

TEAMWORK CHALLENGE EXERCISE

EXERCISE GUIDE

SITUATION:

1. A new trail is being constructed, across and on the far side of a canyon. The stream at the bottom of the canyon is unfordable, even where it is reachable.
2. Our crews have been assigned to construct the trail, addressing several obstacle areas simultaneously and connecting those areas with trail tread as most efficiently scheduled.
3. Other crews are constructing the bridge and the near side approaches. Unfortunately, a ten-foot section of bridge is, unexpectedly, not yet in place. Our crew's worksite, gear, and way home are on the other side of the bridge.

MISSION: Your student team's mission is getting themselves and some equipment across the uncompleted bridge in order to accomplish assigned tasks and return to its bivouac (For scenario purposes: "This equipment will later be used to construct a crossing over an open flow channel in a meadow.")

The Exercise Objectives for the students are:

- Briefing
- Organizing
- Control and Supervision
- Teamwork Success

EXECUTION:

1. The crew will plan, brief, organize and execute a crossing of the bridge gap with all personnel and equipment.
2. The appointed crew leader will choose a solution, brief, organize, and control the crew as it executes the crossing. Crew members will perform tasks assigned by the crew leader.
3. Coordination:
 - a. The crew is encouraged to conduct a "dry land walkthrough" rehearsal prior to addressing the actual crossing.
 - b. The Instructor will provide an engineering solution on request, but not more than 3 minutes after the crew leader is briefed.
 - c. A post mortem student/instructor critique is an important part of the learning for this exercise. The critiques should focus on the organization and teamwork, not on the technical aspects.
 - d. Total available time is 20 minutes for this station.

ADMINISTRATION & LOGISTICS:

1. All students should have hard hats and gloves.
2. The obstacle will be represented by two stable picnic tables 9 feet apart. Two pickup truck beds are an option.
3. The equipment to be brought across consists of two 8 foot 2x8s and two barrels (for problem purposes, too heavy to throw across – although in reality they should be light enough to ensure safety).
4. This equipment constitutes the only materials available to use in crossing the obstacle.

CONTROL:

1. The Station Instructor is in charge at all times and will ensure the exercise remains safe.
2. The Instructor will designate a crew leader for the exercise. This leader may appoint any subordinate leadership she desires.
3. The Instructor will brief the crew using paragraphs 1 through 3 and applicable parts of paragraph 4 and 5 of this paper.
4. While the logical answer to this problem for trail crews is to radio for better material and wait safely until it arrives, the Instructor should announce this up front and remind everyone that today: "We're going to do it the fun way."

SOLUTION:

1. Extend board B1 four feet over the obstacle. Have a number of the crew stand (or sit) on the board to hold it in place.
2. Send one crew member out on B1. Hand him board B2 and have him place it from B1 to the far side abutment.
3. Send the barrels and uncommitted crew members across.
4. Reverse the positions of B1 and B2.
5. Bring the remaining crew members across, the last one removing B1 and passing it to the far side.
6. Pull in B2.

NOTE: This exercise is from the Tahoe Rim Trail Association's Crew Leader Training