

**MODULE 6 · LEARNER GUIDE**

# FROM PLAN TO PRACTICE

Modules 1–5 were planning. This module is what happens when the plan meets reality — how to stay alert, reassess on the move, and make the call to keep going, adjust, or stop.

## 1 WHY DYNAMIC RISK MANAGEMENT MATTERS

Every event you've planned in this course assumes the day will go more or less the way you imagined it. Often it does. Sometimes — weather shifts, group dynamics flare, kit fails, someone turns up unwell — the picture in front of you stops matching the picture in your RAS.

Dynamic risk management is the discipline of **noticing the gap and closing it**. It's the bit of the RM process that runs continuously while the event is in motion: scanning, comparing, deciding, acting — then doing it again ten minutes later when conditions have moved on.

### WHERE THIS FITS IN THE RM PROCESS

Your RAS gave you the residual risk rating you accepted when you signed off the event. Your SOP gave you the operational structure to run it. Dynamic risk management is the loop that runs *on top of* both — the “continual monitor and review” step in the EONZ framework, and the place where competent teams earn their reputation.

## 2 THE DYNAMIC RISK LOOP

### STEP 01

#### Activity & Event

You're running the event the way the RAS and SOP describe it. Section A controls are in place; Section B detail is loaded; staff are inducted.

### STEP 02

#### Situational Awareness

Monitor and assess. Watch for changes in environment, group, kit, staff, and your own gut response. Talk to your team — what are they seeing?

### STEP 03

#### Reassess Risk

Has anything pushed the risk above the level you originally accepted? If yes, you're no longer running the event you planned — you're running a different one.

If the reassessed risk is still acceptable, the loop continues — back to **Situational Awareness**. If it isn't, you have three live options:

#### DECISION A PROCEED

Risk has not crossed the threshold you accepted. Stay alert. The loop keeps running.

#### DECISION B ADD CONTROLS

Reduce the risk back into your accepted band — tighter supervision, change of route, brief the group, return to base.

#### DECISION C STOP

No control will bring the risk back into an acceptable range. End the activity, move to your contingency, get the group home safe.

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# SITUATIONAL AWARENESS IN PRACTICE

Where to point your attention, how to draw it from your team, and how to recognise the pressures that quietly bias every Go / No-Go decision.

## 3 FOUR THINGS TO MONITOR

### ENVIRONMENT

Weather, terrain, water, light, traffic. Compare what you're seeing against the conditions the RAS assumed. If the gap is widening, name it.

### GROUP

Energy, attention, behaviour, fitness, who's holding up and who isn't. Watch the quiet ones, not just the loud ones.

### STAFF & KIT

Has anyone become ill, distracted, or separated? Is comms working? Is anything missing or broken that the SOP assumed would be there?

### YOURSELF

Are you tired, rushed, distracted, defensive? Your judgement is the instrument doing the assessment — check it like you'd check any other piece of kit.

## 4 COMMUNICATION MAKES IT WORK

Dynamic risk management is a **team discipline**, not a leader's solo act. The Person In Charge holds the call — but they hold it best when the rest of the team is feeding them what they're seeing in real time.

- **Brief for it.** In your pre-departure briefing, name the things you want the team to flag — trigger points, unusual behaviour, weather signs. Make it explicit that "something feels off" is a valid radio call.
- **Build in check-ins.** Don't wait for things to go wrong. Short pauses every 30–60 minutes — eat, drink, look around, reassess — reset everyone's situational awareness.
- **Make the call out loud.** When you reassess, say so. "The wind has picked up, I'm calling Orange — we're moving the lunch stop to the lee side." The team learns the discipline by hearing you do it.

## 5 KNOW THE PRESSURES PUSHING YOU TO CONTINUE

Most poor field decisions aren't failures of analysis — they're failures of *nerve*. Once an event is underway, a quiet bundle of pressures pushes everyone toward "keep going". Naming them out loud is half the defence.

### THE PRESSURES (PREVIEW)

Environment · Group & staff readiness · Logistics · External pressure (cost, expectations, reschedule difficulty, perceived consequences of cancelling) · Intuition. **Reference Card B** breaks each one down with prompts. The thing to internalise here: *your gut is a signal, not a verdict*. If something feels wrong, treat it as data — reassess properly, then decide.

### WHERE THIS CONNECTS

The **Operational Limits** you set in Mod 5 (the Red / Orange / Green triggers) are the pre-decided version of dynamic risk management. They take the in-the-moment decision off the leader's shoulders by deciding it in

