



ASSESSING RISK IN YOUR ORGANIZATION
WHERE DO WE FOCUS + WHAT DO WE DO NEXT?



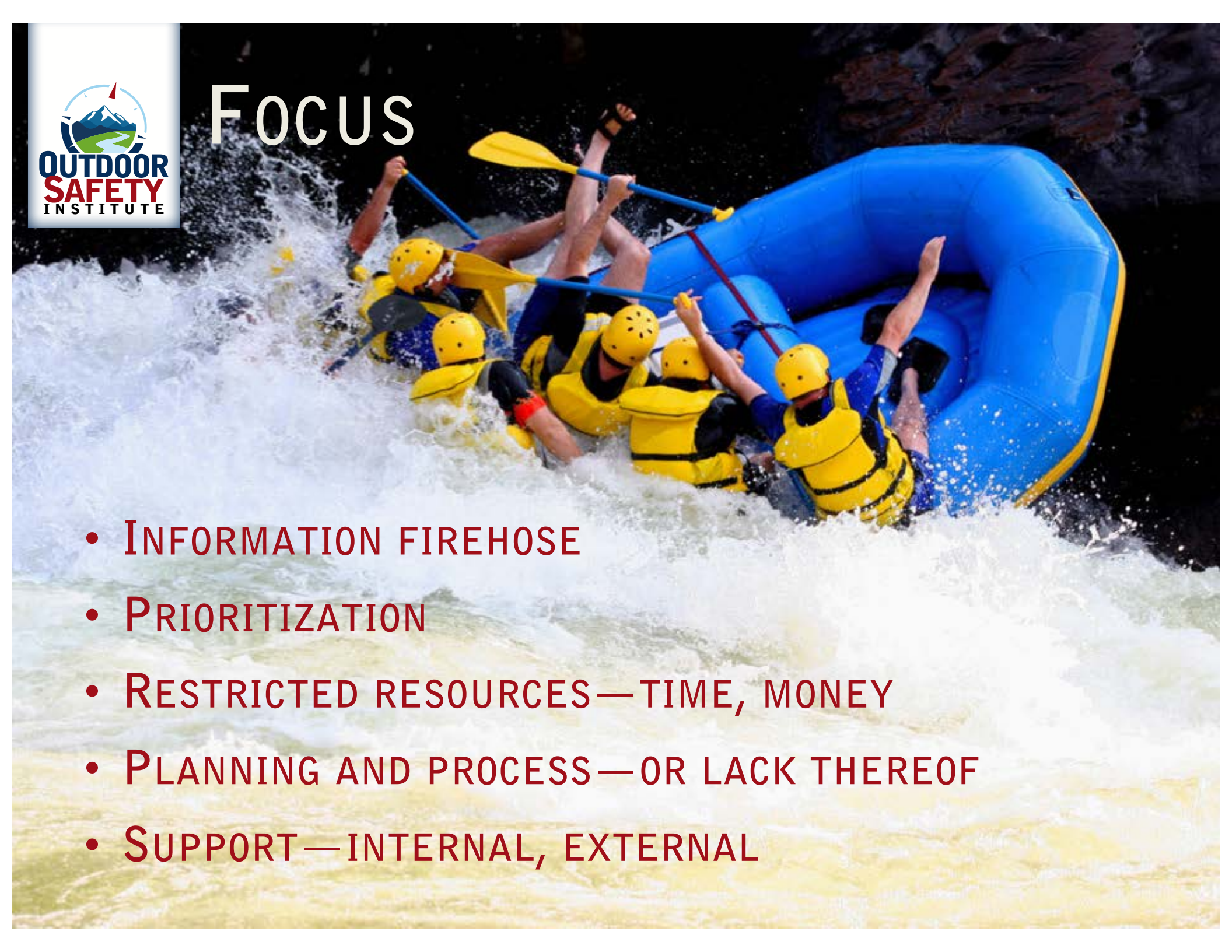


"I ARISE IN THE MORNING TORN BETWEEN A DESIRE TO IMPROVE (OR SAVE) THE WORLD AND A DESIRE TO ENJOY (OR SAVOR) THE WORLD. THIS MAKES IT HARD TO PLAN THE DAY." --E.B. WHITE



FOCUS

- INFORMATION FIREHOSE
- PRIORITIZATION
- RESTRICTED RESOURCES—TIME, MONEY
- PLANNING AND PROCESS—OR LACK THEREOF
- SUPPORT—INTERNAL, EXTERNAL

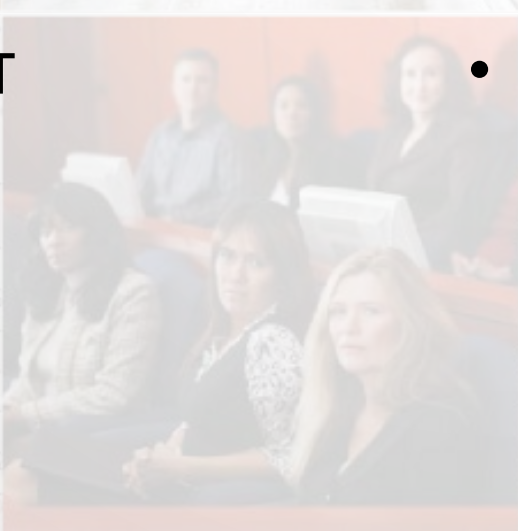




OPERATIONAL CATEGORIES

- PARTICIPANTS
- STAFF
- SAFETY MANAGEMENT
- PROGRAM ACTIVITIES
- CRISIS RESPONSE
- EQUIPMENT
- FOOD
- FACILITIES
- TRANSPORTATION
- DOCUMENTATION
- SUBCONTRACTORS
- YOUTH PROTECTION
- HAZARDS OF BUSINESS/LIABILITY

Item	Years of Use (Maximum)	Notes
Static Rope (deteriorated)		
Static Rope (anchoring)		
Dynamic Rope		
Webbing/leash Slings	7	Total seasons of use
Cord (Cordalettes, Prusiks)	3	
SLCD's ("cams")	5	
UTA/Passive Pro	5	
abiners	10*	* Replace slings after 5 seasons
Rappel Devices	n/a*	* Replace any slings/cord over
	n/a	
	5	





WILDERNESS (MIS)ADVENTURES

(THIS PROGRAM IS FICTIONAL AND ANY RESEMBLANCE TO ANY ACTUAL
OUTDOOR PROGRAM IS PURELY COINCIDENTAL, MOSTLY ...)



























WILDERNESS (MIS)ADVENTURES

5 MINUTE

RISK MANAGEMENT REVIEW

INITIAL REPORT



















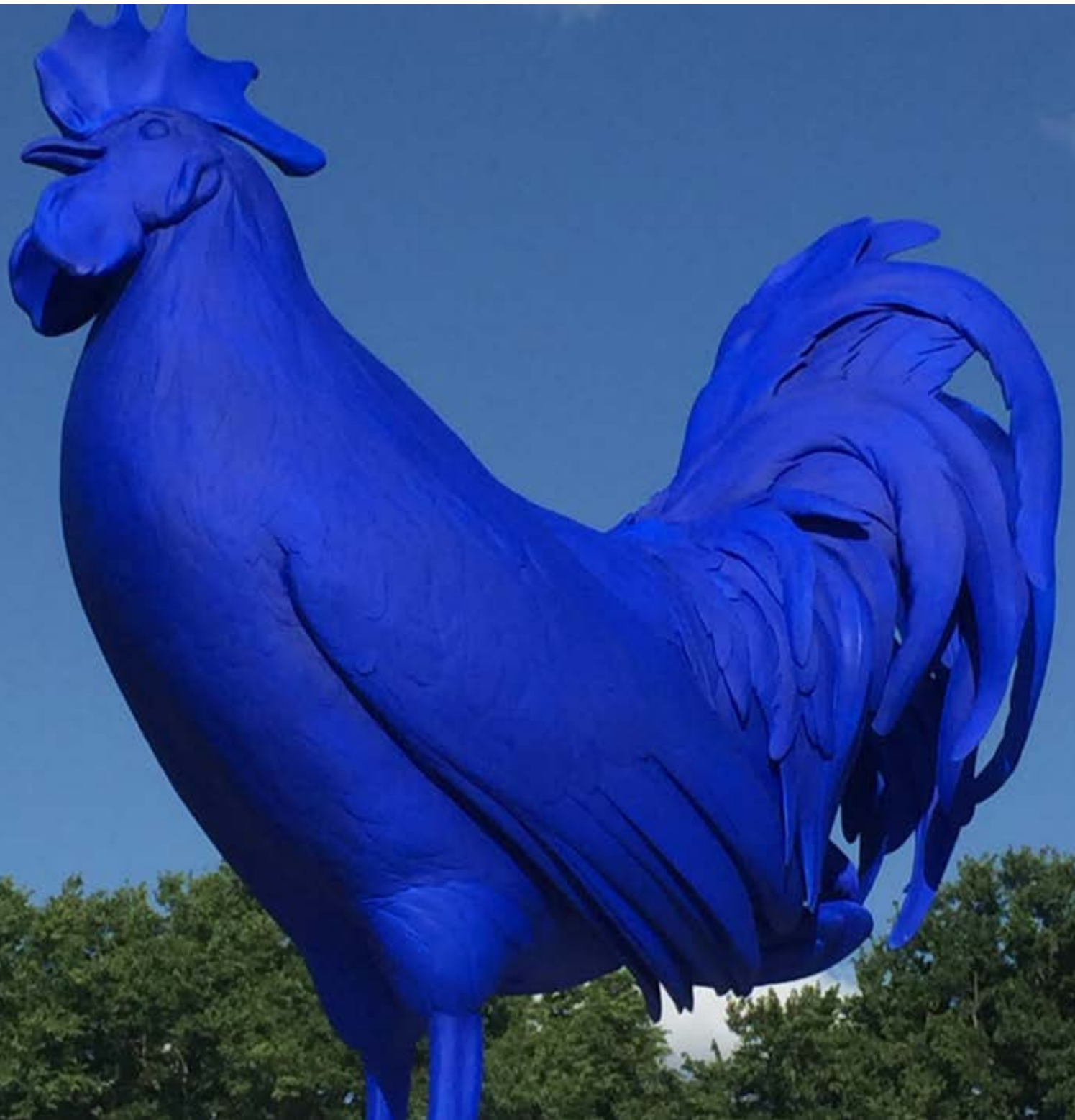








So,
NOW
WHAT?



I USED TO THINK
CORRELATION IMPLIED
CAUSATION.

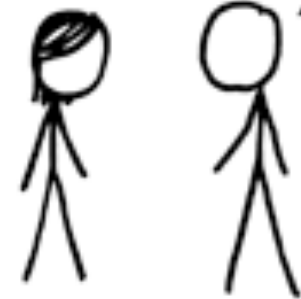


THEN I TOOK A
STATISTICS CLASS.
NOW I DON'T.



SOUNDS LIKE THE
CLASS HELPED.

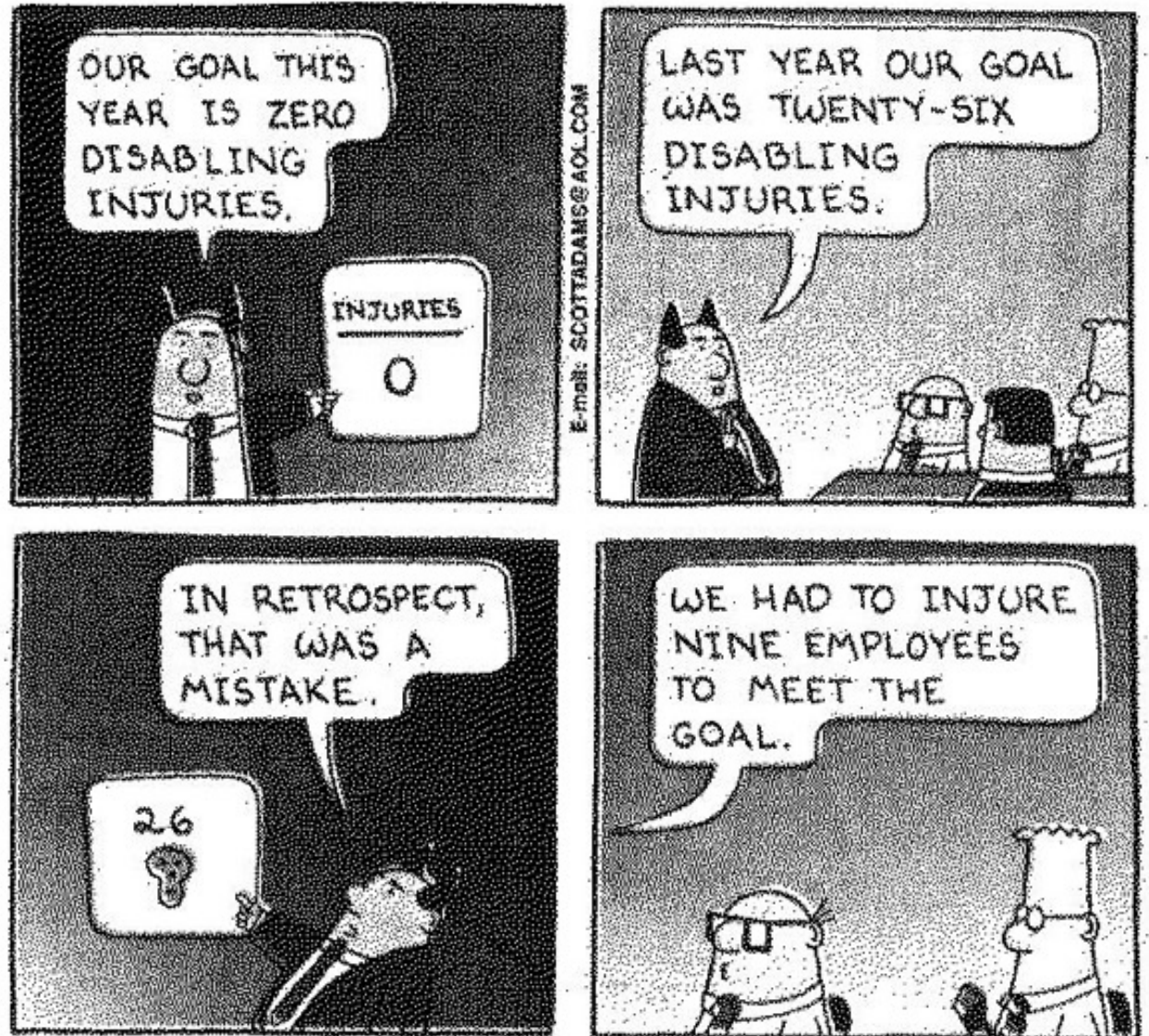
WELL, MAYBE.





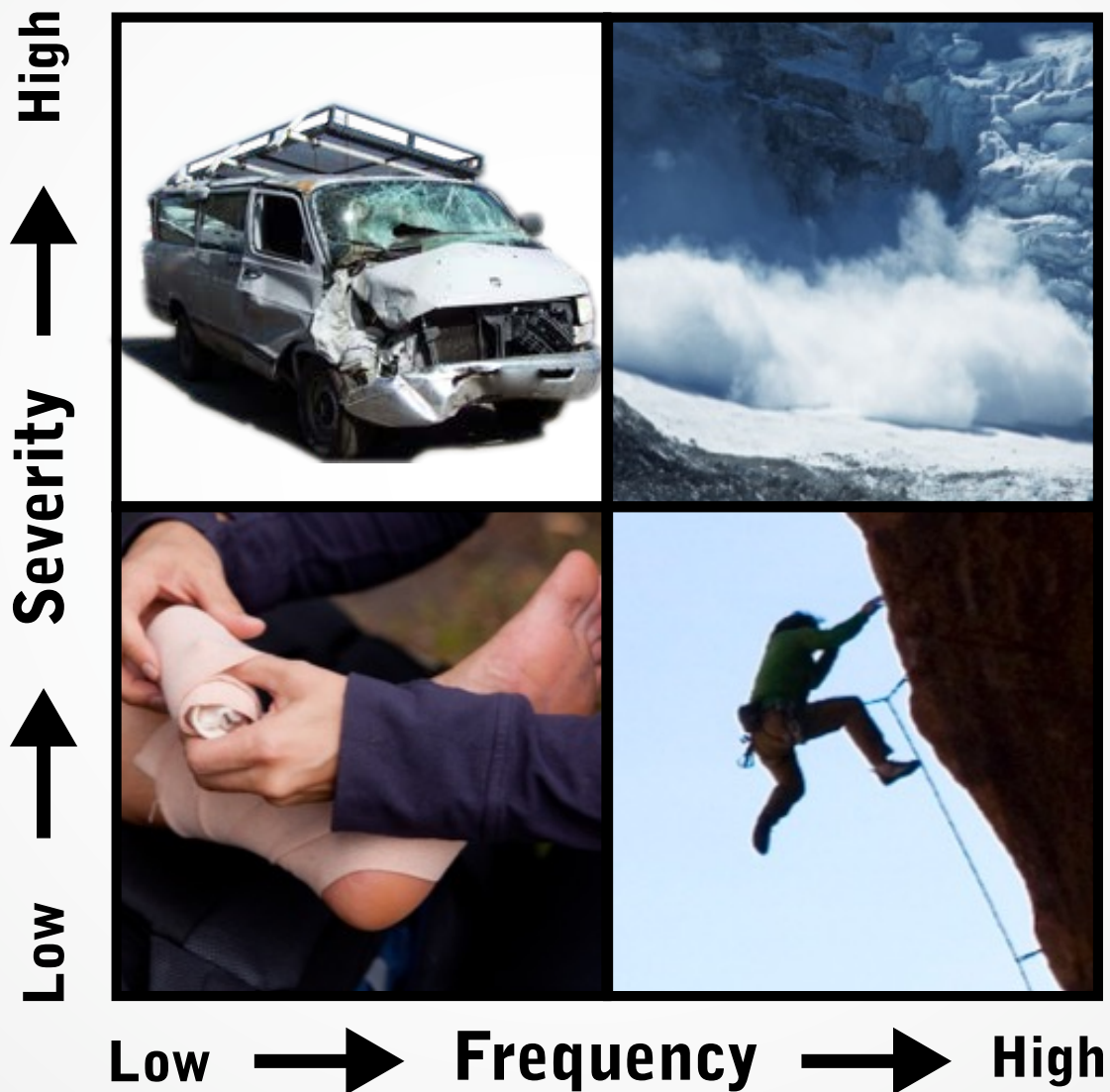
REFLECT

WHAT ARE THE
TOP RISK
MANAGEMENT
ISSUES YOUR
ORGANIZATION/
PROGRAM
FACES?



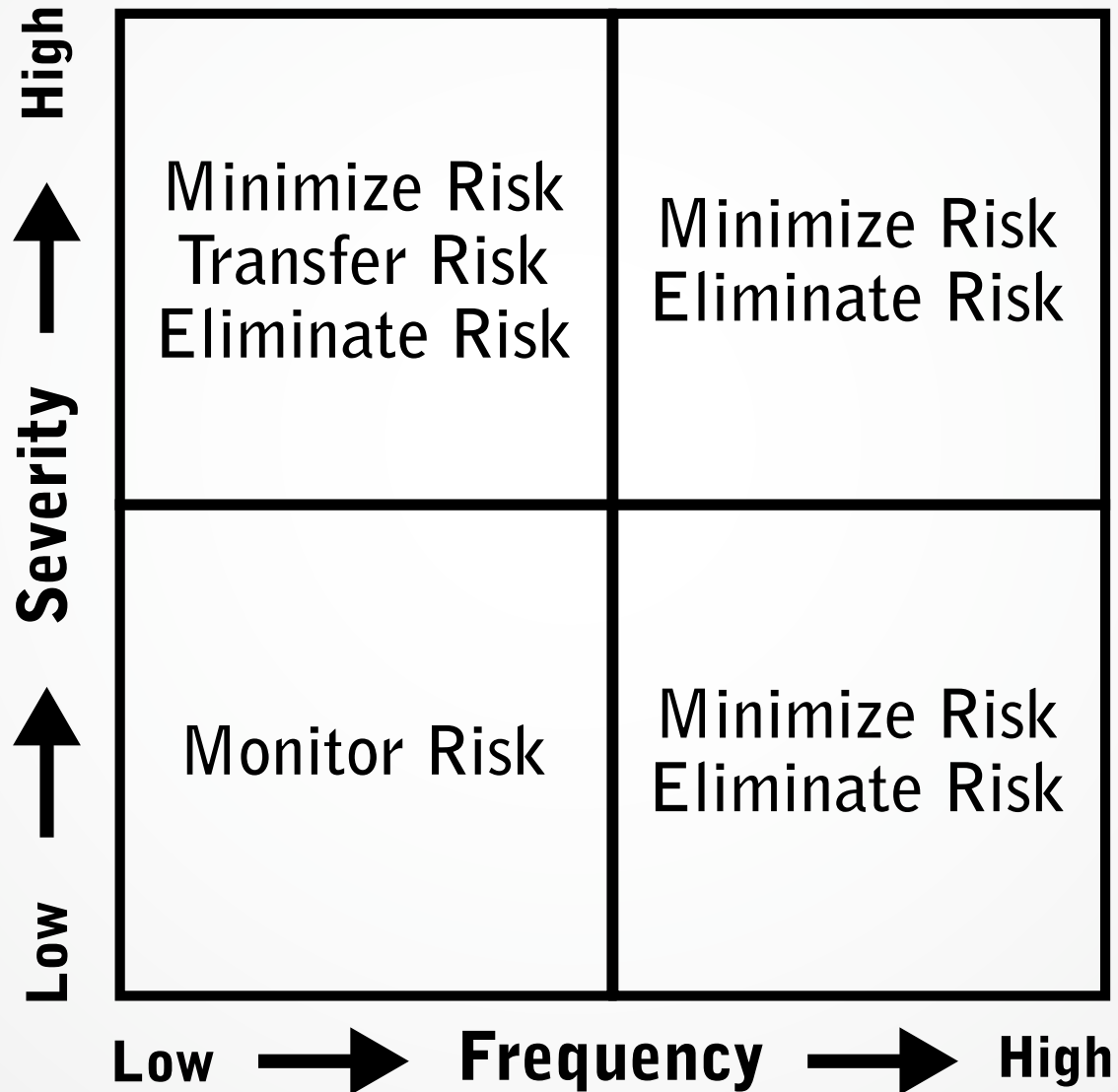


PRIORITIZATION



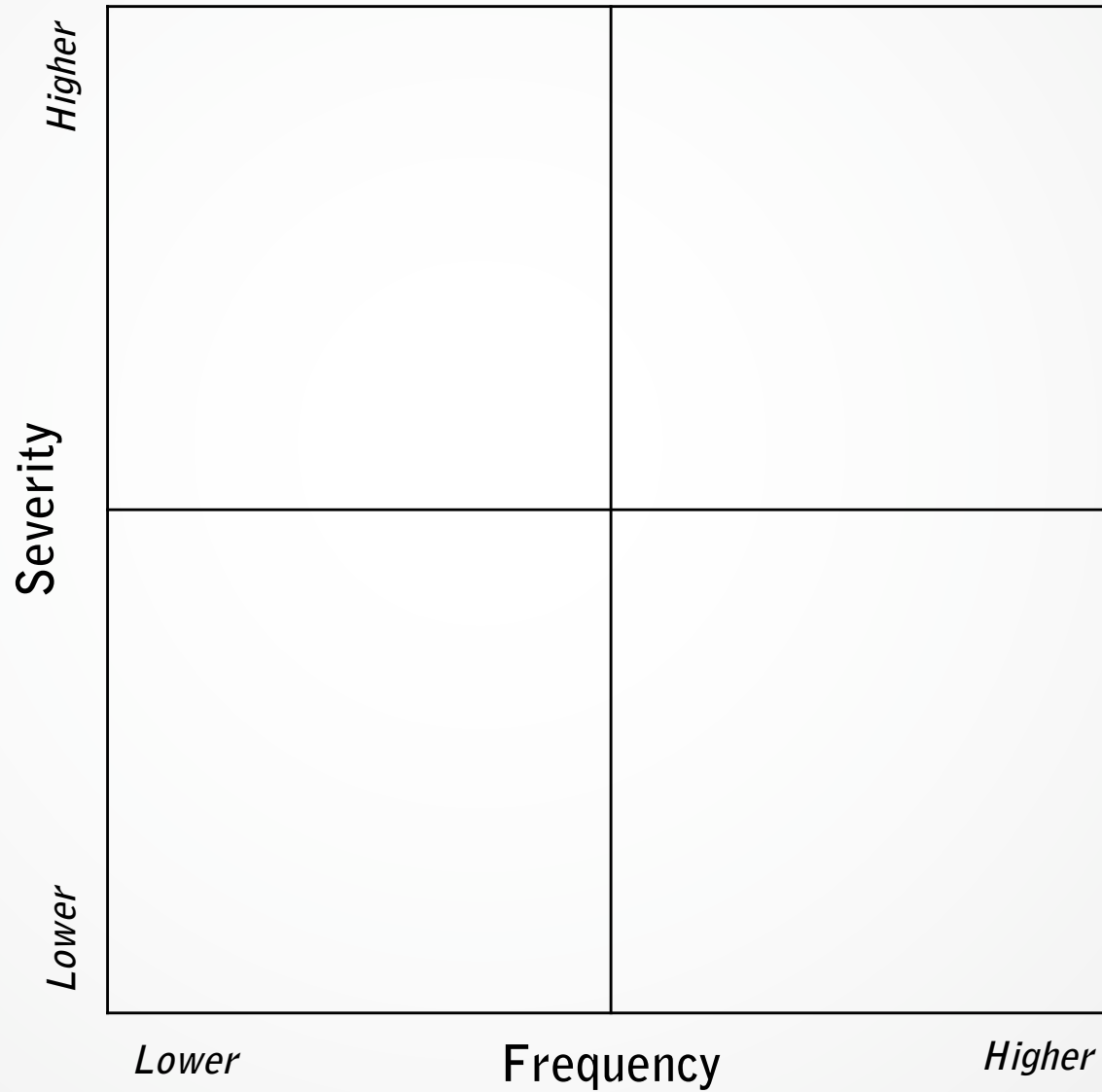


MANAGE RISK



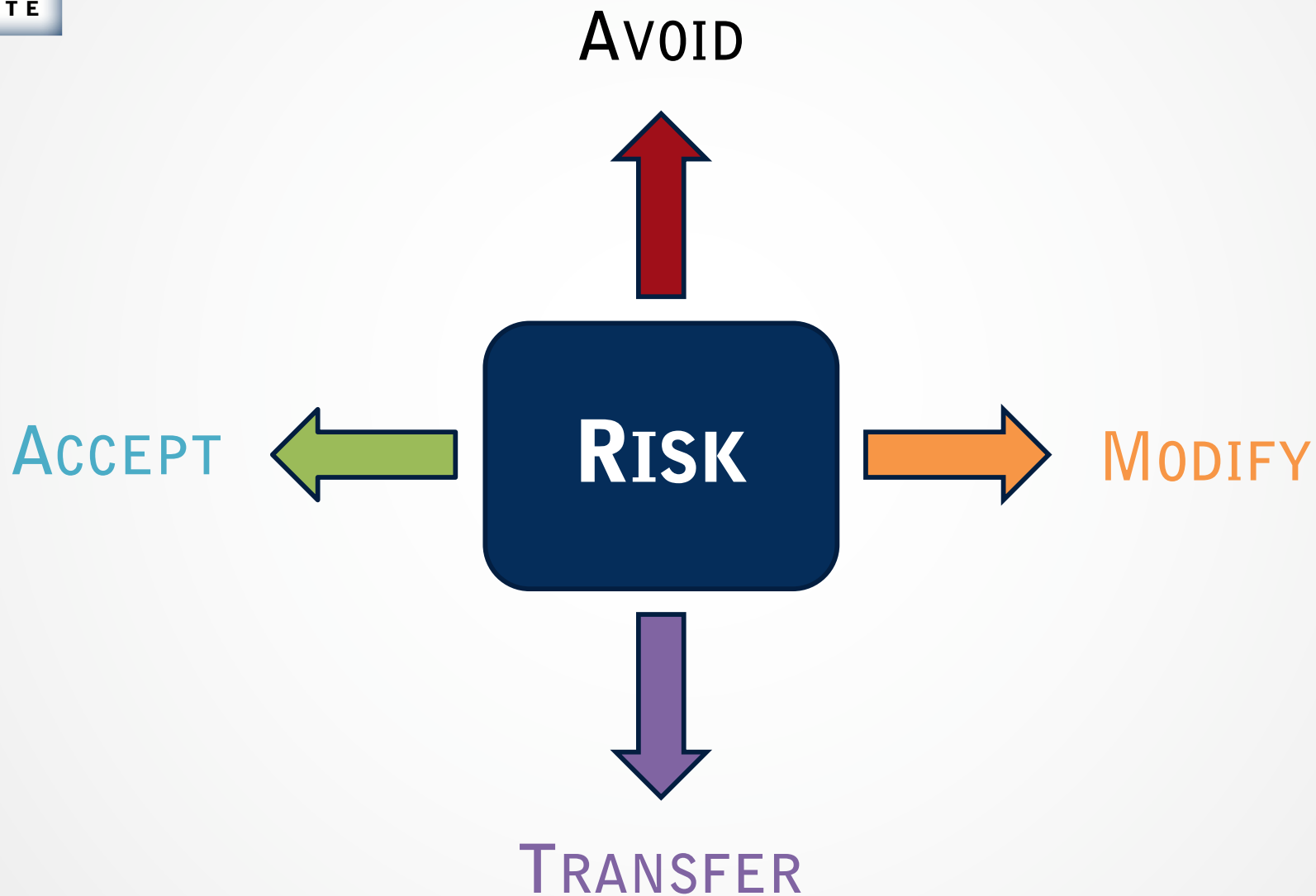


PRIORITIZATION





STANDARD APPROACHES





PLANNING



Organization/Program:

Date:

Preparer:

Topic / Issue Area	Priority (L, M, H)	Resources (materials, people)	Obstacles (internal, external)	Action Steps (short/long term)	Timing (launch/completion)	Milestones (key progress markers)
Field Comms	High	<ul style="list-style-type: none"> • Instructor Team • Program Mgmt • Development staff • Peer orgs 	<ul style="list-style-type: none"> • What technology? • Don't want to carry • Logistics/locations • Funding • Training 	<ul style="list-style-type: none"> • Determine need • Pick technology • Funding • Logistics plan • Implement • Review 	<ul style="list-style-type: none"> • Launch 2/16 • Implement 5/16 	<ul style="list-style-type: none"> • Tech selection • Finances • Implementation • Annual review



PLANNING

OUTLINE A PLAN FOR THREE
AREAS OF NEED:

1 "EASY"

1 CHALLENGE

1 MOONSHOT



DISCUSSION

TALK THROUGH A FEW EXAMPLES WITH OTHERS

LOOK FOR COMMONALITIES

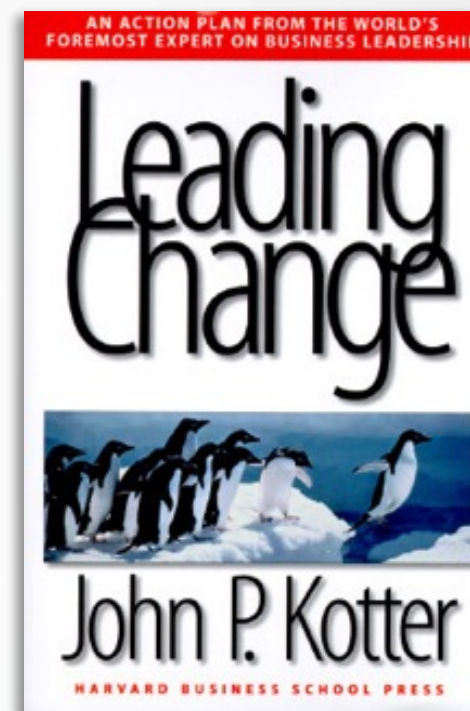
OFFER SUPPORT / IDEAS / TOOLS

ASK FOR HELP



STRUCTURED PROCESS

1. ESTABLISHING A SENSE OF URGENCY
2. CREATING THE GUIDING COALITION
3. DEVELOPING A VISION & STRATEGY
4. COMMUNICATING THE CHANGE VISION
5. EMPOWERING BROAD-BASED ACTION
6. GENERATING SHORT-TERM WINS
7. CONSOLIDATING GAINS & PRODUCING MORE CHANGE
8. ROOT NEW APPROACHES IN ORGANIZATIONAL CULTURE



(ADAPTED FROM KOTTER, *LEADING CHANGE*)



EXAMPLE

Appalachian Mountain Club: Shifting 125 Years of Culture

1. SENSE OF URGENCY: *INCIDENTS, CASE STUDIES, ATTEND WRMC*
2. GUIDING COALITION: *STAFF & VOLUNTEER TEAMS + INFORMAL*
3. VISION & STRATEGY: *ARTICULATED BY LEADERSHIP + SOLD*
4. COMMUNICATING: *TRAINING, MESSAGING, AND MORE TRAINING*
5. BROAD-BASED ACTION: *TRAINING LED TO STRUCTURAL CHANGE*
6. SHORT-TERM WINS: *WFA, WFR, LEADERSHIP TRAINING*
7. PRODUCING MORE CHANGE: *YEARS OF COMMITTEE WORK*
8. ORGANIZATIONAL CULTURE: *TRAINING, LIVING DOCUMENTS*



KEYS TO SUCCESS

- BE REALISTIC ABOUT GOALS AND CHANGE
- DON'T BE DEFEATED
- PRIORITIZE
- PLAN
- MAINTAIN AN AUTHENTIC AND APPROPRIATE SENSE OF URGENCY
- ENGAGE OTHERS—SHARE THE LOAD, BUT KEEP DRIVING
- STAY FOCUSED AND ITERATE



HADDON MATRIX



Program:
Staff:
Dates:
Locations:

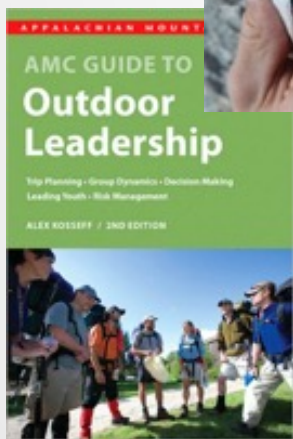
Phase	Participant / Client (manage, learning)	Equipment & Vehicles (prep, use, maint.)	Physical Environment (sites, weather)	Social Environment (culture, emotional)	Organizational / Business (policies, materials)
Pre-activity Phase					
Activity Phase					
Post-activity Phase					
On-going Considerations					

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(ADAPTED FROM ATTARIAN, *RISK MANAGEMENT*)



OTHER RESOURCES



- MANAGING RISK: SYSTEMS PLANNING FOR OUTDOOR ADVENTURE PROGRAMS (HESKA & JACKSON)
- LESSONS LEARNED 1 & 2 (AJANGO)
- AMC GUIDE TO OUTDOOR LEADERSHIP (KOSSEFF)
- NOLS RISK MANAGEMENT FOR OUTDOOR LEADERS (LEEMON & SCHIMELPHENIG)
- RISK MANAGEMENT IN OUTDOOR & ADVENTURE PROGRAMS (ATTARIAN)
- LEADING CHANGE (KOTTER)



QUESTIONS?

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