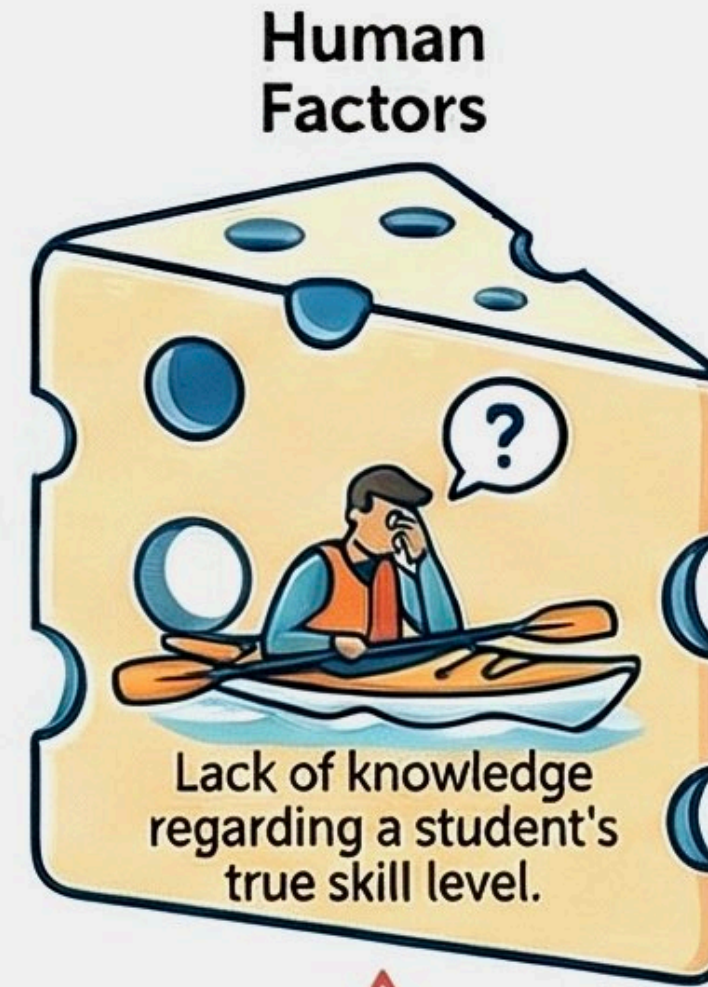
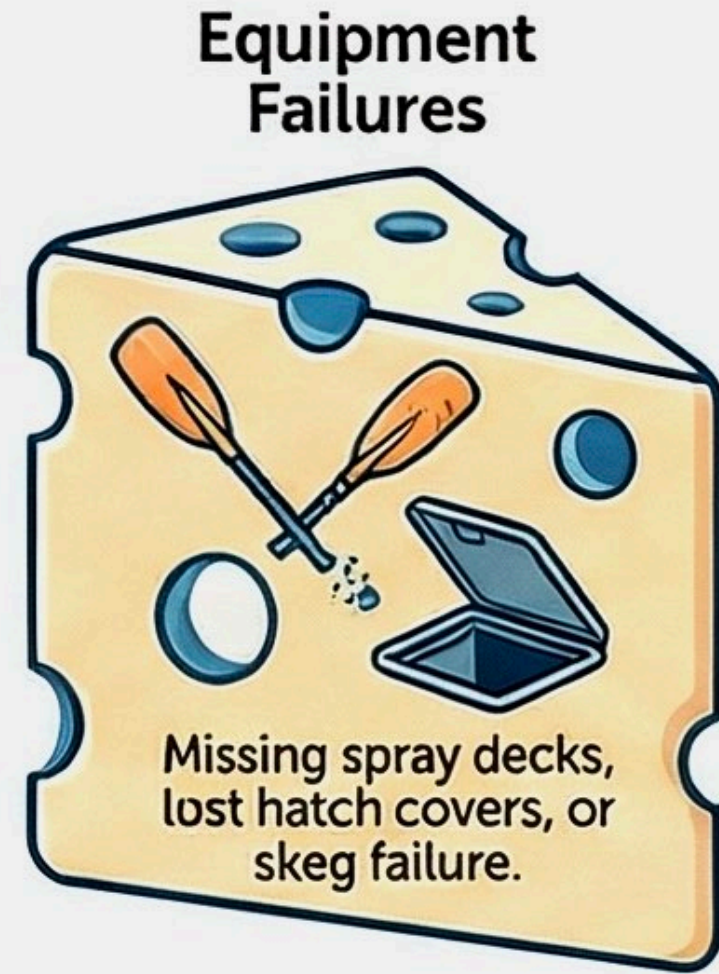
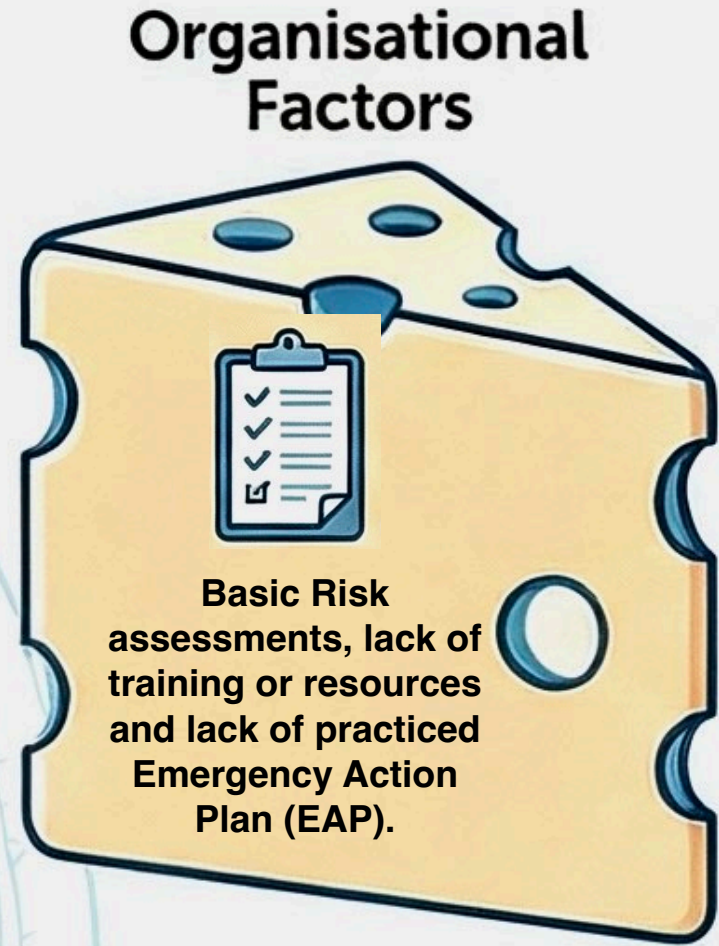


The Sea Kayaker's Swiss Cheese Model: Navigating Leadership & Risk

The Anatomy of a Kayaking Incident

The Four Layers of Risk

The Trajectory of Failure



SERIOUS INCIDENT

Common Triggers



When the Holes Align:
Strong offshore winds (Environment) + leaking hatch (Equipment) + leader fatigue (Human) = a serious incident.

Proactive Leadership: Closing the Gaps

THE "DIRTY DOZEN" OF KAYAK LEADERSHIP: 12 Red Flags to Watch For

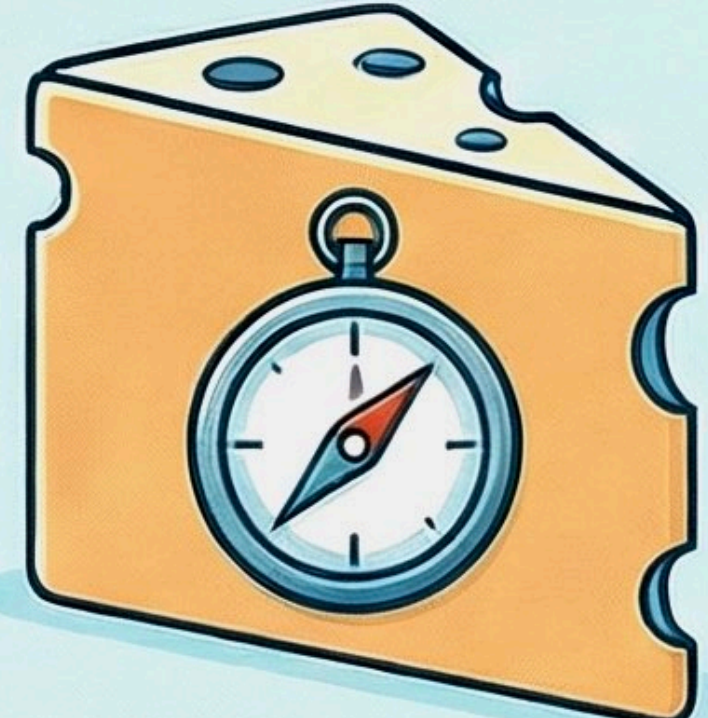
1. Communication Breakdown
2. Distraction
3. Lack of Resources
4. Stress
5. Complacency
6. Poor Teamwork
7. Pressure
8. Poor Situational Awareness
9. Lack of Knowledge
10. Fatigue
11. Lack of Assertiveness
12. Normalization of Deviance



Building System Redundancy:
Use multiple guides, carry secondary communication (VHF and PLB), and ensure leaders can paddle "one class higher."



Leading from the "Blunt End":
Prevention begins onshore with robust trip planning, weather interpretation, and assessing student ability levels.



Cultivating a Safety Culture:
Encourage a "Culture of Questioning" where group members feel safe to highlight emerging hazards.



PROCESS STEP:
The Promethean Leadership Model -
PREPARE with scenario-based training,
MOTIVATE safety over speed,
ENGAGE by being visible and vocal.



SAFE & SUCCESSFUL JOURNEY