

A person is seen from behind, climbing a steep, snow-covered mountain peak. The climber is wearing a dark jacket and pants, and is using ice axes and crampons. The background shows a vast, dark, and misty mountain range under a cloudy sky. The overall tone is dramatic and adventurous.

Introduction to Leadership Skills for Troops (ILST)

Your Instructor:

Patrick Willard, California Inland Empire Council

A Word from B-P

The more responsibility the Scoutmaster gives to his Patrol Leaders, the more they will respond.

-Robert Baden-Powell



Syllabus

Module 1 – Troop Organization

Describes leadership positions in the troop, roles and responsibilities, troop organization and servant leadership

Module 2 – Tools of the Trade

Covers core skills to help Scouts lead: Communicating, Planning and Teaching

Module 3 – Leadership and Teamwork

Leadership tools for the Scout, Team Characteristics, the stages of team, inclusiveness and ethics

Course Introduction

Leadership is a vital part of the Scouting program

Developing leadership skills are essential for our Youth Leaders to become future leaders

Youth Leaders are responsible for...

- Organizing the Troop
- Planning activities and meetings
- Assigning duties
- Planning outings
- Encouraging Advancement
- Teaching Scout Skills
- Ensuring Troop and Scout Safety
- Promoting leadership in lower ranks
- Encouraging participation
- Guiding problem-solving

Pop Quiz

How is your Troop Organized?

Who is in Charge?

Why them?

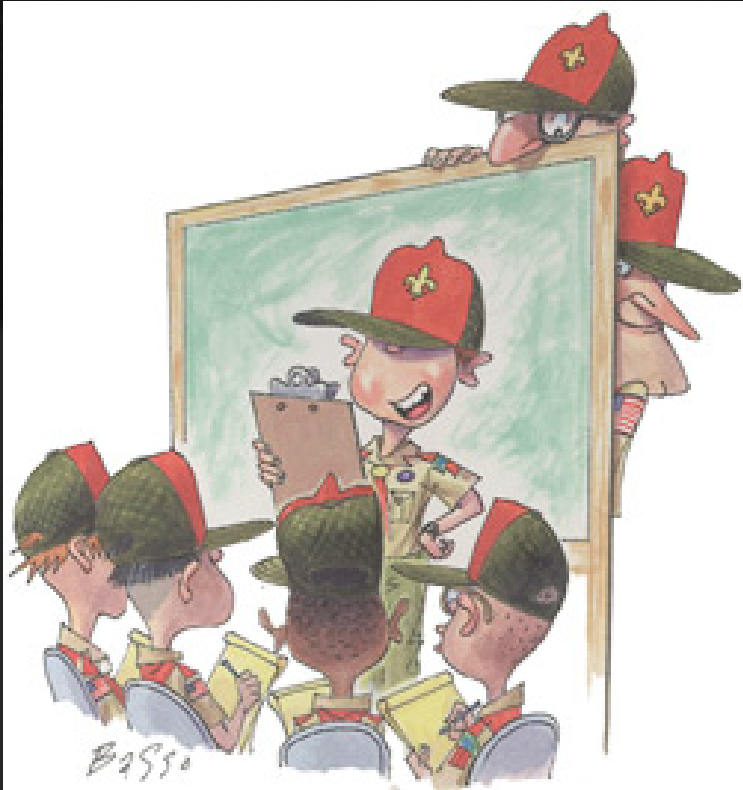
How do you know?

What is a Senior Patrol Leader?

- The Senior Patrol Leader, or SPL is the 'head Scout' of the Troop
- They are elected by their fellow Troops members during a Troop election
- They are the leader of the Patrol Leaders, and are the ones who run the Patrol Leader Council aka PLC aka Greenbar meetings
- An SPL is *usually* an older Scout, oftentimes a Life Scout working towards Eagle. That being said, there are many capable SPLs who are First Class or even lower rank
- The Senior Patrol Leader is the Scout who is 'in charge' at the meetings and outings



What does an SPL do?



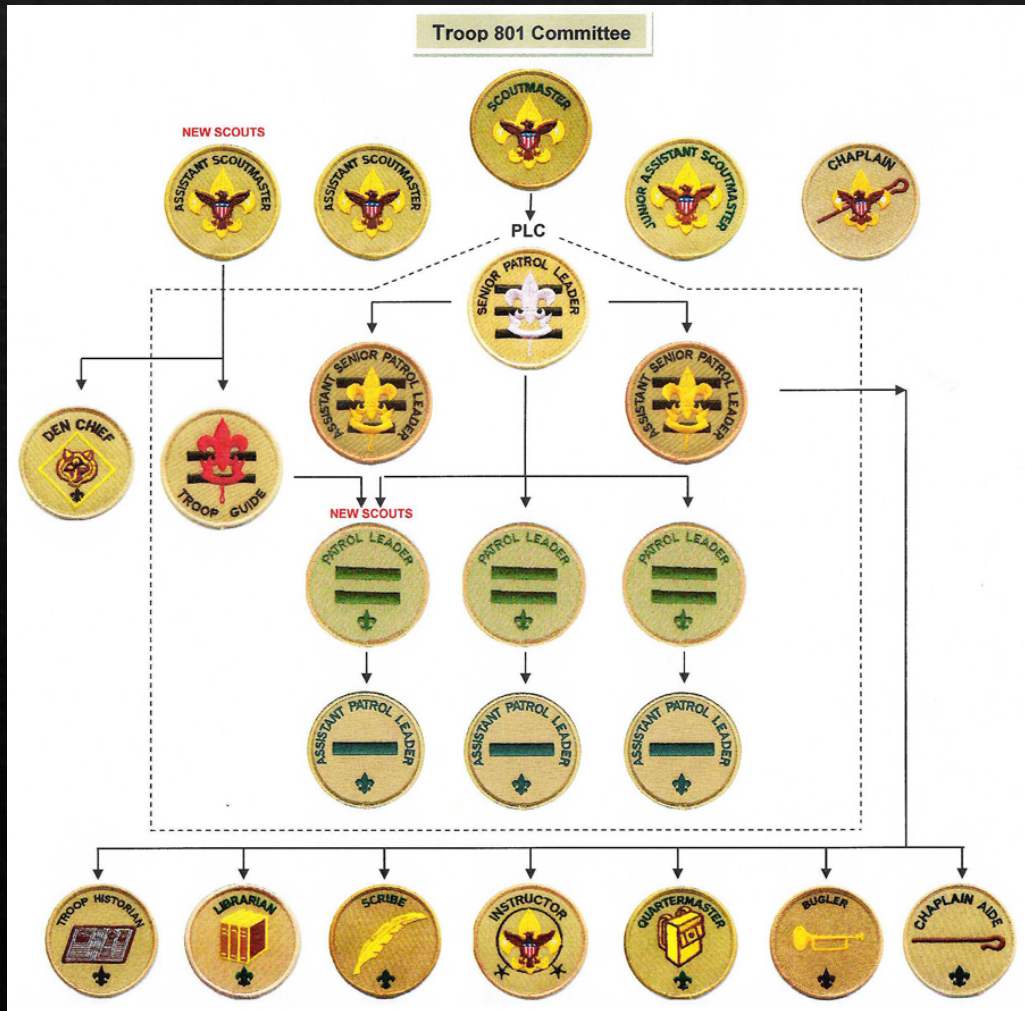
- SPLs do it all
 - Lead Meetings
 - Lead Outings
 - Work with the Scouts
 - Work with the Adults
- As the SPL you will be 'face' of your unit. So you need to set the example.
- At a meeting, the SPL runs the meeting. The SPL makes sure that everything is happening the way it is planned.

What does an SPL do?



- The SPL may also be asked to do other tasks not outlined in the book, such as double check that Scouts know their skills before a Scoutmaster conference, or attend Troop Committee Meetings to report on what the Scouts have planned.
- The Senior Patrol Leader works very closely with the Scoutmaster
 - The Scoutmaster and the SPL need to work together and 'be on the same page'
 - This allows the Troop to flourish
 - The Scoutmaster has leadership experience that the SPL can learn from

Where You Fit In With the Troop



- As the 'Head Youth' the SPL is the weld-point between the Youths and the Adults in the unit.
- You are responsible for making sure that all of the youth duties are being carried out, and for reporting your findings to the Adult leadership.
- At some point, someone WILL Drop The Ball. As SPL, it is NOT your job to pick that ball up and run with it. It is your job to pass that ball to someone else.
 - This is called DELEGATING
- It is a BIG Job, but by learning more about leadership, the position and how to work with others we know you can do it!

The Assistant Senior Patrol Leader



- Your right hand person, a confidant, someone to share the load
 - Usually the person you are delegating tasks to
- If you really take the Scout Motto 'Be Prepared' to heart, you'll be a great Assistant Senior Patrol Leader.
- The ASPL is there to be the SPL if needed, a Patrol Leader if needed and is there to take over any necessary activity if needed.
- The SPL and the ASPL are a team. They plan the meetings and events. When those meetings and events are done, they go over them to see what can be done better next time.
 - By analyzing what happened, they can better plan future events

Working with your Patrol Leaders

- As a Senior Patrol Leader, you will work with your Assistant Senior Patrol Leader and your Patrol Leaders to create fun, interactive and informative Scout Meetings
- You cannot run all aspects of the meeting alone
 - Use your ASPL and your PLs to run certain parts of the meeting
 - This allows them to develop their leadership skills
 - This allows YOU time to do other things
 - This is called DELEGATING and it is very important to being a leader
- As an SPL, chances are you have been a Patrol Leader, so you can mentor your PLs on how to do the job well, and how to succeed.



2 Minute Pop Quiz

You have just arrived at the District Camporee, and the following things need to be done.

- The Camporee Staff need a youth leader to attend an important meeting
- The camp perimeter needs to be put in place
- The tents need to go up and be organized
- The lashings for the camp gadgets need to start before the sun goes down
- The kitchen needs to be assembled and dinner needs to be cooked

Available Resources:

Senior Patrol Leader

ASPL

Scoutmaster Pat

Assistant Scoutmaster Chris

Fox Patrol (older scouts)

Bear Patrol

Scrambled Eggs Patrol (new Scouts)

Grubmaster Sam

Troop Guide Adrian

Working with your Patrol Leaders

- As a Senior Patrol Leader, you will work with your Patrol Leaders on all manner of things.
 - Helping them plan their Patrol Meetings – especially true for new PLs
 - Assisting them in getting ready for Patrol Outings, and also outings such as Camporee, where the Patrols are competing with each other
- Because you are the SPL, chances are you were a PL first. You know what it takes to create a good Patrol. You need to pass this knowledge and experience on at PLC / Greenbar meetings.
- Remember, PLs will usually be younger and less experienced than you. You need to take time and explain things to them.
- They may even be nervous about doing things like asking other Scouts to do things or making Duty Rosters. They will need to be shown how.



Working with younger Scouts

- Remember your first Scout meeting? Were you excited? Were you happy? Honestly, were you a little scared?
- When new Scouts come into the Troop, it can be very intimidating to them.
- Especially someone like the SENIOR PATROL LEADER!
- As SPL, you are probably between 5-7 years older than a new Scout from Cub Scouts! That's a long time and you seem very grown up and scary to them.
- However, you want your Troop to be a welcoming place for Scouts of all ages!

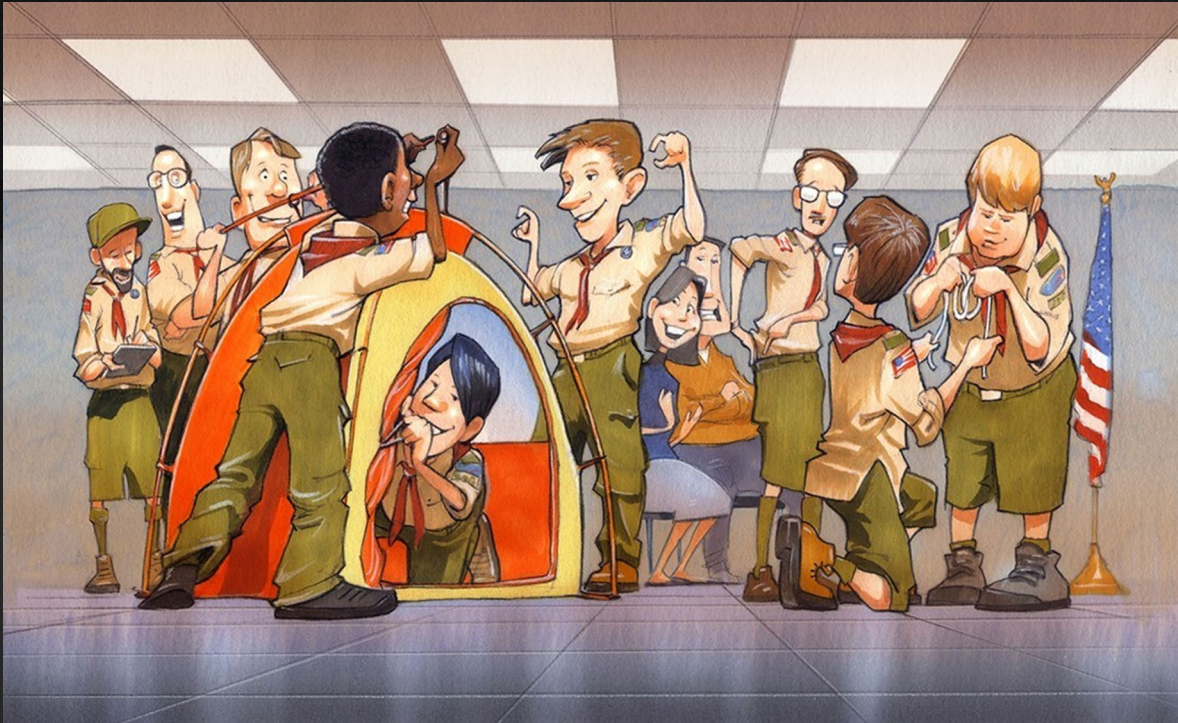


Working with younger Scouts

- One of the best ways to do this is to have a mid-level Scout, someone around First Class or Star become a Troop Guide
- A Troop Guide is a friend to the new Scouts. They work with the New Scout Patrol's PL to ensure that the new Scouts feel comfortable with the Troop
- A good Troop guide keeps an eye out for new Scouts that are having problems, and also for other Scouts that might be making fun of the new Scouts
- The Troop Guide's presence gives the younger Scouts CONFIDENCE and makes them feel welcome to the Troop



Working with younger Scouts



- Working with younger Scouts can be stressful
 - They need to learn Scout skills such as tying a clove hitch
 - They need to learn Scout 'etiquette' such as what to do when the SPL or Adult leader makes the Scout Sign
 - Younger Scouts can have problems staying on task and being quiet
 - Younger Scouts also might not be able to read, write or follow directions well
- However at one time or another, we were ALL Younger Scouts. Remember that, and don't get frustrated!

Working with younger Scouts

- Goals the SPL should set for the New Scout Patrol
 - Get to 1st class by the end of their first year of Scouting
 - -----
 - -----
 - -----
- Remember, goals should be Measurable and Attainable!



Working with Cub Scouts



- When did you join Scouts?
- Most Scouts join as CUB SCOUTS, the program for 5-10 year olds
- Working with Cub Scouts can be fun, but you need to remember some things
 - You are going to represent ALL OF SCOUTS to them
 - They are very energetic and it might be hard to get them to 'calm down'
 - They want your approval and attention
 - They probably cannot read as well as you can, and may have problems understanding instructions

Working with Cub Scouts

- To attract more Cub Scouts to join your Troop, you might want to have a Den Chief
- A Den Chief is kind of the SPL of a Cub Scout Den. They work with the Adults to make sure the Cub Scouts are 'on task', are safe and are doing well.
- When thinking of who to ask to be a Den Chief, consider Scouts that might have brothers or sisters in a Cub Scout Pack, because they will need to get to the meeting
- You will want someone who is patient, is fun and sets a good example

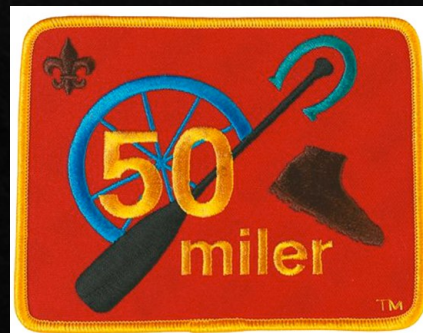


Support Leadership Positions

A Troop can have many Instructors in its ranks

An Instructor is an older Scout that is proficient in a specific Scout skill and can teach this skill to Scouts of all levels

Examples could be First Aid, Pioneering, Canoeing and Boating and more.



Support Leadership Positions

Quartermaster – Responsible for keeping an inventory of Troop equipment and for ensuring any broken equipment is fixed or replaced



Librarian – Similar to Quartermaster, but geared towards the Troop library, including Merit Badge pamphlets, Field Guides and other sources of information



Support Leadership Positions

Historian – Collects, assembles and preserves troop photos, news stories, flags, scrapbooks, memorabilia etc. for the Troop. Will make these available at Courts of Honor

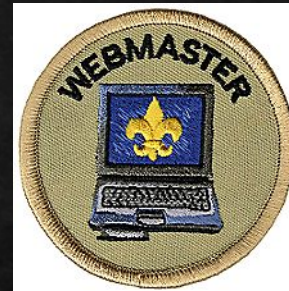


Scribe – Attends and takes notes at PLC meetings. Records meeting attendance, dues payments and helps maintain advancement records. Usually works with the adult advancement chair.



Support Leadership Positions

Webmaster – Responsible for maintaining and updating the Troop website, social media accounts and message boards. Making sure youth and adult privacy is protected is job 1!



Chaplain Aide – Assists the Troop Chaplain, provides a spiritual tone for meetings and outings. Assists with the earning of religious awards

Order of the Arrow Representative – Serves as a Troop member and an Arrowman. Keeps the OA members in the Troop aware of upcoming activities and encourages participation in the Order of the Arrow.

ALL YOUTH LEADERS

In order to be an effective youth leader, all youth leaders in your unit **MUST**

- Set a good example
- Wear the Scout uniform correctly
- Live by the Scout Oath and Scout Law
- Show and help foster Scout Spirit



End of Day 1



Working with Adult Leaders

- Adult Leaders are committed people who are taking time out of their lives to provide a program for you
- Many Adult Leaders were Scouts, but many were not
- When working with Adult Leaders, be courteous, kind and obedient
- Adult Leaders need to maintain 'Two-Deep' Leadership.
 - In 'Two-Deep' Leadership, if even 1 Scout wants to go on an outing, two adults must go.
- All Adult Leaders must complete Youth Protection Training and most Assistant Scoutmasters and Scoutmasters do Individual Outdoor Leadership Skills Training (IOLS)



Working with Adult Leaders



- The main Adult Leader the SPL works with is the Scoutmaster. The SM and the SPL work together to put together a program for the Scouts in the Troop.
- There will usually be Assistant Scoutmasters assigned to each Patrol to help those Patrols specifically
- Remember, Adult Leaders are there to HELP YOU, but they are not there to do your job.
- Ask for advice and guidance
- Do not waste their time. They are here as volunteers and part of your job as SPL is to help them enjoy the program as well

Working with Adult Leaders



- If for some reason you see something wrong occurring between an Adult Leader and a Scout such as physical violence, bullying, verbal harassment etc.
 - Tell your Scoutmaster!
 - If it's the Scoutmaster doing something wrong, tell an Assistant Scoutmaster
 - Protecting Scouts is the job of all Adult Leaders and Scouts
 - Youth Protection Starts With YOU!

Working with Adult Leaders

- You will work with different Adult Leaders in your unit
 - The Scoutmaster – responsible for working with the youth of the Troop to ensure a fun and safe program, assisting and supporting ASMs and coordinating Adult Training
 - Committee Chair – Ensures that all fundraising events comply with BSA guidelines, runs the Troop Committee meetings and manages recharter
 - Chartered Organization Representative – Helps the unit communicate with the Chartered Organization and improves coordination. Helps provide leadership and approves new adult leaders.



The Key 3

Leadership Styles and Communication

The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.

- A good leader chooses their Leadership Style like a golf club
- The Leadership Style you use should dependent on...
- The situation
- On the person or people you are working with
- Their ability level
- This is NOT EASY. It will take practice.

Leadership Styles and Communication

Commanding

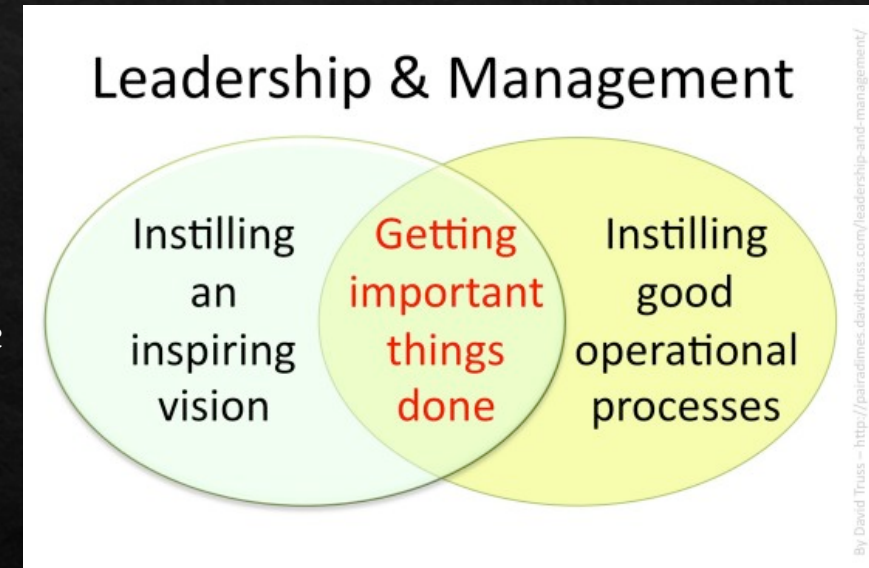
- The Commanding Leadership Style can be best summed up in the phrase – “Do what I tell you!”
- Usually the leader is trying to achieve compliance
- Emotionally, this leader has a drive to achieve, wants their people to take the initiative and possess some self-control
- A good style to have in a crisis
- Over a long period of time, this leadership style can become grating and overbearing.
- Can cause a negative impact on the overall climate of the Troop



Leadership Styles and Communication

Visionary

- The Visionary Leadership Style can be best summed up in the phrase – “Come with me.”
- Usually the leader is trying to mobilize their people towards a common goal
- Emotionally, this leader has empathy, self-confidence and a desire to change things for the better
- This leadership style works best when a new direction is needed
- Overall, this is a positive leadership style. Just be sure to use SMART goals

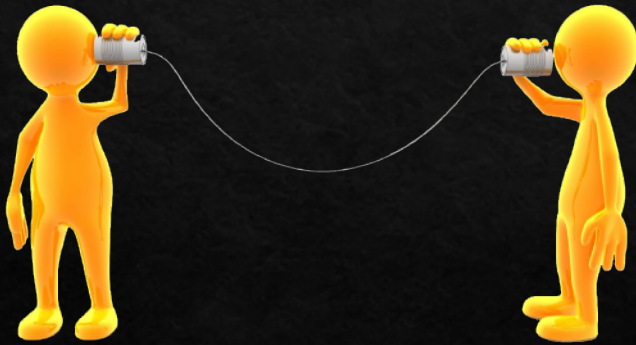


Leadership Styles and Communication



Affiliative

- The Visionary Leadership Style can be best summed up in the phrase – “People Come First.”
- Usually the leader is trying to create harmony and build emotional bonds
- Emotionally, this leader has empathy, good communication skills and wants to build relationships
- This leadership style works best when a rift or conflict needs to be solved or to motivate people during stressful times
- Overall, this is a positive leadership style.



Leadership Styles and Communication



Democratic

- The Democratic Leadership Style can be best summed up in the phrase – “What do you think?”
- Usually the leader is trying to forge consensus through participation
- Emotionally, this leader believes in collaboration, good communication skills and wants the whole team to be the leader
- This leadership style works best when the leader is trying to build ‘buy-in’ or consensus, or getting input from their team
- Overall, this is a positive leadership style, but can go very slow.

Leadership Styles and Communication

Pacesetting

- The Visionary Leadership Style can be best summed up in the phrase - “Do as I do now...”
- The leader is trying to set a high standard for performance
- Emotionally, this leader has contentiousness, a high drive to achieve, wants their people to take the initiative and is about making the group better
- This leadership style works best for getting quick results from a highly competent team.
- Overall, this is a negative leadership style. Why?



Leadership Styles and Communication

Coaching

- The Coaching Leadership Style can be best summed up in the phrase - “Try this...”
- The leader is trying to develop their team for the future
- Emotionally, this leader has empathy, self-awareness and wants to develop the skills of others
- This leadership style works best for developing people’s skills and improving long-term performance
- Overall, this is a positive leadership style. Why? How is it different from Pacesetting?



Leadership Styles and Communication

- Remember, there is no ONE leadership style
- Like a symphony, leadership styles are a blend of all of the instruments.
- You might choose to use one MORE in a given situation, but nobody is 'all command, all the time'
- Try to choose the best style, the best tool for a given job
- What works with a group of older Scouts, may not work with younger Scouts and that might not work with Adult Leaders
- Don't be afraid to change things up and try something new.



Think of Leadership Styles like a transmission in a car. Sometimes you need first gear, sometimes you need park, other times you need reverse. They all work together to get you where you want to go.

Servant Leadership

- We are Servant Leaders and we need to
 - LISTEN – know when the time for discussion is over
 - ACHIEVE CONSENSUS – know when to preserve things that are good without going through a constant storm of question and reinvention
 - SET AND MAINTAIN STANDARDS – know when to reject what does not meet those standards for the good of the group
 - SERVE YOUR CUSTOMER – know how to make a difference in your team



End of Day 2



The Teaching EDGE Method

The EDGE Method is the primary training method that can be used to teach a skill to the Troop

EDGE Should be used for all teaching opportunities

Use it any time you help others learn



Planning a Meeting

- Second to Communicating, Good Planning is an essential skill for every effective leader.
 - At its core, planning is really just thinking ahead
- Ask questions and develop your answers
 - Example?
- After the initial planning, start asking yourself some 'what if' questions?
 - Your Patrol is going to work on lashings, your meetings start at 7pm and its November? What did you not account for?
- Add 'Who' to your plan, and the resources you need to make it happen!



Planning a Meeting

- Don't reinvent the wheel! Feel free to go online and look up meeting ideas and skill lessons other Scouts have done!
- Look at what previous meetings have had that has worked, and what can be done better.
 - Do this at Greenbar Meetings or with your ASPL
- What are some traditions your Troop always does?
- How can you incorporate upcoming outings into your meeting plans?
- Use your resources! Is Mrs. Jones a pilot? Maybe she can help all of you earn your aviation merit badge!



If you have room, try and have 1 or 2 'emergency' meetings ready to go in your Troop's 'Scout Closet' for if it is raining, or if the SPL and the ASPL cannot be at a meeting!



Nobody does a meeting alone!

Collaborate with your SM, ASPL, PLs and others to create a successful meeting plan

Planning a Meeting

ACTIVITY	DESCRIPTION	RUN BY	TIME*
 <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: yellow; padding: 5px;">Meeting Plan: _____</div>  </div>			
Week __ Date _____			
Preopening __ minutes before meeting			
Opening Ceremony __ minutes	Flag presentation Oath and Law Uniform inspection		
Group Instruction __ minutes	• • • •		
Skills Instruction __ minutes	• • • •		
	• • • •		
	• • • •		
Breakout Groups __ minutes (Patrol Meetings)			
Game (or Challenge) __ minutes			
Closing __ minutes	Announcements Leader's minute Closing		
Total 90 minutes of meeting			
After the Meeting __ minutes	Leadership team review plans for the next meeting and for the main event.		

- When planning your meetings, have an outline such as this one
- This can help you keep track of your topics, and what skills your patrols are working on
 - Nobody wants to be in a Patrol that works on First Aid skills for 5 weeks in a row!
 - Keep a big binder with your past meeting plans to review them
- Assign your PLs to think of a game for the week, again, keep the games fresh and try not to do the same ones every week
- As the SPL you need to SET THE EXAMPLE, so plan on getting to the meeting early, be first if possible. You will probably also be staying later as well.
- Bring water and stay hydrated. You will be talking and directing a lot!

Planning a Meeting

Group 1 – 2 patrols, cycling outing next week

Group 2 – 1 patrol, camporee in 2 weeks

Group 3 – 3 patrols, new Scouts first meeting

Group 4 – 2 patrols, earning First Aid Merit Badge

Group 5 – 4 patrols, normal meeting

Group 6 – 3 patrols, Pastor from the Church where your Troop meets is visiting

Group 7 – 2 patrols, its raining and you have limited inside space

Group 8 – 1 patrol, only 2 Scouts showed up

As a group, create a Troop meeting plan. Include ALL aspects of a meeting in your planning. How would you change your plans based on your scenario?

Planning an Outing

- When working with your SM and the PLC on planning outings, you need to take the abilities and interests of ALL SCOUTS into consideration
- If you have a group of Scouts wanting to do a COPE course, but also have 2 Scouts who are physically unable to do the course, what do you do? Is it fair to those Scouts? Is it fair to the Scouts that want to do it?
- Work with your SM and the PLC to try and plan outings that all Scouts can participate in.
- At the meeting or two before the outing, try to make the meeting ABOUT the outing. Makes plans for duties, drop off and pick up times, collect medical forms, what needs to be done?
- When you are done with the outing, talk with your ASPL and SM about what can be done better for next time.

What type of leadership style would you use if...

A Scout was fooling around up on high COPE?

A Scout was scared up on high COPE?



Breakout Time

- Plan as a group this sample Troop service project:
- On a Saturday six weeks from now, the Troop will conduct a service project at a local park. The project involves...
 - Installing 50 feet of split-rail fence around a tree
 - Removing dead plants and undergrowth from a nearby area (about 500 square feet)
 - Laying down weed killer / weed blocker in the cleared area
 - Spreading 6 cubic yards of mulch in the area cleared and under the now fenced in tree
 - Planting 15 to 20 small plants and shrubs in a small garden area nearby

In Groups, PLAN

1. What equipment is needed?
2. How are you going to get that equipment?
3. Prepare a plan of how to manage your team on the day of the project



Planning a Camping Trip

If you have a PL that doesn't want to lead their Patrol, what kind of Leadership Style would you use to help them?

What suggestions might you make to them to use to make their job easier?



- Planning a camping trip is more intensive than planning a basic outing. In addition to the outing items you may need to:
- Make a duty roster for your Patrols, and have your PLs make their own duty rosters
- Check all of the Patrol Boxes to make sure they are stocked and ready
- Check all needed supplies for the Camping Trip? Do you have enough rope? Propane? Do you need to bring all of the lashing poles, or maybe just half of them?
- Work with your Adult Leaders to create an easy to use binder with all of the Troop's Medical Forms in it. That way everyone knows where they all are.



Planning a High Adventure Trip

- Planning for a High Adventure Trip will take many meetings and even other outings to get ready.
- Your unit might have to learn to pack their packs a new way, learn how to swim, swamp and recover a canoe and more before you even leave
- This will help you as SPL to plan FAR in advance and test you and your teams ability to think ahead
- You can use Backdating, to determine when you need to start these tasks
- From what we have learned so far, how would planning for a High Adventure Trip differ from planning for a basic Camping Trip?
- What Leadership Style might be the best to use on a High Adventure Trip? Why?



End of Day 3



SMART Goals

S

M

A

R

T



Specific



Measurable



Attainable



Relevant



Time Based

SMART Goals

- SPECIFIC – Try to have the goal be about ONE thing if possible. Specific goals should answer the 5 W's
- MEASURABLE – To be SMART, the goal must be able to be measured
 - The Troop will earn more Merit Badges next year vs. The Troop will earn 10 more MBs next year than we did this year
- ATTAINABLE – The goal needs to be realistic. If your Troop raised \$8,000 from Popcorn Sales last year, having a goal to raise \$30,000 this year might not be attainable
- RELEVANT – Make sure the goal matters to you and your Troop. While putting in paving stones at the local park is great, how is it benefitting the Troop?
- TIME-BASED – The Goal needs to have an 'end-date', this way you have a timeline to create and focus upon to base your results on.
 - What can we do now?
 - What can we do 6 months from now?

1. What do we want to accomplish
2. Why is the goal important?
3. Who is involved?
4. Where is it located?
5. Which resources or limits are involved?



Teams

What is a Team?

What are some characteristics of effective Teams?

Teams

The Stages of TEAM

1. Forming (low skill, high energy)
 2. Storming (low skill, low energy)
 3. Norming (rising skills and energy)
 4. Performing (high skills and energy)
- Watch the energy of the group!
When people lose enthusiasm, the ability level can drop!



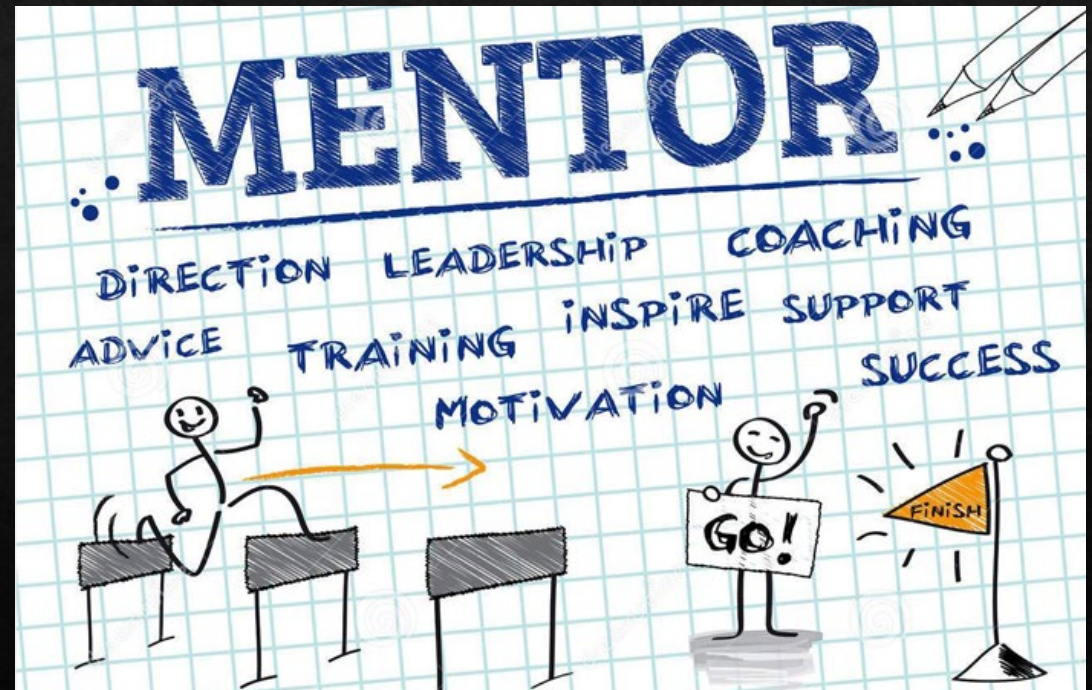
Mentoring

In addition to being a teacher and a leader, a youth leader in Scouting often ends up being a Mentor to younger Scouts.

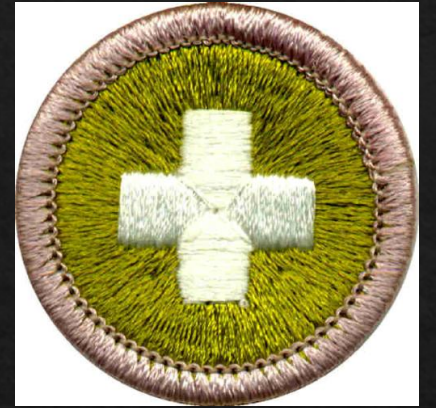
You might be asked difficult questions, sometimes even questions you cannot answer.

Remember, these young people are coming to you in confidence. Don't belittle them and get them help if they need it.

If you think it's a serious problem, talk to your Scoutmaster or other trusted Adult Leader



Safety First



- Saying 'No' is never easy. But sometimes you need to do it when your Scouts want to do something that is not safe
- As SPL, it is your job to keep your Scouts safe!
 - Have all of the Scouts using pocketknives earned their Totin' Chit?
 - Everyone doing fire duty has a Firem'n Chit?
 - Are you using the Buddy System?
- The SPL also needs to keep an eye out for other safety concerns
 - Bullying
 - Cyber-Bullying
 - Emotional Well-Being of Scouts
- As the 'head Scout' the SPL needs to be concerned with the health and safety of all of the Scouts in the Troop!



Resolving Conflict

Bored Scouts will find something to do. Many times that something is mischief. Try and always have a task for them to do.

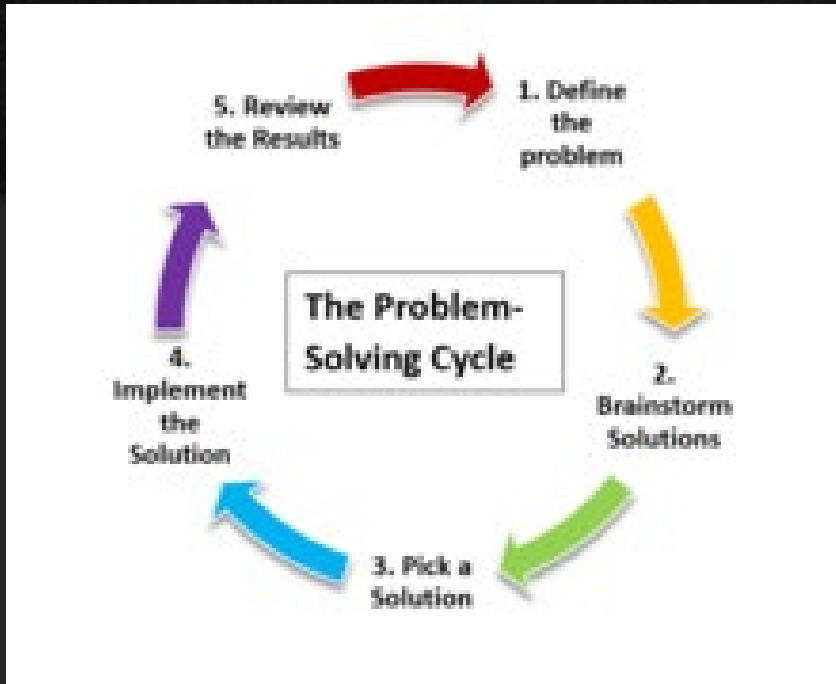
- Every leader will have to help resolve conflict at some point
- Sometimes it can seem like a small thing, someone not doing the dishes, but these can add up and can make for an angry Scout, or even an angry Patrol.
- As the SPL, you need to be there to SET THE EXAMPLE and not only be doing your duties, but also work with your PLs to make sure that they aren't having problems.
- You need to be Fair, Firm and Consistent when resolving conflict.
- You cannot give special treatment to your friends



Resolving Conflict

Most conflicts among Scouts stem from misunderstanding directions. Having CLEAR directions can help a lot

- They key issue for resolving a conflict is the Identify the Problem!
 - Many times there is a conflict and one of the Scouts isn't aware there is a problem.
 - Example - Jim, the PL of the Sharks is upset that Tim, a Tenderfoot Scout has not yet done the dishes after dinner. Tim though, doesn't know how to light the stove to get the water hot to do the dishes!
- By Identifying the Problem, you can move along to find a solution and resolve the conflict.

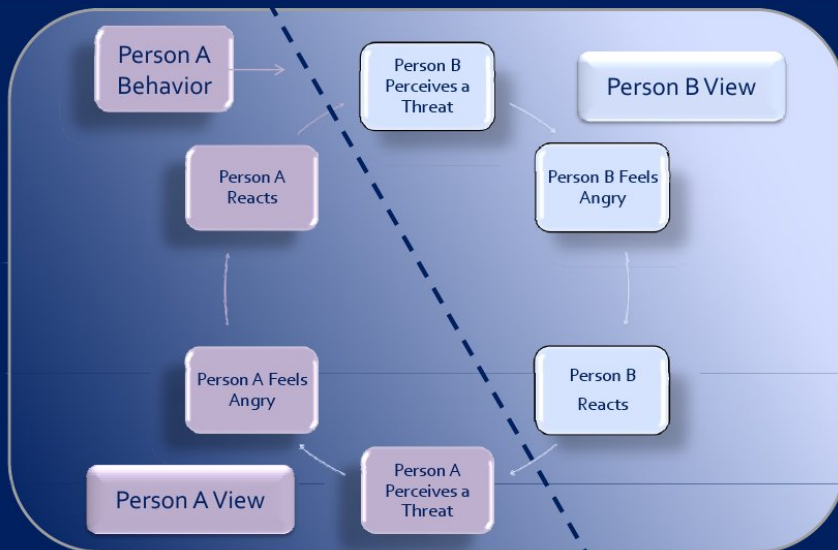


Resolving Conflict and Escalation

Yelling begets yelling. If the parties are yelling at each other, you should talk normally. If they are standing, you should sit. This helps them to calm down and diffuse the situation

- If a conflict begins to Escalate, either in terms of shouting, or violence, you need to intervene immediately. Send someone to get an Adult Leader if there is violence!
 - Make sure you are not in the middle of any physical violence! You need to be safe too!

Why Conflicts Escalate

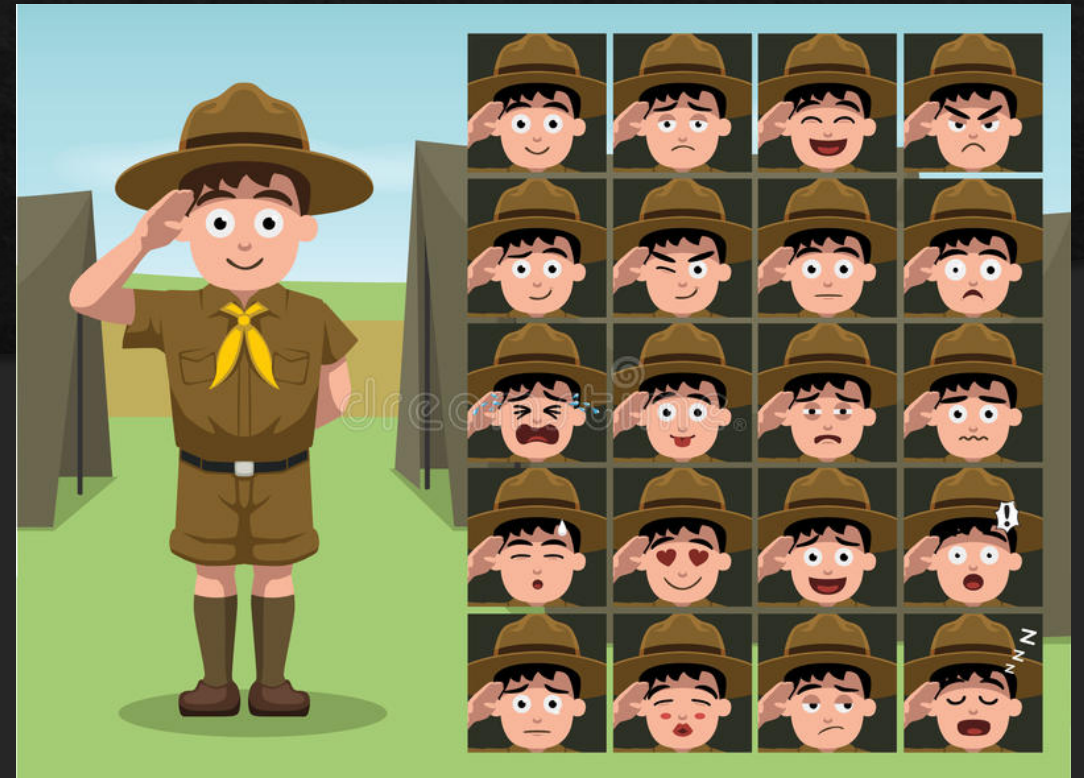


- Conflict escalates when two people are perceiving a threat from each other. The best way to take care of this situation is to diffuse the conflict (easier said than done!)
- Have everyone sit down and talk it out. Don't shout – talk. Identify the situation, come to an agreement and take the needed actions to diffuse the conflict
- View this problem as an opportunity for you to be a better leader and work on your conflict resolution skills

Emotions

- One of the key components of conflict resolution and of being a leader is being able to manage the emotions of your people and of YOU!
- We've all had our bad days. Couldn't sleep, have a bad headache, for some reason in a bad mood. You need to SET THE EXAMPLE and be able to identify why you are feeling foul.
- When working with others, the SPL needs to be conscious of their emotional states so that you can get the best out of your Scouts.
- When camping, especially a long term trip or at Scout Camp, even older Scouts can get homesick and sad. This is a great time to have a fun activity together.
- If you notice a Scout being angry a lot, or sad a lot, you might want to speak privately with your Scoutmaster and let them know. Remember – Safety First!

When dealing with an emotional Scout, EMPATHY is key. They probably don't want you to solve the problem, they want to be heard and supported.



Resolution Practice

Group 1 - The Lazy Scout

Group 5 - The Distressed Scout

Group 2 - The Dangerous Scout

Group 6 - The Scared Scout

Group 3 - The Aggressive Scout

Group 7 - The Sad Scout

Group 4 - The Bullied Scout

Group 8 - The Do-It-All Scout

As a group, decide how you would work with this particular Scout to increase their performance, resolve conflict and make sure they are being HEARD?

Further Training for SPLs

- Introduction to Leadership Skills for Troops – ILST (Also available for Crews (ILSC) and Ships (ILSS))
- National Youth Leadership Training – NYLT
- National Advanced Youth Leadership Experience at Philmont and Summit – Enhances and develops skills learned at NYLT
- Powder Horn – High Adventure Training
- Kodiak Challenge – An adventure to push you out of your comfort zone to test skills from ILST



- Foxfire – Offered through California Inland Empire Council, Foxfire is an expansion of NYLT and expands on team-building and ethical decision making.



A Final Word from B-P

There is no teaching to compare with example.
-Robert Baden-Powell

