



Leadership & Followership

A Human Condition

Brian Horn



Leaders are often associated with the positive aspects of success.

Followers often depicted as docile and impotent.

Different members of the party may have different levels of acceptable risk, expectation, travel skill and avalanche skills and invariably there's too little communication about it.



Thus, a leader's main job is not to make decisions, but to ferret out other opinions from the group and to listen carefully.

Bruce Tremper



The Leaders Challenge

- Select a group of random individuals to be your team.
- The first time you meet them is the day your tour starts.
- Galvanise these individuals into a high performing team.
- Take them into a high risk environment.
- Bring them back in one piece.

- Not for the faint hearted!



Effective leaders

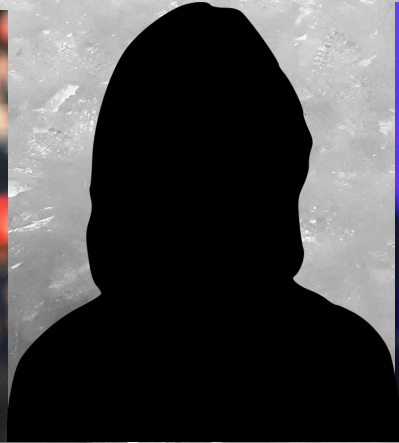
1. Confident, flexible & self aware
2. A balanced & effective team
3. Make fact based group decisions
4. Difficult conversations
5. Competent technical skill set



1. Confident, flexible & self aware

- Know yourself
- What motivates you to ski tour?
- Describe your level of risk tolerance
- Do you know your limitations?
- Are you comfortable in critical situations?
- How do you feel about receiving feedback?

Your leadership style?





Assessing your leadership style

- Which leaders do you admire?
- Do you like your boss? What is their leadership style?
- Of all the leaders you have toured with who had the best leadership style?
- How can these people improve their leadership style?
- What is your leadership style?
- How do you match up to your role models?

2. A balanced & effective team

What type of tour/expedition are you planning?

- Motivation
- Skills
- Abilities
- References





3. Make fact based group decisions

- A clear idea of the challenge
- Active critical thinking & analysis of available information
- Everybody expressing their view
- Responsibility for the decisions is entirely on the group
- Might take longer - generally a better quality outcome

3a. Decision making pitfalls

- Human Factors (unconscious bias)
- Risk tolerance and minimising the risk
- Groupthink
- The system is the solution





4. Difficult conversations

Inappropriate behaviour.....

- Confront
- Understand
- Define
- Solutions
- Agree and implement

It's the Leaders' responsibility

5. Technical Skills

- Up & downhill
- Weather
- Avalanches & rescue
- Glacier travel & rescue
- Navigation
- Injury & illness
- When it all goes wrong



So what makes a good follower?

- Commitment & Competence
- Engage in constructive critical thinking
- Express concerns
- Interact with & support the leader
- Reflect and adapt



Leadership summary

- There are different styles of leadership.
- Be authentic
- It does require self-confidence
- People and relationships are more important than tasks
- Build the right team
- Continuous improvement
- Include some introspection
- Nobody is perfect.



Follower Summary

- Select a tour that matches your skill level
- Check out who the leader is
- Do your tour homework before the trip
- Maintain and develop your skills set
- Take responsibility

Good leadership

And good
followership

Thank you for
listening.

Any questions?

High performing team



