

IntroductionTo Leadership Skills Workbook

Boy Scout Troop 420
Silverado District
Las Vegas AreaCouncil

SCOUT NAME: _____ RANK: _____ DATE _____



BOY SCOUTS OF AMERICA®

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INTRODUCTION

Introduction to Leadership Skills for Troops (ILS), formerly called Troop Leadership

Training (TLT), is the first step in a training continuum for Boy Scouts.

Objectives:

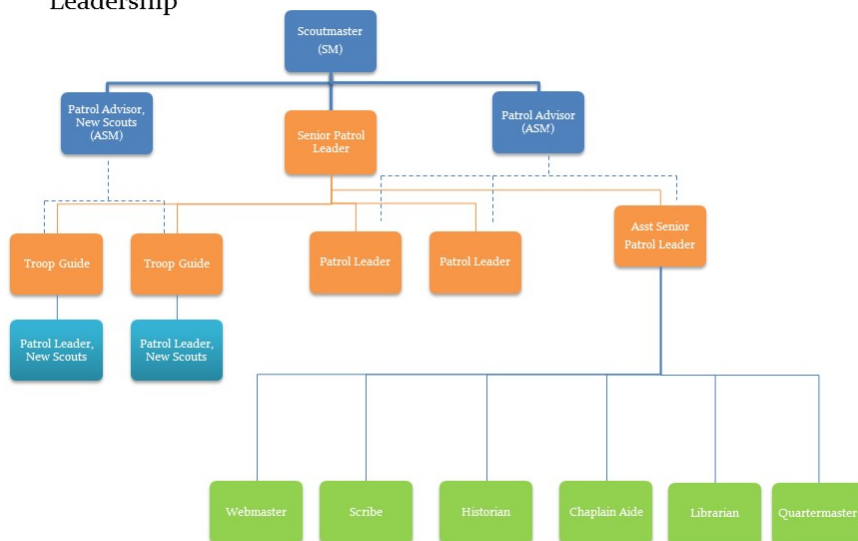
The purpose of Introduction to Leadership Skills for Troops (ILS) is:

- To provide the foundational unit-level leadership skills every Scout leader should know;
- To provide the Scout leader additional tools and ideas for fulfilling his role as a leader in the troop;
- To clarify how the troop is organized and what other Scout leaders and adults each Scout can rely upon in his leadership role; and
- To review some key leadership skills and ideas to help every Scout leader fulfill his role in the troop.

PATROL LEADERS' COUNCIL

A Boy Scout Troop is a small democracy. With the Scoutmaster's direction, the boys are formed into patrols, plan the troop's program, and make it a reality. In order for that to happen, a troop relies upon Scouts serving in positions of responsibility. The key youth officers form the Patrol Leaders' Council.

Troop 420 Scout Leadership



The Patrol Leaders' Council (PLC) plans and runs the troop's program and activities and gives long- range direction with an annual program planning conference.

Comprised of the elected youth officers, the PLC meets at a minimum once each month to plan and fine-tune upcoming troop meetings and outings, as well as discuss and vote on other matters of troop business. They might also get together briefly before and/or after each troop meeting and make any necessary adjustments to ensure success.

The Scoutmaster attends PLC meetings as an advisor and an informational resource. As much as possible, a Scoutmaster allows the

boys to run the meetings and make decisions, stepping in with suggestions and guidance when that will enhance the program for the troop, the patrols, and individual boys.

The Scoutmaster retains veto power over decisions of the PLC but will only exercise it on the rare occasions when the plans of the PLC would violate BSA or troop policy, or could lead to a situation that might jeopardize the safety and well-being of troop members.

KEY YOUTH OFFICERS/POSITIONS OF RESPONSIBILITY

Positions of responsibility are leadership roles that serve on the Patrol Leaders' Council and qualify for advancement for Star, Life and Eagle ranks.

In addition to the others listed, all youth officers have the following duties:

- Set and enforce the tone for good Scout behavior within the troop.
- Set a good example.
- Wear the Scout uniform correctly.
- Live by the Scout Oath and Scout Law.
- Show and help develop Scout spirit.

SENIOR PATROL LEADER

The youth leader with the most responsibility in a troop is the Senior Patrol Leader (SPL). He is elected by all members of the troop and serves one six-month term.

The SPL is in charge of troop meetings from beginning to end and has a hand in planning all troop activities along with the Patrol Leaders Council (PLC). In short, the SPL's job is to see that the troop runs in an orderly and timely manner.

The SPL meets regularly with the Scoutmaster, including before and after troop meetings, to discuss issues that will enhance the quality of experience the Scouts are enjoying. The relationship between an SPL and his Scoutmaster is often one of friendship and mutual admiration.

The summary of his duties include:



- Preside at all troop meetings, events, activities, and annual program planning conference.
- Chair the patrol leaders' council.
- Appoint youth Scout leaders with the advice and consent of the Scoutmaster.
- Assign duties and responsibilities to other Scout leaders.
- Work with the Scoutmaster in training youth Scout leaders.

ASSISTANT SENIOR PATROL LEADER

The youth leader who assists the SPL, he is elected by all members of the troop and serves one six-month term. The ASPL serves the SPL as needed, takes the place of the SPL when the SPL is absent, and oversees other youth leadership positions in the troop including Quartermaster, Scribe, Historian, Librarian and Chaplain Aide.



The summary of his duties include:

- Help lead meetings and activities as called upon by the senior patrol leader.
- Guide the troop in the senior patrol leader's absence.
- Perform tasks assigned by the senior patrol leader.
- Function as a member of the patrol leaders' council.

PATROL LEADER

This is the single most important position in the troop because patrols make the troop go, and Patrol Leaders make the patrol go!



The Patrol Leader (PL) takes responsibility for the patrol's activities and represents the patrol as a member of the PLC. Each patrol leader should appoint an Assistant Patrol Leader to serve with him, and may appoint other positions within the patrol for support.

The summary of his duties include:

- Plan and lead patrol meetings and activities.
- Keep patrol members informed.
- Assign each patrol member needed tasks and help them succeed.

- Represent the patrol at all patrol leaders' council meetings and the annual program
- planning conference.
- Prepare the patrol to take part in all troop activities.
- Show and help develop patrol spirit.
- Work with other troop leaders to make the troop run well.
- Know what patrol members and other leaders can do.

TROOP GUIDE

Appointed by the Scoutmaster, the Troop Guide is both a leader and a mentor to the members of a new Scout patrol. He is an older Scout, at least First Class in rank but usually someone who is a former SPL or senior leader who helps the patrol leader of a new Scout patrol in much the same way as a Scoutmaster works with the SPL – providing direction, coaching, and support as determined by the skill level and morale of the patrol leader and members of the new patrol.



The summary of his duties include:

- Introduce new Scouts to troop operations.
- Guide new Scouts through early Scouting activities.
- Help set and enforce the tone for good Scout behavior within the troop.
- Ensure older Scouts never harass or bully new Scouts.
- Help new Scouts earn the First Class rank in their first year.
- Coach the patrol leader of the new-Scout patrol on his duties.
- Work with the patrol leader at patrol leaders' council meetings.
- Attend patrol leaders' council meetings with the patrol leader of the new-Scout patrol.
- Coach individual Scouts on Scouting challenges.
- Teach basic Scout skills.

OTHER TROOP OFFICERS

Scouts serving in the following positions will remain active members of their patrols. Unless specified, they are NOT voting positions in the PLC.

QUARTERMASTER

The Quartermaster is the supply and equipment boss. He keeps a current inventory of troop equipment and sees that it is kept in good condition. He reports to the Assistant Senior Patrol Leader.



Serving in this role applies toward Positions of Responsibility requirements for Star, Life and Eagle.

The summary of his duties include:

- Keep records of patrol and troop equipment.
- Keep equipment in good repair.
- Keep equipment storage area neat and clean.
- Issue equipment and see that it is returned in good order.
- Suggest new or replacement items.
- Work with the troop committee member responsible for equipment.

SCRIBE

The Scribe is the troop secretary (a person whose job is to handle records, letters, etc., for another person in an office). He attends meetings of the Patrol Leaders' Council and keeps a log book of their discussions, but is not a voting member. During troop meetings he records attendance, collects payments for the Committee Treasurer. He reports to the Assistant Senior Patrol Leader.



Serving as Scribe applies toward Positions of Responsibility requirements for Star, Life and Eagle.

The summary of his duties include:

- Attend and keep a log of patrol leaders' council meetings.
- Record attendance and dues payments of troop members.
- Record advancement in troop records and on the troop advancement chart.

- Work with the appropriate troop committee members responsible for finance, records, and advancement.
- Handle correspondence appropriately.

HISTORIAN

The Historian collects and preserves troop photographs, news stories, trophies, flags, scrapbooks, awards, and other memorabilia that can be presented at a Court of Honor. He might also collect and organize information about former members and make materials available for Scouting activities and troop history projects. He reports to the Assistant Senior Patrol Leader.



Serving in this role applies toward Positions of Responsibility requirements for Star, Life and Eagle.

The summary of his duties include:

- Gather pictures and facts about past activities of the troop and keep them in scrapbooks, wall displays, or information files.
- Take care of troop trophies and keepsakes.
- Keep information about troop alumni.

LEAVE NO TRACE TRAINER

The troop Leave No Trace Trainer should have a thorough understanding and commitment to Leave No Trace, Tread Lightly! and Outdoor Ethics. He must complete the Leave No Trace training course as soon as possible after obtaining this position. He must lead the troop in minimizing the troop's impact on land by teaching Leave No Trace, Tread Lightly! and Outdoor Ethics practices.



Serving in this role applies toward Positions of Responsibility requirements for Star, Life and Eagle.

The summary of his duties include:

- Work to ensure all scouts are trained in Leave No Trace, Outdoor Ethics and Tread Lightly! principals.
- Set an example by following the Oath, Law, Uniform and Scout Spirit.

LIBRARIAN

The Troop Librarian oversees the care and use of troop books, pamphlets, magazines, audiovisuals, etc. He checks out these materials to Scouts and Scouters, and maintains records to ensure that everything is returned. He may also suggest the acquisition of new materials and report on the condition of current holdings. He reports to the Assistant Senior Patrol Leader.



Serving in this role does NOT apply toward Positions of Responsibility requirements for Star, Life and Eagle.

The summary of his duties include:

- Establish and maintain a troop library.
- Keep records on literature owned by the troop.
- Add new or replacement items as needed.
- Have literature available for borrowing at troop meetings.
- Maintain a system to check literature in and out.
- Follow up on late returns.

CHAPLAIN AIDE

The Chaplain Aide assists the troop chaplain (adult) in religious services for the troop. He sees that religious holidays are considered during program planning and promotes the religious emblems program. He reports to the Assistant Senior Patrol Leader and Scoutmaster.



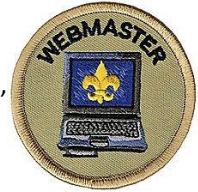
Serving in this role does NOT apply toward Positions of Responsibility requirements for Star, Life and Eagle.

The summary of his duties include:

- Keep troop leaders apprised of religious holidays when planning activities.
- Assist the troop chaplain or religious coordinator in meeting the religious needs of troop members while on activities.
- Encourage saying grace at meals while camping or on activities.
- Lead worship services on campouts.
- Tell troop members about the religious emblems program for their faith.

WEBMASTER

The troop webmaster is given responsibility over the troop's social media tool. He is granted a special level of access to the troop's website so he can enter events, write encouraging remarks and post photos as needed or desired.



Serving in this role does NOT apply toward Positions of Responsibility requirements for Star, Life and Eagle.

The summary of his duties include:

- Manage the troop's electronic communication tools.
- Work with the Scribe and scouts to provide up-to-date troop information.

LEADERSHIP BASICS

Most Scouts will very quickly tell you that they would rather tell people what to do than be told what to do. That is human nature, not just the nature of a Scout. But leadership in the troop is not about the title or even about being the person doing the telling.

Being a leader is about choosing to give rather than receive. Effective leaders care about us and about helping others succeed. That is the true role of the leaders in our troop – helping other succeed. This is a servant leader.

Servant leaders help the troop with everything the troop has to do, including the fun parts like camping and climbing, and the not-so-fun parts like

cleaning up after dinner. Leaders delegate duties and roles as needed and manage them.

Servant leaders want to lead because they know they can help make a difference and provide a better experience for each person.

VISION

Vision is critical to success in any role or project.

In Scouting, a troop's vision is something developed and shared by all members. It identifies where the troop is going—what it wants to accomplish.

As an individual, you probably have a number of visions, but you may not have articulated them. Each Scout should be thinking about his own vision of success in his new position, as well as his vision for the troop.

Your senior patrol leader and Scoutmaster have agreed on a vision for this current officer term. We must together create goals to help achieve that vision.

THE HABITS OF A GOOD LEADER

Teamwork

- Using each other's strengths

- Not trying to do it all yourself
- Doing what you said you'd do
- Being reliable
- Keeping each other informed
- Being responsible
- Caring for others

Delegating

- Setting the example
- Praising in public, criticizing in private

CHARACTER TRAITS OF A GOOD LEADER

- 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. Think about "Plan C."
- Be organized. The time you spend planning will be repaid many times over.
- Delegate. Some leaders assume that the task will not get done unless they do it themselves. Most people like to be challenged with a task. Empower your team members to do things they have never tried.
- Set an example. The most important thing you can do is lead by example. Whatever you do, your troop members are likely to do the same. A cheerful attitude can keep everyone's spirits up.
- Be consistent. Nothing is more confusing than a leader who acts one way one moment and another way a short time later. If your troop knows what to expect from you, they will more likely respond positively to your leadership.

- Give praise. The best way to get credit is to give it away. Often a “nice job” is all the praise necessary to make a Scout feel he is contributing to the efforts of the troop.
- Ask for help. Don’t be embarrassed to ask for help. You have many resources at your disposal. When confronted with a situation you don’t know how to handle, ask someone with more experience for some advice and direction.

People grow and evolve their leadership skills and strengths over time. Understanding some core leadership skills will help you as you perform your leadership roles and develop your own individual leadership strengths.

COMMUNICATION

The skills of communicating, effective planning, and teaching are foundational to your ability to lead your fellow Scouts.

The Greek philosopher Aristotle broke communications down into three parts:

A sender → A message → A receiver.

This is still a valid model today. It applies to all forms of communication.

LISTENING

Listening is one of the most important skills a person can learn. Active listening can involve repeating or reiterating what you’ve heard back to the speaker. A good rule of thumb is to try to listen twice as much as you talk.

For best results:

- Confirm receipt of your message.
- If you are the receiver, ask questions. If you are the sender, encourage the receivers to ask questions until they are clear.
- Listen with your eyes as well as with your ears. Watch for nonverbal cues.
- Avoid distractions, both physical and mental. Give the speaker your full attention.



- Apply the ideas to yourself. Think about how the speaker’s message relates to you and your experiences.
- Review the speaker’s points and think what logically might come next in the message.
- Curb your desire to talk until the speaker has finished.
- Respond nonverbally (nod your head or smile) to the speaker.
- Practice listening with respect for the speaker. Work hard not to interrupt even when you have a burning desire to make a point.
- Ask questions if you are unclear about anything.

PLANNING

Second only to communicating, good planning is an essential skill for every effective leader. As new Scout leaders, you will quickly notice that things you thought “just happened” in the troop are usually actually the result of someone—perhaps now you—planning ahead and preparing for it to happen. Generally, the better planned an activity, the more fun the group will have and the more successful the event will be. Conversely, everyone suffers when the person in charge has not planned properly for the group 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. In planning Scouting activities, usually the desired outcome is that the planned activity is successful—and that the participants had fun and learned or experienced something. Planning is figuring out what it will take to make that come together smoothly.

Ask questions—develop answers: To start planning, it often helps to sit either alone or in a small group and start asking yourself questions—then coming up with the answers. Like a newspaper reporter writing an article or a policeman solving a case, walk through some basic who, what, when, where, and how questions: What do we want to do? What is the desired outcome? Where is a suitable site? How will we get there? What will we do once we get there? What



equipment do we need? Where do we get that equipment? Who is responsible for getting the equipment? Who is participating? When is the activity? Do we need permits or permission? What will we do if . . . ? Etc.

The questions vary considerably depending upon the activity, but the process is the same.

After you get through the basics in planning the activity, spend a good part of your time thinking through some “what do we do if ‘x’ happens?” kinds of questions. That will help you be prepared when things don’t go as originally planned.

Also, focus on the “who”: “Who is responsible for making that part happen?” or “Who will bring that item?” Sometimes teams work out a good plan, but then the leader doesn’t assign specific owners to every needed task. Figuring out what’s needed is an important part of planning, but assigning someone to take care of it is essential. Be certain that someone is assigned to get every needed task done— don’t presume that “someone” will step up and take care of something.

MEETINGS

Troop meetings and patrol meetings are where the planning aspect of Boy Scouting takes place, whereas campouts and other activities are what all of the planning is about.

Meetings always should always start with the Scout leader leading the group in the Scout Oath and Law, which sets the tone for the meeting.

The three main meetings planned and led by Scout leaders are:

Troop meetings – these take place three or four times a month and lead to the outing for that month. With some exceptions, we hold troop meetings every Monday. The troop meeting is led by the Senior Patrol Leader and his agenda is the Troop Meeting Plan.

Patrol Leaders’ Council meetings - held at least monthly. This meeting is the business meeting of the troop and all elected officers are required to attend and participate. The PLC meeting is led by the Senior Patrol Leader and his agenda covers items such as Start/Stop/Continue,

planning for the next event, Honor Patrol status, advancement and other troop business as he sees fit.

Patrol Meetings – may be held at any time and place. The Patrol Meeting is led by the Patrol Leader and his agenda covers items similar to the PLC meeting, including reviewing the Start/Stop/Continue discussed at the PLC, planning for the next event, advancement and other patrol business as the patrol leader sees fit.

Effective Meetings Should:

- Have variety, action and purpose. Don't get into the same old rut.
- Be planned for portions of the meetings to take place outdoors whenever possible.
- Start and end on time! People plan their schedules around the meetings.

The Troop Meeting Plan

Troop meetings require special plans that are created by the SPL with the help of his PLC. Except for the Scoutmaster's Minute during the closing, planning each section of each meeting is the responsibility of the SPL. The SPL can assign patrols or individuals to take care of various portions of a meeting, giving as many Scouts as possible the opportunity to contribute. The "Seven-Step Troop Meeting Plan" provides the framework for efficient, well-run meetings.

Preopening: As boys begin to arrive for a troop meeting, the SPL or his designee should get them involved in a game or project designed so that additional Scouts can join as they show up. The preopening is often well-suited for the outdoors. The person in charge should be ready to start about fifteen minutes before the beginning of the meeting.

Opening: The SPL calls the meeting to order at the appointed time, instructing Scouts to gather by patrols and come to attention. A patrol assigned to conduct the flag ceremony should do so. The Patrol Leader for that patrol should lead the troop in the Scout Oath and Law and may vary things, such as included the Outdoor Code, to keep it fresh.

Skills Instruction: This part of the meeting might focus on skills Scouts will need in order to fully participate in an upcoming activity, or upon skills they must have to complete requirements for advancement.

Instruction can be broken down by rank levels. Instruction needs to be hands-on learning as much as possible.

Patrol Meeting: At the conclusion of the skills instruction sessions the SPL will announce that it is time for each patrol to go to its area for its private meeting. The patrol leaders will lead these meetings.

Inter-patrol Activity: Led by the SPL, this part of the meeting allows all of the patrols to interact with one another in a competition or in a cooperative effort. The activity might be a game that tests the skills Scouts are learning for an upcoming activity—a race by each patrol to set up a tent properly, for example, or for patrol members to tie a set of knots correctly.

Closing: The closing is the Scoutmaster’s portion of the meeting. The SPL should bring the meeting room to order and the Scouts should be paying attention and not conducting other business. The announcements and other items need to be announced first, as well as rank advancements achieved that night.

After the Meeting: At the end of the meeting those chosen for service put away any equipment and return the room to its original configuration. Meanwhile, the SPL should meet briefly with the other members of the Patrol Leaders’ Council and the Scoutmaster to review the meeting, go over plans, etc.

TEACHING

The EDGE (Explain, Demonstrate, Guide, Enable) method is the primary training method to teach skills in the troop. EDGE should be used for all teaching opportunities. Make it a habit. It can be used anytime a leader is helping others learn.

The four-step EDGE process is a simple method for teaching any skill:

- **Explain**—The trainer explains how something is done.
- **Demonstrate**—After the trainer explains, the trainer demonstrates while explaining again. This gives the learner a clear understanding of what success looks like.
- **Guide**—The learner tries the skill while the trainer guides him through it. The trainer gives instant feedback as the learner practices the skill.

- **Enable**—The learner works independently under the watchful eye of the trainer. The trainer helps remove any obstacles to success, thus enabling the learner to succeed.

E.D.G.E. Ideas		<i>Explain</i> how it is done—Tell them. <i>Demonstrate</i> the steps—Show them. <i>Guide</i> learners as they practice—Watch them do it. <i>Enable</i> them to succeed on their own—Have them practice/teach it.
EXPLAIN <ul style="list-style-type: none"> • Explain how to evaluate a scene. • Discuss universal precautions rescuers should take. • Explain how to get help. • Cover the hurry cases described in the <i>Boy Scout Handbook</i>. • Explain the difference between trauma and medical emergencies. 	GUIDE <ul style="list-style-type: none"> • Run a first-aid simulation where Scouts must evaluate and triage a scene. • Have parents serve as volunteer victims so the Scouts' work. • Ask Scouts to prepare personal first-aid kits and inspect the contents. • Have older Scouts prepare simulated wounds for use in first-aid practice. • Have Scouts practice making improvised stretchers. 	
DEMONSTRATE <ul style="list-style-type: none"> • Demonstrate the Heimlich maneuver. • Show Scouts how to apply splints and bandages. • Demonstrate transportation carries. • Ask an ambulance crew to bring their ambulance to a meeting for a show-and-tell. • Show photos of different types of fractures and degrees of burns. 	ENABLE <ul style="list-style-type: none"> • Hold a First-Aid Championship to test skills. • Have older Scouts teach basic skills to younger Scouts. • Encourage Scouts to sign up for advanced first-aid training. • Participate in or set up a disaster drill. • Have Scouts survey first-aid kits at the chartered organization. 	

When planning to teach something, it helps to think about what outcome you want: What do you want your audience to learn?

Other good questions to consider:

- Who is the audience? What do they already know about this subject?
- What are the critical things to be taught?
- What is the best order in which to present your major points? How will you present these various points?
- What teaching aids will you use?

So many Scouting skills and activities can be taught using the Teaching EDGE method. With practice, this method will become easy to use and a natural skill for you to use in many situations.

LEADERSHIP ETHICS AND VALUES

You have been selected as a leader in our troop. How does the Scout Oath and Law apply to you as you lead others? As with everything else in Scouting, the Oath and Law are our guidelines for how to conduct ourselves. Let's review the Scout Oath to understand it better.

... **On my honor** ... *as a leader*: As a Scout leader, a Scout must, above all, be honorable in what he says and does. More Scouts will now be

watching you—watching how you act and assessing whether you are a man of honor at all times. A Scout leader also steps up and encourages others to do the honorable and right thing. You will find occasions where you see others doing less than honorable things—set the example as a Scout leader and intervene. By giving your word, you are promising to be guided by the ideals of the Scout Oath.

... **I will do my best** ... as a leader: As a Scout leader, do you cut corners and shirk responsibilities? Or do you stand up, do your best, and lead your team to do its best? Every time? Try hard to live up to the words of the Scout Oath. Measure your achievements against your own high standards and don't be influenced by peer pressure or what other people do.

... **to do my duty** ... as a leader: You now have new and additional duties as a Scout leader. There will be days or times when you'd prefer to not bother doing these duties—perhaps you'd rather play a game with the other Scouts or relax and do nothing with the others. The other Scouts will know what kind of leader you are by whether or not you step up and do your duty, even when you'd rather not.

... **to God and my country** ... as a leader: Are you serving as best as you can? Are you setting the example for your team? Are you encouraging others to serve well, too? Your family and religious leaders teach you about God and the ways you can serve. You do your duty to God by following the wisdom of those teachings every day and by respecting and defending the rights of others to practice their own beliefs. Help keep the United States a strong and fair nation.

When you work to improve your community and your home, you are serving your country. Natural resources are another important part of America's heritage worthy of your efforts to understand, protect, and use wisely.

... **and to obey the Scout Law** ... as a leader: The 12 points of the Scout Law are guidelines that will help you do the right thing—throughout your life, and right now while you're a Scout leader. The Scouts you are leading will watch whether you are living and acting according to the Scout Law—and whether you are leading your fellow Scouts to do the same. When you obey the Scout Law, other people will respect you for the way you live, and you will respect yourself.

... **to help other people at all times** ... *as a leader*: There are many people who need you. Are you helping others—on your team and in the other patrols? Are you helping the leaders above you? Below you? Are you helping the Scoutmaster and senior patrol leader run the troop—or are you being less than helpful? Is your patrol helping the senior patrol leader, assistant senior patrol leader, quartermaster, or adult leaders when there are things that need to get done for the troop? By helping out whenever possible, you are doing your part to improve your troop and your community.

... **to keep myself physically strong** ... *as a leader*: Take care of your body so it will serve you well for an entire lifetime. Are you in good enough shape to participate and lead? Could you do better? Are you encouraging those in your patrol to participate in activities and to develop nutritious patrol meals on outings? Are you setting the example? Are you eating nutritious foods, getting enough sleep, and exercising regularly to build strength and endurance? Do you wear your uniform correctly? Is your uniform shirt buttoned and tucked in at all times? Are you setting the example in uniform? Are you avoiding harmful drugs, alcohol, tobacco, and anything else that can harm your health?

... **mentally awake** ... *as a leader*: Are you developing your mind and body? Be curious about everything around you, and work hard to make the most of your abilities. Are you learning about your Scout leadership position? Is there more you can learn? Is there more you can try to do in your leadership role? Are you encouraging your team to grow and develop?

... **and morally straight** ... *as a leader*: Are you an honest and open leader? Are you treating everyone fairly—and ensuring that the other Scouts are doing the same? Are you letting others bully or harass some Scouts? Are you letting (or leading) other Scouts behave poorly? To be a person of strong character, your relationships with others should be honest and open. Respect and defend the rights of all people. Be clean in your speech and actions, and remain faithful in your religious beliefs.

THE SERVANT LEADER

What is the relationship between a leader and the team? The reaction from many people is to state that the team “works” for the leader, performing tasks for one person. When this happens, the leader isn’t simply a leader, but more like a “boss” or an “owner.” Many people don’t want to be part of a team that works this way, and they’ll only join them for the sake of external rewards, like a salary.

In a true team, the leader is one part of the team, and this role isn’t necessarily any more important than the role of any other member. Being a team leader means accepting responsibility for the team, its members, its objectives, its reputation, its morale, and more. Being a team leader means serving the team.

Servant leaders lead teams that people want to join. Servant leaders use a variety of leadership styles based upon the needs of the team and its objectives.

A servant leader needs to enable the success of those led, remove barriers for them to the best of the leader’s ability, and create an environment for the team to succeed.

In your lives today and in the future, you will have many opportunities to lead. If you accept the role of a servant leader, you’ll find that teams will seek you out to lead them, your advice and opinion will be sought, and your team members will also grow and succeed.

CONTROL

Control is action taken while the group is at work to keep the group together and get the task done. Control is not yelling or berating each other. Control is what you must have to ensure the work is completed as desired.

Some reasons for control are:

- Maintaining a schedule, such as a troop meeting;
- Maintaining motivation;
- Ensuring that members participate within agreed limits;
- Coordination.

Those are just some primary examples. Work without control would mean uneven yellow lines on our roads, textbooks with spelling errors, and elections without results. Control is not the same as manipulation. Control is effectively working together toward a positive, mutual objective. Manipulation is trying to get some edge over someone else in order to achieve a selfish objective. There is no room for manipulation in a leader's toolbox.

How Do We Control?

One of the best ways of controlling work is through the "Leading/Teaching EDGE" method we have discussed already.

After a function or task, another control is the "Start, Stop, Continue" test:

- What should we START doing that we are not currently doing?
- What do we STOP doing that is not working?
- What should we CONTINUE doing that is working well and helps us succeed?

How does control differ from discipline? Control happens during an activity to insure it gets done right.

Discipline usually happens afterward when something has gone wrong.

Controlling the group's performance is the key to successful leadership. In your home or unit, your job depends upon your ability to effectively lead others. The stronger your leadership, the stronger your Scouting program will be.

STYLES OF LEADERSHIP

Dictatorship - In this style of leadership, the situation calls for quick decision making and the leader has little or no opportunity to poll the group's feelings on what decision should be made. The leader considers alternatives, chooses one and tells the patrol what they will do.

Selling - In this style of leadership, the leader once more makes the decision for the group, but seeks to tell others in the Patrol on why his decision was best for the group. He is trying to persuade others that his idea will benefit the group.

Consulting - In this style, the leader consults with the group for their feelings on what should be done but then makes the final decision for the group.

Delegating - In this style, the leader states the problem and delegates the decision-making to the group. The group's decision must fall into acceptable boundaries for the leader to accept responsibility for their choice.

CHALLENGING AUTHORITY

A big problem that leaders must deal with is a person that will not cooperate. There are four possible reasons for this:

- The instructions you gave were unclear;
- Your instructions were misinterpreted;
- Distraction;
- Disrespect and refusal to obey.

Regardless of what the problem is, you need to take that person aside, well out of earshot and preferably out of sight and talk with him one-on-one. Don't talk about it in front of others. This might cause him to be embarrassed and hurt in front of his peers.

If a Scout disobeys you take him aside at an opportune moment and find out why. He might explain that he doesn't follow your instructions because he doesn't respect your authority, feels the task isn't suitable for him, or he shouldn't have to do the work because others are not also working.

Discuss with him how you might work together. Negotiating this might require the help of an outside neutral source like an adult leader.

Always remember the troop is a team and you are a part of that team. You have your part to play in troop leadership. In baseball a catcher may be assigned to only one specific area, but he is part of a larger team that moves all over the field. He has his job to do just like you.

WRAP-UP

Being a leader in the troop is an important and empowering thing to undertake. You have demonstrated by being a part of our training that you want to take it seriously. THANK YOU!



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**BOY SCOUT TROOP
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LAS VEGAS AREA COUNCIL

THIS WORKBOOK WAS COMPILED FROM A
VARIETY OF RESOURCES, INCLUDING OFFICIAL
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