

LEADERSHIP TRAINING MANUAL



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MODULE 1: FOSTERING PERSONAL GROWTH AND SELF-AWARENESS

Leadership begins with you being a force for good in your own life. To lead well, you must understand yourself and your values and then you can move forward with your vision for the world.

This section is all about you, and it is organized into three main subjects: 1) self-awareness: understanding yourself 2) self-discovery: exploring the world, and 3) self-care: ensuring that you stay healthy on your journey. These concepts are simple, but they can be complex and sometimes confronting; self-awareness can be one of the greatest challenges we face in our lives. As such, we're going to start and end with [a self-awareness exercise](#), so we are regularly checking in and beginning the inspiring process of being real and learning to self-correct. With the right attitude, self-awareness is a fun exploration of our unique lives and values, but it can also be extraordinarily difficult to be honest about our feelings and circumstances.

SELF-AWARENESS

Self-awareness involves cultivating the ability to understand your thoughts, emotions, feelings, and values, and recognizing how those things influence your behavior. With solid self-awareness, you will have the capacity to open-mindedly and realistically assess your strengths and weaknesses while maintaining your confidence and growing into the person you'd like to become. It's about personal empowerment, which is essential for leadership. To be self-aware, you must be able to:

1. **Identify your emotions.** You recognize the link between your feelings, thoughts, and actions, so you can then address them and respond appropriately.
2. **See yourself honestly.** You can respond to compliments, feedback, and criticism openly and earnestly, seeing both the positive and negative aspects of your actions.
3. **Work towards growth.** You can recognize an error and/or a personal point of ignorance, and you can use these moments of reflection to increase your growth and understanding. Your ability to do this will help you achieve happiness, awareness, and wisdom.

Recognizing errors and ourselves can be very tough – our ego defenses can get triggered, particularly when our self-image and story don't match with reality. For example, if we thought we weighed 120 pounds, and we discover we actually weigh 140, we might be tempted to throw the scale out the window. That's an ego defense. Maybe, we thought we aced a test or performed well on a job interview, and we didn't get the job or our test results were poor. What do we do? We can blame the test or the company, or we can accept the situation, reflect, and then decide what to do.

WHY IS THIS IMPORTANT?

The World Health Organization recognizes self-awareness as one of ten life skills that promote well-being across all cultures. When we see ourselves clearly and know ourselves well, we are more confident and more creative. We make sounder decisions, build stronger relationships, communicate effectively, and are better leaders and better team players. We're also better able to assess our needs, whether they are physical, mental, and spiritual. And when we care for ourselves, we are better able to care for others, and we will be happier doing so, because our needs are being met by the choices that we make every day.

FINDING SELF-AWARENESS – KEEPING IT REAL

It is not easy to be self-aware and most people aren't, because it requires true introspection and a growth mind-set – that is – a willingness to look honestly at oneself and then make changes. Self-awareness is a unique and rare quality, and a skill that needs to be practiced and cultivated, and how we approach self-awareness matters and who we approach it with matters tremendously.

According to Harvard Business Review, there are two types of self-awareness, understanding your 1) inner world - your own values, passions, aspirations, feelings, behaviors, strengths, and weaknesses, and 2) understanding the outer world - how you are perceived by others and how the world works to influence you. Please note: in our chapter on [Understanding Influence and External Forces](#), we will discuss these factors at greater length.

What hinders self-awareness? Power, Authority, and Rumination

Power and Authority

Powerful and experienced people can lack self-awareness, because a powerful person or a person in a position of authority, may be able to impose their views on others without the need to self-correct or without being corrected by others, who may fear repercussions. To lead effectively and to be self-aware, we will seek feedback from others, but the key to successfully getting feedback is to seek it out from loving critics, who honestly have our best interests in mind and our kind to us.

Introspection Versus Rumination

The manner in which we seek to understand ourselves can lead to growth or inhibit it. Introspection is gently reviewing our choices, and our thoughts and feelings and considering what we might change to improve our life or life perspective. Rumination is excessively overthinking things, generally with a tendency to be negative, and this does not help us grow. An example of rumination might be simply complaining about life and playing the victim, rather than the victor. Bad things happen to us and to everyone; it is our response that determines the final outcome of those things. So instead of rumination, we need to explore ourselves in a gentle manner and seek patterns in our thoughts, feelings and actions, which we might correct and change.

To increase productive self-insight and decrease unproductive rumination, we should ask "what," not "why" questions. "What" questions help us stay objective, future-focused, and empowered to act on our new insights. For example, consider Jose, who hates his job. He may have gotten stuck thinking "Why do I feel so terrible at work?" and instead asked, "What are the situations that make me feel terrible, and what do they have in common?" and "What can I do about them?" When we work from "what" questions, we avoid the rumination and the potential sticking point of the "why or why me?" questions. This is a rhetorical technique to get at the essence of our issue. That said, you might be more comfortable with the simple "why is this bothering me?" versus "what factors are making me upset?" Choose the style and approach that works best for you.

SUMMARY

Leaders who focus on building both internal and external self-awareness and who seek honest feedback from loving critics reap the reward that increased self-knowledge delivers: Personal Power and wisdom.

BEGINNING SELF-AWARENESS EXERCISE PART A - EVALUATION



In this self-assessment, we learn to take our own temperature and get a basic understanding of where we are in our life at this moment. Sometimes, if we are very tired, that exhaustion can color our perspective and affect our ability to honestly self-assess and answer each of these questions. So, we will start here and repeat this exercise. Remember to date each copy.

Enter Date:

1. How are you feeling at this moment? (tired, happy, excited, etc.)
2. What did you do last week (was it busy or relaxing), anything significant or just regular?
3. How are things in your close relationships right now? (friends/family/partner)
4. How are things at your job or school?
5. Where did you spend most of your time this past week (indoors/outdoors) (type of environment, urban, suburban, rural) (home/travel)? How did those places make you feel?
6. What kind of media have you been consuming lately (books, radio, music, social media, apps)? How much time have you spent online or looking at screen (rough estimate)
7. How much time have you dedicated to physical activity in this past week? What kind?
8. How much time have you spent relaxing, or meditating, (not doing anything) (using apps or screen time does not count as not doing anything)?
9. How well did you sleep this past week? Last night?
10. How is your physical, mental, spiritual health? Rank this is on a 1 to 10 scale. 10 being blissed out and healthy, and 1 being depressed and ill. What's going on that affects your ranking most? Are there changes you can make that will improve your health ranking?
11. Anything else that you think needs to be added or commented on? Write it down here.

BEGINNING SELF-AWARENESS EXERCISE PART B - REVIEWING YOUR PROGRESS



To see your progress (and detect areas in which we might improve), we need to keep track and evaluate what is truly working. It takes time to do that. In 3 months, you should have a good idea of the primary challenges in your life and ways in which you might overcome those challenges.

One month

After one month has passed, evaluate your completed self-awareness exercises.

1. Are there any patterns to your behavior? Negative or positive. Make a note in your journal.
2. Are there issues in your life, which you've been able to see more clearly? Any ways to adjust?
3. Have you made adjustments in which you can see progress?

Two months

After two months have passed, evaluate your completed self-awareness exercises.

1. Are there any patterns to your behavior? Negative or positive. Make a note in your journal.
2. Are there issues in your life, which you've been able to see more clearly? Any ways to adjust?
3. Have you made adjustments in which you can see progress?

Three months

After three months have passed, evaluate your completed self-awareness exercises.

1. Are there any patterns to your behavior? Negative or positive. Make a note in your journal.
2. Are there issues in your life, which you've been able to see more clearly? Any ways to adjust?
3. Have you made adjustments in which you can see progress?

SELF-DISCOVERY

Self-discovery is linked to self-awareness. It's the path we take to discover who we are, what we think and feel, and where our passions and energies are best placed. This is an ongoing process in our lives, and it is very important to engage in it, as we grow and develop. Sometimes, we don't know what we like – and there can be many reasons for that. For example, we might simply lack life experience, or we might be too busy trying to survive (because of school, work, or life in general). But to deepen our understanding of the world and ourselves, some exploration is required, and we must create a space in our lives for that.

IMPORTANCE

In life, ideally, we are striving to find our authentic self and become the best version of ourselves. This personal journey can involve exploring our values, developing our natural talents and abilities, understanding our passions and inspirations, and simply trying new things. This can be done in your living room, down the street, or on the other side of the earth.

Self-discovery is also important in choosing a profession. How many times have we heard people complain about their jobs? Oftentimes when that happens, it's because they chose a path out of alignment with their values and passions, they didn't have the opportunity due to external forces, or they didn't know what we wanted to do with our lives, so they chose something practical. Maybe, they just got stuck, which happens. Self-discovery helps us identify our abilities, our passions, our values, and our place in the world, so we can get unstuck when needed.

THE CHALLENGE

Your entire life will ultimately be an ongoing journey of self-awareness and self-discovery, though the intensity may lessen in time, as you fully develop your core values with experience. That becomes your wisdom. Self-discovery and self-awareness may also occur in the form of a life crisis, which can be less than ideal, so we're giving you a toolkit here to start the process.

Here a few things you can do on your own.

1. Start a journal. There's a reason you see this suggested on all those lists about wellness and mental health. Journaling is a great way to get your thoughts out and manage stress, and it can also provide an opportunity to learn from your experiences, identify patterns, and increase self-awareness. We will keep a journal throughout this class.
2. Try something you've never done before. There's no limit to self-growth as there are always new things to do, see and experience.
3. Travel. Seeing how other people live can often inspire change.
4. Enjoy time with people different than yourself. Listen and learn. When we meet people with different world views and hobbies, we can grow and learn.

SUMMARY

Self-discovery is about embracing the great adventure of life and living, and embarking on the joyful and sometimes painful process of becoming authentic. If we participate in self-discovery as conscious beings, our goals, core beliefs and values will be dictated by the deepest sense of who we are and who we want to become.

SELF-DISCOVERY EXERCISE PART A - QUESTIONNAIRE



The purpose of this lesson is to introduce self-discovery and to encourage participation in the adventure of life. Please note: this lesson includes two exercises: 1) completing a questionnaire and journaling (potentially on a hike) and 2) completing a value assessment and sharing it. As leaders, we're at our best when we are working in fields in which we have a passion and that are in alignment with our values.

For this exercise, we will use our journals and we will go for walk. In our journal when we reach our destination, we will write an answer to one of the following questions or all three.

Enter date:

1. What activity have you always wanted to try? Anything preventing you from doing it? Write down a few things – and explain why you have the interest.
2. What are the things you have always enjoyed doing and get excited about? What do you not enjoy doing? Are you spending time on a regular basis doing activities you enjoy?
3. If you could make changes in your life activities right now, what would they be?

SELF-DISCOVERY EXERCISE PART B - LEADING WITH LIFE VALUES (ALIGNED ACTIONS)

When we act in alignment with our core values, our life becomes more authentic and genuine. Every day we navigate through life and make choices, some mundane like the tea we choose, and some important, like the doctor we choose. We weigh consequences and outcomes, we consider benefits and costs, and we make our choices.ⁱ

Whether we realize it or not, many of our decisions are based on our values. But what are values? They are the core beliefs that underpin and guide our decision making and behaviors. We are often most comfortable when we stick close to our values. We can feel uncomfortable and unhappy when we are not acting according to our values. This discomfort can take many forms, from anger to sadness to anxiety, and it can feel confusing if we are unaware of its source.

So, we need to think about it.

The benefit of knowing our values is two-fold. When we are clear about our values, they offer us a solid and guiding foundation, which we can rely on during tough times, and when important decisions must be made. They also help us live authentically. Being guided by values gives us the courage to change situations, which leave us misaligned and inspire us to stay true to who we are.

To get to know your own values, begin to notice your own choices. What beliefs underlie your choices? Even the tea you choose to drink – maybe it's organic and you want to support pesticide free farming, or maybe it's your Mom's favorite tea and brings you memories of home. This consciousness will help you know the value behind each choice, in this example, the environment and your family.

Our values tend to be stable but they aren't by any means fixed. We might have experiences that absolutely change who we are. The important thing is to pay attention. Knowing our values, allows us to know ourselves. It helps us be honest when the next big life decision arrives.

The following lesson is from Brene Brown's "Dare to Lead," an excellent book, which discusses how to lead with courage and vulnerability

Aligned Values Exercise Part 1



Choose two values that best represent you. Here is what Brene Brown writes as a lead-in, “pick the two that you hold most important. I know this is tough, because almost everyone whose done this work with (including me) wants to pick somewhere between ten and fifteen. I can soften the blow by suggesting that you start by circling those fifteen. But you can’t stop until you’re down to two core values.”

Accountability	Friendship	Peace
Achievement	Fun	Perseverance
Adaptability	Future generations	Personal fulfillment
Adventure	Generosity	Power
Altruism	Giving back	Pride
Ambition	Grace	Recognition
Authenticity	Gratitude	Reliability
Balance	Growth	Resourcefulness
Beauty	Harmony	Respect
Being the best	Health	Responsibility
Belonging	Home	Risk-taking
Career	Honesty	Safety
Caring	Hope	Security
Collaboration	Humility	Self-discipline
Commitment	Humor	Self-expression
Community	Inclusion	Self-respect
Compassion	Independence	Serenity
Competence	Initiative	Service
Confidence	Integrity	Simplicity
Connection	Intuition	Spirituality
Contentment	Job security	Sportsmanship
Contribution	Joy	Stewardship
Cooperation	Justice	Success
Courage	Kindness	Teamwork
Creativity	Knowledge	Thrift
Curiosity	Leadership	Time
Dignity	Learning	Tradition
Diversity	Legacy	Travel
Environment	Leisure	Trust
Efficiency	Love	Truth
Equality	Loyalty	Understanding
Ethics	Making a difference	Uniqueness
Excellence	Nature	Usefulness
Fairness	Openness	Vision
Faith	Optimism	Vulnerability
Family	Order	Wealth
Financial stability	Parenting	Well-being
Forgiveness	Patience	Wholeheartedness
Freedom	Patriotism	Wisdom

Write your own:

Aligned Values Exercise Part 2



Complete this exercise by answering the questions here or by writing in your journal. Please note that these are guiding questions, and don't all have to be answered completely. Just answer one in way that is most pertinent to you.

1. Reflect on a key moment in your life, something that really stands out for you, maybe a pivot point in your life. What happened? How did you behave (in or out of alignment with your values)? Did you learn something about yourself?
2. In the past year or few years, do you feel that you've been living in alignment with your values? How so, or how not? What elements are at play that undercut or support your life choices at this moment?
3. Have you made any recent changes that reflect a new or realized value? If not, do you feel you are living in alignment with your values on daily basis? How so? Or how not?

SELF-CARE & HAPPINESS

Self-care is not selfishness. It's the idea that to be fully present and healthy in your life: to work, play, lead, follow, and help others, you must be healthy. As the manager of your life and your choices, you play the leading role there. Put simply, when the oxygen masks drop on the airplane, you are supposed to put yours on first, not just for selfish reasons (so you can live), but so you can breathe and assist others. If you don't put the oxygen on and you assist others first, you will be limited in your capacity to help, which might be heroic, but you won't be able to sustain your efforts or your own body.

Self-care is about oxygenating your life, so you can be present and participate, so you can live to your fullest potential, and so you can help others grow.

The World Health Organization defines self-care as: "the ability of individuals, families, and communities to promote health, prevent disease, maintain health, and to cope with illness and disability with or without the support of a healthcare provider." WHO focus on the body (our physical state), including hygiene, nutrition, and medical care, but a big portion of self-care is making the right choices for your mental, physical, and spiritual wellness.

IMPORTANCE

Self-care is a skill set that takes time to practice and enact, because it involves valuing wellness in a world that may not support it. For example, in some cultures, people are expected to work long hours and pass on vacation days, and always be "productive," which can ultimately take away opportunities for restoration and self-care.

When we consider "stress management" in relation to that – we don't really want to get into the position of managing our stress – instead, we should concentrate on creating a healthy life, aligned with our values, so we make choices that show we care for our own unique lives. That said, the principles of self-care should help you manage stress, such as taking time to exercise, meditate, socialize, relax and reflect on life, spend time in nature, and gain perspective.

Engaging in a self-care routine has been clinically proven to reduce stress, improve concentration, minimize frustration and anger, increase happiness, improve energy, and more. From the physical perspective, self-care has been clinically proven to reduce heart disease, stroke, and cancer.

THE CHALLENGE - OBSTACLES

In a society, which focuses on resource acquisition and exploitation, our time and attention is money to someone. So, we might feel that we don't have enough time for self-care. How is meditating "productive," when we have family responsibilities, school, work? It gives us room to rest our mind and breathe, and that in turn renews us to become more productive, if we so choose. We must remember that the one resource that isn't renewable is our lives is time. Time is ticking away for all of us at the same rate, and our life is the one thing that is entirely ours.

So, we must clear away the obstacles and make the time to be present and care for ourselves. Self-care does not mean the same thing to everyone, so we will spend time evaluating our daily lives and figuring out what works.

Different people will adopt different self-care practices, and your own definitions might change over time. Self-care requires checking in with yourself and asking yourself how you're doing; the exercises in this section will guide you through that.

To be successful on the journey to become self-aware, it's going to be helpful if we have certain fundamentals in place, so we're better able to respond, when life sends us challenges.

When we are sleep-deprived, hungry, afraid, or injured, we often don't make the best choices and we can be reactionary, rather than responsive and thoughtful. We want to manage ourselves – so that when we're challenged – we can be positive, receptive, and able to grow without falling apart. Because this is such a broad topic, we've adapted the dimensions of wellness, as put forth by the Substance Abuse and Mental Health Administration and culled them down to five primary subjects. We need our daily BREAD, a useful acronym for the following elements of health:

- **Brain health** – Meditation, novelty, learning, rest – we need to attend our mind, give it healthy rest and sleep and also challenge it with the puzzle of life and engagement.
- **Relationships** – Family, friends, community – we all know that relationships can be a source of joy and we want to cultivate relationships with people where and when we can.
- **Exercise (daily)** – A mixture of strength training and cardio is best. The human body needs and want to move, so keeping in motion is going to keep you resilient and happy.
- **Appetite** - Nutrition (not too much food or too little) – we need a healthy intake of food to feed the brain and body, but not so much that we gain weight or feel sluggish.
- **Direction** - Purpose (small or large), drive, passion, spirituality, values. This may be the most complex of the ideas here. Put simply, in the modern world, we need a reason to be! We're not running from tigers to survive on the savannah, we're living in a complicated and interconnected society, and a sense of direction will help us navigate it.

Depending on our personality type, within this framework, we need to find what works best for us. But we're all human, and our systems function similarly, so we know that if we're attuned to these elements and our health, we'll be better able to handle just about everything.

So, we'll start with a self-assessment and take it from there.

SELF-CARE EXERCISE PART A - QUESTIONNAIRE



In this exercise, we will assess ourselves and consider ways that we might improve. We included prompts to help with responses. After completing the chart, choose one aspect and action that you'd like to change and write it down in your journal. Choose something simple, concrete, and doable. Keep in mind that we cannot expect to arrive at complete understanding and perfection; we are simply putting ourselves on a path and a wellness trajectory; the process is ongoing and dynamic. [Enter date](#):

Subject	Status - Need to Improve? (Y/N)	What I Will Do
Emotional & Spiritual (Purpose, Play, Solitude): Do you have enough time to reflect, enjoy, and relax in your life? Do you have a sense of purpose? If yes or no, how?		
Social (Friends, Family, Community, Connection): Do you have enough time with others to feel that you are part of a community? Are your relationships healthy?		
Physical (Nutrition, Exercise, Sleep and Rest): Do you get enough rest, sleep, exercise? Do you eat well? How so?		
Environmental (Home & Work Environmental, Nature): Are you regularly experiencing beauty, nature, and unpolluted environments, or the opposite?		
Mind & Matter (Work, Education, Finances): Are you able to use your mind in ways that interest you and are you able to support yourself?		

After completing this chart, write in your journal a way to increase your self-care on a daily and weekly basis. Make a pact with yourself to try it today, tomorrow or the next week.

SELF-CARE EXERCISE PART B - MOVEMENT AND MEDITATION



In this exercise, we will practice self-care. How do we do that?

We will take time and do a very simple exercise: a self-awareness check-in, and a little self-care a stretch (or walk) and meditation, and then we will assess again.

Simple Self-Awareness Questions, Meditation and Follow-up Questions:

1. How are you feeling at this moment? Emotionally and physically. What's on your mind right now? Any concerns
2. Write 1-2 sentences in your journal. Is there anything that you need to attend to at this moment (bathroom break, snack), please do so.
3. To prepare for your meditation, use your phone or computer and find a 10-15 -minute meditation; You can Google [binaural beats music](#) (music [example](#)) or find a [guided meditation online](#).
4. (Extended version). Take a walk or perform yoga (30 to 60 minutes).
5. After your walk or yoga, lie still on your mat or on your bed (but preferably a yoga mat).
6. Listen to the binaural beats music or the guided meditation for 5-15 minutes.
7. After your meditation, write down you're feeling at this moment? Emotionally and physically. Write 1-2 sentences in your journal.

The point of this exercise is to experience how it feels when we slow down a few moments, and give ourselves space for relaxation and restorative meditation. It is a very simple activity, it is not something many people practice regularly, and yet it can have significant and positive effect on our [sense of well-being](#).

SELF-CARE EXERCISE PART C - CONNECTION EXERCISES



Connect with Yourself

It is important that you check in with yourself periodically. If you do not then you may not realize that things are changing. Checking in with yourself allows you the opportunity to evaluate where you are. You may find that you need to readjust or try different coping tools.

Write in your journal and review what you've written.

Connect with Others

Enjoy time with positive, loving people you care about. This can ease stress, help your mood and improve the way you feel overall. They may be family members, close friends, members of a support group or a peer counselor or therapist.

Connection happens when you get:

- Concrete help, such as having a friend pick you up from school;

- Emotional support, when a friend says, "I'm really sorry you're having such a tough time";
- Perspective, being reminded that even the toughest days end;
- Advice, such as a suggestion to plan a trip;
- Validation, learning that you're not alone with your experience.

Do you have enough support? Ask yourself if you have a friend or family members who:

- You feel comfortable to be with;
- Give you a sense that you could tell them anything;
- Can help you solve problems;
- Make you feel valued;
- Take your concerns seriously.

Connect to your Community

A great way to feel emotionally strong and resilient in times of stress is to feel connected to a broad community. Think about the things you like to do. You can expand your social network by looking into a community organization that brings people together who share the same interests. For instance, many communities have local biking, hiking, dancing or walking groups. Is there something you've always wanted to do like learn a new language? Take a class, or join a local group. These connections, though not as deep as close friends, can help you survive tough times and feel joy to be part of a community.

Connect with the World

Take nature break. A blue sky, lush bushes, a scenic lake. Walking in - or even just looking at - nature calms our nerves and relieves mental fatigue. In one study, workers with views of nature were happier with their jobs than workers with similar jobs but no nature view.

Meditate. Research shows that meditation offers not only calm, but also helps with anxiety and depression, cancer, chronic pain, asthma, heart disease and high blood pressure. To get started, all you need is a few minutes each day. Later you may want to work up to 10, 20, or 30 minutes.

CLOSING THOUGHTS

Of all the modules in leadership training, this one might be the most important. We need self-awareness, self-discovery and self-care to become the person we are fully meant to be. The way we understand ourselves and our ability to grow is deeply linked to leadership. Leaders who grow internally can see themselves honestly and see others compassionately, and they can become a force that supports many in their growth.

It is challenging to master all aspects of this, but when you begin the process with an open heart and mind, you'll find that it's like exercising internal muscles. Those muscles will grow and build strength from the inside out. All you need to do is practice.

The reward is strength, resilience and inner power that radiates outward from your center.



MODULE 2: UNDERSTANDING INFLUENCE & EXTERNAL FORCES

Our world has a powerful influence on who we become, what we believe, and how we behave. It is useful to be aware of its effect upon us, so we can understand the source of some of our beliefs, review them critically, and evaluate whether they are serving us. This section isn't about passing judgement on any source of influence; it's a discussion of *some* of them. Ultimately, covering the entire realm of external forces on our lives is beyond the scope of this training. There are many forces in our lives; the degree to which they affect us will vary greatly depending on our environment, our attitude, and our actions. Our goal here is to gain mastery over ourselves and awareness of these forces. In this way, we are less likely to be manipulated by them and more likely to stay aligned with our values. Also, when we develop and work on our vision as leaders, we will likely be working to influence at least one of these external forces in a campaign for change. Please note, we will discuss the influence of our family and our relationships in the following section.

In this section, we focus on seven central topics, which play key roles in most people's lives; they are: 1) Media, 2) Education, 3) Religion, 4) Politics 5) Work 6) Culture & 7) the Built Environment.

MEDIA

SOCIAL MEDIA

The big news these days is that social media has an outsized effect on our perceptions of reality, and social media use has skyrocketed since its inception in modern life. In 2005, only 5 percent of adults in the U.S. reported using a social media; by 2019 that number had reached 70 percent. For youth and teens, social media use is even higher. A 2018 Pew Research Center survey of 13- to 17-year-olds found that 45% are online almost constantly and 97% use at least one social media platformⁱⁱ.

Social Media affects how we connect with others and ourselvesⁱⁱⁱ and also our view of the world and reality itself. Research has shown that content, which triggers emotions, especially anger, is the most likely to get shared^{iv}, and this creates a reactive response rather than a reflective one. Many online attacks would rarely happen in person, and misinformation is six times more likely to spread than truth on Twitter^v. Collectively, we seem to understand that this has a corrosive effect on society, without yet understanding how to resolve it. According to Pew Research, the majority of American people believe that social media has a negative effect on them.^{vi}

On the flip side, social media can connect a diversity of people and may lead to new and interesting experiences and friendships. These are things to reflect on and consider, as we go forward, with awareness that our emotions and our need to connect drive social media use. With that in mind, we can decide how to manage it and ourselves.

GENERAL MEDIA – MOVIES, ADS, PRINT, NEWS, RADIO

A printed newspaper seems like a relic of the past, but it still exists in paper and in an online form. Its original and noble function was to provide vital information, so that the public could make informed choices, for example, about whom to elect. The freedom of the press was built into the American Constitution for just such a reason. Journalism and journalists (at their root) are supposed to provide a public service; they are supposed to share balanced, important, and truthful information. Many major newspapers have provided this service, albeit imperfectly. The idea was to

keep our governing body in check by providing information about it and important civic events. Benjamin Franklin, one of our founding fathers, ran a printing press, and he published a newspaper as a form of political expression and advocacy.

Today, we have social media, plus broadcast TV, videos, movies, radio, and printed news. Content appears faster and there is more of it. It's a lot to take in and evaluate. These mediums affect our perceptions in different ways. Reading print and listening to a story activates our mind and imagination, it stimulates our thinking skills^{vii} and reflection, as opposed to reaction. When we watch movies, TV or videos, we receive information, without filtering it through the "thinking portion" of our brains. Broadcast media (videos) can powerfully affect our emotions, without stimulating the same type of cognitive work^{viii} as reading. So, the form in which we receive information can be as influential as the information itself.

EDUCATION

What is the purpose of school and an education? Ultimately, school gets us socialized, literate, and started with basic life skills. Built into each educational institution is an underlying set of values, which will be directly and indirectly conveyed. In the US, schools emphasize students' ability to function in the modern working world – so those skills include mathematics, writing and speaking. Of course, there is differentiation depending on the school we attend, whether its private or public, and whether it is run by a specific religious institution.

In college, education begins to emphasize critical thinking skills and specialization. The "liberal arts" as an aspect of college education were originally those disciplines deemed by the Ancient Greeks to be essential preparation for effective participation in public life. Grammar, logic, and rhetoric were regarded as the core liberal arts^{ix}. This classic idea has been incorporated into our general education curriculum, and it is supposed to provide broad exposure to multiple disciplines and learning strategies, so we can critically evaluate and understand the world in which we live.

During and after the industrial revolution, an educational premium was placed upon mathematics, science, and technical training, and this may have caused a shift away from the liberal concept of higher education studies. Much has been written about this and theories abound. The point is, as we participate in our educational system, we should be aware of the values that underly it.

RELIGION & CHURCH

Religion and church can be a source of salvation, community, and spiritual rejuvenation and peace. More than 75 percent of the world's population practices some form of religion. These religions may contain helpful guidance for living a life in alignment with your values, and sincerely doing the work that improves your life and the lives of those around you. There are thousands of religions, each with distinct practices, rituals, and moral and value systems, which may aid you in your life journey. However, when people identify with a certain religion exclusively and demean other religions, this can lead to conflict. Some churches have a history of oppression, persecution, exclusion, and war.

A question we can ask ourselves when it comes to our church and our chosen religion is simply: Is it a helpful and supportive force in our lives and the lives of others? With that in mind, we can decide what works best for us. This is a deeply personal choice, which can reflect our values, culture, and

family. Because it's so personal, we should hold a space in our hearts for people of different faiths and be sensitive to them, while remaining cognizant and true to our own values.

POLITICAL CULTURE (LOCAL, STATE, NATIONAL)

POLITICAL PARTIES

A political party is an organized group with roughly similar political aims and opinions, that seeks to influence public policy. Parties can link people to the governmental institutions and are regarded as necessary for a functioning democratic system. Political parties perform key tasks such as 1) educating voters and citizens, 2) activating citizens to participate in political decisions, 3) channeling public opinion from citizens to government, and back and 4) recruiting and training candidates for public office.

Political parties are often described as institutionalized mediators between people and decision-makers. Parties have many vital roles, but the nomination and presentation of candidates in the electoral campaign is the most visible function; in the U.S., this is the primary election process. These parties will be working to influence you via social media, traditional media, door-to-door campaigns and grassroots action, and you can influence them too.

CITIZENS UNITED AND CORPORATE INFLUENCE

That said, this is an incomplete picture of the American political system. In the Citizen's United decision, the Supreme Court gave corporations an identity as a person, with rights to express themselves. What does this mean? It means that corporations can spend and advertise to influence the public's opinion on candidates, and they can do this in a myriad of ways. So be aware that, even though a political party may choose a candidate, large sums of money can be spent by corporations to defeat candidates they view as unfavorable to their businesses, and this affects the way politicians behave and what they choose to support when in office.

THE WORKING WORLD AND ITS CULTURE

You might spend 8 hours a day, 5 days a week at work (hopefully it's on work you love), but regardless of your feelings about your own work, your work environment will strongly influence you. Elements include the presence of your coworkers, the layout of the building or the local environment, the quality and time of commute, your boss or manager, and the corporate culture. Some cultures are highly competitive, others more collegial. In addition, your direct manager will affect your sense of safety and comfort. The great resignation, in which masses of people quit their jobs during Covid, occurred primarily due to low pay, lack of opportunity and feeling disrespected^x.

When we choose to work somewhere, we should consider carefully the values of the organization, the personality of our boss, reflect on the work culture, and consider whether each of these elements align with our values and the world in which we wish to live. The working world may become a big portion of your waking hours and may or may not provide the economic and social support you seek.

CULTURE (NATIONAL, REGIONAL, LOCAL)

Our country, state, regional and local culture affect us deeply, from what we believe to how we go about our day. When you visit other countries, you might notice that simply how people start the day can be completely different than your own. In Argentina, they might drink mate (a special tea), in Italy, an espresso, in the US, a drip coffee, in China, green tea. The list is endless, and one of the joys of travel is experiencing life in way that's new and special. Within each country (including our own), regions and cities that have their own distinct cultures. For example, New Orleans is different than Kansas City; each has its own rhythm and way of life.

In addition, there are further subcultures (those that live in one neighborhood on the hill and another in a valley). Each one of these alters our life perspective and our approach to the day. We may find that some cultures suit us better than others. We may prefer the ocean breeze over the mountain air. The art of living a happy life, isn't about insulating yourself from different people and cultures, which can enrich your life. But it's important to find a place you feel comfortable, and if possible, find people who you feel valued by and who you value. When we live among people who we connect with and in a place that we feel at home, we have a sense of community and belonging,

URBAN ENVIRONMENT (PHYSICAL STRUCTURES) & NATURE (THE NATURAL ENVIRONMENT)

The physical space we live in and the things we see inside and outside, all affect how we feel, think, and grow. The things we see, hear, breathe, and smell impact mood and stress levels. For example, a home or office with bright and golden light can improve depression and relieve anxiety, especially during the long days of winter; loud noises and large crowds in urban areas can be overwhelming, which increases cortisol levels and stress; higher rates of pollution are detrimental to physical health and mental health.^{xi} So, we need to pay attention to the physical world we are experiencing and consider its effect on us. Our health can be impacted by anything in our environment, but notable factors include:

- **Aesthetics:** Beauty and ugliness. Cluttered indoor spaces can create anxiety, while tidy spaces can invoke a sense of calm. Stark spaces can create alienation and fear.
- **Sensory Factors:** The lighting, temperature, sounds, smells, and color palette of an environment are very important to how comfortable, relaxed, and safe we feel.
- **Pollution and Nature:** Polluted air can cause asthma and even fatal disease. While, green space has been shown to reduce stress, create positive moods, enhance emotional well-being, and improve mental health and behavior.^{xii}
- **Urban Environments:** The built world. We might live in a place where walking is difficult or easy due to layout of streets, for example, 10 lanes of traffic versus a tree-lined street.

When we consider where to live, we should consider how that place will affect us directly.

CONCLUSION

There are many forces that influence us, such that we can't adequately cover all of them here. But with these broad ideas, we can begin to see where big influences occur in our lives. We can begin to evaluate their positive and negative effects, and make decisions about who we want to interact with, where we want to live, and how we want to participate. When we decide we want to change something outside of ourselves, it can become our vision, and that's a concept that's central to leadership. You might press up against one or all of these forces and attempt to change them.

EXTERNAL FORCE EXERCISE PART A - QUESTIONNAIRE



In this exercise, we will assess the external forces in our life. Prompts are there to help with your responses. After completing the chart, choose one aspect and action that you'd like to change and write it down in your journal. Choose something simple, concrete, and doable.

Enter Date:

Subject	Status	Need to Improve? What I Will Do?
Media and Social Media Is social media a positive or negative influence in your life? Both? How so?		
Education Do you feel the educational system is supporting your growth? How so or not?		
Politics How does politics affect your relationships and perceptions?		
Religion and Church Are you a member of a church or an organized spiritual group?		
Home/Work Environment How do you feel about your home/working life?		
Culture: What element of your life is most affected by your culture (local, regional, national values)		
Built Environment Describe the physical environment around you right now and in general		

After completing this chart, write in journal a way to adjust your external environment on a daily and weekly basis. Make a pact with yourself to try it today, tomorrow or the next week.

For example, you might change the lighting in your room to create a softly lit interior and relaxing home space, or you might clean up the clutter in your work office. It all adds up!

EXTERNAL FORCE EXERCISE PART B - CRAAP TEST



The CRAAP Test is a checklist to use when evaluating a source of information. The test provides a list of questions to ask yourself when deciding whether or not a source is reliable and credible. CRAAP stands for Currency, Relevance, Authority, Accuracy, and Purpose.

Purpose

We all have biases, and those biases can be reinforced by information we find online, which seems to confirm our preconceived beliefs. Not only that, but when encounter information that runs counter to our beliefs, we're likely to ignore it and double-down on our assumptions. This is an ego defense. When we hold a belief, it becomes part of our identity, and we will fight for the idea, whether or not it's true, as if we are fighting for our life. It's just the way our minds work.

Why is inherent bias a problem? Misinformation can lead us to make decisions that are harmful to us or to others. Let's go back to the airplane – and the oxygen masks. If someone told you that the masks are actually pumping poison into your body, because you watched a video saying so, you might not put the oxygen mask on, and then you'd suffer the consequence of lack of air, death.

Science – testing and measuring theories – has been developed so we can know whether something is true or not, and the peer review process is meant to correct inherit bias.

In this lesson, we will use our phones to answer a simple question and we will put it through the CRAAP test. Please note the CRAAP test has been effective and getting people to think critically about the information they receive. And our goal is not to tell people what to think, it's to get them to consider how they arrive at conclusions and the factors that affect those conclusions.

Materials

Your phone and the CRAAP test.

Activity

Google "What's the best way to cure a cold?" or you can Google a health-related question. Note that the first thing that will show up on – Google, is an ad for Theraflu – which shows you right there, that money influences opinion.

Complete the CRAAP questionnaire as it relates to your question.

CRAAP Evaluation Criteria^{xiii}

Currency: The timeliness of the information.

- When was the information published or posted?
- Has the information been revised or updated?
- Does your topic require current information, or will older sources work as well?
- Are the links functional?

Relevance: The importance of the information for your needs.

- Does the information relate to your topic or answer your question?
- Who is the intended audience?
- Is the information at an appropriate level (i.e., not too elementary or advanced for your needs)?
- Have you looked at a variety of sources before determining this is one you will use?
- Would you be comfortable citing this source in your research paper?

Authority: The source of the information.

- Who is the author/publisher/source/sponsor?
- What are the author's credentials or organizational affiliations?
- Is the author qualified to write on the topic?
- Is there contact information, such as a publisher or email address?
- Does the URL reveal anything about the author or source?
- examples: .com .edu .gov .org .net

Accuracy: The reliability, truthfulness and correctness of the content.

- Where does the information come from?
- Is the information supported by evidence?
- Has the information been reviewed or refereed?
- Can you verify any of the information in another source or from personal knowledge?
- Does the language or tone seem unbiased and free of emotion?
- Are there spelling, grammar or typographical errors?

Purpose: The reason the information exists.

- What is the purpose of the information? Is it to inform, teach, sell, entertain or persuade?
- Do the authors/sponsors make their intentions or purpose clear?
- Is the information fact, opinion or propaganda?
- Does the point of view appear objective and impartial?
- Are there political, ideological, cultural, religious, institutional or personal biases?



MODULE 3: NAVIGATING & BUILDING POSITIVE RELATIONSHIPS

Our relationships with the people (friends, acquaintances and family) have a big influence on our lives. Our families likely have the strongest influence on us, because they affect us and our values since the moment we're born. At best, our relationships are built on mutual respect, trust, security, and loyalty; and they can provide us with support, care, and even love. At worst, relationships are threatening, destabilizing, and traumatic.

From a very young age, the people around us form key aspects of our value systems. They're also a key component to our overall physical and mental well-being. There's a strong link between relationships and emotional health. That's why it's vital to surround yourself with people who give you joy, support, love, comfort, and companionship. Also, at times, we must learn to stand on our own two feet and be alone, to create an internal support system, until good companions are found.

DEFINING RELATIONSHIPS TYPES

QUALITIES OF GOOD RELATIONSHIPS^{xiv}

Healthy relationships share certain characteristics that we should seek and cultivate. They include but are not limited to:

1. **Respect.** We respect each other's values and personal boundaries.
2. **Trust.** We trust each other and give each other the benefit of the doubt.
3. **Honesty and Kindness.** We are honest and kind, treating each other gently and with love.
4. **Individuality.** We are allowed to express who we are and we are encouraged to grow.
5. **Good communication.** We speak honestly and openly to avoid miscommunication.
6. **Anger Control.** We manage our anger such that it doesn't harm our relationships.
7. **Fighting Fair.** We try to understand. We stick to the subject, take breaks, and avoid insults.
8. **Problem Solving.** We identify solutions and talk through situations or problems.
9. **Compassion and Forgiveness.** We are able to be compassionate, we can apologize when we've hurt someone, and we can forgive people for making mistakes.
10. **Inspiration and Support.** We inspire each other, and we support each other in growth.

QUALITIES OF BAD RELATIONSHIPS

Unhealthy relationships are marked by characteristics such as disrespect, unkindness, and abuse (verbal and/or physical). It is important that we recognize the signs of unhealthy relationships before they escalate or we become deeply involved.

Characteristics of unhealthy relationships include, but are not limited to:

1. **Dishonesty.** Regular deception and lying. Hiding/concealing information.
2. **Disrespect.** Teasing, Rudeness, Slights (direct or indirect).
3. **Intimidation & Cruelty.** Threats. Bullying. Destruction. Exclusion.
4. **Physical, Verbal and Sexual Abuse.** Demeaning language. Direct threats. Physical harm.
5. **Control.** Attempting to control a person's life or their time, such that growth is limited.

When we start out in life, we may not be equipped with the necessary skills to develop and maintain healthy relationships, and we may not know how to end relationships in appropriate ways

when necessary. Maintaining open lines of communication will help us form healthy relationships and recognize the signs of unhealthy relationships, and thus limit the harm and hurt we experience. Also, we must know our boundaries and develop a system for managing conflict.

MANAGING CONFLICT & DEVELOPING HEALTHY BOUNDARIES

MANAGING CONFLICT^{xv}

When we work with people, whether at school or at work, conflict is inevitable. Communication can be messy, and misunderstandings are inevitable. With good relationships, we learn to navigate conflict gracefully by practicing deep listening and empathy, and we correct our mistakes.

Conflict is a normal, healthy, part of human relationships. After all, we won't agree on everything at all times, and it would be strange if we did! Conflicts are inevitable, so learning to deal with them in a healthy way is crucial. When conflict is mismanaged, it can harm you and your relationships, but when handled in a respectful and positive way, conflict provides an opportunity for growth and connection. By learning the skills of successful conflict resolution, you can keep your personal and professional relationships strong and growing.

Conflict arises from differences. It occurs whenever people disagree over their values, motivations, perceptions, ideas, or desires. Sometimes these differences look trivial, but when a conflict triggers strong feelings, a deep personal and relational need is at the core of the problem—a need to feel safe and secure, a need to feel respected and valued, or a need for greater closeness. Success in this regard requires two essential skills: 1) a willingness to listen deeply to another person, and 2) knowing ourselves well enough to communicate our core feelings and values. Finding the right words to express yourself can be a challenge, while also struggling to hear another.

In the midst of this, if we are out of touch with our feelings, we won't understand our own needs, and, if we don't understand our fundamental needs, we will have a hard time communicating with others or even knowing what is troubling us. For example, couples can argue about petty differences—the way she hangs the towels, the way he parts his hair—rather than what is really bothering them, (financial distress, for example), and then nothing gets resolved.

A lack of understanding about differing needs can result in distance, arguments, and break-ups. In workplace conflicts, differing needs are often at the heart of bitter disputes. When you recognize the legitimacy of conflicting needs and become willing to examine them in an environment of compassionate understanding, it opens pathways to creative problem solving, team building, and improved relationships, even if you simply disagree. Successful conflict resolution depends on your ability to:

- Manage stress while remaining alert and calm.
- Control your emotions and behavior. Learn to respond not react.
- Pay attention to the feelings being expressed as well as the spoken words of others.
- Be aware of and respectful of differences.
- Take breaks and give yourself time to calm down before addressing an issue.
- Recognize and respond to matters important to your partner/friend/coworker.
- Forgive and forget when needed.
- Seek resolution and avoid punishing.
- Believe that resolution can support the interests and needs of both parties.

Unhealthy responses to conflict are characterized by:

- An inability to recognize and respond to matters of great importance to the others
- Explosive, angry, hurtful, and resentful reactions
- The withdrawal of attention, abandonment, rejection, isolation, shaming
- The expectation of bad outcomes
- The fear and avoidance of conflict

FOUR KEY CONFLICT RESOLUTION SKILLS

The ability to successfully manage and resolve conflict depends on four key skills, which will help you take conflict in stride and resolve differences in ways that build trust and confidence.

Stay Calm

1: Quickly relieve stress: The capacity to remain relaxed and focused in tense situations is a vital aspect of conflict resolution. If you don't know how to stay centered and in control of yourself, you may become emotionally overwhelmed in challenging situations.

Manage Emotions

2: Recognize and manage your emotions. Emotional awareness is the key to understanding yourself and others. If you don't know how you feel or why you feel that way, you won't be able to communicate effectively or smooth over disagreements. Your ability to handle conflict depends on being connected to your feelings. If you're afraid of strong emotions, your ability to face and resolve differences will be impaired.

Good Communication (verbal & nonverbal)

3: Good nonverbal communication skills. It's not just what you say, it's how you say it. The most important information exchanged during conflicts and arguments is often communicated nonverbally. Nonverbal communication includes eye contact, facial expression, tone of voice, posture, touch, and gestures. When you're in the middle of a conflict, paying close attention to the other person's nonverbal signals may help you understand what the other person is feeling, respond in a way that builds trust, and get to the root of the problem.

A Positive Attitude

4: You can avoid many confrontations and resolve arguments and disagreements by communicating in a playful and good-natured way. Simply, having good will towards others goes very far. Humor also can help you say things that might otherwise be difficult to express, while reducing tension and anger and reframing problems. In sum, managing and resolving conflict requires emotional maturity, self-control, and empathy. Elements of a positive attitude include:

- Make the relationship your priority not winning the argument.
- Focus on the resolution and believe it's possible.
- Choose your battles. Don't nitpick.
- Be willing to forgive. Be willing to apologize.
- Know when to let something go.

Keep in mind – you can do your part to learn all these skills, but there are some relationships, which are toxic, and the best resolution is to end the relationship. You can be the master of yourself, your feelings and caring towards others, but if you're not receiving fair treatment and/or you're getting hurt, it might be time to let go. We'll get to that next in boundary setting.

DEVELOPING HEALTHY BOUNDARIES

There are times, when we are bullied, harassed, manipulated, and abused, and no matter how deeply we listen, the threat isn't going to disappear. Each situation is going to be different, but we must learn to manage conflict internally and externally, meaning we manage our inner feelings and outward responses, so we stay in alignment with who we are and what we value, and our best gets expressed and we're not abused, verbally or physically, or oppressed by others. How do we do that? We develop boundaries and hold onto them.

What are boundaries? These are the limits that we place on the people around us, for self-protection and self-care. A boundary is a space between you and others; a clear place where you begin and the other person ends. Boundaries can be verbal, spatial, or physical. For example, we might ask that our friends not call us by a hated nickname (verbal), we might ask for alone time so we can recover from a long day (spatial), or we might ask that a friend refrain from touching us for whatever the reason (physical). As we grow, we might test our own boundaries – we might try a new activity that makes us slightly uncomfortable, which could be camping out or hiking, and then we can decide what we think about it. In a safe and secure environment, we feel comfortable trying new things, and knowing that our decisions and choices will be respected. When we set a clear boundary with someone, and they don't respect it or they demean us, then it's a sign we need to rethink the relationship. For example, if we don't like hugs, and a person insists on hugging us, and we've made it clear that we're not interested in physical contact, then the person is directly violating our physical boundaries.

It can take time to develop boundaries, as we begin to understand ourselves. Here are some tips for setting boundaries

- **Identify your limits:** Clarify your emotional, mental, physical, spiritual limits. Notice what you can tolerate and accept as well as what makes you feel uncomfortable and stressed.
- **Pay attention to your feelings:** Notice the three key feelings that are often cues that you need to set boundaries: 1) discomfort; 2) resentment; 3) guilt. These are important cues that boundaries may need to be set or re-assessed.
- **Give yourself permission to set boundaries:** When you fear how a person will respond if you set or enforce boundaries, reaffirm to yourself that you do indeed have this right.
- **Consider your environment:** Your environment can either support your setting boundaries or present obstacles to boundary setting. Surround yourself with compassionate people who understand these concepts.

HELPING OTHERS

Working with people on any level (at home, work or school), can be stressful, and it can be quite challenging to navigate perfectly. The truth is there are no perfect people, and we aren't perfect either. We are all mostly just trying to find our way to happiness on some level and we're likely struggling to do that. In understanding our own joys and struggles, we can see that others are in the same boat, and we can choose to be a force for good in their lives.

In fact, one of our greatest sources of happiness can be our ability to help others^{xvi}; a kind word, a helpful hand, quality time, all of these things can enrich our lives. This is why people volunteer – to be part of something that lifts others – it's part of our humanity and our sense of connection with the each other and the world around us.

In the context of helping, we have to know when we are able to help – without crossing our own boundaries or depleting ourselves of energy. Selfless giving, in the absence of self-preservation instincts, easily becomes overwhelming,” says Adam Grant, author of “Give & Take.” Much like everything we’ve been discussing here, most of these concepts are individualized. You will have to judge when you have time to give to others, and how you will be best able to give. The key is to find the approach that fits you. Be patient with the process. When we give authentically, we gain purpose, meaning and happiness—all of the things that we look for in life.

But remember, even in the best situations, people are emotional and unpredictable, and in need of love and attention. As we learn to manage ourselves and our lives, we can lend a hand to others who are struggling at times, and that becomes a form of leadership and grace.

EXERCISES



RELATIONSHIP EXERCISE PART A - QUESTIONNAIRE

In this exercise, we will assess our relationships. We included prompts to help with responses. After completing the chart, choose one aspect and action that you'd like to change and write it down in your journal. Choose something simple, concrete, and doable.

Enter Date:

Subject	Status	Need to Improve? What I Will Do?
Friends (Do you feel you have enough friends that support you? Would you like more friends and/or higher quality ones?)		
Family (Does your family provide you with a safe physical and emotional space with which to grow? Do you feel threatening or cared for?)		
Significant Others (Is your partnership providing you with what you value in a relationship? And is the reverse also true? More often helping or harming?)		
Coworkers/Teammates (Do you feel comfortable expressing your opinions at work, do you feel heard? On your teams. Do you feel your skills are being best maximized/used?)		

After completing this chart, write in journal a way to adjust your relationships on daily and weekly basis. Make a pact with yourself to try it today, tomorrow or the next week. For example, I am going to try new activities to expand my circle of friends.

RELATIONSHIP EXERCISE PART B - DEEP LISTENING



Active listening is one of the most important skills a person can learn; it involves deep engagement with what the speaker is saying, and repeating or reiterating what you've heard back to them, until they are understood. Complete this exercise with a partner as appropriate. This will probably take about 45 minutes. The goal is to become better speakers and listeners. Remember to:

- Listen with your eyes as well as with your ears.
- Watch expression so you can perceive emotions.
- Avoid distractions, both physical and mental.
- Give the speaker your full attention. Turn your phone off.
- Try to see things from the speaker's point of view. Put yourself in the speaker's shoes.
- Ask questions if you are unclear about anything.
- Repeat back to the listener what you have heard, until they indicate they are understood.

Part 1 – Keeping It Light

For this exercise, we will need journals, pencils/pens, and pictures.

- Get in groups of two.
- Find a picture and don't show it to your partner.
- Describe the picture to your partner.
- Your partner will draw what you describe, but you cannot look at what is being drawn.
- Your partner can ask as many questions as desired.
- When you have completed your description, and your partner is finished with the drawing, share the drawings and compare it to the original.

How were your drawings? How easy was it to understand what your partner was telling you to do? Did you ask questions when you didn't understand? Keep in mind that interpretation is a unique process.

Part 2 – Going Deep

We will continue with groups of two. For this part of the exercise, we will listen and we will explain something until we feel that we are completely understood. You will have 10 minutes each. Here is the prompt. Describe a moment when you felt happy and/or when you felt sad. Your job is to express yourself until you feel completely understood by your partner and vice versa.

Reminders

- Focus on the person who is speaking and on what is being said.
- Repeat and reiterate what you've heard back to the speaker.
- Ask questions for clarification.
- Check in to ensure the speaker feels fully understood or if they would like expand further.

When done with the exercise, note how it feels to have been heard and understood by someone. Is this a good and satisfying feeling? Do you feel a sense of relief or release? Active listening can be a profound gift to someone, and it can also be a little scary to express oneself completely.

MANAGING CONFLICT EXERCISE^{xvii}



Conflict Activity: Four Words

The objective is to get team members to work through conflicts, differing opinions and how different team members handle conflict.

Step 1: Each team member has a pen and a piece of paper. Write 4 words down that you associate with the word “conflict.”

Step 2: Pair up and decide on the best 4 words out of the 8 they have written down between them. So, the pair will have 4 words at the end.

Step 3: Each pair will pair up with another pair and the process goes on again. Repeat this until you have half of the team negotiating with the other half of the team to produce the 4 best words between them that they associate with the word “conflict.”

Debrief:

- How did you feel during the exercise?
- Did you feel uncomfortable? Why?
- Did anyone take control and overtake?
- Was there any conflict?
- Would you do anything differently?
- What techniques did you use to come up with the 4 words?
- What did you learn during this exercise?

HEALTHY BOUNDARIES EXERCISE - QUESTIONNAIRE



Personal boundaries are the physical, emotional, and mental limits we establish between ourselves and other people. Healthy boundaries allow us to maintain our own identity and respect the identity of others. Clear and healthy boundaries are critical to living your vision and creating a fulfilling life. Both in your personal and professional life, a lack of boundaries will pull you away from being your best.

This activity is designed to help you reflect about people whom you may struggle to set healthy boundaries with and then identify strategies for creating healthier boundaries with these individuals.

Questionnaire

Think about a person, or a group of people, with whom you struggle to set healthy boundaries. Write notes in your journal.

Who do you struggle to set healthy boundaries with? (e.g., “my partner” or “coworkers”)

In your relationship with the person you listed, imagine what it will be like when you begin to establish healthy boundaries with this person. What are some specific actions you can take to improve your boundaries?

How do you think the other person will respond to these changes? How do you think your life will be different once you’ve established healthy boundaries?

SUMMARY

Relationships are key aspect of a healthy and happy life, and they are also a place from which we can build influence, so it's important to spend time evaluating them and cherishing them, and if you don't have those positive relationships – make time to build them.

The most effective lobbyist are able to persuade legislators and their staff over time to do the right thing for the environment and for humanity.

The best of friends help us grow into the person we wish to become.



MODULE 4: BECOMING A LEADER AND TEAM PLAYER

LEADERSHIP

Wisdom regarding ourselves, others, and the external world is essential for leadership – in other words, knowing who you are, how people behave, and how the world generally functions. We dedicated time to self-awareness and awareness of external forces for this reason. We also highlighted the importance of building positive and productive relationships, which will help you lead and be happy in life. But how does this all translate into real leadership? How do we behave and how do we lead? Your leadership begins with all those fundamentals, which then eventually leads to your vision, which is the bridge between you, the world as it is, and the world that you imagine might be. Your integrity becomes the strength that supports your vision and actions build that bridge.

WHAT IS LEADERSHIP?

Leadership is having the vision to articulate an idea, accomplish a task and bring people together to make it happen. Leaders can be present at home, at work, or in your social network. They can be loud or quiet, they can be humble or proud, they can be male, female or any gender. But they know who they are and where they are headed, even if it's simply on a camping trip. And their essential life force is focused on providing a service to others, to oxygenating their fellow passengers in life with their unique gifts and by recognizing other people's gifts and talents.

CHARACTERISTICS OF GOOD LEADERS

What makes a good leader? And what makes a person stand out as a leader? Many of us envision a person giving a speech, rallying a crowd, or running a company. But some of the best leaders might be silently observing conditions from the back of the room, and considering strategy while the spotlight is on others. Our impressions and attitudes toward leadership are gained from observation, our life experience, and our sense of the world. Leading a team is no easy task, and there is no one single approach to it; leadership^{xviii} requires different actions and behaviors depending on the context of the situation. They are a lot of qualities a leader must possess to be effective, but here are a few key characteristics^{xxix}:

Visionary: Has a vision for the future

A leader looks ahead and imagines a positive outcome and a better world, and builds their work around that vision. This aspect of leadership may take the most time to develop, because we have to know ourselves, understand the world, and then commit ourselves to doing something.

Passionate: Is Passionate about work

Have you ever listened to someone who is enthralled by their work and conversely someone who watches the clock? When we love and believe in our work and care about our actions, we will inspire others. When we lead, we're going to experience setbacks, long days, and tough moments, but when we are present with joy, purpose and wholeheartedness we will rebound and rise up.

Organized and Accountable

It is one thing to have passion and a vision, and another thing altogether to have the discipline to bring an idea to reality. We must be organized, create plans, strategize, get work done, keep track of

progress, and stay with it. If we start a business, lead a team, or plan an outdoor trip, we must get things done and be accountable to our word. Being accountable implies that we fulfill our promises, and we don't make promises that we can't fulfill.

Empathetic : Shows High Emotional Intelligence and Responds Accordingly

Emotional intelligence is the ability to manage and express your emotions, as well as develop positive interpersonal relationships. A leader is someone who inspires and guides rather than directs or demeans. It's critical to be empathetic towards others so they feel comfortable around you and know that they can speak openly and honestly, without retribution. Active listening is a key aspect of this, but observation and responsiveness is also important.

Communicates Effectively, Listens and Delegates

Communication is a key piece of any successful team, and it is required for great leadership. Your communication needs to be direct, kind, and warm. That starts with daily relationship building, showing respect for others, listening, and co-creating solutions to problems when they arise. With positive relationships in place, delegation is a natural next step. When we understand other people's interests, talents, and skills, we can also ask the appropriate person for help.

Competent: Has Problem-Solving Skills

Of all the competencies needed, problem-solving is one of the most important. Our best bet is to authentically ask questions before attempting to solve problems. Listen closely and discuss multiple solutions. If we don't have competence on the subject, we find someone who does. We don't need to have all of the answers and be the smartest person in the room to act wisely. We just need to find the right people who can help us make good choices, and listen to them.

Here is short list of Leadership Qualities. Add a few of your own here:

- Has a Vision
- Has Passion
- Keeps Promises
- Is Fair
- Is a Good Communicator
- Listens
- Is Flexible
- Is Organized and Accountable
- Delegates
- Leads by Example

LEADERSHIP EXERCISE PART A - EXPRESSING & TESTING A PERSONAL VISION STATEMENT



Developing a personal vision will enable you to put your values into action. A vision is not a goal – like “I want to get a job” or “I want to graduate from college.” That would be like Starbucks saying they want to run a coffee shop. A personal vision is a simple statement of your values, but it’s complex, because it’s built on an understanding of yourself in the deepest sense.

Getting into the mindset. Find your “value” answers in the aligned values exercise. In your journal, write down your values again. Now, imagine your future. When you look back on your life, say from 20 years into the future, what will you wish you had done? What do you imagine to be truly worthwhile? What do you care about? What sounds fun and exciting to you? Consider what oxygenates your life. A personal vision should be something we can stay with for a long while, so it should be closely aligned with our passions and joys.

Write down your answers. It could be something as simple as “I value exploration and I want to travel the world.” “I want to do good.” Or it could be a more fully articulated simple statement: “I want to save kangaroos.” It should be one sentence. Keep in mind that we are practicing here. In life, we will test and refine our vision many times, until we come to an understanding of our true self. This process can take decades, or it might be crystal clear in a few hours. It also might evolve.

Write down draft vision statements in your journal.

LEADERSHIP EXERCISE PART B - CREATING A GOAL AND A SMART PLAN



Our two values and our vision statement can help us understand ourselves. Putting those two ideas into action can also be quite challenging. What does it mean “to do good”? How am I going to save kangaroos? In real life, as you test out your vision, you might discover that you hold a different set of values. That’s what self-discovery is all about. In this exercise, we’re practicing putting our values into action as goals and plans. Consider this a test run on paper. Goals give us an understanding of what needs to be done, and plans are clearly defined actions. Here’s an acronym that might help you create clear plans and attainable goals. Make SMART goals:

- S-Specific
- M-Measurable
- A-Attainable
- R-Relevant
- T-Time-based

What action and goal will enable you to test your vision statement? For example, let’s say your vision is: To be super fit and share my fitness values. This might be articulated with a goal: Running a marathon with a friend in 2022. Your plans might be listed as follows:

1. Research training methods and choose one.
2. Write out a reasonable training plan.
3. Find a friend who wants to run a marathon with you.
4. Sign up for the race
5. Begin training.
6. Complete training.
7. Run the race.

DEFINE A TEAM AND TEAM PLAYER

A team is a group of people working together to accomplish a shared goal. On the most basic level, this could be a soccer team working to win a tournament or even four people cooking dinner together, with each person agreeing to bring a different dish. For the meal to happen, the team has to agree on the time of the dinner, the place, and the different types of dishes each will bring, and then fulfill their commitments to show up at the agreed upon time, at the agreed upon place, with the agreed upon item. It sounds simple, but all kinds of things can happen on the way to a dinner party, which can dismantle the success of a basic meal.

In this case, a great team player would do all that they agreed to do, without complications and resentment and with joy and accommodation. They might even bring a little extra something, like dessert or spare bread. They want to be there and share their dish, and they don't expect special treatment, because of something that happened on the way to the dinner party. They plan to fulfill their commitments and they understand how to do that.

In a word or two, a team player is reliable and positive. They say what they are going to do, and then they go do it. A leader has these qualities as well. As a leader, we want to find these people, bring them together, and encourage them to keep participating. How do we do that? We observe, we experiment, we reach out, and we trust. Then, we create the conditions that enable success.

According to Harvard Business Review and J. Richard Hackman^{xx}, a pioneer in the field of organizational behavior, teams thrive with "enabling conditions." Hackman's conditions can be summarized as follows:

- 1) Team members understand that they are on a structured and real team.
- 2) They have a compelling direction and a shared goal.
- 3) They are in an enabling and supportive environment.
- 4) They have competent coaching and leadership.

If we use the dinner party example, we can break this down into meaningful sections.

- A structured team – A clear list of invited members and assigned tasks.
- A shared goal – An agreement that dinner is on the calendar for everyone.
- An enabling and supportive environment – the ability to fulfill our assigned tasks, because we have the resources to cook (food, kitchen, enough money and time to buy supplies).
- Competent leadership – Leaders who understand the team and delegate appropriately.

So basically, the best leader understands the strengths and weakness of the team, and the best team players fulfill promises, lend an extra hand when necessary, and bring a positive attitude.

BUILDING A GOOD TEAM

KEY ELEMENTS

When building or managing a team, we don't always have complete control of the team and the environment. But we can work to ensure that the following dynamics are upheld:

- **Psychological Safety:** An emotionally safe setting in which members feel that they can speak honestly and openly, and they can rely on one another and the team leader.
- **Dependability:** Team members trust that everyone will accomplish their tasks and that the team lead will ensure tasks are delegated fairly and well.
- **Structure and Clarity:** There is a clear structure for the team and a leader who helps everyone know who is responsible for what and why.
- **Purpose and Meaning:** The team has a sense of purpose.

SUPPORTING YOUR TEAM

As a leader, we can create an environment that provides these elements and that supports team players by consistently doing the following.

- Clarify roles and responsibilities and delegate work fairly and well.
- Ensure that your team knows that they can reach out for further discussion.
- Make clear the common goals that team members share and important of everyone.
- Practice active listening.
- Promote team building outside the structured environment (social events).
- Be consistent. Show up and be prepared.
- Be positive and encouraging, offer guidance as needed.

As leaders, we want to work with our team such that they want to continue to work with us. As team players, we will show up, be consistent, fulfill our roles, and stay positive and encouraging.

TEAM EXERCISE PART A - QUESTIONNAIRE



This exercise is about reflecting on the elements needed to create a solid team and the supportive actions required from you as a team member and leader. We all want to be on a winning team, and we want a great life team that supports us in our growth.

1. What qualities do you seek out in person when you are in need of help?
2. What qualities do you display that demonstrate you're a good team player? In what areas do you think you could improve in this regard?
3. When you've been part of team, what elements made it work, and what elements made it somewhat dysfunctional? Dysfunctional implies that team members were mistreated, goals weren't achieved, and people were generally disappointed.

TEAM EXERCISE PART B - TWO PEOPLE IN COMMUNICATION



The following exercise is designed for two people. These are easily done in small groups at home or at work, as appropriate^{xxi}. Some of the primary conflicts occur between people because of a lack of understanding and communication, and this cuts across teams. Here, we practice communicating in various ways to gain insight into this realm and awareness.

Standing

If you have two physically fit people, try a “Standing” activity. Sit back-to-back in the middle of an open room. By using verbal commands and physical movements, reach a standing position. This exercise improves coordination between partners and helps develop a sense of teamwork.

The Story

Get a piece of paper and two pens for this activity. Write down a simple phrase stating a condition, such as “A person is standing in a doorway,” or “It is raining outside.” Each partner then adds one sentence to the story until it is completed. Each partner can see how the other thinks and reacts in a variety of situations.

Drawing

You will need a journal, paper and a pen for this activity. One partner creates a drawing using basic shapes such as circles, squares and triangles. The drawing must consist of at least four shapes. The other partner cannot see the image, and are not told how many shapes were used to create it. The person who drew the image describes it to their partner, and they recreate it on a piece of paper.

REFLECTION

Did you learn anything in practicing these exercises? Was it hard to communicate your ideas? Write down your thoughts in your journal.

Consider that every time we interact with other people, their view of the world and the language they choose to use is uniquely shaped by their own lives. So, when in communicating, we have to find the spot where we truly understand each other. Then, solutions arise naturally, and everyone’s needs are most likely to be met on your way to your big goal and vision.



MODULE 5: EXPERIENCING & VALUING NATURE

Nature is a powerful force for good in the world; it sustains us physically, mentally, and spiritually, and we owe much to it. In this section, we'll discuss the science behind our ideals and the beliefs that back our values and how they're articulated in our actions.

NATURE & WALKING – THE POWER OF REJUVENATION

NATURE – WHY DOES IT MATTER?

Not only does nature support all life on earth, but it helps us feel happy and be healthy. In modern daily life, most us have become detached from nature, or at least greatly removed from it. About 84 percent of Americans live in urban areas, and those areas have become increasingly tight and crowded spaces. Because nature isn't the norm, we may not understand what we've lost or understand how to interact with wilderness and wildlife in a safe and respectful manner. Nature provides us with health, wellness and a sense of awe, which can help us remain calm and centered when life brings challenges our way, as it inevitably will.

Nature benefits us in a myriad of ways, both physically and mentally. A Japanese study^{xxii}, found that people who spent 40 minutes walking in a forest had lower levels of the stress hormone cortisol, compared with when they spent 40 minutes walking in a lab. Another study^{xxiii} found that trees and plants emit aromatic compounds called phytoncides. When inhaled, they spur healthy biological changes in a manner similar to aromatherapy. When people walk through or stay overnight in forests, they exhibit changes in their blood that are associated with protection against cancer, better immunity, and lower blood pressure.

Being in nature also enables us to focus our senses. It can improve short-term memory by 20 percent, improve sleep quality, decrease anxiety and depression, reduce inflammation, and even increase creativity. There are hundreds of studies that support the fundamental benefits of nature. In general, the longer we stay out in nature^{xxiv}, the bigger the benefits.

WALKING AND HIKING

In our leadership training, we're going to walk every time we meet. Walking has similar benefits to being in nature, and the two together are quite powerful for our health. Walking improves fitness and heart health, alleviates fatigue, reduces stress on joints and pain, can prevent weight gain, reduces risk for cancer and chronic disease, and improves circulation and posture^{xxv}. These are just the physical benefits. Our brains and disposition get a boost too.

A Stanford University study found that walking increased creative output by an average of 60 percent. Researchers label this type of creativity "divergent thinking," which is as a thought process used to generate creative ideas by exploring many possible solutions. According to the study, "walking opens up the free flow of ideas, and it is a simple and robust solution to the goals of increasing creativity and increasing physical activity." Science shows that engaging in activities that allow our minds to wander promotes innovative ideas and "ah-ha!" moments.

The act of walking is also a proven mood booster. One study found that just 12 minutes of walking resulted in an increase in joviality, vigor, attentiveness, and self-confidence versus the same time spent sitting. Walking in nature, specifically, was found to reduce ruminating over negative

experiences. Ruminating increases brain activity associated with negative emotions and raises the risk of depression, and as we mentioned in the first module, ruminating also prevents self-awareness, which is an important element of leadership and personal growth. When we walk, we create new ideas, and we gain insight into ourselves.

NATURE & WALKING EXERCISE PART A - FIND A PARK



This is a simple exercise. Your goal is to find a park, within a short drive or walk from your home.

1. When you get to the park, turn off your phone (airplane mode).
2. Write in your journal 1 to 2 sentences on how you feel. Perhaps, add what's been on your mind.
3. Take a 1 to 2-hour walk – so that's 2-to-5-mile walk.
4. When done with the walk, write in your journal 1 to 2 sentences on how you feel now. When you were walking did you gain any new insights into your life or a problem you are sorting out? Note what came to mind in your journal.

NATURE & WALKING EXERCISE PART B - QUESTION & ANSWER IN THE OUTDOORS



This is a slightly more complex exercise. Your goal is to ask a question – the question should be regarding something you're struggling with – for example, how to improve relationships with your friends, family, or spouse – something for which you don't have an immediate answer.

1. When you get to the park, turn off your phone (airplane mode).
2. Write in your journal, the well-articulated question. Do not attempt to answer it.
3. Take a 1 to 2-hour walk – so that's 2-to-5-mile walk.
4. When done with the walk, write in your journal 1 to 2 sentences on how you feel now. Write the question out again. Does it seem to be more refined?
5. Once the question is refined, if you have no new insights, then sleep on it.
6. The next morning, write down a solution or new thoughts you have regarding the issue.

The idea is to allow your mind to both focus and also to rest. By alternating between these two states and experiencing moments of mental relaxation in nature and via walking, we can solve problems and create ideas and plans to remedy them.

OUTDOOR KNOWLEDGE & ETHICS

LEAVE NO TRACE

One of the simplest ways to care for nature and each other is to pick up after ourselves and others. “Leave No Trace” implies leaving a natural setting as you find it, or even picking up trash that isn’t yours so someone else can experience nature in its most pristine form. In a pristine environment, we can immerse ourselves in the beauty of nature, in appreciation, without distraction.

So how do we “leave no trace”? We do the following:

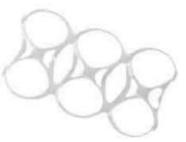
- We never leave trash anywhere. We clean up after ourselves completely and others.
- We never leave biodegradable items such as orange peels (these can take 1-5 years to biodegrade), pistachio nutshells or any nutshell, watermelon rinds, eggshells or food of any kind. These things also aren’t good for animals in the natural environment to find. Animals should be eating their normal diet. Plus, it’s unpleasant to arrive at a beautiful spot and see remnants of someone else’s meal and the ants that go with it.
- Do not leave garbage bags, assuming someone will pick them up, always take your items with you and carry garbage bags in case you find or create trash.
- Don’t construct a camp – don’t build a table in the woods. Let it be naturally formed.
- Don’t leave your grill, fishing or cooking gear in the woods for someone else to find, even if you plan to return.
- Don’t create fire rings and don’t have campfires. It’s dry in California, when then wind picks up the fire can easily get away from you and explode into a big fire.
- Don’t leave toilet paper or tissue paper anywhere or discard it on the trail. Carry a plastic sealable bag and pack away everything. (Don’t burn it either.)
- Bury human waste six inches under and about 200 feet from any trail, water source or picnic area (provided you are in wild setting and no bathroom is available).
- Pack out your used toilet paper in the plastic sealable bag. Animals will dig it up, and your toilet paper will be flying in the wind and sticking to bushes. Yuck. (It’s never great to find that.)
- Never wash with soap directly in water – creating suds and leaving pollution.

Why Leave No Trace? By doing these things, when walk on a trail or arrive at a beautiful destination, we respect the purity and sanctity of nature and its gifts to us. We also pass forward a gift to others – a beautiful environment.

EXERCISES

LEAVE NO TRACE EXERCISE PART A - TRASH TIMELINE

This exercise can be done in a group or in solo setting, in which you test your own knowledge. It is written by the Leave No Trace Center for Outdoor Ethics. Match the trash with the time to biodegrade.

		
Nylon Fabric	Orange or Banana Peels	Plastic Coated Paper
		
Wool Socks	Plastic Bottle Holder	Gum
		
Plastic Bags	Aluminum Cans	Cigarette Butts
		
Leather	Tin Cans	Glass Bottles
30 to 40 years	50 years	80 to 100 years
100 years	10 to 20 years	1,000,000 years
Up to 2 years	1 to 5 years	1 to 5 years
1 to 5 years	5 years	5 years

Answers:

- Nylon Fabric – 30-40 Years
- Orange and Banana Peels – Up to 2 Years
- Plastic Coated Paper – 5 Years
- Wool Socks 1-5 Years
- Plastic Bottle Holder – 100 years
- Gum – 5 years
- Plastic Bags – Studies vary, but because they break into tiny pieces, they can harm wildlife.
- Aluminum Cans – 80-100 Years
- Cigarette Butts – 1-5 Years
- Leather 1-5 Years
- Tin Cans 50 Years
- Glass Bottle – 1 million years

LEAVE NO TRACE EXERCISE PART B - QUESTIONNAIRE

This exercise can be done in a group or in solo setting, in which you test your own knowledge. It is written by the Leave No Trace Center for Outdoor Ethics^{xxvi}.

Randomly choose 5 questions and try to answer them.

- What are examples of minimum impact campfires?
- What are two examples of durable surfaces?
- What are potential sources of information before traveling in the backcountry?
- What is an alternative to toilet paper?
- Why is planning ahead and preparing important?
- Why is it smart to repack food before hitting the trail?
- Is it okay to bury any leftover food waste?
- Which area of your campsite receives the most impact?
- Why is it important to dig your cat hole 6-8 inches deep?
- How should we dispose of toilet paper in the backcountry?
- Why is it best to urinate on rocks rather than vegetation?
- What happens when we feed wildlife?
- What is one way we can be respectful of wildlife?
- Where is the best place to take a break while hiking?
- What should you do with your dirty dish water?
- What are some alternatives to campfire?
- What is a fire ban and why is it important to check before a trip?

CONCLUSION

As part of the GOAL program, we care for people and wildlife. Those two things compose the living force of nature in our lives.

We demonstrate and live our values by leaving no trace, and by treating people well and gently as we introduce the natural world to them. In the next module, we will articulate how to do that.



MODULE 6: LEADING AN OUTDOOR ADVENTURE

It's time to lead an outdoor adventure, which requires self-awareness, awareness of others, and awareness of the world around us. In this module, we present and outline some basic guidelines for leading a successful outdoor adventure.

What makes a trip successful? You and your participants have a wonderful experience, you gain insight into yourself and the world around you, you make a few friends, and certainly, no one gets hurt physically or emotionally. While we can't manage people's emotions or create camaraderie, we can create the conditions that enable good moments to happen and good feelings to grow. That all said, we'll start by walking through the expected challenges, so when planning a trip, you can avoid the most common problems.

EXPECTED CHALLENGES & TIPS

AWARENESS OF THE ENVIRONMENT

When we hike, we must be aware of our environment and also ourselves. Many things can happen on a simple day hike, which if left unchecked, can cascade into a series of escalating problems. In this section, we will discuss very basic issues that you will likely encounter and how to prepare for them and hopefully avoid harm. This isn't a wilderness first responder or wilderness medicine course; it's an introduction to typical problems that occur when we're outside in the mountains.

Altitude Sickness: Many people coming from the coast and low-lying valleys, find that they are suddenly hiking at 5000 feet. Altitude sickness doesn't affect most of us until we hike above 8000 feet and stay high for hours. Symptoms include headaches, nausea, loss of appetite, and feeling dizzy and weak. It takes 1-2 weeks to feel comfortable at the higher elevations. So, when we plan, we need to consider our conditions and the conditions of the people in our care. It might be best to begin hikes below 8000 feet and rest and return to lower elevations. Our first step in prevention is planning to start low and then work our way higher, as we become acclimatized.

Hypothermia: The mountains have dramatic weather. A sunny day can turn rainy in hours and hail can soak us. Or, after a vigorous hike, our clothes can be drenched in sweat; when we stop moving, we cool down and sometimes get too cold. Symptoms of hypothermia include numb hands and feet, shivering, blue lips, and feeling cold. With advanced hypothermia, we lose our mental faculties; we're too cold to think. Prevention is simple. Bring a full change of clothes, and gloves, a jacket, a rain jacket, and a warm hat. Our day packs will be full, but this makes this difference between being momentarily cold to freezing and potentially making poor decisions.

Dehydration: The Sierra Nevada is a dry climate. When exercising or just breathing in one place, we lose more water than usual. We need to replenish ourselves by drinking water often. To plan for this, you will carry about 2 liters of water, and bring a water filter to replenish water supplies. In the desert and the Central Valley, it also gets very hot, and you will need to replenish and refresh yourself by drinking water often. Symptoms include dizziness, nausea, dark urine, and fatigue.

Blisters: Many people purchase new shoes before their first big trip. This means that their shoes and their feet may not have adjusted to each other, and this can lead to blisters on the feet of even the most seasoned hikers. To prevent this, wear shoes that are worn in, even if they aren't the

greatest hiking shoes (but please no sandals and heels). For new shoes, wear them in by taking small walks, 1-3 miles. For long walks with new shoes, bring extra socks, bandages, and mole skin.

Cuts/Scrapes: One of the easiest ways to prevent scrapes and cuts is to hike on well-traveled routes, without brush and chaparral, which is where most cuts and scrapes will happen. But the second easiest way is to wear long sleeves and pants, and this will also help with bee stings, poison oak, and sun burns. The best hiking apparel, even for a hot dry desert, is long sleeved shirts and pants, preferable made of synthetic or wool material, and not cotton. Cotton gets wet and reduces your ability to stay warm and dry. So, long sleeves and pants, and synthetic materials are best.

Sunburn: The best sun protection is clothes (pants and long-sleeved shirts, sunglasses, and a hat). The second-best protection is sunscreen with a physical block as part of the ingredients, such as zinc oxide. The third best protection is sunscreen with a chemical block, which offers some protection, and must be reapplied often. Skin care is essential when outdoors. We love the sun and outdoors, but it does not love our skin, and we need to protect it.

Bee Stings/Insect Bites/Mosquitoes/Poison Oak: Again, your clothes are going to block most bites and poison oak from touching your skin. But you can also bring DEET to protect against mosquitoes and carry a head net. The head net is also useful for fly season, when you don't want to constantly wave off buzzing flies. If you're allergic to bee stings, then carry what you need, such as an EpiPen, and alert your leaders to your allergies.

OTHER COMMON ISSUES

Getting Lost: It will happen. If you hike enough, you will get lost. When this happens, your first action is to stop moving. Just stop. Don't panic. Look around, pull out your map, and assess. If you are slightly hungry or thirsty, eat or drink. You won't make the best decision if your blood sugar is low or you're dehydrated. With the map in hand or a GPS system, try to retrace your steps to last place with a recognizable trail. If that doesn't work, then use topographical details to navigate; you will follow a stream or ridge to an intersection of the lost trail. We will review this in real life in our training. Watch for cairns (piles of rocks), blazes (tree marks), and cut logs. These are all indicators of the trail's location. If none of these techniques work, you should assess your supplies, and take a longer resting break, to avoid panicking. At that point, might be best to sit tight. Some people carry a satellite phone on extended trips to use in case of emergency. Our best preparation is to be smart about our choices and aware of our surroundings.

Awareness of Others and Planning: When running a trip, you need to know everyone's allergies or illnesses before the trip begins. This information should be kept confidential, but known by all the leaders. You also need to decide who can attend your trips, and their relative health and conditions. Set a minimum fitness standard and expectation, so everyone can enjoy the hike together. If everyone can hike 5 miles and that's the plan, but one person joins who can only hike one mile, there is a mismatch, and the whole group and the individual will suffer. Be clear about the hike and its difficulty, and ensure that only those who are capable go on the trip.

That said, when hiking, you will still need a contingency plan for mishaps. It's best to stick together, but it's not always possible. You and your co-leader need to agree on team management. One of you should be in the front, and one in the back, so that the group stays contained between you two. Never leave people behind, even if they are very healthy. This is a classic mistake; when people get separated and one person gets injured or lost, things can rapidly escalate. Work with your co-lead.

If for some reason, someone has to be walked back early, a leader must stay with them, and a new co-lead assigned to the primary group. However, the best approach is to be prepared and to stick together. Be a team.

EXERCISES



SURVIVAL SKILLS EXERCISE PART A - DECISION MAKING

The decision-making process is a method of gathering information, assessing alternatives, and making a final choice with the goal of making the best decision possible. You likely use these skills every day. We are all constantly making decisions, such as where to eat lunch (a simple choice), and or choosing a school to attend (a complex choice). When it comes to the more complex and consequential decisions and life-threatening situations, it is best to have a method and think through the process. Slow it down. The Decision-Making Process includes the following steps:

1. Identify the problem.
2. Gather information and consider options.
3. Evaluate options.
4. Make a decision.
5. Take action.

When we are outdoors, it's not always possible to make decisions in a slow and methodical way – for example, if a lightning storm is approaching and you need to find shelter. You need to act fast. But remain calm as you decide where to take shelter. In those cases, you'll use the STOP acronym:

- S: Stop. Stop and do what you need to in order to calm down.
- T: Think. Consider what you need to do to survive and stay healthy.
- O: Observe. Look around you. Assess conditions.
- P: Plan. Make a plan for the action and take action.

Now, here is the exercise.

1. Write down a step-by-step plan of action, for yourself assuming you are lost in the wild. The circumstance? You are alone. You are about 8 miles from the trailhead, it's 2 p.m., cloudy, and you've lost the trail and haven't been able to find it for about 10 minutes.
2. What do you do? Write down your actions.

Answer Key: Here are a few helpful hints.

1. First, STOP. Literally stop moving, drink water if thirsty, and snack if hungry. Then, sit still for about 2 minutes. Why do this? Usually when we get lost, we panic and that leads to a rush of adrenaline, which can short-circuit our thinking process. Once we are in our best mental and physical state, we can begin to think through how to resolve the issue.
2. Assess your supplies (food, water, gear). It's helpful to know, if you have to spend the night, what you have to eat and drink, where the water is, and the extent of your warm clothing.
3. Stop and retrace your steps to where you last lost the trail, if possible.
4. If that doesn't work, look for trail signs (cut logs, blazes, cairns).

5. If that doesn't work, use your map to identify topographical features, such as river and ridges and find the line that most likely will lead to an intersection with the trail. Walk in that direction.
6. If that doesn't work, walk in the direction that makes the most sense to your feet.
7. If that doesn't work and time is running out (losing sunlight), find shelter, sit still and wait for rescue. Conserve your energy.
8. On occasion, sitting still will help you develop new solutions and find your way.

SURVIVAL SKILLS EXERCISE PART B - QUIZ



This quiz is about managing yourself in a mountain or desert environment in California. It contains some hints about what to do when the environment challenges us. Please note that for many of these questions – there are several right answers. Circle all that are correct.

- 1. Lightning: When the sky appears cloudy in the afternoon in the Sierra Nevada, you should:**
 - A) Avoid high mountain passes
 - B) Avoid hiking to peaks
 - C) Find low lying valleys
 - D) Hike down the mountain
 - E) All of the above
- 2. River Crossings: When a river is running high and you need to cross to get where you're headed on your planned trip, you should:**
 - A) Assess the depth of the river and whether it's safe to cross
 - B) Assess alternative routes
 - C) Consider retracing your route
 - D) Hike down the mountain if it's too deep
 - E) All of the above
- 3. Snow: When you reach a high alpine pass and it's covered in snow, you should:**
 - A) Hike right over it
 - B) Consider conditions and assess the danger of slipping
 - C) Consider the group dynamics and comfort level with snow
 - D) Pull out your skis
 - E) All of the above
- 4. Mosquitoes: When you reach an area that you've chosen to camp, and it's swarming with mosquitoes, you should:**
 - A) Consider hiking higher or lower; mosquitoes hatch at different elevations at different times
 - B) Pitch your tent and ensure that you keep mosquitoes out of your tent
 - C) Keep your legs and arms covered and wear a head-net
 - D) If allowed, start a fire,
 - E) All of the above
- 5. Water: When you run out of water, you should:**
 - A) Try not to run out of water by refilling at streams and lakes
 - B) Ask in advance about water conditions at the ranger station before you start your hike
 - C) Find the nearest stream or water source, filter and refill
 - D) Look for water on your map and hike to it,
 - E) All of the above
- 6. Bears: When you see a black bear in backcountry, you should:**
 - A) Stop and slowly back away
 - B) Run immediately in the opposite direction
 - C) Throw rocks and yell if the bear charges you
 - D) Put all your food and scented items in your bear canister
 - E) Sleep with a snickers bar for midnight snacking and a toothbrush and toothpaste handy
- 7. Snakes: When you see a snake in the backcountry, you should:**
 - A) Stop and slowly back away
 - B) Run immediately in the opposite direction
 - C) Throw rocks and yell
 - D) Walk carefully around it
 - E) Note whether the snake is coiled or lying straight
- 8. Poison Oak: When you see poison oak, you should:**
 - A) Run through it, the faster the better
 - B) Avoid touching it
 - C) Ensure that your clothes cover all your skin
 - D) Wash your clothes at the end of the hike,
 - E) Alert other members of the group

Answer Key: **1. E** **2. E** **3. B and C** **4. E** **5. E** **6. A, C, D** **7. A, D, E** **8. B, C, D, E**

HOW TO LEAD A HIKE

We've already walked through the process of planning and making decisions, in worst-case scenarios. Now, let's plan for a successful trip and work toward a best-case scenario and a great day. We will start with the simplest event – a group day hike, and then build to an overnight camping trip, which will likely include hiking and then a backpacking trip, which combines the two for a more robust adventure.

KEY ELEMENTS OF TRIP PLANNING – A LEADER, A CO-LEAD AND A PLAN

We've included some activity worksheets to help you think through the process at the end of this section. But before we get to those worksheets, decide on who is the 1) leader and 2) co-leader, and form a general idea of where and when you'd like go and who will be invited (the skill/fitness level). We want to be as inclusive as possible at all times, but when hiking, we have to respect physical limitations. If you're planning a walking hike, a person with two broken ankles or someone sick with covid can't go. Not every trip is for every person.

TRIP PLAN OUTLINE

Here is an outline for our trip with key elements detailed (you'll find a blank form in the worksheet section):

- **Lead:** Sue Hiker
- **Co-Lead:** Bob Hiker
- **Plan (When, Where, What):** Hike to Yosemite Falls on Monday June 19.
- **Where/When to Meet:** Parking Lot at Raley's at 8 a.m.
- **Time Hiking Estimate:** 4-8 hours
- **What to Bring? Supplies:** Bring lunch, 2 liters of water and a daypack (warm clothes, rain gear, bathing suit)
- **Fitness Level:** Moderate to Strenuous. Hike includes 3000 feet of elevation gain. 3-4 one way, and 7-8 miles round trip.
- **Expected Weather:** Mild to Cold – 70 degrees at 5000 feet, 50 degrees at 8000 feet.
- **Sign Ups:** Sign up using Google forms.
- **Carpooling:** Can you drive? If so, please denote this in your response.
- **Weather:** Rain does not cancel.
- **Maximum Trip Participants:** 8 people. Two Cars
- **Waiver:** Please sign the waver – you understand the risks, and let us know of any special health issues (allergies etc.), before showing up.

SHOWING UP

A special note for the leaders! Now you have the outline for your trip. You and your co-lead need to agree that you've committed to this time and plan, and then always show up. The rest of the people, especially when starting fresh, might not show up. It's really hard to gauge this initially, but the two leads should always follow through. This sets a standard regarding your integrity, your word, and your ability to manage yourself and your time.

With a plan completed, the leaders have some extra responsibilities, before, during and after the trip.

HIKE PREPARATION

With hiking, preparation is just as important as the actual hiking itself.

Planning Basics Before the Hike

After you've planned the hike, you must do the following tasks.

1. Advertise the trip. Use email, text, word of mouth, flyers, and e-invitations.
2. Require attendees to fill out a liability waiver and answer a health status questionnaire and include an emergency contact.
3. Screen your applicants for health issues.
4. Remind attendees about the event, several times, provide a list of what to bring and be available to answer questions.
5. Reserve and purchase camp sites, park entrance fees or wilderness permits.
6. Buy food, as appropriate (see meal planning worksheet).
7. Send reminders two weeks before, one week before and the day before the event.

THE DAY BEFORE THE HIKE

Establish Your Emergency Contact

Let people know where you'll be hiking and when you expect to be back. This is important whether you are going on a day hike at a nearby park or on a multi-day hike. On a backpacking trip, plan where you'll be camping each night and the section of trail that you'll be hiking each day, in case you need to be pinpointed for an evacuation. The best insurance is a written note/email with your information left with someone who is not going and who is expecting you back by a certain time.

Study the Maps

Study your maps before you begin the trip. Have a good idea of the route you will hike. Look for possible emergency exit points as well as places where water refills are likely. Identify more than one water spot since dry spells can be unpredictable. Also, write down shorter hiking options.

Consider Time

Predetermine where you ought to be at certain points of the day using your map. Factor in your walking speed based on the number of people on the hike as well as their fitness level. Remember that when traveling as a group, you are only as fast as the slowest person in the group. On average, people hike 2 to 2.5 miles an hour. This is highly unpredictable, so just frame your plan.

Check the Weather

Check the weather and pack and plan accordingly. Please note that the weather at the base of a mountain and on the top of mountain can be vastly different. In the Sierra Nevada, bring rain gear even if no rain is predicted.

DURING THE HIKE

You've arrived at your trailhead; everyone is there and is healthy and ready to go!

1. Provide snacks for people.
2. Provide water for those that didn't bring enough (reusable containers).

3. Give a safety talk. Briefly review the dangers and challenges of the day hike (poison oak, dehydration, altitude sickness, etc.).
4. Designate the lead hiker and the caboose hiker.
5. During the hike, pay attention to your group and their health and wellness. If people are beginning to struggle, adjust as needed (provide moral support, stay with them, change plans).
6. Manage the meals and timing, so everyone has what they need.
7. Pay attention to everyone, their health, comfort and attitude. Attend to them.

AFTER THE HIKE

You've finished the hike; everyone had a great time and is ready to go home!

1. Carpool back to your vehicles as needed.
2. Check on everyone's health and wellness. Any injuries?
3. Check the mood. Ask individually how people are doing? Feeling good, sad, tired, happy?
4. Listen to verbal feedback.
5. Make notes on methods of improvement for next time in your notebook.
6. Hold a closing circle - express gratitude, give hugs, and say goodbye.
7. Discuss the trip with your co-lead. Listen and share thoughts on ways to improve.

HOW TO LEAD A WEEKEND CAMPING TRIP

You will apply everything you learned from your day-hike to your weekend camping trip. Here, we only differentiate between the two.

On an overnight trip, you will need to reserve the camp site and plan the meals, and consider water sources and access to bathrooms for the group. To your screening questionnaire, you will add a question about dietary restrictions and preferences (vegetarian, vegan, lactose-intolerant, gluten-intolerant). To adjust to the wide variety in eating styles (if needed), you generally want to create build-your own meals, like burritos or pasta, so people can add meat, cheese, or keep them out.

You will also need to bring the gear and overnight supplies, which implies sleeping bags, pads, tents, and all the associated cooking gear needed to prepare, cook, and clean.

We've included activity worksheets to help with this.

HOW TO LEAD A BACKPACKING TRIP

You will apply everything you learned from your day-hike and overnight camping to your backpacking trip. Please note that on a backpacking trip, small mistakes are hard to recover from, and the level of fitness required for an enjoyable experience is much higher. Backpacking is one the most strenuous exercises you can undertake, and it will require training to be enjoyable. The gear that you kept in your car will now be on your back, as you walk up high mountains. It's a different scenario. If you forget your water filter or your sleeping bag, suddenly the trip is cut short. That said, some aspects of backpacking with a group are easier – for example, you can distribute the weight of your gear, by sharing it. You only need 1-2 water filters to provide for everyone.

You will use all the skills you just learned hiking and car camping and follow these additional steps to prepare for your backpacking trip:

1. Define Your Trip's Parameters

Destination. Time. Miles. Elevation Gain. Permits. Trailheads. Shuttle to and from trailheads. Amount of time needed for shuttle/vacation days.

2. Research Conditions

Talk to a ranger. Once you have a reasonably defined trip plan, research the conditions you will likely encounter, so that you can prepare properly, mitigate risks. Conditions should influence your selection of gear, such as climate, sun exposure and hours of daylight, vegetation, wildlife and insects, navigational aids (signage, blazes, cairns, and posts), water availability, remoteness, natural hazards like avalanches, lingering snowfields, river fords, flash floods or tides, or lightning.

3. Plan Your Food (A Personal Choice)

First, plan to consume 2000 calories per day or more. Choose what suits you, but remember no cans, nothing heavy, no whole fruits or vegetables. We suggest, instant oatmeal or energy bars for breakfast; trail mix, beef jerky, cheese, nuts and bars for lunch; freeze-dried meals for dinner.

4. Select Gear

For a backpacker, gear selection can be time-consuming and expensive. However, once you buy this gear, it's yours for a long while, decades. A good backpacking checklist is the place to start.

Here is ours:

- A backpack that fits you comfortably and can hold your gear
- A bear canister (if hiking in bear country)
- A water filter
- Stove and fuel, pot, utensils
- A tent
- Sleeping bag
- Sleeping pad
- Mosquito Repellant/Sunblock/First Aid/Hygiene Supplies
- Food (see recommendations below)
- Clothes (two shirts, two pants, warm jacket, rain jacket and rain pants, warm hat, three sets of socks, gloves, shade-providing hat, 3 sets of underwear)
- Water bottles
- Hiking Poles
- A book/journal
- Your phone and wallet
- Your hiking permit
- A map

5. Create or Collect Navigational Resources

- Use a map. Learn to use one, before heading out. We will review this when in the field.
- Download a GPS app. These are also handy, but recognize that technology can fail in the backcountry, batteries run out.

6. Gain Fitness and Skills

There's no better way to improve your hiking fitness than by hiking, and there's no better way to develop backpacking skills than by backpacking. But who has the time and ability to do that? Not many. The next-best option is to work out more intensely such as by running or walking up hills. A test hike is also valuable, just load your pack and go for a walk. This can be done locally, like in a park or your backyard, and will give you a chance to test your gear (and check if it works), practice some skills, and identify areas for improvement before you make a more committed journey.

7. Conduct a Final Check

In the days before your trip, using your checklist, pack up all your gear, including your maps, resources, and permits. Buy any necessary perishable foods, like cheese, butter, and tortillas. Look at a five-day weather forecast, and adjust your gear accordingly. Finally, review your trip itinerary, and leave it with your emergency contacts. Have fun! Backpacking is intense, but rewarding!

EXERCISES

TRIP LEADING EXERCISE PART A - MANAGING PEOPLE



When you are running a trip, you need to pay attention to individuals and group dynamics, and your own health and wellness, too. Answer the following questions to get in the mindset needed to run a successful trip.

1. How do you plan to manage yourself in the days approaching your trip? (Sleep, rest, work). List here all the ways you will be caring for your health.
2. Between you and you co-lead, who will be responsible for managing the hike, the camping, and the meals? How do you plan to distribute the workload among your participants?
3. When hiking or camping, how will you assess the health of your group in the moment?
4. When leading the weekend, what time will you take for yourself to ensure you're calm and well-rested?

TRIP LEADING EXERCISE PART B - PLANNING AN EVENT



When you plan a trip, you have to think through logistics, people, meals, and the flow of the day. One of the best ways to do that, is to envision your perfect trip, and all the elements associated with that, while recognizing that not everyone has the same desires, fitness, and skills. Even if you plan appropriately, people can overestimate their fitness, and so a contingency plan is helpful.

1. Write down all the elements associated with a perfect day outside hiking with friends, how it begins and ends, and what happens during the day.
2. Write down three things that could disrupt the success of the trip.
3. What do you plan to do when someone gets a blister and you must hike 6 more miles to get to the car?
4. What are you going to do when several people seem out of condition and struggling and likely unable to complete the hike? What if it's just one person who can't keep up?
5. What are your plans, in case your participants are unable to safely do the hike or the weather changes drastically?

CONCLUSION

Leading an outdoor adventure is a thrilling activity, yet filled with responsibility. We must care for ourselves, for others, and world around us. The natural world is a good place for growth, connection, and self-awareness. It takes practice to get the basics right. Be patient as you learn to lead. Unlike in an academic environment, in which you get one test to pass the class, in the real world, there will always be another opportunity to do better; it's called the next day and day after. In this realm, evaluation and self-correction can lead to greatness.

EVALUATION

The GOAL Program provides experiential learning and, it is important to help participants process and reflect on their new knowledge. We can aid in this reflection in a variety of ways. The following suggestions encourage your students to think about the field trip and provide feedback.

- Step 1: Prepare students before the trip with expected learning outcomes.
- Step 2: After the field trip, have students debrief with the group or with a partner focusing on what they learned, why it is important, and how they can use this information in their lives.
- Step 3: Give student's time to reflect. Responses may be completed in a variety of mediums. For instance, students may opt to create posters, write creatively, write a letter to their local representative, create a video, or just complete the evaluation form.

We've included a brief evaluation form here to aid in this process.

1. What did you learn on the trip?
2. Had you ever camped, hiked or backpacked before?
3. What was your favorite part of the adventure?
4. What did you think was challenging?
5. What would you do differently next time?
6. Did you feel supported by your mentors and guides? How so? How not?
7. What part of the natural world was most interesting to you?

WORKSHEETS AND WAIVERS

TRIP PLANNING LIST

Lead:	
Co-Lead:	
Plan (When, Where, What):	
Where/When to Meet:	
Time Hiking:	
Supplies and Food to Bring:	
Fitness Level: Moderate to Strenuous (Elevation & Mileage):	
Expected Weather:	
Sign Ups (How):	
Carpooling:	
Rain or snow does or does not cancel (Y/N):	
Maximum Trip Participants:	
Overnight (dietary restrictions/preferences):	

ACTIVITY PLANNING WORKSHEET

ACTIVITY PLANNING WORKSHEET			
Trip Name			
Who			
When			
Where			
Activity			
PERMITS			
	How Many	Cost	Total
Permits			
Use Fees			
Lodging/Camping			
Other Reservations			
Additional Items			
GEAR AND EQUIPMENT			
INDIVIDUAL GEAR			
Day hike			
Camping			
Backpacking			
GROUP GEAR			
Day hike			
Camping			
Backpacking			
KITCHEN GEAR			
Stove/Fuel			
Pots/Pan			
Dishes/Utensils/Cups			
Dish Soap/Sponge			
Cleaning Containers (3)			
Towels/Napkins			

MEAL PLANNING WORKSHEET

MEAL PLANNING FOR EVENTS (HIKES, CAMPOUTS, BACKPACKING)			
Event Location			
Event Dates	From	To	
Number of People			
Number of Breakfasts			
Number of Lunches			
Number of Dinners			
MEALS			
Breakfast Details	Day 1	Day 2	Day 3
Lunch Details	Day 1	Day 2	Day 3
Dinner Details	Day 1	Day 2	Day 3
Snacks/Drinks/Dessert			
SHOPPING LIST			

LIABILITY WAIVER AND HEALTH STATUS CHECK

I am voluntarily participating in the GOAL Leadership program (henceforth: the program). I understand that participation involves several risks, including, but not limited to: the risk of a plane, bus or car accident; drowning; fire; natural hazards; insect and animal bites and stings; food poisoning; disease; illness; injury; crime; foreign political, legal, social and economic conditions; and different standards of design, safety and maintenance of buildings, public places and conveyances, and different local medical practices, standards, and wilderness conditions, which are unpredictable.

In consideration for the opportunity to participate in the GOAL program, I release the regents, officers, employees, agents, and volunteers, and assigns (henceforth "agents") from any and all claims (including but not limited to claims for negligence), causes of action, liabilities and costs which I or any of my legal representatives, heirs, successors and assigns may have or claim to have relating to or arising out of my participation in the GOAL program, including, without limitation, any and all claims and causes of action for property damage, bodily injury, illness and death, caused by, related to or arising out of any action or inaction of GOAL program agents, except for such damages or injury as may be caused by the gross negligence or willful misconduct by the agents.

Furthermore, I promise not to sue CCEJN or Unite the Parks (henceforth "the organizations") any of the claims released above. Finally, I agree to indemnify, defend and hold harmless the organizations and their agents from all claims, liabilities and costs asserted by or on behalf of me or any of my legal representatives, heirs, successors and assigns within the scope of the release.

I understand that the release, promise not to sue, and agreement to indemnify described in the above paragraph are intended to be as broad and inclusive as permitted by the laws of the state of California. I agree that if any portion of the above paragraph is held invalid, the remainder will continue in full legal force and effect. This release and waiver are to be interpreted and enforced under California law.

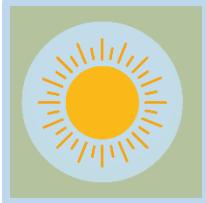
Sign and Date here: _____

Emergency Contact (name/number) _____

Please list any allergies (bee stings, food, etc.) _____

Food preferences (vegan, vegetarian, etc.) _____

Please list any known medical issues (diabetes/disease/etc.) that might affect your health and wellness while hiking, camping or backpacking. Data kept confidential – only staff have access to it.



MODULE 7: BUILDING INFLUENCE

In this last module, we take our leadership training from the outdoors to the indoors, to the places where decisions are made and actions are taken that affect the way our planet is treated and how humanity manages itself. Our goal to make the world a better place for all of us, which is the essence of doing good, as we define it. We want to elevate humanity and serve others, by bringing our unique gifts and talents to the forefront. There are many ways to do this, and our approach will depend upon our goals and the person we've chosen to become. We could become an amazing baker, a super parent, a wonderful teacher and so on; there are a myriad of ways to become a source of light and inspiration for others, which have nothing to do with advocacy. But here we discuss advocacy, and the skills outlined will be helpful in any field in which you'd like to make a change. We focus on building influence, moving others to act, and becoming powerful in whatever realm we've chosen to take a stand.

DEFINING INFLUENCE AND POWER

WHAT IS POWER?

Power can imply many things. Put simply, it's our ability to make something happen, good or bad. In this realm, it's our ability to direct the behavior of others and to impose our will or make them act in the way we want based on our authority, physical force, social prestige, money, or some other method. This isn't always a bad thing. Doctors, for example, have authority when passing out prescriptions. With their expertise and an exam, they can make recommendations that affect your health (hopefully positively). Another form of power is physical, being the biggest guy at school and being able to instill action using fear and physical force^{xxvii} (a negative use of power).

WHAT IS INFLUENCE?

Influence is the ability to change how someone behaves or thinks based on persuasion instead of authority or force. Unlike power, influence doesn't allow us to directly impact someone's actions or behavior just by telling them to do something. Instead, we influence others into changing the way they behave, think, or act using skills or proven methods of persuasion. This includes the ability to charm and inspire, and it's much more subtle than direct power. Relationships also have a big impact on influence. When we have positive relationships based on trust, respect, and compassion, our actions and behaviors will be more influential.^{xxviii}

AREAS OF INFLUENCE AND POWER

When we are working to make change, we will be working in both of these areas: power and influence. We will need to influence people and affect the power structure so that both elements support a pro-social behavior. For example, we might want to influence people to recycle cardboard boxes for the good of the earth, but we will also need the power structure to support that idea, so there is system in place that supports recycling.

HOW TO BUILD INFLUENCE AND POWER?

DEVELOP AN ACTION PLAN

It all starts with an idea and a plan. Keep in mind, some challenges are easier to solve than others. For example, ensuring that your school or company begins to recycle cardboard boxes rather than throw them away is less complex than passing a law within the U.S. political system to support recycling. However, both of those ideas need a plan and will follow a similar outline.

1. DEFINE YOUR GOAL

Our first step is to define what we wish to accomplish and simplify it into 1-2 sentences. So, for example, I want my school or company to recycle cardboard boxes, or I want the United States to offer Universal Healthcare to all citizens.

2. ROUTE A MAP TO CHANGE

Our next step is creating a roadmap to change: who and what needs to change and how we will make it happen. When it comes to the cardboard boxes, we will likely have to work with the people at our school or organization. We'll start with our teacher or boss (in order to get the first layer of approval), and then we'll work with maintenance, the cleaning staff, and the principal or chief operating officer. This could be accomplished in days, weeks, months, or a year. When it comes to moving a bill to change our nation's health care, we will touch every level of influence and power, from local citizens and to the U.S. President. This could be accomplished in a decade, several decades, or never. It's a massive lift to move the entire system.

3. BUILD YOUR TEAM

For large or small issues, it will be helpful to have a team that supports you and your idea – that's going to be your friends, family, spouse, coworkers, and people interested in your cause. (Please note that, your friends, family, spouse, and coworkers may not support your idea, and then you'll need to look elsewhere to build your team.) Keep in mind, if the idea is yours, the work will most likely always circle back to you. That's an expected and natural occurrence. But grow your circle and build your team with people who are supportive of your idea and you.

4. ENACT YOUR PLAN AND KEEP YOUR FOCUS

Once you've got your roadmap and team, it's time to start doing the work to make a change happen. The "how" is going to be about moving people to action by selling your idea to them. Basically, we need to know who needs to act and what we need them to do. We must be excellent communicators, listeners, and organizers; we must understand others well enough to know if they support our idea, and that implies listening and gauging responses. To organize well, we must choose wisely and focus. If we only need a manager or principal sign off on our cardboard box recycling plan, we concentrate on them. For big campaigns, see the [building people power](#) section.

5. EVALUATE YOUR PROGRESS

We must also review our work and decide if our route to change is effective and then refine it or change direction. You might find yourself doing this once a week, a month, or a year. It's good to take stock and decide if you need to change a tactic, focus area, or your goal. As you do this and

learn, you may decide to further develop your goal and refine your route to change. There are many ways to solve a problem. Try a new approach.

6. REPEAT, REFINE & RESTORE YOURSELF

Winning the battle requires repetition and refinement, and rests on your resilience. Some tasks take a long time to accomplish, and there is no way to make them happen without an ongoing and consistent effort, which requires a growth mindset, self-care, strength, and hope.

ASPECTS OF INFLUENCE

For the most of us, we can only make change by building influence. Again, power is the ability to directly affect a change through one's position in the human hierarchy, which can be attained through money, social status, physical stature, or birthright. If we aren't born with it, we must build influence in the areas that we seek to change. To become influential, we need to practice certain skills, some of which we've already reviewed, but here we will discuss key elements.

FINDING YOUR WHY – YOUR PURPOSE

Your first step? Know your purpose. When you seek to influence others, they are going to wonder what is motivating you. And it's going to be very important that you can articulate this clearly. Before you seek to influence others, you need to know why you're doing it. Why does your "why" matter? According to Simon Sinek, communicating your "why" taps into the part of the listener's brain that influences behavior.

Sinek explains that your "why" is probably the most important message that an individual can communicate as this is what inspires others to action.^{xxix} This is how you explain your purpose. Sinek's theory is that successfully communicating the passion behind your "Why" is a way to communicate with the listener's limbic brain, which processes feelings such as trust, loyalty, and decision-making. Your "why" for changing the health care system might be related to your mother's life-long battle with cancer and your witness to the failures of the health care system, for example.

BUILDING PEOPLE POWER

That said, even with the most moving personal story, big power structures and influential individuals are often too entrenched to change and won't unless grassroots action occurs on a large scale, i.e., the civil rights movement or the women's suffrage movement. In these cases, an organizational plan and a grassroots network to build the power of the people are both necessary.

Build Relationships

To build people power, you must build relationships founded in trust, respect, and friendship. Why? Your people will help you move big and important ideas forward, and you must be able to have honest conversations with them and reach resolution so you can present a united front. You don't want to get to the top and battle everyone simultaneously. That's not going to win it.

Using our earlier example, if you'd like to move people to recycle, you would share why recycling is important to you, and ask what's important to them. It might be littering. You might connect your concern to theirs, suggesting that there could be common solutions that would help to beautify the community and to protect the environment. Authenticity and connection matter. Speak your truth and listen to the truth of others.

Speaking & Listening and Empathy – Verbal Influence

If you're a speaker at a gathering, your voice is the one that will matter, and if you want people to listen to you, speaking from your heart and telling your story is important and essential. But away from the speaking platform, and for most of your life, you will be interacting via conversation.

We humans desire to be included, heard, and fundamentally understood and given care and attention via listening and empathy. Two books, which explore this topic in detail are Chris Voss's "Never Split the Difference" and the Dalai Lama's "The Book of Joy." Voss is a former FBI agent who negotiated hostages away from kidnappers as his primary career, and he discovered that listening deeply with empathy to kidnappers would eventually lead to the release of the kidnapped. It is a primary need. When are heard and fully understood, we are better able to hear, listen, and let go.

The Dalai Lama's "Book of Joy," focuses on happiness and humanity, and arrives at the same conclusion. When we feel understood and cared for via listening and empathy, this relieves us of our inner burdens, and we are able to feel both connected and free. As the Dalai Lama says, "Be kind when possible. It is always possible."

In sum, if we want to be heard and to have influence, we must listen and connect.

Tabling

An effective strategy for getting the word out is tabling. You can set up a table at your school, at a community event, or in any area where people gather. If you have candy and/or pictures at your table, people will pause to look at them, and that can give you the opportunity to start a conversation. You want to catch people when they are relaxed and not rushing and when they are ready and willing to talk. You must have a sign-on sheet or petition ready, so you can collect information and gather supporters.

Be transparent about your motivations. You could say something like, "I'm trying to increase recycling at our school and I want to talk with people to see if it's something that other people care about too. What are your thoughts about recycling?"

A few notes about these conversations:

1. These conversations can feel awkward, especially in the beginning when you aren't used to them. Have your facts right and listen.
2. Don't exaggerate. Be authentic and honest.
3. If you don't know the answer to a question, say so, and research it later.
4. Write down your reasons for your work and the purpose of your petition.
5. Be responsive to people. Smile and nod.
6. Accept rejection. People will ignore you and say no to you. Don't take it personally. There are always other people, other ways to get things done. Pick yourself up and move on.
7. Ask people who they recommend you contact. You might get connected to other people or other groups with similar interests and values who could work with you and support you.

Maintain Relationships

After those initial conversations with people, stay engaged. Reach out to people to invite them to participate in meetings or events or just to chat and get a coffee. You can also follow-up about going

to meetings/events that they are part of, so you can introduce your idea to more people. Also, just talking to people and asking how they are doing (and caring about the answer) can go a long way.

To connect, you can use social media, a phone call, email, or texting. Each person has a different preference, and you might have to try them all. Just remember, when not making a social call, have a specific ask or invitation ready. While there are many different kinds of events that you can organize and invite people to, a few of basic types are:^{xxx}

- **New Members/Participant Meetings:** Tell people more about the issue, offer space for them to talk about their experiences/concerns around the issue, brainstorm solutions.
- **Community Gatherings:** Give people more information, but also just create space for them to hang out, maybe with food, themed activities that connect to the issue.
- **Outdoor Events & Hikes:** These opportunities to connect with each other and the natural world, and remember what we're working towards.

Get creative and personalize your events for you and your community. There is no one size fits all organizing model—people will get involved in and be excited about a campaign if it is relevant to them and helps them to feel more connected to their community.

Leadership Development & Delegation

Once you've built relationships, you can start identifying potential leaders and team members who can take on more responsibilities and help you organize. These are people who are passionate about the issue, who show up consistently, who are trustworthy and kind, and who have relationships with other people. This last part is important, because in order to build people power, you need leaders who are well-respected and can bring others along.

Encourage people to step into leadership roles by giving them opportunities to help out. This could be by participating in a tabling event or making phone calls. After they help out, you can give them a little more responsibility, like organizing a tabling event.

That said, remember to carefully observe behavior before giving people additional responsibility. It's not just showing up and doing the work, it's behaving in an appropriate and respectful manner towards you and others. People who are rude or disrespectful can undermine your movement and your campaign. Find the best people and be your best.

Understanding and Using External Forces

As we previously discussed, there are entire systems of influence built into the world around us, which will affect our actions and choices, such as media, social media, advertising, educational systems, religions, political systems, and culture. When campaigning for societal change, you'll likely touch each one of these influential power sources and those powers sources will touch you. If you're seeking to recycle cardboard at your school or office, you will likely only need to exert influence locally. On a larger campaign, you might also build a plan for selected external forces, such as social media, to support your efforts. The play by play in a large political campaign will grow as you grow and develop your idea.

Negotiation

So, you moved all the forces and built a powerful team, and now you are at the bargaining table. Congratulations. Perhaps, you're sitting across from your manager, your principal, your congress person, or a key group who is willing to work with you. It's going to become a negotiation. So, first, we need to remember our goals are at the outset. Write them down for clarity. Now, we need to know who is sitting across from us. In Chris Voss' book, "Never Split the Difference," he articulates key elements that will enable you to gather information, build trust, and negotiate a winning deal.

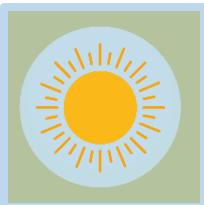
Voss found the following tactics worked the best.

- 1) **Mirroring.** This is conscious repetition of your counterpart's words. They show that you are listening and understanding them, and inviting them to expand further.
- 2) **Labeling.** This is verbally acknowledging feelings and concerns by labeling them.
- 3) **Dynamic Silence.** This can magnify the effects of mirroring and labeling and gives your counterpart time to reflect on their own thoughts and feelings and further articulate them.
- 4) **Accusation Audit.** This is a list of the negative things that the other side may say or think about you, which helps you get ahead of negativity and diffuse objections.
- 5) **No-Oriented Question.** This is a calibrated question that gives the power of No to your counterpart. You ask a question, that will elicit a "no," and this gives them a sense of safety.
- 6) **Calibrated Questions.** This is a "how" or a "what" question. How should we proceed? What do think of that? This gives the control to your counterpart, but also gets them thinking in a solution-oriented mindset – solving the problem jointly.
- 7) **Paraphrasing.** This is restating and rewording the content of the conversation, following the dynamic silence, which allows your counterpart to control the conversation.
- 8) **Summarize.** Restating conditions so the progress of conversation is shared.
- 9) **Fairness.** Ensure that that this addressed if it's brought forward. People will walk away from a deal if they feel they are being treated unfairly.
- 10) **Deadline.** Neutralize the need for a deadline, if possible, as it's a pressure tactic that can result in a poorly constructed deal.
- 11) **Loss Aversion.** Humans make choices often because of fear of a loss, rather than desire for a gain. So, you need to figure out what the other side is afraid of losing,
- 12) **Inclusive Negotiation.** Ideally, you want to gain an ally in your counterpart by asking them to help you think through the solutions.

We will need to practice these skills, and when we go into a negotiation, we need to know our goals, write them down, and them carefully guide the conversation toward a mutually beneficial and agreed upon result. This takes a lot of practice and self-control. We need to understand who we are dealing with, and work towards a resolution from their viewpoint, which supports our goal.

The exercises in the following section will give you some practice at articulating your idea and listening your way through a negotiation.

EXERCISES



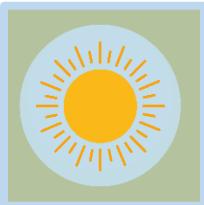
EXERCISE PART A – FINDING YOUR WHY/TELLING YOUR STORY

In this section, we will get to the root of your why and work to articulate a statement and story.

1. Gather your stories. Bring to mind 5 stories that are the most impactful in your life. They should have a specific time, specific place and specific moment and should invoke an emotional response. Write two of them down in your journal.
2. Share with a partner. Other people can help us find meaning we can't see, and offer objective, open-minded insight. Let your partner identify your values. You are the story-teller, and they are the interpreter.
3. Together, try to capture the impact you want to make.
4. Both you and your partner will draft your WHY statement. To (contribution), so that (impact). (Take about 5 minutes each). Example:
 1. I want to make the best ice cream ever, so that people can experience the joy of delicious food, like I did in my youth.
 2. I want to save the forest, so that others can experience the joy of being in nature.
5. Write out your draft why statement, and consider a personal story that best articulates this statement. Ultimately, when we arrive at our “why” it’s because of many stories, which culminate in a fully developed idea.

But when speaking with others, either as part of a campaign or in a speech, we need to choose carefully, such that our ask is in alignment with our story and who we are.

EXERCISE PART B – CHALLENGING YOUR VIEWS & DEEP LISTENING



In Chris Voss' negotiation book, “Never Split the Difference” – a key element of negotiation is to understand your adversary and help them feel understood without stating this directly. This cannot be something you do, by telling a person you’re doing it. You have to follow the conversation, where the person leads it and eventually guide it towards your issues.

In this exercise, we will practice doing this with the line “tell me more about that.”

“Tell me more about that” is an open-ended phrase that gives people permission to talk about what they’re holding behind. It’s a powerful gesture that signals you are ready to follow wherever someone’s inner monologue is taking them. Becoming a generous listener “makes meaningful social change possible^{xxx1}.”

1. Begin with a simple question, what are your personal hopes for the coming year? Why?
2. Follow the person’s story or thoughts, until they feel completely understood. They will likely signal this, by looking to you, with an expectation that you share your story.

Listening is an essential way of building influence, but it is counter-intuitive, since we don’t speak much about our cause. However, it is essential for moving people to act and affecting change, and you don’t need to speak for long to get your message across. Short is sweet, and your timing matters here. Relieving someone of their concerns by hearing them out can build a path to success.

CONCLUSION

We can influence the world around us every day with kindness and generosity. Simply being aware that our lives can be a force for good is a large part of awakening to our best potential. Part of that is deciding we want to live a dynamic life in accordance with our own values. Once we understand ourselves, we can do that the moment we awake each day.

This makes us influential immediately.

On a long and arduous journey with hard to attain outcomes, every day still matters. We must be present to the uniqueness of being alive in this moment, and at the same time, understand that the effect of our actions today set things in motion in the long run. Results may take years to come to fruition. Be patient and persistent.

Gandhi says, "Everyone thinks of changing the world, but no one thinks of changing themselves." True. We seek to change those things outside of ourselves and this is challenging work. Mostly, we have control over our own presence and being, so that's where we begin. From there, we shine a light outward and help others.

Fostering that light is the essence and the purpose of this curriculum. We hope we support you in your journey to become your best self.

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