

# LEADERSHIP



One of the lessons that Scouting teaches is leadership. In a troop, leadership is learned the Scout way—by doing. A young man gets a taste of leadership in various positions ranging from senior patrol leader to assistant patrol leader.

All of the leadership positions require making decisions. This can be difficult, especially for young people. Making the right decision can be painful, but a decision must usually be made. Even making no decision is a decision. Scouting also promotes ethical decision making in everyday life, especially when a Scout has his Scoutmaster conference for the next rank advancement; part of that conference should be a discussion of ethical decision making.

This program feature is designed to challenge Scouts to solve problems through decision making. Each interpatrol activity this month involves making an ethical decision.

## SCOUTING OUTCOMES

This month's patrol and troop activities should give your Scouts

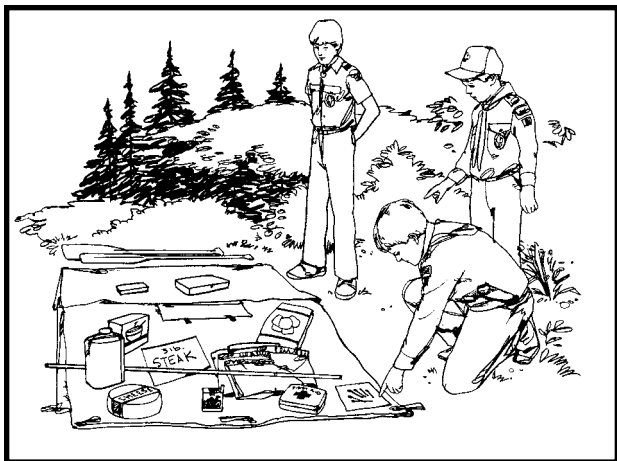
- A greater understanding of their duty to country and their duty to help other people
- An awareness of their rights and duties as citizens
- Increased self-confidence
- Practice in decision making

## ADVANCEMENT OPPORTUNITIES

By month's end, all Scouts should meet many of their basic citizenship requirements through First Class rank. Depending on the activities, they may also complete all or part of the following rank requirements:

*Tenderfoot*

- Outdoor—hiking, camping
- Citizenship—flag ceremonies
- Patrol/troop participation—patrol identification
- Personal development—Scout Oath and Law
- Physical fitness



### Second Class

- Outdoor—cooking, camping, hiking
- Citizenship—flag ceremonies
- Patrol/troop participation
- Personal development—Scout Oath and Law

### First Class

- Outdoor—cooking, camping, nature, hiking
- Citizenship—flag ceremonies
- Patrol/troop participation
- Personal development—Scout Oath and Law

**Merit Badges.** Older Scouts can concentrate on the Citizenship merit badge this month. Depending on activities during the campout, they may also complete requirements in American Cultures, American Heritage, and other related merit badges.

## PARENT/GUARDIAN PARTICIPATION

The patrol leaders' council can involve parents in the program feature this month by

- Asking qualified people to assist with instruction in camping skills
- Inviting families on the outing
- Asking them to provide transportation to the campsite

## PATROL LEADERS' COUNCIL

The patrol leaders' council should meet during the early part of the previous month to plan troop activities for this program feature. If you don't complete all items on the following agenda, continue planning at patrol leaders' council meetings after each troop meeting.

- Decide where the troop will camp and make arrangements to reserve the campsite.

- Plan the special activities for the campout.
- Inventory the troop's camping equipment, if that has not been done recently.
- Plan details of troop meetings for the month. Assign patrol demonstrations for the month, covering skills that must be completed for advancement through First Class rank. For example, assignments might be:

**Patrol A**—Opening and closing flag ceremonies, week 1

**Patrol B**—Opening and closing flag ceremonies, week 2

**Patrol C**—Opening and closing flag ceremonies, week 3

- Determine a list of service projects for the troop.

## DECISION MAKING IN LEADERSHIP

Normally this section highlights plans for program feature specialties and an outing. In this program feature, we will provide problems for your Scouts to solve.

### STRANDED

**Purpose:** To give Scouts practice in decision-making and reaching group consensus, and to stimulate discussion of survival techniques (preferably the techniques appropriate for your area).

The following sample problem covers survival in the Maine wilderness. (You can devise a more appropriate problem for your own area.)

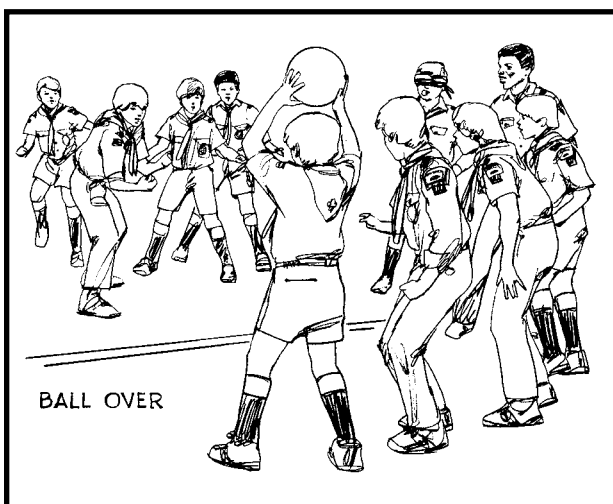
**Equipment:** A copy of the problem below for each Scout, pencils.

**The situation:** *On vacation in July, you and your family have been traveling through the wilderness of western Maine in a pickup camper. In a blinding rainstorm, you made a wrong turn onto an unmarked lumber road. You have wandered more than 150 miles over a maze of truck routes into the wilderness. The camper has run out of gas and now you, your parents, a 10-year-old sister, a 6-year-old brother, and the family cat are lost.*

*After a family conference, you decide it is not wise to split up. You are going to try to walk back together. You are pretty sure that if you pace yourselves, you can cover about 15 miles a day. Because of a fuel shortage, there are no helicopters or jeeps patrolling the area, and you have seen no other cars or houses.*

*The family is dressed in lightweight summer clothing, and everyone is wearing sneakers. Temperatures at night dip into the low 40s. It is also bug season. As you look around, you find the following items in the camper, some of which might be useful.*

- \_\_\_\_\_ Fishing gear
- \_\_\_\_\_ \$500 in traveler's checks
- \_\_\_\_\_ .44 Magnum handgun and ammunition
- \_\_\_\_\_ Four Dacron-filled sleeping bags
- \_\_\_\_\_ 5-gallon jug of water
- \_\_\_\_\_ Instant breakfast (three boxes)
- \_\_\_\_\_ House and RV keys
- \_\_\_\_\_ Cigarettes
- \_\_\_\_\_ Coleman camp stove (two-burner)
- \_\_\_\_\_ Family tent (10 lbs.)
- \_\_\_\_\_ Snakebite kit
- \_\_\_\_\_ Alarm clock
- \_\_\_\_\_ Five cans of kidney-liver cat food
- \_\_\_\_\_ 5-lb. tub of peanut butter
- \_\_\_\_\_ Bathing suits
- \_\_\_\_\_ 10-lb. cheese wheel
- \_\_\_\_\_ Transistor radio
- \_\_\_\_\_ 6-foot tent pole
- \_\_\_\_\_ Sheath knife
- \_\_\_\_\_ Wool sweaters for everyone
- \_\_\_\_\_ Raft paddles
- \_\_\_\_\_ Inflatable rubber raft (two pieces, total of 20 lbs.)
- \_\_\_\_\_ Paperback books
- \_\_\_\_\_ First-aid kit
- \_\_\_\_\_ Matches
- \_\_\_\_\_ Steak (3 lbs.)
- \_\_\_\_\_ Marshmallows (four bags)
- \_\_\_\_\_ Bug repellent
- \_\_\_\_\_ Walkie-talkie radio
- \_\_\_\_\_ Road map of Maine



**The task:** You must choose, and put in priority order, the 15 most important items for survival in this situation. The other 15 may be eliminated.

Each Scout is to study the problem and choose the 15 items he thinks would be most useful for survival. He then ranks them in order of importance from 1 through 15.

Next, the patrols gather and compare rankings. Ask them to try to reach a consensus for a patrol ranking—that is, make a patrol list that satisfies most members. Explain that consensus does not mean unanimous agreement. Rather, it is a way to reach a group decision through compromise. Suggest that the Scouts try to follow these guidelines in making a patrol ranking:

- Avoid arguing for your own rankings. Present your position as clearly and logically as possible, but listen to the reactions of other members and consider them carefully before pressing your point.
- Do not assume that someone must win and someone must lose when discussion reaches a stalemate. Instead, look for the most acceptable alternative for everyone.
- Do not change your mind simply to avoid conflict and to reach agreement and harmony. When agreement seems to come too quickly and easily, be suspicious. Explore the reasons and be sure everyone accepts the solution for similar or complementary reasons. Yield only to positions that are objective and logically sound.
- Avoid conflict-reducing techniques such as majority vote, averages, coin flips, and bargaining. When a dissenting member finally agrees, don't feel that he must be rewarded by having his own way on some later point.
- Differences of opinion are natural and expected. Seek them out and try to involve everyone in the decision-making process. Disagreements can help the patrol's decision, because with a wide range of information and opinions there is a greater chance that the patrol will hit upon more adequate solutions.

**Scoring:** After the Scouts have made their individual decisions and the patrol has made a group decision, the results can be scored and compared and a troop listing made. Scoring can be done by having each person keep track of the difference between his ranking of an item and the troop or patrol ranking. For instance, if an item is ranked by an individual as number two, and the patrol or troop ranking is number eight, the difference is six. Then each individual and each group can total their scores. The lower the score, the better. The scores provide a useful basis for discussion.

Ask each patrol separately how many individual scores were lower than the patrol score. If there are any (and often there aren't), ask the patrol to consider how it arrived at a group decision that was worse than a member's decision.

All groups should consider the value of the process, which allows a group to arrive at a better decision than the separate individual decisions.

### **The Experts' Rankings**

Outdoor experts have rated the items and listed them in order of usefulness for survival in the Maine wilderness. Their rankings are:

#### **1. Bug repellent.**

In early summer, the bugs in Maine are so fierce as to drive people mad or bite them so badly that their eyes become swollen shut.

#### **2. Four sleeping bags.**

Full rest and warmth are essential to survival. This is listed before food because humans can live 30 days on stored fat.

#### **3. Tub of peanut butter.**

Each tablespoon of peanut butter contains 100 calories and is high in protein.

#### **4. 10-lb. cheese wheel.**

Cheese provides calcium, fat, and is an easily digestible source of protein.

#### **5. Steak.**

This is a good morale booster, semiperishable, and should be eaten promptly as it is mostly protein.

#### **6. Transistor radio (lightweight).**

Tune in for radio programs about a search for them or weather forecasts. This is a good morale booster.

#### **7. Kidney-liver cat food.**

This is a valuable, if somewhat unappetizing, source of protein and fat. Protein lasts longer than any other nutrient in providing energy.

#### **8. Matches.**

Fire might be necessary to dry wet gear, boost morale, make a signal fire, and prevent hypothermia. It could also be used to keep animals away.

#### **9. 10-lb. tent.**

This can be rigged as a place to keep warm and dry or to keep out bugs and to carry equipment in.

#### **10. Sheath knife.**

This could be useful for preparing any captured animals, such as frogs, or cutting string, cheese, a pole, etc.

#### **11. Hook and line.**

This could be used to provide a supplementary source of food. Or the line could be used for tying up supplies, etc.

#### **12. Wool sweaters.**

This could provide lightweight warmth, wet or dry.

#### **13. First-aid kit.**

Adhesive bandages, aspirin, and petroleum jelly would be useful for minor injuries.

#### **14. Instant breakfast.**

This is a lightweight source of vitamins and protein.

#### **15. Map.**

An auto map could be useful for sighting major landmarks like lakes, rivers, etc.

The following items would not be necessary:

- **Marshmallows.** Not necessary, but a possible morale booster.
- **House key.** It's lightweight, but not useful for survival.
- **Traveler's checks.** These won't be necessary for getting out of the woods.
- **Clock.** For survival, it is not necessary to know the time.
- **Walkie-talkie.** This will not work any useful distance.
- **Snakebite kit.** There are no poisonous snakes in Maine.
- **Paperback books.** These weigh too much to be useful.
- **Bathing suits.** Not necessary.
- **Rubber raft.** Too heavy; also not likely to be useful.
- **Paddles.** These are of no use without a raft.
- **Coleman camp stove.** Too heavy; wood fires can be used.
- **Pole.** The knife can be used to cut a pole.
- **.44 Magnum gun.** Inaccurate for hunting; caliber too large for small game.
- **5-gallon water jug.** The water in the Maine wilderness is potable.
- **Cigarettes.** These are bad for your health. It's a convenient time to quit.

# LEADERSHIP

## TROOP MEETING PLAN

Date \_\_\_\_\_ Week 1

ACTIVITY	DESCRIPTION	RUN BY	TIME
<b>Preopening</b> _____ minutes	Play Ball Over. (See the Games section of the <i>Troop Program Resources</i> . *)		
<b>Opening Ceremony</b> _____ minutes	<ul style="list-style-type: none"> <li>• The newest Tenderfoot and the oldest Eagle Scout lead the troop in reciting the Scout Law.</li> <li>• Present colors.</li> <li>• Repeat the Pledge of Allegiance.</li> </ul>		
<b>Skills Instruction</b> _____ minutes	<ul style="list-style-type: none"> <li>• New Scouts work on safe hiking procedures, what to do if lost, and the buddy system.</li> <li>• Experienced Scouts plan a 50-mile bike hike. Determine the route and destination; arrange to secure a campsite. Decide on equipment needed.</li> <li>• Older Scouts work on the Venture program or plan a simple compass course for younger Scouts to use on the campout.</li> </ul>		
<b>Patrol Meetings</b> _____ minutes	Discuss plans for the outing this month and make sure everyone knows what his assignments are and what to bring. New Scouts need to know what support they will provide for the campout. Any Scouts who have not been camping will need some extra help. All other patrols plan activities to work on advancement. Patrol leaders review the interpatrol activities that will take place and what skills need to be worked on.		
<b>Interpatrol Activity</b> _____ minutes	<b>DECISION MAKING</b> Your parent gives you \$1 to buy lunch at school. Do you spend it for lunch or for something else? What are the consequences of both actions?		
<b>Closing</b> _____ minutes Total 90 minutes of meeting	<ul style="list-style-type: none"> <li>• Scoutmaster's Minute.</li> <li>• Retire colors.</li> </ul>	SM	
<b>After the Meeting</b>	Patrol leaders' council reviews the next meeting and plans for the outing. Begin work on next month's program feature.		

\*Troop Program Resources for Scout Troops and Varsity Teams, Supply No. 33588

# LEADERSHIP

## TROOP MEETING PLAN

Date \_\_\_\_\_ Week 2

ACTIVITY	DESCRIPTION	RUN BY	TIME
<b>Preopening</b> _____ minutes			
<b>Opening Ceremony</b> _____ minutes			
<b>Skills Instruction</b> _____ minutes	<ul style="list-style-type: none"> <li>• New Scouts learn woods tools care and maintenance (<i>Boy Scout Handbook</i>).</li> <li>• Experienced Scouts continue planning a 50-mile bike hike. Estimate the time needed to complete the hike.</li> <li>• Older Scouts work on the Venture program or finish planning a compass course for the outing. Begin planning a nature course for younger Scouts at the campout.</li> </ul>		
<b>Patrol Meetings</b> _____ minutes	Review assignments for the campout. First-time campers continue working on basic camping techniques. All other patrols continue planning activities for advancement during the outing. Practice interpatrol activities.		
<b>Interpatrol Activity</b> _____ minutes	<b>DECISION MAKING</b> A line has formed to buy movie tickets. Do you get in the back of the line or do you slip in toward the front where a friend is standing? What are the consequences?		
<b>Closing</b> _____ minutes Total 90 minutes of meeting	<ul style="list-style-type: none"> <li>• Scoutmaster's Minute.</li> <li>• Retire colors.</li> </ul>	SM	
<b>After the Meeting</b>	Patrol leaders' council reviews the next meeting and plans for the outing. Continue work on next month's program feature.		

# LEADERSHIP

## TROOP MEETING PLAN

Date \_\_\_\_\_ Week 3

ACTIVITY	DESCRIPTION	RUN BY	TIME
<b>Preopening</b> _____ minutes			
<b>Opening Ceremony</b> _____ minutes			
<b>Skills Instruction</b> _____ minutes	<ul style="list-style-type: none"> <li>• New Scouts work on basic map and compass techniques and plan a 5-mile hike for the outing this month.</li> <li>• Experienced Scouts finalize plans for the 50-mile bike hike. Plan to bring bikes and gear to the next meeting.</li> <li>• Older Scouts work on the Venture program or assist in teaching map and compass to younger Scouts.</li> </ul>		
<b>Patrol Meetings</b> _____ minutes	Finalize menus for the outing this month and make sure everyone knows what to bring. Review clothing and equipment needs and collect any necessary fees. If you need to have a shakedown campout with your patrol or an outdoor practice for the patrol activities, schedule it now. Older Scouts can plan to take pictures at the campout to add to the troop's scrapbook, or shoot slides to show at your next family gathering.		
<b>Interpatrol Activity</b> _____ minutes	<b>DECISION MAKING</b> A neighborhood game is being formed and you need one more player. A friend who could play is at home raking leaves. Do you wait for him to finish, or do you help him finish the job so he can join you sooner?		
<b>Closing</b> _____ minutes Total 90 minutes of meeting	<ul style="list-style-type: none"> <li>• Scoutmaster's Minute.</li> <li>• Retire colors.</li> </ul>	SM	
<b>After the Meeting</b>	Patrol leaders council reviews the next meeting and plans for the outing. Continue work on next month's program feature.		

# LEADERSHIP

## TROOP MEETING PLAN

Date \_\_\_\_\_ Week 4

ACTIVITY	DESCRIPTION	RUN BY	TIME
<b>Preopening</b> _____ minutes			
<b>Opening Ceremony</b> _____ minutes			
<b>Skills Instruction</b> _____ minutes	<ul style="list-style-type: none"> <li>• New Scouts work on identification of trees, plants, mammals, fish, and reptiles native to your area.</li> <li>• Experienced Scouts have a shakedown to check equipment for the bike hike: inspect bike tires, brakes, etc.</li> <li>• Older Scouts work on the Venture program or plan an overnight “under the stars” for one night during the campout. Develop a written troop campfire program for the outing.</li> </ul>		
<b>Patrol Meetings</b> _____ minutes	Review plans and assignments for the campout. Make sure everyone knows the travel plans and equipment needs. Go over the patrol duty roster. Practice interpatrol activities that will take place.		
<b>Interpatrol Activity</b> _____ minutes	Conduct the “Stranded” problem-solving challenge.		
<b>Closing</b> _____ minutes Total 90 minutes of meeting	<ul style="list-style-type: none"> <li>• Scoutmaster’s Minute—Conduct a reflection on the experiences of the month.</li> <li>• Retire colors.</li> </ul>	SM	
<b>After the Meeting</b>	Patrol leaders’ council reviews the next meeting and checks last-minute details for the outing. Finalize work on next month’s program feature.		



# LEADERSHIP

## TROOP OUTDOOR PROGRAM PLAN

**Date** \_\_\_\_\_

TIME	ACTIVITY	RUN BY
Friday evening	Load gear at meeting location and leave for camping area. Plan only a light meal en route.	SPL
	Arrive at campsite, off-load equipment, and set up patrol sites. Unload canoes, if a canoe trip is planned.	SPL/PL
Saturday 6:30 A.M.	Cooks and assistants up. Prepare breakfast. (Cooks should be working on First and Second Class requirements.)	Cooks, assistants
7:00 A.M.	Everyone else up. Take care of personal hygiene, air tents, hang out sleeping bags.	
	(The bike hike group leaves from another location for a 50-mile ride to the campsite.)	
7:30 A.M.	Breakfast	
8:00 A.M.	Clean up.	Cooks
	Patrols put up the gear for morning activities, clean up patrol site.	
8:30–11:30 A.M.	Take a 5-mile hike, part of which could be on a nature trail.	SPL
11:30 A.M.	Cooks prepare lunch.	Cooks
Noon	Lunch	
1:30 P.M.	Do compass course designed by older Scouts, or have Nature Scavenger Hunt. (See the Games section of the <i>Troop Program Resources</i> .)	
4:30 P.M.	Start dinner preparation, and also prepare food for bike hikers. Has the bike hike group arrived?	
5:30 P.M.	Dinner	SPL
6:00 P.M.	Clean up.	Cooks
8:00 P.M.	Campfire	
9:00 P.M.	Cracker barrel	
10:00 P.M.	Lights out	
Sunday 6:30 A.M.	Cooks and assistants up. Prepare breakfast. (Cooks should be working on First and Second Class requirements.)	Cooks, assistants
7:00 A.M.	Everyone else up. Take care of personal hygiene, air tents, hang out sleeping bags.	
7:30 A.M.	Breakfast	

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<b>TIME</b>	<b>ACTIVITY</b>	<b>RUN BY</b>
8:00 A.M.	Clean up.	Cooks
	Patrols put up the gear for morning activities, clean up patrol site. (Bike hikers leave for return trip.)	
8:30 A.M.	Worship service	
9:00–11:00 A.M.	Patrol games—Younger Scouts play four games from the Games section of <i>Troop Program Resources</i> . *	
11:00 A.M.	Break camp.	
<b>Special equipment needed</b>	Topographic maps, clipboards, compasses, troop camping equipment, bikes, nature books	

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