a rescue party. The victim does seem to be in good spirits, not in shock, but unable to walk on the ankle. The party then sorts through its gear, locating two partial rolls of adhesive tape. The scout leader begins to apply it to the ankle. The storm is still in full force, but the party is reasonably comfortable and able to keep dry. The rock is quite slippery, and a descent in the rain at that time would be ill-advised.

At that moment, you hear a shout from the ridge 200 feet above you and see one of the renegades waving wildly. Although you cannot communicate with him, you sense that something is very wrong and ask your co-leader to ascend with you. When you reach the ridge, it is raining but the lightning has abated. You hear another shout and find your former party member kneeling over his friend, who appears unconscious, performing CPR. You had taken a CPR course many years ago, but can't quite remember the rhythm. However, under hurried instructions from the victim's friend, you and your co-leader assist him in performing 2-person CPR. You learn that as they were climbing the summit block the storm approached and they began to descend. The victim was apparently hit by lightning or a ground current as he returned near the ridge. His friend has been attempting to revive him for the last 30 minutes. Although the CPR is keeping his heart and lungs functioning, he has no pulse or breathing on his own yet.

Case Study4 : Ashcroft Hut Ski Trip

You are leading a party of 7 people on a 3 day ski-trip to the Goodwin-Greene Hut out of Ashcroft. You have climbed McKinley and many other high peaks in challenging conditions. All members of the party have done hut trips and are experienced backcountry skiers. The party is equipped with sleeping bags (most of which are not waterproof), food, clothing, and 2 stoves, avalanche beacons, and one snow shovel, but no tents and no foam pads.

You get a late start due to heavy traffic on the drive to Aspen. As you head out the weather is cold, snowy, and windy. (A friend in Aspen urged you not to go, because of avalanche danger. The weather report, which you do not check, calls for extreme avalanche danger due to several days of predicted storms.) The route has some avalanche hazard along the way, and you are keeping a look-out for signs of a problem. After skiing 7 miles to the end of Express Creek, in a whiteout you fail to see "Gold Hill," which is your reference point to locate the hut. As the evening approaches, you decide you are not sure where you are and cannot make the hut. Instead, you prepare to camp out for the night. Due to poor snow conditions, the cave you are digging collapses on two of your party inside. So you dig them out and use the area as a shallow snow pit and spend the night in unpleasant, blizzard conditions.

The next morning, people's clothes are wet, though their sleeping bags are dry. The weather is bad -- blowing snow with only 5 - 10 feet visibility. You decide to ski out because you aren't sure you could find the hut. The packs are heavier due to getting wet overnight. You ascend to a high point on a ridge above you to get your bearings. You and your co-leader (the two strongest members of the party) are breaking trail in several feet of new powder. Two members of the party disagree with your route suggestions and think you should all re-trace your steps. They are afraid to get cold waiting for you to reconnoiter the area, and one has frostbitten fingers, so they decide to leave the party and return another way.

At the high point of the ridge, you and the co-leader are joined by the other remaining male member of the party who suggests backtracking to gentler terrain to circumnavigate the high point. The three of you discuss options and agree that you and the co-leader will go ahead and scout the area; if you don't return in 25 minutes, the other 3 members of the party should assume everything is ok and come along. You and the co-leader descended toward what you thought was the head of Express Creek. After you waited for over an hour, the other members of the party did not join you, so you descended into the drainage. Only after descending over a thousand feet, out of the blizzard, can you see that you are not in the Express Creek Drainage. At this point you check your compass and discover you are going southeast, down Taylor Creek (toward Gunnison) rather than northwest (toward Ashcroft). Realizing at that point where you were, you began to ski out toward Taylor Reservoir. You bivouac one night at 10,500, uncomfortably, because the co-leader's bag is completely wet, but by staying awake all night and exercising muscles, you stay moderately warm., although the co-leader has several frostbitten fingers. You stay two additional nights in cabins encountered along the way, leaving distress signals

(an upside down flag at a ranger cabin and “HELP” stamped in the snow). You hope that the rest of your party is behind you, and you leave a note indicating your plans. You are breaking trail in 2 - 3 feet of snow. Mid-day on the fifth day out (your stove ran out of fuel on the last night), you reach Taylor Reservoir, where you call the Sheriff’s office. You then learn that the first two members of the party called for a search and rescue operation after they returned safely, but the other three are still missing and that a pack was found near an avalanche deposition area, so you fear the worst for the other party members.

Meanwhile...

You have become the unofficial “leader” of the three skiers (one is your wife) remaining after two party members re-traced their steps and the leader and co-leader skied ahead to check out conditions for descending the ridge on a different route back to Ashcroft. You wait for the agreed-on 25 minutes and then the three of you start trying to follow the leader’s tracks. The women seem to be having a hard time in the cold, snow, and poor visibility. You wait for more than an hour on a pass. You have lost the leader’s tracks. Your objective is to get down out of the blizzard. You take turns breaking trail. Sometimes, you have to urge the woman who is not your wife to “keep moving!” She is having so much trouble, that you finally decide to abandon her pack.

You dig a snow cave that collapses. Fortunately, you are carrying a parachute used to ski uphill, which provides wind and snow protection as you huddle in the collapsed cave, but with only 2 sleeping bags among the 3 of you, it is not comfortable. The second night out you construct a cave that finally works. The fourth day out you reached the cabin where, you discover, the leader and co-leader had spent the previous night. You spend a night there, and a rescue plane spots you the next day.

The last word...?

You are the last person in this party to discuss the ski trip. You are angry that it is reported that the couple with you “saved” you. You even mentioned to the fellow the first morning the party was trying to decide where to go that the leader was going the wrong way, but he told you to “shut up.” You also are angry that he insisted you drop your pack, when his wife was having just as much trouble keeping up as you (at one point she was dragging her pack behind her on her pole). Once you had no pack, you were really angry that you were expected to do most of the trail-breaking. And you said you felt like a “slave” because he kept screaming at you to keep moving.