Now What?

Bringing the WRMC Back to Your Organization
SESSION OVERVIEW

• IDENTIFY PRIORITY ISSUES FROM CONFERENCE
• SIMPLE APPROACHES TO LEADING CHANGE
• TOOLS FOR PRIORITIZING AND PLANNING
• TEST APPROACHES WITH PEERS
• QUESTIONS AND DISCUSSION ON CHALLENGES
• KEYS TO PROGRESS AND OTHER TOOLS
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 / IDEAS / CHANGES YOU WANT TO BRING HOME?

OUR GOAL THIS YEAR IS ZERO DISABLING INJURIES.

IN RETROSPECT, THAT WAS A MISTAKE.

LAST YEAR OUR GOAL WAS TWENTY-SIX DISABLING INJURIES.

WE HAD TO INJURE NINE EMPLOYEES TO MEET THE GOAL.
Leadership Matters

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:** Engagement led to local changes

6. **Short-Term Wins:** WFA, WFR, leadership training

7. **Consolidating & More Change:** Committee work, consultant

8. **Organizational Culture:** Training, living documents
Prioritization

Severity

Low

High

Frequency

Low

High
What’s Your Priority?

Severity

Frequency

Lower  Higher

Lower  Higher
STANDARD APPROACHES

RISK

Avoid

Accept

Transfer

Modify
# Energy Follows Attention

<table>
<thead>
<tr>
<th>Topic / 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 Communications</td>
<td>High</td>
<td>• Instructor team • Program management • Development staff • Peer orgs</td>
<td>• What technology? • Don’t want to carry • Logistics/locations • Cost • Training</td>
<td>• Specify needs • Pick technology • Funding options • Implementation plan • Review</td>
<td>• Launch 2/19 • Implement 5/19</td>
<td>• Tech selection • Funding choices • Implementation plan • Annual review process</td>
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PLANNING

OUTLINE A PLAN FOR YOUR TOP FEW IDEAS
Can We Help?

Discuss your #1 idea / need with 2-3 people

Look for commonalities
Offer support / ideas / tools
Ask for help
Keys to Progress

- 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
- Iterate
OTHER TOOLS

- **RISK MANAGEMENT REVIEW** — FORMAL OR INFORMAL
- **ACCREDITATION**
- **INCIDENT REPORTING** — PERIODIC REVIEW & FOLLOW-UP
- **SERIOUS INCIDENT REVIEWS**
- **WRMC RESOURCES AND CONNECTIONS**
QUESTIONS?

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