Clinging to a cliff, riding the rapids or free-falling from 9,000 feet, staff adventures build teamwork and boost morale

By Anne Kerven

It's Monday morning, 7 a.m. The regular company staff meeting — in the conference room — is set to commence. It's hot. Stuffy. On the table in front of the rather glazed-looking managers is the usual dozen doughnuts.

Ernest Embeeay, the assistant sales manager, is about to launch into the weekly dissertation on his own self importance.

It will, as usual, be a long week.

Meanwhile, 9,000 feet over the Loveland-Fort Collins airport, another company's staff managers are each involved in very personal stock-taking concerning the meaning of their lives. Garbed in jump suits and helmets, these managers are clinging tightly to what will, in a matter of moments, be their sole life support: a rip cord.

The door is open. Nonverbal farewells exchanged. "Okay," says the meeting coordinator. "Jump."

This will not be usual and, frankly, every one of the managers would be grateful for a long week.

Where one manager meanders down the hall trying not to spill the first cup of coffee that morning, the next may be making his or her way to a similar staff meeting free-falling through ether. The purpose of both get-togethers is to get all members of the company staff striving for the same goals in the same way. But there's been a change in thinking lately about the kind of meeting activity that can build teamwork, foster risk-taking, teach cooperation and nurture mutual respect.

Not that the standard conference room meeting is being replaced entirely. But from time to time, some companies are beginning to opt for more, well, colorful meeting fare that just might bind a staff together enough to liven up the usual. It's a new trend in business meetings that takes executives out of the office and into adventure — and perhaps teaches them to be better executives in the process.

"It gets them out of their comfort zone," says Dale Whyte, associate program director at Outward Bound's professional development section.

Welcome to the company meeting from hell!

Not cheap thrills

Indeed, so prevalent is the demand for alternative corporate meetings — adventure by day, meetings or seminars by night — that adventure brokers have structured entire programs around the idea. Costs usually depend on the pro-

gram and its length, but can run from $1,000 to $1,500 a person. And corporate powers, having tasted the thrill of adventure and its results, have taken the methods of the pros and tailored their own in-house programs.

Activities can range from renting an ice-skating rink for relay races, raft trips, jeep tours and taking helicopters to a mountain top and skiing down. There are also relatively leisurely hikes and arduous mountain climbs, says Eve Dreher, senior meeting coordinator at Professional Travel Corp. in Denver.

And, aside from learning such lessons as team work, communication and leadership, the adventure jaunt usually involves discussing some kind of business in some hair-raising places. ►

A little rope and a lot of trust in co-workers keeps this executive from a perilous drop.

SPENCER SWANGER

One by one, employees took a turn climbing the tree and falling out backwards with eyes closed.

Denver radio station KBX (now KNUS), once sent its employees on a parachute jump, says Mike Driver, owner of Spacewalk Enterprises of Denver, which works out of the Loveland-Fort Collins airport. KBX sent about 20 employees largely as a perk, he says, but also felt the jump would get its sales people "out of their comfort zone" and teach them confidence.

Driver takes groups of any size through Spacewalk Enterprises' first-jump course. Novice jumpers get 30 minutes of ground school, then a 30-second free-fall in tandem with an instructor.

"They're physically attached," he says, with the student in the front and the instructor in back.

Are most people scared to jump?

"Oh absolutely," he says.

Teamwork

Other firms have tried different kinds of jumping. To create an attitude of trust and mutual respect among its workers, Coors Brewing Co. had its western region employees divide into six groups of 10 people. Each group then joined hands under a tree. One by one, employees took a turn climbing the tree and falling out backwards with eyes closed, trusting that co-workers would break the 12-foot fall.

While Coors didn't require the activity, neither did its people fall all over themselves to take the plunge. Each signed a disclaimer stating that employees could back out at any time. Yet only two out of 60 employees wouldn't make the drop, says Hank Doss, Coors' regional director for the West, who runs

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HELLO 1991 Hotel, Convention and Business Meeting Directory

Name, Address, Phone, Contact Person	Units	Meeting Rooms	Capacity of Largest Room	Exhibit Space (sq. ft.)	Largest Group Accepted	Miles from Airport	Swimming	Tennis, Golf	Downhill, Xcountry Skiing	Horseback Riding	Car Rentals, Air Reservations	Fitness Center
Currigan Exhibition Hall 14th & Champa Sts. (80204) 303-575-2637 (Margo Callahan)		14	12000	100K	12K	9	N	N	N	N	N	N
Days Hotel-Denver Airport 4500 Quebec St. (80216) 303-320-0260 (Molly Brooks)	195	3	300	3350	300	1	Y	N	N	N	C	Y
Days Inn Capital Hill 1150 E. Colfax Ave. (80218) 303-831-7700 (Bonnie Hoffman)	143	4	225	4342	225	5	Y	N	N	N	N	N
Days Inn-Midtown 1660 S. Colo. Blvd. (80222) 303-691-2223 (Mary Sue Koenecke)	166	2	40		40	7	Y	N	N	N	N	N
Denver 8 Motel 620 Federal Blvd. (80204) 303-571-1715 (Wanda Franklin)	140	2	225	1200	225	8	Y	N	N	N	N	N
Denver Budget Inn 149 S. Santa Fe Dr. (80223) 303-722-1726 (Wanda Franklin)	38					15	N	N	N	N	N	N
Denver Coliseum 4600 Humbolt St. (80216) 303-640-2637 (Drew Armstrong)		1	11500	69000	11K	10	N	N	N	N	N	N
Denver Downtown Super 8 2601 Zuni St. (80211) 303-433-8677 (Andrea Carter)	161	5	500		500	12	Y	N	N	N	N	Y
Denver Executive Suites 8000 E. Girard Ave. (80231) 303-695-6364 (Cherrie Mahon)	38	2	20		20	12	Y	T	N	N	N	Y
Denver Marriott City Center 1701 California St. (80202) 303-297-1300 (Brian Booth)	612	25	1800	20800	2000	8	Y	N	N	N	N	Y
Denver Marriott SE 6363 E. Hampden Ave. (80222) 303-758-7000 (Sean Morey)	596	11	1200	13369	1000	9	Y	N	N	N	Y	Y
Denver Merchandise Mart 451 E. 58th Ave. (80216) 303-292-6278 (Tom Van Soelen)		69	4000	165K	8000	7	N	N	N	N	N	N
Econo-Lodge 4750 E. Evans Ave. (80222) 303-757-7601 (Bob Patel)	78	1	30	658	30	10	Y	N	N	N	N	Y
Embassy Suites Denver Airport 4444 N. Havana St. (80239) 303-375-0400 (Carlos Corless)	212	17	1000	5280	1000	1	Y	N	N	N	Y	Y
Embassy Suites Hotel 7525 E. Hampden Ave. (80231) 303-696-6644 (Susan Arneson)	207	7	600	5750	600	12	Y	N	N	N	C	Y
Embassy Suites Hotel-Downtown 1881 Curtis St. (80202) 303-297-8888 (Judy Goodman)	335	8	2000	18000	1500	9	Y	N	N	N	N	Y
Executive Tower Inn 1405 Curtis St. (80202) 303-571-0300 (Cheryl Spezia)	336	12	600	17000	750	9	Y	T	N	N	N	Y
Hampton Inn Denver Airport I-70 4655 Quebec St. (80216) 303-393-9100 (Jim Edlund)	138	2	75		75	1	N	N	N	N	N	N
Holiday Inn I-70 East 15500 E 40th Ave. (80239) 303-371-9494 (Patti Aslett)	256	19	4000	50000	4000	7	Y	N	N	N	Y	Y
Holiday Inn-Denver Airport 4040 Quebec St. (80216) 303-321-6666 (N/A)	301	6	300	2800	300	1	Y	N	N	N	N	Y
Holiday Inn-Denver North 4849 Bannock St. (80216) 303-292-9800 (Nancy Rednor)	222	5	300	2400	150	7	Y	N	N	N	N	N
Holiday Inn-Denver Sports Center 1975 Bryant St. (80204) 303-433-8331 (Lana Cannan)	157	4	140	1320	100	7	Y	N	N	N	N	Y
Hotel Denver Downtown 1450 Glenarm Pl. (80202) 303-573-1450 (David Foss)	389	10	575	5439	575	8	Y	N	N	N	N	Y
Howard Johnson Denver—West 4765 Federal Blvd. (80211) 303-433-8441 (Wanda Shadden)	92	1	20		20	9	Y	N	N	N	N	N
Hyatt Regency Denver 1750 Welton (80202) 303-295-1200 (Kathy Tous)	510	13	1200	33000	1500	4	Y	T	N	N	Y	Y
Hyatt Regency Tech Center 7800 E. Tufts Ave. (80237) 303-779-1234 (Chris Kenney)	460	20	1400	11000	1400	12	Y	T	N	N	N	Y
Joseph Gould—Paramount Theatre 1621 Glenarm Pl. (80202) 303-825-4904 (Gregory Poth)		1	2054	2160	2054	10	N	N	N	N	N	N
La Quinta Motor Inn 3500 Fox St. (80216) 303-458-1222 (Gwen Brown)	106	2	35		35	7	Y	N	N	N	N	N
La Quinta Motor Inn 5975 Peoria St. (80239) 303-371-5940 (Gwen Brown)	112	1	40		40	4	Y	N	N	N	N	N
Loews Giorgio Hotel 4150 E. Mississippi (80222) 303-782-9300 (Paul W. White)	197	7	300	2900	300	7	Y	N	N	N	N	Y
McNichols Sports Arena 1635 Bryant St. (80204) 303-572-4700 (Drew Armstrong)		2	19000	29000	1900	11	N	N	N	N	N	N
Motel 7 930 Valley Highway (80204) 303-592-1555 (Kanti Lal)	70	1	200	2500	200	10	Y	N	N	N	N	N
Oxford Hotel 1600 17th St. (80202) 303-628-5400 (Cynthia Askew)	80	5	100	1600	100	8	N	N	N	N	N	Y
Quality Inn South 6300 E. Hampden (80231) 303-758-2211 (Margot Valley)	185	7	250	2625	250	15	Y	N	N	N	Y	N
Radisson Hotel Denver 1500 Court Pl. (80202) 303-893-3333 (Mike Westerman)	739	32	1700	20000	2000	7	Y	N	N	N	A	Y
Ramada Denver South 1475 S. Colo Blvd. (80222) 303-757-8797 (Dawn Gallos)	250	9	200	5200	200	6	Y	N	N	N	Y	N
Ramada Inn-Denver Airport 3737 Quebec St. (80207) 303-399-6161 (Janet Steen)	148	3	55		55	1	Y	N	N	N	N	N
Red Lion Hotel/Denver 3203 Quebec St. (80207) 303-321-3333 (Dennis Pendergast)	574	21	1200	2700	1200	1	Y	N	N	N	Y	Y
Regency Hotel 3900 East St. (80216) 303-458-0808 (Agnes Short)	408	28	2500	18000	2300	5	Y	T	N	N	N	Y
Regis University W. 50th and Lowell (80221) 303-458-4991 (Linda Kamby)	250	35	200	9ex	500	7	Y	Y	N	N	N	Y
Sheraton Denver Airport Hotel 3535 Quebec St. (80207) 303-333-7711 (Dee Sorensen)	196	7	350	2480	350	1	Y	N	N	N	Y	N
Sheraton Denver Tech Center 4900 DTC Parkway (80237) 303-779-1100 (Pat Goss)	623	25	900	12250	900	17	Y	N	N	N	Y	Y
Stapleton Plaza Hotel & Ft. Ctr. 3333 Quebec St. (80207) 303-321-3600 (Pat Wright)	300	14	250	18000	250	1	Y	N	N	N	Y	Y
Stouffer Concourse Hotel 3801 Quebec St. (80207) 303-399-7500 (Bob Swanson)	400	24	1300	11700	1300	1	Y	N	N	N	N	Y
Travel Lodge-Viscount Club 200 W 48th Ave. (80216) 303-296-4000 (Jeanette Barnette)	211	5	200	3000	250	6	Y	N	N	N	C	N
U. of Denver Conferencing 2050 E. Evans Ave. (80208) 303-871-2222 (Lynne Zucker)	888	60	4753	4500	1000	10	Y	T	N	N	N	Y
Warwick Hotel 1776 Grant St. (80203) 303-861-2000 (Jennie Keefe)	194	11	250	8800	250	8	Y	N	N	N	N	Y
Western Motor Inn 4767 Vasquez Blvd. (80216) 303-296-6000 (Bill Vickery)	105	3	400	6776	400	3	Y	N	N	N	N	N
Westin Hotel Tabor Center 1672 Lawrence St. (80202) 303-572-9100 (Marie Kries)	420	20	800	7500	800	15	Y	N	N	N	A	Y

Hell

CONTINUED FROM PAGE 27

the Oakland, Calif., excursions. The end result: workers found that, regardless of one's position in the company, each was important and held the respect of others.

Also during the one-day retreat, Doss blindfolded all participants, then instructed the teams to find their ways to a central command post, using only walkie-talkies. The exercise, says Doss, taught camaraderie and mutual respect.

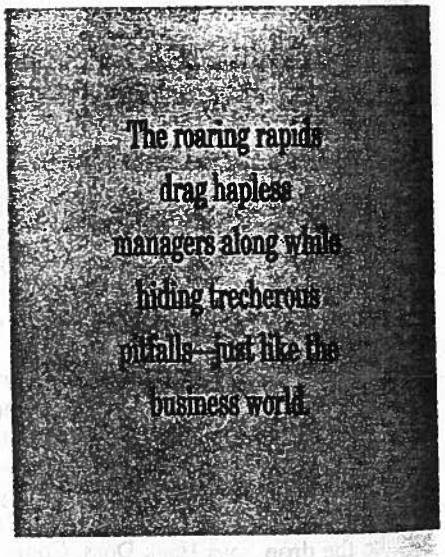
Next from the imaginative mind of management is the Coors' spider web, a sort of rope maze strung in trees and anchored on the ground. The ropes are strung revealing several holes of various sizes and acclimated at various angles. Teams of employees are given 10 minutes to work their ways to the center of the web — without touching the ropes in any way. Those who bump one start over.

The spider web forced the climbers to strategically look and plan how they'd get through, say, a hole six feet up. It was interesting to watch how ideas formed, says Doss. Tall players would lift shorter ones through and then go themselves, says Doss.

Trailblazers

Many believe that the trend toward such business meetings began with Outward Bound, a nonprofit school dedicated to teaching outdoor survival skills.

Employees may find themselves backpacking, rappelling or white-water rafting courtesy of the professional development program. ►



Accepted	Office Near Airport	Swimming	Tennis, Golf	Dining, Banquet, Bldg	Nonsmoker Rooms	Car Rentals, Air Reservations	Fitness Center
10	10	Y	N	Y	N	N	N
5	25	Y	N	N	N	N	N
0	10	Y	N	Y	N	N	N
0	25	N	Y	Y	N	N	Y
0	17	Y	N	Y	N	N	N
0	10	Y	N	N	N	N	N
0	15	Y	N	Y	N	C	Y
0	10	N	N	Y	N	N	N
0	30	Y	Y	Y	Y	Y	Y
0	10	Y	Y	Y	Y	Y	Y
0	17	Y	N	N	N	C	N
0	23	Y	N	N	N	C	Y
0	17	Y	N	N	N	N	Y
0	20	Y	N	N	N	Y	Y
0	17	Y	N	N	N	N	Y
0	21	Y	Y	N	N	C	Y
0	27	Y	N	N	N	N	Y
0	14	Y	N	N	N	N	N
0	25	Y	N	N	N	N	Y
0	20	Y	Y	N	N	N	Y
0	25	Y	N	N	N	C	Y
0	62	Y	Y	Y	Y	N	Y
0	60	Y	N	N	N	N	N
0	65	Y	N	N	N	N	Y
0	60	Y	N	N	N	N	Y
0	60	Y	N	N	N	N	N
0	60	N	Y	N	N	N	N
0	60	Y	Y	N	N	N	N
0	60	Y	N	N	N	N	N
0	65	Y	Y	N	N	Y	Y
0	60	Y	N	N	N	C	Y
0	65	Y	N	N	N	N	N
0	60	Y	N	N	N	N	N
0	65	Y	N	N	N	N	N
0	65	Y	N	N	N	Y	Y
75	75	Y	N	Y	Y	N	N
75	75	Y	Y	Y	Y	N	Y
40	40	Y	N	Y	N	N	N
45	45	Y	N	N	N	N	Y
41	41	N	N	N	N	N	Y
40	40	Y	N	Y	Y	N	Y
40	40	Y	N	Y	N	Y	Y
20	20	Y	Y	N	N	N	Y
20	20	Y	N	N	N	N	Y
10	10	Y	N	N	N	N	Y
15	15	Y	N	N	N	N	Y
15	15	Y	N	N	N	N	N
30	30	Y	Y	Y	Y	N	N
30	30	Y	Y	Y	Y	N	Y

SPENCER SWANGER

An employee, armed only with a rope, a tree and co-workers, must retrieve the cure for his blindness from the center of an imaginary 30-foot-wide toxic waste pit—without touching the ground.

Out of a Leadville base camp, Outward Bound gives corporations several options for their meetings — hold the entire meeting on-site and use the meal tent; hold half in the base camp and half out in the wilds; or hold one that's entirely mobile, such as a multiday backpacking or raft trip.

When a company and the school meet about an excursion, they determine the goals and set up programs to reach them. Most companies seek adventure to build teamwork and communication among managers.

The perceived danger, says Outward Bound's Whyte, teaches leadership and team effectiveness through metaphors.

In river rafting, for example, the roaring rapids of the Arkansas drag hapless managers along in their pitifully flimsy protection while hiding treacherous pitfalls — just like the business world. Riding the current — of either — means making quick decisions, scouting out potential dangers further down, planning for them and putting the plan into action as a team. If they fail, says Whyte, they've "screwed up big, just like in business."

Likewise, depending on co-workers to keep someone from falling off a cliff during rappelling exercises teaches trust and communication. People get uncomfortable when faced with a mountain or a set of rapids, she adds.

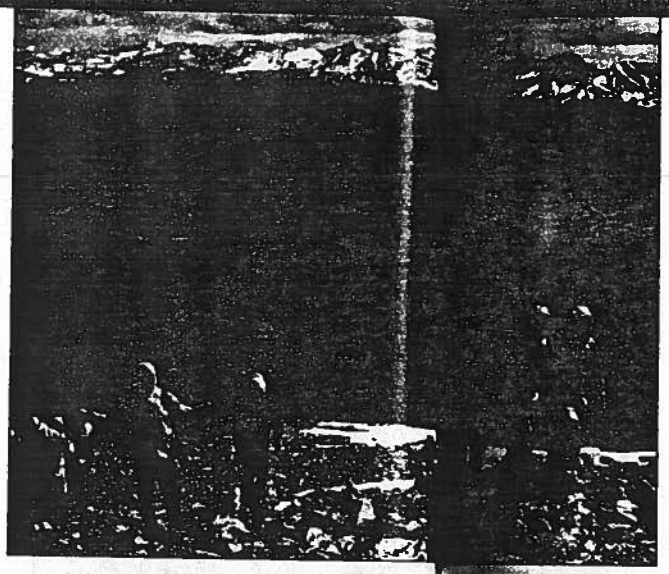
Outward Bound instructors — trained in using the adventures as metaphors — acknowledge that fear and point out that the activity actually is safe. But the experience jolts complacent workers out of their comfort zones and creates a supportive environment that, ideally, gets taken back to the office.

Outward bound

Some companies, after discovering the benefits of such in-the-field programs, work out their own in-house plans.

Denver's Porter Memorial Hospital dispatched a crew of department managers to Outward Bound three years ago, says Dave Christiansen, director of product lines and the one in charge of Porter's adventure programs. Since then, Porter has launched its own ►

Exhibit Space (sq.ft.)	Largest Group Accepted	Miles from Airport	Swimming	Tennis, Golf	Downhill, Xcountry Skiing	Horseback Riding	Car Rentals, Air Reservations	Fitness Center
8650	600	1	Y	T	N	Y	Y	Y
6000	400	1	Y	N	N	N	N	Y
8750	500	1	Y	G	N	N	N	Y
1575	120	1	Y	N	N	N	C	Y
5000	2500	3	Y	T	N	N	N	Y
1800	250	3	Y	N	N	N	Y	N
2276	300	1	Y	N	N	N	Y	N
18600	2200	5	Y	Y	Y	Y	Y	Y
1200	180	6	Y	N	N	N	N	N
11000	1000	60	Y	N	N	N	N	N
2475	300	60	Y	N	N	N	C	N
10200	1200	60	Y	T	N	N	N	N
16000	900	1	Y	N	Y	N	N	Y
16000	1600	75	Y	Y	Y	Y	Y	Y
	400	4	N	Y	N	N	N	N
650	150	19	Y	N	N	N	N	Y
624	80	17	Y	N	N	N	N	Y
	60	20	Y	N	N	N	N	N
4500	250	16	Y	N	N	N	N	Y
4000	300	18	Y	N	N	N	N	N
18000	800	18	Y	N	N	N	N	Y
		12	Y	N	N	N	N	N
7000	500	32	Y	N	N	N	C	Y
1970	350	50	Y	T	N	N	N	N
	30	2	Y	N	N	N	N	N
5000	9000	35	N	N	N	N	N	N
	300	14	N	N	N	N	N	N
12000	1200	16	Y	Y	N	N	N	Y
	200	10	Y	N	N	N	C	N
1600	120	6	Y	N	N	N	N	N
	30	12	Y	N	N	N	N	N
3000	220	8	Y	N	N	N	N	N
4800	520	6	Y	N	N	N	N	N
	80	7	N	N	N	N	N	N
1300	800	6	N	N	N	N	N	N
3680	800	6	Y	Y	N	N	N	Y
2000	160	18	Y	N	N	N	N	N
1000	700	60	Y	T	Y	Y	N	Y
3627	600	50	Y	G	Y	Y	N	N
1500	80	10	Y	N	Y	N	N	N
0000	400	6	Y	Y	Y	Y	Y	Y



REOLA McLEOD

The perfect meeting spot overlooks the Arkansas Valley and the Mosquito Range.

adventure meeting programs that range from a few days at vacation homes in a canyon, to a specially designed obstacle course.

The obstacle course sits on fixed and mobile sites and includes 12 activities, such as "The Wall," a 12-foot monolith, without ropes, that obstacle runners must scale.

The hospital also sends its employees down the river — the Arkansas River, that is — in rafts. Christiansen says he contacts river-rafting companies that have experience with the river and with groups. Porter employees, however, man the oars.

"It's the difference between being taken down the river riding in a paddle boat and all members being responsible. It only works if everyone works together," he says. The objective: team building and communication.

The programs also "fit the culture of the hospital," Christiansen says. "They're health-oriented."

Other organizations use a mix of in-house and contract programs to create their own unique experience.

The University of Denver, for instance, sends out its business graduate students before they even feel the satisfaction of becoming too complacent in a job. At the Institute for Professional Excellence, grad students going for an MBA take a four-point program that begins the day they hit the campus.

According to Dr. Thomas Watkins, dean of graduate business studies and director of the Institute for Professional Excellence, the program — founded and funded by cable-TV king Bill Daniels, who felt that business schools turn out good technicians but poor leaders — includes: Four days of Outward Bound activities, two days of self-assessment that includes the Myers-Briggs personality test, and one day of interpersonal skills.

The Outward Bound section sounds worse than it is, says Watkins.

"They aren't eating berries or killing rabbits (for food)." Nevertheless, within 24 hours of arriving on campus, students are "shipped off" to Outward Bound's Leadville facility. There, the students face such challenges as building rafts and getting them to midlake. First, however, instructors give each of four groups one material necessary for constructing the raft (pontoons, ropes, wood, etc.). Groups negotiate until each has all the materials to build. The activity parallels management problems, he says.

The DU program also entails:

* Eighty hours of workshops on ethics, leadership and creativity.
* Thirty hours of community service through the Graduates Involved in Volunteer Efforts (GIVE) program, learning the connections between profit and non-profit business.
* The "Boot Camp," an intensive, three-week refocus of the three program parts. Students haul themselves up a fourteener — a one-day trip up a 14,000-foot-plus mountain — and take seminars by such luminaries as Mark McCormack, author of "What They Don't Teach You at Harvard Business School," and Letitia Baldrige, etiquette author. Baldrige, Watkins says, teaches such niceties as writing letters and how to address them, how and when to order wine at a business lunch, and basically, how not to be a dufus."

Helluva result

Trailblazers, returning from a trip, don't simply come back tanned,►

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Snowmass Lodging Company P.O. Box 6077 (81615) 303-923-3232 (Sharon Hall)	80	2	130	1332	130	6	Y	N	Y	Y	N	Y
Snowmass Resort Association P.O. Box 5566 (81615) 303-923-2000 (Brent Henkel)	3000	40	2000	11300	2000	5	Y	Y	Y	Y	Y	Y
Stonebridge Inn 300 Carriage Way (81615) 303-923-2420 (Debbie Arnold)	81	3	75	836	75	6	Y	N	Y	Y	N	N
The Crestwood P.O. Box 5480 (81615) 303-923-2450 (Jennifer Springsted)	141	2	110	2000	175	6	Y	N	Y	Y	N	Y
The Snowmass Lodge & Club 239 Snowmass Club Ct. (81615) 303-923-5600 (Bob Ames)	131	5	220	2500	220	6	Y	Y	Y	Y	Y	Y
Village Property Management P.O. Box 5009 (81615) 303-923-4350 (John Quigley)	225	7	400	11300	400	6	Y	Y	Y	Y	Y	Y
Wildwood Hotel 40 Elbert Ln. (81615) 303-923-5550 (Ann Denney)	149	5	175	1776	200	6	Y	N	Y	N	N	N
Woodbridge Condominiums P.O. Box 5550 (81615) 303-923-4350 (John Quigley)	50					10	Y	Y	Y	Y	Y	Y
Woodrun Place 0425 Wood Rd. (81615) 303-923-5392 (Sharon Hall)	56	1	130	1332	130	6	Y	N	Y	N	N	Y
Steamboat Springs												
Bear Claw Condominiums 2420 Ski Trail Lane (80487) 303-879-6100 (Elizabeth Belcher)	64	1	35		35	6	Y	N	Y	N	Y	N
Colorado Resort Services P.O. Box 881129 (80488) 303-879-7654 (Jeff Conroy)	180	1	85	845	85	6	Y	N	Y	N	N	N
Holiday Inn 3100 S. Lincoln Ave. (80477) 303-879-2250 (Karen Sharp)	62	1	100	900	100	6	Y	N	Y	N	N	N
Sheraton Steamboat Resort & Conf. 2200 Village Inn Ct. (80477) 303-879-6860 (Patty Oxford)	274	12	800	15000	800	6	Y	Y	Y	Y	N	N
The Phoenix at Steamboat 2135 Apres Ski Way (80477) 303-879-4445 (Jeff Conroy)	55	1	85	845	85	6	Y	N	Y	N	N	N
The Ranch at Steamboat 1 Ranch Rd. (80477) 303-879-3000 (Joy Araker)	68	3	175	1475	175	7	Y	T	Y	N	N	N
Sterling												
Days Inn 12881 Hwy 61 (80751) 303-522-6660 (Susan Underhill)	96	3	200	1200	200	125	Y	N	N	N	N	N
Thornton												
Brittany Hill 9350 Grant St. (80229) 303-451-9035 (Bill Simmons)		6	300	5700	300	15	N	N	N	N	N	N
Sheraton Graystone Castle 83 E. 120th Ave. (80229) 303-451-1002 (Gina Cowgill)	137	7	1300	8800	1300	15	Y	N	N	N	N	N
Trinidad												
Best Western City Club Inn 900 West Adams St. (81082) 719-846-2215 (Eileen McCafferty)	55	3	350	-	350	80	Y	N	N	N	N	Y
Holiday Inn-Trinidad I-25 at Exit 11 (81082) 719-846-4491 (Marti Torres)	113	3	150	6000	150	17	Y	N	N	N	N	Y
Trinidad Motor Inn 702 W. Main St. (81082) 719-846-2271 (Wanda Wojdyla)	62	3	200	600	200	12	Y	N	N	N	N	N
Vail												
Antlers at Vail 680 W. Lionshead Pl. (81657) 303-476-2471 (Bert Farin)	70	5	115	2500	115	30	Y	N	Y	N	N	N
Beaver Creek Resort P.O. Box 7 (81658) 303-949-4055 (Steve Shanley)	4700	28	1200	23000	1200	5	Y	Y	Y	Y	Y	Y
Chateau Vail Holiday Inn 13 Vail Rd. (81657) 303-476-5831 (Fernando Perez)	120	2	200	2268	150	7	Y	N	Y	N	N	N
Christiania at Vail 356 E. Hanson Ranch (81657) 303-476-5841 (John Everly)	27	1	65		65	25	Y	N	Y	N	N	N
Days Inn at Vail 2211 N. Frontage Rd. (81657) 303-476-3890 (Brad Jeffers)	116	4	125	6000	200	30	Y	N	Y	N	C	N
Evergreen Lodge 250 S. Frontage Rd. (81657) 303-476-7810 (Sally Alward)	128	5	200	1942	200	8	Y	N	Y	N	N	N
Lion Square Lodge & Conf. Ctr. 660 W. Lionshead Pl. (81657) 303-476-2261 (Lila Hitchcock)	118	6	400	5700	300	40	Y	N	Y	N	N	N
Manor Vail Lodge 595 E. Vail Valley Dr. (81657) 303-476-5651 (Peggy Collins)	217	6	700	6600	350	30	Y	Y	Y	Y	Y	Y
Marriott's Mark Resort 715 W. Lionshead Cir. (81657) 303-476-4444 (Bill Summerville)	350	14	1000	14000	1000	8	Y	T	Y	N	N	Y
Montaneros in Vail 641 W. Lionshead Cir. (81657) 303-476-2491 (Brenda Hazard)	38	1	40		40	30	Y	Y	Y	Y	N	N
Mountain Haus at Vail P.O. Box 1748 (81658) 303-476-2434 (Christine Frith)	75	3	100		100	40	Y	Y	Y	N	N	N
Sieben Resort 1100 N. Frontage Rd. (81657) 303-476-0344 (Ross Janson)	60	1	20	-	20	30	Y	T	N	N	N	Y
Sonnenalp Hotel and Country Club 20 Vail Rd. (81657) 303-476-5656 (Patricia MacNamara)	180	7	250	6000	300	7	Y	Y	Y	Y	N	Y
The Lodge at Vail 174 E. Gore Creek Dr. (81657) 303-476-5011 (Caryll Nelson)	138	4	250	2500	250	33	Y	N	Y	N	N	Y
Vail Hotel & Athletic Club 352 E. Meadow Dr. (81657) 303-476-0700 (Debra Swain)	38	3	75		75	30	Y	T	Y	N	N	Y
Vail Racquet Club Condos 4690 Racquet Club Dr. (81657) 303-476-4840 (Kathlene Sterne)	115	2	70	1200	70	30	Y	Y	Y	Y	N	Y
Vail Village Inn 100 E. Meadow Dr. (81657) 303-476-5622 (Alan Gentry)	100	1	45	700	45	10	Y	Y	Y	N	N	N
Westin Hotel Vail 1300 Westhaven Dr. (81657) 303-476-7111 (Jerry Nichols)	320	30	800	16000	350	7	Y	T	Y	N	N	Y
Westminster												
La Quinta Motor Inn 345 W. 120th Ave. (80234) 303-252-9600 (Greg Lawyer)	130	2	30	768	65	25	Y	N	N	N	N	N
Ramada Hotel Den/Boulder Turnpike 8773 Yates Dr. (80030) 303-427-4000 (Skeeter Wilson)	180	14	576	5200	576	15	Y	N	N	N	C	N
Wheatridge												
American Inn 10101 I-70 Frontage (80033) 303-422-7200 (Sandy Morris)	140	3	200	-	200	10	Y	N	N	N	N	N
Best Western Country Villa Inn 4700 Kipling (80033) 303-423-4000 (Gary Persinger)	116	3	200	1692	200	10	Y	N	N	N	N	N
Tabor Lake Inn 12100 W.44th Ave. (80033) 303-467-2400 (Joan Herring)	105	1	50		50	7	N	N	N	N	Y	N
Winter Park												
Alpine Peaks P.O. Box 3123 (80482) 303-726-8822 (Sherri Muscopf)	130	1	30	-	30	78	Y	T	Y	Y	N	Y
Beaver Village Condominiums P.O. Box 348 (80482) 303-726-5313 (Heidi McNinch)	112	1	100	1500	100	70	Y	N	N	N	N	N
Beaver Village Resort P.O. Box 43 (80482) 303-726-5741 (Mark Johnson)	80	3	150	2500	150	70	Y	T	Y	Y	N	N
The Iron Horse Resort P.O. Box 1286 (80482) 303-726-8851 (Tim Johnson)	130	5	120	2000	120	67	Y	G	Y	Y	Y	Y
Vintage Hotel P.O. Box 1369 (80482) 303-726-8801 (Kathy Moore)	121	3	150	1500	150	67	N	N	Y	N	N	Y

spry and glad to be alive. The company measures what they've learned. Most are tested on their skills before leaving, then observed throughout the trip, and tested again upon their return.

Some will measure results — Coors fills out evaluation forms on returning employees — but the most obvious results usually show in day-to-day work habits.

At a regional meeting, for example, Coors attendees stuck together more, says Doss. They worked as a team, giving advice to each other, and generally showed increased self-worth and a positive attitude.

Porter Hospital records employee actions — how they make decisions, who socialized more than others, who expressed ideas that no one listened to the first time — things that give an indication of what to watch for in the office.

Likewise, the DU graduate school pre-measures the students on self confidence in meeting goals — then measures again after the program.

"It makes new people out of them," says Watkins. They "learn when to talk, when to listen" and whether to use a random solution to a problem or one that's more thought out.

And, adds Outward Bound's Whyte, participants define their own success. No one tells them, "it's supposed to look like this.

"It comes down to what they've learned about themselves," she says, as well as how they deal with challenge or newness. They grow and learn through interaction.

And, says Coors' Doss, with the right attitude, the benefits are immeasurable. If even 10 percent of the attendees come away recharged, it infuses the morale of an entire group.

To hell and back

As trends go, the unusual company meeting movement may be only just beginning. Managers honing outback skills might just as well note the increasing popularity of cattle drives and start brushing up on their lasso skills.

And take note: pre- and post-adventure monitoring tests indicate that executives seem to enjoy their trip to hell and back. In fact, the experience usually wasn't hellish at all.

Of course, not many of them are looking forward to next Monday's meeting in the conference room. ■