

CONTENTS

Acknowledgments 7

Foreword 9

Introduction 11

■ PART I. LEADERSHIP FUNDAMENTALS ■

Chapter 1. Why Learn Leadership from Outward Bound? 19

Chapter 2. Becoming a Leader 34

Chapter 3. Communicating Effectively 51

Chapter 4. Building Trust, Building a Team 71

Chapter 5. Taking Risks and Making Decisions 85

Chapter 6. Finding Courage, Overcoming Fear 102

Case Study 1: The Palestinian-Israeli Unity Project 116

■ PART II. TAKING LEADERSHIP INTO THE OUTDOORS ■

Chapter 7. Preparing to Lead an Expedition 129

Chapter 8. Taking Responsibility for Yourself and Others Outdoors 155

Chapter 9. Going Solo 197

Case Study 2: Sea Kayakers Stranded in Darkness and Fog 213

■ PART III. TAKING LEADERSHIP INTO YOUR PROFESSIONAL LIFE ■

Chapter 10. Team Building in the Workplace 225

Chapter 11. Workplace Communication Skills 251

Chapter 12. Managing Change in the Workplace 272

Case Study 3: Playing a New Tune at Martin Guitar 285

PART IV. TAKING LEADERSHIP INTO YOUR COMMUNITY

| | |
|---|-----|
| Chapter 13. Serving Others as a Community Leader | 295 |
| Chapter 14. Leading a Volunteer Organization | 311 |
| Chapter 15. Leading Youth in Your Community | 340 |
| Chapter 16. Leading Your Community in the Political Arena | 370 |

Case Study 4: Leading Parks and People 389

Postscript: Leadership Lessons from Mount Kilimanjaro 395

Appendix: Case Study Follow-Up Questions 399

Bibliography 409

About the Contributors 421

Index 423