



Atacama

March 2026

Wharton Leadership Ventures

Field guide & handbook

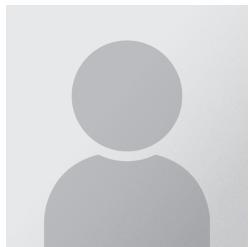
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1 Guide, VF, and Participant Bios

Meet the Guides



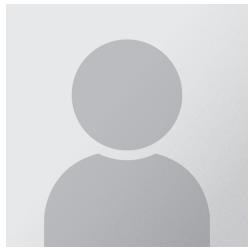
Veronica Ibañez Romagnoli

Senior Polar Tourism Guide / Photographer & Visual Artist

Veronica is from Santiago, Chile. She holds a BA in Visual Arts and an MFA in Photography from Parsons (Fulbright Scholar). Her career bridges the outdoors with art. She's a professional photographer, mountaineer, and expedition guide with over 600 days of experience across seven continents.

Her guiding experience includes Torres del Paine, Antarctica, Atacama, and the Arctic. She specializes in leadership and team building in extreme conditions, working with Vertical S.A. to guide students through high-altitude expeditions. Her photography has been exhibited internationally, and she recently completed a 13,889 km solo photography project documenting Chile from north to south.

Veronica brings expertise in expedition logistics, risk management, technical mountaineering, and polar environments. When not guiding, she creates art that explores the intersection of landscape and human experience.



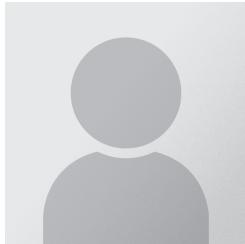
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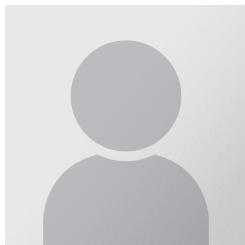
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Meet the VFs (Venture Fellows)



Frank Ma

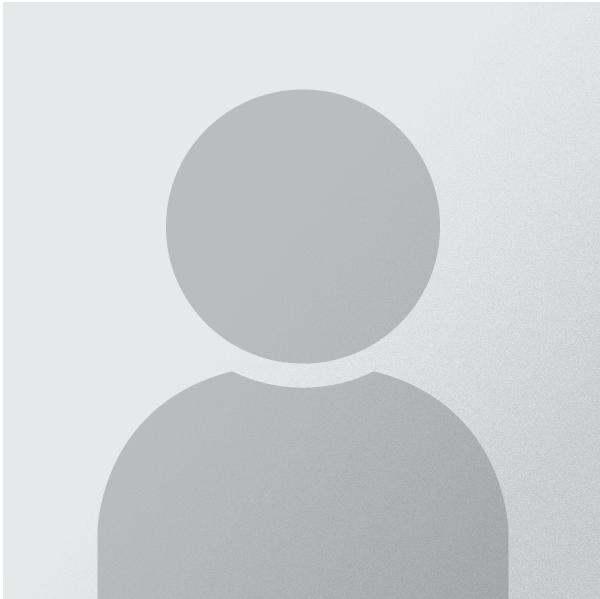
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May Zhang

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Meet the Participants

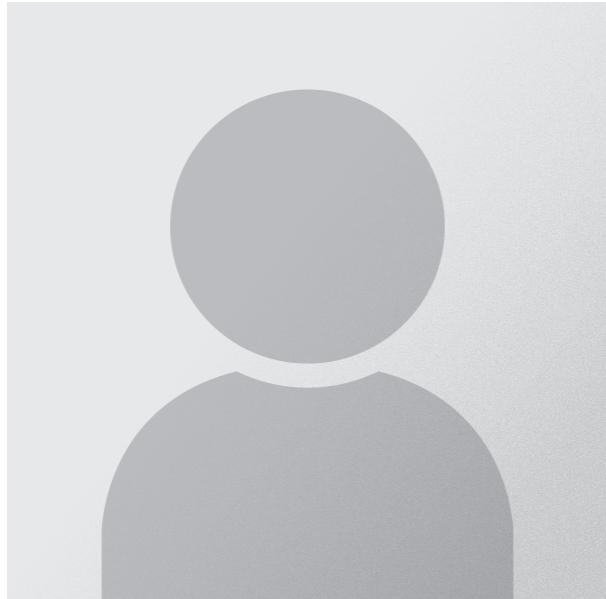


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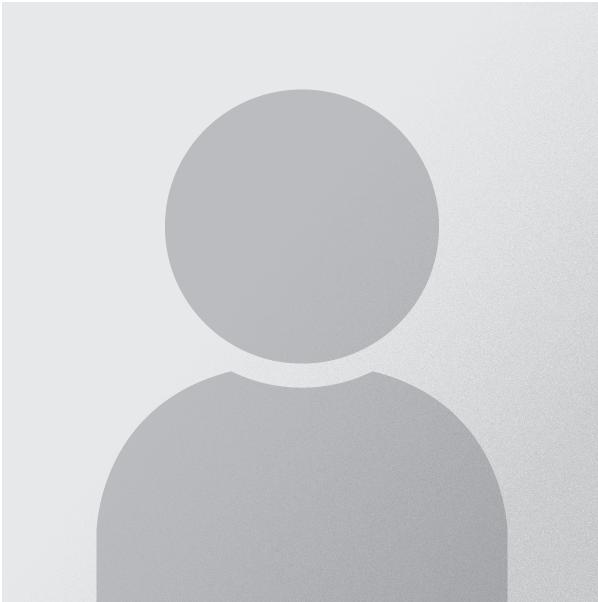


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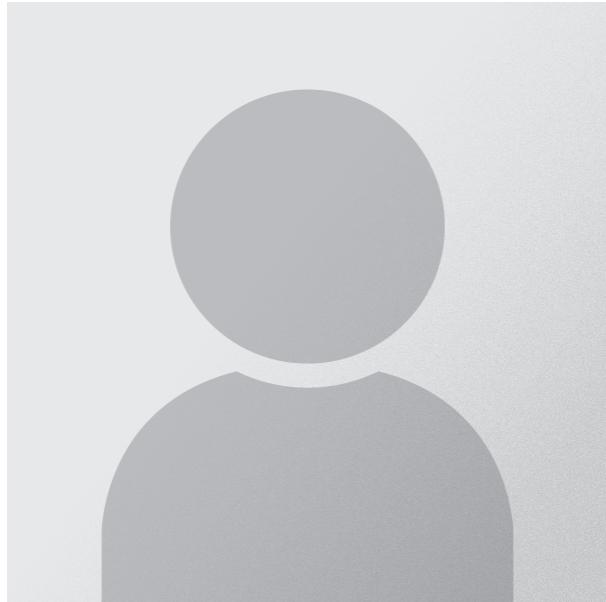


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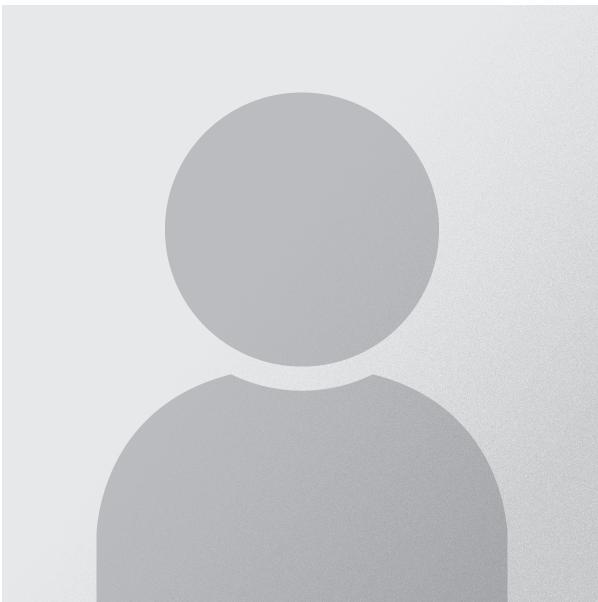


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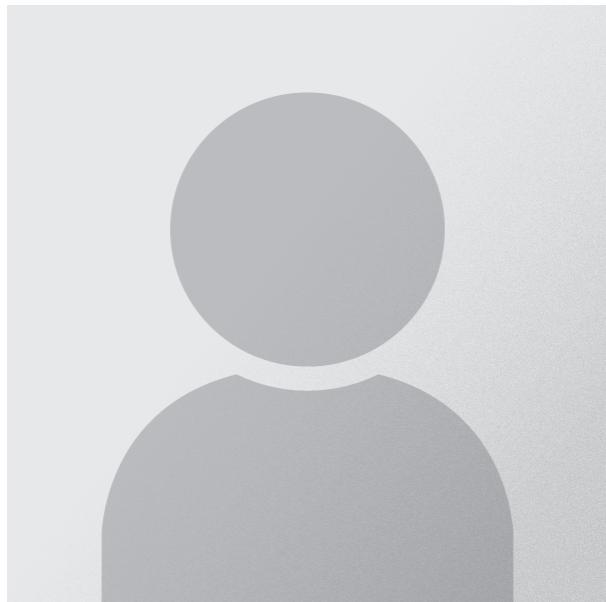


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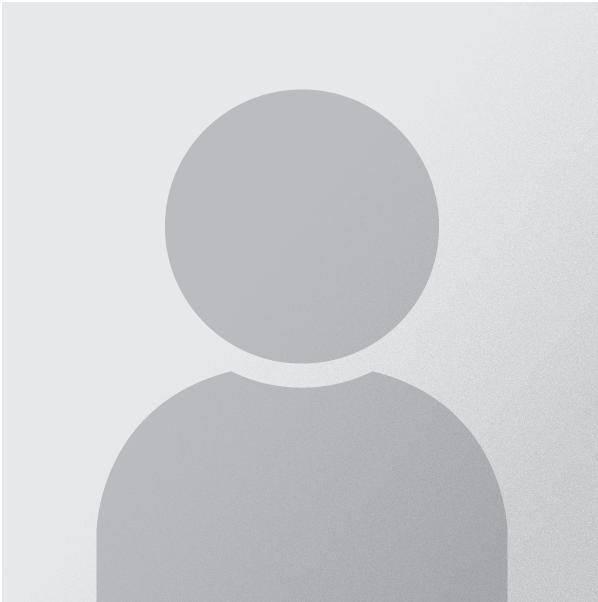


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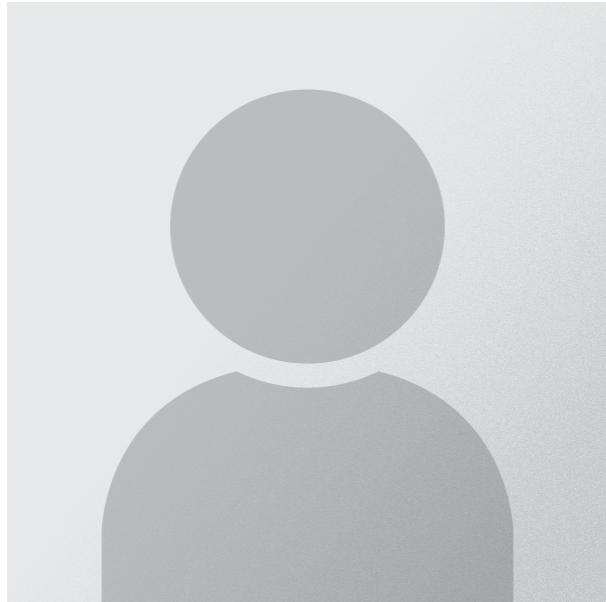


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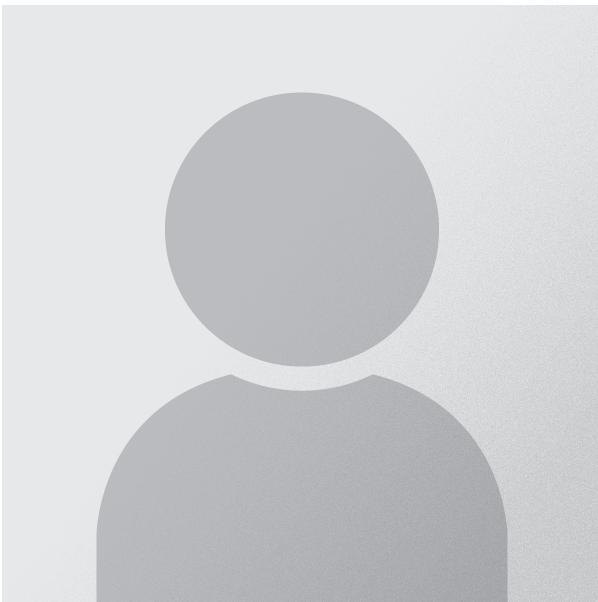


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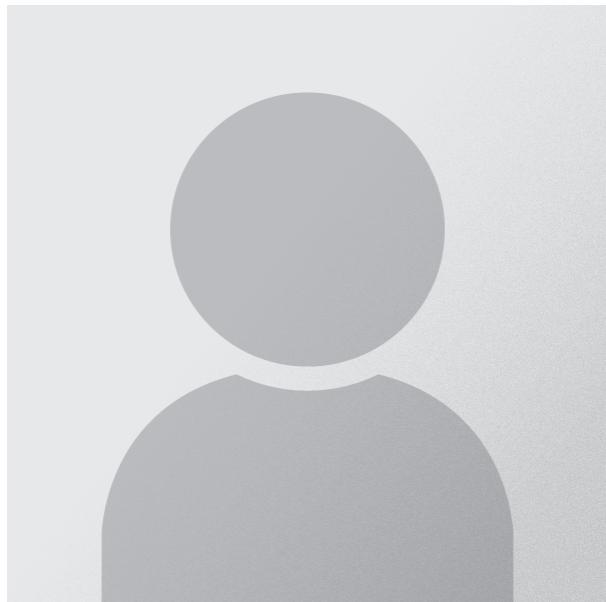


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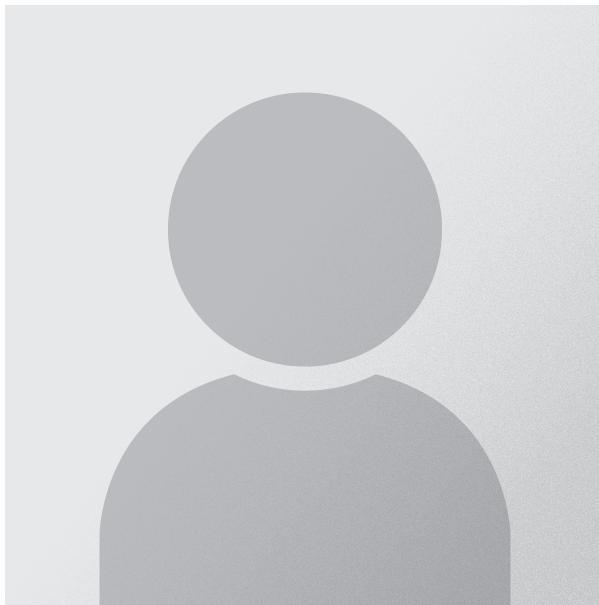


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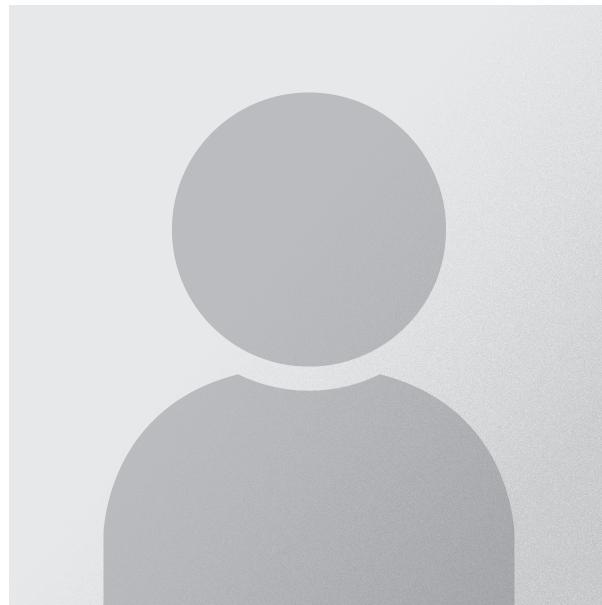
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2 Background on Atacama

2.1 History of Atacama

Ancient Settlement: Human occupation dates to 13,000 years before present. Early hunters used the Altiplano above 3,600 m, following wild camelids in semi-nomadic patterns.

Indigenous Empires: The Tiwanaku (400–1100 A.D.) expanded from the Bolivian altiplano into northern Chile, leaving religious monuments and polychrome ceramics. The Inca incorporated the region in the 15th century, followed by Spanish conquest.

Atacameño People: Indigenous to the desert and altiplano, the Atacameño (Kunza, or Likanantai) developed sophisticated water management around oases. Their language was suppressed under colonial rule. Today, roughly 30,000 Atacameño in Chile and 14,000 in Argentina co-manage protected areas like Reserva Nacional Los Flamencos.

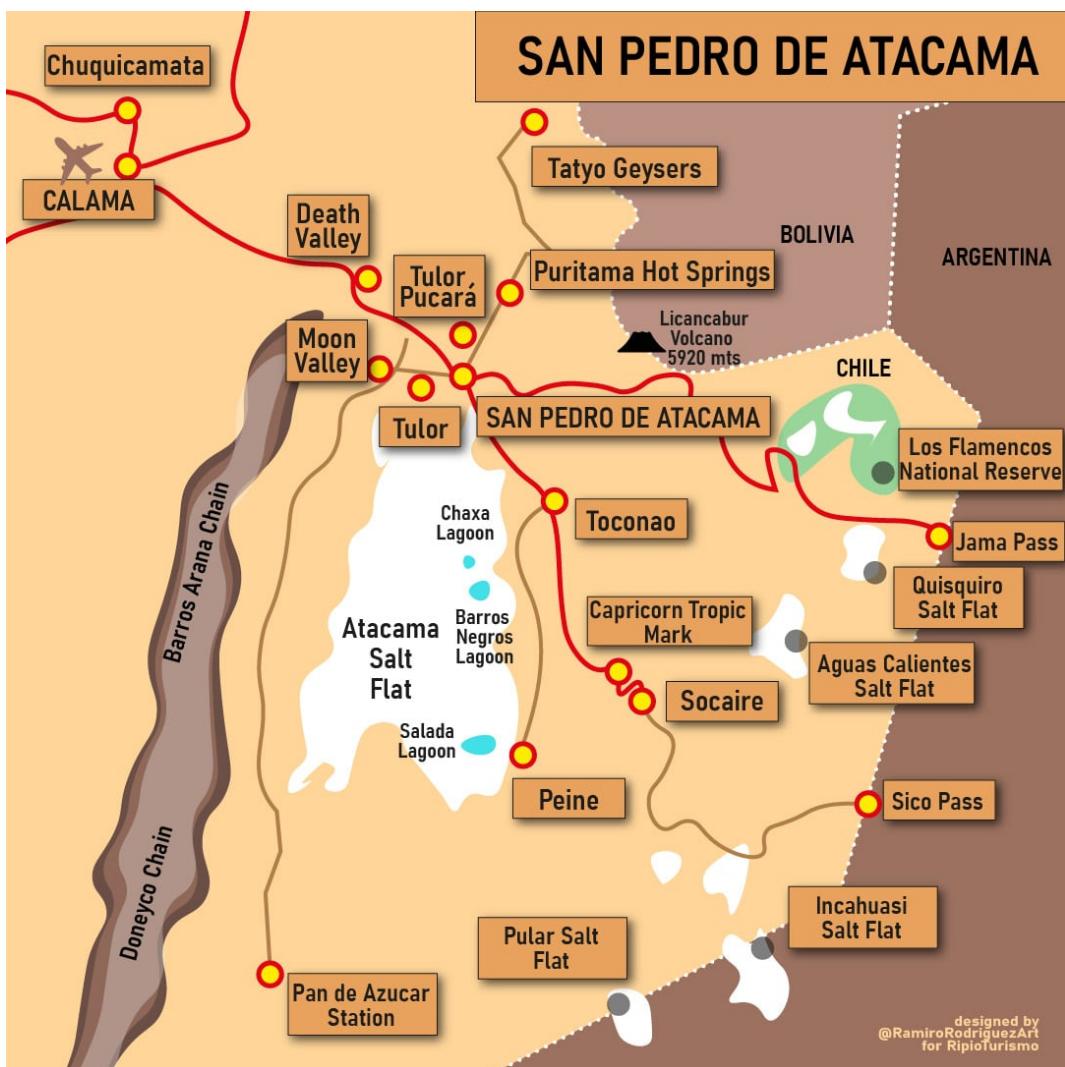


Piedras Rojas (Red Stones) in the Atacama Desert

2.2 Geography of Atacama

The Driest Desert: The Atacama runs 1,600 km along Chile's Pacific coast, covering 105,000–128,000 km². It's the driest non-polar desert on Earth (annual rainfall under 15 mm; some areas see no rain for decades). Aridity is caused by the cold Humboldt current, Pacific anticyclone, and double rain shadow from the Andes and Coast Range.

Salar de Atacama: Chile's largest salt flat (3,000 km²) sits 55 km south of San Pedro at 2,300 m elevation. This endorheic basin sees no outflow; evaporation exceeds 3,500 mm/year. Volcanic peaks rim the eastern edge: Licancabur (5,919 m), Acamarachi, and active Láscar volcano. The Altiplano features high plains, rift valleys, and dramatic slot canyons.



Map of San Pedro de Atacama region and surrounding attractions

2.3 Animals and Plants of Atacama

2.3.1 Desert Flora





Desert trees and shrubs: Chañar, Rica Rica, and Algarrobo. Photos: Tierra Atacama

Chañar Tree

- Reaches 3–10 m tall with sharp thorns (drop before flowering)
- Intensely yellow flowers (September–October), edible fruit (November–January)
- Traditional uses: Arrope de Chañar (sweet syrup for throat/cough), Aloja de Chañar (fermented drink)
- Wood used for furniture, carpentry, charcoal

Rica Rica Shrub

- Endemic species, grows up to 1 m tall
- Aromatic greenish-yellow leaves, light-purple flowers (September)
- Traditional medicine: stomach, kidney, and circulatory problems

Tamarugo & Algarrobo (*Prosopis*)

- Deep-rooted trees adapted to extreme aridity
- Tamarugo survives on groundwater in salt flats
- Algarrobo (white and black varieties) produces seed pods
- Important for local wildlife and traditional uses

Cacti & High-Altitude Plants

- **Copiapoia:** Endemic spherical cacti with yellow flowers (endangered)

- **Llareta:** High-altitude cushion plant (centuries old, slow-growing)
- **Tillandsia:** Air plants in coastal fog zones (lomas)

Flowering Desert (*Desierto Florido*)

- Occurs in rare El Niño wet years
- Hundreds of endemic species bloom simultaneously
- Species include:añañuca, lion's claw, pata de guanaco

2.3.2 Wildlife Viewing Guide



Atacama wildlife: flamingos, guanacos, and saline lagoons. Photos: GoChile

Flamingos (Three Species)

- Chilean, Andean, and James's flamingos
- Feed on diatoms and brine shrimp in mineral-rich waters
- Best viewing: Laguna Chaxa, Salar de Pujsa, Las Vegas de Quepiaco

Vicuña (*Lama vicugna*)

- Small camelids (up to 65 kg) with fine wool
- Once endangered, now protected
- Best viewing: Salar de Tara, puna meadows (3,200–4,800 m)

Guanaco (*Lama guanicoe*)

- Larger wild camelids (150 kg, 1.9 m tall)
- Gray faces, small ears, light brown to dark red fur
- Best viewing: Los Flamencos National Reserve

Other Wildlife

- **Culpeo fox:** South American grey fox, bushes and steppes
- **Vizcacha:** Nocturnal rodent at Salar de Tara
- **Horned Coot:** 3,000–5,200 m, autumn at Miscanti and Miñiques lagoons
- **Cougar:** Rare, follows guanaco populations throughout Los Flamencos

2.4 Astronomy Trivia

- **300+ clear nights per year:** April to October averages 90 to 98% clear night probability
- **Some weather stations have never recorded rain:** One location went without significant rainfall from 1570 to 1971
- **Home to 70%+ of the world's most advanced observatories:** Extreme aridity, high altitude, and near-zero light pollution create ideal conditions
- **ALMA operates 24/7/365:** 66 precision antennas spread up to 16 km apart at 5,000 m elevation
- **\$1.4 billion telescope:** ALMA is the most expensive ground-based telescope in operation
- **10× better resolution than Hubble:** In its wavelength range, ALMA achieves 10 times better detail
- **First black hole image (2019):** ALMA participated in the Event Horizon Telescope project that captured the first direct image of a black hole
- **Mars rover testing site:** NASA uses Atacama to test Mars rovers due to similar soil and climate conditions

- **Weekend tours available:** ALMA offers public tours on Saturdays and Sundays; book 3+ months ahead

3 Technical and Logistical Notes

3.1 Weather and Climate

San Pedro de Atacama (2,400 m / 7,900 ft) enjoys mild March conditions:

- **Daytime Temperature:** 20–28°C (67–82°F)
- **Nighttime Temperature:** 8–9°C (46–48°F)
- **Precipitation:** Minimal (5–11 mm over 2–3 days)
- **Daylight:** 11–12 hours with intense sunshine
- **UV Index:** Extreme; can exceed 20 at altitude

Safety

UV index can reach extreme levels (up to 16 in March, higher at altitude). Peak UV is typically 14:00–16:00; unprotected skin can burn in about 10 minutes. Sun protection (sunscreen SPF 30+, hat, long sleeves) is essential year-round.

3.2 Health and Safety

3.2.1 Altitude

Altitude illness risk increases above 2,400 m (8,000 ft). **Acclimatize gradually:** limit elevation gain to 300–500 m/night above 3,000 m; include rest days; stay hydrated; avoid overexertion.

Symptoms (often 12–24 hours): headache, nausea, fatigue, dizziness, shortness of breath, sleep problems.

Severe forms:

- **HACE** (cerebral edema): confusion, loss of coordination
- **HAPE** (pulmonary edema): persistent cough, breathing difficulty

If symptoms worsen, descend immediately. Do not push through altitude illness.

Diamox (Acetazolamide): Prescription medication that can help prevent and reduce altitude sickness symptoms. Typical dosage is 125 mg twice daily, starting 1–2 days before ascent. Common side effects include increased urination, tingling in fingers/toes, and altered taste (especially carbonated drinks). Not

suitable for people with sulfa allergies or certain medical conditions. **Get a prescription from Penn Student Health before your trip.**

3.2.2 Thermoregulation

Manage heat by staying hydrated and using sun protection (evaporation and radiation). At night or at altitude, cold is a factor. Use layering (wicking base, insulating mid, wind/waterproof shell) and avoid cotton. Day to night temperature swings can exceed 40°C at high elevation.

Safety

Hypothermia and frostbite can occur in cold or windy conditions, even above freezing. Signs of hypothermia: shivering, confusion, drowsiness. Frostbite: numbness, then pain when rewarming. Move to shelter, remove wet clothing, warm slowly with dry layers and warm (non-alcoholic) fluids. Seek medical attention when appropriate.

3.2.3 Sun

Dehydration and sunburn are common. Drink before you feel thirsty. Use broad-spectrum sunscreen (SPF 30+), reapply regularly, and wear a hat and long sleeves during peak UV hours.

3.3 Tips for Staying Safe and Comfortable

- Stay hydrated; drink before you're thirsty.
- Eat before you're hungry; carry snacks.
- Layer clothing; avoid cotton.
- Use sunscreen and a hat; cover head and wrists in cold.
- Allow time for acclimatization; do not push through altitude symptoms.
- Carry smaller banknotes in rural areas; change can be hard to get.

3.4 Know Before You Go

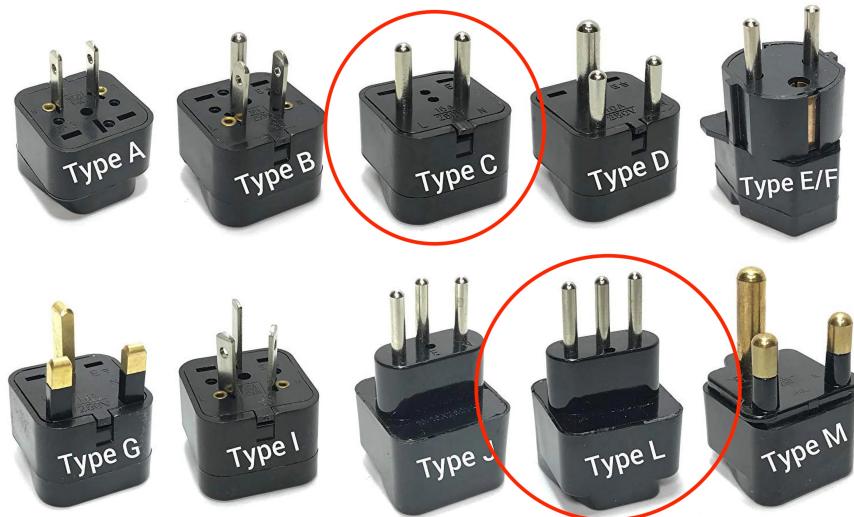
Money.

- Official currency: Chilean peso (CLP). Floating exchange rate; check current rate before travel (e.g. roughly 930–950 CLP = 1 USD; can move up to 10% in a week).
- ATMs: REDBANC network, often 24/7 at malls, gas stations, grocery stores, banks. Avoid airport/hotel kiosks for exchange (poor rates).

- Cash useful in rural areas; cards (Visa, Mastercard, Amex, Diners Club) widely accepted in cities, less so in small towns.
- Tipping: about 10% in restaurants; 15–20% for excellent service. Tip in local currency (CLP).

Adapters.

- Voltage: 220V (230V), 50 Hz.
- Plug types: Type C (two round pins, ungrounded); Type L (three round pins in a line, grounded; most common). Bring a travel adapter for Type L.
- Most modern electronics accept 100–240V; check the rating on your device.



Chilean plug types: Type C and Type L

Tap Water.

- Tap water in San Pedro de Atacama is **not safe to drink**. Northern Chile's groundwater contains naturally occurring arsenic and may have mining-related contamination.
- Use bottled water for drinking and brushing teeth. Bottled water is widely available in stores and hotels.
- Boiling or filtering tap water does not remove arsenic; only bottled water is recommended.

3.5 Arrival

Gateway: El Loa Airport (CJC) in Calama → San Pedro de Atacama (100 km, 1h 15min transfer)

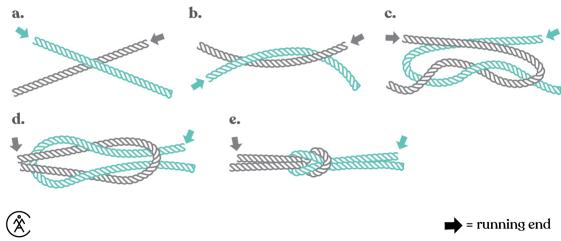
Flight Requirements:

- **Arrival:** Must arrive at CJC Airport by March 7, before or around 4:00 PM
- **Departure:** Can depart anytime after 10:00 AM on March 14

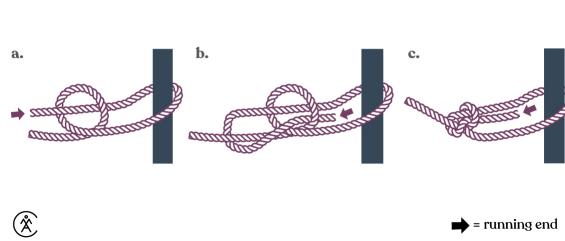
3.6 Essential Camping Knots

Knowing a few basic knots will help you set up camp, secure gear, and handle emergencies safely.

Square Knot



Bowline

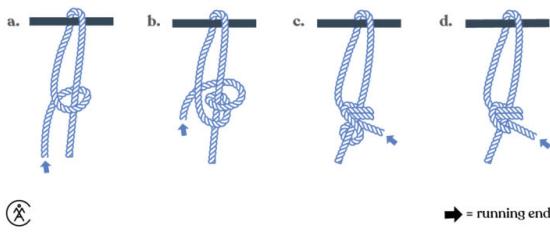


Square Knot (left) and Bowline (right)

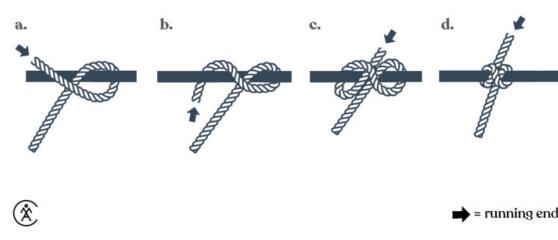
Square Knot: Joins two ropes of equal diameter. Not secure under heavy load. Use for bundling, first aid, or light tasks.

Bowline: Creates a fixed loop that won't slip. Ideal for rescue, securing gear, or tying around objects.

Taut Line Hitch



Clove Hitch



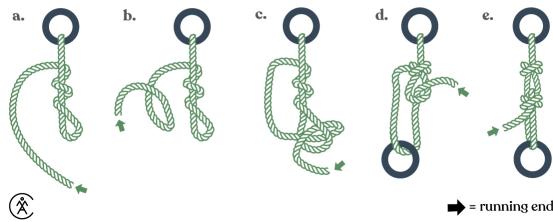
Taut-Line Hitch (left) and Clove Hitch (right)

Taut-Line Hitch: Adjustable knot for tent guy-lines. Slide to tighten or loosen; holds tension under load.

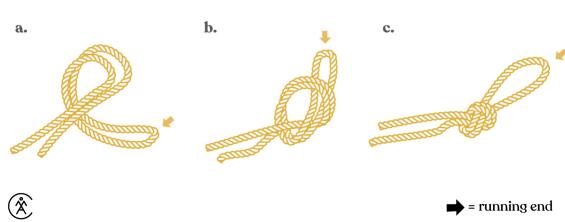
Clove Hitch: Quick knot for attaching rope to a post or tree. Easy to tie and

untie, but can slip under varying load.

Trucker's Hitch



Overhand on a Bight



Trucker's Hitch (left) and Overhand on a Bight (right)

Trucker's Hitch: Creates mechanical advantage (3:1) for tightening loads. Essential for securing tarps, gear, or packs.

Overhand on a Bight: Simple fixed loop in the middle of a rope. Useful for clipping carabiners or creating attachment points.

3.7 Leave No Trace

The seven principles of Leave No Trace provide minimum-impact practices for outdoor recreation:

1. **Plan Ahead and Prepare:** Know regulations and weather; prepare for emergencies; visit in small groups; repackage food to minimize waste; use maps instead of marking trails.
2. **Travel and Camp on Durable Surfaces:** Use maintained trails and designated campsites; camp at least 200 feet (60 m) from water; concentrate use in popular areas, disperse use in pristine areas.
3. **Dispose of Waste Properly:** Pack out all trash and food; use toilets when available; otherwise dig catholes 6 to 8 inches (15 to 20 cm) deep, at least 200 feet from water; pack out toilet paper.
4. **Leave What You Find:** Do not remove natural or cultural objects; avoid building structures; do not introduce non-native species.
5. **Minimize Campfire Impacts:** Use lightweight stoves for cooking; avoid campfires where they cause lasting damage.
6. **Respect Wildlife:** Observe from a distance; do not feed or disturb animals.
7. **Be Considerate of Others:** Respect other visitors; keep noise down;

yield to other trail users; keep breaks and camps away from trails.

4 Debriefing Guides and Frameworks

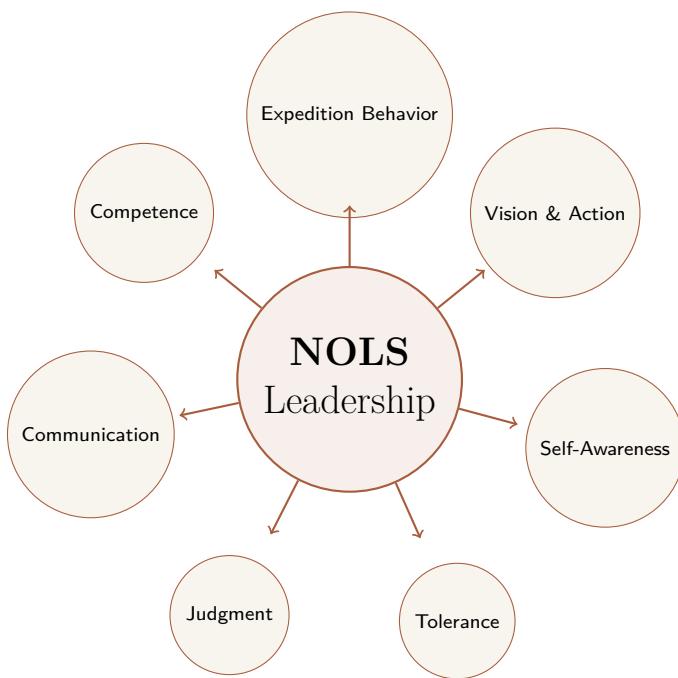
4.1 NOLS Leadership Model

4.1.1 The 4 NOLS Leadership Roles

Peer Leadership	Self Leadership
Shared responsibility	Character & influence
Designated Leadership	Active Followership
Architect of group process	Support & follow others

1. **Designated Leadership:** Head architect and guardian of group process. Can delegate but not abdicate responsibility.
2. **Active Followership:** Show leadership by following others. Seek clarity, give input, respect the plan, work for group betterment.
3. **Peer Leadership:** Each person sees what needs to be done and does it without hierarchy. Works best with clear responsibilities.
4. **Self-Leadership:** Lead through character and judgment, not position. Influence others through who you are.

4.1.2 The 7 NOLS Leadership Skills



- 1. Expedition Behavior:** Serve the group mission; treat everyone with dignity; support growth in others; do your share; model integrity; resolve conflict productively.
- 2. Competence:** Build knowledge and skills continuously; set goals and follow through; maintain yourself as a high-functioning team member.
- 3. Communication Skills:** Speak up when appropriate; set clear expectations; listen actively; use "I" language; give timely, growth-oriented feedback; stay open to receiving feedback.
- 4. Judgment & Decision-Making:** Develop situational awareness; choose appropriate decision-making styles and communicate them; leverage team strengths; help others see the big picture; question assumptions.
- 5. Tolerance for Adversity & Uncertainty:** Turn challenges into opportunities; see multiple workable options; embrace hard work; control what you can; use humor; stay connected under pressure; work with all personality types.
- 6. Self-Awareness:** Know your abilities and limitations; learn from experience and mistakes; be authentic; communicate your values and goals; balance work,

play, reflection, and rest; seek feedback.

7. Vision & Action: Initiate what needs to be done; inspire others to reach their potential; balance empathy with decisiveness; align actions with group values; take appropriate risks; lead by example.

5 Case Studies

5.1 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 8,000-meter peak should he reach the summit. Lhotse will be the 6th 8,000-meter 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 8,000-meter peak ever.

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

5.1.1 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 8,000-meter 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 8,000-meter 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.

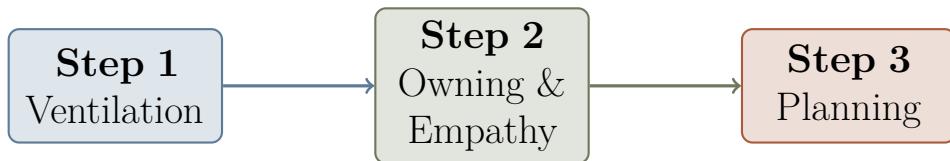
The other climbers are Nico, his father, Nico Papa, Max and two sherpas. Nico Papa's company is one of the main expedition sponsors and should he summit on schedule, it will be on his 50th birthday. Summiting an 8,000 m has been a long standing dream of his, having been at junior school under the formidable 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.

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.

5.2 Questions

1. How should the team come to a decision about what to do?
2. What responsibility does the team have to this climber, abandoned by his own climbing partner?
3. At what level of effort or commitment can one discharge one's ethical responsibilities?

6 Conflict Management



6.1 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

6.2 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

6.3 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

7 How to Conduct an AAR

7.1 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.

7.2 Format

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.

8 Personal Reflections

8.1 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 and 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 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: *[LOD to set]*

1. What did I do well today?
 2. What can I improve upon for tomorrow?
 3. What did the team do well today?
 4. What can the team improve upon for tomorrow?

Day 2

Question of the day: *[LOD to set]*

1. What did I do well today?
 2. What can I improve upon for tomorrow?
 3. What did the team do well today?
 4. What can the team improve upon for tomorrow?

Day 3

Question of the day: [LOD to set]

1. What did I do well today?
 2. What can I improve upon for tomorrow?
 3. What did the team do well today?
 4. What can the team improve upon for tomorrow?

Day 4

Question of the day: *[LOD to set]*

1. What did I do well today?
 2. What can I improve upon for tomorrow?
 3. What did the team do well today?
 4. What can the team improve upon for tomorrow?

Day 5

Question of the day: [LOD to set]

1. What did I do well today?
 2. What can I improve upon for tomorrow?
 3. What did the team do well today?
 4. What can the team improve upon for tomorrow?

Day 6

Question of the day: [LOD to set]

1. What did I do well today?
 2. What can I improve upon for tomorrow?
 3. What did the team do well today?
 4. What can the team improve upon for tomorrow?

Day 7

Question of the day: [LOD to set]

1. What did I do well today?
 2. What can I improve upon for tomorrow?
 3. What did the team do well today?
 4. What can the team improve upon for tomorrow?

8.2 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 and 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 for a high-performing team?
 - Who are you today?
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 - 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?

8.3 Personal Notes

*“Whatever you do in this life,
it’s not legendary
unless your friends are there to see it.”*

— Barney Stinson