

# *The Affective Abilities of Outdoor Leaders*

An Investigation of  
Outdoor Leadership Skills  
in Australia



This project is supported by



Health  
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## Project Overview

The performance and embodiment of affective abilities, often known as soft skills, is central to the fulfilment of outdoor leader roles. Outdoor sector employers have highlighted the need for new graduates and employees to have well developed affective abilities. Unfortunately, recent research suggests that this is not always the case.

With a significant and increasing demand for employable outdoor leaders, it is essential to examine the affective abilities that outdoor leaders use in the field and to improve and develop outdoor leader training opportunities.

This study seeks to identify what and how affective abilities are being used by leaders in the delivery of outdoor experiences. The goal is to support education, recruitment and training strategies in the outdoor experience provision sector.

Deloitte (2017) suggest that:

- Two-thirds of all jobs will be affective abilities intensive in 2030,
- Current demand for affective abilities exceeds supply by up to 45%, and
- A quarter of employers have difficulty filling entry-level positions because applicants lack affective abilities.

***The research team now invites Expressions of Interest from the outdoor sector to participate in this critical next phase of the study.***

## The Study

This study seeks to understand the affective abilities required to be an outdoor leader in the field. It will gather insight from a series of case studies and involve new graduates, experienced outdoor leaders, employers/managers, and sector leaders across Australia.

This study will use field observations, in combination with focus groups and surveys, to explore affective abilities 'in the field.' By approaching this study from several perspectives, we will gain a 'big picture' view about the perceptions and proficiency of affective abilities in the outdoor recreation field nationally.





## Those who take part will receive:

- The latest thinking on affective abilities and those key skills most linked to effective outdoor experience delivery,
- Insights into how affective abilities can be identified and assessed (supporting recruitment and training activities within your organisation into the future),
- A tailored organisational affective abilities value assessment (recognising that every organisation/site has its own unique goals, clients and culture - therefore affective abilities that are prioritised should align), and
- An assessment of the affective abilities of your staff (staff profile, compared against national benchmarks).

## Your Investment:

\$5,500 - based on 15 staff involved (plus travel & accommodation)

*The exact involvement of staff numbers and desired outcomes can be negotiated with the researcher.*

Staff time - meeting with project leader over three days\*

*\*The study will be tailored around specific staff members you wish to involve in the study (e.g., all staff, trainees, managers, etc.) so may cost and time may vary depending on total numbers.*

In return for this investment you will be able you to improve your service delivery and workforce capacity, as well as gaining valuable insights into your unique outdoor leadership profile.

## Who is this study aimed at?

This study includes organisations that provide outdoor recreation and outdoor learning experiences. We are looking for participation from organisations from diverse sites and with diverse staff make-up, ethos and clients.

## When will the study take place?

Data collection will commence in August 2018 and continue until May 2019. We will liaise with you to determine the best time to conduct our site visit.

## How will the study take place?

A researcher will come to your site or, if you have multiple sites, the site where the most/ best data can be captured within the time available. The data from all case studies will be anonymously amalgamated into a comprehensive report that will be shared with the outdoor sector through study reports, conference presentations and journal publications.

## How do I get involved?

**Email Mandi Baker at [getlamped@gmail.com](mailto:getlamped@gmail.com)** with details about your organisation, site and staff make-up (eg numbers of staff, structure/ hierarchy/ responsibilities, and staff qualifications).



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**If you have any questions or would like to discuss any aspects of this project,  
please contact Mandi Baker.**

**E: [getlamped@gmail.com](mailto:getlamped@gmail.com) | M: 0407 729 001**

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