NOW WHAT?
BRINGING THE WRMC BACK TO YOUR ORGANIZATION
WHY IS THIS HARD?

- **Information Firehose**
- **Prioritization**
- **Restricted Resources—Time, Money**
- **Planning and Process—or Lack Thereof**
- **Support—Internal, External**
REFLECT

What are the top issues you want to bring home to your organization / program?
PRIORITIZATION

Severity

Low

High

Frequency

Low

High
PRIORITIZATION

Severity

Higher

Lower

Frequency

Lower

Higher
STANDARD APPROACHES

Avoid

Accept

Risk

Modify

Transfer
## Planning

**Organization/Program:**

**Date:**

**Preparer:**

<table>
<thead>
<tr>
<th>Topic / Issue Area</th>
<th>Priority (L, M, H)</th>
<th>Resources (materials, people)</th>
<th>Obstacles (internal, external)</th>
<th>Action Steps (short/long term)</th>
<th>Timing (launch/completion)</th>
<th>Milestones (key progress markers)</th>
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</thead>
<tbody>
<tr>
<td>Field Comms</td>
<td>High</td>
<td>• Instructor Team&lt;br&gt;• Program Mgmt&lt;br&gt;• Development staff&lt;br&gt;• Peer orgs</td>
<td>• What technology?&lt;br&gt;• Don't want to carry&lt;br&gt;• Logistics/locations&lt;br&gt;• Funding&lt;br&gt;• Training</td>
<td>• Determine need&lt;br&gt;• Pick technology&lt;br&gt;• Funding&lt;br&gt;• Logistics plan&lt;br&gt;• Implement&lt;br&gt;• Review</td>
<td>• Launch 2/16&lt;br&gt;• Implement 5/16</td>
<td>• Tech selection&lt;br&gt;• Finances&lt;br&gt;• Implementation&lt;br&gt;• Annual review</td>
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PLANNING

OUTLINE A PLAN FOR YOUR TOP FEW ISSUES
DISCUSSION

TALK THROUGH A FEW EXAMPLES WITH OTHERS

LOOK FOR COMMONALITIES
OFFER SUPPORT / IDEAS / TOOLS
ASK FOR HELP
Structured Process

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision & Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains & Producing More Change
8. Root New Approaches in Organizational Culture

(Adapted from Kotter, Leading Change)
Example

Appalachian Mountain Club: Shifting 125 Years of Culture

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

• Be realistic about goals and change
• Don’t be defeated
• Prioritize
• Plan
• Maintain an authentic and appropriate sense of urgency
• Engage others—share the load, but keep driving
• Stay focused and iterate
<table>
<thead>
<tr>
<th>Phase</th>
<th>Participant / Client (manage, learning)</th>
<th>Equipment &amp; Vehicles (prep, use, maint.)</th>
<th>Physical Environment (sites, weather)</th>
<th>Social Environment (culture, emotional)</th>
<th>Organizational / Business (policies, materials)</th>
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<tr>
<td>Pre-activity Phase</td>
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<td>Activity Phase</td>
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<td>Post-activity Phase</td>
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<td>On-going Considerations</td>
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**Program:**
- Staff:
- Dates:
- Locations:

QUESTIONS?

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