



E.A.G.L.E.S.
Equine Assisted Goals for Leadership Enhancement Series

**FREQUENTLY ASKED QUESTIONS
ABOUT HOSTING AN INNOVATIVE HORIZONS'
EQUINE ASSISTED GOALS FOR LEADERSHIP ENHANCEMENT SERIES**

PLEASE SAVE FOR FUTURE REFERENCE!

First, let us thank you for your interest in hosting an **E.A.G.L.E.S Training Program**. It truly does take a special person to host a seminar, and to do it with the commitment and enthusiasm that is needed to make the seminar a success for everyone.

As you read the following information, please keep in mind that we are willing to be creative with formats and would like your input about what would best serve your area, the organizational and public participants. Tim primarily does one or two day seminars with the **E.A.G.L.E.S Training Program**. He can also do demonstrations, showcases and retreats if requested.

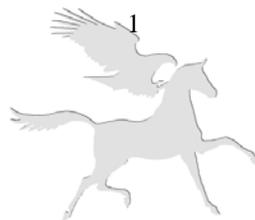
Tim's focus is first and foremost on the promotion of personal change using horses to aid in facilitating that change. The four areas that he concentrates on, time permitting are **Management & Leadership, Communication Skills, Team Building, and Gaining Personal Insight**. If a group only wants to concentrate on one or two of these areas only, or different aspects entirely, we can tailor the program to meet their needs.

This Frequently Asked Question file should answer most of your questions about setting up your **E.A.G.L.E.S** training seminar. We do hope you will find it helpful. If something is not addressed in here, please drop us a note or give a call and we will help you out.

What Is Equine Assisted Learning (EAL)?

Equine Assisted Learning (EAL) is an experiential learning experience that uses horses not as tools, but as active participants that help to facilitate the learning experience for the human participants. By examining equine behavior, and how the horses may or may not react to us, we can better understand what may be more effective in our own human relationships. EAL combines our understanding of equine training and relationship principles with our understanding of human behavior, organizational and managerial behavior and adult learning theory.

Additionally, we at Innovative Horizons see horses as more than "just a tool" for learning. We consider each horse an individual; a four-legged facilitator if you will, that helps facilitate the learning process. As humans, we seek to understand and integrate the innate, intuitive ways horses communicate as part of a natural learning process.



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EAL uses a team approach, bringing together a horse specialist, a trained facilitator and the horses, to assist individuals and groups. Through a collaborative experiential learning process, people use experience, reflection, generalization, and application to facilitate learning, behaviors, and patterns. While **EAL** is related to other experiential programs, equine programs have the added element of horses with different personalities, attitudes, and moods.

Why Use Horses In Human Training?

For centuries the horse and rider has created a dynamic team, a powerful duo that communicates non-verbally, sensually, almost invisibly. The dynamic of thinking, breathing, and reactionary animals heightens situations, creating constantly changing and evolving experiences. The horse acts as a mirror of emotions, reflecting the feelings of the individual participating in the **EAL** program. Horses don't lie and can't over think your real emotions, so they recognize incongruence between behavior and emotion, telling the true story. Their sensitivity to nonverbal stimulus gives them an amazing ability to read people and reflect these emotional states offering observable and physical feedback. They offer unconditional reactions to your emotions. As social animals, they provide valuable insight into group dynamics and roles. Including horses as part of learning activities is an especially powerful method of involving people in teamwork, problem solving, leadership, communication, relationship building, and self-authenticity.

What Is Meant By The E.A.G.L.E.S "SERIES"?

There are four distinct training programs that can be accomplished in the **E.A.G.L.E.S Series**, as well as any combination of the four. More emphasis can be placed on any one area or several areas, depending on the goals and objectives of the client audience.

The E.A.G.L.E.S Series Includes:

I. Leadership With A Kick -- Leadership Series

This 1 or 2 day program encompasses all the primary facets of leadership with the kick of a horse as a team partner! What kind of a leader are you? What kind do you want to be? The four-legged facilitators can help you discover your best leadership traits and those that you might need to work on. Participants will encounter interactive activities that will enhance numerous areas of leadership.

II. Communications For "Neigh Sayers"! -- Communication Series

This 1-day program is all about communicating effectively. In all walks of life, be it personal or professional, communication is the key to success. Since 90% of communication is non-verbal, what better instructors than horses are there to assist you in improving your communications skills?



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You would be amazed at all the things you say without saying them! This program will focus on improving your communication skills at work and at home.

III. Who's In Your Herd? -- Team Building Series

This 1-day program is designed not only for corporations but families as well. Horses are not only your facilitators but your teammates as well. They will show you just what you need to know to improve your team building skills at work as well as at home.

IV. Horses On The Horizon -- Personal Development Series

This 1-day program focuses on personal growth and development. Our horses will show you how to grow from colts and fillies to true stallions and mares! The thrust is to explore new ways to find that filly and colt that is running inside you. Whether you are in a corporation or at home, these areas of personal progress can enhance your way of life and your way of living.

What Happens During An E.A.G.L.E.S Training Program?

Tim assists corporate organizations as well as non-corporate groups to improve their **Management & Leadership, Communication And Team Building Skills** and assists participants in **gaining a clearer Personal Insight**. Through the use of **Equine Facilitated Activities**, participants will gain a better understanding of these areas both in the corporate environment and at home in a more personal environment. Students are broken down into four person teams, depending on the number of participants.

The **Equine Facilitated Activities** show participants their strengths and weaknesses in the four major areas. The facilitators observe what the students are doing, how they are interacting with one another as well as with the horses and how the horses respond to them. Upon completion of a particular exercise, all participants return to a central location and a discussion is facilitated on what the participants saw, heard, felt and learned through the experience and how they can apply this new information to their professional and personal lives. A new attitude derived from an innovative equine learning experience makes for a powerful combination in accelerated learning!

What Are Some Examples Of Equine Assisted Activities?

One activity we use is a simple "Catch and Halter" exercise. For someone with horse experience, this is a simple task. But for those who have never been around horses, it can be difficult (you would be surprised at how many ways a person can try and put a halter on a horse!) and can test a person's problem solving skills, communication skills, and team building skills if the exercise is done with several people at a time.



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Another exercise is called, “The Left Hand Doesn’t Know What The Right Hand Is Doing”. In this exercise, three people have to work together to saddle a horse. Sounds simple, doesn’t it? However, the three have their arms linked, standing side by side. The person in the middle is the “brain” and must tell the person on their right and left (acting as the center person’s right and left hands) what to do. They can only use their hand on whatever side of the brain they are on. This is a great exercise in communication and listening skills.

How Many Participants Are Needed To Conduct An E.A.G.L.E.S Training Program?

A minimum of 8 participants is required to conduct an **E.A.G.L.E.S Training Program** with a maximum number of participants being 18.

What Are The HOST’S INCENTIVES To Coordinate An E.A.G.L.E.S Training Program?

- Hosts will participate free of charge.
- **Hosts will receive 20% of the total daily fee.** For example, for a one day program that costs \$5000, the host will receive **\$1000.**

What Would I Have To Do As A Seminar Host?

The primary responsibility of a seminar host is to promote and market the seminar through advertisement, email and telephone calls (where and how you see fit). The host will send out information to interested participants, both in the corporate and public sectors, post flyers in and around your area, locate and arrange for 4-6 horses and an appropriate facility for the seminar, and all the other miscellaneous tasks that come along with coordinating any kind of event. We will help you with ideas, samples of press releases and flyers, promotion through our website, and any other way we can. Seminar hosts have a great job, but need to be prepared for some time commitment to get things coordinated.

Who Can I Market an E.A.G.L.E.S Training Program to?

EVERYONE! The **E.A.G.L.E.S Training Program** can be tailored for corporate organizations, individuals and partnerships, as well as non-corporate groups such as teaching staff, women’s groups, religious groups, saddle clubs and others. Our **E.A.G.L.E.S Training Program** is for those who value the power of relationships, accountability, focus and creative strategies in accomplishing their goals.

Who Should I Contact Regarding My E.A.G.L.E.S Training Program Questions?

Contact Tim Manson, President and founder of Innovative Horizons. You can reach him at horizons@hot.rr.com or call 254-290-3446 between 9 a.m. and 5 p.m. (CST), Monday through Friday. If he is not available when you call, he will try and return your call within 24 hours.



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What Kind Of Facilities Does Tim Require?

Tim prefers a large, covered or indoor arena in case of bad weather (rain, extreme heat or cold), but an outdoor arena in good weather is fine. If there is a desire to do the seminar at a corporate on-site location that does not have an arena, a well-constructed portable round pen with a minimum diameter of 60' is required. Restroom facilities close by (permanent or portable) and a parking area to accommodate participants ends the list of facility requirements. If you do not have seating available, please notify people that they will need to bring their own chairs. Also, if you know it will be pretty hot, notify people to bring plenty of water. A good water supply for the horses will also be needed.

What Other Kinds Of Logistics Considerations Are There?

PARTICIPANTS -- We need a group of at least 8 and no more than 18 students per seminar. If the program is for a public group, all costs would be divided among participants. The more participants, the less cost per participant. For corporations, the company itself pays the fee, regardless of the number of participants they send, but they must meet the minimum or maximum participant numbers.

HORSES -- 4 to 6 horses are best, depending on how many students we have. They can see the dynamics of how a herd works together and we can show how this relates to their "human herds". Horses should be bomb proof with good ground manners, and no habitual biters or kickers. Horses that have not been associated together in the same herd are beneficial in order to illustrate the formation of a herd's pecking order and equine language.

TACK -- Saddles, pads, bridles, halters and lead ropes for each horse. Although there is no riding involved in an **E.A.G.L.E.S Training Program**, there are exercises that involve saddling.

OTHER EQUIPMENT – Buckets, barrels, cavalletti, short jumps, poles, rope and anything that we could use to make up some of the exercises and obstacles in them. We also need chairs and tables for participants to work from. You could have participants bring their own lawn chairs.

How Long Are The Seminars?

Seminars are usually scheduled for either one or two days -- or longer, if the participants desire. If requested, Tim could do a "demo seminar" -a talk, and then work with only one or two horses and a group of 3 or 4. This would be held the evening prior to the start of the seminar. Training begins at 8am and goes until 5pm, with 1 hour for lunch.

What Are Tim's Fees?

Tim's presentation fees are as follows:

- 1 Full Day - \$5000
- 2 Full Days - \$7000 (A savings of \$3000)



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For **non-corporate participants**, this is broken down between all of the participants attending the seminar. You will need to also break down travel, hotel and your total expenses between participants as well. **25% of the seminar fee (above) is due not later than 30 days in advance** of your seminar date, along with directions. **Corporate clients** will incur the speaking fee shown above plus travel and lodging expenses. Hosts should work out the actual registration fees based upon the speaking, travel and lodging fees shown above. Make the speaking fee check out to **Innovative Horizons** and mail to **Tim Manson at 1403 Bristol Drive, Killeen, Texas 76542**.

What About Travel And Lodging Fees?

Travel and lodging fees in the United States are additional and based on current round trip airline travel rates from Texas to the city that Tim travels to and local hotel rates. When coordinating a seminar for a **corporation**, it is easiest to have them provide the airline ticket and make hotel reservations.

When working with a **non-corporate group**, these fees should be broken down between participants, to arrive at a total participant fee. Hosts are responsible for making air and hotel reservations when hosting a non-corporate training event. If you are in a location that is hosting back-to-back seminars for two or more groups, only one travel fee amount is necessary and may be divided among the groups. Seminars outside the United States will have special travel arrangement fees and schedules negotiated separately.

How Do I Calculate My Registration Fees?

There are several areas to consider when determining what the registration fees will be for your seminar. Basically, you will be taking your expenses, travel and lodging expenses and Tim's presentation fee, and coming up with a total that must be covered through participant registration fees. Your expenses may include printing, postage, port-o-potties, long distance phone calls, facility rental, insurance, etc.

We have found that determining registration fees is not an exact science because there are sometimes other variables to consider than simply dollar amounts. That is: what will the "market bear" in terms of fees? Again, there are many variables, so these are just guidelines. In the end, you need to set the prices to recover your expenses. Also, some hosts choose to provide additional amenities for which they may charge such as a lunch meal.

What about obtaining sponsors for the E.A.G.L.E.S Training Program?

In order to offset fees to participants, it is a good idea to contact local organizations as well as nationally known organizations to **sponsor the training program**. The more sponsorship you can gain, the less cost there is to participants and the more participants you will gain. Contact organizations such as local veterinarians, western apparel stores, tack and feed stores. Nationally known equine feed dealers such as Purina Mills, Kent, Pfizer, Jeffers and others are good prospects to seek sponsorship from. Ask local feed dealers which feed companies are used locally. Don't hesitate to obtain these sponsors for corporate training programs as well.



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How Should I Make Up My Registration Form?

Your registration form will depend upon how you advertise your seminar and your deposit guidelines, etc.

You need to decide on these policies:

- 1) A policy for deposits -- how much, when due, cancellation refundable or not and under what circumstances
- 2) A cancellation policy for paid participants

We recommend that you get a deposit no later than 1-1/2 months in advance -- preferably earlier. You will most likely use this deposit money to send the initial advance 25% fee to Tim, or to arrange for hotel and transportation if Tim will be working with a non-corporate group. We also recommend that you put in a clause about deposits being non-refundable for **non-corporate** groups.

For corporate groups, cancellation will be accepted up to 30 days prior to the original seminar date, with a full refund of all fees paid up to that point. If cancellation occurs after that time frame, 50% of all fees paid up to that point would be refunded. Or, if they prefer to change the date in this time frame, they can apply the money already paid to that new date.

For non-corporate groups, we recommend that you have a no-refund policy. You can tell registrants that they may sell their slot to someone else and that you will give them the names and numbers of people on your waiting list for them to contact. Only 8-18 people are allowed per seminar. Again, though, you need to state this clearly and openly so that everyone is aware of the guidelines.

Regardless of what you decide, you need to be firm. It can be difficult to turn someone down when they ask for their money back. Don't forget about all the work you are doing in putting on the seminar. Your time is worth something. If you put your policy in writing, you will feel much better about sticking to it.

DO Keep A Waiting List!

This really applies to non-corporate groups. Since only 8-18 people are allowed per seminar, you may indeed get more than that asking to participate. Establish a waiting list in case of a cancellation for emergencies, or for someone to sell their slot to that individual if they need to cancel their registration.

Design your registration form so that you send a confirmation back to the person once you've received their deposit. You need to note the balance due. One thing you can do is to ask them to keep a copy of their registration form. Because you will most likely have deadlines for payments, it's important that you maintain a record of all your transactions and a log for payments. Most people will keep up with this and pay by the date they are asked; however, there may be one or two who do not and will need a reminder. Again, be polite but also be firm. Normally with a corporation, you will be dealing with one point of contact with the company and should have no problems in receiving prompt payment.



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How Do I Handle Deposits?

Again, this would pertain to non-corporate groups of individuals. Seminars usually fill up quickly and many hosts find they have folks saying they want to participate and request a spot be held for them. Please think about how you would like to handle deposits in terms of when they are due and how you determine who gets to participate (see below). We strongly recommend that you have a policy of non-refundable deposits for non-corporate participants. You can include a spot on your registration form to have registrant's initial that they understand the policy.

Hosts put in a great deal of time to coordinate these seminars and there are many people who would like to participate. While there are obviously legitimate emergencies that need to be evaluated on a case-by-case basis, there are also folks who do not understand the bind it puts a host in to fill a slot that becomes vacant. Even with a waiting list, it may be difficult for someone to come up with a chunk of money on short notice. In fact, I even recommend that you take a deposit for people on the waiting list. If they do not get in, that money will clearly be refunded to them OR can be applied to another seminar.

By the way, please do NOT turn down deposits even if you are not "ready" yet. Simply make the appropriate notations and then send out the registration form when you have it completed. Take advantage of an enthusiastic participant. They may not have that money later or get distracted with other things. It is often very difficult to rebuild enthusiasm if it has been discouraged at the outset.

Basically, we feel that our hosts are honest people and want to do what is "right" and what will keep it profitable enough for Tim to continue this kind of work. By the same token, we do NOT want our hosts to bear the burden of expenses that should be covered by the seminar so ...please, if you have a problem arise, as always, feel free to contact us and we can discuss it. If it happens AT a seminar, talk to Tim about it. We know it can be awkward to talk about money but please don't be afraid to be straightforward with him about money situations. He will be honest with you about what he feels is fair.

How Do We Pay Tim For The Seminar?

25% of the seminar fees are required not later than 30 days prior to the date of your seminar. The remainder of the fee is required prior to or on the first day. Non corporate participant's checks should have been made out to you. The check to Tim will be one check, written by you to him. Corporate groups should make their corporate check out directly to Tim.

If hosts are outside the United States, be prepared to do the above, but you will pay Tim by electronic transfer. You will be given the account number and information prior to Tim's arrival. Transfers (wires) should be made one week prior to the seminar. All monies due Tim are in US dollar equivalents, so be prepared to make any appropriate conversions based upon the current exchange rate.



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What About Liability Insurance ... Do I Need It?

We cannot advise you about your insurance needs. Many people have farm or facility coverage that takes care of events such as seminars. Other folks feel that liability releases will cover them. Still others feel the need to purchase additional "event insurance". This is totally up to you. Check with your insurance agent on how to proceed.

Tim will carry professional liability insurance. It is for anything that happens within the span of his control. It does NOT cover folks going to the restroom and hurting themselves in a gopher hole. Your homeowner's or farm policy may or may not cover this. Check with your insurance company.

Should I Have Everyone Sign A Liability Release Form?

Absolutely *all* participants must sign a liability release form to be able to participate in the seminar. A copy of the Texas release form will be included in the host packet. We ask that you give Tim the original copy of this form for each participant prior to the start of the seminar. You may also want participants to sign a release form that is specific for your state. You can check with your insurance representative about the wording on the form since each state has specific laws that govern this.

What Other Safety Issues Should I Consider?

Besides having safe facilities, know the horses that will be used in the seminar. They should be calm, "bomb-proof" animals that are not prone to spooking, biting or kicking. Tim will give a safety briefing to all participants prior to the beginning of a seminar and remind them of safety throughout the day. Ensure any tack that is used is also in good repair and will not break under any stress.

Where Does Tim Stay During The Seminar?

Tim will stay at a good local hotel of your recommendation. Hosts are responsible for making reservations and paying for the hotel.

Are There Special Things I Should Do To Make Tim More Comfortable During The Seminar?

During the day, please help him out by having cold, bottled water available and replenished, as he needs it. He also likes lemonade or Pepsi when he isn't working.

Should We Have Any Group Meals?

This is up to individual hosts. We have found that having at least one group lunch or dinner during the seminar is fun for everyone. This does not mean that YOU have to cook (although many hosts do). You can have a pot-luck dinner, keeping in mind things you can recommend out of town guests can bring; you can designate a restaurant and everyone can meet there; or you can have a catered BBQ or something of that sort and charge for the dinner.



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For lunches, some hosts take orders (usually have to sign up by 10:30 a.m. each day) and have a deli bring in sandwiches. Choose some items that will give you a flat rate of, say, \$5 that includes a sandwich, chips and a drink. Some hosts have a lunchmeat spread and folks make their own sandwiches. Some make recommendations for nearby restaurants and fast food places. Keep in mind two things: Tim usually breaks every two hours for 15 minutes and an hour for lunch each day and.... it is really nice for folks to have a chance to sit around and talk with each other and with Tim.

We have found that meal times are wonderful for people getting to know each other. Tim is available to answer questions and talk about the days' activities. Keep those things in mind and then decide what will work best in your situation. You are under no obligation to do any of these things.

When Will Tim Arrive?

Tim will arrive sometime in the early afternoon the day before the seminar. He will call the host before he will arrive. Generally, he will visit the facility or site where the seminar will be held. He will want to look it over and to check out the horses that will be used for the seminar.

Do We Need To Have A Sound System Available?

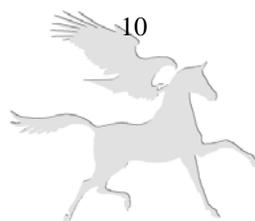
Tim may need a sound system, depending on the facility, which should include speakers, receiver, and wireless headset. You may need extension cords too depending on where you put the system.

Is Videotaping Permitted?

Because we want to create an emotionally safe environment, videotaping is not permitted. Tim may elect to video the program for future use and will provide video releases to all participants.

OTHER THINGS TO CONSIDER:

- **No alcoholic beverages** are to be distributed by the host to participants during the seminar or seminar-related activities.
- If there are distances to travel between the arena/round pen and anywhere else on the property, you may not want to allow people to drive there (unless necessary due to a disability) so as to guard against traffic congestion and potential damage to body or vehicle.
- No pets are allowed.
- Coggins/Health Statements: Each horse that will be used in the seminar must have an up-to-date Coggins if they are coming from different locations (if that is what is required in your state).



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What Other Recommendations Do You Have For Helping This Be A Successful Seminar?

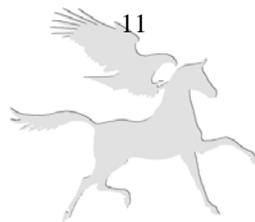
Above all else, think of the atmosphere you would like to create. Tim is a very friendly and accessible professional speaker and horseman who enjoys interacting with the seminar participants. Consider how you can set things up so that everyone feels comfortable and relaxed. What are things you can do at your place to create a good learning environment?

- Advertising is the key to gaining participants.
- Have nametags. Definitely for the participants. Just another way to help folks interact. You can get as fancy or as simple as you'd like with this.
- A waiting list is a must for non-corporate participants!
- ADVANCE registration for non-corporate participants/groups!
- Use e-mail as much as possible for your correspondence -- helps to keep costs down.
- Send a follow-up letter to folks who register confirming their registration and the day and dates they will be attending. Include info about requirements: where to park, directions, what to bring, etc.
- Use postcards for reminders. Be creative. You can use these to drop a note, remind someone of a deadline, and encourage someone (vet, etc) to attend.
- Be prepared to LISTEN to folks who want to attend. They will ask lots of questions and they will (sometimes) say things about their personal situation that might be disturbing to you. Please try not to make any judgments about people and keep their words in the strictest confidence. Consider yourself a facilitator. You are providing an opportunity (location and teacher) for them to learn. That's what seminars are all about.
- Be kind in your thoughts as you watch and set a good example for everyone else. Remember, folks are there to learn -- that's why they have come to the seminar!
- Plan to have fun!! Your seminar can be successful and fun if you plan ahead and prepare yourself so that you can relax and watch and participate in the seminar activities

There is no way to thank hosts enough for all the work they do to bring Tim to their areas. You will see, though, that the seminars are worth all your efforts in the faces of the folks who attend. We hope you are as proud to be a part of that process as Tim is in having you host him.

If you have any other questions or comments, please be sure to ask! We want this to be a smooth and enjoyable experience for you and for the participants so we'd like to help where we can.

Thanks For Your Interest In Hosting An
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