

Leader Self-Assessment

Name:	Date:	Mentor:
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BEFORE YOU DO ANYTHING ELSE READ THIS - CAREFULLY!

Below you will find a list of leadership skills and abilities that are relevant to leading ski tours. The skill areas are presented in four categories: the first is focused on the Personal Qualities you possess; the second on your Planning, Organisation and Communication Skills; the third on Leadership, Team Management and Decision-Making Skills; and the fourth on Technical Skills and Knowledge. The technical touring skills have been taken from the index of the book 'Ski Touring' by Bruce Goodlad (IFMGA guide) which is a recommended read for all ski tourers. See also the paper 'Group Dynamics on Unguided Tours' by Mike Hendry on the ESC website>Resources>Leading Tours.

Whilst the list is principally aimed at helping potential leaders to identify their training needs, it can be used by existing leaders and all ESC members to review their own skills and abilities with a view to their own personal development. The key thing about member-led tours is that it is the collective skills of the group that make an effective team.

It's recommended that you approach the completion of the Self-Assessment with a sense of curiosity and consider what each skill area is getting at and where you think you stand in respect of your abilities. This is a valuable exercise and best thought through carefully.

This document should then form the basis of discussions with your Mentor and lead to the creation of a Development Plan. It will not tell you how to do anything and you will need to take the initiative to build your personal skill levels to the standard you need for the level of tours you plan to undertake.

The Review Date column should be used after discussion with your mentor to indicate when the next review will take place.

	1.	2.	3.	4.
Grade yourself from 1 - 4 on your confidence and competence against the statements in the columns at dates during your programme and add any appropriate comments to support your grade.	I don't know anything about this - lots of development required	I'm not confident with this one - some development required	I'm quite good at this	I'm confident and good at this

Personal Qualities	Grade	Use this space for the evidence supporting your grade	Review Dates
1. You are clear about your motivation to lead a tour and have a clear understanding of the leader's role			
2. You can convey a vision of a week's ski touring and can engage a group's participation			
3. You have the awareness to recognise emerging disagreement and have the temperament to resolve differences			

4. You can keep calm under pressure and generally remain good-humoured and rational			
5. You have a strong understanding of hazard and risk and can recognise potential heuristic traps			
6. You are aware of your own level of risk tolerance			
7. You show a readiness to listen attentively to group members and accept challenge			
8. You receive challenge positively and without defensiveness			
9. You have a realistic knowledge of your own abilities and limitations			
10. You are prepared to take responsibility for the momentum of your own learning; you can identify and overcome blocks to progress			

Planning, Organisation and Communication Skills	Grade	Use this space for the evidence supporting your grade	Review Dates
11. You can plan a multi-day ski tour based on thorough research and up-to-date information			
12. You can grade the difficulty of a tour accurately and can identify specific hazards and features			
13. You can plan bad-weather alternatives, safe escape routes and can respond creatively to unforeseen events			
14. You can arrange suitable accommodation, transport and allied logistics and associated costings			

15. You can recruit a group with the ability to complete the proposed tour. You can seek and interpret references and decline an applicant if necessary			
16. You can gather personal information from group members including medical conditions, dietary needs, insurance and emergency contacts etc			
17. You will be aware of the fitness and skill levels of the group including any special aptitudes			
18. You can establish a daily routine to review and plan each day's touring			
19. You can devise suitable activities to engage the team in transceiver use, avalanche and crevasse rescue and navigation drills			
20. You can communicate in different mediums with clarity and concision			
21. You understand the need for frequent contact with team members to keep them informed and manage their expectations			
22. You are comfortable running meetings, debating issues, updating members, listening to concerns, etc			
23. You can give clear information and guidance about clothing and equipment required including level of specification			

Leadership Qualities, Team Management and Decision-making Skills	Grade	Use this space for the evidence supporting your grade	Review Dates
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24. You can set a positive tone with clear expectations and can involve all tour members throughout			
25. You can establish a climate of participation for discussion and decision-making			
26. You know when to delegate, when to be directive, when to consult, when to vote			
27. You can confront unsafe behaviour in a way that will gain acceptance and leave members with self-esteem intact			
28. You can help a group achieve consensus and make good decisions			
29. You can draw actively on the skills and knowledge of others			
30. You can make positive use of bad-weather windows to keep up group morale and practise skills			
31. You know when and why to make an individual decision			
32. You can establish a clear leadership style that invites collaboration but also sets a clear direction and purpose			
33. You know how to exercise judgement and make difficult decisions when outcomes are uncertain			

Technical Skills and Knowledge	Grade	Use this space for the evidence supporting your grade	Review Dates
34. You can ski in all snow conditions, find good safe lines and keep a group together in poor visibility			

<p>35. You have a range of uphill skills including skinning, kick-turning, use of ski crampons and effecting transitions</p>			
<p>36. You can move uphill safely on foot and can deploy boot crampons and ice-axe safely, including self-arrest</p>			
<p>37. You can identify snow types, analyse and interpret slope orientation, snowpack and avalanche forecasts. You can negotiate potential avalanche terrain safely</p>			
<p>38. You can manage a team in all aspects of a rescue from an avalanche, including roles and use of equipment</p>			
<p>39. You can travel safely, up or down, on glacial terrain, dry or snow-covered, roped or unroped</p>			
<p>40. You can effect a rescue from a crevasse, managing equipment and personnel</p>			
<p>41. You can navigate in all conditions, using map, compass, altimeter, gps and other digital aids</p>			
<p>42. You can manage the consequences of an accident, including First Aid and rescue</p>			
<p>43. You can recognise the symptoms of cold injury and hypothermia and can prevent further deterioration</p>			
<p>44. You can effect and organise a rescue, and can create an emergency shelter; you have the resource and ability to improvise when necessary</p>			

45. You can source and interpret weather forecasts, synoptic charts and barometric data in relevant languages			
46. You have a good knowledge of equipment, how to effect running repairs and can employ the use of alternatives			