

# Outward Bound

I N T E R N A T I O N A L

*Journa*

2013 Edition

## University in the Desert

Creating a  
Competitive Edge

## Local Impact

Harnessing  
“Word of Mouth”

## Safety Committee of OB Hong Kong



[www.outwardbound.net](http://www.outwardbound.net)

*Bon Voyage*  
**Ian Wade!**



A high-action photograph of a person white-water rafting. The person is wearing a white helmet, a blue t-shirt, and a black life vest. They are holding a yellow paddle and are positioned in the middle of a blue raft. The raft is navigating through a section of the river with white, churning water, indicating rapids. The background shows more of the river and some greenery on the banks.

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# From the Editor



Transitions are one way we mark the passing of time. Night becomes day. The phases of the moon signal a new month. An orbit of the Earth around the sun becomes our calendar year.

Outward Bound's temporal transitions are found within the span of our courses. They are marked by the length of an expedition, the period of a solo, the ephemeral quality of sleep, the sense

of neverendingness that great physical effort can inspire, and the turning of the filled pages of a group journal that commits the present to the past, day by day. The original course length was 28 days—one half-day longer than it takes the moon to circle the Earth—a long time for anyone taking part in a challenging experience which must often seem endless, especially for the teenagers who predominated in those courses. Most courses are shorter now, but the OB participant is still a keen observer of time.

At Outward Bound International, it might be said that our transitions are found within the span of our leadership. Derek Pritchard was OBI's first executive director, from 1996 to 1999. During those four years, he brought the nascent OBI organization into focus for the international network of Outward Bound schools, and established the beginnings of a safety and quality review system. At the end of June 2013, Ian Wade, OBI's second executive director, concluded his twelve and a half years of service. On July 1, Iain Peter began his term as the third executive director of OBI (see page 7 for an introduction).

In his poem, "Calmly We Walk through This April's Day," Delmore Schwartz writes, "Time is the school in which we learn." If true, then the years of Ian Wade's leadership have been truly enlightening for OBI and its global network of schools. International OB is more robust, more efficient, more connected, better informed, better risk managed, and more of a community because of Ian's patient and resourceful leadership. Noteworthy among his many accomplishments as executive director (see page 8 for a conversation with Ian) was his introduction of a systems perspective to safety oversight. Trained as an engineer and employed in the aerospace industry, Ian understood the importance of "system safety" (recognition that safety is an emergent property of systems, and that it is designed in, not just added on) in reducing the likelihood of accidents. Ian introduced the biennial reviews of risk management and organizational effectiveness that now undergird this systematic approach to safety. Twenty-two program reviews were conducted in 2012 alone. No less important, Ian has put Outward Bound International's financial house in order—it now operates with one year's worth of expenses in reserve!

As OBI Journal marks this transition in time, as we commit the present to the past, we thank Ian Wade for leaving the Outward Bound world a better place than he found it!

Rob Chatfield  
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## Outward Bound INTERNATIONAL Journal

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Back Cover Photo: (OBI Guest Expedition, Velebit Mountains, Croatia) Rob Chatfield.

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# **Outward Bound** INTERNATIONAL *Journal*

## Contributors Wanted

Outward Bound International Journal is an annual publication that aims to showcase the worldwide organization through a mixture of feature-length and sidebar articles that have a strong global emphasis, and that reflect on the social impact and innovative nature of Outward Bound's programming.

Writers interested in submitting articles, especially those that illuminate Outward Bound's philosophy, central figures, and historical roots, may do so by contacting the editor at [objournal@outwardbound.net](mailto:objournal@outwardbound.net) with a proposal for an article. Unsolicited material will not be returned.

Outward Bound Magazine is published annually in August, and the deadline for contributors is March 15.





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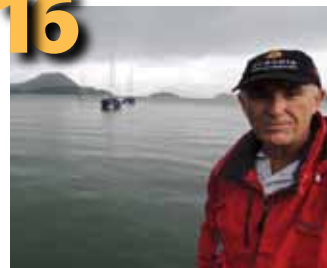
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# Contributors



## Patrick Harmon

### Hong Kong Safety Committee

Patrick Harmon joined the team at Outward Bound Hong Kong in 2012 in the role of safety coordinator, where he has been impressed with the professionalism and the dedication of the school to continuous improvement. He has been

with Outward Bound more or less full time as a trainee, instructor, and manager working a wide range of course areas, populations, and countries since 1999. Prior to Hong Kong, he dedicated six years of his life to cofounding Outward Bound Mexico. Patrick is a firm believer that the Outward Bound mission can be used as a powerful tool in developing nations to bridge divisions, promote environmental conservation, and foster the building-block qualities necessary for a just and sustainable future.



## James H. Moss

### When We Try to Prevent Accidents Are We Creating Them?

Jim Moss is an attorney, risk management consultant, and author or coauthor of six books. He is a founding member of the National Outdoor Book Awards and the Association of Sports Lawyers Group,

a member of the board of directors of the Colorado Alliance for Environmental Education, and the US legal representative to the UIAA (Union Internationale des Associations d'Alpinisme) Legal Committee. Jim has been published in numerous publications and been quoted in the *Wall Street Journal*, the *Denver Post*, and the *Rocky Mountain News*. He is also the editor of *Recreation-Law.com*, an online legal resource for the outdoor recreation industry.



## Liz Slater

### Spread the Word: Harnessing "Word of Mouth" Marketing

Liz Slater is the marketing and communications executive for Outward Bound New Zealand. She completed a B.A. in English and Media Studies and started her career as a high school teacher. Liz spends her days managing the website

and social media. She also looks after PR and communications. Getting to spend time down at the Marlborough Sounds-based school is her favourite part of the job!



## Carmen Maria Vallejo

### Secrets of Ecuador's Amazon Rainforest

Carmen Maria was born and grew up in Quito, Ecuador, with a deep passion for both nature and her country. She studied liberal arts with sociology and literature as sub-specializations at San Francisco de Quito University, and is currently working on her distance M.A. in

education from the University of Jaén, Spain. She started working with Outward Bound Ecuador in 2001, assisting and creating summer camps and expeditions along the Andes. In 2011 Carmen studied systemic coaching and she now works as a corporate and life coach while bringing up her three little boys.



## Margaret Miller Perlis

### Three Leadership Lessons from the Edge: From the Bush to the Boardroom

Margaret Miller Perlis is a Forbes contributor who explores expressions and the spirit of excellence in practice, people, and products. She is writing a book

on the same topic. Perlis worked in marketing/media for 22 years. She started as an entrepreneur founding and publishing a women's magazine and then held executive marketing and communications positions at Ziff Davis, Outward Bound, Yahoo!, and AOL. She is an advisory board member of Outward Bound and Blue Star Families, and is working with The American Friends of The Royal Foundation of The Duke and Duchess of Cambridge and Prince Harry. She studied at Bennington and graduated from Mills College with a degree in literature.



## Michelle Mazzeo

### Local Impact: How Outward Bound Costa Rica Promotes Social and Environmental Responsibility On and Off Course

Michelle manages custom courses and partnerships with high school and university

groups for Outward Bound Costa Rica. As a member of the passionate OBCR staff, Michelle draws upon her experiences teaching at a charter school in Washington D.C. and managing a service-focused study-abroad program in Uganda for EDGE Project (now Tawi UW) at the University of Wisconsin, Madison. As a result, she focuses on designing expeditions that increase self-confidence, compassion, and intercultural competence for students. Michelle makes her home in Tres Rios, Costa Rica.



## Wendy Kusumowidagdo

### Creating Competitive Edge for Green Executives and Turning Recruitment Challenge into a Retention Success

Wendy Kusumowidagdo is operations and communications manager at Outward Bound Indonesia, and serves as the editor of *OBI World*, the center's official

magazine. Prior to joining Outward Bound Indonesia, she was public relations manager at the Grand Hyatt Bali Hotel in Nusa Dua. Wendy received her degree in Marketing Communications from Ohio State University in Columbus, Ohio, USA.



## Mark Evans

### University in the Desert

Mark Evans is the executive director of Outward Bound Oman, the first Outward Bound school in the Arab world. He is also the founder of Connecting Cultures, an educational initiative endorsed by UNESCO that uses the

desert wilderness to bring young people together on journeys of intercultural dialogue. Evans has been travelling in wilderness environments for 31 years, and has, among other things, spent an entire year on Svalbart, which included four months of total darkness; crossed Greenland in 26 days by parachute and ski, on the trail of Nansen; and kayaked the entire 1,700-kilometer coastline of Oman. He is the author of two books, has lectured several times at the Royal Geographical Society and the Daily Telegraph Adventure Travel Show in London, and in 2002 was named a Pioneer of the Nation at Buckingham Palace for his services to the field of youth exploration.



# Outward Bound International Appoints Executive Director



Iain Peter was named Outward Bound International's third executive director in May 2013. He assumed his responsibilities on July 1.

Iain is an internationally certified (IFMGA) mountain guide with over 30 years of experience. He has climbed and explored in many of the world's key mountain ranges and has made many significant ascents, including Eiger North Face, Cerro Torre, Choy Oyu, and Gasherbrum II. In 2007 he led a successful commercial expedition to the summit of Mount Everest.

Iain has worked in the outdoors for most of his adult life. He first worked as a guide and instructor at Glenmore Lodge in Scotland and the International School of Mountaineering in Leysin, Switzerland. He was executive secretary of Mountain Leader Training UK with responsibility for all mountaineering training and qualifications in the United Kingdom for five years. From 1997 until 2006 he was chief executive of the Mountain Training Trust, a charity that manages the Wales-based Plas y Brenin National Mountain Centre on behalf of Sport England. He also served as training administrator for the British Mountaineering Council.

Over the past six years, Iain has served on the boards of Outward Bound International, Outward Bound Global, and The Outward Bound Trust. He has worked across cultural boundaries including in India, Nepal, the former USSR, North and South America, and throughout Europe. Iain is well-versed in risk mitigation with experience that includes managing risks associated with outdoor adventure activities as well as corporate risks associated with finance, governance, and reputation building. Prior to his appointment as OBI executive director he was a director of the Scotland-based Adventure Activity Associates Ltd.

The board, staff, and supporters of Outward Bound International welcome Iain to his new role, and look forward to working with him in helping to advance the mission and influence of Outward Bound around the world! 🌟

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## WeighMyGear.com

Plan. Shop. Pack.

## Way Too Busy to Weigh Your Pack?

If you can't be bothered weighing the contents of your backpack, rucksack, knapsack, packsack, or haversack before heading out into the great wildernesses and urban areas of Outward Bound, a new company named WeighMyGear.com has you covered. The site's online pack-weight calculator contains data on a growing selection (currently over 8000 items) of outdoor gear. It claims to provide "a very close estimate" of the total weight of your gear list.

Users may add items not included in the site's menu and WeighMyGear is frequently adding new items to its community database. You can even make custom weight adjustments to gear already in the database. Grams are the lingua franca measure of the site, but a weight converter is available for those who aren't fluent in metric.

[www.WeighMyGear.com](http://www.WeighMyGear.com)



# *A Passion for Excellence:*

A Conversation with Ian Wade, OBI's Outgoing Executive Director



**D**uring his 12-year tenure as executive director, Ian Wade transformed Outward Bound International (OBI) from a concept to oversee brand quality and improve risk management practices worldwide into an organization with robust systems to do both. From a modest start the organization's reserves grew nearly tenfold over the span of his directorship. Rooted in his training as an aerospace engineer, where system safety is an industry mantra, and his own frontier adventure experiences, Wade evolved a program review process for OBI that is more comprehensive than any other used in adventure-based programming. Ian's minimalist style has resulted in a highly efficient organization with only one full-time employee. By leveraging a network of international volunteers and supporters, OBI has developed a remarkable array of initiatives and achievements and done this at costs below the rate of inflation for the last decade.

True to his roots as an Outward Bound instructor, Ian has managed to keep one foot in the field throughout his years at OBI. He has helped deliver over 20 fundraising expeditions for OBI donors in 16 countries since assuming the helm in 2000.

## **Early years and passions: the beginnings of an adventurer and educator**

At age 14 an adventure experience at Wade's Royal Grammar School camp convinced him that profound life changes were possible when people understood they could go far beyond their perceived limits. The simple act of climbing a 100-foot rock pinnacle that the reigning school deity, the captain of the rugby team, had failed to ascend, transformed his self-perception. Wade went from being academically below average to a straight-A student. More importantly his passion for rock climbing came to dominate his leisure time, a passion that expanded to other aspects of mountaineering, including alpine, ice, Himalayan, and ski mountaineering.

## **Professional beginnings**

After graduating as a civil engineer in the United Kingdom, Wade emigrated to the USA and started his career as an engineer with Boeing working on computer structural design of the 767 wide-body aircraft and later Skylab 1, the first US space station.





While working for Boeing in Seattle, Wade was active as a climber, getting into the Cascades nearly every weekend with occasional longer forays to Yosemite.

After five years wearing a tie, white shirt, and pocket protector, Ian made a radical change. He was able to combine his weekend passion for rock climbing and mountaineering with a deeper passion for helping others develop their capacities through adventure. The vehicle was Outward Bound and its focus on helping young people discover their potential through a challenging adventure.

Wade's career advanced quickly from his beginning as a Colorado Outward Bound instructor. He pioneered courses for boys in the rugged Gore and Holy Cross ranges. After four years living from a backpack and a van, Ian accepted an associate director position at Northwest Outward Bound School in Portland, Oregon. In this operational leadership position he oversaw development of winter, river, troubled youth, and professional courses. His eight-year tenure at Northwest Outward Bound culminated in the program expanding from the Northwest to California and his instructing the first Outward Bound course in that state.

In parallel with his Outward Bound work Ian's mountaineering passions were in the forefront, with many ascents in Yosemite of the Big Walls, the Eiger North face, and expeditions to Patagonia for an early ascent of Fitzroy, a first ascent in the Baltoro area of Pakistan, and to Kongur in Western China.

Following his successes at Northwest Outward Bound, Wade was appointed vice president of safety for the Greenwich, Connecticut-based OB USA where he served eight years as the chief of safety for the US network of seven schools and over 20 centers. During this period Wade introduced a comprehensive safety review system that has served as a model for OBI. Ian also raised money for national scholarship programs, managed an active research program, and organized a seminal international conference where the idea of Outward Bound International was first mooted. During this time Ian finished a graduate program in business at Columbia University in New York. He also served as co-founder and president of the American Mountain Guides Association, where he was instrumental in setting up their certification and accreditation programs.

After leaving OB USA, he returned to more technical work, managing software development for the Waterford Institute, a Utah-based non-profit that developed acclaimed reading and math instruction for young children. In addition to this work, Wade set up a private risk management consultancy, Adventure Safety International, which quickly expanded to occupy most of his time.

After returning briefly to help Outward Bound with its fundraising efforts in Portland, Oregon, Wade was appointed executive director of Outward Bound International, succeeding Derek Pritchard, the first director of the nascent international Outward Bound organization.

In the comfortable surrounds of his Salt Lake City home office, fittingly framed by the soaring peaks of Utah's Wasatch Range, *OBI Journal* caught up with Ian Wade for an interview to discuss his early years and the impressive arc of his career.

***OBI: Why Outward Bound? Why not pursue engineering at what must have been an exciting time of developing aircraft and the space program?***

***IW:*** I joke that initially I worked for Outward Bound for the long vacations! There were only three months of seasonal work available and for three







years I was able to have nine-month climbing vacations! More seriously I found that creating adventure experiences for young people was a way of sharing the profound changes I was having from my own adventures: rock climbing at the highest level in Yosemite, making a first ascent on Fitzroy in Patagonia, the first ascent of Payu in the Karakorum, and so on.

**OBI: How did your interest in risk management develop? Did it stem from your engineering experience, or from something else?**

Certainly my engineering training of thinking about how failure of one component might affect the whole system was a backdrop. More personally though, I joined a group of climbers from Boeing in my first season in America to climb Mount Rainier. One of the party collapsed and died on the summit from HAPE (high altitude pulmonary edema), a little known illness at the time. This traumatic event impacted our team deeply and made me much more thoughtful about answering the question "What can go wrong with people, in this place doing this activity?" I've been a student of this kind of risk management thinking ever since. Some near-death experiences on personal climbs also sharpened my awareness of always having a Plan B of how to extricate from high-risk situations or to avoid getting into those predicaments in the first place.

**OBI: Can you tell us more about that kind of thinking?**

**IW:** One spring in Yosemite I teamed up with a person I scarcely knew to make the second ascent of the South Face of Half Dome, a fairly extreme climb that ascends ten overhanging pitches for the first two days and then has two days "bat-hooking" up extremely smooth and steep rock. "Bat hooks" catch on rock flakes or shallow holes

drilled in smooth rock. At the end of our third day we were caught in a storm with wet snow falling and covering the face with water and ice. We were unable to retreat as an abseil down the overhanging rock below would have left us dangling in space. We hung in hammocks getting colder and wetter, expecting death from hypothermia and having no good options until the storm stopped three days later and we were able to finish the climb with a desperate effort. Since then I've mostly avoided these situations where there is no possibility of extrication from deadly situations!

**OBI: What was the risk culture and experience of Outward Bound in the early days?**

**IW:** When I joined OB USA major accidents were almost an annual occurrence. In my time as vice president of safety, we were able to slow this trend dramatically through the safety

review process and with better training of staff in anticipating hazards.

**OBI: Introducing a new element to an existing safety system must have been difficult. How did it work?**

**IW:** The primary way this worked was getting experts from outside an Outward Bound school to observe and give feedback. Initially some schools were quite resistant to external feedback but after some drama it eventually became routine. Additionally, being a reviewer forced you to think about risk management systems and how the expectations for managing the programs were communicated and where the likely breakdowns in the systems existed. This systems approach meant many reviewers went back to their own schools and quietly made changes to their own operations, as well as giving feedback to the school they reviewed. We also shared the lessons learnt from incidents through annual safety reports and meetings that helped keep everyone accountable.

**OBI: You have held several jobs with Outward Bound. Which have been most satisfying?**

**IW:** Being an instructor certainly holds the most personal reward. I've managed to instruct at least one course a year in all my Outward Bound jobs. I like building organizations and setting up efficient processes for accomplishing Outward Bound's mission. The Northwest Outward Bound School used a very lean mobile model that could be scaled up and down to suit demand. I enjoyed expanding that model from Oregon into Washington, Idaho, and California with multiple activities depending on the season: mountaineering, whitewater, desert, ski mountaineering, etc.







Of course the chance to work with Outward Bound Centers all over the world has been amazing. Meeting such diverse and committed people from over 30 countries has been a remarkable blessing for me. Through the exchanges created by the program review process and our annual OBI symposia and conferences I think many others have been able to learn from our diversity.

***OBI: In the book, *Leadership the Outward Bound Way*, the late President of OB USA, John Reynolds, notes your climbing leadership of the successful 1990 International Peace Climb, and the manifold challenges of leading a diverse international expedition to Mount Everest. What were the transferable lessons from Everest to the larger Outward Bound community?***

**IW:** The Everest expedition had nearly 50 people involved and the diversity of personalities from three countries inevitably created conflict. Given the four languages (Tibetan, English, Russian, and Chinese) of the climbers, talking issues through to resolution was not always possible, especially at -20°C with a howling wind flapping the tents. The need for forgiveness of unproductive behavior was paramount. We also had to hope for more useful contributions from people on the next day. I learnt to “give up all hope of a better past!”, to not dwell on it, to be optimistic going forward, and to persuade other team members to do the same.

I was particularly aware that those who made the most verbal contributions were often different from those doing useful

work. Recognizing those who actually carried loads not only encouraged them but made the talkers aware they did not always pull their weight.

And sheer perseverance was a lesson from Everest. We all would gladly have boarded a flight home at different times when conditions were miserable. Staying the course when pursuing an objective that we all deemed important has been a lasting lesson. Winston Churchill’s remark that “success consists of going from failure to failure, without loss of enthusiasm” applied on Everest as in many aspects of leadership.

***OBI: You were the first US Outward Bound staff member ever to summit Everest. What’s it like to climb to the roof of the world?***

**IW:** A challenging student is supposed to have told Kurt Hahn that he enjoyed his Outward Bound course immensely, except at the time! Everest was like that. There were seven mountaineers from each of three antagonist countries—the USSR, the USA, and China—climbing the North Ridge. We were unusual in not using any porters or Sherpas, so we carried our own supplies, making six carries on some sections of the mountain. It was the ultimate Outward Bound course in many ways, with lots of social and communication challenges as well as weather and technical challenges. In the end 20 of the 21 mountaineers reached the summit—a record for any one expedition, and one that still stands, I believe.





***OBI: What can international Outward Bound schools learn from the lean approach that you have adopted for Outward Bound International over the last 12 years?***

**IW:** For most of that time OBI has been a one-and-a-half person organization. It has been a large workload averaging over 100 days of travel and over 100,000 air miles a year. The variety of tasks has been enormous, from collecting mail and doing bank deposits to presenting Outward Bound to government and corporate sponsors. The core business, of course, has been conducting or arranging an average of 27 program reviews a year and getting 40 qualified reviewers to show up at the right time, write reports, and get an appropriate response. In most comparable international HQ organizations these tasks are done by several different people and at significantly greater cost.

The low fees OBI members have grown used to paying are a tradition that will be hard to change, and contributing funds to support these core services is not an attractive long-term proposition for a donor. In my view the top priority of OBI must be to maintain a program review process that adds value to the risk and quality management efforts of each center. Delivering training through the OBI's symposia, wiki, and potentially regional or internet seminars is a second priority.

The opportunity OBI has yet to capitalize on is strategically expanding into countries where Outward Bound could flourish. The current growth of Outward Bound has been organic and driven by passionate individuals. In many cases this has worked well but there have been failures too. Being more strategic would ensure there were social needs Outward Bound could meet and the capacity to fund services. This may involve finding similar organizations that already are successful and would welcome affiliation with the Outward Bound brand.

***OBI: What's next after Outward Bound?***

**IW:** In the short term, much less international travel and more time exploring Utah and the great western American landscapes with my wife Ginger. I expect to stay involved in risk management work in the outdoor and other fields but those plans are still evolving. 🌟



On the summit I remember three feelings: pride at making it myself, a transcendent realization of my interdependence with so many people that created the world conditions for us to succeed, and of course relief that we could finally go down instead of up. We could return home and be warm again!

***OBI: What challenges do you see ahead for Outward Bound?***

**IW:** Outward Bound programs have diminished in length to an average of barely over four days. Creating a powerful impact in so short a time is a fundamental challenge to our belief that Outward Bound can be a transformative experience. I believe some of the qualities we seek to develop—tenacity, teamwork, and self-reliance—are hard to develop in a short period, especially in a residential model. I am grateful that I instructed for Outward Bound when we were outraged by the idea of shrinking the “standard” course from 24 to 22 days!

Providing convincing evidence that the effects of Outward Bound do impact people in their personal, academic, professional, and social lives has been underway for decades. However, not enough educational governing bodies accept the power of this kind of experience and make it a requirement for all children. The UK and Singapore are leaders in this area and more work remains to broaden the acceptance of Outward Bound in most countries.

Finally, differentiating Outward Bound from other similar organizations is also a challenge. As the largest brand we have a “tendency to believe our own publicity” and we should remain aware of the creativity of smaller competitors and be sure we continue to deliver more powerful learning.



## “The World’s Thinnest Wallet”

A typical problem for an Outward Bound instructor about to leave civilization for a one-day or one-month course is what to do with their cash, credit cards, identification, and whatever else you might keep in a wallet during your day-to-day life. Some staff will stuff their no doubt overstuffed wallet into a plastic bag. Others will decant their wallet’s contents into a re-sealable storage bag and leave the wallet itself behind. Pragmatic, but your day-to-day wallet can weigh quite a bit, you might not need everything that’s in it while on your OB course, and if you expect to interact with civilization at any point, digging around in a plastic bag while at the cash register might seem slightly indecorous.

An alternative is offered by ALL-ETT. Their Sport Wallet is made from water-resistant ripstop nylon, has two card pockets that hold up to ten cards (five on each side), and has one pocket for cash. Just transfer a few mission-critical items from your wallet to the Sport Wallet, and slip it into your pack, dry bag, or pocket. We haven’t confirmed that it is the “The World’s Thinnest Wallet,” but it’s hard to imagine anything much thinner.

Sport Wallet, \$14.95 US. [www.all-ett.com/sport-wallet](http://www.all-ett.com/sport-wallet)

## Waterproofing Your Digital Life

of emergency communications requirements. Additionally, some weight-conscious staff have decided to trade in their heavy instructor manuals, curriculum guides, and other paper documents for weightless electronic files that display on e-readers and tablets. But how do you keep the electronic heart of your favorite e-device beating in an inhospitably wet environment without a major sacrifice in convenience or functionality?

If you’re the owner of an iPhone or iPad your choices of protective cases are wide. Most, however, require several tradeoffs (e.g. weight, bulk, price, robustness) and inevitably reduce the functionality of the device. And nobody wants to risk taking an expensive iPad out of its waterproof case in a rainstorm just so you can check the latest addition to an instructor manual. The two cases considered for this article offer a good balance between functionality and protection.



The LifeProof iPhone case is about as formfitting as you can get. It’s not appreciably bigger than the iPhone itself, and at less than 30 grams, it’s a lightweight. Most of the touch sensitivity of the phone’s screen is preserved, although typing on the virtual keyboard requires a bit more force than without the case. All buttons and ports are accessible, although the headphone adapter is a bit clunky, and the plug that replaces it is easy to lose. The case is remarkably comfortable in the hand—so much that you’d be forgiven for never taking it off—and if you drop it LifeProof claims your phone will survive (“has been tested to”) a two-meter fall. It’s also waterproof to a depth of two meters (but it doesn’t float, so don’t let go of it while swimming a rapid). If you like taking underwater photos, the optical glass lens should preserve the quality of your images. It comes with a one-year warranty, and according to some OB staff, it will take about one year of hard use before it needs replacement.



LifeProof offers a similar level of protection for your iPad. The Nüüd Case + Cover for iPad promises the same waterproofness (two meters), dirt-proofness, snow-proofness, and shock-proofness (designed to military drop specs) as the iPhone case. One noteworthy difference is that this case leaves the iPad’s own touchscreen exposed. It also has a built-in retractable stand for reading or video. It’s a bit bulkier compared to the iPhone’s form fit, but still about the slimmest on the market for the level of protection afforded.

If price is no object and you need a waterproof and dirt proof case, these products could be what you’re looking for.

iPhone, \$79.99 US; iPad, 129.99 US. [www.lifeproof.com](http://www.lifeproof.com)



# Safety Wisdom from the

Sky

and Earth

By Dick Hubbard

*Dick Hubbard is an adventurer and the founder of Hubbards Foods, a New Zealand-based producer of breakfast cereal. He has been a strong supporter of Outward Bound New Zealand since taking an OB course in 1964, and is deeply involved in community and professional organizations. He even served a term as mayor of New Zealand's largest city, Auckland, founded the Sustainable Business Network, was chairman of the New Zealand National Parks and Conservation Foundation, and through Hubbard Foods, has set up a cause-marketing program for Outward Bound. For fun, he has completed a 23,000 km motorcycle trip around Australia, and in December 2012, he finished "Ice to Ice," a 40,000 km journey from the top to the bottom of the Americas, during which he motorcycled from Prudhoe Bay in Alaska to the bottom of Tierra de Fuego in Patagonia.*

I have always been very interested in the question of safety. Mainly I am interested in the difference between real and perceived risk, and the wide gulf that exists between the two. Of course real risk is not always less than perceived risk—sometimes it is in fact greater! Car driving is probably the best example of this.

However, my interest is always on actual risk and the ways to reduce it and to actively manage it. Some of my approach to risk management has been developed from

my association with the Outward Bound movement, some has come from my mountaineering days, and, interestingly enough, some has come from my flying days. In the case of motorcycling, I believe that with the right combination of training, preparation, and attitude, the real risk is lowered to a more than acceptable level. Correctly managed, the risk of motorcycling is, in my opinion, lower than some of the things we do on a day-to-day basis. Business is also largely about managing risk, albeit mostly financial risk, but the principles are largely the same.

So what are the key principles? The first ones come from my flying days. One is taught in flying that the moment you turn the key on, you consciously go into a higher state of alertness and you stay like that until the ignition is turned off. It is as if you have hardwired your brain into the ignition system and one is part of the other. Do you ever do that with a car?

***"Real risk is not always less than perceived risk—sometimes it is in fact greater!"***

Another lesson from flying is the daily evaluation of technique. On every ride I try to make a mental note of any errors I might have made, even the very small ones. Yes, I am not perfect, although please do not tell my good wife that! Then, sometimes after the ride, usually in the relaxation of



the evening, I go over those errors and mentally note what to avoid next time. This lesson is about systematic and self-critical evaluation and feedback loops.

Many of the other safety things are more obvious. I always try to avoid riding at nights. Of course it is not always possible and again it depends on circumstances. I avoid commuting in cities on the bike whenever possible as well.

Defensive action is another obvious principle. On the road, always assume any car is going to crash through a Give Way or Compulsory Stop. Constantly watching and evaluating road surfaces is a given. In particular, look closely at things like dark patches on a road that might indicate diesel spills. You would be surprised how often they happen! In Australia we always drove slowly in the mornings, on high alert for kangaroos taking their morning constitutions. We got very good at picking up signs of road kill on the sides of the road.

Then there is training. I have not done much formal training and should do more. However, there are ways that you can train yourself by extending yourself without pushing the safety limits. Riding with others and observing both their good points and their mistakes is always useful. Talks over a beer at the end of the day are particularly helpful!

Safety techniques specific to the Americas are these. Learn some basic Spanish. Read the blogs of those who have done similar trips. In purist terms, you could call it rigorous research! For safety, choosing high quality gear before you go is important. Fortunately biking gear is not hyped as much as hiking or camping gear and biker evaluations are pretty honest and can be fairly brutal! Fitness is an important safety consideration for staying alert and minimizing accidents and injuries. Yes, I am now specifically getting fit!

***"It only takes one pilot to fly a modern jet.  
The main purpose of the other pilot is to  
provide checks and balances on reasoning  
and judgment."***

Finally, if all that is not enough, there is the question of riding with a companion on another bike. On long distance touring (and this was borne out in our round-Australia trip), there are advantages in having two bikes, as two riders provide checks and balances on each other's reasoning.

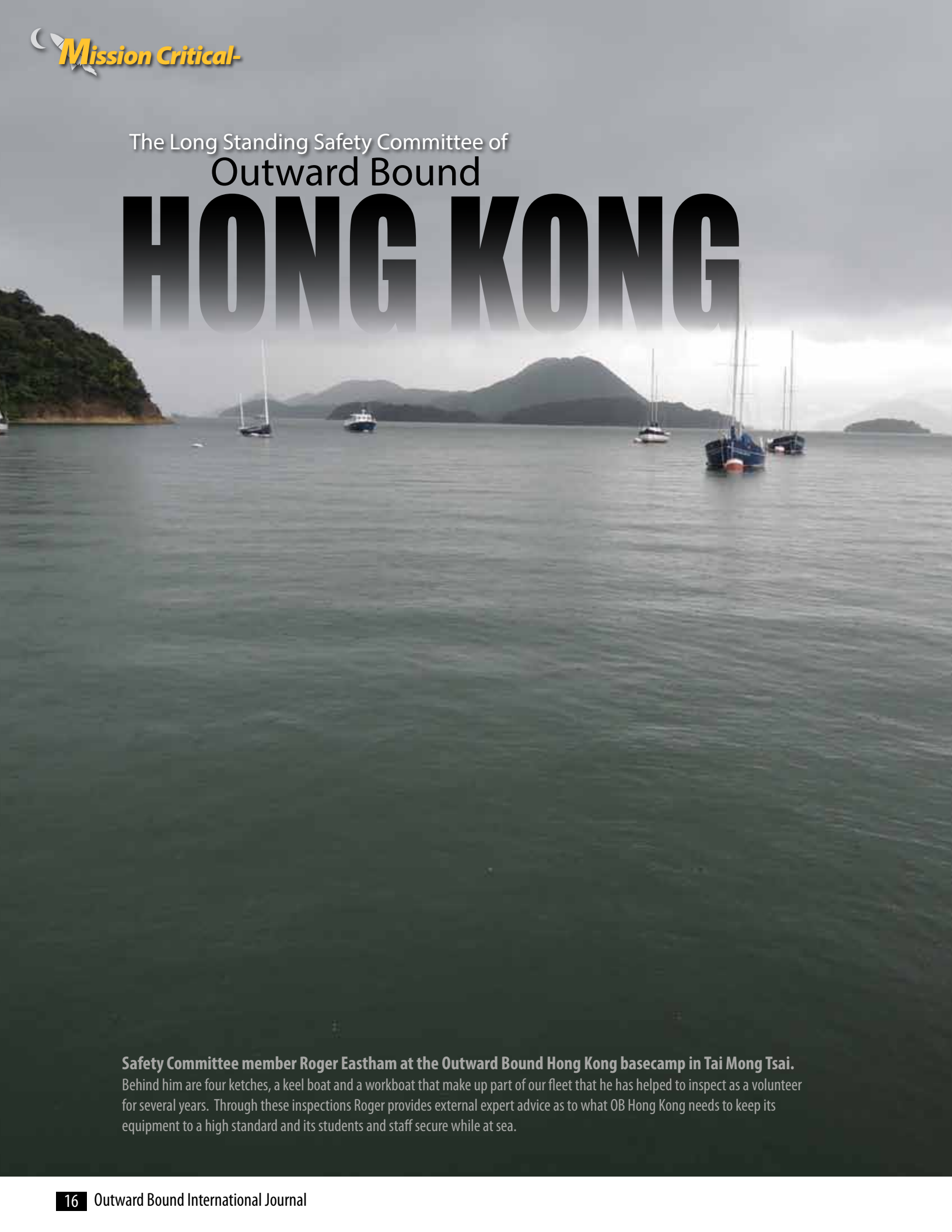
This is perhaps more important than you might think. There are plenty of examples of solo long-distance riders making the wrong calls about tires, weather, fatigue, or just riding technique. Remember it only takes one pilot to fly a modern jet. The main purpose of the other pilot (apart from making those inane announcements) is to provide checks and balances on reasoning and judgment. It is called cockpit management. And on the question of cockpit management there is, for me, the added benefit of having one's good wife on the back! Now that in itself is a ginormous incentive in itself to ride safely and a built-in feedback loop if there was ever one! "Yes dear, that was a bear we just ran over!" 🐻





The Long Standing Safety Committee of  
Outward Bound

# HONG KONG



**Safety Committee member Roger Eastham at the Outward Bound Hong Kong basecamp in Tai Mong Tsai.**  
Behind him are four ketches, a keel boat and a workboat that make up part of our fleet that he has helped to inspect as a volunteer for several years. Through these inspections Roger provides external expert advice as to what OB Hong Kong needs to keep its equipment to a high standard and its students and staff secure while at sea.



By Patrick Harmon

From a 16th-floor law office in the Central neighbourhood of Hong Kong, one gazes upon a canvas of modern skyscrapers juxtaposed against steep mountains the colour of jade. Clouds and the occasional bird soar past toward the sea harbour behind us. This modern city skyline set against a natural environment is a typical view for Hong Kong, a city with roughly seven million people living amidst a rugged tropical land- and seascape some 1,000 kilometres square, of which 41 percent is protected from development. The people have learned to grow upwards rather than sprawling outwards, and the concrete jungle abruptly meets the real one.

“I just wanted to show you what I have here,” mentions Ruy Barretto, S.C, a top Hong Kong barrister who has sat on the Outward Bound Hong Kong Safety Committee since 1998. His desk has a half-dozen large box files full of newspaper clippings, agendas, and reports that he has archived from the past fifteen years. The committee has recently been asked to proofread the 2013 draft edition of the Instructor Safety Manual which is scheduled for a reprint and Ruy is providing detailed feedback. He combs through a previous edition and shows me a comprehensive drawing of a heat stroke patient with a “blown” pupil. We discuss the wording of odds and ends including additional signs of dehydration and heat injury for staff to look out for in younger students. I make notes and agree to ingrain them in the final edit. As I work through these edits with Ruy, I can’t help but be stricken by the vital role that this committee plays to the overall health and professionalism of Outward Bound Hong Kong, a school established in 1970 that currently averages about 30,000 participant days per year.

Outward Bound Hong Kong is governed by the Trust, which in its articles of association is tasked with keeping the school “True to its Mission.” The Trust has a permanent president and patron, and approximately 50 members who meet annually for an AGM. The Trust appoints an executive committee, which consists of a chairman, treasurer, legal advisor, honourable secretary, and presently an additional 14 members. The chairman of the executive committee appoints a chairman of the safety committee, which is a standing committee that has representation for reporting and voting purposes on the executive committee. The executive and safety committees consist entirely of volunteers and both meet on separate dates quarterly.

Outward Bound Hong Kong has had a safety committee, which has specific terms of reference to monitor and advise on all safety matters at Outward Bound Hong Kong, since 1994. The committee symbolises the board and management’s dedication to best industry practices, overall safety, and a strong belief in the value of independent safety perspectives.

The safety committee provides invaluable external and independent perspective and advice. It reviews all quarterly incident data reports from management as well as safety policies and contingency plans. It is actively engaged in quarterly and annual inspections of our boats, sites, and program activities. The committee may also elect to conduct a review upon any serious incident.

Discussions between the safety committee and Outward Bound staff have led to widened considerations, improved perspective, and decisions which better meet local requirements and circumstances whilst delivering the core objectives, values, and mission of Outward Bound.



All materials to be discussed at the meeting are sent out to the committee members reasonably in advance. Follow-up tasks in the minutes may require a committee member to discuss ideas with the Outward Bound safety coordinator during the quarter, review materials, or prepare a presentation. Active participation is expected at the committee and if you miss three meetings in a year you may be asked to leave, no matter your credentials.

Quarterly data from incident reports covers Medical Incident, Non-Medical Incident and Near Miss reporting. Outward Bound Hong Kong uses the Outdoor Medical Incident Database or 'OMID' from Forecast Systems to compile graphed dashboard reports of incident data for review. There is also a written report providing significant incident summaries along with recommended actions and progress tracking.

This combination of reporting provides an overview of our monthly incident rates per 1,000 program days as compared to previous years and of the seriousness rates of our incidents, and it helps us to identify trends and target those areas for improvement. Follow-up considerations and recommendations are generated and this guides our future agendas and tasks.

It is common for the chairperson to sit for a three year term limit and then move aside for another to take his or her place. Currently the former chairman, David Ho, still sits on the committee. Members generally do a good job of finding their own replacements should they move on. For example, when psychologist Tara Levinson departed last year for New York City, she recommended a colleague of hers, John Shannahan, to take her place. This diversity in membership, reasonable

term limits, spirit of volunteerism, and longevity of the membership demonstrates the overall health of the committee.

Members of the safety committee include people experienced in industrial safety, business, law, the environment, education, yachting, medicine, and psychology. Their role is not technically advisory, as Outward Bound Hong Kong has a separate operations technical committee with internal and offshore experts for that purpose. The safety committee's role is to ensure that Outward Bound Hong Kong's conduct becomes adjusted to what is regarded as appropriate for Hong Kong conditions and laws and that this is consistent with international best practice.

One of the strengths of the safety committee is its institutional setup. Most of its members are not part of the executive committee and therefore are independent. This provides important checks and balances, ensuring that a financially driven executive committee has access at all times to an independent, unbiased viewpoint about the basic health and safety of the school. The independence of the safety committee also enables members to advise, vet, or formulate policies, guidance, and manuals on an impartial basis.

Outward Bound Hong Kong is thus able to demonstrate that its decisions and documents have satisfied independent persons who consider them reasonable. This is an important factor in case there is any argument questioning whether what was done or not done was reasonable or not. Coupled with backup from an established school culture that prioritizes



Young women from a recovery program take the helm of OB Hong Kong's *The Spirit of Outward Bound*, a 67-foot challenge yacht. This program is funded by the Hong Kong Jockey Club.

up-to-date safety information, administrative follow-up, and good record keeping, the result is a process which not only achieves good quality decisions, documentation and recommendations, but also protects Outward Bound.

I gaze beyond the desk filled with 15 years of documentation at the near vertical green landscape next door, which I find to be similar to some of the mountains of our course area located an hour and a half away from downtown.

“Things aren’t as easy as they used to be,” Ruy ponders. “You’ve got to have an open mind and look at this with an appropriate level of caution. Delivering the wilderness experience and its objectives while catering to people who are inexperienced may get tricky because some groups have different needs than others; on one hand you have a school group out there, on the other you have a group sent from corrections. But if you have thought of these issues in advance and if you document these considerations in manuals and papers, you can demonstrate that you have applied your mind to the issues in a bona fide way. You may not be perfectly correct, but at least you are not negligent.... We are the due diligence for Outward Bound.”

Ruy volunteers and serves on the boards of a half-dozen different environmental non-governmental organizations, many of which are involved in protecting the environment in Hong Kong. He sees part of the Outward Bound mission as helping people understand and love the outdoors in a responsible way. “It’s not a battle with the elements. It’s about understanding them and how they are part of our survival.”

As our work of reviewing the manual comes to an end, I ask him offhandedly if he has ever represented Outward Bound Hong Kong in the courtroom. “Heavens no,” he says, smiling, “That would entirely defeat the purpose. How could I have an independent perspective on matters if I represented Outward Bound in court? There are lawyers on the executive committee that can handle that.”



## Tasks and Achievements

Some highlights of what the safety committee has been tasked with and achieved in recent years include:

**Contribution to the development of OBHK specific medical protocols and medical screening criteria:** As staff may work for Outward Bound Hong Kong with various first aid qualifications, we have created a set of protocols to ensure a standard of consistency in all medical treatment. Dr. Sarah Borwein, our representative M.D., has reviewed and signed off on them.

**Incident Response:** The committee reviews and contributes to our contingency plans, including our emergency action, communications, typhoon, influenza, air pollution, and other plans.

**Vessel Inspections:** Outward Bound Hong Kong operates a fleet of boats that includes the 67-foot Challenge yacht, *The Spirit of Outward Bound*, along with four 30-foot open decked ketches and a number of powerboats for emergency response and support. The sailing vessels are inspected on

a quarterly basis with the powerboats inspected annually. These inspections are carried out by a small number of highly qualified and experienced volunteers, including executive committee member Richard Winter, and safety committee member Roger Eastham. Mr. Eastham worked with OBHK in the early '80s and now manages the marine operations for the Royal Hong Kong Yacht Club.

**Site Inspections:** Outward Bound Hong Kong has two main basecamps with extensive facilities including offices, cafeterias, student dorms, boatyards, resident housing, and estates. While our attention at Outward Bound is often on the safety of participants in the field, it is equally important to keep a high standard for industrial workplace safety. Safety committee chairman Li Yun Tai has voluntarily conducted several site reviews with registered safety auditor Herman Cheung, all of which have helped us to target areas for improvement.

**Oversight of safe transitions:** For the past decade Outward Bound Hong Kong has made a conscious effort to depart from centre-based programming to pursue longer duration, journey-based programming in sea kayaks and sailing vessels. The safety committee has overseen the incident data, trends, and targeted preventative measures through this transition.

**Outward Bound International reviews:** The safety committee chairman hosts the biennial OBI programme and quality reviews and ensures that the committee prioritizes follow-through on all OBI recommendations.

**AEE Accreditation:** In 2011, Outward Bound Hong Kong became the first outdoor education organisation in Asia to attain accreditation with the Association for Experiential Education (AEE). This culminated a two-year push for the school which included much insight and investment on behalf of the safety committee, as well as an enormous commitment from the former safety coordinator and current operations director, Aaron Funnell.



## Quotes

A safety committee isn't about limiting and restricting activities. It is about charting the most appropriate course possible through potential hazards so that we can manage risks effectively. It is a vibrant continuous improvement process. Outward Bound is about growth and change, and the safety committee provides invaluable external perspective oversight on these changes.

*-Aaron Funnell, operations coordinator, Outward Bound Hong Kong*

Compliance has become an important reality and the expectations and demands from our community can seem burdensome.... However, these are some of the factors that drive Outward Bound Hong Kong to deliver high-standard, outcome-focused OB courses. The OBHK Safety Committee performs the role of an independent “eye” and keeps OBHK tracking in well-grounded decision making.... For this reason they are integral to the quality and standard of an OBHK course.

*-Jon D'Almeida, executive director of Outward Bound Hong Kong*





## Spotlight: An interview with Mr. Li Yun Tai (Y.T.), Safety Committee Chairman

**As the current chairman of the OBHK safety committee, what are your duties to both this committee and to the executive committee?**

As chairman of the OBHK safety committee, my role is to oversee the establishment of a robust safety management system in OBHK which provides an actionable framework for all OBHK staff in conducting its activities, with a view to achieving high international safety standards in outdoor education, and providing a safe environment for its staff to work and for all participants who attend the courses organized by OBHK. The safety committee also looks into best practices worldwide, provides expert views by professionals working in related fields, comments on safety manuals and procedures, and reviews the safety performance of OBHK on a regular basis to seek for continuous improvement.

Being a trustee and member of the OBHK executive committee, I report on safety performance to this highest decision-making body of OBHK and seek its guidance when required. As the safety committee is independent of the OBHK management, I can always speak with authority in reviewing safety performance, drawing the attention of members to key issues with safety concern when they arise. This is particularly useful when it comes to applying for funding to increase and upgrade the facilities of OBHK so as to raise the safety standards. Through the reports, members of the executive committee are also more appreciative of the efforts of the staff in maintaining high safety records of OBHK.

**The committee is staffed with experts on health and safety from respective fields other than outdoor education. This practice safeguards OBHK from competitive conflicts of interest and provides a broader industry perspective from which to draw new ideas. Can you comment on how your experience as former director of Hong Kong's railway companies has applied to your role as safety committee chairman?**

My long service in the railway companies in Hong Kong involved managing the safety of all operations, maintenance activities, and services of the railways for the staff, contractors, and millions of passengers who travel on the railways every day. As far as safety management is concerned, whether running railways or providing outdoor education, the principles are the same and the management system setup could be quite similar, although railways are a lot more complex than an education institute. I am pleased that my experience can be shared with OBHK. Being an "outsider", I think I also benefit from having a pair of fresh eyes. On the operational and technical details involving outdoor education, I would clearly have to rely on the OBHK management and other members of the safety committee for their expert views.


**As you are aware, Outward Bound operates in more than 35 different countries. Many schools have long been established, but others are still being founded, particularly in developing nations where industry standards are also being defined. If you had a chance to speak to schools that are in the initial stages of trying to build a committee, what might you tell them?**

This is a good question. My key messages will be:

- (a) The safety committee should be composed of independent individuals who are active in outdoor sports, passionate about outdoor education, and are themselves professionals with experience working in areas related to the activities of the local Outward Bound school.
- (b) The safety committee should be independent yet supportive to the school. Rather than playing the role of a watchdog, it should perform as an advisory board which can reach the highest authority of the school.
- (c) Members of the safety committee should be resourceful. Where needed, they could help to pool resources (time, information, equipment, materials, etc.) through their connections to provide support to the school.
- (d) Find your own way. Set policies, standards, and procedures which suit the local environment, meet statutory requirements, and are based on available resources. Stretch the standards a bit but do not overdo it. The important thing is to build a safety culture which engages all staff to work for a common goal and achieve continuous improvements in safety.

**One of the greatest hurdles to creating a new safety committee may simply be finding members. Work on a committee such as this one requires time, commitment, and great responsibility. What have you found that you have received in return?**

Perhaps the most satisfying element is the opportunity to contribute to making OBHK the best it can be by sharing my knowledge and experience with other professionals who are equally committed to youth education, and who are themselves great believers of people development through experiential learning in an outdoor environment. In return to the time spent, which is not a problem at all, I get admiration from my friends knowing that I work as a volunteer for a reputable charitable organization and I also enjoy the beautiful scenery when visiting OBHK's campsites.

*After graduating in sociology and working on an M.A. in Philosophy, Mr. Li Yun Tai, or Y.T., joined the Mass Transit Railway of Hong Kong in 1978 as a trainee supervisor. Y.T. held different senior positions as executive directors of the railway companies before he retired in 2011. He currently teaches part-time as an adjunct associate professor in the Chinese University of Hong Kong and is an active volunteer in various organizations. He spends his leisure time on long-distance running, hiking, boating, cycling, reading, and travelling.* 

For more information about Outward Bound Hong Kong, please visit our website at [www.outwardbound.org.hk](http://www.outwardbound.org.hk)

# Three Leadership Lessons From the Edge

*From The Bush To The Boardroom*



By Margaret M. Perlis

I am trekking through the Oman desert. It's over 100 degrees with no shade in sight. The dunes are endless, some peaking at over 300 feet. I have chills because I am so hot, our group is scattered, I am caked in sweat and sand ... and I am having the time of my life. No, I am not a masochist; I am on an Outward Bound expedition.

What do extreme challenge and discomfort have to do with leadership? Everything, if you ask an Outward Bound instructor. Outward Bound is a non-profit educational organization, which for over 60 years has used extreme wilderness environments and challenges as incubators to cultivate character, leadership, compassion, self-reliance as well as to foster team and international peace building initiatives. The guiding philosophy is a blend of tenacity, physical challenge, courage, and perseverance melded with compassion, self-sacrifice, and tolerance. Leadership is not for the faint hearted; a unifying ethos is feeling a level of comfort with discomfort, and Outward Bound provides conditions for facing and harnessing the power of fear.

When exposed to the extreme conditions of an expedition, it can be ugly, it can be sublime, but it is always honest. Each trip is unique, but what remains constant is a commitment to uncovering what you are made of and discovering "that there is far more in you than you know."

What I have learned about leadership from Outward Bound can be boiled down to three essential lessons, all existing on a spectrum, each with nuances. They can be applied in any setting whether you're leading a household, a company, or an adventure expedition and the degree to which you turn the dials on each, determines your personal imprint and approach.

## Develop a Personal Vision

*"To grasp and hold a vision, that is the very essence of successful leadership."* -Ronald Reagan

Leadership starts with vision. It requires understanding and articulating what you're trying to accomplish as well as the principles and values on which that vision is based.

A common Outward Bound exercise is "Stand and Deliver," which asks participants to develop and share a personal vision. These visions range from how can they improve their lives, to how to succeed at home or work, to how as a team member they can bring their best to the game. The process requires a certain amount of vulnerability as you share strengths and weaknesses and expose them to a group at large. Mine was managing my vertigo, but more on that later.

## Guiding Group Dynamics

*"You are a crew, not passengers."* -Kurt Hahn

Team building is about cultivating, communicating, empowering, inspiring and sustaining teams through listening, trust, persistence, reliability, and resiliency. And while some leaders have the opportunity to build a team from the ground up, more often than not they inherit or are thrust onto a team. The latter is what occurs on an Outward Bound expedition. And, in extreme environments, personalities and team dynamics tend to amplify quickly.





Great leaders read and manage team dynamics. Outward Bound subscribes to the widely referenced stages of group development proposed by organizational consultants B.W. Tuckman and M.A. Jensen. According to Tuckman and Jensen, group dynamics unfold in four discrete phases:

1. Forming: In this initial stage, people are thrown together and become familiar with each other, the systems and expectations. It is the checking-it-out phase, and a leader's role is to facilitate this phase by creating opportunities to bring people together... barbecues, baseball, or in-house activities that leave time for introductions and sharing stories. In most organizations, this phase happens over time. On an Outward Bound expedition, this phase is accelerated and occurs the first day. It can almost feel like forced intimacy, but you subscribe quickly knowing that this is the team you have been dealt and you are in it together—for better or worse.

2. Storming: After the honeymoon period, group members begin to judge others, sort out relationships, and question authority as they are faced with increased challenges and pressures. Bob Gordon, former President of Outward Bound Professional writes in the book *Leadership the Outward Bound Way*, "When the storming phase rolls around, don't overreact. Instead seek its root causes. The conflict is not only normal, it's necessary to move beyond a superficial level of interaction."

This phase got the better of me a few years back on an Outward Bound rafting expedition. We were a few days

in and people were wearing on me when we were asked to work on a challenge together: how many people we could fit onto the smallest amount of blanket. Really? Not liking what I thought was a futile exercise, I blurted out, "I didn't know I had signed on for a Myers Briggs test." To give you context, my boss was on that trip. We were hosting clients. Nice.

3. Norming: During this phase, people begin to understand the strengths and weaknesses of the group, who they like or dislike specifically and the best ways of working together. Leaders should use this valuable time to listen, as well as revisit their operating principles and priorities.

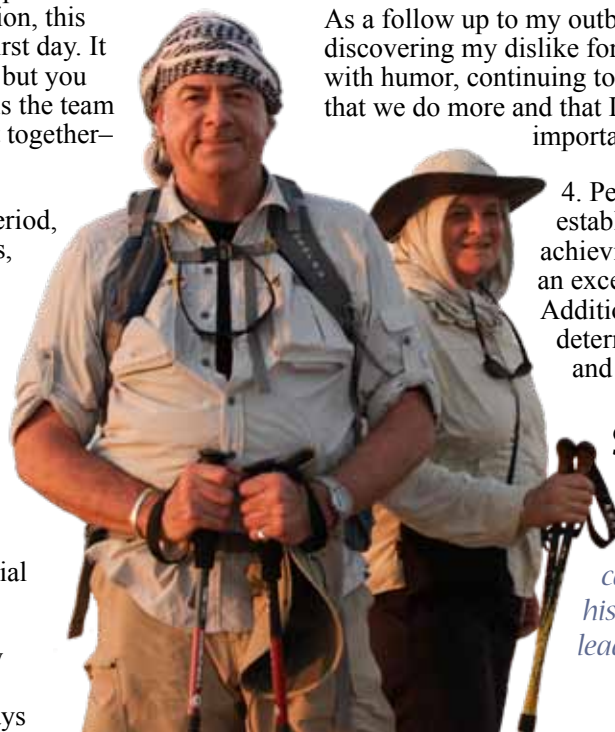
As a follow up to my outburst in the storming phase, upon discovering my dislike for team challenges, the team diffused with humor, continuing to jokingly request of the instructors that we do more and that I lead them. Did I mention the importance of having a sense of humor?

4. Performing: With group norms established, this phase focuses on achieving common goals, often reaching an exceptionally high level of success. Additionally, at this level, a leader may determine that less direct management and more encouragement is required.

## Serve Those You Lead

*"Shackleton's first thought was for the men under him. He didn't care if he went without a shirt on his back so long as the men he was leading had sufficient clothing."*

*Lionel Greenstreet,  
First Officer-Endurance*







One of the greatest expressions of leadership is serving those you lead. Some may call it a leadership paradox, and yet as important as leading from above is leading from within to empower each of your team members. At the “performing” phase of group dynamics, it’s a leader’s job to create the conditions and opportunities for each member of the team to be successful. At work, this could mean the CEO opening her address book and providing introductions, making herself available for meetings and dinners, and providing the necessary tools, recognitions, access and incentives to fuel the team to perform at the highest level.

On an Outward Bound expedition, it is less cut and dry. There are the official leaders, who are the highly qualified instructors, and who ultimately create the conditions for each member to reach their goals. But there are also the participants, who are each leaders in their own right. Leadership exists on a spectrum, and mastery requires knowing when to stand forward and when to stand down.

Leadership as a service often comes down to recognizing your own strengths and weaknesses and allowing the self-correcting dynamics of the group to take over. In Oman, I found that I could take on more of a leadership role in the desert as I was less affected by the heat than others and therefore could offer help and support as needed. In the mountains however, I was forced to admit my great weakness: vertigo. Considering the hike was on an ancient goat trail thousands of feet above a canyon with a sheer drop, I felt it my responsibility to share this weakness with my team. It’s never fun admitting a weakness, but it was amazing how the dynamics of the group shifted and “corrected” to accommodate a member who was going to be more sensitive to this environment. Without making a big deal about it, the group intuitively created the conditions that provided me the space to persevere on my own with a sense of security in case I freaked. The group dynamic itself provided the lead, allowing for comfort amidst discomfort.

Well I made it, as this post suggests, and it is hard to describe the sense of camaraderie and quiet pride that accomplishment made me feel. Perhaps the providence of a leader with true excellence is to oversee the cultivation and balance of an environment that allows each member to lead and be led, serve and be served, feel challenged but secure in an ever-evolving self-correcting system. A pretty tall order... but so is completing an Outward Bound expedition.

Afterward: My take on the Outward Bound leadership philosophy is a simplification of a far more sophisticated approach that Outward Bound has been teaching for decades. If you are interested in a more complete overview, check out Leadership the Outward Bound Way which is a thorough and practical guide to becoming a better leader in the workplace, wilderness and in your community.

Outward Bound alumni include many undisputed leaders in their fields including, Jimmy Carter, former U.S. President; Arthur Blank, Home Depot co-founder and Atlanta Falcons owner; Antonin Scalia, U.S. Supreme Court Justice; John Whitehead, former co-CEO of Goldman Sachs and former U.S. Deputy Secretary of State; Candice Carpenter, iVillage.com founder; Soledad O’Brien, anchor of CNN’s Starting Point, and none other than Mike Perlis, President and CEO of Forbes. 🌟

**This article is available online: <http://www.forbes.com/sites/margaretperlis/2012/11/29/how-harnessing-discomfort-will-make-you-a-better-leader/>**







# Secrets of Ecuador's Amazon Rainforest

By Carmen Maria Vallejo

**E**cuator's natural wonders are a secret that everybody should know. The small country has the highest concentration of biodiversity in the world, with 9.2 species per square kilometer, mostly in the Amazon rainforest, a unique place for adventurous spirits to learn and enjoy. It is also the home of Outward Bound Ecuador, one of two Outward Bound centers in South America.

From Quito, the modern capital in the Andes, a 25-minute flight brings you to Lago Agrio, a small town from which a bus drives an hour and a half to the mouth of the Cuyabenu River. The river leads you to the Cuyabenu Reserve, a pristine rainforest area where life vibrates all around and involves you

in an intense experience of sensations and adventure-learning opportunities.

There is a surprising display for the senses. You can hear the intense combination of insects, birds, monkeys, blowing branches, and trees falling; see tiny ants and frogs, giant birds that seem prehistoric, trees that stand with twice or three times the height and age of most of us, and lagoons that reflect pink and orange clouds in the evening. You can taste the energy and flavor of fresh fish from the lagoon or vegetables and yucca just picked from the community garden. You can refresh your skin in rich water after a humid and unpredictable hike surrounded by infinite shapes and shadows; watch up to ten species of





monkeys, dantas, pink dolphins, and manatees from a kayak; and survey an enchanting nightlife of owls and caimans from a canoe, all while breathing refreshingly clean air.

A visit to the rainforest is the chance to experience a way of living and being that is so natural and yet so uncommon. The jungle invites us into a dimension where time feels different, where our bodies can tune to the presence and beauty of nature with a rejuvenating sensation, awe, and inner silence. Most of the local people in indigenous rainforest communities have a profound connection with their provider, Mother Earth, in respect and harmony. The vision they have on life and the spirits present in every being is amazing. While trekking around the forest with local guides, they share their knowledge of medicinal plants, nourishment, ideal places to rest and comfort, and even sacred areas to heal and pray. The elders are considered wise and among them the shaman has the ability to heal others with different procedures than we typically experience in the city: taking a ritual bath in a waterfalls, sweeping plants and blowing smoke around our bodies in a cleanse or *limpia*, or standing by the fire in the early hours to interpret dreams and learn from these.

*Continued on page 29*







# Turning Recruitment Challenge

## *Into a Retention Success*

By Wendy Kusumowidagdo

I was asked by a business publication recently to write about employment, the challenges of recruitment, and talent retention. It's not the easiest topic to write about. Finding and keeping employees is a multi-faceted issue and there isn't one single fail-proof solution good for all problems. Therefore I decided it's best to write about my own experience and share some of our best practices at Outward Bound Indonesia.

The bread and butter of our organization is our trainers. Being an Outward Bound instructor is essentially a vocation or calling. To be an Outward Bound facilitator, it's not enough to know all the leadership laws and theories. It's not enough to have the proclivity for teaching. It's not enough to love the outdoors. To be a great Outward Bound instructor, it's the synergy of those things—and more! Like any true coach, one must be passionate about helping others grow and achieve their potential.

### **What does an Outward Bound trainer actually do?**

To give you an idea, our instructors start their day at four a.m. or even earlier and end around midnight or even later. They sleep in tents, carry 20 kg backpacks, and must often weather extreme climates. Their workday consists of being on their feet hiking or climbing mountains, or flexing their muscles paddling canoes—in rain or shine. Their days are very strenuous, physically arduous, but also mentally very demanding. Our “Experiential Learning through Adventure” method is far from the comforts of classroom theories-based training. Moreover, our programs are participant-centric rather than time-centric. We don't stop an activity because it's five p.m.. We stop an activity when the participants have achieved their peak learning experience of the day, even if it takes hours longer. Our trainers take pride in what they do and endeavor to push participants to their utmost limits. It's safe to say that their most rewarding moment is when they see participants are able to break their own self-imposed barriers and being enlightened by the experience.



## Selection, recruitment, and training challenge yields retention successes

To be a good Outward Bound trainer, you need three basic skill types: the hard skills (outdoor skills, coaching skills), the soft skills (intelligence and mental attitude), and also the meta-skills (the ability to extract insights from experiences and relate them back to real life). Finding someone with one or two out of the three skills may be easier, but to find all three in one person can pose a challenge. For us in Indonesia, selection and recruitment for trainers is especially hard, because there is no outdoor education major or school from which we could easily recruit. Nonetheless, all our trainers must be university graduates, in any subject. As a result, on top of a thorough screening process, we take our staff training program very seriously. All our certified Outward Bound trainers have undergone rigorous training. For the more senior staff, we also send them to other Outward Bound schools around the world for training—aside from the internal enrichment program.

## How can the least sexy job be so attractive?

Like a top restaurant needing an excellent chef, an Outward Bound organization needs excellent trainers to deliver quality programs. In fact, some of the best outdoor trainers in the country have been with us for many years. People have asked me, “If an Outward Bound trainer job is so rough and demanding, why

have they stayed with you for so long?” I believe it’s due to their passion for their craft and their loyalty and dedication to Outward Bound and its philosophy, but also due to the values that our company carries through. Aside from the incentives and packages that we give to our employees, we have a strong sense of family who respect and care for each other. We make known that our trainers’ jobs are meaningful and have inspired many people. Help your people see and believe that what they do changes lives, in one way or another. External recognition of your organization, such as awards, accolades, and certifications, is a pretty good gauge of how well your company is doing—of how well your people are doing.

If you ask me if your employees can be replaced, the answer is, “Yes, every employee is replaceable.” Hey, everyone will retire some day! The key is to be able to retain your talent and have a good succession plan. An attractive salary and package is important because everybody has to eat and make a living—but that’s not the only solution. If an employee takes pride in what he does, is given a sense of purpose within the organization, is able to find their passion and channel it in the company, I believe that he is more likely to stay than to look elsewhere.

I hope my experience lends perspective on how to turn a challenging recruitment process for what seems to be an “unattractive” job into a retention success. Best wishes to you all! 🌟





# Spread the Word:

## Harnessing "Word of Mouth" Marketing



By Liz Slater

**A**ny Outward Bound marketing team knows the challenges of working with a small budget. Outward Bound New Zealand has moved away from above-the-line broadcast marketing (TV, radio, print, outdoor), as it requires high frequency to achieve any real traction, consequently requiring a large budget. It also has a lower return on investment. Static mediums such as print and outdoor can be a challenge when trying to confirm actual results. Asking the enrolments team if they've noticed an increase in calls is one form of tracking, but can be problematic unless enquiries and bookings can be linked back to a specific campaign.

So we've asked the question: "How do we harness the unique value proposition that is an Outward Bound course in a low cost, measurable, high frequency format?"

If there is one universal truth about Outward Bound, it is the absolute passion of its alumni. No marketing spin or advertising content can truly encompass what Outward Bound is, better than someone who has experienced it. Outward Bound New Zealand recently conducted a survey that asked alumni, "What motivated you take the final step to booking on a course?" Encouragement from a friend or family member was the clear stand-out, over and above any pre-course marketing material.

What's the best way to tap into the passion of Outward Bound alumni and use this to encourage others to attend a course? By offering them a platform through which they are able to remain involved and engaged with our brand. And what's the best platform? Social media.

After attending a number of social media seminars and feeling they lacked any valuable content, we came to the conclusion that giving it a go ourselves was the best option. Only we can ascertain what really works for us. Through trial and error, some of the answers we came up with were the following.

### Get involved with social media

There is no avoiding it, social media is here to stay. When working with a limited marketing resource, decide which social channel works best for you (e.g., Twitter, Facebook, Google+, Pinterest) and focus your efforts on that. Sourcing content for the various channels can be time-consuming, as the demands for each differ.

It's great to see that a number of Outward Bound schools around the globe are already using social media to their advantage and are creating engaging content. Social media encourages user interaction, which ultimately equals engagement with the Outward Bound brand—so your users do your marketing for you. Social media is also an "honest" format. It doesn't tolerate marketing 'spiel'. This works well to deliver Outward Bound's message.

OBNZ has found the greatest success with Facebook. Alumni see our page as a way to stay connected with Outward Bound and often interact with posts that remind them of their experiences, which consequently spreads the word to their 'social' friends.

### Experiment with content

There's no better platform to test content on than social media. It's instantly measurable by user interaction (likes, comments, shares, re-tweets, re-pins). Rather than just broadcasting, try asking questions to encourage user interaction and re-post user comments or photos. We've found great images have the highest share rate and student quotes are very popular. "Real time" content from courses (if possible) is also a great way to connect with your audience. OBNZ instructors have smartphones, and are able to send images for posting. Check out the competition, research Facebook pages that have great ideas, and connect with other Outward Bound schools.




The image shows a screenshot of the Facebook page for the Outward Bound Trust of New Zealand. The header features a large background image of sailboats in a harbor and a smaller profile picture of a person in a red jacket with the 'Outward Bound' logo. The page name is 'Outward Bound Trust of New Zealand' with 7,598 likes and 1,504 members. Below the header is a navigation bar with links to 'About', 'Photos', 'Kathmandu Giveaway!', 'Course Finder', and 'Outward Bound Enq...'. A 'Highlights' dropdown menu is visible. The main content area includes a status update prompt, a 'Recent Posts by Others' section with posts from Liz Slater, Katy Patrick, Execucare NZ, and Ara Taiohi Youth Week New Zealand, and a post from the Outward Bound Trust of New Zealand about a 'Kathmandu film Masters course'.

### *Amazon Rain Forest- continued from page 25*

One of the most beautiful things in these communities is the way the people smile and laugh in such an authentic and contagious way. It makes one feel that being happy is as natural as the environment. Spending time with them also gives us a profound sense of richness although their economic situation is considered poor. They have many children, food from the environment, fabulous landscapes, and space and basic needs, and elders over 100 years are fully respected and healthy.

I do not know if the Amazon seems like a dimension of the past or a glimpse of a future where evolved humans enjoy life, but the fact is that it is possible to experience it in a promising present, from where we can learn from our feelings and see our lives on Earth in an awesome perspective. Enjoy the adventure with the safety and professional guidance of Outward Bound Ecuador and take a step deeper in a magnificent visit to the Ecuadorian Amazon rainforest. You might encounter other secrets nature has just for you!

For more information about Outward Bound Ecuador and its Amazon courses, visit: [www.outwardbound.ec](http://www.outwardbound.ec) 











## *Outward Bound Centers Worldwide*

**Australia, Belgium, Bermuda, Brazil, Brunei, Bulgaria, Canada, Costa Rica, Croatia, Czech Republic, Ecuador, Finland, France, Germany, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Mexico, New Zealand, Oman, Romania, Sabah, Singapore, Slovak Republic, South Africa, Sri Lanka, Taiwan, UK, USA, Zimbabwe**





## Use analytics to see what's working

One of the best things about Facebook is the free analytics setup. Use this to see who your audience is (age, location, gender, highest engagers, success of each individual post). This makes it easier to determine which posts work best and helps define your audience, allowing you to tailor your messaging.



Make sure Google analytics is set up on your website, as it's good to measure the success of social media by correlating good posts with traffic on your website. OBNZ compares the "talking about this" statistics from Facebook analytics with the online booking/enquiries statistics exported from our database. This clearly demonstrates the return on investment of social media engagement.



## Set up a blog

There are many different ways to use a blog on your website. The OBNZ blog is set up to allow alumni to submit their stories and photos online (without guidance from OBNZ). We then moderate them before they go live on our website. Alumni stories are great content for social media, as they allow students to share their unique experience. Our blog is sorted into categories that can be added to as the need arises. Recipes from Paul, the chef at OBNZ, have also proven popular.

## Run promotions

Run a special promotion or giveaway. It keeps users interested, and encourages sharing when running a "social voting" contest. All promotions on Facebook must be run by a third-party platform, due to their terms of use. There are many low-cost online resources to help build promotion pages, some well-known ones being strutta.com, offerpop.com and wildfire.com.

OBNZ recently ran a "Snap your sleeping bag" photo contest, in which entrants submitted a shot of themselves in their sleeping bags to win an Anakiwa-designed Kathmandu sleeping bag. Two winners were selected based on audience votes, encouraging entrants to virally share their pictures. The competition attracted 1,598 visits and 300 votes, and website traffic over the week went up by 2,000 users.

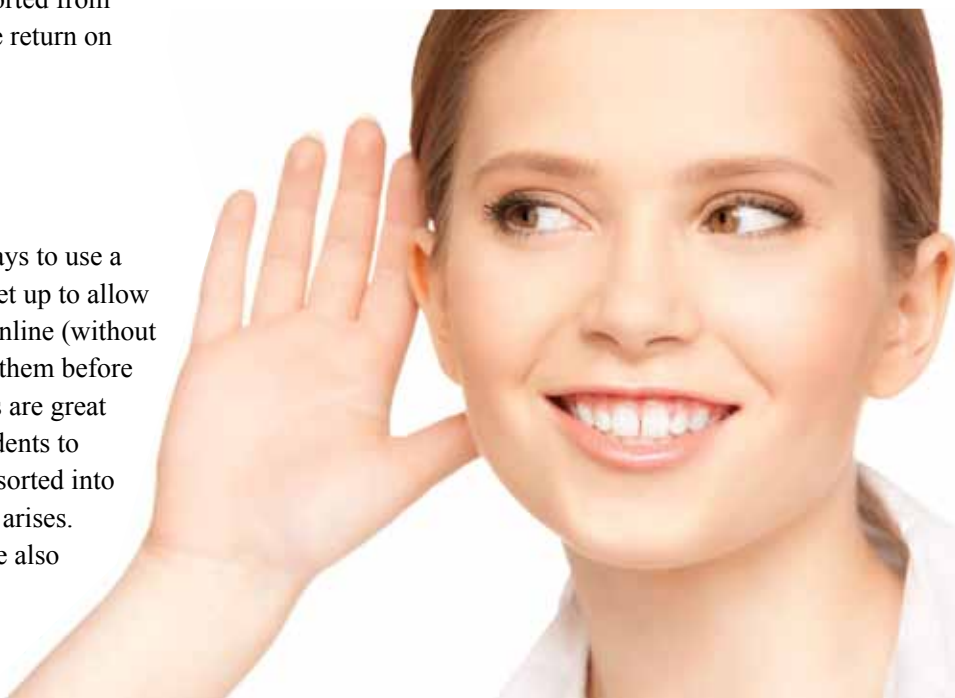


## Facebook advertising

Facebook advertising is a low-cost way to increase your audience numbers. You can target a specific audience, determine your daily budget, and also decide how much you are willing pay every time your advertisement is clicked (CPC). We've found this a great way to boost our page "likes" and start to reach a wider audience beyond our alumni.

Beyond the initial set-up of social media platforms, the biggest marketing investment is time—especially when it comes to creating engaging content. But this time is worth it. Social media is growing and its potential in our marketing landscape is huge. It is the perfect platform for encouraging alumni to promote Outward Bound. 🌟

[www.facebook.com/outwardboundnz](http://www.facebook.com/outwardboundnz) [www.outwardbound.co.nz/blog](http://www.outwardbound.co.nz/blog)

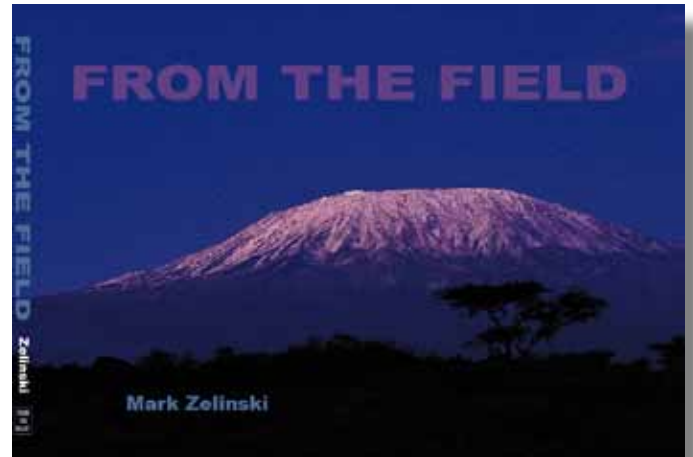


# From the Field

By Mark Zelinski

From The Heart Publishing, Hamilton, Ontario, Canada. 2010.  
\$32.00 US. Hardcover. 120 pages.

*From The Field* is a collection of images taken from 1975 to 2010, which brings focus to the diversity within the manifested world of form as witnessed on all seven continents. It is an intimate visual story of the trees and rocks, the oceans and animals, from microcosm to macrocosm. It is also a beautiful document of the human condition, from ancient civilizations and nomadic culture to the rapid ascent of technological society.



The subjects within these pages are as varied as the landscape, life forms from which we refine our evolving awareness of the natural world. At the heart of this awareness lies the potential for us to chart new directions through compassion and respect for all living things.

Mark Zelinski, a photographer and author, has traveled to more than 70 countries in his 35-year career, documenting a diversity of cultures and peoples. He has also visited and photographed at most of the world's Outward Bound schools.



## CLIMBING THE SEVEN SUMMITS:

**A Comprehensive Guide to the Continents' Highest Peaks**

By Mike Hamill

From The Mountaineers Books, Seattle, Washington, USA. 2012. \$29.95 US.  
Paperbound. 320 pages.

If you have dreamed of climbing the highest mountain on each continent, this is the book you've been waiting for! Richly illustrated with over 120 photographs and 24 maps, *Climbing The Seven Summits* is part guidebook and part coffee table book, albeit not yet available in hardcover. It provides almost everything the reader needs to begin this grand adventure, except, of course, mountaineering experience. The book comes complete with several international orange sidebars that reference important details, including "... you assume responsibility for your own safety," and "...the schedules provided...for each mountain are only guidelines and may need to be customized..." The sidebars also warn that "A Medical Emergency Is Always A Serious Situation." This is clearly a book for the aspirational mountain climber. It is also useful to the experienced climber who needs a

quick reference to some of the logistical details of packing for, say, Alaska's Denali or the Nepal approach to Mt. Everest. You will also find the "Difficulty Ratings" handy. For example, Denali is rated a 3 out of 5 in terms of technical difficulty and a 5 on the physical exertion scale. Everest, by contrast, rates a 4 and 5, respectively. (Australia's Mt. Kosciuszko only gets a 1 and a 2.)

To his credit, Hamill references the debate about which of the two Australasian peaks, Kosciuszko or Carstensz Pyramid, is actually the highest on the continent. Carstensz (which is located in Irian Jaya, western New Guinea) is considered by some geologists to be part of the Australasian continent, while the socially constructed definition of the continent (Australia), the author argues, is more apt. You are to be forgiven if you wonder why this is important, but the issue turns on the definition of a continent. Depending on your answer, the first person to climb the so-called Seven Summits is either Dick Bass or Pat Morrow. The book offers helpful guidance to this debate in a section entitled "Debunking Carstensz As The Seventh Summit." This section's sidebar explains "Why Using A Geologist's Definition Of A Continent Doesn't Work." While the author sides with the social definition of the Australian continent, giving Dick Bass the "first" title, he fairly includes a section on Carstensz. You, the reader, or the climber get to decide.

Throughout you'll also find useful and inspirational stories from climbers such as Conrad Anker, Vern Tejas, Damien Gildea, and Eric Simonson as they talk about the Seven Summits: Aconcagua, Denali, Elbrus, Everest, Kilimanjaro, Kosciuszko (or Carstensz Pyramid), and Vinson.



**Local Impact:**

# How Outward Bound Costa Rica Promotes Social and Environmental Responsibility On and Off Course

By Michelle Mazzeo

Promoting social and environmental responsibility is one of the core elements of any Outward Bound course. Outward Bound Costa Rica strives to meet this responsibility and do its part every day on and off our Outward Bound courses. Since OBCR's founding in 1994, Executive Director Jim Rowe has maintained a personal commitment to serving the surrounding Central American communities, especially those where Outward Bound takes its students on expeditions.

Rowe's commitment to generating an organizational consciousness has created initiatives that promote outdoor safety at a national level, leadership development of the nation's youth, and environmental sustainability practices. These initiatives have not only benefited the local community, but have also fostered greater compassion and cultural competence in Outward Bound Costa Rica participants from all parts of the world.

## Training Park Rangers and Promoting Safety at a National Level

Outward Bound instructors are world-renowned for being highly trained in both soft and technical skills. The Costa Rican government, however, does not provide such holistic training to its park

rangers who, in many parts of the Costa Rican wilderness, are the first responders to emergencies. Years ago, Outward Bound staff caught wind of fatalities that could have been avoided had park rangers been properly trained in CPR, first aid, or water rescue. Over the last few years, Outward Bound has worked with the national nonprofit Pro Parques, training volunteers and professionals in the Outward Bound technical skills that make for a safe expedition in wilderness settings.

According to Daniel Jimenez, Outward Bound Costa Rica's program director, the training seeks to "change the mentality of park rangers, getting them to see their role as more of a profession rather than a volunteer position." The most recent training was held at Irazu volcano and served over 20 park rangers, preparing them to be better first responders, which included mastering rope rescue, reading GPS coordinates to locate a lost person, and implementing first aid and CPR. This pro bono training is in its second year, and occurs once a month for three days at a time. To date OBCR has trained and certified over 250 park service personnel in first aid, CPR, lifeguarding, vertical rescue, and expeditioning.

In a country where eco-tourism is one of the main industries, properly trained outdoors professionals will continue to draw more people to this illustriously beautiful part of Central America.





## Increasing Access to Outdoor Education in Costa Rica

Instructors at Outward Bound Costa Rica are also involved with training staff and volunteers to run a local climbing wall that is used on Outward Bound courses, as well as with the neighboring community. Local events for Costa Rican scouting groups are hosted at the Iztau Scout Camp, which serves over 18,000 Costa Rican youth each year. Instructors help develop character and leadership skills for the country's at-risk youth, ranging from age 12 to 17. Outward Bound Costa Rica courses also incorporate activities at the wall which promote intercultural understanding between the school's participants and Costa Rican locals. Outward Bound sponsors the climbing wall staff as well as the facility and equipment.



foliage, disrupting the natural ecosystem and facilitating the erosion of soil. Costa Rica has been referred to by *National Geographic* as the “most biologically intense place on Earth” and has consequently been the focus of many “save the rainforest” campaigns since the 1970s. However, despite efforts to improve conservation of the many national parks, Costa Rica still has one of the

world's highest deforestation rates at nearly 4% per year. By upholding the no-beef policy on Outward Bound Costa Rica courses and on base, instructors and staff are given a chance to explain to students how the economics of choice and environmental degradation are closely linked.

## Promoting Eco-Sustainability through Practice

As a practice, Outward Bound Costa Rica does not serve beef to students or staff either on base or on course. Why? Since 1950, about 60% of rainforest deforestation in Costa Rica has been driven by the United States' demand for hamburger meat. As rainforests were burned to the ground, cattle ranches replaced the lush

Beyond the no beef policy, Outward Bound staff members embrace the Costa Ricans' diligent efforts to compost, recycle, reuse, and repurpose. Practices include maintaining a chicken coop with more than fifteen chickens that produce fresh and organic eggs for the students' meals, a small herb garden planted for instructor and staff use, and compost and recycle bins in every dwelling. Retired sea kayaks are remade into desks, whitewater kayaks make great planters on base, and old surfboards get a second life as benches and signs. The Outward Bound Costa Rica rainforest base has become a little slice of sustainable heaven. 🌿







# Inspiring Outward Bound Singapore Participants to Make a Difference to the Community

**C**haracter building is as much about care for others as it is about awareness of self. Hence, participants are encouraged to help not just themselves but also others. Keeping in mind our vision, “Inspired Individuals, Transformed Communities”, Outward Bound Singapore (OBS) adopted a double-pronged approach based on our work in 2012: 1) integrating community service components with the programmes and 2) establishing and growing the OBS alumni—a broad base of big-hearted and proactive youth who know they can do more beyond themselves.

We’re excited that a number of meaningful projects have already taken off and are looking forward to more youth stepping forward to make a difference in the various worthy causes which include the environment, children, elderly, low-income families, and the physically or intellectually-disabled communities.

## **Taking ownership of our environment**

In a coastal clean-up conducted in collaboration with the International Coastal Cleanup Singapore (ICCS) 2012, students were amazed by the interesting items found—a television set, for example. They were also educated on the perils of marine trash and its devastating effects on marine life.

In Outward Bound style, our OBS alumni also kayaked down Sungei Serangoon, one of Singapore’s northeastern rivers, to pick out trash as part of a river clean-up for World Water Day 2013.

## **Caring for the children, the elderly, and needy residents**

Nine OBS alumni lent confidence to 72 day-trippers between the ages of 42 and 79 who trekked through Pulau Ubin and even scaled a rock wall at the Outward Bound Singapore campus one Saturday morning.

Our OBS alumni also came together at the Willing Hearts Soup Kitchen to help prepare, cook, and distribute meals to hundreds of needy people around Singapore. This event was one of the numerous community service initiatives to connect inspired youth participants with others who are underprivileged.

Knowing that every dollar makes a difference to low-income families, the OBS alumni distributed energy-saving light bulbs to low-income residents and helped them install these new bulbs so that the monetary savings could be used for other future purposes.

As part of their OBS programme, more than 200 students from Manjusri Secondary School raised food hampers for low-income





families in the “Giant Team Skip”. Every successful 20 giant skips earned one food pack. We’re proud that, in all, they earned more than 140 food products for the needy families.

OBS alumni with an affinity for children partnered with the Chen Su Lan Methodist Children’s Home for a series of art and craft workshops in which OBS volunteers taught the children how to create their very own masterpieces. Some of their proud creations include colourful face masks and festival ornaments.



### **Enabling the physically and intellectually disabled**

Last November, ten young beneficiaries from the Society for the Physically Disabled (SPD) participated in an OBS programme on Pulau Ubin. The half-day event was organised by 16 Outward Bound Singapore (OBS) youth participants as part of their seven-day programme to touch the lives of others in the community.

In the same month, Catholic Junior College students on a nine-day OBS programme enabled youth and adults living with muscular dystrophy to experience their first-ever nature trek on Pulau Ubin. By paving the rustic trails with wooden planks, they enabled the wheelchair-bound participants to roll smoothly through a two kilometre trek in the island’s lush greenery. It was definitely backbreaking work laying and re-laying the planks, but worth every drop of perspiration for the joy and appreciation from the beneficiaries!

In March this year, an OBS alumna had her teenage son participate as a volunteer at a camp for autistic youth. The mother was so moved by the difference made, that she promptly said that she would be sending her two other children for subsequent volunteer



programmes. Besides this heartening example, we were particularly struck by how another youth volunteer spent half an hour coaxing a beneficiary with a fear of water. Her efforts paid off when the beneficiary decided to trust her guide and ended up having a splashing good time!

Thirteen beneficiaries from the Muscular Dystrophy Association of Singapore experienced their first-ever two-day, one-night residential camp specially designed and facilitated by OBS and made possible by volunteers from the NUS Yong Loo Lin School of Medicine and the Catholic Junior College. They had their first taste of outdoor cooking and sleeping out in tents. This programme gained the attention of the news channels and was broadcast on both television and radio. So who says you can't camp out with a wheelchair? 🗺️





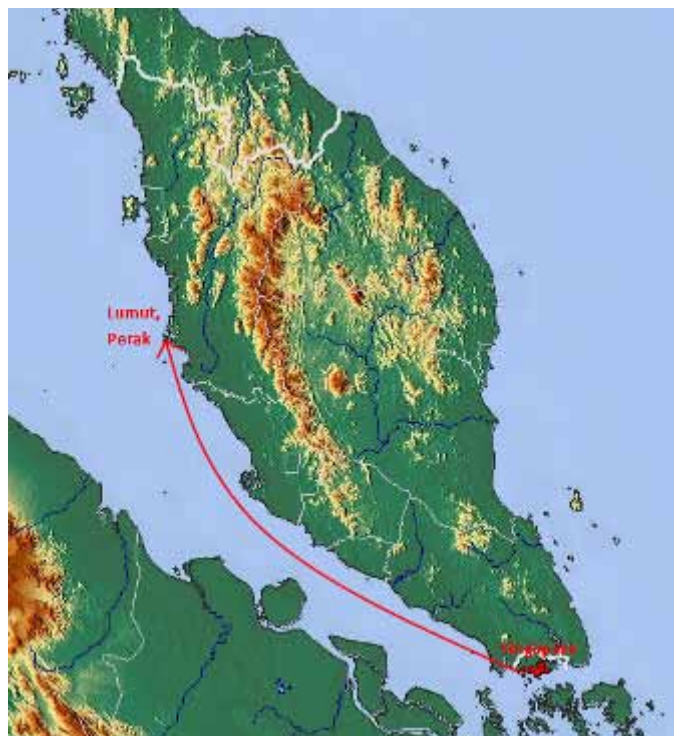
# 45<sup>th</sup> Anniversary

## Singa-Lumut Expedition

To commemorate the 45th anniversary of Outward Bound Singapore (OBS) last year, more than 40 OBS staff embarked on the Singa-Lumut Expedition, the first-ever cutter voyage between Singapore and Lumut, sailing 630 nautical miles continuously over 10 days in both day and night in the open waters off the Straits of Malacca.

Having two staff from Outward Bound Lumut onboard was testament to the close partnership between Outward Bound Singapore and Outward Bound Lumut. It was also a unique opportunity for all to hone their outdoor skills and to reflect upon the very values that OBS teaches. It reinforced staff's understanding and commitment to the Outward Bound philosophy and reaffirmed the close bonds among the members of the OBS family. For some, it was also their first time sailing during the night.

With both instructional and non-instructional staff onboard the cutter, there was plenty of opportunity for inter-unit interaction and bonding, as well as role exploration and room for personal growth. The OBS team emerged from the voyage slightly weather-beaten but also significantly closer and stronger! 🌟









## When we try to prevent accidents... are we creating them?

By James H. Moss

**S**ome traffic studies show eliminating signs, curbs, and road lines actually substantially decreases accidents.

This *Wired* article discusses ways to decrease traffic accidents as well as pedestrian and bike interactions. The basis of the article is that when we tell people how to drive, we allow them to drive to that limit. When we don't tell them what to do, we force drivers to slow down and pay attention.

Examples in the article include a roundabout with 20,000 vehicles plus pedestrians and cyclists going through the intersection each day with no signs. There is also no honking, no screeching brakes, and no yelling. By eliminating signs, crosswalks, and lanes the drivers are forced to pay attention and watch for each other.

*The drivers slow to gauge the intentions of crossing bicyclists and walkers. Negotiations over right-of-way are made through fleeting eye contact. Remarkably, traffic moves smoothly around the circle with hardly a brake screeching, horn honking, or obscene gesture.*

A town in Denmark eliminated the signs and signals at an intersection and dropped fatalities at the intersection from three to zero. In England, center lanes were removed from roadways and accidents decreased by 35%.

When you tell drivers how to drive, they then ignore pedestrians, cyclists, and other drivers. If you force them to pay attention because no one is telling them what to do "or what not to do", there are fewer accidents.

### Are we putting people at risk by trying to keep them safe?

By telling someone what to do, how to do it, and what speed to do it at, are we taking away from them the "desire" to watch out for others? If you don't have to watch for people, because we tell you you don't have to, do you quit watching? These studies tend to indicate that.

A study that is frequently cited when discussing Risk Homeostasis is accident rates before and after

putting antilock brakes on cabs. Once the brakes were installed the cabbies drove faster and shortened their stopping distance.

### If we don't have to think about safety do we ignore it?

Is the corollary true? Are we creating expectations of safety where none exist? Do crossing walks and curbs create a feeling of safety in pedestrians? Do bike lanes make cyclists feel safe? Do bike lanes make drivers believe that cyclists are safer? A study in England showed that cyclists in bike lanes were crowded more by cars. Another study showed that when cyclists wore helmets, cars and trucks gave the cyclists less room when passing.

### Does this discussion extend to all parts of life?

Are danger signs, fencing, and no trespassing signs needed to protect us from our own stupidity? I always love signs that are obviously pointing out dangers to young children...who can't read.

Is litigation to make the world safer doing just the opposite?



This article is available online at <http://recreation-law.com/2012/07/18/when-we-try-and-prevent-accidents-are-creating-them>



# The University in the Desert

Using Wilderness in Oman to Bridge the Cultural Divide

By Mark Evans

In 2005, in what was to be one of his last major acts as secretary general of the United Nations, Kofi Annan announced the creation of the United Nations Alliance of Civilizations (UNAOC). To send out a message of what the UNAOC stood for, Annan chose to deliver his address overlooking the Bosphorus Bridge in Turkey, a bridge that connected Europe to Asia, and connected cultures.

Explaining why it was felt that a new UN body needed to be established, Annan argued that the world had changed. He was speaking to a group of 20 prominent world figures meeting in Istanbul to present him with the findings of more than a year's worth of work. The high-level group included Anglican archbishop Desmond Tutu and the former Iranian president Mohammad Khatami. It was convened to produce a report examining the root causes of a growing gulf between the Muslim world and the West, and the report called for a series of cultural, educational, and youth projects to help bridge a growing gulf in understanding between the two cultures.

Two years later, the UNAOC announced plans for its first major forum in Madrid, and where more than 800 delegates and an equal number of the world's media assembled. Queen Noor of Jordan, President Erdogan of Turkey, Sheikha Moza of Qatar, Prince Turki Al Faisal of Saudi Arabia, Riz Khan of Al Jazeera TV, and representatives of every nation and religion spent three days debating the causes of and solutions to the increasing polarization of cultures.

## Connecting Cultures

One of the cornerstones of the forum was the recognition that involving young people, and future opinion formers, was essential for a better future. Associates within the UN had shown me on several occasions cupboards full of workshop reports and lengthy resolutions that all arrived at the same conclusion—that involving young people in intercultural debate was key to achieving a sustainable, lasting improvement. Prior to the forum, the UNAOC had set about the task of identifying the various civil society initiatives that already existed and were actively engaging in issues based on intercultural dialogue, with young people at the core of what they did. Connecting Cultures, then fewer than three years old, was one of the handful UNAOC had identified as the world's leading civil society initiatives, and was invited to take part in the Madrid forum.

*Connecting Cultures was a unique learning school that provided me the perfect opportunity to make up my mind about where I stand at this moment and which way to follow to become who I want to be. The beautiful journey we shared provided me a mirror. I learned that I am getting so many possibilities to step up and make a difference. I now feel I have a certain kind of obligation to really do so. I'm absolutely sure that the end of the experience is the start of change in a positive way.*

—Rachida Abdellaoui, Morocco

By 2004 I had lived in the Middle East for nine years. Periodic visits back to Europe revealed a media attitude to the region that was distinctly negative and often inaccurate, and an attitude that did not reflect my positive experiences. His Highness Prince Turki Al Faisal, then Saudi Arabia's ambassador to London, was as enthusiastic as I to do something about what was becoming an increasingly polarized situation. With his advice, and the help of several small grants, a website was created and in 2004 Connecting Cultures was launched in London with the aim of using outdoor journeys—away from distractions such as mobile phones, roads, and electricity—to bring young people from the Western and Muslim worlds together to engage in extended, focused, intercultural debate. Use of the outdoors as a vehicle to promote genuine learning and long-term outcomes by organizations such as Outward Bound has been well documented, but there was only really one model in existence that focused on youth and cultural tensions on which Connecting Cultures could be based.

Set up in South Africa in 1957 by Dr. Ian Player, the Wilderness Leadership School was the first organization in Africa dedicated to providing a pure wilderness experience for people of all backgrounds, races, and nationalities. Starting during the troubled days of apartheid, this multiracial education and experiential program made a significant contribution to easing tensions in South African society by taking mixed groups of young people on five-day journeys, or trails, into the bush. Ian Player was in his 70s when we first met. In these days of endless PowerPoint presentations, he had just delivered one of the most engaging and passionate lectures I had ever heard, image free, to a packed audience in South Africa House in London. With his advice and words of support, the first Connecting Cultures journey took place in 2005 on a remote island off the north coast of Norway for

a team of young people from Saudi Arabia and the United Kingdom. To survive in a land where polar bears outnumber people, teamwork and communication were essential. On completion of the journey, the entire team was presented with awards in front of 12,000 people at an Arabian Days exhibition in Manchester. Connecting Cultures was up and running.

*This journey has made me see the real faces and voices of Middle East people, and I can say right now that they're quite different to the news about this region that we watch in our western media. Because of that prejudice, I wasn't sure about the good understanding between all of us in this journey. Now, when this incredible experience is about to finish, I leave Oman with a very good feeling inside.*

—Santiago Lopez Lozana, Spain

Connecting Cultures was launched in London with the aim of using outdoor journeys—away from distractions such as mobile phones, roads, and electricity—to bring young people from the western and Muslim world together to engage in extended, focused, intercultural debate.

The logo of Connecting Cultures (see figure 1), which shows bodies sitting around a fire, has its origins in the classic book *The Seven Pillars of Wisdom* by T. E. Lawrence (of Arabia), in which he described the fireplace as the university of the desert, where stories are told, news is exchanged, and disputes are settled. Working in close partnership with the Oman National Commission to UNESCO, the first Connecting Cultures journey in Oman (see figure 2) took place in 2007, with two more journeys taking place in 2008, followed by more in 2009 and 2010. With support and funding from the Oman government, international organizations such as UNESCO and ISESCO and the European Union, nonprofit/charitable organizations such as the MBI Al Jaber Foundation and the Anglo Omani Society in London; and the corporate sector, Connecting Cultures journeys are open to any young people, irrespective of their financial background. However, with funds always limited, the young people chosen to take part need to be selected carefully. The people we seek are referred to as “young opinion formers,” young people who have the capacity to influence others in the future and who ensure that the lessons learned on a Connecting Cultures journey in time reach out to a much greater audience.

As with Ian Player's Wilderness Leadership School in South Africa, wild places are key to the Connecting Cultures program, and with wonderful desert and mountain scenery coupled with some of the nicest people one could wish to meet to boot. Oman is the perfect home for our desert debate; a 5,000-year-old culture that, through trade and major seafaring journeys, is receptive and open to alternative attitudes and, above all, is a society that is peaceful. In 2010, Oman ranked 23rd out of 149 countries—above the United States and the United Kingdom—in the Vision of Humanity's Global Peace Index.







While placing an environmental responsibility to leave it as we found it and by going to places where there are no mobile phone signals or other distractions, the young people are able to engage in focused, uninterrupted, and extensive dialogue over five days, a much more powerful learning environment than any hotel-based conference or workshop can ever produce. The wilderness experience is far removed from the cultural influences of our daily lives and strips participants of the normal social basis for personal identity. In the absence of masks, peer pressure, and doors to hide behind, participants must confront themselves; defense mechanisms and facades are gradually eased as trust grows. The desert is socially ambiguous; status differences dissolve and candid interactions and sharing occur. Stories are told, secrets revealed, and pains are shared, encouraged by the trust developed through the cooperation required on a shared journey. Research by Outward Bound reveals that experiential learning can have long-lasting impacts, and essentially works under the premise that “what I hear I forget, what I see I remember, and what I do I understand.” Her Highness Queen Rania in Jordan, a great advocate for youth dialogue, once stated that there is a difference between information and knowledge. Clearly, the

Internet is a great source of information, but it is evident from talking to young people that they are cautious of what they read online. A typical comment written on a recent Connecting Cultures application form reads:

I believe two of the main causes of cultural tension are misunderstanding and fear of the unfamiliar. While the internet can serve as a tool to familiarise people, in my experience it is also a breeding ground for misunderstanding. Additionally it cannot convey humanity, the qualities we share, laughter, pain, triggers we have evolved to recognise and communicate. It makes everything black and white.

Each day on a Connecting Cultures journey involves working as a team to overcome challenges and traveling on foot or with camel through the sands or the mountains of Oman (see figures 3, 4, and 5). The night is spent sleeping in small tents or under the stars around the fire. The lunch breaks and evenings provide opportunity for debate, sensitively facilitated by Outward Bound Oman instructors, such as identifying shared values, thinking about how one’s own culture might be

perceived by others, identifying the causes of and solutions to cultural misunderstanding, and, most importantly, identifying what our responsibilities are in society when we all return home (see figure 6). Sharing the journey with people from up to 13 different nations and interacting with the local Omani people provides a unique opportunity for everyone to share and absorb what is often intangible heritage and knowledge, in the process leaving much behind while taking a great deal away (see figure 7).

## Successful Experiential Learning

The media interest in Connecting Cultures has been extensive. The 2008 journeys had an estimated media reach of more than 28 million people (ASDAA public relations UAE), not including daily coverage on the BBC News online website. More recently, in 2010, Connecting Cultures was one of 20 initiatives identified from more than 1,100 applications and received financial support from the UNESCO Power of Peace Network, enabling us to seriously explore the most productive way of taking the issues debated in the deserts of Oman into the global arena by harnessing the power of technology and social media, as well as redeveloping the Connecting Cultures website ([www.omandesertexpeditions.com](http://www.omandesertexpeditions.com)).

As a teacher, I have worked with young people in the classroom for 20 years, yet the educational impact of these five-day journeys in the desert far surpasses anything that takes place in a more formal educational environment. Starting as complete strangers, after just five days together the tears flow freely at the airport, friendships for life have been formed, and, most importantly, an increased knowledge of self, and others, will enable these young ambassadors to make more balanced and informed judgments in the future.

*It is of great satisfaction to provide and share knowledge from your own point of view as well as gaining valuable insights on how my country and my nationality are recognized, considered and understood from perspectives that I never came across before. I have learnt more about Islam and the Arabic culture during these five astonishing days and got into such deep and thoughtful debates than I ever was able to during my time at school.*

– Peter Cramer, Germany

At the end of a recent course in the winter of 2011–2012, the participants were asked to consider what being in a wilderness location had contributed to the learning outcomes. Typical of the feedback was this statement from a girl from Singapore:



*The desert wilderness, away from electricity and mobile phones, contributed to our overall learning experience to a large extent as this environment denies us of our usual comforts, allowing us to step out of our comfort zones. We are forced to face the discomforts which we normally would not experience in our daily lives, such as lack of running water, a proper toilet, rubbish disposal and not showering for days. Being without our usual comforts also meant that all the participants had to rely on the same resources such as tents, sleeping bags, water and food. Thus, we have to help and encourage each other to overcome the obstacles we are facing during the expedition. Having spent 5 days of our lives together in Sharqiya Sands and Oman, going through the same experiences of walking, sleeping in the desert and riding the camels have allowed us to bond more. We are very different individuals but these shared experiences have bonded us together. It is something which cannot be achieved from the comforts of the hotel/lecture/conference based programme or in our homes through the Internet. I have especially enjoyed the sunrises and sunsets together with my group mates. To sum it up, I must admit that these denials of comfort have allowed me to appreciate what I have in my daily life now and made me think of what I really need and want and what I can do in my own life and my community.*



*With regards to the question on achieving the same results had we gone for a more formal hotel/ lecture/ conference-based program, or had we discussed the same issues over the Internet, I would say we would probably not have achieved the same results, because having a more formal setting would affect or compromise the quality of our discussions. During this expedition, we had the opportunity to talk to one another during the long treks and understand each other's cultures better. It was also more comfortable in that way, rather than through a formal avenue or over the Internet. As for discussing the issues via the Internet, this mode of communication does not allow face-to-face interaction, which would not promote mutual trust and understanding to the same degree. The thing is, there are differences between the Western, Arab, and Asian ways of communicating ideas and thoughts, which was pretty interesting. This is a fact that I could observe and see for myself during the expedition. It can be rather intimidating, but I have definitely learned a lot. This is an example of connecting cultures in real life. Thus, I would prefer the desert wilderness as compared to a more formal setting. Of course, there are pros and cons for both. For one, I can be nervous when meeting new friends, and thus I am more comfortable with expressing my thoughts on paper rather than verbalizing them. But this is something that I need to overcome, an area that I need to work on. To conclude, the desert wilderness provides a rare chance of experiential learning, and it is something that I would not forgo. If I have a chance to do it again, I will.*

Today the Connecting Cultures journeys—three each year—are funded by His Majesty Sultan Qaboos, the Sultan of Oman, as Oman's gift to UNESCO and the UNAOC. Each year, 54 young people take part on a Connecting Cultures journey, with the challenge of returning to their communities to make them better places to be. It is these young people who are the key to a more harmonious and sustainable future. Armed with knowledge gained from experiences such as Connecting Cultures in Oman, one hopes that they will be better prepared to meet the challenges that face them. 🌟

MARK EVANS, founder of Connecting Cultures, is now executive director of Outward Bound Oman, the only Outward Bound school in the Arab world. In addition to working in the Middle East for 15 years, Mark spent two years living in small tents in the Arctic, including leading the IBM year-long overwintering expedition to Svalbard, featured in *IJW* in April 2002. Email: [mark@omandesertexpeditions.com](mailto:mark@omandesertexpeditions.com)

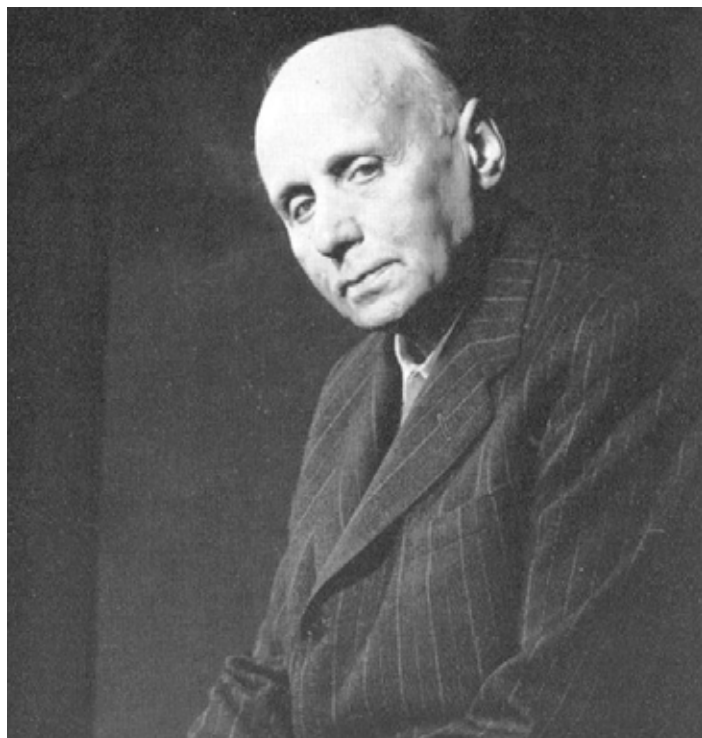
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# AN ESSAY ON KURT HAHN

## Genius of Experimental Education in the Twentieth Century

By Charles P. Stetson



My reason for writing this account of Kurt Hahn stems from the fact that there is very little in circulation about Kurt Hahn. The Outward Bound International newsletter of August 2000 reports that “most of the books on Kurt Hahn are long since out of print,” including one of the most authoritative, Outward Bound USA, written by Joshua L. Miner and Joe Bolt and published in 1981. When I happen to inquire of a student who has been through a US Outward Bound program if he has heard of Kurt Hahn, the answer invariably is “no” or “vaguely.”

That those who have just experienced the life-changing adventure of Outward Bound are unaware of the name of the man

who conceived the program and brought it to life seems to me to strain one’s belief. As a result, I have been suggesting for some time, without success, that someone more knowledgeable than I write at least a short biography on Kurt Hahn.

Because Kurt Hahn died in 1974, and I did not become associated with Outward Bound until 1973, I never met the man. I also make no claim to being an author as I was trained to be an engineer, a training, however, with two advantages: engineers are trained to be accurate and to get to the point. Having said that, I take full responsibility for any errors or omissions in the text.

One problem in writing about Kurt Hahn is that he himself wrote very little during his lifetime. Almost everything we know about Hahn has been reported by those who knew him and chose to record facts about him. The lack of availability of primary documents is just another challenge to a biographer. Despite these difficulties, I am motivated by Hahn’s position as a genius of experiential education in the 20th century, whose legacy shines forth through four institutions of renown—the Gordonstoun School in Scotland, the Duke of Edinburgh Award Scheme, the United World Colleges in ten nations, and Outward Bound, found in 35 nations on all five of the major continents.

Some people say that Kurt Hahn was a genius because he

*Hahn discovering the inscription found  
on a Belgium church which read,  
“Plus est en vous”  
— there is more in you than you think.*

developed a new theory of education. Hahn would disclaim that theory on the basis that his ideas were not original but rather a blend of the ideas

of many great thinkers. We will see in the text what, as far as I can discern, motivated and molded this man: first, Hahn was fortunate in his start in life as his mother was a woman



of great faith who believed in the goodness of man; a second influence was Plato, who in his time (c. 400 BC) was considered a genius in education because he injected the idea that education should consist of more than the transmission of knowledge (the three Rs). More importantly it should consist of character building. Thirdly, Hahn discovering the inscription found on a Belgium church which read, “Plus est en vous”—there is more in you than you think.

Finally, Hahn encountered the Parable of the Good Samaritan. As his grand niece, Liz Cunningham, said, “It was the passion of his life, his life’s work: to help as many people as possible to fulfill their own promise, to be the best they can be, to live with courage, compassion and love,” following the example of the Good Samaritan.

The documentation of Hahn’s life work and contributions deserves to be revived again. I undertake this work with all humility in the hope that I can do justice to the legacy of this giant of education and his contributions to humankind.

## Kurt Hahn The Man

Kurt Hahn was born in 1886 into a cultured Jewish family in Berlin. His father was a successful industrialist. His mother was a beautiful woman with a powerful faith in the innate goodness of man. He was educated at the Universities of Berlin, Heidelberg, Freiberg and Göttingen, and from 1910 to 1914, Hahn studied at Christ Church, Oxford. On August 1, 1914, he took leave of his English friends to return home to Germany. Two days later, Great Britain declared war on Germany.

On returning to Germany, Hahn was assigned to the German Foreign Office where he had the task of analyzing the Allied Press for the prevailing mood within those countries. He labored continuously for a reasonable ending of the war through negotiation. By the end of the war, Hahn became private secretary to Prince Max of Baden, a German federal prince and heir to the grand Duchy of Baden. He returned with Prince Max to his castle at Salem in Baden and helped him write his memoirs. The Prince was a scholarly, humane man. His strong religious convictions and courage are evident in a statement from a speech he delivered in 1917: “To love your enemy is the sign of those who remain loyal to the Lord even in time of war.”

In Prince Max, Hahn found a solid supporter for some of the educational ideas he had been developing since he left Oxford. Hahn and Prince Max also shared an enthusiasm for the ideas of Plato (c. 400 B.C.) one of the most influential thinkers of all time. Plato was not just the world’s greatest philosopher but a genius of education. Plato’s classic dissertation *The Republic* set out his vision of the ideal state. At its heart was his new view of education—not the cultivation of skills nor the communication of certain branches of knowledge (such as the “three Rs”), but the formation of character and the striving to form one’s life so as to fulfill the highest ideals of human existence. Plato once said, when asked why someone should be educated, “We educate them so they become a good person, because a good person behaves nobly.”

Plato was considered a genius of education in his time because he brought into education a new element besides knowledge—character building, which in reality is education’s most important element.

In 1920, with the Prince’s support, the Salem School was founded in one of the wings of the old Cistercian monastery in Salem. Like Prince Max, Hahn was concerned with the moral decline that existed among the Germans at the end of the war and the lack of physical fitness among the youth, most of whom had suffered malnutrition during the war. He set out to train young people to have moral independence, an ability to choose between “right and wrong,” and an improvement in their physical health. The school emphasized these aspects in its education.

First established in the goals of the Salem School, these themes persist through all of Hahn’s educational thought and are developed in various ways in the programs he started, most notably in Outward Bound.



Inevitably, the ideas of Hahn and Salem clashed with the spirit of Nazism. Apprehensive of the growing strength of Hitler's movement, Hahn stepped up his efforts to win the German educational community over to Salem principles. But the Nazi tide continued to rise. In 1932 five storm troopers trampled a young Communist to death with his mother looking on. They were arrested, tried and condemned to death. In his notorious "Beuthen telegram," Hitler hailed them as comrades and demanded their release. "Your freedom," he said, "is our honor."

For Hahn, this act defined the hour when men of honor must declare themselves. He sent a letter to all Salem alumni: "Hitler's telegram has brought on a crisis that goes beyond politics. Germany is at stake, her Christian civilization, her good name, her soldiers' honor. Salem cannot remain neutral. I ask the members of the Salem Union who are active in S.A. or S.S. to break with Salem or with Hitler." "It was," said a Briton who was teaching at Salem at the time, "the bravest deed in cold blood that I have witnessed."

Sir Roger Birley, headmaster of Eton and Hahn's contemporary, described his courage in the German crisis. Discussing the Salem education offered under Hahn, Birley wrote:

*But there was another element besides courage quite as important. It was impressively expressed in an address Kurt Hahn gave in Hamburg on February 16, 1933. (The significance of the date, seventeen days after the Nazis gained power, is obvious.) It began with a study of the Fascist state and educational ideals, and an account of Fascism which seems to make inevitable the uncomfortable statement which is to be found in the address, that, if one looked at the educational principles of the Italian youth organizations, "you find that you might be quoting the whole Salem Certificate of Maturity with its capacity to endure hardships, to face dangers, a talent for organization, prudence, a fighting spirit, presence of mind, success in dealing with the unexpected difficulties"—and then come the words, "Only one term is and must be missing: The power of carrying out what is recognized to be just." A little later, "Sacro egoismo-sacred egoism. There is also sacred lying, sacred killing, sacred perjury, sacred breaking of promises." To speak in this way of Fascist principles at that moment was indeed courageous, but Kurt Hahn went on to turn to his own country, and it was with continual references to the state of things in Germany that he gave his reasons why Salem rejected Fascist education. Among these reasons was to be found: "We need to be able to feel that as a people we are just and kindly. On this consciousness depends our inner strength."*

*"Inevitably, the ideas of Hahn and Salem clashed with the spirit of Nazism."*

Hahn became a marked man. In the mass arrests following the Reichstag fire in February 1933, he was jailed. The shock waves swiftly reached Britain where his friends—some from his Oxford days, others gained as Salem's fame had spread—took up his cause. When Prime Minister Ramsay MacDonald made official representations, Hahn was released. In July he left Germany for England.

In the first months of his exile he was profoundly depressed.

At the age of forty-seven he had lost his homeland, his school, the battle for German youth. Once a man of means, he had overnight become a penniless refugee. Worse, his spiritual resources were depleted. When he was asked to found a new school along Salem lines, he lacked the will to do so. When he was offered an established school to head, his response was, "I do not have the time to overcome the inertia of tradition."

Discouraged and emotionally exhausted, he decided to return to Moray in the north of Scotland, where he had convalesced in the summer after a sunstroke suffered in his Oxford years. He met old friends among the fishermen and crafters in the district. On the wharf in Hopeman Harbor, he listened to





fisherman Danny Main tell tales of common men who displayed uncommon courage against forces of the sea. His fortitude began to return. With another friend, Lord Malcolm Douglas-Hamilton, he inspected the partially empty castle at Gordonstoun, badly in need of repair. As a possible site for a school, its vistas seized his spirit and he knew again in his own experience the truth that he would so often summon in guiding others: "Your disability is your opportunity."

Less than a year later, in April 1934, Gordonstoun opened as a school for boys; by September there were twenty-one students. Among them was a Greek prince of Danish blood, Philip, who would in 1947 marry Elizabeth, later to become queen of England. In 1938 Hahn became a naturalized British subject. In addition to performing his duties as Headmaster of Gordonstoun, he poured "his energies into national concerns—alerting the British people to the dimensions of the Hitlerian threat." In 1941 came his next and perhaps most influential contribution to humanity, the founding of Outward Bound. Outward Bound is the oldest adventure-based educational organization in continuous operation in the world. It was founded in 1941 in Great Britain as a program of increasing physical and mental challenges, designed to give British seamen the inner resources to survive in the Battle of the Atlantic. Lawrence Holt, owner of the Blue Funnel Line, was concerned about the high casualty rate among younger seamen whose ships were torpedoed in the North Atlantic.

While older seamen in the lifeboats survived, many younger men perished unnecessarily, Holt thought. Holt discussed the problem with Kurt Hahn, and Hahn, with Holt's backing, designed a 21-day survival program to address the problem. Thus began Outward Bound, now a respected educational program in 35 nations on five continents.

Today Outward Bound seeks to awaken in people an awareness of their inner strengths and to make people aware of their potential, so they can be the best they can be and to assist others to do the same.

These purposes cannot be achieved by the transmission of knowledge alone. Hahn was concerned with the exclusivity of knowledge, though good in itself, over the inclusiveness of character which is "basic and fundamental." Therefore the Outward Bound experience additionally involves the development of leadership and character. Hahn believed it "a duty to impel youth into value forming experiences." He wanted young people to discover their potential through challenge and achievement. He recognized that bodily fitness augmented mental fitness.



As part of the adventure and excitement of self-discovery, Outward Bound also seeks to develop skills, as well as to instill such inner strengths as self-confidence, responsibility for oneself and concern for others, an awareness of the interdependence of people, and compassion through service. Since Outward Bound courses are most often conducted in the wilderness, the program also acquaints people with the need to care for the environment. Outward Bound seeks to achieve these objectives by offering programs which involve:

1) Physical Fitness—One can accomplish more when he is physically fit. Hahn believed bodily fitness augmented mental fitness.

2) Outward Bound has been labeled "a school of discovery." Students are challenged to break out of their comfort zones by being placed in situations that stretch them beyond their previous experiences. They respond by rising to meet the challenges and thus discover within themselves abilities well beyond their self-imposed limits. Hahn was inspired by an inscription on a church in Belgium which said, "Plus est en vous," which he interpreted to mean there is more strength, more courage and more compassion in a person than he ever imagined. Hahn was concerned that people learn to live up to their potential.

3) Service to others, the most important element of the three. There is good reason for Outward Bound's motto, "To serve, to strive and not to yield." Hahn's role model was the Good Samaritan. The ultimate goal of human kind is to render service to other people.

Squadron leader Lester Davies describes a conversation years ago with Kurt Hahn on his educational philosophy: *The Parable of the Good Samaritan, and the need to inculcate in every human being, particularly the young, an instinctive desire to "do unto others as one would have done unto oneself," was the foundation on which Mr. Hahn's whole philosophy was based.*

Henry Brereton, Hahn's colleague at Gordonstoun recalls Hahn's philosophy:

*...He had one hero above all: the compassionate traveler on the road to Jericho. Again and again he called for the Parable of the Good Samaritan to be read to the school. In the years to come, I was to witness the growing power of his ultimate conviction—that through help to those 'in danger and in need' youth can strike the deepest chords of the human spirit. It would become a creed: 'He who drills and labors, accepts hardship, boredom and dangers, all for the sake of helping his brother in peril and distress, discovers God's purpose in his inner life.'*

*As Peter Willauer said back in 1964 and 1965 when the Hurricane Island program was in its early stages, "In an Outward Bound program...the place of honor must be held by the Rescue Services." He cited as support for his position the heart of Kurt Hahn's programmatic thinking: 'The experience of helping a fellow man in danger, or even of training in a realistic way to give this help, tends to change the balance of power in a youth's inner life, with the result that compassion can become the master motive.'*

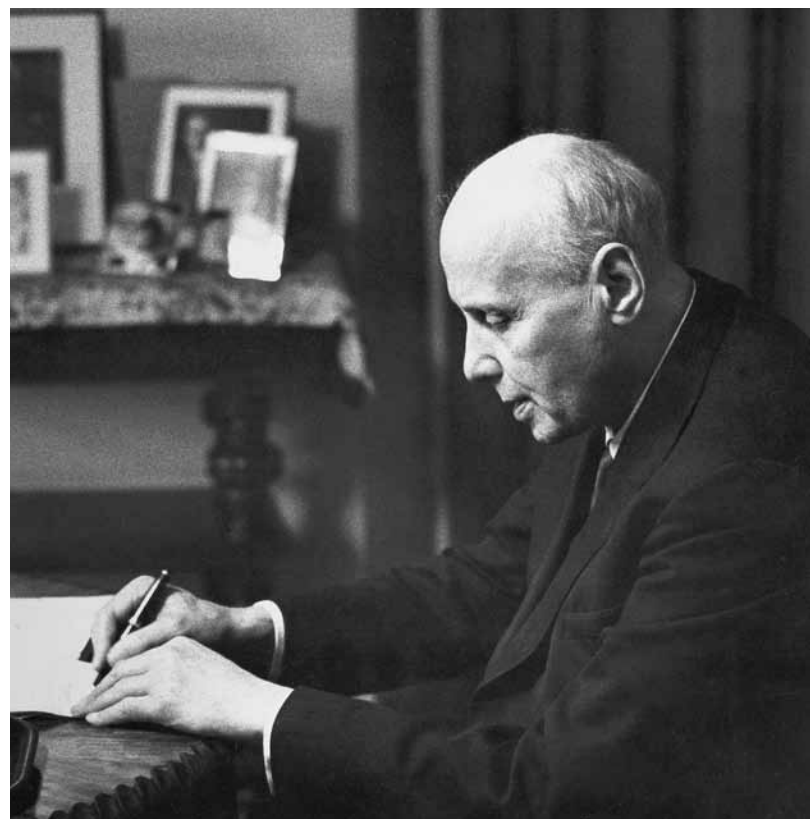
Today, Outward Bound seeks to implement these noble objectives. While Salem, Gordonstoun and Outward Bound are monuments to Hahn's spirit and creative mind, his genius was not limited to these institutions. The Duke of Edinburgh Award was launched in 1956, having its origin in Hahn's County Badge Scheme, which Hahn first tried to launch early in World War II. The Award was an ambitious national plan for fostering physical fitness, enterprise, tenacity and compassion among British youth. Another tribute to Hahn's educational theories is the United World Colleges. In 1962 Hahn pioneered, with the help Sir Lawrence Darvall and many others, the opening of the first United World College, The College of the Atlantic at St. Donat's Castle in Wales.

Wrote Rear Admiral D.J. Hoare, CB, RN:  
*As an Air Marshal in the Royal Air Forces, Sir Lawrence Dar-*

*vall had been Commandant of the NATO Staff Training College, where he had experienced, at first hand, the benefits of training people of many nationalities together. It had always been Hahn's view that education was a means of reducing national barriers and fostering international cooperation. When two men of action meet and find themselves of a common mind, things happen .... The United World College has a distinctively Hahnian component, referred to as its "humanitarian curriculum"—rescue and community services to those in danger and need.*

Throughout the history of the United World Colleges, notable world leaders have been instrumental in furthering Kurt Hahn's goal of promoting goodwill, understanding and world peace among youngsters of an impressionable age.

Lord Montbatten was one of these. He joined the early educators who founded the first World College. Lord Montbatten was hoping to insure that the horrors of World War II, which he had witnessed first hand, would never be repeated. Like Kurt Hahn, he thought this could be accomplished by youngsters from different nations living and working together, learning to respect each other's cultures, and developing a commitment to peace and understanding.





Lord Montbatten became the first president of the International Council of the United World Colleges in 1965. He was succeeded by his great nephew, H.R.H. The Prince of Wales, in 1978. In 1995 Prince Charles passed the title to Nelson Mandela, the President of South Africa.

Today there are ten United World Colleges in Canada, Hong Kong, India, Italy, Norway, Singapore, Swaziland, the United States, Venezuela and Wales. Students from as many as 120 countries attend these schools. Along with Outward Bound, the United World Colleges are two of Kurt Hahn's crowning achievements.

In the same year (1962) that the United World College of the Atlantic was founded, Joshua L. Miner, after a decade of "striving and not yielding," established Outward Bound in the United States. Miner had spent several years with Hahn at Gordonstoun observing and learning Hahn's philosophy.

Throughout the 1960s, Hahn made periodic trips to the United States. He took a keen interest in the US Outward Bound organization. He was delighted that Outward Bound had been drafted to design and conduct one of the final training phases of the Peace Corps. Hahn also liked the concept of "adaptive" programs, other outdoor programs that adopted the Outward Bound principles. "Don't do anything," he once said, "unless it can be imitated."

Josh Miner remarked that "no other human being, perhaps, responded as avidly as Hahn did to William James' call to seek the 'moral equivalent of war.'" Hahn's "moral equivalent of war" was to captivate the young through active Samaritan service, demanding of them care and skill, courage and endurance, discipline and initiative.

Hahn's Jewish background and beliefs were of deep importance to him. (One of his forebears was Jachieskiel Landau, Chief Rabbi of Prague in the Eighteenth Century, whose writings on the Talmud are still taught at academies of Jewish studies.) As Dr. Lancelot Fleming, Dean of Windsor and a friend of Hahn's for many decades, said in his final tribute to Hahn, "Kurt made it very plain that he was proud to be of one hundred percent Jewish origin." Nevertheless, Hahn joined the Anglican Church in 1945, thus embracing the total combination of Judeo-Christian faith and principles.

Despite Hahn's personal faith and adherence to the code of the Good Samaritan, Hahn admonished Josh Miner, founder of Outward Bound in the USA, not to preach. This was consistent with Hahn's theory against preaching and reflected his view

that people learn more from example and experience than from sermonizing. In the same vein, Hahn also said to Miner, "There are three ways of trying to win the young. There is persuasion. There is compulsion. There is attraction. You can preach at them; that is a hook without a worm. You can say 'You must volunteer; that is the devil. And you can tell them, 'You are needed.' That appeal hardly ever fails."

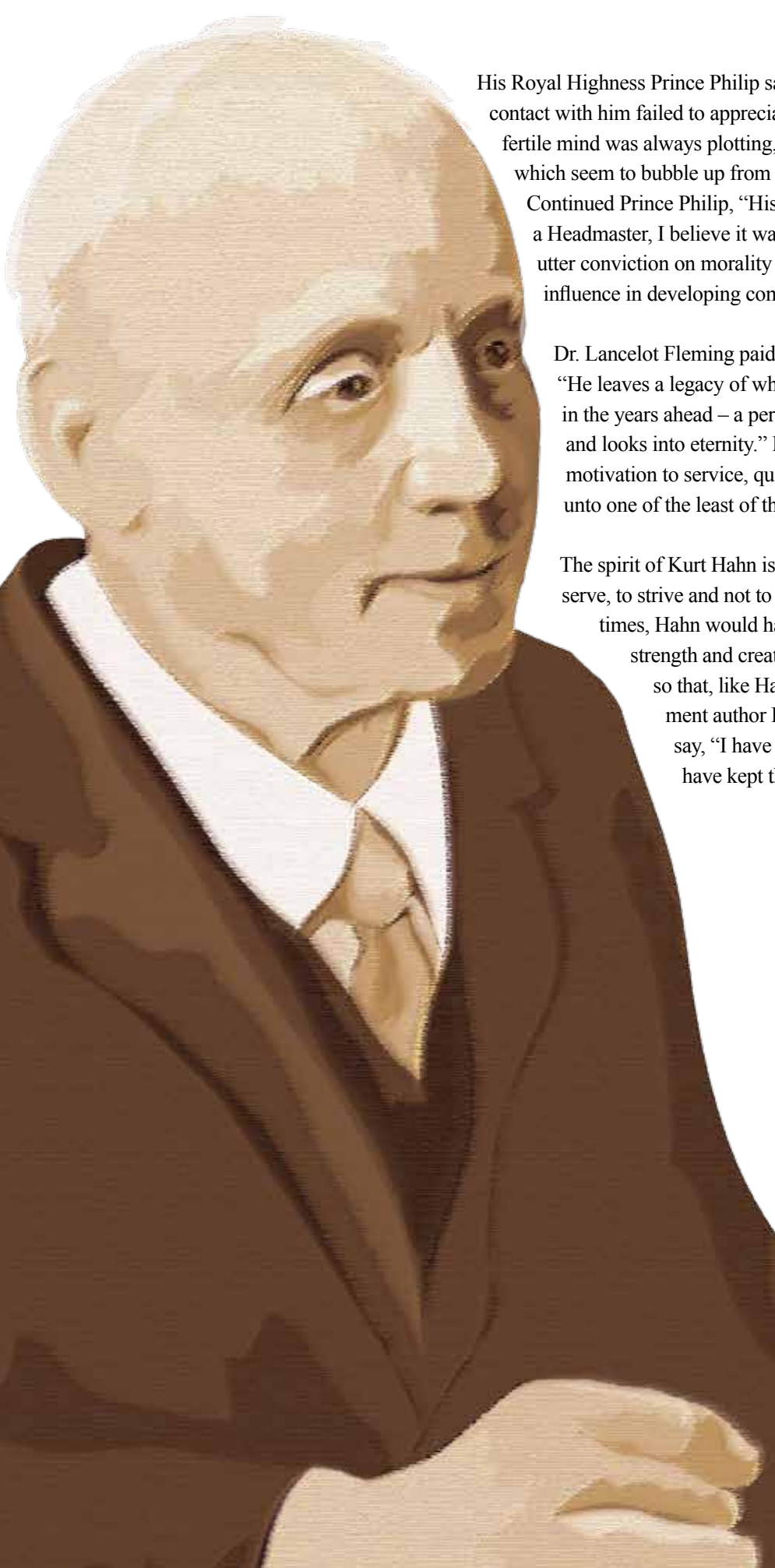
In 1968, Hahn made his final journey to the United States. He was deeply disturbed about violence and racial conflict. Instead of going to some or all of his five beloved Outward Bound schools, he crisscrossed the continent from Harlem to Watts attempting to find knowledge and new leads to healing forces. In the Watts section of Los Angeles, he listened eagerly for two and a half hours as Ted Watkins, Chairman of the Watts Labor Community Action Committee, talked about his work with ghetto youth.

Following his visit to the United States, Hahn formulated an idea for yet another new institution: one that would convert the destructive energies of youth into positive forces. Marveled one observer, "His dauntless mind worked towards a grand plan under which a Service by Youth Commission would coordinate forces enabling young people to contribute productive energies that otherwise would be involved in violence or drained by frustration."

Hahn was obsessed with the idea that Outward Bounders would be "confronted by the challenge and opportunity to go on active service to help their fellow men in danger and in need. Their resolution to do so will be strengthened if we can build up an aristocracy of service throughout the free world." The goal of the eighty-two-year-old Hahn was to establish such an "aristocracy of service."

Back in London and Scotland, Hahn worked to make his "Service by Youth Plan" a reality, but he was not able, as he had been, to exert the force of his personal drive in support of that project. Struck by a car on a country road near Gordonstoun, Hahn never fully recovered from the accident. Not surprisingly for Hahn, he turned even that misfortune into opportunity. He wrote to Prince Philip, urging his support for a plan to reduce road deaths by including knowledge of first aid in the driving test. The Prince took up the cause and gave it his earnest backing.

Accepting retirement at last, Hahn lived at his home in Hermannsberg, Germany, the Junior School for Salem. He died there on December 15, 1974. He left an exciting legacy of institutions devoted to the betterment of the individual. Hahn's true genius, however, and perhaps his greatest contribution, was his insight into the root cause of social ills and his clear vision and understanding in seeking solutions that worked.



His Royal Highness Prince Philip said of Hahn, “No one who had any frequent contact with him failed to appreciate his quite remarkable qualities. His active and fertile mind was always plotting, scheming, devising and developing new ideas which seem to bubble up from his constantly evolving philosophy of education.” Continued Prince Philip, “History will probably judge him on his ideas, but as a Headmaster, I believe it was his absolute certainty about right and wrong, his utter conviction on morality and behavior which made him such a stabilizing influence in developing community.”

Dr. Lancelot Fleming paid this tribute to his long-time friend and colleague, “He leaves a legacy of what needs to be done, what needs to be followed in the years ahead – a perspective which transcends the immediate present and looks into eternity.” Fleming spoke of Hahn’s personal faith and his motivation to service, quoting the words of Christ: “Inasmuch as you did it unto one of the least of these my brothers, you did it unto me.”

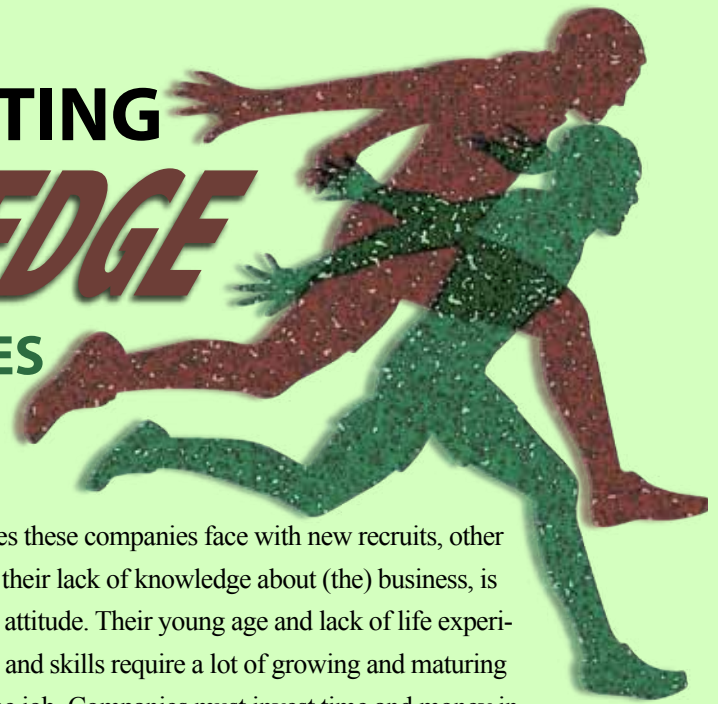
The spirit of Kurt Hahn is embodied in the motto of Outward Bound: “To serve, to strive and not to yield.” Certainly, whatever the challenges of our times, Hahn would have us struggle on, combating them with all the strength and creativity we can muster. His message is for us to live so that, like Hahn and like the great evangelist and New Testament author Paul, who penned the following, we can one day say, “I have fought the good fight, I have finished the race, I have kept the faith.” (1 Timothy 4:7) ✠

*This article was originally published  
in early 2000s as:  
An Essay on Kurt Hahn Founder of  
Outward Bound (1941) 1886–1974  
“To serve, to strive and not to yield.”  
Genius of Experimental Education  
in the Twentieth Century  
by Charles P. Stetson, Chairman  
The US Fund for Leadership Training, Inc.  
Editors: Pamela S. Blair and Joan Johnson*

*Charles P. Stetson was a philanthropist and  
long-time board member of Outward Bound  
USA. He was also the founding patron of  
Outward Bound South Africa.  
Charles died in August 2002.*



# OB INDONESIA CREATING *COMPETITIVE EDGE* FOR “GREEN” YOUNG EXECUTIVES



By Wendy Kusumowidagdo

**R**ight now, Asia’s economy is growing, particularly Indonesia’s. We’re looking at an expected six percent growth in Indonesia this year and the country reached a tipping point of over \$3000 US GDP per capita last year. This translates to growth in buying power, which translates to growth in business, in turn translating to growth in human capital needs. Companies will need more people and more talents to match their growth.

Indonesia is the largest archipelagic country in the world with over 13,000 islands, and the fifth most populated country in the world. Its corporate strategic business growth and expansion must be consistently at fourth gear to catch up to the economic sprint. Banking, insurance, and finance companies face a fierce competition; each one must ensure a leading edge in all strategic areas and especially in the human capital. Consequently, these companies turn to us for partnership in delivering a holistic human capital solution.

## **Is academic excellence alone enough when hiring fresh graduates?**

No. Academic credentials alone cannot be a determining factor of recruitment. Other characteristics like personality and attitude may sometimes trump academics. The same holds true in climbing up the career ladder—academic credentials may be the last item or even be irrelevant to promotions.

Anticipating rapid growth in business in Indonesia, many large companies set up a fast track program for young, bright, talented individuals, typically fresh university graduates, in order to groom them to become managers in a relatively short time of a year. These are known as Management Trainee programs. Some chal-

lenges these companies face with new recruits, other than their lack of knowledge about (the) business, is their attitude. Their young age and lack of life experience and skills require a lot of growing and maturing on the job. Companies must invest time and money in grooming these young people.

## **Facts of Gen Y Life**

Today’s university graduates fall into the Generation Y category, those who were born in the late 1980s up to the mid-1990s. Studies have shown that Gen Y-ers excel in academics and knowledge of technology. They were practically raised with a computer in their hands. Communication was made super easy by gadgets. Thinking processes have also been made more practical, short cut, and almost automated, thanks to these devices. Yes, thanks to these technological evolutions, our lives are faster and easier—exactly like our two-minute instant cup noodles. All this is great, of course, except for the downsides. Studies have shown that this generation lack resilience when faced with adversity. I remember less than ten years ago, we had to go to the library and get books just to research and obtain information. Back then, more effort had to be put in to

something so simple. Nowadays, information can be accessed from our fingertips. Fighting spirit may very well have a different meaning to this generation than the previous generations altogether. Getting around or

getting things done may seem effortless for the Gen Y.

So the dilemma is this, when these Gen Y-ers graduate from university and apply to large companies, they may most likely still carry this “fast and easy” mindset. A bright straight-A student from a reputable university, applying for a managerial

*“Indonesia is the largest archipelagic country in the world with over 13,000 islands.”*

position, may expect a nice office, good pay, an easy-going boss and colleagues, simple work—in other words a plush life. But of course, we know it doesn't work that way!

### **The Uphill Battle to Win the War: Develop the Gen Y**

Many of our clients come to us due to this exact problem. Employees expect performance after putting in a mediocre effort, and when push comes to shove, they crack under pressure. To be ahead of competition, young employees need to own a winning attitude and outstanding talent.

***“The core values of “Customer Focus, Integrity, Team Synergy, and Excellence” are the backbone of the training program.”***

As I mentioned earlier, in a management trainee program these “green” talents are prepped and groomed to be future leaders. They have the skills and knowledge, but what about their mental attitude, or lack thereof? But don't be disheartened. Mental attitude can be assessed and it certainly can be improved.

### **The Outward Bound Solution**

Our client for 21 years, Bank Central Asia (BCA) has become the leading and one of the most progressive commercial banks in Indonesia. For two decades, we have worked closely with BCA to deliver the soft-skill aspect of their Management Trainee program, whose aim is to instill “Striving for Excellence” in the participants. Their core values of “Customer Focus, Integrity, Team Synergy, and Excellence” are the backbone of the training program.

Our classic expeditionary programs have become a staple training curriculum for BCA's management trainee participants. It gives them a platform to prepare for the real world, to always be ready to adapt and embrace change, to have tenacity in the face of adversity, to have eagerness and spirit of continuous learning and improvement, to serve, and to have team spirit and compassion. Our philosophy in training and developing these young future leaders is turning life experiences into life skills. 🌟





# HONG KONG

*Collaborates with*

# ROMANIA

*to Serve European Commission  
“Youth in Action Programme”*

By Assaf Apelboim and Zoe Byron

Last November, the first phase of the three-stage Training for Trainers programme promoted by Outward Bound Romania took place at Outward Bound Hong Kong. Funded by the European Commission’s Youth in Action programme, 34 instructors from Outward Bound schools across Europe and Latin America took part in a nine-day course in order to learn and share new training techniques. Taking place at sea aboard OBHK’s four ketches, which are 32-foot long sailing craft with two masts and four sails each, participants sailed from OBHK’s headquarters to Victoria Harbor and back, stopping at various islands located around Hong Kong along the way.

Participants came from Outward Bound schools from all over Europe as well as Latin America, including Germany, Bulgaria, Croatia, Ecuador, Brazil, and Hungary. The course aimed to help the staff-turned-students further develop their

skills as instructors, improve their initiative and leadership ability, as well as help them learn, practice, and apply their safety at sea skills while interacting with staff from other Outward Bound schools.





The weather during the course was windy, giving the instructors the opportunity to experience sailing in rough conditions and learn more about how they perform in

*"The training gave us the chance to learn how to use the element sea as outdoor educational tool. Many of us acquired new leadership skills and in the same time we learned technical skills in sailing and rescuing. In the same time the programme offered us to the possibility to discover many faces of Chinese culture and civilization."*

**Adam Horvath-Kovacs**

*Executive Director of Outward Bound Romania*

challenging situations. During the nine-day journey, the group tested out their sailing and navigation skills; experienced a solo session at Tung Lung, a remote island located at the south side of Hong Kong, where they reflected on what they had learned so far during the course; and worked on a service project at Crossroads Foundation, a non-profit organization serving the global need for distribution of goods to different location around the world. The participants helped maintain the facilities there while learning more about the effects of poverty and marginalization. The group also experienced a 'crisis' situation, where a simulated shipwreck required them to abandon ship and swim ashore before rafting back to the boat the following morning. This simulated crisis not only encouraged the group to bond together as a team, but also provided them with the perfect demonstration of how to apply crisis management simulation themselves during their own courses in the future.

*"The training was a real provocation to my life with its water-based program. It is like a thunderclap coming in life where someone is striving, cooperating, and being supported to overcome a challenge. For me personally, it was a physically and reflectively new experience to PUSH and PULL my skills, abilities, and emotions"*

**Tanya Tosheva**

*Instructor at Outward Bound Bulgaria*

Participants left the course with a wealth of new knowledge to apply in their roles as facilitators, particularly with regards to how OBHK's sea activities are run. The course proved an ideal platform for demonstrating OBHK's ability to run training for trainers and great feedback was received from the course participants. They agreed that they learned





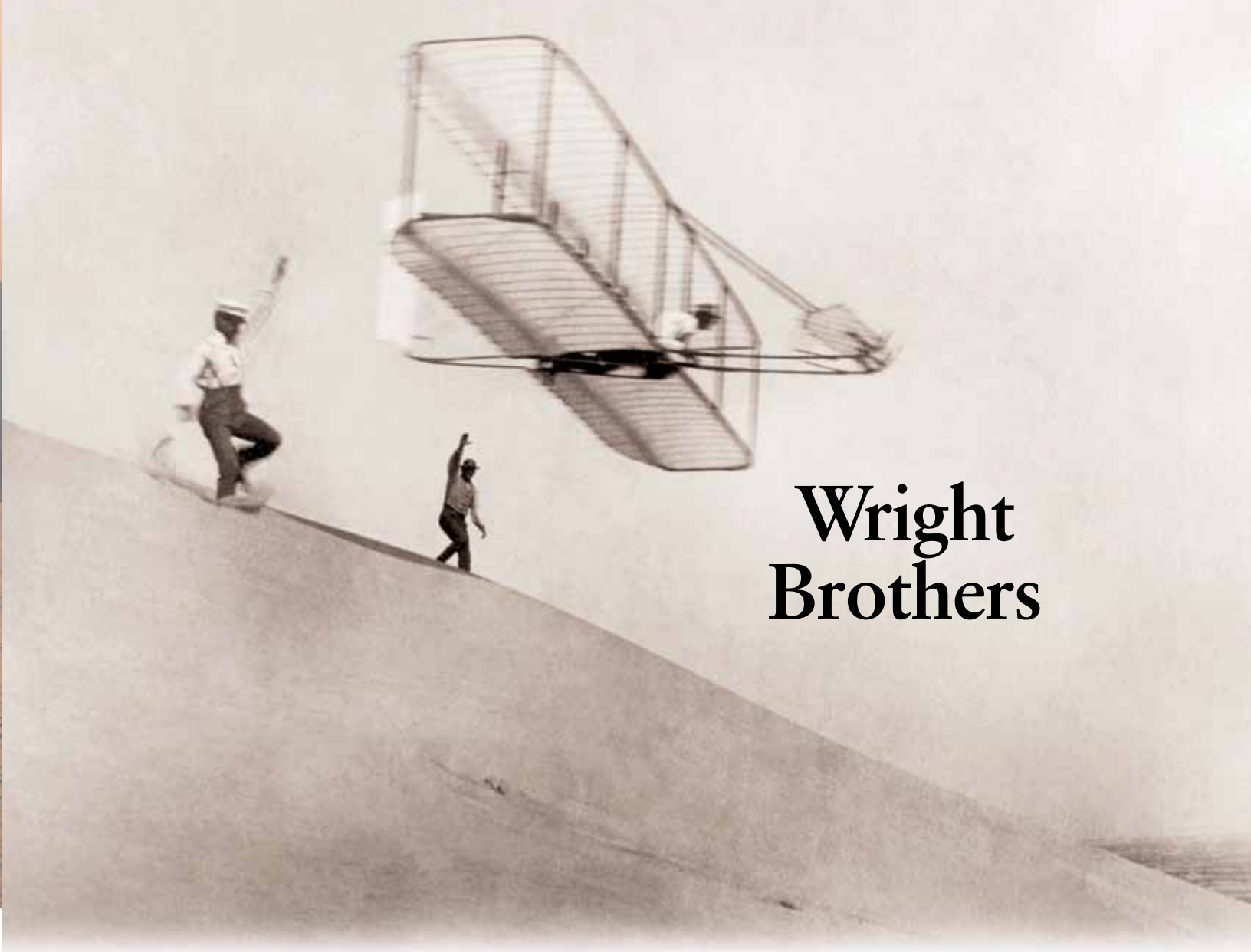


*"I really enjoyed the training because of the fact that OB instructors from different countries got together to share their experiences and knowledge. That is learning from each other and of course a lot of fun! It was a good chance to experience the real Outward Bound spirit again and to feel being a part of the OB family."*

**Chris Voigt**

*Senior Instructor at OB Germany*

a great deal from the course, particularly in terms of personal development training and professional learning which they would now be able to apply to their roles at their own Outward Bound schools. The second stage for the instructors is to fill in a personal development plan of what they learned in Hong Kong before they return in the summer to complete the final stage of the programme, which will be conducted by Outward Bound Romania and be based on a similar framework but using kayak expeditions as a training tool. 🌟



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