Poll Title: In one (or two) word(s) describe a "culture of practice"
https://www.polleverywhere.com/free_text_polls/UUJM7uLgmpLo4w4
Wilderness Risk Management Conference 2017
Portland, Maine

Creating a Culture of Practice
José H. González, Ed.D.
Agenda

- Encoding success
- Deliberate Practice
- Modeling excellent practice
- Modeling the path
- Feedback
- Breaking down barriers to practice
10,000 hours rule
Malcolm Gladwell in his book “Outliers” misinterpreted Ericsson’s research

Gladwell misinterpreted his research and that 10,000 hours of merely repeating the same activity over and over again is not sufficient to catapult someone to the top of their field.
The Role of Deliberate Practice in the Acquisition of Expert Performance

K. Anders Ericsson, Ralf Th. Krampe, and Clemens Tesch-Römer

The theoretical framework presented in this article explains expert performance as the end result of individuals' prolonged efforts to improve performance while negotiating motivational and external constraints. In most domains of expertise, individuals begin in their childhood a regimen of effortful activities (deliberate practice) designed to optimize improvement. Individual differences, even among elite performers, are closely related to assessed amounts of deliberate practice. Many characteristics once believed to reflect innate talent are actually the result of intense practice extended for a minimum of 10 years. Analysis of expert performance provides unique evidence on the potential and limits of extreme environmental adaptation and learning.
According to McDaniel, Schmidt & Hunter (1998) the length of experience frequently does not correlate with job performance beyond the first two years.
Poll Title: Read these quotes and write down any connections, reactions or arguments you have about them.
https://www.polleverywhere.com/free_text_polls/6vCkiHlkiwhEAAg
Ericsson & Lehmann (1996) mentioned that length of professional experience is not systematically associated to higher performance.
Task – take the trainings and give us feedback and help with paddle staff skills that are the weakest
<table>
<thead>
<tr>
<th>Participants: 25,000/year</th>
<th># of staff 200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental 9,000</td>
<td>Departments – Wakeboarding, Surfing,</td>
</tr>
<tr>
<td>Academic and Rec classes – 4,000</td>
<td>Sailing, Rowing, Kayaking and Stand Up</td>
</tr>
<tr>
<td>Camp – 3,000</td>
<td>Paddleboarding</td>
</tr>
</tbody>
</table>
Knot tying exercise  Trukers hitch with the arm of the person next to you. Why is this knot important to know if I am a backpacker, kayaker or sailor?
Rule #1 - "Encoding success"

“Practice makes permanent”

“Practice without intentionality and you’ll perform without much intentionality”
Rule #1 - "Encoding success"

Check for understanding before adding complexity.
Your turn!
...is the repeated performance of a particular task where feedback on performance is available and the purpose is to improve performance (Ericsson, Krampe & Tesch-Romer, 1993).
Deaf Students on Wilderness Medicine Courses

- We learned the basic etiquette working with Deaf or hard of hearing students and interpreters.
- Then we practice
Isolate the skills and create a drill for it.
Rule #10 Isolate the skills

IDEAS
D x 3
M + 3D’s

Mini lessons practice using
Deliberate practice...

...is typically a separate activity that differs from actual work activities (Ericsson, 2009)
Informal Learning and Entrepreneurial Success: A Longitudinal Study of Deliberate Practice among Small Business Owners

Nina Keith*
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Jens M. Unger
Lufthansa Cargo AG, Frankfurt am Main, Germany

Andreas Rauch
University of Groningen, The Netherlands

Michael Frese
National University of Singapore Business School, Singapore, and Leuphana University of Lueneburg, Germany
Rule 20 and 21 - Modeling excellent practice and the path.

Tell your instructors what to look for when modeling skills.
Falling off the board
Rule 25 and 26 - Feedback

Using feedback to promote a culture of openness, transparency and humility.

Example of me giving them feedback on skills and me asking for feedback from a practitioners point of view regarding the program and the training they received.
The feedback sandwich
Rule 32 – Break down the barriers to practice

“participants were on topic, but not on task...”
Barrier at MBAC

Time  Gear  Buddy
Watch a video and practice at home
Examine your role in the organization and focus on the things that matter most. Spend 80% of your time practicing the 20% of skills that are most important.

Examples: For Kayak instructors, self-rescue, towing, etc. For Outdoor Program Managers, talking to the press in a crisis.

Spend time practicing what matters the most

Rule #2 - Practice the 20%
Rule 4 - Unlock Creativity with Repetition

Effects of Deliberate Practice on Crisis Decision Performance

Earl H. McKinney, Jr., Bowling Green State University, Bowling Green, Ohio, and Kevin J. Davis, U.S. Air Force Academy, Colorado
Rule 37 – Praise Actions
Activity!
Workshop style – poll everywhere

• In a small group of 3-4 people create a list of items that you (or your staff) would like to practice in your organization. If you have extra time, break it down to the specific skill and what kind of drill are you going to do.

• Identify people in your organization and reevaluate the skills that are most important for their job to practice them well.
Poll Title: Identify the skills that are most important for the role or person's job that should be practiced 80% of the time.
https://www.polleverywhere.com/free_text_polls/CcnYcnbLnBbC0WG
Summary and closure

Performing the same activities on a regular basis will not lead to further improvement.

A culture of practice should include:
- Deliberate practice (Specific skills, drills, criteria of top performers)
- Encode success
- Feedback
- Eliminate Barriers
## Include Deliberate Practice into your training model

<table>
<thead>
<tr>
<th>Training Model</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-hire guide school</td>
<td>Complete training in...</td>
</tr>
<tr>
<td>Post-hire instruction</td>
<td>As above, but...</td>
</tr>
<tr>
<td>Staff-wide Training</td>
<td>Training for all new and returning staff</td>
</tr>
<tr>
<td>sessions</td>
<td></td>
</tr>
<tr>
<td>Mentor-Apprentice</td>
<td>Senior staff develop newer staff</td>
</tr>
<tr>
<td>Shadow</td>
<td>Newer staff observes senior staff</td>
</tr>
<tr>
<td>Assistant/Team</td>
<td>Staff teams are paired based on strengths...</td>
</tr>
</tbody>
</table>

*(Jackson & Heshka, 2011, Managing Risk. Systems Planning for Outdoor Adventure Programs)*

Add Deliberate practice to your training model
<table>
<thead>
<tr>
<th>Final Thoughts</th>
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- **Rule 22 - Use the power of video-taking to gather data**
- Drills - carefully designed to meet the goal. Create drills that isolate the skill.
- Practice takes place outside work, could be during training.
- Praise Actions, not Traits.
- Differentiate acknowledgment from Praise
Movie time!
Next steps

- Identify what it takes to be great. Observe and analyze data, what top performers have in common.
- Schedule a brainstorming session with your team to come up with ways to break down barriers to having your staff practice skills regularly and make it fun.
- Seek out a colleague to be your “extra ear” when you are practicing your next skill to master whether it's a parents call, Kayak roll, belay escape, vertical rescue or any other pertinent skill.
- Identify three important, practice-able skills for each individual or department within your organization. Task them with deciding how to practice them and set a date ______ months out to review results.
Reference


http://www.businessinsider.com/anders-ericsson-how-to-become-an-expert-at-anything-2016-6
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