

Wharton Leadership Ventures

# PATAGONIA 2025-2026



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# Background on Patagonia

Patagonia refers to a geographical region that encompasses the southern end of South America, governed by Argentina and Chile. The region comprises the southern section of the Andes Mountains with lakes, fjords, temperate rainforests, and glaciers in the west and deserts, tablelands and steppes to the east. Patagonia is bounded by the Pacific Ocean on the west, the Atlantic Ocean to the east, and many bodies of water that connect them, such as the Strait of Magellan, the Beagle Channel, and the Drake Passage to the south.

At the time of the Spanish arrival, Patagonia was inhabited by multiple indigenous tribes. In a small portion of northwestern Patagonia, indigenous peoples practiced agriculture, while in the remaining territory, peoples lived as hunter-gatherers, traveling by foot in eastern Patagonia or by dugout canoe and dalca in the fjords and channels. In colonial times indigenous peoples of northeastern Patagonia adopted a horseriding lifestyle.

The contemporary economy of eastern Patagonia revolves around sheep farming and oil and gas extraction, while in western Patagonia fishing, salmon aquaculture, and tourism dominate. Culturally, Patagonia has a varied heritage, including Criollo, Mestizo, Indigenous, German, Croat, Italian and Welsh influences.

# Cerro Castillo, Patagonia

Cerro Castillo National Park lies within the Aysén region of Chilean Patagonia in southern Chile.

The Aysén region is shaped by dramatic glacial history, with rugged peaks, hanging glaciers, turquoise rivers, and deep valleys carved over thousands of years. Cerro Castillo itself—named for its distinctive castle-like spires—is one of the region's most iconic and visually striking mountain formations.



While the western portion of the region is wetter and forested with dense temperate rainforest, the eastern side transitions into drier steppe terrain, with wide open grasslands and sweeping, windswept plains.

This part of Patagonia remains sparsely populated and remote, contributing to its reputation as one of Chile's final frontiers of wilderness.

## Douglas Tompkins National Park



Location: Aysén Region, Chilean Patagonia  
Cerro Castillo National Park encompasses more than 350,000 acres of protected land and is known for its spectacular alpine scenery, native lenga and ñire forests, and unique biodiversity. The park offers a world-renowned trekking circuit with panoramic views of jagged peaks, glacial lagoons, and the dramatic Cerro Castillo massif—often compared to Torres del Paine but with fewer crowds. Its location at the meeting point of Patagonian forest, high-mountain ecosystems, and Andean landscapes creates an exceptionally rich natural environment.



## Recommendations

The weather in the Cerro Castillo region is cool, windy, and highly unpredictable. Rain can occur at any time of year, and temperatures drop quickly at higher altitudes—even during summer months. Expect daytime highs to reach the mid-50s to low 60s Fahrenheit (15-17 Celsius), while overnight lows drop to the low 40s or high 30s Fahrenheit (4-5 Celsius) especially in higher elevations. Warm days are possible, but the wind can make it feel much cooler. January is the region's windiest month.

Wear layered clothing suited for wind and rain. Since small Patagonian towns have limited gear availability and higher prices, it's best to purchase equipment in Coyhaique or before traveling into the park.

Rural stores may close mid-day, often from 13:00 to 15:00, and some businesses may not accept debit or credit cards. Carry Chilean pesos to ensure smooth transactions.

Help preserve the fragile Patagonian environment by staying on marked trails, carrying out all waste, and respecting park regulations. Keeping Cerro Castillo pristine is a shared responsibility. Leave no trace!



## Animals of Patagonia



Puma



Huemul Skunk



**Guanaca Geoffroy's Cat**

## Hypothermia & Frostbite

Injuries can occur if the body or clothing is wet or if it is windy, even if outside temperatures are above freezing. If your core temperature drops by even one degree, you begin to lose your judgment and decision-making ability.

There are two main forms of injury caused by prolonged exposure to cold climates: hypothermia and frostbite.

### Hypothermia

Hypothermia is characterized by a significant drop in body temperature. The warning signs of hypothermia include shivering, confusion, memory loss, and drowsiness. Because of the dulling of mental functions, victims of hypothermia are sometimes unaware of their danger. If the body temperature of someone with these signs is less than 35°C (95°F), medical attention should be sought immediately.

## **Frostbite**

With frostbite, a part of the body freezes and feels numb. No pain is felt until the frozen part thaws, when a hot, stinging sensation develops. Effects of frostbite are very similar to the effects of burns. Blisters may develop, and frostbitten areas may take several weeks to heal. Frostbite is more serious if entire fingers, arms or legs are frozen. In these cases, amputation may be required.

## **Treatment**

Seek medical advice immediately. Victims of both hypothermia and frostbite should be moved to a protected area out of cold elements where wet clothing can be removed. They should then be warmed slowly with dry blankets and warm fluids that include plenty of sugar. No beverage containing alcohol should be administered under these conditions, because alcohol tends to amplify the adverse effects of cold temperatures.

# **Thermoregulation**

## **Evaporation**

If you're wet, either from sweat or precipitation, the process of moisture evaporating cools you off. Evaporation is the primary cooling function of your body sweating in the first place, but in a cold environment this can be dangerous because it can cool you off too much, too quickly in a situation where you can't get warm again. The solution is a layering system that wicks moisture away from your body and breathes, allowing you to stay cool and relatively dry when you are working hard, and yet still insulate when you stop hiking.

**Needed: Wicking base layers (wool and/or synthetic)**

## **Radiation**

As your metabolism churns, your body gives off heat. If too much escapes to a cold environment, it is harder to keep your core temperatures up. Most people are smart enough to bundle up in a jacket when it is cold outside, but often people forget to wear a warm hat. That's why layering systems combine a heat-trapping mid-layer with a quality hat to keep you warm.

**Needed: Heat-trapping mid-layers and a warm hat.**

## **Conduction**

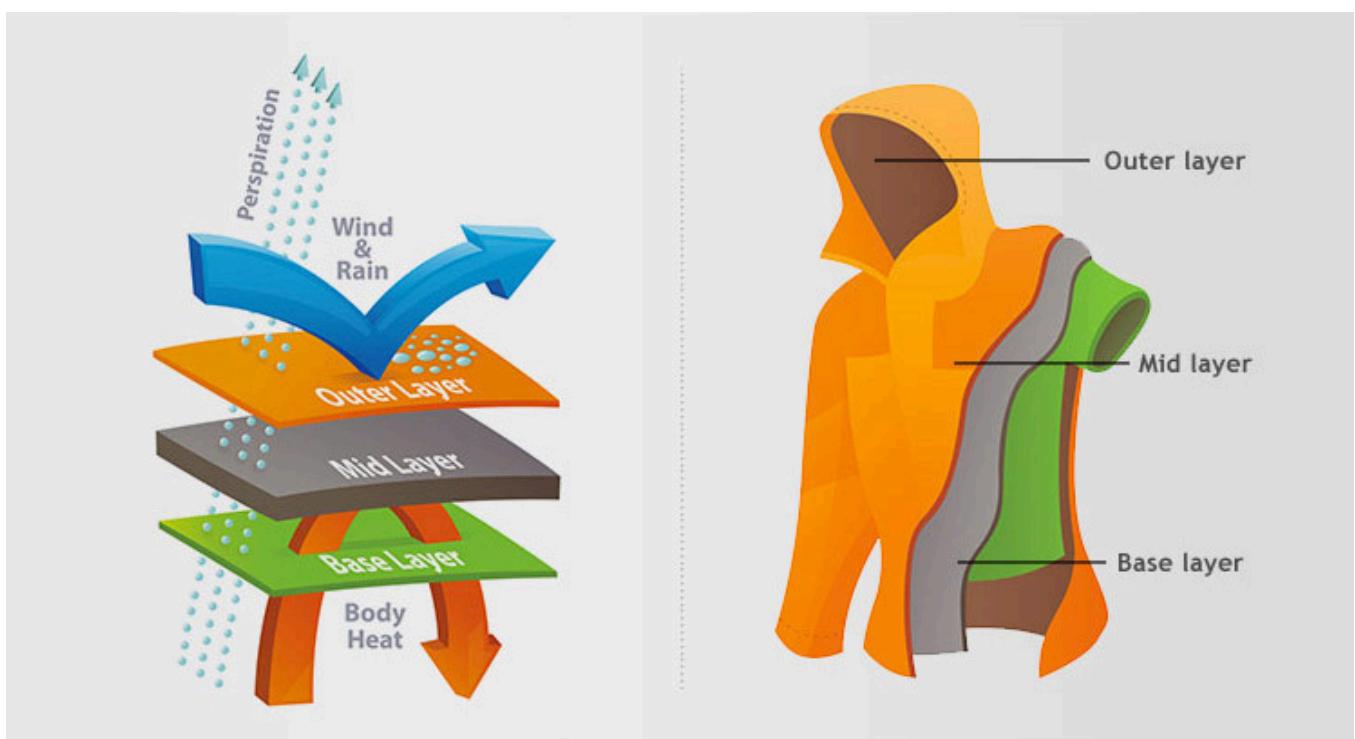
Your body loses heat by touching something colder than it is. This is why we use sleeping pads when camping, because they don't let our body heat soak into the cold ground. When you're outside warm socks and proper footwear are critical if the ground temperatures are cool. Conduction also comes into play in a cold rain, sleet or snowstorm. Each cold raindrop that lands on your skin will suck away body heat via conduction.

**Needed: Warm socks, insulating layers, and a waterproof outer layer.**

## **Convection**

Convection is the cooling from the movement of air and fluids. Convection can work on the macro-level, like when a blast of wind chills you to the bone, and it works on a micro-level next to your skin when you sweat. Convection works like this: cold air or water moves near your body, heats up, and moves away, allowing more cold air or water to reach your body again, cooling you off. Bottom line: if you are trying to stay warm, it's important to keep yourself dry from precipitation and protected from wind.

**Needed: Wicking base layers and windproof layers.**



# Tips for Staying Warm

**"There is no such thing as bad weather, only bad clothing"**

- Stay hydrated. A decrease in fluid level makes the body more susceptible to hypothermia.
- If you're taking medication, you need to drink more water so your body has enough water to process the medication.
- Alcohol is your enemy. Do not drink alcoholic beverages. Alcohol may provide a feeling of temporary warmth, but it actually increases blood flow to the arms and legs and increases heat loss. It's also a diuretic.

**Alcohol is strictly forbidden during the venture.**

- Stay fueled. Carry snacks in your pockets. Eat before you're hungry; drink before you're thirsty.
- Stay dry. Avoid sweating.
- Try to breathe in through your nose (or through scarf/balaclava) and out through your mouth. Your nose will help heat and humidify the air, reducing heat loss.
- Layering clothing is especially effective. The goal is to lose as little heat as possible with the removal of each layer.
  - Underwear: synthetic material, breathable, not too tight that it will chafe
  - Base layer: thermal top, thermal bottoms, liner socks
  - Mid layer: thick thermal top and/or fleece, thick thermal bottoms, thick thermal/wool socks, liner gloves, fleece/wool hat
  - Shell layer: wind & water resistant jacket (with hood), pants, and gloves
- **Do NOT WEAR COTTON!**
- Avoid tight-fitting clothing, especially tight gloves and shoes, which can cut off circulation.
- Cover the head and shoulders, it's an often overlooked area where heat escapes from.
- Make sure your wrists are covered.
- Replace wet clothing immediately with dry clothes.

# Know Before You Go

## Money

The Chilean peso (CLP) is the official currency of Chile. Credit cards are widely accepted in hotels and restaurants. ATMs are increasingly common and will likely be present in both Santiago and Coyhaique. Standard tipping in Chile is 10% in hotels and restaurants. Taxi drivers are not tipped. The exchange rate fluctuates daily, but is currently approximately:

1 Chilean peso = 0.0011 USD

1 USD = 932 Chilean peso  
as of Nov 2025

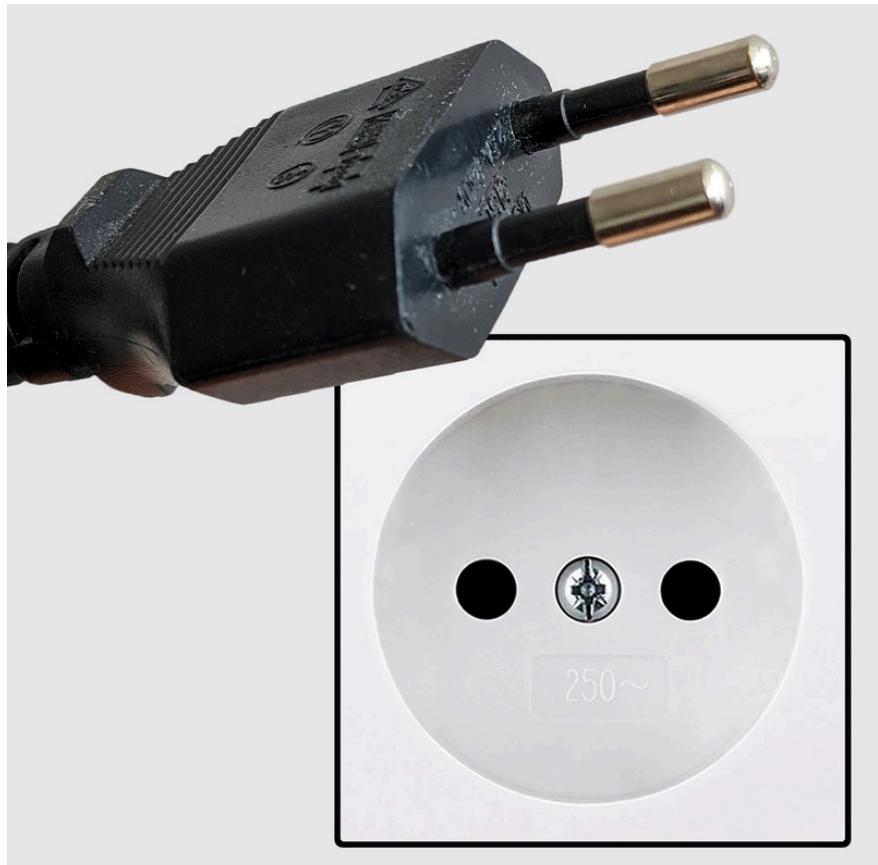
## Adapters

Note the electricity requirements and be sure to bring an adapter/converter if necessary:

Voltage: 220 volts

Frequency: 50 Hz

Most common plug type:  
[European style]



## Arrival in Balmaceda

It is required that your flight to Balmaceda arrives by 6 PM local time on January 4th. From the airport, please find your way to wait for pickup from a Vertical Guide. We will be departing from the airport as a group.

You may bring a small bag of clothing or items we can safely store during the venture in Coyhaique that you will receive after the venture is complete.

After arriving in Balmaceda, we will take other modes of transportation (bus and boat) to arrive to location where we will start the venture the following morning on January 5th.



# Meet the Guides

## Emily Gunther

Senior Associate Director, Data Strategy and Reporting



Emily is Senior Associate Director for Data Strategy and Reporting for MLP. She joined MLP in 2016, initially working with the Nonprofit Board Fellows program before helping to launch People Lab, and ultimately landing in her current role. Before Wharton, Emily spent a decade working to understand and improve our food system. She has worked on public health policy and farmed, bought, sold, and imported a variety of foods, from microbeets to 100-pound blocks of cheese. She's driven tractors and forklifts, but is not good at a stick shift. Emily has a BA in Spanish & World Politics from Hamilton College (with a year abroad in Valparaiso, Chile, and Madrid, Spain), and an MA in Geography & Urban Studies from Temple University. She loves plants (currently, scented geraniums and Mexican marigolds), biking (often with her toddler on the back), and dancing (with a disco ball in her kitchen).

# Veronica Ibanez Romagnoli



Veronica is from Santiago, Chile. Her experience in various fields stems from a very active life in diverse environments. At an early age, she began going camping in southern Chile, developing an instant love for nature and wildlife. While pursuing her BA in Visual Arts, she learned mountaineering and photography, passions that became an important part of her life.

After graduating, she moved to Italy for a university exchange program, during which she met her Italian family and traveled around Europe, learning from its architecture and culture.

Back in Chile, she started working as a professional photographer, an architecture photography teacher, and continued to climb mountains and go trekking, organizing private expeditions, running the logistics for various locations and conditions of travel and geography. Then she moved to Patagonia to work as a trekking guide for Explora Hotels in

Torres del Paine National Park. After that, she spent two years creating a photography project of a "portrait" of Chile along its roads, which meant driving from the top northern point of the country until its very southern geographical point reachable by car, 13.889 km driven, many logistics, and the result was a small edition of a photo book. In 2007, she got a Fulbright Scholarship and a Chilean Government Scholarship to pursue a Master's in Fine Arts in Photography at Parsons, The New School for Design in New York. On her return in Chile she was invited by Vertical S.A to work as guide/coach in leadership and team building in outdoor expeditions in Antarctica, Atacama, Central Andes and Patagonia, taking students into extreme conditions to help them learn about decision making, team work and soft skills, sometimes running logistics and others playing leader of the expedition in charge of the team of guides and students. Between these activities, she has worked with production companies on international projects as a photo assistant, translator, and gear manager.

Veronica's love for Antarctica led her to join expedition cruises as a guide and expedition photographer. In 2022, her experience in the polar regions took her to the Arctic for the first time. Now, she holds a Senior Polar Tourism Guide Association Status. Veronica has more than 600 days of experience in mountain and trekking expeditions in Africa, Antarctica, Arctic, Bolivia, Chile, Ecuador, Patagonia, and the United States. Including long unassisted expeditions in Southern Ice fields and Kayaking in the Southern Chilean Fjords. Her life is divided between the outdoors and her work as an artist and photographer. Her artwork has been exhibited and published in Argentina, Australia, Brazil, Chile, Ecuador, Peru, and the United States. Currently, she has a photography exhibition taking place in Chile.

# Cecilia Arriagada



Cecilia was born in Chile, but when she was just one year old, her family moved to El Salvador, where she spent seven years of her childhood. Coming from a family of sports enthusiasts and adventurers, she grew up surrounded by nature and engaged in outdoor activities. This early exposure ignited her passion for exploring the world, experiencing new cultures, and seeking out adventures. She pursued a degree in Psychology, specializing in strategic psychotherapy and empowerment, and completed several leadership courses. She is certified in Business and Life Coaching, working with leaders and Companies. Having lived near the mountains most of her life, Cecilia began hiking as a child and gradually honed her skills to become an experienced climber. Over the years, she has trekked extensively across Central Chile, Patagonia, the Carretera Austral, Cuzco (Peru), the White Mountains (USA), Cerro El Plomo (Chile), Everest and Anapurna Base Camp, and many other locations across the Americas and Asia. Cecilia is also an avid skier, a certified PADI diver, and a passionate sports enthusiast. As part of her weekly routine, she enjoys hiking up the mountains in Chile, where she finds inspiration in the country's natural beauty. Her professional journey in the outdoors began as a leadership expeditions guide with Vertical. Here, she combines her outdoor expertise and psychological skills to deliver transformative experiences, ensuring participants gain the most from their time in nature.

# Natalia Jordan



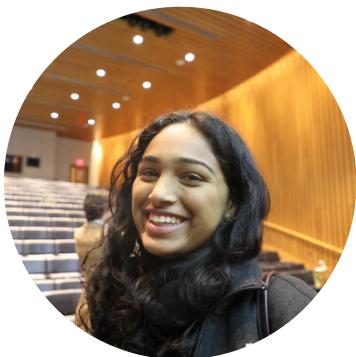
Natalia is a Chilean biologist and science communicator who is passionate about outdoor education and nature conservation. Her work in ecology research has led her to study wild carnivores, including the Magellanic Woodpeckers, Darwin's frogs, and the impact of climate change on an ecological network in Chile. She has been a guide in Vertical for over 17 years and has led Wharton MBA Leadership Ventures in Antarctica, Patagonia, and the Atacama Desert. She also worked as an instructor in the USA for the Philadelphia Outward Bound School. She has been hiking and in nature her whole life (fun fact: it was in a mountain that she learned how to walk) and has hiked in Asia, Africa, Europe, North and South America, and Antarctica. In 2018, she served as Base Camp Manager for the first all-female Chilean expedition to Mount Everest. She is also the founder of Tuiga, an educational initiative that merges science, culture, and art to create meaningful ways of engaging with (and enjoying!) knowledge through experiences. In 2025, she graduated first in her class with an MSc in Science Communication from University College London.

# Patrick Smith Hudson



Patrick has 12 years of experience leading and managing expeditionary operations in Chilean Patagonia, including the iconic Torres del Paine National Park. He has guided and served as a logistics coordinator for Wharton academic programs on six occasions. This experience includes operations on King George Island (Antarctica), Navarino Island (Tierra del Fuego), Cerro Castillo, and Vodudahue (Northern Chilean Patagonia). His career began in the mountains of Central Chile, but it was with the company Big Foot in Patagonia, where he led ice and kayak excursions on Grey Glacier and Lake, implementing safety protocols in dynamically hazardous terrain. As a freelance guide for over a decade, he has honed a style that balances operational effectiveness with a deep understanding of ecosystems, offering a comprehensive knowledge of the region's geology, flora, fauna, history, and traditions. He also coordinates leadership and team-building programs for the company Vertical, applying crisis management and personnel management skills. As an ecotourism guide and graduate of the Vertical Institute, his top priorities are knowledge, safety, and risk management. He is also certified as a Wilderness First Responder (WFR), in the Mountain Safety and Risk Management (Roca & Hielo), and in Environmental Protection (WCS), reflecting an ethical and sustainable approach to decision-making. With training in photography (National Geographic Unique Lodges Program), his personal interests in mountain biking, horseback riding, and climbing complement his profile, bringing a multifaceted leadership perspective to the expedition.

# Meet the VFs



## Radhika Pant

Radhika is a sophomore studying operations, information, and decisions (OID) as well as business analytics. She grew up in Birmingham, AL, where she spent her time outside with her next-door neighbor, frolicking around parks and creeks that Alabama had to offer. She loves being outside for the quiet, excitement, and unknown of the outdoors. She also loves to watch rom-coms, take long walks, and eat good food!



## Nancy Gutz

Nancy is a junior/senior from Kailua, Hawai'i. She studies environmental, social, & governance (ESG), and is especially interested in regenerative agriculture. She loves country swing dancing, wool, Hawaiian voyaging, making clay vessels, acquiring bikes, touching rocks, & bagging peaks. She's an Eagle Scout, Wilderness First Responder, & Leave No Trace Trainer. She has a skipper license from the Royal Yachting Association. She has spent five summers at Philmont Scout Ranch in northern New Mexico working as a backcountry guide (a Ranger) and staffing the National Advanced Youth Leadership Experience.



## Amine Oueslati

My name is Amine, a Junior in the M&T program studying cs & statistics. I have been part of the VF community for two years & I can't wait to test what I learned in a terrain like Patagonia. I love music in lots of different ways - i produce electronic music & DJ for social hangouts. I have interests ranging from math & science to philosophy. The outdoors is for me a space to explore a parallel part of myself that I don't see in the daily

# Meet the Participants



## Sandra Cheah

**Class:** 2027

**Hometown:** New York, New York

**Secret Skill:** I ran a half-marathon!



## Connor Dawson

**Class:** 2027

**Hometown:** O'Fallon, Missouri

**Secret Skill:** I can juggle!



## Joaquin Diaz-Huerta

**Class:** 2027

**Hometown:** Stamford, CT

**Secret Skill:** I'm a huge foodie!



## Rachel Doman

**Class:** 2026

**Hometown:** Atlanta, GA

**Secret Skill:** I've flown a plane.



## Karina Gupta

**Class:** 2028

**Hometown:** Cherry Hill, NJ

**Secret Skill:** I have a Pinterest board for everything.



## Arjan Kahlon

**Class:** 2026

**Hometown:** Hockessin, Delaware

**Secret Skill:** I can fall asleep anywhere, anytime as long as I have somewhere to sit.



## Will Kelly

**Class:** 2026

**Hometown:** Rochester, NY

**Secret Skill:** I can ride a unicycle (normal and giraffe sized).



## Jocelyn Lee

**Class:** 2026

**Hometown:** Singapore

**Secret Skill:** I played the Guzheng till diploma.



## Evelyn Li

**Class:** 2028

**Hometown:** Fairfax, VA

**Secret Skill:** I can name all the countries in the world.



## Sam Serruya

**Class:** 2028

**Hometown:** Lower Merion, PA

**Secret Skill:** Magic tricks



## Anna Shohfi

**Class:** 2026

**Hometown:** Chapel Hill, NC

**Secret Skill:** I am a twin, and I love snowboarding!



## Arnab Sircar

**Class:** 2026

**Hometown:** Chadds Ford, PA

**Secret Skill:** Good at finding old maps/antique items!



## Alex Song

**Class:** 2028

**Hometown:** Houston, TX

**Secret Skill:** Eating 50 rolls of sushi



## Avi Talsania

**Class:** 2028

**Hometown:** Ronkonkoma, NY

**Secret Skill:** I play flute



## Andre Bijan van de Ven

**Class:** 2026

**Hometown:** Demarest, NJ

**Secret Skill:** I'm an underwater wildlife photographer and certified rescue diver!



## Christine Yan

**Class:** 2026

**Hometown:** Dallas, TX

**Secret Skill:** Finishing the rest of the food when no one else can!



## Roger Zheng

**Class:** 2027

**Hometown:** Norfolk, Virginia

**Secret Skill:** I can sing the alphabet backwards really quickly



## Jasmine Wang

**Class:** 2026

**Hometown:** Los Angeles, CA

**Secret Skill:** I took a gap year before Penn and lived in a hacker house.



## Devanshi Kothari

**Class:** 2026

**Hometown:** Naperville, IL

**Secret Skill:** I'm currently learning how to DJ!



# Conflict Management (NOLS)

## Step 1: Ventilation

Explain your frustration to your friend, and, just as important, pause and listen to her perspective. Gathering all parties involved to express their concerns is a useful place to start managing a conflict. You can't resolve a fight if the people involved don't know each other's full story. As everyone speaks, you have the opportunity to articulate and put a name to your feelings, as well as understand the other person's perspective.

### Strategies for Ventilation

- Take turns; make sure everyone speaks
- Actively listen
- Paraphrase to make sure everyone is on the same page
- Expect to hear a different version of the situation from what you're experiencing
- Avoid sarcasm or bringing up cheap shots that aren't related to the conflict
- Accept the other person's point of view and feelings about the situation

## Step 2: Owning and Empathy

After everyone has had a chance to express their concerns, acknowledge the ways you both contribute to the conflict. Each of you "owns" your actions. As you do that, you imagine what it's like to be the other person and empathize with the way they see the conflict.

### Strategies for Owning and Empathy

- Own what you believe you did or said—nothing more or less
- Take some time to set aside your own perspective and imagine the other person's experience
- Accept your contribution to the conflict

## Step 3: Planning

Formulate action steps. Before moving to this step, make sure that everyone is done speaking and understands their role in the conflict. If you're still airing out your frustration, then you're not ready to make an action plan.

To make the plan, discuss what each person wants, expects from each other, and is willing to do to avoid the same conflict in the future. Follow-through is important here, so be realistic in your commitments and hold yourselves accountable to your agreement.

### Strategies for Planning

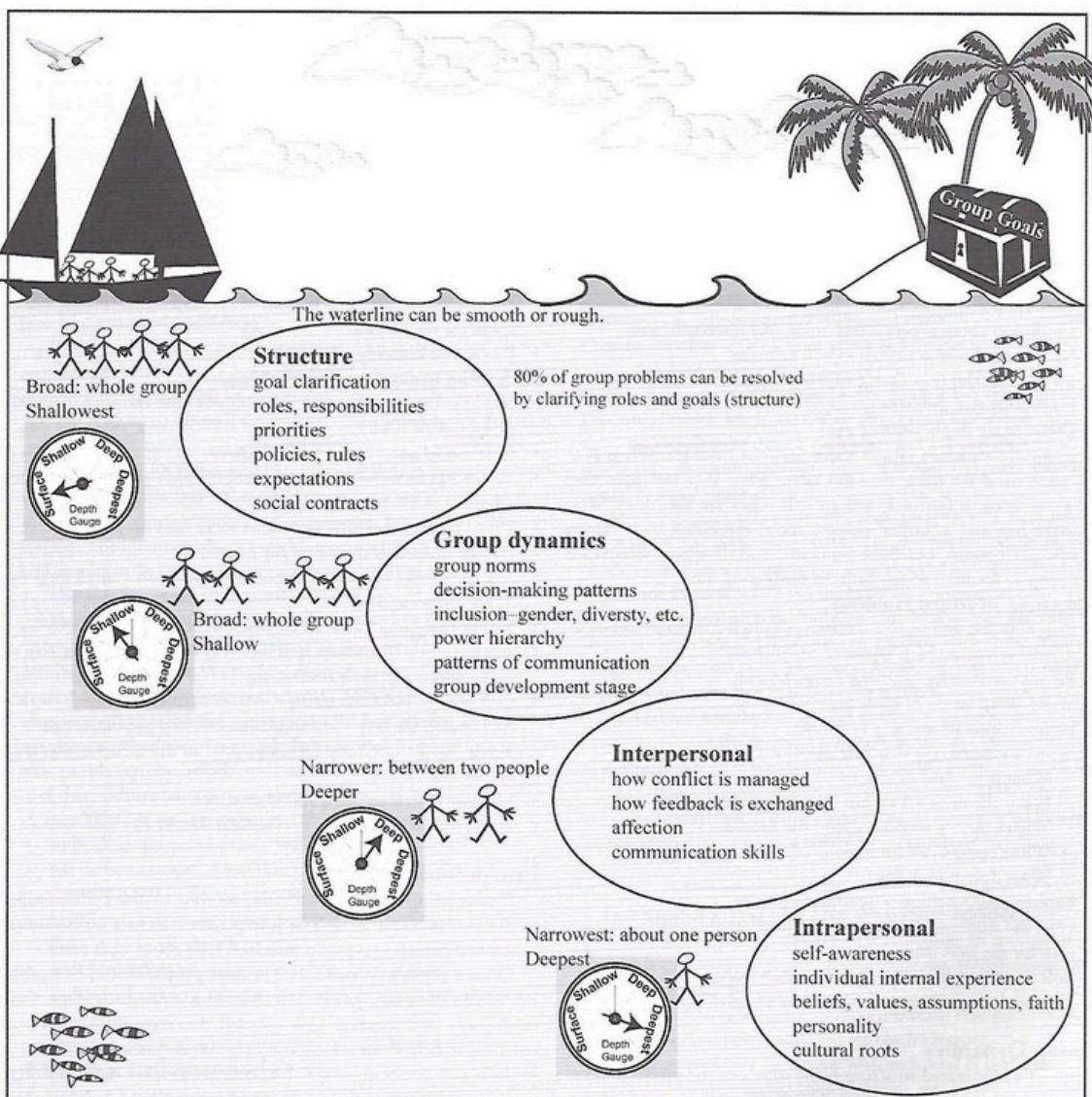
- State your expectations clearly
- Make sure you understand everyone else's expectations
- Expect that you will occasionally slip up with your new plan, and that's ok
- Accept that the other person has a choice whether he or she can meet your expectations

## USING & TEACHING THE WATERLINE DIAGNOSTIC TOOL

Your expedition crew is the crew of a boat. The movement of your boat across the water is the team moving toward achieving group goals. Rough water slows your boat down, but some problems that cause rough water are deeper than others. Deeper problems are both harder to see and harder to deal with.

In the ocean, or on a river, rocks near the surface make tell-tale waves that are easy to see and easy to navigate around. But deeper obstacles are harder to see and harder to navigate. The better you watch and maintain these four areas, the smoother sailing for your boat.

If you hit rough water, **check the more obvious stuff first**. This heuristic works as well for camp stove diagnosis, repair, and maintenance as it does for group diagnosis, repair, and maintenance. So first check in with others on group structure concerns. Only go deeper if you really need to because it is harder to influence deeper problems, and this usually takes considerably more time and energy. Just like repairing your stove, don't hesitate to dig deeper if you need to, but be sure to check the easy stuff first.



Based on Harrison, R. (1970). Choosing the depth of organizational intervention. *Journal of Applied Behavioral Science*, V6, N2, pp 181-202.

# Case Studies

## Lhotse 2006

"So, the decision is yours," Jordan looks to his companions.

Rodrigo Jordan is the leader of a twelve member Chilean Expedition to Mt. Lhotse, the fourth highest mountain in the world. Often referred to as "the forgotten mountain", Lhotse shares a Base Camp and most of the route with the southern face route of Everest. Most climbers visiting the region opt to attempt the highest mountain in the world rather than visiting Lhotse. This year is no different, there are 20 Expeditions in base camp preparing for Everest with just 5 preparing for Lhotse celebrating the 50th year since its first ascent.

The Expedition was launched to celebrate the life and contributions of Jordan's mentor, Claudio Lucero, to mountaineering in Chile. Each climber on the team has been Lucero's student at one point over the years. Lucero was to become the oldest man to summit an 8,000meter peak should he reach the summit. Lhotse will be the 6th 8,000meter peak for Chile. Jordan has all but closed his company in Santiago, Chile during this time, as most of his key employees are accompanying him.

The team have worked well, and have fully equipped the mountain by the time an early weather window arrives. However, Lucero, an excellent mountaineer, has not been able to shake the Khumbu Cough he developed on arriving in the valley and is struggling to keep up the pace with the younger climbers. Jordan makes the difficult decision to exclude him from the summit attempt. The other climbers are all fit, and ready to go.



Jordan faces another difficult question. Traditional, non-alpinist summit pushes for large expeditions involve selecting a small summit team, who will be supported by various teams positioned along the route. The support teams help carry gear, break trail and are ready to help in an emergency, greatly increasing the summit team's chances of succeeding. The division of the team is usually based on a number of factors - strength, equipment, weather. However, looking at his team of strong, determined climbers, each one of them appears capable of making it to the summit. Jordan makes the unprecedented decision to allow the entire team to attempt the summit, breaking with tradition. It does not go unnoticed that if they succeed they will be one of the largest national teams to summit an 8,000meter peak ever.

Logistical questions settled, the expedition team begins to move up the mountain in two smaller sub groups.

## A Falling Object

On the second day of the push, as the first group, led by Jordan move up from Camp 2 to Camp 3, the second group, under the leadership of Kiko Guzman, operations manager of Vertical, spot something falling from high on the Lhotse face, above Camp 4. They radio the information to the advance team. Both teams attempt to identify what fell. However, it is dusk and visibility is bad. No calls come over the radio. The teams are forced to give up and retreat into their tents to rest and hydrate.

The following day however, as the first group trudge up slowly behind a long line of Everest climbers, the object comes into sight. Lying just 25 meters or so below the route, it is obvious that it is in fact a climber. Knowing that he had fallen over 600 meters down the face, and had spent the night outside exposed to the elements

at over 7,000 meters and from the long line of climbers walking past him, the team were sure he was dead. As they got closer however, they spotted movement and thus decided to check his condition.



One of the team's doctors, Sebastian, was climbing with this advanced group. Along with Jordan and the sherpas, Sebastian notes that the climber, a Czech alpinist they had met briefly a few days earlier, while still alive, is in a coma, and close to dying.

"So, it's your decision," as the long line of Everest climbers continues to walk past their little team, Jordan looks to Sebastian, and the other members of the group.

Sebastian is the younger of the team's two doctors, whose main role during the expedition has been to monitor the health and progress of Lucero, setting a "doable" pace for the older climber. With the decision to leave Lucero behind at Base Camp, Sebastian's chances of summiting have increased significantly. This would be his first 8,000meter peak. He has taken significant time out of his medical residency over the past two years to train for two expeditions, one of which was cancelled before they even left Chile.

Along with Sebastian, is seasoned mountaineer, Ernesto Olivares. Ernesto, a professor of mountaineering, is one of Chile's strongest climbers. This is his third 8,000meter peak and he is generally considered amongst the team to be the most experienced climber. Ernesto, however, is attempting to summit Lhotse without supplemental oxygen. He is also filming the high-altitude segments of the expedition.

The other climbers are Nico, his father, Nico Papa, Max and two sherpas. Nico Papa's company is one of the main expedition sponsors and should he summit on schedule, it will be on his 50th birthday. Summiting an 8,000m has been a long standing dream of his, having been at junior school under the formidable headmaster and mountaineer, George Lowe. Nico chico, is the youngest of the team at 23, with very little climbing experience under his belt. Max is a strong experienced climber, and also the general manager of the team's gear sponsor.



One of the team's doctors, Sebastian, was climbing with this advanced The only way to try and save the Czech is to move him down the mountain. He has bled heavily from the head, and is suffering from frostbite in his hands and feet. To move him is going to take considerable energy. A tall order at 7,000 meters. Below, Kiko and his team listen over the radio to the discussion. Patiently waiting on their team mates, as a tricky tent sharing arrangement means that changes to the advance team's schedule will affect their own chances for a summit attempt



## Questions

**How should the team come to a decision of what to do?**

**What responsibility does the team have to this climber, abandoned by his own climbing partner?**

**At what level of effort or commitment can one discharge one's ethical responsibilities?**

# Debriefing Guides and Frameworks

## NOLS Leadership Model:

### THE 4 NOLS LEADERSHIP ROLES

- 1. Designated Leadership:** The designated leader is the head architect and guardian of the group process. She or he can delegate and should collaborate when possible, but can't abdicate responsibility or accountability. Complex, potentially risky, or touch activities and decisions are best handled with a designated leader guiding or monitoring the process.
- 2. Active Followership:** Expedition members show good leadership by following the leadership of others. They seek clarity, give input, respect the plan, help out, and work for the betterment of the group and its goals.
- 3. Peer Leadership:** We practice peer leadership largely in our living arrangement on a course. In peer leadership, each person sees what needs to be done and does it without a hierarchy. All members assure quality completion of group tasks, functions, and goals. Peer leadership works better when members clarify who is responsible for what.
- 4. Self-leadership:** A group member is a leader by virtue of who they are and how they influence others, not by the position they hold. This is leadership through character and judgment.

### THE 7 NOLS LEADERSHIP SKILLS

#### **Expedition Behavior:**

- Serve the mission and goals of the group
- Be as concerned for others as you are for yourself
- Treat everyone with dignity and respect
- Support leadership and growth in everyone
- Respect the cultures you come into contact with
- Be kind and open-hearted
- Do your share and stay organized

- Help others, but don't routinely do their work
- Model integrity by being honest and accountable
- Say yes and deliver, or say no clearly if you cannot
- Resolve conflict in a productive manner

### **Competence:**

- Display basic competence and actively improve your
  - Knowledge
  - Organization and management skills
  - Technical skills
  - Physical abilities
- Set goals, make action plans, and follow through
- Take care of your personal maintenance needs to remain a highly-functioning team member

### **Communication Skills:**

- Speak up when appropriate, be silent when appropriate
- Help create a positive learning environment
- Let your group know what you expect of them and what they can expect from you
- Keep people informed as the situation changes
- Listen actively—paraphrase and ask questions to clarify
- Have the courage to state what you think, feel, and want
- Speak for yourself. Use "I language"
- Be empathetic during conflicts
- In feedback,
  - Knowledge
  - Organization and management skills
  - Technical skills
  - Physical abilities
  - Be timely
  - Be growth-oriented
  - Be specific about your observations
  - Acknowledge your share of any problem
  - Be clear about what you will do next
  - Be as open to receiving feedback as to giving it

## **Judgment & Decision-Making:**

- Work to develop good judgment. Consider all available experiences, resources, and information to achieve positive results.
- Use situationally appropriate decision-making styles. Develop all styles
- As a leader, choose a decision making style and then tell the group what it is
- Give your group choices that have acceptable consequences
- Be clear about limits and boundaries when letting people make choices
- Use the strengths and knowledge of other group members to solve problems
- Help others see how choices fit into the big picture and the long view
- Question norms, challenge assumptions

## **Tolerance For Adversity & Uncertainty:**

- Turn challenging situations into opportunities
- See choices as many workable options and combinations, not either/or
- Learn to endure, even enjoy, hard work and challenge
- Live in rhythm with what you cannot control. Control what you can
- Use humor. Keep things in perspective
- Function effectively under difficult circumstances. Make focused decisions and stay connected with others
- Work effectively with different types of people
- Be patient with less competent colleagues

## **Self-Awareness:**

- Understand your abilities, limitations, and learning needs
- Learn from experience, then take steps to improve
- Admit and correct your mistakes
- Be proud of your successes and build on these
- Work at just being yourself as a leader
- Be clear with others about your own values and goals
- Find a healthy balance that works for you: work hard, play, reflect, and rest
- Seek feedback from others

## **Vision & Action:**

- Great leaders create an environment that inspires individuals and groups to achieve their full potential
- Initiate: assess what needs to be done, and do it
- Motivate: add your energy and can-do attitude to projects to help motivate others
- Inspire: create an environment that inspires individuals and groups to achieve their highest potential
- Have empathy for others, yet be decisive
- Help create what you want to see
- Use group goals and values to guide your actions
- Take risks at an appropriate level for yourself and your group
- Seek creative ways to move the group forward
- Stay open and flexible to change
- Model the way (lead by example)

## **YOUR REFLECTIONS ON THE NOLS LEADERSHIP MODEL:**

# How to Conduct an AAR

## What is an After Action Review?

Generally, an AAR follows the following format, but Leaders of the Day (LODs) should feel free to develop their own format and activities to accomplish specific goals for the discussion.

1. Leaders (and/or the whole group) briefly retrace the route and day's activities, decisions, etc. (e.g., highs/lows).
2. Leaders debrief topics such as things they did well and things they will do differently next time; if goals were accomplished; what they learned; other reflections on the day/decisions/conflicts, etc.).
3. Other group members provide feedback and input.

### Debriefing the Day

Leaders need to know how to help their group learn from experiences by reflecting on them. The following structure of facts/feelings/future helps student groups process the events of any given day.

#### FACTS: What happened?

Let students tell their stories from their perspective. You may just ask the leader to talk if the day seems routine and without incident. If there is conflict in the group or you sense stress, it is important for everyone to have the opportunity to speak, perhaps using a talking stick (uninterrupted). Here are some sample questions:

- What were your personal and group goals?
- What was the route that you took today and why?
- Were there any close calls on your journey?
- Were there disagreements? If so, how were they resolved?

**Pitfalls:** Don't let folks analyze the event, even if their mistakes seem painfully obvious to you. Your goal is to facilitate objectively and get the story out in the open. Remember, "Just the facts ma'am."

# Personal Reflections

## Pre-Venture Reflections:

- What are your strengths and how can you apply those strengths to benefit the team?
- What are your weaknesses, and how can you work on improving these on the venture?
- What's your go-to leadership style?
- What type of follower are you?
- Which leaders do you admire & respect?
- What makes them great?
- Think about previous team experiences, both good and bad ones. What made those teams successful? Why did the bad teams fail?
- What criteria would you use to for a high-performing team?
- Who are you today?
- How would others describe you?
- How have you changed since college? Why? Who or what has influenced you to change?
- Who do you want to be in 5 years?

Think about pivotal moments in your past – big decisions, unique experiences, challenges you had to overcome, revelations you had, etc. What happened? Why were these moments important to you? What did you learn? How did these moments shape who you are today? How could others learn from your experiences?

# **Day 1**

**Question of the day**

**What did I do well today?**

**What can I improve upon for tomorrow?**

**What did the team do well today?**

**What can the team improve upon for tomorrow?**

# **Day 2**

**Question of the day**

**What did I do well today?**

**What can I improve upon for tomorrow?**

**What did the team do well today?**

**What can the team improve upon for tomorrow?**

# **Day 3**

**Question of the day**

**What did I do well today?**

**What can I improve upon for tomorrow?**

**What did the team do well today?**

**What can the team improve upon for tomorrow?**

# **Day 4**

**Question of the day**

**What did I do well today?**

**What can I improve upon for tomorrow?**

**What did the team do well today?**

**What can the team improve upon for tomorrow?**



# **Day 5**

**Question of the day**

**What did I do well today?**

**What can I improve upon for tomorrow?**

**What did the team do well today?**

**What can the team improve upon for tomorrow?**

# **Day 6**

**Question of the day**

**What did I do well today?**

**What can I improve upon for tomorrow?**

**What did the team do well today?**

**What can the team improve upon for tomorrow?**

# **Day 7**

**Question of the day**

**What did I do well today?**

**What can I improve upon for tomorrow?**

**What did the team do well today?**

**What can the team improve upon for tomorrow?**

# Post-Venture Reflections

What are your strengths and how can you apply those strengths to benefit the team?

- What are your weaknesses, and how can you work on improving these on the venture?
- What's your go-to leadership style?
- What type of follower are you?
- Which leaders do you admire & respect?
- What makes them great?
- Think about previous team experiences, both good and bad ones. What made those teams successful? Why did the bad teams fail?
- What criteria would you use to for a high-performing team?
- Who are you today?
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Think about pivotal moments in your past – big decisions, unique experiences, challenges you had to overcome, revelations you had, etc. What happened? Why were these moments important to you? What did you learn? How did these moments shape who you are today? How could others learn from your experiences?



## Personal Notes







