

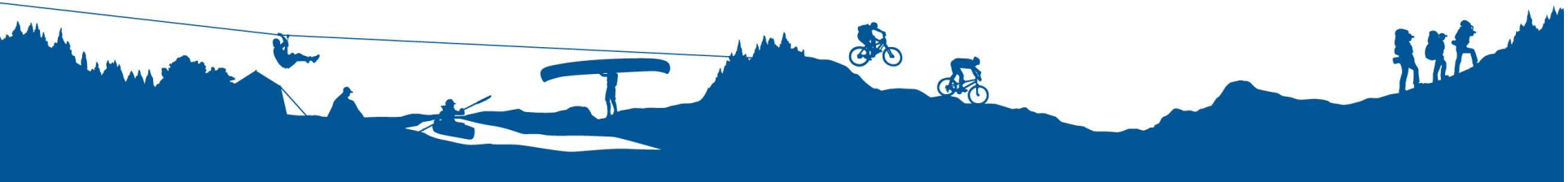
# Troop Leadership Training

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Troop One, Akron

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# Leaders & Leadership





# Quotes on Leadership

- “Leadership is an action, not a position.”
- “The growth and development of people is the highest calling of leadership.”
- “A leader is one who knows the way, goes the way, and shows the way.”
- “One who thinks they lead and has no one following is only taking a walk.”



# Defining Leadership



# Four Ways Every Scout is a Leader



# Self-Leadership

- Self-leadership means being prepared in whatever you do, having personal initiative and character.
- If you are prepared, you'll be able to participate actively and help your fellow Scouts. Being prepared means you don't have to depend on others so that others or can depend on you.
- What are examples of Self-Leadership:



# Cooperative Leadership

- Being Cooperative means supporting each other in working towards a goal, like completing a challenging hike or organizing a community service project.
- What are examples of Cooperative Leadership





# Supportive Leadership

- Supportive leaders actively assist their leaders and fellow Scouts by being kind, friendly and helpful at every opportunity.
- What are examples of Supportive Leadership



# Influential Leadership

- Once you can lead yourself, follow cooperatively, and help your fellow Scouts; you are ready to provide clear direction & guidance during activities and lead the planning for your Troop and patrol.
- What are examples of Influential Leadership



# Game: Flip

Goal: What forms of leadership were shown?



# Discussion: What Makes a Good Leader?

Seed: Think about those who you look up to (not just in scouting)



# Did We Include / Are These Important?

- Role Model.
- Actively serves.
- Learner.
- Keeps their word.
- Is fair to all.
- A good communicator.
- Flexible.
- Organized.
- Mentor.
- Coach / Supports others.
- Empowers Others.

**What growth opportunities do I have?**



# Accountability vs. Responsibility

- Responsible: Being responsible is like being the Scout who's in charge of setting up the tent. You have a task and you need to make sure it's done right.
- Accountable: Being accountable is like being the Scout leader who ensures the entire campsite is set up properly. If something goes wrong, you're the one who answers for it.
- Discuss: Setting up camp



# Consequences

- Positive Consequences: When we do what we're responsible for and are accountable, we earn trust and respect.
- Negative Consequences: If we don't follow through on our responsibilities or aren't accountable, we might lose privileges or disappoint others.
  - A leader cannot fulfill their obligations?
  - A leader will not fulfill their obligations?



# Yurt Circle / Variant

Goal: r During the game, who led the group?

- Did someone step in as the leader, or did the group cooperate as equals?
- If someone stepped up, why did the group follow his lead?
- Did the size or age of the Scouts affect how the “leaning” worked?
- Why does the Scouting program have Scouts take on leadership roles in the troop?
- What do the Scouts lead in your troop?
- What do they not yet lead?

What could the leadership team try to add to the list that Scouts accomplish during this period as troop leaders?





Video:  
Leadership Styles (servant  
leader)- doesn't exist



# Why Do We Become Leaders?

- Have to
  - Leadership Requirements for Rank Advancement
  - Serve actively in your unit for six months (four for Star) in one or more of the following positions of responsibility...
    - What does “serve actively” mean?
- Want to
  - Discuss some reasons why
  - Ego, Power / Control, Status / Prestige, Personal Ambition
  - Make a Difference, Skill Building, Inspire Others, Improving Env, Teach / Watching Others Grow



# A Servant Leader Chooses to Lead

- **Servant leaders want to lead because they know they can help make a difference and provide a better experience for every individual**
- **It is about a choice to give rather than to receive.**
  - Understand what success looks like.
  - Do everything they can to help the troop succeed.
  - Focus on how to make every member successful.



# Some Famous Scouts

- <https://blog.scoutingmagazine.org/2024/02/08/famous-former-scouts/>



# Ethics and Values

- ~~Discuss~~ Discuss the Scout Oath & Law
  - Duty God and Country as a leader
  - Duty Others as a leader
  - Duty Yourself as a leader



## Moral Compass

*Trustworthy, Loyal, Helpful, Friendly,  
Courteous, Kind, Obedient, Cheerful,  
Thrifty, Brave, Clean and Reverent*



# Break

Goal: Refresh



# Leader as Guide & Teacher:



# The Leader's Dual Role

- **Guidance:** A leader helps Scouts navigate through the adventures of Scouting.
- **Teacher:** A leader imparts knowledge and skills, ensuring every Scout is prepared for upcoming challenges.

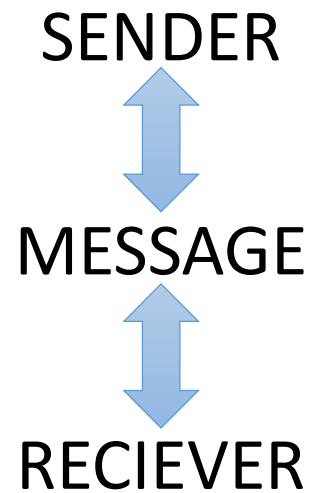




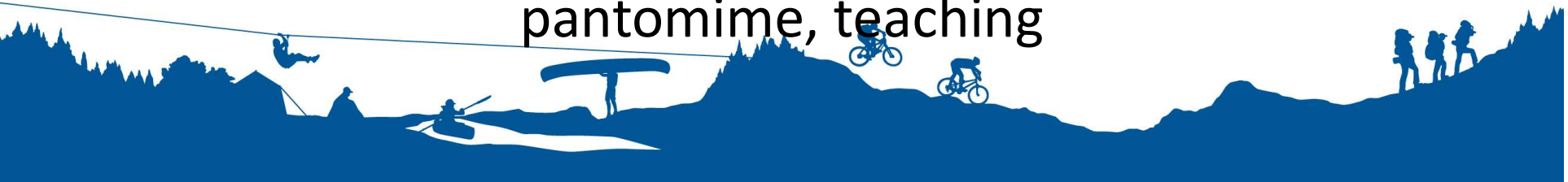
# A Good Leader: Communicates



# Communication



Does this apply to all forms of communication?  
Consider - verbal, written, music, film, signaling,  
pantomime, teaching



# Quality of My Communication

- 7% by word
- 38% tonality
- 55% physicality

-Albert Mehrabian

- Try with a single word - “Stop”



Tonality

**WHAT** are you doing?

What **ARE** you doing?

What are **YOU** doing?

What are you **DOING?**



# Communication Points

- Messages flow both ways—from sender to receiver and back. Both sender and receiver are responsible for good communications to work.
- As the sender, the message often seems clearer to you than to the receiver.
- You may want to ask your listeners to tell you what they think your message is—to confirm that they received it correctly.



# Game: Snakes

Goal: Non-Verbal Communication



# Game: Whole Picture

Goal: Verbal-only Communication, control tonality



# A Good Leader: Teaches





# Teaching EDGE

- **E**xplain—The trainer explains how something is done.
- **D**emonstrate—The trainer demonstrates while explaining again.
- **G**uide—The learner tries the skill while the trainer guides him through it.
- **E**nable—The learner works on his own under the eye of the trainer



# Breakout: EDGE in Practice

Goal: EDGE refresher



# A Good Leader: Guides



# Harnessing Every Scout's Potential

- **Inclusion in Action:**
  - **Value Every Member:** Recognize that every Scout has unique talents and strengths.
  - **Engage Everyone:** Make sure all Scouts are involved and feel like they belong and are welcome.
- **Team Dynamics:**
  - **Diverse Skills:** Utilize the diverse skills within your patrol for various tasks.
  - **Individual Goals:** Understand each Scout's personal goals and help them achieve success.
- **Provide Opportunities:**
  - **Lead Fairly:** Don't just rely on your closest friends; give everyone a chance to shine.
  - **Supportive Environment:** Create a supportive atmosphere where every Scout can thrive.



# Inclusive Leadership in Action

**Setting:** Your troop is planning a camping trip. Some Scouts are experienced campers, while others are new to camping.

- **Before the Trip:** The leader organizes a meeting where all Scouts can share their ideas and concerns about the trip. Everyone's input is considered in the planning process.
- **During the Trip:** The leader assigns roles based on each Scout's strengths, ensuring that both experienced and new campers have important responsibilities.
- **Problem-Solving:** If challenges arise, such as setting up tents or cooking meals, the leader encourages teamwork and asks for solutions from the whole group, not just the experienced Scouts.
- **Reflection:** After the trip, the leader facilitates a discussion where every Scout can talk about what they learned and how they felt during the trip.



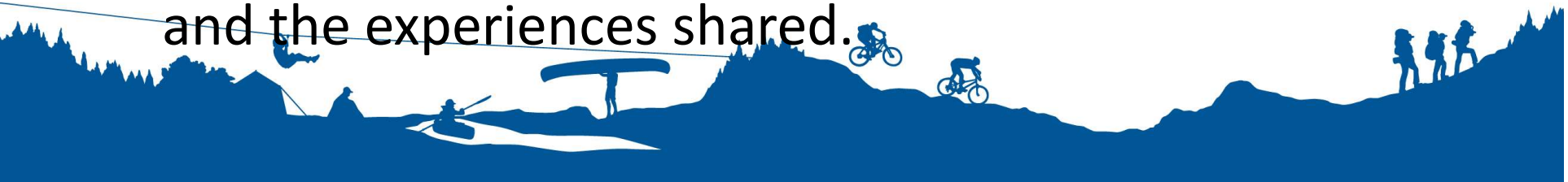
# Introduction to Team Development

- **Why It Matters:**
  - **Better Teamwork:** Knowing the stages of team development helps Scouts work together more effectively.
  - **Problem-Solving:** It provides a roadmap for navigating challenges and conflicts within the team.
  - **Achieving Goals:** Understanding team dynamics is key to successfully completing missions and earning badges.
- Tuckman's Model as our guide

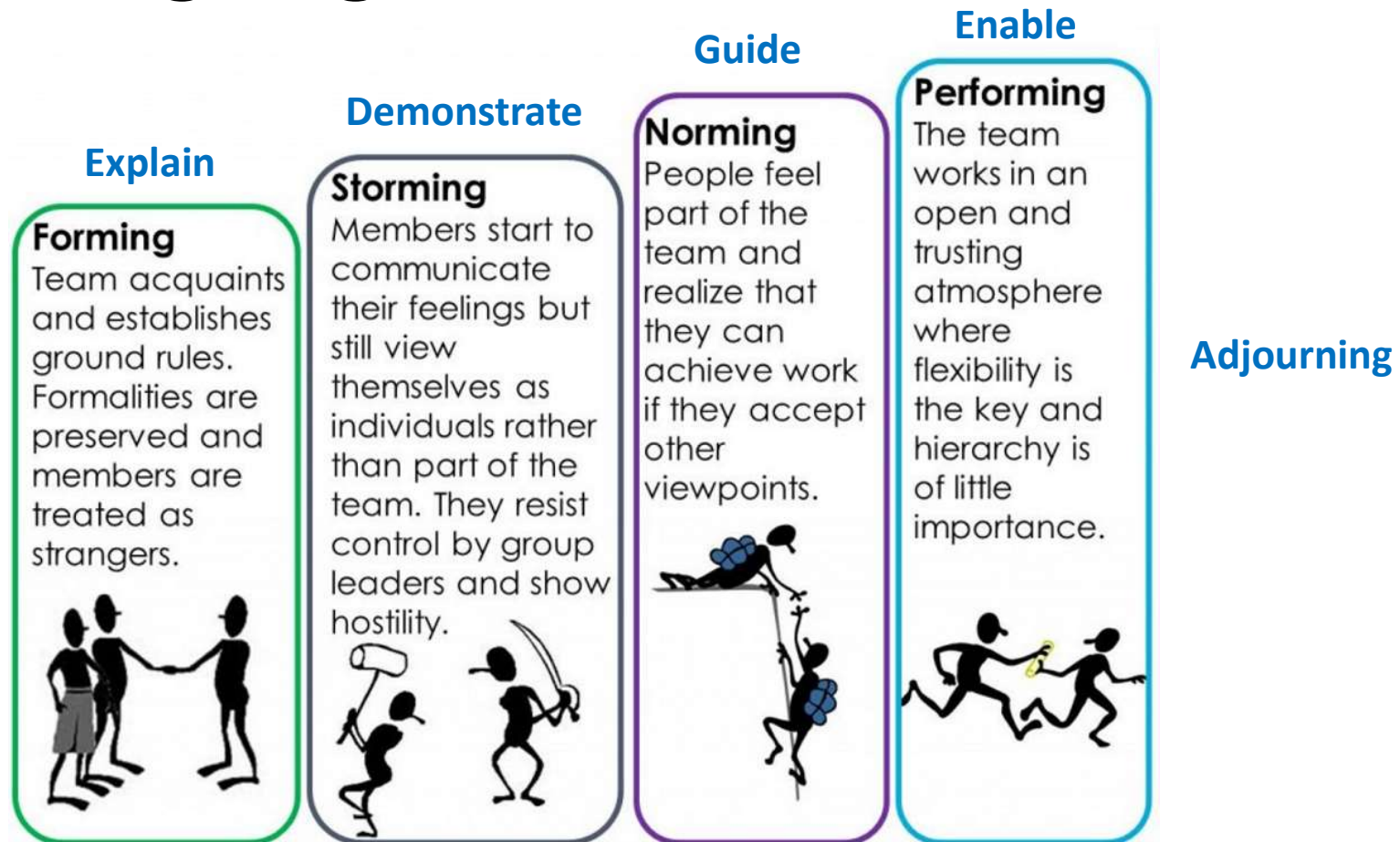


# Growing Together

- **Forming:** Scouts come together, learn about each other, and set initial goals.
- **Storming:** Disagreements may happen as everyone finds their place in the team.
- **Norming:** The team starts to gel, establishing norms and working more smoothly.
- **Performing:** The team reaches its full potential, working together seamlessly to achieve its objectives.
- **Adjourning:** Reflecting on the team's achievements and the experiences shared.

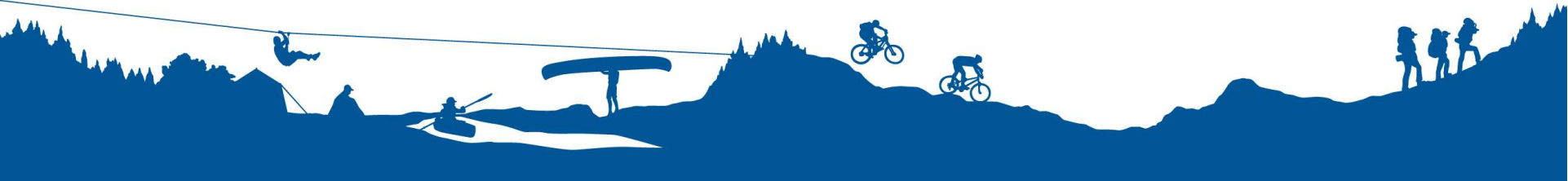
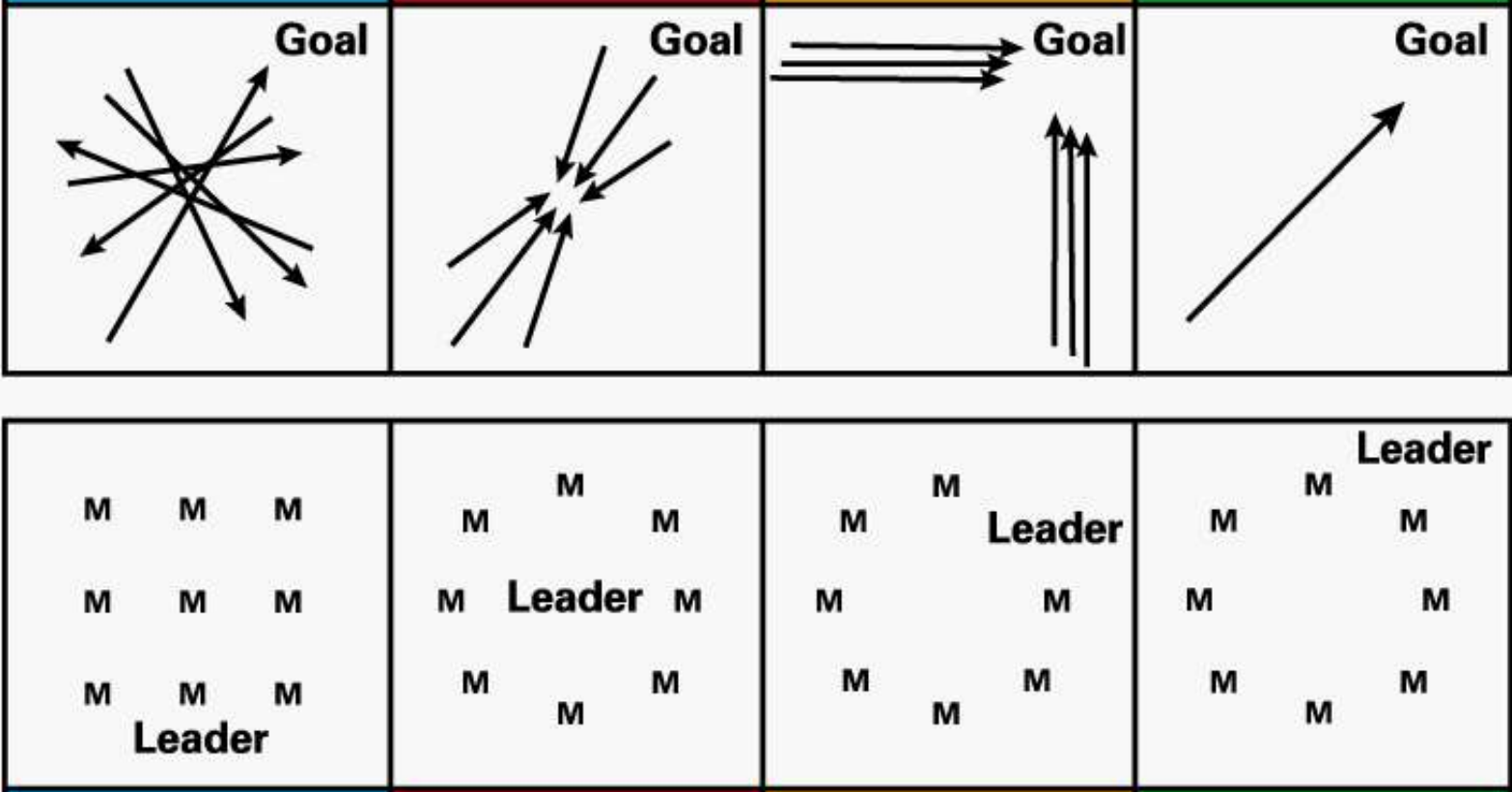


# Growing Together



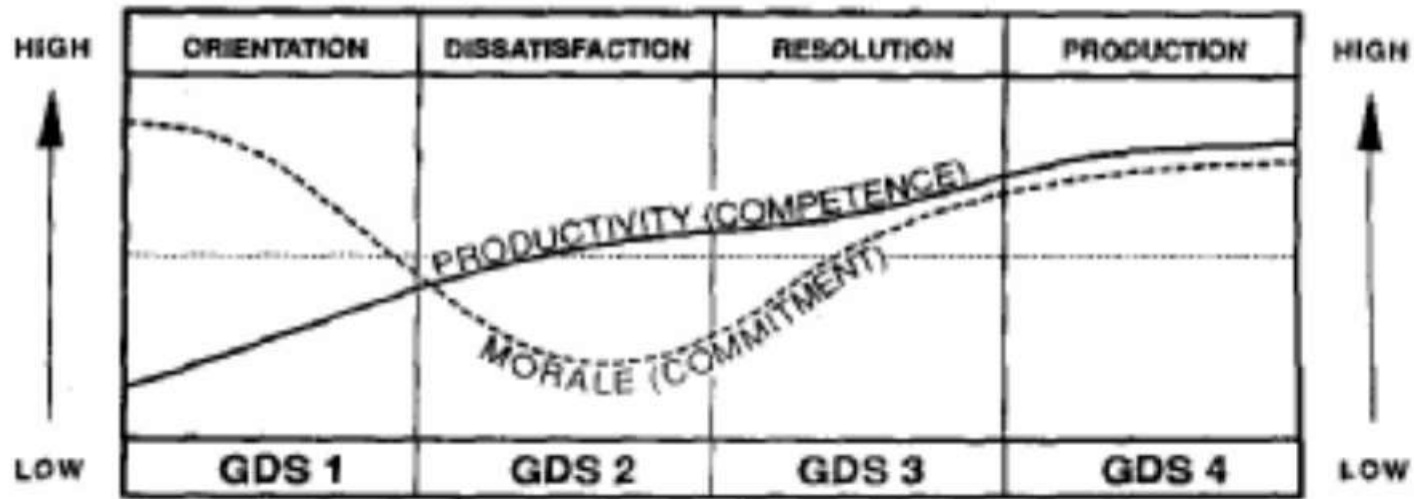


# Leading the Team as They Grow



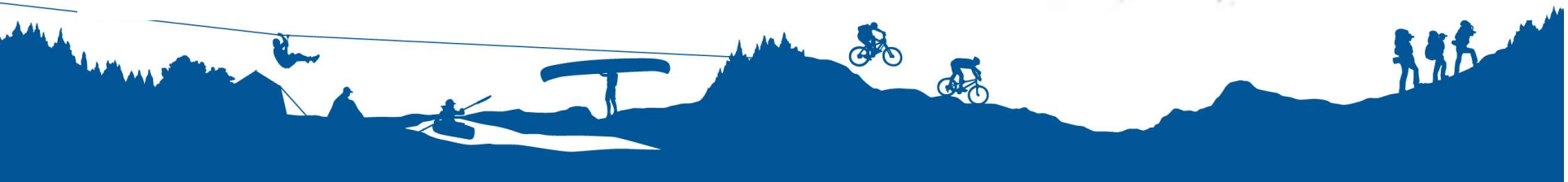
# Understand the Team

(Low) ← DIRECTIVE BEHAVIOR → (High)



**GROUP DEVELOPMENT STAGES**

\*Adapted from R. B. Lacoursiere, *The Life Cycle of Groups: Group Developmental Stage Theory* (New York: Human Service Press, 1980.)



# Video: Leading Edge



# Game: Helium Sticks

Goal: Communication



# Human Knot

- Focus: Teamwork
- Everyone stands in a circle and puts their right hand into the middle. They clasp hands with someone across the circle. Then, everyone puts their left hand into the middle of the circle and clasps the hand of a *different* person. The group is now in a “knot”. The object is for the group to untangle itself without releasing anyone’s hand.



# Game: Half-pipe

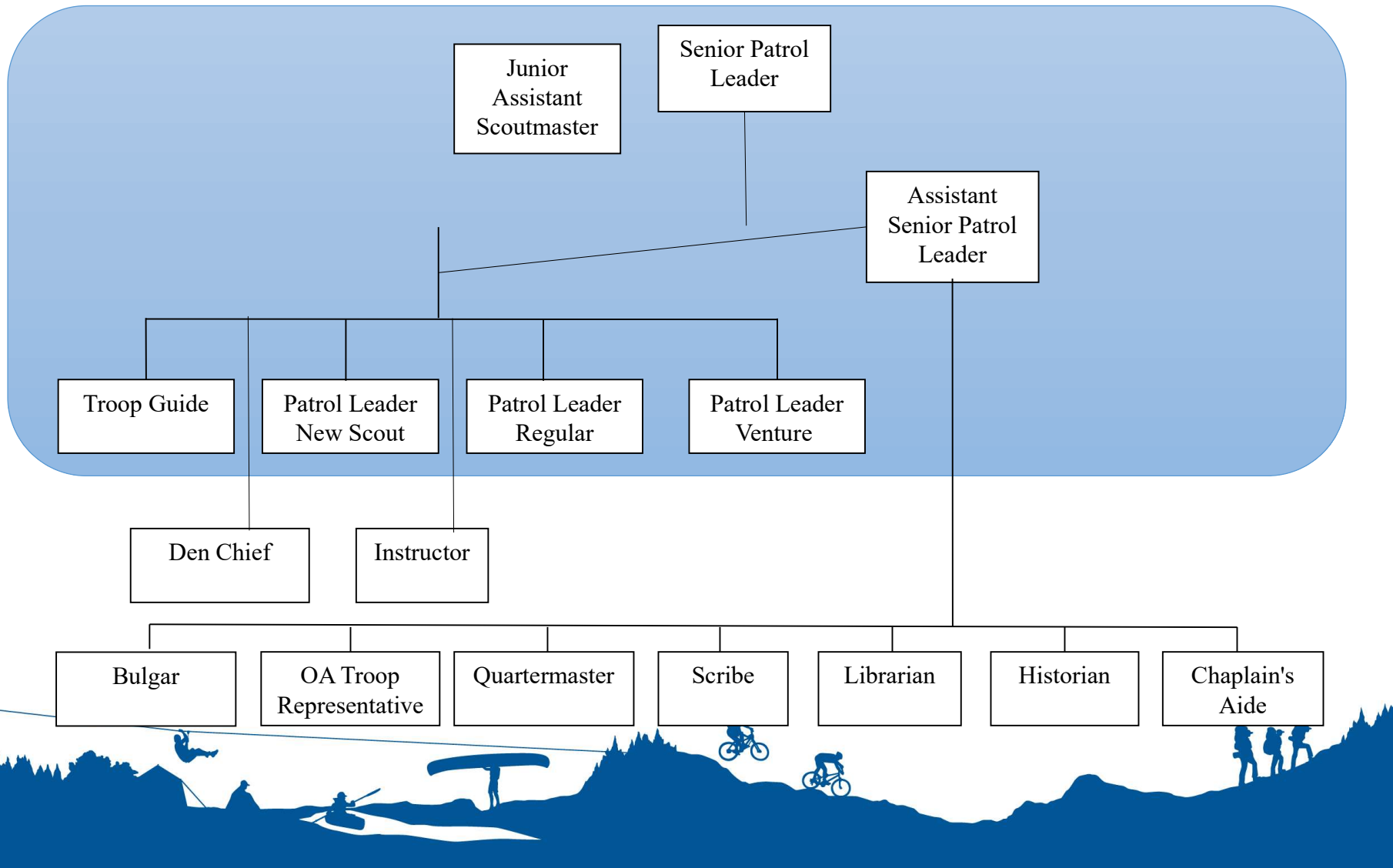
Goal: Working Together



# Troop Leadership



# What are the Roles in a Troop?





# Job Descriptions

- Who are my Stakeholders
  - Who do I represent?
  - Who do I serve?
  - Who do I report to?

Chat : Why is this position important to the Troop?



# Breakout Session: Meet your advisor

What are my Goals for my Role?

How do they help the Troop achieve its Goals



# Discussion:

What are my Goals for my Role?

How do they help the Troop achieve its Goals



# Game: Role Balancing

Role: Understand that no one is an island



# Game: Willow in the Wind

Goal: Feel Support



# Vision, Strategy, Goal

Where to we want to go & How do we get there



# Video: Vision



# Vision, Strategy, Goals

- Vision
  - Definition: A strategic vision is an aspirational description of what an organization wants to achieve in the mid-term or long-term.
  - Components: Direction, Aspiration, Alignment, Clarity, Inspiration.
- Strategy
  - Definition: Strategy is a comprehensive plan to achieve the vision. It includes the actions and resources needed to move towards the vision.
  - Key Elements: Goals, Objectives, Tactical Plans, Resource Allocation.
- Goals
  - Definition: Planning is the process of detailing the steps required to implement the strategy.
  - Focus: Short-term actions, Milestones, Deadlines, Performance Metrics.
- Interaction Between Vision, Strategy, and Goals
  - The vision sets the destination, the strategy is the route, and planning is the step-by-step directions to achieving our Goals.





# Sample Vision Statements

- Boy Scouts of America: To prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.
- Ikea: Affordable solutions for better living.
- Habitat for Humanity: A world where everyone has a decent place to live.



# Methods of Scouting

Ideals

Patrols

Outdoors

Advancement

Personal Growth

Adult Association

Leadership Development

Uniform



# Discussion: What are our Troop Traditions?

What makes our Troop Special?

Goal: Have to understand who you are and where you want to go



# Traits of High Performing Teams

- Purpose
- Empowerment
- Relationships And Communication
- Flexibility
- Optimal Performance
- Recognition And Appreciation
- Morale



# Assessments

- How Does Our Troop stack up?

Take Survey 

- High Performance Troop
- Troop as a whole
- Patrol Method vs No-Patrol Method



# Start, Stop, Continue Assessment

- What should we **START** doing that we are not doing?
- What are we doing we should **STOP** doing?
- What should we **CONTINUE** doing that is working well and helping us succeed?



# Our Troop's Vision Statement

- A vision is an aspirational description of where the Troop wants to be in the near future, and it also must have a level of excitement and motivation to it.

Reshaping the Future **1** Scout at a Time



# What is our Troop's Strategy

- Strategy is a comprehensive plan to achieve the vision.
- What is our Strategy for helping scouts achieve all they can be in scouting?





# Discussion: Vision for the next 6 months

What does success look like in 6 months?

SPL will share the Sr Leader's thoughts

Does everyone agree / support these ideas?



# SMART Goals

**S**pecific

**M**easurable

**A**ttainable

**R**elevant

**T**ime-Based



# SMART Goals in Action

- **Specific:** Choose the exact merit badge you want to earn, like the Camping Merit Badge.
- **Measurable:** Set milestones for each requirement, like completing one camping trip per month.
- **Achievable:** Ensure you have the resources and time, like access to camping gear and a schedule that allows for regular trips.
- **Relevant:** Make sure earning this badge aligns with your interests in outdoor activities and your goals in Scouting.
- **Time-Bound:** Aim to earn the badge before the summer camp in six months.



# Brainstorm: Share your Goals for the Troop

Brainstorm ideas to support overall Vision & Goals



# Tools of the Trade

Planning



# Planning

- In General, the better planned an activity, the more fun the Troop will have and the more successful the event will be. Conversely, everyone suffers when the person in charge has not planned properly for the Troop to participate in an activity.
- At its core, planning is really just thinking ahead—thinking ahead about what’s needed to get the outcome you want to have happen.



# Thinking Ahead

- Start with your outcome
- Why do we get better as we get older - experience!!!
- Walk through some basic who, what, when, where, and how questions:
  - Where is a suitable site?
  - How will we get there? (Car, Canoe, Bike?)
  - What will we do once we get there? (Agenda)
  - What equipment do we need? (specialized gear?)
    - Where do we get that equipment?
    - Who is responsible for getting the equipment?
  - Who is participating? (Just the Troop? Webelos? Crew?)
  - When is the activity? (Time of year may have impact)
  - Do we need permits or permission? (special waivers?)
  - What will we do if . . . ?



# Breakout: Plan an Event

Plan a Skills Campout / Show 'n Do

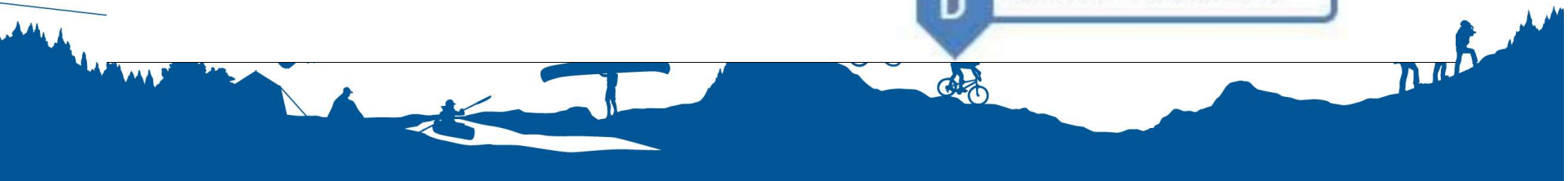




# Detailed Planning

## Planning

- Have final picture in mind
- Set Milestones (what, how and when)
- Set timelines



# Game: Blind Square

Goal: refresh - Teamwork, planning, execution of plan



# Blind Square

- The Blind Square game is a team-building activity that focuses on communication, problem-solving, and leadership. Here are some discussion points to consider after playing the game:
- Communication: How effective was the communication among team members? Were instructions clear and understood by all?
- Leadership: Who took on leadership roles, and how did they manage the group? Were different leadership styles observed?
- Collaboration: How did the team work together to solve the problem? Was everyone's input considered?
- Problem-Solving: What strategies did the team use to create the square? Were they effective?
- Confidence: How did participants feel about the task, especially being blindfolded? Did confidence levels change during the activity?
- Evaluation: How close was the final shape to a perfect square? What could have been done differently?
- Attention to Detail: Were the team members attentive to the details of the task? How did this affect the outcome?
- Roles and Contributions: What roles did individuals play, and how did each person's contribution help or hinder the team's success?



# Floor Designs

- Focus: Having Fun, Communication
- This activity requires one package of computer or copier paper and a large, open floor space. Have one participant in the group draw a picture on a piece of paper of anything they'd like. Then, give the group the stack of paper and tell them to mimic the drawing on the floor. To make it more interesting, silence certain people in the group. For instance, only allow one person to do the talking and instructing or, perhaps, only the guys. If there is a large number of participants, divide the group in half and have the groups compete to see who can lay out a more accurate picture. This activity is especially fun if timed and allows for a fun photo opportunity at the end.



# Closing Thoughts

- **Keep your word.** Don't make promises you can't keep.
- **Be fair to all.** A good leader shows no favorites. Don't allow friendships to keep you from being fair to all members of your troop or patrol.
- **Be a good communicator.** You don't need a commanding voice to be a good leader, but you must be willing to step out front with an effective "Let's go." A good leader knows how to get and give information so that everyone understands what's happening.
- **Be flexible.** Not everything goes as planned. Be prepared to shift to "Plan B" when "Plan A" doesn't work. There are 24 more letters to consider
- **Be organized.** The time you spend planning will be repaid many times over.

