



Uncharted Territories: Proving Program Impact and Individual Growth for Business Executives and Veterans

Self-Reliant Leadership® uses PAIRIN to measure veteran's and business executives' personal growth before and after a two-week expedition in the Patagonia wilderness, called "The Crucible."

Background

A former Green Beret soldier and successful business executive, Jan Rutherford, founded Self-Reliant Leadership, LLC. Jan leads both business executives and veterans on challenging crucible expeditions where participants have to work as a team to overcome challenges in the wilderness for two weeks. Self-Reliant Leadership led The Patagonia Crucible, which took five veterans, three executives, two guides, a videographer and Jan, into remote Patagonia (Argentina and Chile). They partnered with PAIRIN to understand the participants, set development goals and track growth. As a result, both business executives and veterans learned new skills for leadership, followership and team dynamics.

Approaching a New Client

When a new participant signs up for a Self-Reliant Leadership Crucible Expedition, Jan works to identify three progress areas: leading self, leading others and leading the organization. He uses The PAIRIN Survey to measure the soft skills of each individual to identify areas of potential team conflict, as well as growth opportunities for each participant. According to Jan, "PAIRIN provides a trackable growth over time solution for assessing and developing program participants."

With PAIRIN's target mapping, Self-Reliant Leadership was able to break down "Leading Self" to measure Courage + Vigilance = Resourcefulness. "Leading Others" is measured by Confidence + Humility = Collaboration. And finally, "Leading the Organization" is comprised of Discipline + Innovation = Focus. By establishing guidelines and using The PAIRIN Survey in advance of the expedition, Jan was able to identify and discuss group dynamics with the participants before the trip began.

Implementing PAIRIN for Professional Growth

- 1 Have participants take The PAIRIN Survey prior to The Crucible.
- 2 Debrief with PAIRIN on anticipated opportunities and challenges amongst participants.
- 3 Re-survey after The Crucible and one year later to track growth and development.



PAIRIN helps people focus not just on themselves, but what their effect is on others.

JAN RUTHERFORD

FOUNDER, SELF-RELIANT LEADERSHIP



Results

All participants took The PAIRIN Survey before the expedition, upon return and one year later. The purpose of the analysis was to determine if the crucible experience changed perspectives on being selfless, adventurous, and the desire to act on heroic aspirations by measuring kindness, audacity and self-reliance, among others. Jan acknowledged there is some self-selection in terms of people who sign up for an adventure like this– and the type of individuals who volunteer (and make it) to become special operations soldiers. They *lean* into these types of challenges.

Of the 102 attributes PAIRIN evaluated, one of the scores with the largest aggregate change over the course of the year was **Approval Seeking**, which is perceiving and addressing what needs improvement with feedback that is constructive. Aggregate scores for **Approval Seeking** decreased from 12.43 to 6.29 during The Crucible meaning participants are more secure and clear in personal identity making them stronger leaders. Aggregate growth showed differences in **Compliance**, the level of similarity between you and others in perceiving and responding to the world. The Veterans decreased by 18.25 while the Executives increased by 7, moving them closer to each other.

The score that showed the largest aggregate drop from before departure to one year later was **Commonality**, which is the level of similarity between you and others in perceiving and responding to the world. The aggregate scores decreased from 62.57 to 47.71 meaning participants became less vulnerable to groupthink, especially when with others from a similar background.

One year after The Patagonia Crucible, more than 90% of the participants made significant changes to focus on career choices that were meaningful where their service skills benefited others. For example, a former IT Executive became an Executive Coach and a Special Operations Commando became the Chairman of the Board for a non-profit.

About Jan Rutherford and Self-Reliant Leadership

Self-Reliant Leadership is a leadership development firm founded by Jan Rutherford, a Special Forces Veteran and 25-year business executive. It is built on three pillars: Leading SELF, Leading OTHERS, and Leading the ORGANIZATION. Self-Reliant Leadership uses PAIRIN to measure and develop clients' soft skills at the outset of all executive coaching. Learn more about Self-Reliant Leadership, leader and team development, and Jan's book, "The Littlest Green Beret: On Self-Reliant Leadership" at www.selfreliantleadership.com.

About PAIRIN

PAIRIN is a social enterprise software company whose mission is to make education relevant and hiring equitable. The PAIRIN Readiness Management System™ is the world's first competency-based talent ecosystem that uses friendly science to personalize career exploration, job matching and professional development. Recognized as Outside Magazine's Best Places to Work in 2018 (#27) PAIRIN continues to lead the skills-based talent pipeline evolution. Find out more at www.PAIRIN.com.

87% of Participants
Grew in Commonality

49% Average Decrease
In "Approval Seeking"

Up to 2x Growth
In "Self-Restraint"

