
Contents

Acknowledgments xi
Credits xiii
Preface xv

Chapter 1: Introduction to Effective Outdoor Leadership 1
Need for Effective Outdoor Leaders 2
Emerging and Designated Leaders 3
Research on Outdoor Leadership 3
Creating the Appropriate Mixture in the Right Settings 5
Effective Outdoor Leaders Should... 6
Summary 6
Questions to Think About 6
References 7

PART I: FOUNDATIONS OF ADVENTURE PROGRAMMING

9

Chapter 2: Philosophy of Adventure Programming 11
Philosophy: An Introduction 13
Cognitive, Behavioral, and Experiential Theories of Learning 15
Defining Structures in Adventure Programming 17
Product of Adventure: Affective Aspects 20
Process of Adventure 20
Adventure Programming Applications 22
Effective Outdoor Leaders Should... 24
Summary 25
Questions to Think About 25
References 26

Chapter 3: History of Adventure Programming 27
Beginnings of Adventure Programming 28
Growth of Adventure Learning Programs 29
History of Outdoor Leadership Preparation 31
Issue of Certification Versus Accreditation 35
Effective Outdoor Leaders Should ... 38
Summary 38
Questions to Think About 39
References 39

Chapter 4:	Individual Behavior and Motivation	41
	Physiological and Psychophysiological Factors	42
	Theories and Models of Motivation	48
	Effective Outdoor Leaders Should...	57
	Summary	58
	Questions to Think About	58
	References	59
Chapter 5:	Group Development and Dynamics	61
	Stages of Group Development	63
	Other Factors Affecting Group Dynamics	69
	Effective Outdoor Leaders Should...	69
	Summary	70
	Questions to Think About	70
	References	71

PART II: PRACTICAL AND ORGANIZATIONAL SKILLS FOR OUTDOOR LEADERS

73

Chapter 6:	Technical Skills	75
	Generic, Metaskill, and Specific Competency Areas	76
	Specific Technical-Skill Competencies	77
	Effective Outdoor Leaders Should...	84
	Summary	84
	Questions to Think About	84
	References	84
	Further Reading	85
Chapter 7:	Safety Skills	87
	Accident Theory	88
	Safety Countermeasures	93
	Skill Areas	99
	Effective Outdoor Leaders Should...	101
	Summary	101
	Questions to Think About	102
	References	102
Chapter 8:	Environmental Skills	103
	Planning for an Environmentally Appropriate Experience	105
	Hiking and Traveling With Minimal Impact	106
	Camping and Campsite Behavior	106
	Effective Outdoor Leaders Should...	107
	Summary	108
	Questions to Think About	108
	References	108

- Chapter 9: Trip Planning 109**
 Before the Trip 110
 During the Trip 116
 Back Home and Other Planning Tasks 118
Effective Outdoor Leaders Should... 118
 Summary 119
 Questions to Think About 119
- Chapter 10: Risk Management 121**
 Risk Is Essential 122
 Legal Liability 123
 Four Conditions of Negligence 123
 Standard of Care: Being Reasonable and Prudent 124
 Procedures to Prevent Lawsuits 124
 After an Accident 127
Effective Outdoor Leaders Should... 129
 Summary 130
 Questions to Think About 131
 References 132

PART III: INSTRUCTION IN ADVENTURE PROGRAMMING

133

- Chapter 11: Experiential Education 135**
 Rationale for Fostering Functional Growth 137
 Educational Models Supporting Adventure Programming 140
Effective Outdoor Leaders Should... 146
 Summary 147
 Questions to Think About 147
 References 148
- Chapter 12: Instructional Methods 149**
 Five Depths of Learning 150
 Instruction Through Public Speaking 153
 Designing Effective Lessons 154
 Objective Writing and Goal Setting 157
Effective Outdoor Leaders Should... 158
 Summary 158
 Questions to Think About 159
 References 159
- Chapter 13: Teaching Models 161**
 Phases of the Learning Experience 162
 Range of Teaching Styles 164
 Selecting the Most Appropriate Style 168

Effective Outdoor Leaders Should...	169
Summary	169
Questions to Think About	169
References	169

PART IV: FACILITATION IN ADVENTURE PROGRAMMING 171

Chapter 14: The Process of Facilitation	173
Why Facilitate Adventure Experiences?	174
Importance of Transfer of Learning	174
Empowering Clients	175
Facilitation Guidelines	177
Six Generations of Adventure Facilitation	178
Adventure Programs and Facilitation Styles	184
Effective Outdoor Leaders Should...	184
Summary	185
Questions to Think About	186
References	186
Chapter 15: Basic Facilitation Techniques	189
Discussion Techniques	190
Alternative Reflections and Nonverbal Methods	192
Debriefing the Experience	194
Frontloading the Experience	200
Effective Outdoor Leaders Should...	205
Summary	205
Questions to Think About	206
References	206
Chapter 16: Advanced Facilitation Techniques	207
Isomorphically Framing the Experience	210
Indirectly Frontloading the Experience	215
Effective Outdoor Leaders Should...	219
Summary	220
Questions to Think About	220
References	221
Chapter 17: Facilitation Roles	223
Assess Needs	224
Be Neutral	227
Construct Change Processes	227
Deal With Resistance	228
Exceptions Produce Solutions	229
Feedback Aids Learning	230
Good Listening Elicits Useful Questions	231
Effective Outdoor Leaders Should...	231

Summary	232
Questions to Think About	232
References	233

PART V: METASKILLS FOR OUTDOOR LEADERS

235

Chapter 18: Flexible Leadership Style	237
Leadership Styles	238
Leadership Orientation	239
Conditional Favorability	240
Conditional Outdoor Leadership Theory Model	240
Effective Outdoor Leaders Should...	243
Summary	244
Questions to Think About	244
References	244
Chapter 19: Effective Communication	247
Communication Defined	248
Improving Communication	253
Effective Outdoor Leaders Should...	253
Summary	253
Questions to Think About	254
References	254
Chapter 20: Experience-Based Judgment	255
The Judgment Cycle	257
The Role of Piagetian Theory	258
Role of Heuristics	259
Developing Judgment	260
Effective Outdoor Leaders Should...	261
Summary	261
Questions to Think About	262
References	262
Chapter 21: Problem Solving	263
Multiphase Problem Solving	264
Solving Problems Using the Multiphase Model	267
Effective Outdoor Leaders Should...	271
Summary	272
Questions to Think About	272
References	272
Chapter 22: Decision Making	273
Divergence	275
Convergence	275
Qualitative Modifications to the Process	278

Application to Problem Solving	280
Decision Making and Leadership Styles	281
Effective Outdoor Leaders Should...	281
Summary	281
Questions to Think About	282
References	282

Chapter 23: Professional Ethics 283

Principle and Virtue Ethics	285
Kitchener's Model of Ethical Decision Making	286
Ethical Guidelines for Outdoor Leaders	289
Effective Outdoor Leaders Should...	291
Summary	291
Questions to Think About	292
References	292



Chapter 24: Trends and Issues 293

Factors At Work	294
Growth	294
Environment	296
Technology	297
Burnout	299
Professionalism	301
Research	302
Effective Outdoor Leaders Should...	304
Summary	304
Questions to Think About	305
References	305

Author Index	307
Subject Index	311
About the Authors	317