

Leadership in Management
AD 733
Laboratory Sessions
June 13-15, 2008
Held at Sargent Center for Outdoor Education
Peterborough, NH
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The outdoor laboratory sessions will take place Friday and Saturday from approximately 9:00 to 4:00 and Sunday morning from 9:00-12:00. The overall purpose of the labs is to provide an opportunity to learn more about leadership styles and group behavior in an active format. You will explore in an experiential process your own style of leadership as well as observe and discuss the behaviors and interactions of your classmates.

The following answers to some commonly expressed questions may help you better prepare for the lab sessions. You are welcome to contact me at the address or phone above to further discuss expectations for your participation.

What is experiential education?

Experiential education can be a very broad term. For this course, it is defined as a complete learning experience that begins with structured interaction between group members, often involving an unusual or challenging situation, and engages the participants both mentally and physically. The interaction is followed by focused reflection to draw out behaviors and common values expressed by the group. These are then further discussed to relate the “laboratory” experience to the themes of the course. The experiential learning model is often referred to as “taking the test before the course,” building on the experience itself to derive learning afterward.

How physical are the exercises?

This is usually determined by the nature of the group. Some exercises involve little or no physical activity beyond interacting with each other and a few simple props. Others can involve movement, challenge, and even perceived risk. The risk may be climbing a series of steps or ladders, crossing over a small beam a foot or so off the ground, lifting someone over or through a barrier, or climbing a structure using technical rock climbing harness and safety systems.

The purpose of doing each exercise is to fully engage participants in a meaningful learning experience that will provide data for follow-up reflection. The level of physical challenge is adjusted to the needs of the individuals in the group.

Am I required to participate?

To succeed in the course, you will need to actively participate in the lab sessions. This means interacting with your classmates, offering ideas and suggestions, actively supporting the efforts of others, and taking on the level of challenge and risk that is appropriate for you. We use a philosophy called “challenge by choice,” which simply means you control the level of participation at all times, and no coercion will be used to push you beyond your comfort zone. You will, however, be given the opportunity to challenge yourself as much as you like. True learning takes place only when the learner is motivated and freely chooses to learn. This will be explained in detail in the first lab session.

What safety measures are employed?

Sargent Center exceeds standards in the field at managing risk in outdoor exercises. Staff have been fully trained and have years of experience leading these kinds of activities. Our equipment is state-of-the-art and is inspected annually by both internal and external consultants. Policies and procedures reflect years of observation data and are designed to minimize risk as much as possible. Not only will your physical safety be foremost in our mind, but your emotional safety as well. See “challenge by choice” in the preceding paragraph.

Tentative schedule of lab activities:

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| Friday, 6/13 | Solution finding, trust, competition vs. collaboration, partnering (a variety of low and higher challenge team activities) |
| Saturday, 6/14 | Leadership styles, feedback, creativity, follow-through (an <i>odyssey</i> involving route finding, river crossing, solution finding) |
| Sunday, 6/15 | Personal challenge, integrating functional teams (the ultimate high challenge event incorporating strategy, risk-taking and communication) |