

C O U R S E D E S C R I P T I O N

Kellogg Patagonia Leadership Expedition

Overview

Patagonia is a frontier of *campos* (ranches) hidden in isolated mountain valleys, ragged icy peaks, brawling rivers and cathedral fjords. This is a land that demands exploration, and you will experience its dramatic peaks, valleys and mysterious wilderness.

NOLS Patagonia is located in the heart of Chilean Patagonia. From our main base, a working farm of several hundred acres in the small town of Coyhaique, we do all of the planning and legwork to make your expedition into the wilderness an educational experience that lasts a lifetime.

Purpose

The hallmarks of a NOLS Patagonia course are exploration, remoteness and tough weather. The weather in this part of the world is often unpredictable and challenging. However, these conditions help build resilience and tolerance for adversity and uncertainty— skills relevant in today’s economy.

Patagonia Leadership Expedition is a 9-day field-based training for Kellogg School of Management students to practice the four main components of Kellogg’s leadership education:

- **Assessment and Feedback**
- **Reflection and Planning**
- **Knowledge and Insight**
- **Experience and Action**

NOLS Professional Training custom courses focus on helping your team reach its potential. We don’t manufacture situations or group stress. Instead, we coach our students to minimize stress while focusing on peak performance. We teach the group technical and interpersonal skills to function effectively in the powerful and dynamic situations nature provides. We emphasize group performance and teamwork, not group process. Our clients tell us again and again that our program uses a powerful approach to provide education that is immediate, long lasting, and applicable to their lives. That’s because our methods of establishing goals, planning, building efficiency and promoting leadership create successful teams and organizations in any environment.

There will be a strong focus on being a good adaptable team member: the ability to distinguish the roles of “team member” (active follower) and “team leader” (designated leader). You will have the opportunity to exercise individual decisiveness, while simultaneously facilitating great teamwork – skills seemingly at odds with each other.



There will be significant technical and environmental challenges as participants approach expedition goals. NOLS Instructors will play evolving roles as participants' knowledge, experience, and abilities increase during this self-contained expedition. The group will take on increasing levels of personal and team responsibility for the technical and interpersonal aspects of the course. NOLS Instructors will provide structured briefing, debriefing, feedback, technical expertise, risk management, evaluation, classes and participant leadership and followership opportunities.

Course Objectives

Leadership and Teamwork

NOLS teaches a situational leadership that demands different decision-making styles depending on group skill, task urgency and outcome predictability. At NOLS, expedition behavior involves commitment to the group, acceptance of others, and cooperation to achieve goals.

Each client is expected to:

- Function effectively in all four leadership roles and distinguish between them: self-leadership, active followership, designated leadership and peer leadership
- Practice and develop competence in NOLS' seven leadership skills
 1. Continually increase technical competence in all skill areas
 2. Display strong expedition behavior by working effectively as a member of a team and serving group goals with a positive attitude
 3. Maintain flexibility, commitment and positive attitude in the face of adversity and uncertainty
 4. Accurately identify personal strengths and areas for growth
 5. Work to understand the leader's vision and when appropriate develop your vision as a leader; follow through with appropriate action to help the group achieve its potential
 6. Employ leadership styles and decision-making strategies appropriate to the situation; broaden decision-making styles individually and as a team
 7. Effectively communicate ideas, perceptions and concerns on an individual and group level
- Provide effective oral feedback to peers and instructors
- Reflect on the daily experience and actively engage in the debrief process
- Discuss how leadership behaviors that manifest in the wilderness translate to the business environment



Risk Management and Judgment

NOLS teaches wilderness users to practice responsible habits that promote the health and safety of self and others. Each participant is expected to:

- Recognize and consistently perform appropriate techniques to reduce or avoid hazards in a remote mountain environment, e.g., rockfall, weather, river crossings, etc.
- Practice effective peer decision-making to mitigate hazards
- Display sound judgment and an awareness of team and self-limits
- Demonstrate ability to implement emergency procedures for backcountry situations

Outdoor Skills

NOLS students learn to live and travel in mountains within a framework of personal safety and care of the environment. Each student is expected to:

- Live comfortably in a mountain environment, learn to camp, cook, and dress for a variety of conditions
- Travel competently in mountain terrain using map and compass skills, off-trail navigation, hazard evaluation, route-finding techniques, bear camping and river-crossing techniques
- Accurately assess skills, strengths and endurance in self and others and conservatively apply those limits to given situations

Environmental Studies

Participants will explore ethics and develop skills that value and protect the environment.

Each participant is expected to:

- Practice Leave No Trace™ minimum impact camping skills
- Learn about local ecosystem's flora and fauna, geology, and history
- Learn about local land management and cultural issues

Mountain Travel

During this course, you will hike through one of the many remote and beautiful mountain ranges in southern Chile. These rugged ranges, when the clouds clear, will provide breathtaking vistas of sharp climbed and unclimbed spires and mountain massifs with hanging glaciers. In this classroom, you'll practice leadership, learn backcountry living, mountain travel skills and Leave No Trace camping principals.



A “Typical” Backcountry Travel Day

Often, situations arise which are unforeseen and “typical” day plans become atypical quickly.

6:00 AM	Wake up
6:30-7:30 AM	A couple of expedition members from each tent group prepare breakfast, while others pack shelters
7:30 AM	Breakfast
8:30 AM	Morning meeting and route briefing from Leaders of the Day
9 AM- 4 PM	Hike to next location, taking breaks as needed for lunch, rest and hydration
4 PM	Debrief the day
5:00 PM	Set camp, prepare dinner and hot drinks
5-6:00 PM	Dinner
6-8:30 PM	Evening meeting/discussion; select new Leaders of the day
9-11:00 PM	Hit the sack

Fitness Recommendations

Your fitness goals should focus on being able to sustain a moderate level of exertion for hours on end rather than “quick sprint” fitness. Students on courses quickly realize that it’s not about getting to camp quickly, it’s about getting to camp efficiently with energy enough to carry on for the time it takes to build sturdy camps in exposed conditions and cook great meals. Focus on a well-rounded routine that emphasizes stamina, flexibility and strength. Finally, don’t ignore the need for balance; this will serve you well in the moraine and boulder fields where the ability to quickly find your center of balance as you move from one step to the next will enable you to dance, rather than stumble your way through.

Be prepared to carry a pack up to 40% of your body weight (most packs will weigh 45-60 pounds). Terrain will vary from even trail to uneven off-trail travel and from horizontal to steep talus.

General Guidelines

Aerobic (or endurance) capacity is a major factor in mountain travel and most course activities. An individual should have an aerobic capacity, which would enable him/her to **run 1.5 miles in 11 minutes or less** to be well conditioned for extended mountaineering at moderate altitudes. Another useful assessment guideline is an individual should be able to **run 5-6 miles in 40-55 minutes** or less, three times a week.

If you recognize a need for additional aerobic conditioning, begin at least 8-10 weeks prior to the start of the expedition and adhere to the following **F.I.T.T.** principle:

- **Frequency** - Exercise 3-5 times per week.
- **Intensity** - Exercise at about 60-80% of maximum effort. Use the “talk test;” if you are breathing so hard that you can’t converse with a partner, you’re working



too hard - slow down a little.

- **Time** - Exercise sessions should involve an expenditure of about 300-600 calories per session. That's approximately the equivalent of: - 3-6 miles of jogging; - 10-25 miles of bicycling over rolling terrain; - 20-60 minutes of other aerobic activities such as cross-country skiing, swimming, etc.
- **Type** - The activity selected should be "total-body" - involving the large muscle groups - and should be rhythmical and continuous; it should not be conducted in spurts like sprints and many team sports.

Most efficient gains will result from using training activities that are "specific" - that is, like the activity for which you are training. Since mountain travel is primarily a lower body activity, running and cycling are perhaps of more benefit than swimming, for example. Progress gradually to avoid over-stress and injuries. Work on Time (duration) first, and then begin to increase Intensity.

Flexibility (range of motion) exercise is also important and should involve stretching for all muscle groups. Select a number of stretches for all areas of the body. Stretch "easy" - don't bounce or over stretch. Maintain each stretch for 10-20 seconds and don't hold your breath or strain. You should feel tension not pain. Stretching should be done before and after each exercise session.

We recommend any smokers quit immediately.

About NOLS Patagonias

In operation since 1992, NOLS Patagonia is 11 kilometers from Coyhaique, nestled between rolling hills and snow covered peaks on a 500-acre working farm. Here, NOLS staff and students work to raise all-natural, organic cows and sheep.

NOLS Patagonia course areas range from 44° latitude to 48° latitude and are the farthest south of any NOLS location. From the Northern Icefield and Andes Mountains, to the world-renowned fishing rivers and Pacific fjords, Patagonia offers limitless opportunity to experience wilderness extremes. If you want the ultimate in remote, expeditionary travel, the tightly knit community of NOLS Patagonia is where you should begin your adventure in wilderness education.

Weather and Other Challenges

The weather in Patagonia is a mixture of wind, rain, snow and sun. Be ready for just about any type of weather condition. For a country no more than 120 miles wide, the climates are many. On your course you could end up living camped on a windy glacier in whiteout conditions or cooking in a heavy downpour. But, at times, you might find yourself traveling in the hot sun longing for the next stream. The wind can howl, the snow can pile high, the rain can come in sheets- sometimes for days at a time. Expect rain and cold regardless of what other weather conditions you may encounter. One of the greatest rewards to living in the Patagonian weather is the opportunity to visit, travel and



experience a magical place that few other people ever see. Your instructors will help you learn how to live comfortably in the challenging conditions you may encounter on your course. Discussion of the rough weather you'll experience is not meant to intimidate you, but you should understand the reality of living in the Patagonian backcountry.

"It may be said that it suits the majestic temple of savage and virgin nature to hide from the eyes of the profane its treasures of beauty behind a thick curtain of wind and storm-tossed clouds. At rare times, it shakes off the clouds and then it is as if a magic curtain parts and there appears, resplendent in the light, ice sphinxes and spires and pinnacles bordered by a fire lace of snow, and alters with precious stones beneath a cobalt sky." Agostini

Attitude

Being a guest in a foreign country poses some special considerations for us all. There are few things more annoying than guests who are oblivious to the fact that their viewpoint and way of living may not be desirable or available to others. Politeness and the cultivation of a sincere interest in other cultures is the first step in surpassing regional and economic differences and is a very appreciated sign of respect.

The same kind of cultural sensitivity and awareness of how others live can be applied to getting along with your expedition members. We try to have at least one Latin American Instructor in each group. This adds a unique perspective to the course. Openness and a willingness to share are the two most important skills that you can bring to your group. You should come to your course with enthusiasm and a desire to learn. You need to be flexible and willing to do things in a style that may be different from your own. Be excited to face the unknown, to adapt to situations and schedules at a moment's notice, and to help others do the same. Finally, learning some basic Spanish will enhance your experience.

Risk Management

Carefully managing the risks of remote wilderness travel is a priority at NOLS. Our curriculum emphasizes the development of judgment and hazard awareness, as well as the skill and experience base necessary to manage wilderness hazards. Participants are expected to take personal responsibility for following risk management guidelines that are presented to them. Failure to do so will result in your dismissal from the course. During your course, you may be several days away from the nearest medical facility. Weather, terrain and distance can impede communication and transportation efforts. In the event of an injury or illness, there is no guarantee that you can be evacuated from the backcountry immediately.

NOLS Professional Training NOLS Professional Training office is located at 284 Lincoln Street, Lander, WY. The office is open from 8 a.m. to 5 p.m. MST, Monday through Friday. All completed student forms; tuition payments and other correspondence should be sent to: Ellen Klatt.

