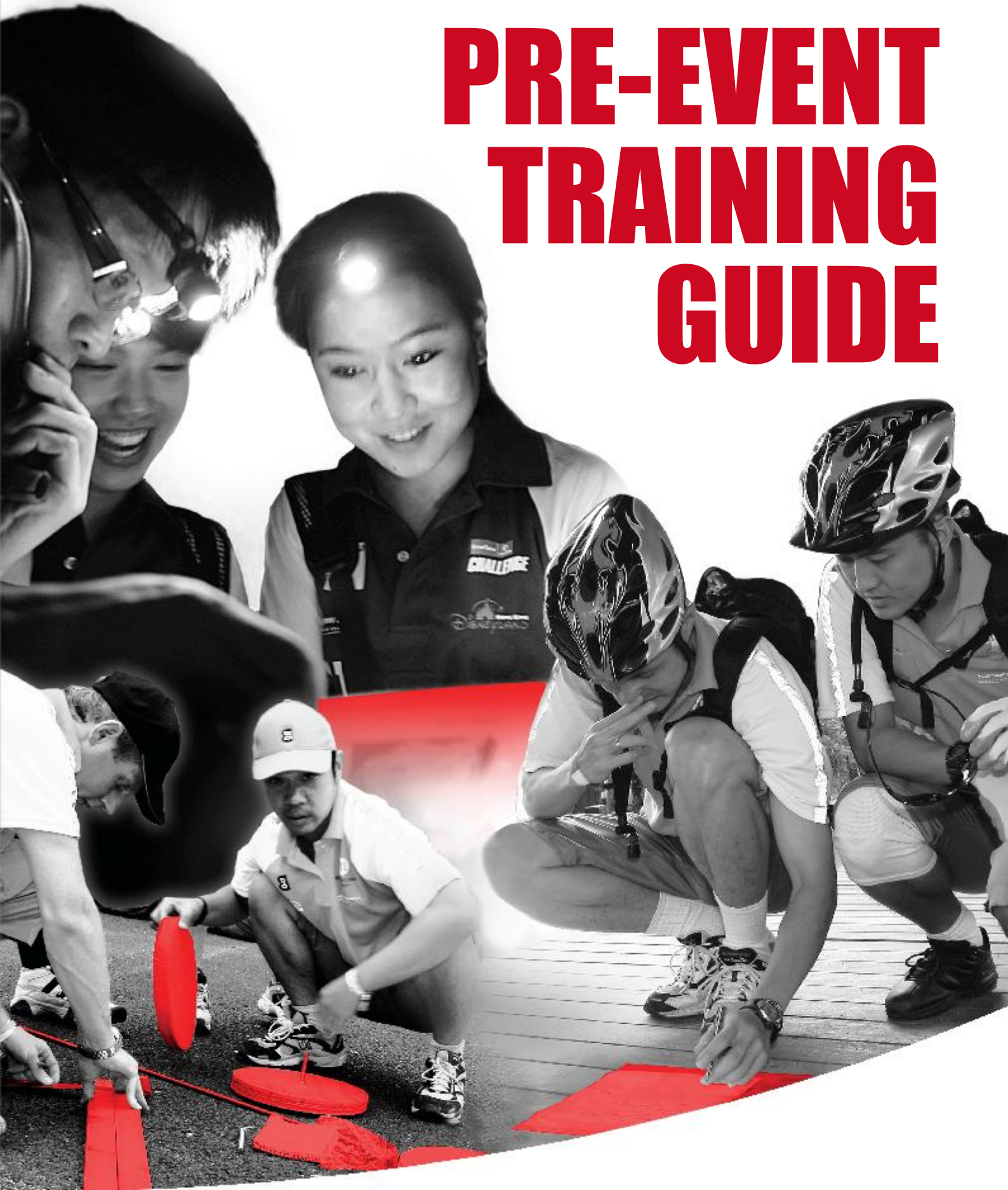


# PRE-EVENT TRAINING GUIDE



Presented by: **bamboo**

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SmarTone |  **vodafone** OCTOBER 2010  
**HKCHALLENGE**

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# Welcome to the SmarTone-Vodafone HK Challenge

## What is the concept behind the Challenge?

It is well known that successful companies are built on strong teams. Communication, time management, resource allocation, decision making under pressure, a keen understanding of the team's strategy and understanding of a unified goal are just some of the factors needed within your team – both in the event and in the work environment.

This Challenge focuses the energies of those taking part on the importance of these core skills in a series of different environments and conditions. Over the course of the event, each team will be challenged mentally and physically, both as individuals, and as a team. Tried and tested over 10 years, the format compresses many of the challenges you face at work, but delivers them in an intense burst of 48 hours of competition, against the cream of Hong Kong's companies.

The aim of this guide is to help you and your team prepare for the challenge, enabling you to perform to the best of your ability during the event and enjoy it as much as possible. A little preparation and training, both mentally as well as physically, will pay great dividends come 28<sup>th</sup> October 2010.

Every team has a different reason for taking part in the Challenge, and the following information is intended as a general guide. While the suggestions about physical preparation are clear, pointers on the strategic elements of the Challenge are a guide to how you should start thinking about the event, not specific clues to any of the stage concept – ditto, the example stage notes and map.

Whilst the guide is primarily designed for teams who are new to the event, there are a number of new components in the 2010 Challenge, and this guide should prove a useful refresher for even the most experienced participants.

The guide is broken up into clear sections with some parts perhaps more relevant than others. While time is a luxury for all of us, our experience shows that teams who set aside some time for preparation before the event, not only perform better, but also have a lot more fun.

## How is it delivered?

The event will consist of a number of separate stages ranging from 2-3½ hours, each one designed to test a specific skill, in both you the individual, and as a team. Some stages will require no physical activity whatsoever, others may involve night navigation or kayaking – all the stages will require you to think and communicate clearly with each other.

Part of the challenge of the event is adaptive or situational learning. As you progress through the event, you will identify the strengths and weaknesses of each team member – it is important that you become aware of these, and act accordingly. As Eleanor Roosevelt said “making a mistake is fine, just don’t make the same one twice”.

Teams who do best in the event are not always the fittest – this is not an Army boot camp – but rather the ones who clearly identify their strengths and weaknesses and allocate roles accordingly. It’s important to remember that this is not a linear race like a triathlon; each stage will offer up an optimal solution for each team depending on your skill set – the challenge is in figuring out what the optimal solution is for your group of 5.

We believe that by putting a competitive framework around these tasks, particularly against the clock, makes the event more fun and pushes you to greater levels of efficiency and performance. Similar to the work environment, we are all spurred on to superior performances both by the competition against others, as well as the support and encouragement of colleagues.

It’s important to stress that in the office environment you often work with colleagues and partners in a narrowly defined function. Within minutes of starting the event we will blow open these boundaries, and put you in a wide range of stress situations.

**Many people who have taken part in the event commented that they learned more about their colleagues in 48 hours than they did working with them over a period of 12 months.**

While many people will have taken part in role play situations in the classroom, the Challenge involves a series of real world challenges specifically designed to mimic the decisions we all face in our business life – success will depend on how effectively you work together to combat these challenges. At different times in the event you will make the wrong decisions, what is important is how quickly you realise you’ve made the wrong decision and what you do to rectify it.

How you react to these challenges and decisions will be explained in more detail later in this guide.

## What happens to those who take part?

Time and time again our post event research shows that bringing together colleagues to experience an event of this nature leads to a huge increase in confidence, effectiveness and collective pride. While it may be stating the obvious, it is a corporate truism that for an organisation to reach its peak performance, it requires all of its individuals and constituent parts to communicate clearly and work as a team.

While the immediate focus of this document, and for all of you who take part in the event, will be how you perform, the real value from participating will be in taking the lessons learned – the successes as well as the mistakes – back to the work place. As we've indicated above, each stage is designed with a specific business skill in mind, and all past participants have found a very relevant application for each of these on returning to the office.

When it comes to the event, you will all be given a 'Learning Journal'. This journal encourages you to consider how you approached each stage in the event, individually and as a team, analyse what you did right, where you might have gone wrong and what you could have done better. This should be used in conjunction with the 'Post Event Guide', which will indicate the optimal strategies for each stage, allowing you to cross reference decisions you made against the course designer's master-plan.

Whether or not your company's HR department organises a formal de-brief, we'd encourage you to get together with your team mates in an informal setting two weeks after the event to share your thoughts.

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OCTOBER 2010

**HKCHALLENGE**

# How to Prepare

## Team Selection

There is no set formula for team selection – each company has a different reason for nominating staff to take part. Some of you might be taking part with colleagues you've never met before to encourage communication across the company, others might be joining colleagues they work with every day. Some teams will have a high degree of vertical integration – MD down to graduate trainee – some firms enter just for fun!

The one thing that binds all of you together is that at the end of 48 hours you'll have experienced something truly special, and found out more about yourself and your colleagues than you ever thought possible.

Every team will consist of the following:

- A Team Captain whose principle function will be to attend Team Captain's briefing and relay information about the event to the rest of the team
- 4 additional team members.

Some of the stages will require all of you to work together at the same time, at other times you might be split up into two groups. On the more physical stages we often structure the stage so that one person is always doing a non-physical activity, and can be substituted for one of the other 4 team members if they get tired.

It should also be stressed that the Team Captain doesn't have to be in charge for the duration of the event – his or her role is simply as a representative in an administrative function. Depending on your individual strengths – it might in fact be beneficial to rotate the captaincy on a regular basis.

While it was highlighted in an earlier section, it is worth re-stressing that the event is a 'marathon not a sprint'; success is determined by how you perform over 48 hours, not in the first physical challenge, so remember to pace yourselves accordingly.

To enable you to assess who might make the most effective Team Captain, what follows are some of the key skills required in the Challenge, as well as some key considerations to take on board when assembling a team.

## Key skills and competencies

- **STRATEGY**
  - Stage planning – what is the key goal of each stage
  - Team selection – who is ideally suited to each task
  - Allocation and communicating each tasks
  - Time management
  
- **PHYSICAL**
  - Mountain biking
  - Trail running
  - Kayaking
  - Night navigation
  
- **INTELLIGENCE**
  - Code Breaking
  - Lateral Thinking
  - Mind Games
  - Engineering and construction tasks
  - Cognitive Challenges

While it might be clear at the outset what you're being asked to do, and each stage may appear quite simple, things can often go wrong along the way – you might get your timings, wrong or fail to crack a vital code in time. Such errors are often punished with significant time penalties and it is advisable to always have a contingency plan in mind.

While some of the key skills have been discussed above, it is worth listing them all again, and indicate ways in which they might be relevant to the Challenge:

**Communication** – under time pressure messages can often get confused, it is vital that the captain on each stage give clear instructions which can easily be followed

**Goal setting** – every individual or pair must be a given clear objective to do in a set time. If a team member feels this goal is un-realistic they must say so.

**Collaboration** – Each person will have a specific skill; it is important to work out what each team member can do best

**Strategy and planning** – these are the cornerstones of the event, do this right and you're 75% of the way there. The 10 minutes spent strategising at the beginning of the stage could be the most valuable you'll spend.

**Team productivity** – it's all about getting the right person performing the right role

**Lateral thinking** – whether it's the construction stage of the trading game, a lot of time and energy can be saved by 'thinking smart'

**Morale** – there will be times when you get things wrong and you're all very tired – it's vital not to let these things get you down

**Conflict resolution** – it is inevitable that you'll make mistakes as a team or individually. You must make sure that, should any conflict arise, you deal with it quickly and effectively and not let it affect the rest of the stage

**Change management** – as suggested previously, things will go wrong and your initial strategies may not prove to be the right ones. How you adapt within the event to changing circumstances is vital to your success

**Time management** – each stage will be completed under strict time limits; the penalty for exceeding these time limits will frequently be severe. It is vital that you manage your time accurately

**Risk management** – as well as time penalties, there are penalties for not completing a number of components of the event. It is vital that you chose a strategy which is within your abilities – it's much more important to choose a low risk strategy and pull it off, than embark on a high risk campaign and fail

**Leadership** – as we know effective leadership comes in many forms – it's not just about the team captain showing leadership – it's about each member of the team taking responsibility when the circumstances demand. The event is all about situational leadership and how each person responds.

## Key considerations for you as an individual and as a team

Firstly it is important to **understand why you have entered and what you want to take away from the process**. Are you there to raise money for charity? Are you a small company with a desire to build a strong team? Are you a new team at work eager to find out more about each other? Is this a bit of fun or are you there to win the event? As we discussed above, we believe it's vital for the team to meet up socially before the event to discuss everyone's separate goals.

**Be realistic in your targets – both physical and strategic**. There is a physical element to this challenge – if the team does not have time to train, or is not focused on this aspect of the challenge, then set your sights accordingly. A pre-event training schedule is an extremely good way of bringing the team together before the event and will help on the day.

To build a winning team, **consider the key skills involved** (see above) and try to cover those within the members of the team. A diverse range of skills shared amongst those taking part is often a better tactic than placing all the trust in the skills of an individual.

## Selection tools and how to prepare for the event

Dependent upon the time, resources and energy of the individual or team there are a number of different selection (and training tools) open to the business. As mentioned, the more pre-event planning and training you do, the easier the event will be. Some of these are explained in greater depth later in the guide

**Physical fitness** – a clearly defined, goal oriented training regime with group, as well as individual, objectives is important. Remember this is not a triathlon, a normal level of fitness will see you through

**Mental fitness** – Solving the mental puzzles quickly will definitely give you a head start, spending time before hand working on brain teasers will be a great help, so will identifying who the best two puzzle solvers are within the team

**Team Challenge** – a short physical challenge that tests time management, problem solving and team dynamics (e.g. a low level construction or command task) is a great way of indentifying who the lateral thinkers might be within the group

## Team training

Having selected the team with the assistance of the above criteria, it is now vital to take time to train for the forthcoming challenge. Preparation and training not only ease the physical and mental challenges ahead, but allow the team members to get together before the event and gauge the strengths and weaknesses of those involved – you will come to the event with a better understanding of how to approach each stage. As mentioned before, there are a number of ways to achieve this;

## Physical training

Whilst there is an equal emphasis on strategy, planning and mental agility, there is a physical element to this challenge. In order to maximise their enjoyment of the event we recommend that all competitors try to prepare by getting fit.

Many individuals use their participation in the event as a goal to start getting fit, often carrying on the experience to other adventure races after the Challenge is over. The fitter you are, the more you can enjoy the experience and the more you can contribute to your team effort. If you already do regular cardio-vascular exercise by running, playing football or going to the gym, etc, you are probably fit enough to take part in the challenge. However, you should build on this base fitness in the run up to the event. All your efforts will pay dividends when the challenge is on. If, however, you have not been doing any exercise, we suggest that you gently start building up your fitness and stamina levels. Not only will this enable you to do well at the event, you will start to feel healthier too!

It is vital that, wherever possible, the team is of a similar standard of fitness. The challenge is not about the individual, rather the team as a whole. Therefore, when setting the objectives for the stage, the physical fitness of all those taking part will be a key factor in determining your strategy.

The event lasts for two days and nights, and while there won't be anything as scary as a straight 10km run within the event, a combination of late nights, early mornings and physical exercise mean that when training you should focus on stamina and strength not just short term 'sprint' fitness.

If you are looking for a benchmark fitness level for the event, we suggest that you should be able to run 5–8km without stopping. This is not to say you will not be covering more than 5km over the whole event – you might – it is simply a base level of fitness which will allow you to take part and enjoy the challenge.

Should you be interested in some specific skills training such as kayaking or navigation then we'd be happy to introduce you to our partners at Outward Bound who have crafted a training programme specifically with the Challenge in mind.

## Mental training

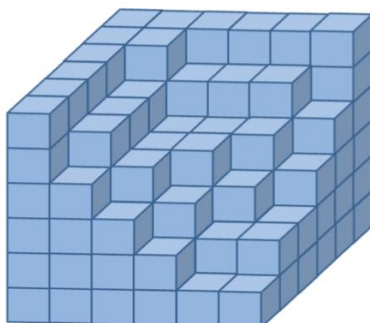
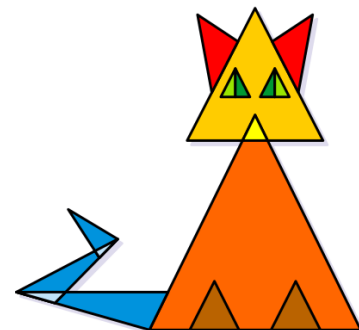
As highlighted in the previous section, the Challenge is not just about physical strength and stamina, but the combination of mental skills with physical skills. The way you think and plan will determine the success of the team as much as the physical ability to deliver that plan.

Mental preparation must start well before the event for the effects of this training to become apparent during the event. As before, consider the aim of the team; are you training to win or just to have fun, are you naturally strong in problem solving or is this an area you need to develop – is there anyone in your team who is naturally stronger in strategy and planning and who has a good head for logistical or operational delivery.

There are two essential levels to mental planning. Firstly, the ability to solve numerical, literal or code style puzzles. These are often employed in stages to boost the bonus earning potential of teams. The ability to think laterally and solve such puzzles under the pressure of time, and often whilst focusing on another problem or task, is key to success. Secondly the ability to work through a strategy, formulate a plan and succinctly communicate that plan within the team is critical. Teams will be presented with a volume of information and must digest and plan for the stage within a short time span.

Preparing for the first area, the puzzles, is simpler than preparing for the second. There are plenty of puzzles and codes within books or on the web. Practice as a team under time constraints to identify who is strong in this area.

**EXAMPLE A** - Can you work out how many different triangles are contained within this picture? - And be careful, there are more than first meet the eye.



**EXAMPLE B** - How many blocks have been removed from this 6 x 6 x 6 cube?

## The importance of strategy

To practice strategy and planning involves more effort. Many of our challenges require teams to take their time to analyze their plan, determine key timings and plot their course.

Imagine for instance that you are involved in a theoretical challenge of climbing the highest peaks in the world. You can only visit the peaks in a certain order and many of the peaks require you to collect Oxygen before you arrive. Due to the height of some of the peaks, you can only visit them at certain time windows when the imaginary 'wind conditions' are favourable. Some mountains must be climbed as a pair and some as a 4. You have 2 ½ hours to plan your route, visit as many mountains as possible and outwit your opposition.

How much time do you spend strategising?

When do you split into pairs?

To assist you with team strategy we advise that you work on 2 key areas;

- 1) Map reading – It is essential that at least 2 members of your team have basic orienteering skills. You do not have to be experts, but basic mistakes in map reading could seriously compromise your winning strategy
- 2) Speed distance planning – Gain a good understanding of how long each team member takes to hike, run, bike and kayak a set distance. Once the start gun is blown, you should know how long each pair will take to achieve a set goal within your strategy.

*What's your plan B in case things go wrong?*

Of course even with the best strategy in the world, punctures occur, navigational errors happen, fatigue sets in earlier than you might expect – particularly if you're not consuming sufficient water. How will you adapt to this?

Within strategic challenges you must always try to stay mentally alert, focused and able to change your strategy en-route. You will make mistakes, but the key is to learn from them, and apply those lessons to the next stage.

The challenge is as much about correct strategy as it is about fitness or mental prowess. If a team does not start each stage with a clear mission and a plan to achieve that mission, they will flounder. Clear communication amongst team members and realistic goals are as important as any other aspect of the event. Teams that reach a unified group decision rather than follow instructions from one leader will be more flexible and will be able to react to strategic changes more rapidly and effectively.

Remember, even the best laid plans can falter. Teams should run a 'what if' analysis of the stage. A plan 'B', whilst not always required, is sometimes a saviour.

**Please see overleaf for an example of a former stage.**

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## EVENT METRICS

STRATEGY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PHYSICAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTELLIGENCE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### SKILLS SUMMARY

Communication skills, strategy and planning, decision making, time management, risk management, interpersonal skills, team productivity, motivation, morale boosting, confidence building.

## STAGE 5

### FEET IN THE CLOUDS



#### THE MISSION

It's 1854 and the age of adventure. Many of the world's highest peaks have not yet been conquered by man.

During this 2 ¼ hour Set Time stage teams must battle to reach the highest peaks, triumph over the tallest ranges and, if brave enough, even attempt the "Grand Slam" – summiting the world's five highest

## READ THESE NOTES CAREFULLY

### SUMMARY

Type of Stage:	Set Time
Stage Close Time:	2 hours 15 mins
Maximum Stage time:	2 hours 30 mins
Penalty for exceeding Close Time:	Addition of twice excess time to actual time
Penalty for exceeding Maximum Time:	Addition of twice excess time to actual time plus loss of all bonuses

SP	Summit Point. Either 2 or 4 team members to visit. One or two team members to dip.
MP	Mechanic Point. Minimum of 2 team members to visit. No requirement to dip.
WP	Water Point. Water at Start/Finish and at locations marked on map. No requirement to dip.
FINISH	Last team member to dip.

### GENERAL

- The sequence of events for this stage is as follows:
  - One team member only must collect an envelope (one per team) from the Start Pillars containing Stage Information.
  - Teams have the use of up to 2 x mountain bikes for this stage.
  - Teams must summit peaks and complete mountain ranges to collect bonus time. Teams may also visit the Grand Slam of the highest peaks in the world.
  - Teams must cross the finish line, on foot, as a complete team of four, last team member to dip.

### THE COURSE

- The team envelope contains 2 x Stage maps and 1 x Mountaineering Guide.
- The course consists of 1 x Bike Compound, 1 x Bike Mechanic Point (MC), 20 x Summit Points (SPs) and 1 x Start / Finish.
- Teams must visit SPs to gain bonus and reduce their overall stage time. Each SP is connected to a particular mountain range (e.g. the Alps). Some SPs may be visited by a pair (both team members to dip), some must be visited by the complete team (one team member to dip). The number of team members required to visit each Summit is clearly shown on the Mountaineering Guide (located in the start envelope).
- Teams may attempt as many Mountains and ranges as they wish, and in any order. Bonuses are awarded for visiting individual peaks but extra bonuses are gained by visiting a complete range. All bonuses are detailed on the Mountaineering Guide.
- Each of the ranges are colour coded for easy identification on the stage map and in the Mountaineering Guide.
- Teams also have the option to complete the Grand Slam of mountain peaks – the world's tallest peaks.

- Any Summit over 3,000m is subject to adverse weather conditions. Teams may only summit each SP over this height at certain times during the stage – Fair Weather Windows. If teams visit an SP over 3,000m outside of these times they will be deemed to have not visited the SP and will not receive the relevant bonus.

Note: It is the team's responsibility to monitor these times – not the marshals.

- The Mountaineering Guide will detail which Summits relate to which mountain range, Summit Height, the Grand Slam Summits, No. of Competitors to visit each Summit, 'Fair Weather Windows' and all related bonus values.

- Teams may use up to 2 x mountain bikes at all times during the stage. Team members may swap mountain bikes at any time and at any location on the course.

- At the start of the stage all Mountain bikes (2 per team) will be placed on bike racking at the Bike Compound (adjacent to Start / Finish). Teams must dismount their bikes when entering this area and must place bikes on the bike racking when finishing the stage. Failure to do this will result in penalties – see scoring.

Note: A Bike Mechanic Point (MP) is clearly shown on the stage map. Bikes must not be left unattended at any time during the stage. Teams may leave their bike(s) with a marshal on the course but will not receive any time for breakages and lost time.

- The complete team of four must then cross the finish line, the last team member must dip to record the finish time when he / she crosses the finish line and proceed immediately to the Score Tent.

### START/FINISH

- The Course Director will start the stage at which point one team member must cross the start line and collect an envelope from the Start Wire. He / she must return to the rest of the team and plan their stage. Teams may then collect up to 2 x bikes from the Bike Compound.

- Before finishing, teams must rack all mountain bikes at the Bike Compound. Teams must finish as a complete team of 4 – last team member to dip.

### SCORING, BONUSES AND PENALTIES

#### BONUSES

- The Mountaineering Guide provides all information on bonuses available for stage 5.

#### PENALTIES

- The following penalties will apply.

- Failure to comply with safety instructions **Max 60 minute penalty**
- Team in out of bounds area (including any path not marked on the Stage Map) **Max 60 minute penalty**
- Dipping at an SP over 3,000 m outside of **No SP bonus awarded**

#### a Fair Weather Window

- Leaving bikes unattended at any point (with the exception of the Bike Compound)
- Not racking bike before finishing
- Cycling in the Bike Compound
- Use of prohibited equipment
- Failure to finish stage within Stage Close

(& will not count towards range or Grand Slam bonus)  
**60 minute penalty**

**60 minute penalty**  
**60 minute penalty**  
**Max 120 Min penalty**

**Actual time taken + twice the actual excess time.**  
**Example: Stage Close Time = 2 hours 15 mins.**  
**Actual time taken = 2 hours 20 mins. Recorded time = 2 hours 30 mins.**

- Failure to finish stage within Max Stage Time

**Actual time taken + twice the actual excess time + loss of all bonuses.**  
**Example: Time = 2 hours 30 mins. Actual time taken = 2 hours 35 mins.**  
**Recorded time = 3 hours 30 mins + loss of all bonuses**

### SAFETY INSTRUCTIONS

- Team members must wear cycling helmets at all times whilst cycling. Failure to do so will incur penalties. Any safety instructions given by a marshal must be followed.
- Teams must obey all aspects of the Country and Mountain Bike Code (see Team Manual) at all times during the stage and should be respectful of other users in the area.
- Be aware of other users on the tracks and paths. Always cycle on the left hand side of roads and paths where possible and give way to descending cyclists. Give appropriate clearance to cyclists in front when cycling on rough tracks.
- It is the responsibility of the team to check their equipment is in full working order prior to the stage start. No credit will be given for breakages during the stage.
- No bikes can be left unattended at any point on the course, with the exception of the Bike Compound.
- Team members must rack their bikes at the Bike Compound in good time prior to the start. Spare parts and mechanics are located on the course (marked on the map) and at the start & finish area.
- Should any team member receive an injury, where possible they should be returned to the start area where assistance can be given. If they cannot be moved two members

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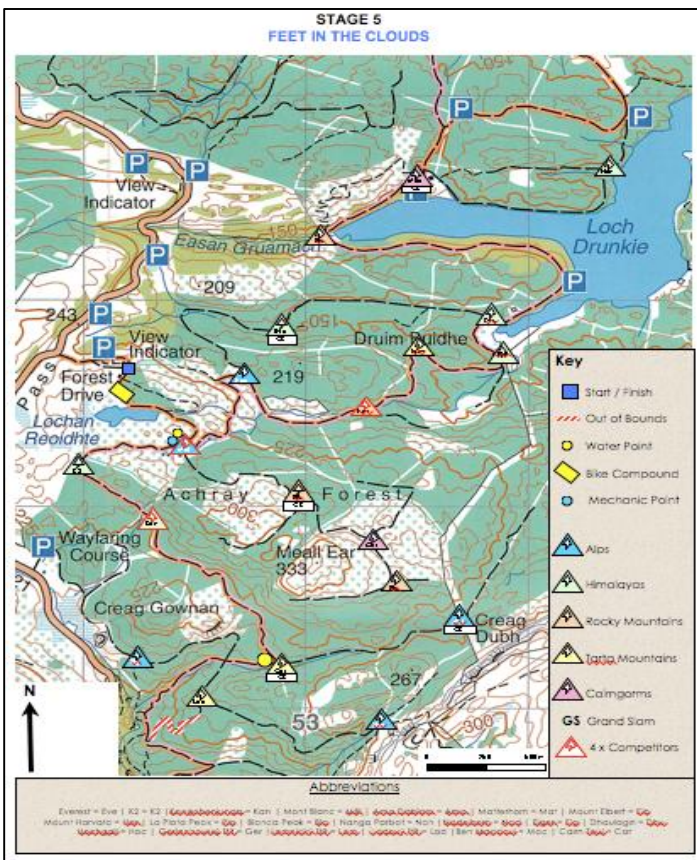
of the team should make their way to the nearest marshal to get assistance. In no circumstances should any team member be left alone. If a member of a pair receives an injury and cannot reach the start/finish or any manned point, follow the procedure outlined in paragraph 24.

**LOST DRILL**

24. Should team members become lost or separated, attempt to find the last manned location visited. Failing that, teams should sound 6 blasts on their whistle in a minute. Teams may not cycle or run as anything less than a pair.

**PROHIBITED EQUIPMENT**

24. The following items are prohibited on this stage:
- GPS (Global Positioning System) or equivalent
  - Any map other than that issued to you.
  - Mobile telephones



**STAGE 5  
MOUNTAINEERING GUIDE**

Mountain	Abbreviation (as seen on map)	Photograph	Range	Height (m) (highest peak)	Number of Competitors Visit	Grand Slam	Bonus (Mins)	Fair Weather Window 1 (photocase)	Fair Weather Window 2 (photocase)	Fair Weather Window 3 (photocase)
Everest	Eve		Himalayas	8848	2	Yes	2	00:45:00 to 01:00:00	01:15:00 to 01:30:00	02:00:00 to 02:15:00
K2	K2		Himalayas	8611	2	Yes	2	00:31:00 to 00:45:00	01:31:00 to 01:45:00	
Kangchenjunga	Kan		Himalayas	8581	4	Yes	3	01:15:00 to 01:30:00	01:45:00 to 02:00:00	
Mont Blanc	MB		Alps	4808	2	Yes	2	00:15:00 to 00:30:00	00:45:00 to 01:00:00	01:31:00 to 01:45:00
Annapurna	Ana		Himalayas	4452	2	Yes	2	01:15:00 to 01:30	01:45:00 to 02:00:00	
Matterhorn	Mat		Alps	4476	4	Yes	3	00:31:00 to 00:45:00	01:01:00 to 01:15:00	01:31:00 to 01:45:00
Mount Everest	ME		Rocky Mountains	4401	2	Yes	2	00:31:00 to 00:45:00	01:45:00 to 02:00:00	
Mount Harvard	Har		Rocky Mountains	4387	4	Yes	3	00:05:00 to 00:15:00	01:15:00 to 01:30:00	02:01:00 to 02:15:00
La Plata Peak	LPP		Rocky Mountains	4379	2	Yes	2	00:15:00 to 00:30:00	01:15:00 to 01:30:00	02:01:00 to 02:15:00
Blanca Peak	BP		Rocky Mountains	4374	2	Yes	2	00:31:00 to 00:45:00	01:31:00 to 01:45:00	
Nanga Parbat	NP		Himalayas	4501	2	Yes	2	00:05:00 to 00:15:00	01:15:00 to 01:30:00	01:45:00 to 02:00:00
Nuptse	Nu		Alps	4237	2	Yes	2	00:15:00 to 00:30:00	01:01:00 to 01:15:00	01:31:00 to 01:45:00
Eiger	Eig		Alps	3270	2	Yes	1	00:15:00 to 00:30:00	00:45:00 to 01:00:00	01:45:00 to 02:00:00
Dhaulagiri	Dh		Himalayas	2854	2	Yes	1	00:15:00 to 00:30:00	01:01:00 to 01:15:00	02:01:00 to 02:15:00
Hotchkiss	Hoc		Alps	3436	2	Yes	1	00:31:00 to 00:45:00	01:15:00 to 01:30:00	
Genchovskiy 886	Ger		Tata Mountains	2654	2	Yes	1			
Lomnick 866	Lom		Tata Mountains	2634	2	Yes	1			
Lesovik 818	Les		Tata Mountains	2627	2	Yes	1			
Ben Macdui	Mac		Cairngorms	1309	2	Yes	1			
Cairn Toul	Car		Cairngorms	1293	2	Yes	1			

Complete Range or Grand Slam	Bonus (Mins)
Himalayas	30
Alps	25
Rocky Mountains	20
Tata Mountains	15
Cairngorms	10
Grand Slam	50

## The Event format

Although the format of the event changes from one event to the other, the rough running order is as follows:

### Thursday

1700 – 1830	Team Registration, Event hotel
1830 – 1930	Dinner and Welcome, Event hotel
1930 – 2030	Team Captains' Briefing
2130 – 2330	Stage 1

### Friday

0930 – 1230	Stage 2
1230 – 1330	Packed Lunch
1430 – 1730	Stage 3
1830 – 1930	Dinner, Event hotel
1900 – 2000	Team Captains' Briefing

### Saturday

0930 – 1230	Stage 4
1230 – 1330	Packed Lunch
1430 – 1730	Stage 5
1830 – 1930	Dinner, Event hotel
1900 – 2000	Prize Giving and party, Event hotel

Presented by: **bamboo**

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OCTOBER 2010

**HKCHALLENGE**

## Team Captain's Briefings

These are the first opportunities that teams have to look at the Mission Notes for the next stages. Only Team Captains are to attend. Ensure you arrive in plenty of time and take all the necessary writing materials with you.

These are not forums to discuss previous stages – they are to explain the next one. Time, as always, is of the essence. Team Captains will only have a few minutes to read and understand the Mission Notes before the Course Team start to discuss them. Team Captains must be able to quickly grasp the concept of the stage and ask any questions before moving on to the next stage. To that end, captains should be able to scan read and highlight the Mission Notes for questions.

## Selection for a stage

Following the briefing, team captains must then inform their teams of the contents of the briefing. Ensure that any particular skills are highlighted. You should try and have an early appreciation of each team member's skill base. Skills utilised at the event are listed in the section above. Where necessary discuss team tactics and, if possible, practice any skills or techniques you think might be required i.e. map reading, navigation.

## Pre stage

Ensure that you allow plenty of time to prepare your stage equipment. Decide amongst the team who will carry the equipment on the stage. Remember, if running as pairs then equipment must be carried by two people. It is recommended that teams do not take too much equipment. You will have been informed how long the stage will last and the nature of that stage – short or lengthy, mental or physical – plan accordingly. Remember, the more equipment you carry on the stage, the more it will slow you down.

The Course Director will typically hold a Start briefing 5 – 10 minutes before the stage starts. All Team Captains must attend. This is a final opportunity for any questions before the stage starts.

## Stage Strategy

As indicated above, each stage requires a different strategy. This will depend upon the concept and skills required to complete the stage.

- Make sure you understand the various course points on the stage. Mission notes will tell you how many people must dip at each location. **Read them carefully.** It is the teams' responsibility to dip. If the correct number of people don't dip, you will not be registered as having visited that point.

- Make sure you fully understand how much time you have been given to complete the stage. If operating as a complete team, then nominate a time keeper, if in pairs, then two.
- Do not over estimate your team's ability/fitness. Choose a strategy that best suits the team.
- All points (with the exception of Safety Points) will close at Stage Close Time, therefore, you must aim to cross the finish line at Stage Close Time or before. Staying out any longer will only result in penalties, not bonuses.
- If splitting into pairs, always arrange a location to meet. Clearly this location must be known to both pairs. More importantly always arrange a time to meet.

### Post Stage

If you have a particularly terrible or fantastic stage, then discuss it amongst the team. Discuss what went right and what went wrong. Learn from mistakes and endeavour to improve throughout the event.

Never be too hard on the team. Mistakes are natural and teams should learn from them, not apportion blame – the competition cannot be won or lost on one stage.

### Hints and tips

- Read your notes carefully
- Read them again
- Gain consensus of the mission
- Agree your strategy
- Decide on a plan B
- Work as a flexible team unit, rather than depending upon a single leader
- When splitting up into pairs, communicate clearly and reconfirm your plans
- Understand your strengths. Agree in advance who should lead on certain tasks
- Remember we're human. Support and encourage each other
- Above all else, have fun and enjoy the challenge

# Evaluation and Assessment Programme

## Pre event

New to this year's event is the opportunity for each participating company to have the option of having all team members psychometrically assessed using the internationally renowned JTI on-line assessment ([www.jungtype.com](http://www.jungtype.com)).

As well as this pre- event training manual, we will also provide an extensive guide to help you interpret the results of the JTI assessment. Having completed the survey, all results will be returned to each team member prior to the event, after which the results may be used a number of different ways.

The on-line assessment will be available from 1st August, and to be eligible for this offer teams must return their booking forms by the 31st July. The training and assessment guide will also be available from this date. We suggest the first workshop discussed below, is scheduled for late September, early October.

### Option A – informal evaluation

Each team may analyse the results themselves, and after doing so individually, the team can meet in an informal fashion to discuss conclusions the test might have reached about each individual, and how this may impact on the team's performance both in the Challenge, and in the general working environment.

### Option B – internal evaluation

The results can be passed to a trained facilitator within the HR department of each firm, who will be able to interpret the conclusions and help each individual better understand their key strengths and weaknesses. It is up to each firm whether or not this information forms part of a broader training and development process.

After a session with each individual, we would recommend the team meets jointly with the facilitator to explore how this new information might affect the dynamics of the team, the relevance this may have in the workplace, and suggest ways to ensure that the team performs to their maximum.

### Option C – external evaluation

Should you wish to go down the formal evaluation route, but wish to engage a facilitator from an outside company, we can introduce you to one of our independent consultants. Included in the package would be 2 half day workshops, the first one pre-event, where the results of the test would be interpreted for both the individuals, and as a team.

The facilitator would also be present during the Challenge and would observe your team in a non-intervention fashion for at least one of the stages. A second half day workshop would take place after the Challenge to provide feedback on how the team performed, and produce a 'lessons learned' document for each individual to assist in their on-going career development. This option would cost an additional US\$4,500 per team, and you would contract directly with our event consultants Harbour Future Leaders ([www.harbourfutureleaders.com](http://www.harbourfutureleaders.com)).

Should your company decide to choose option B, but wish to have someone internal observe their team during the Challenge, we would ensure similar access to the stages.

### **During the event**

As mentioned above, teams have the option to have a formal evaluation via their own company's resources or retain an external facilitator to be present at the event. Teams will also have Team Journals handed to them at a pre-determined point during the challenge through which they can record thoughts and observations on their completion of the stages. This will be given at the appropriate time so that teams get the maximum value from the exercise.

Informal evaluation during the event, ideally after each stage, is also key. Successful teams in the past are those who have taken the time to discuss the success or failures of their team strategy or execution, and have learnt from these in order to adapt for future stages. This may be over a well deserved beer in the bar at the end of a long day or a team meeting in a hotel room.

It's important to remember that there is rarely a 'correct answer' to each stage – the optimal strategy will depend on the physical and mental resources of each team.

### **Post event**

The options as presented above afford teams the chance to diagnose their performance within the arena of the challenge. Ultimately the aim of the challenge is to produce strong teams who work together efficiently in order to maximize production.

Whether at the post event party, or at a formal post event evaluation with an internal or external resource, it is important that the final element of this experience is undertaken with any lessons learnt not only logged in preparation for the next year's challenge, but interpreted in a way which will improve the performance of every team member on their return to the office