

In one (or two) word(s) describe a "culture of practice"

helping  
performance

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**Wilderness Risk Management Conference 2017**  
**Portland, Maine**

# Creating a Culture of Practice

José H. González, Ed.D.



**OUTWARD  
BOUND**

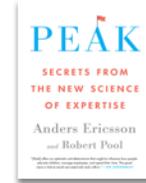
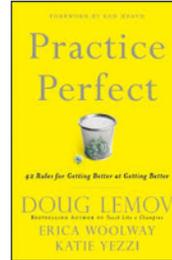


**SCA**

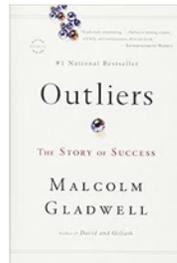
student  
conservation  
association

## Agenda

- Encoding success
- Deliberate Practice
- Modeling excellent practice
- Modeling the path
- Feedback
- Breaking down barriers to practice







Malcolm Gladwell in his book “Outliers”  
misinterpreted Ericsson’s research

Gladwell misinterpreted his research and that 10,000 hours of merely repeating the same activity over and over again is not sufficient to catapult someone to the top of their field.

Psychological Review  
1993, Vol. 100, No. 3, 363–406

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0033-295X/93/\$3.00

## The Role of Deliberate Practice in the Acquisition of Expert Performance

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

The theoretical framework presented in this article explains expert performance as the end result of individuals' prolonged efforts to improve performance while negotiating motivational and external constraints. *In most domains of expertise, individuals begin in their childhood a regimen of effortful activities (deliberate practice) designed to optimize improvement.* Individual differences, even among elite performers, are closely related to assessed amounts of deliberate practice. Many characteristics once believed to reflect innate talent are actually the result of intense practice extended for a minimum of 10 years. Analysis of expert performance provides unique evidence on the potential and limits of extreme environmental adaptation and learning.

***According to McDaniel, Schmidt & Hunter (1998) the length of experience frequently does not correlate with job performance beyond the first two years.***

A screenshot of a PollEverywhere poll interface. The top section is a blue banner with the text "Read these quotes and write down any connections, reactions or arguments about them." in white. The bottom section is a dark grey banner with the text "Start the presentation to activate live content" in white, and a smaller line of text below it: "If you see this message in presentation mode, install the add-in or get help at PollEv.com/app". The interface is framed by a black border and features decorative geometric shapes in shades of blue and dark blue at the corners of the banners.

Poll Title: Read these quotes and write down any connections, reactions or arguments you have about them.

[https://www.polleverywhere.com/free\\_text\\_polls/6vCkiHlkiwhEAag](https://www.polleverywhere.com/free_text_polls/6vCkiHlkiwhEAag)

***Ericsson & Lehmann (1996) mentioned that length of professional experience is not systematically associated to higher performance.***



Task – take the trainings and give us feedback and help with paddle staff skills that are the weakest



**Participants:25,000/year**  
**Rental 9,000**  
**Academic and Rec classes – 4,000**  
**Camp – 3,000**

**# of staff 200**  
**Departments – Wakeboarding, Surfing,**  
**Sailing, Rowing, Kayaking and Stand Up**  
**Paddleboarding**



Knot tying exercise Trukers hitch with the arm of the person next to you. Why is this knot important to know if I am a backpacker, kayaker or sailor?



## Rule #1 - "Encoding success"

"Practice makes permanent"

"Practice without intentionality and you'll perform without much intentionality"



## Rule #1 - "Encoding success"

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Check for understanding before adding complexity.



Your turn!

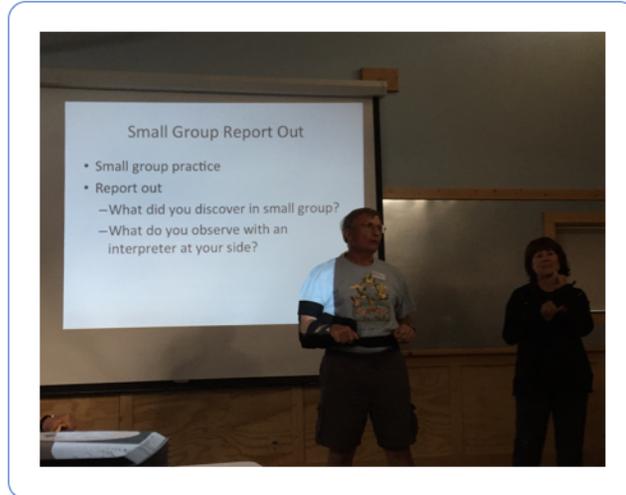


What is Deliberate Practice?

...is the repeated performance of a particular task where feedback on performance is available and the purpose is to improve performance (Ericsson, Krampe & Tesch-Romer, 1993).

## Deaf Students on Wilderness Medicine Courses

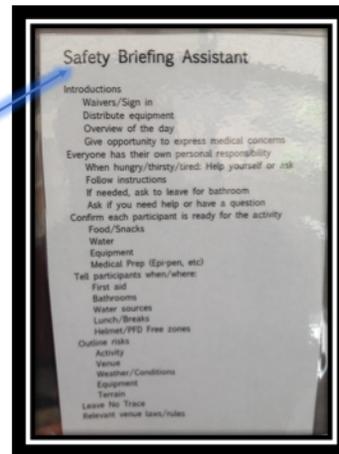
- We learned the basic etiquette working with Deaf or hard of hearing students and interpreters.
- Then we practice



Rule #10  
Isolate the  
skills

How to incorporate “deliberately  
engineered and designed practice  
“into the staff training.

Isolate the skills and create a drill for it.



Rule #10 Isolate the skills

**IDEAS**

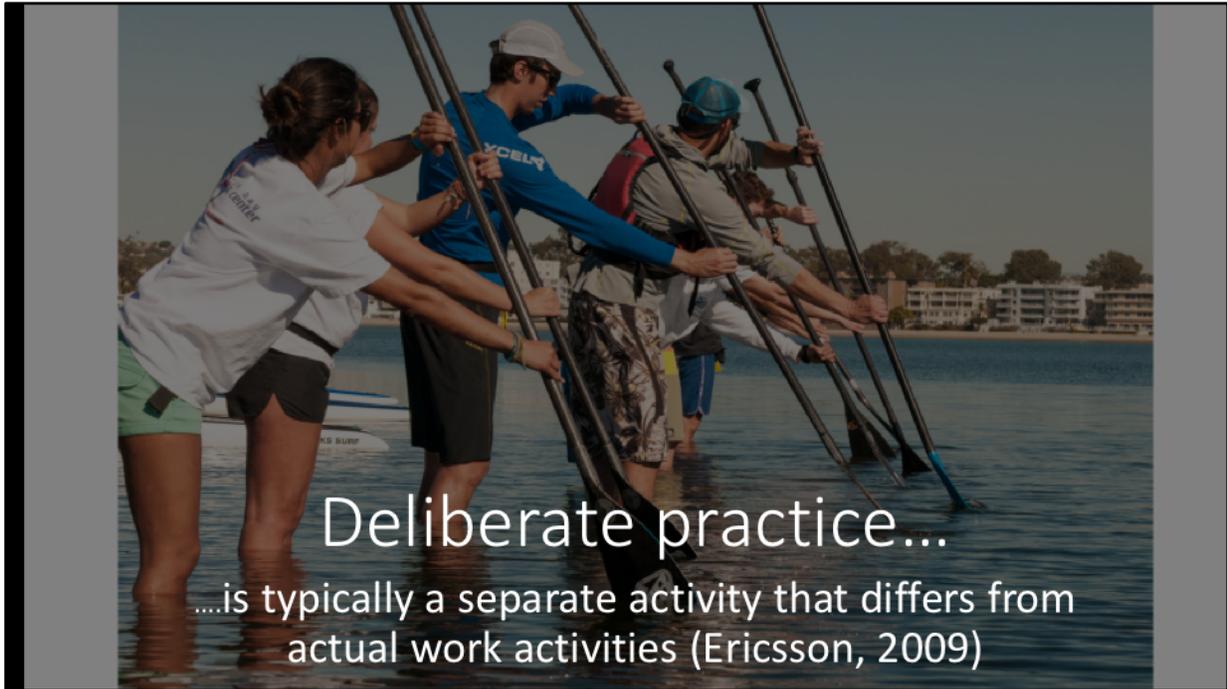
**D x 3**

**M + 3D's**

Mini lessons practice using







## Deliberate practice...

...is typically a separate activity that differs from actual work activities (Ericsson, 2009)

**Informal Learning and Entrepreneurial Success:  
A Longitudinal Study of Deliberate Practice  
among Small Business Owners**

Nina Keith\*

*Technische Universität Darmstadt, Germany*

Jens M. Unger

*Lufthansa Cargo AG, Frankfurt am Main, Germany*

Andreas Rauch

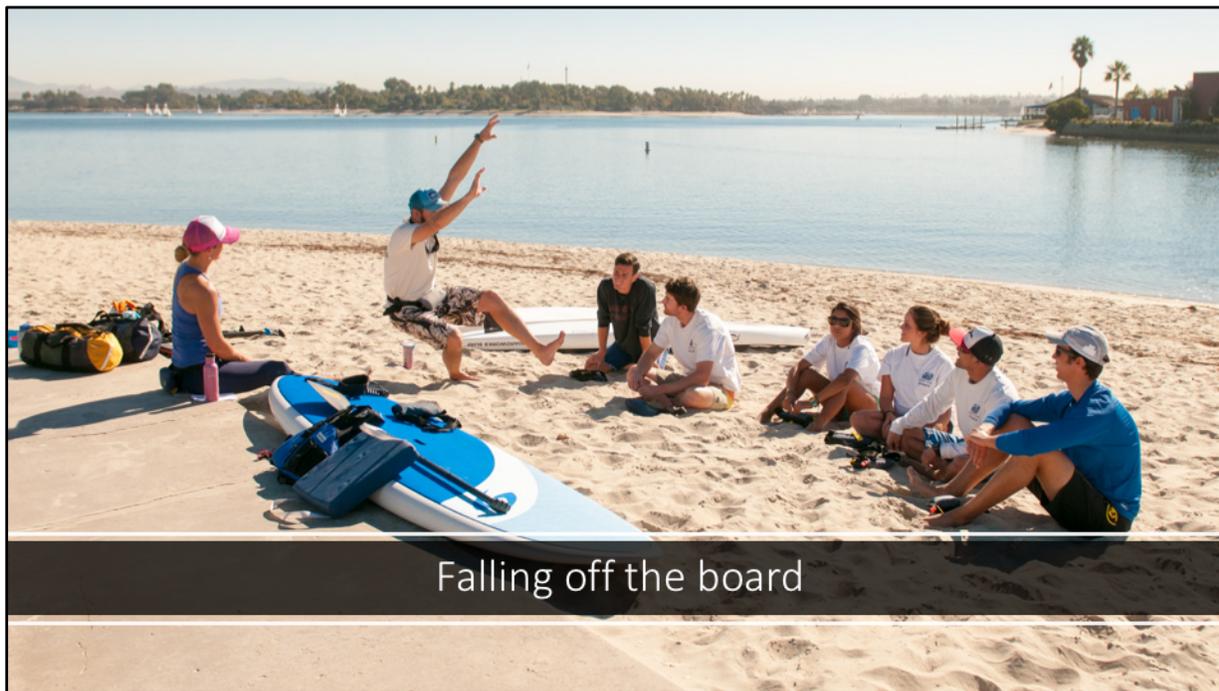
*University of Groningen, The Netherlands*

Michael Frese

*National University of Singapore Business School, Singapore, and Leuphana  
University of Lueneburg, Germany*

Rule 20 and 21 - Modeling excellent practice  
and the path.

**Tell your instructors what to  
look for when modeling skills.**



Falling off the board



## Rule 25 and 26 - Feedback

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

Example of me giving them feedback on skills and me asking for feedback from a practitioners point of view regarding the program and the training they received.



## The feedback sandwich

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## Rule 32 – Break down the barriers to practice

*Bullet to the head, Money Ball Movie*



“participants were on topic, but not on task...”

## Barrier at MBAC

Time

Gear

Buddy

## Watch a video and practice at home

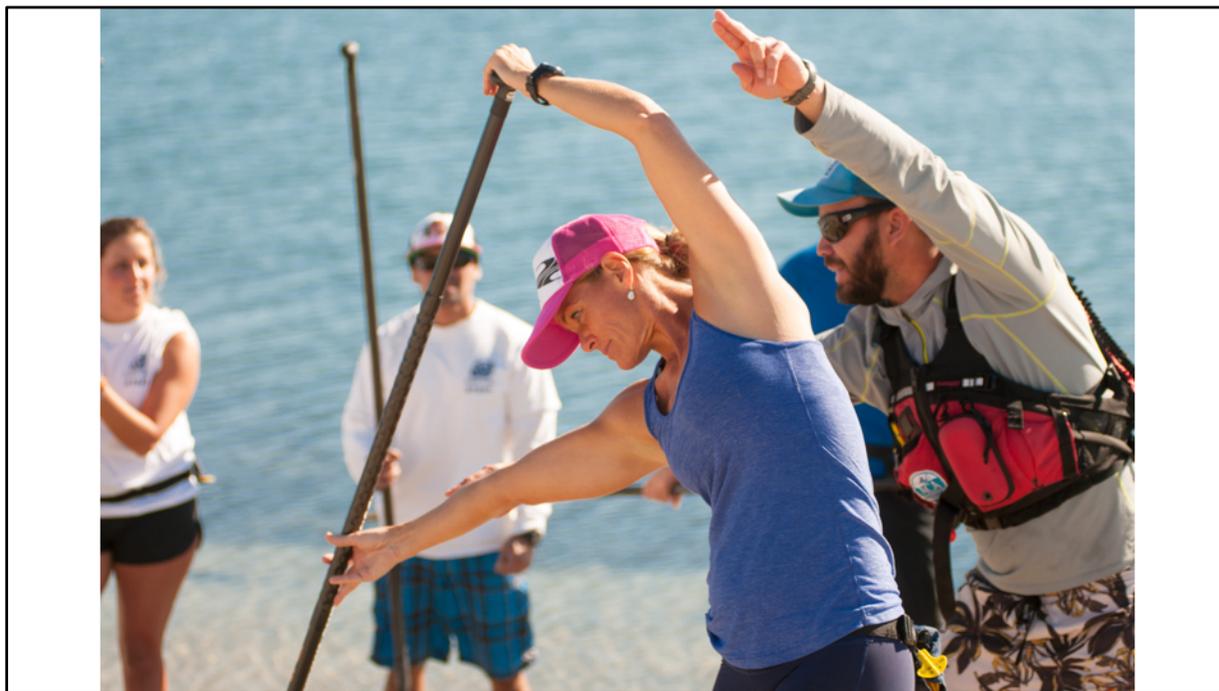


Examine your role in the organization and focus on the things that matter most. Spend 80% of your time practicing the 20% of skills that are most important.

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

Spend time practicing what matters the most

Rule #2 -  
Practice the  
20%





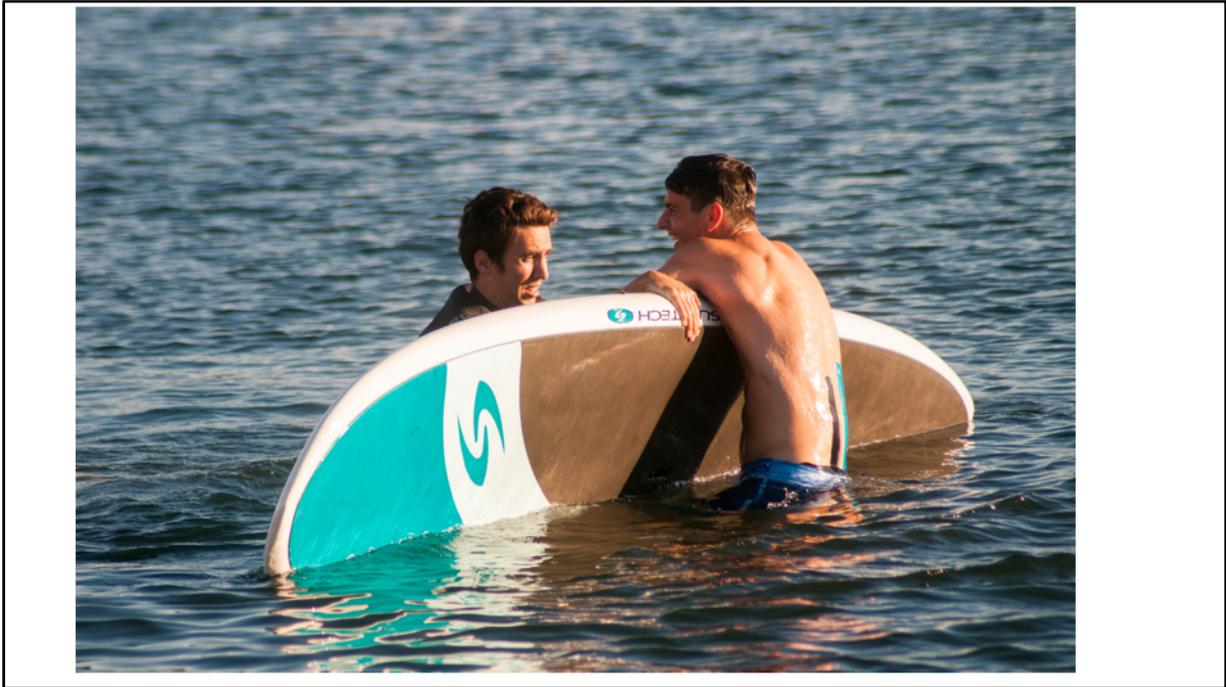
**Rule 4** - Unlock Creativity  
with Repetition



**Effects of Deliberate Practice on Crisis Decision Performance**

Earl H. McKinney, Jr., Bowling Green State University, Bowling Green, Ohio, and Kevin J. Davis, U.S. Air Force Academy, Colorado











## Rule 37 – Praise Actions

Activity!

## Workshop style – poll everywhere

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

Identify the skills that are most important for the role or person's job that should be practiced 80% of the time.

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Poll Everywhere

Poll Title: Identify the skills that are most important for the role or person's job that should be practiced 80% of the time.

[https://www.polleverywhere.com/free\\_text\\_polls/CcnYcnbLnBbCOWG](https://www.polleverywhere.com/free_text_polls/CcnYcnbLnBbCOWG)

## Summary and closure

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



A culture of practice should include:

- Deliberate practice (Specific skills, drills, criteria of top performers)
- Encode success
- Feedback
- Eliminate Barriers

## Include Deliberate Practice into your training model

Add Deliberate practice to your training model



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

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

## Final Thoughts

Rule 22 - Use the power of video-taking to gather data

Drills - carefully designed to meet the goal. Create drills that isolate the skill.

Practice takes place outside work, could be during training.

Praise Actions, not Traits.

Differentiate acknowledgment from Praise

Movie  
time!



## Next steps

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



## Reference

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

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