

● Troop Leadership Training



TRAINING YOUTH LEADERS

"Training boy leaders to run their troop is the Scoutmaster's most important job."

"Train Scouts to do a job, then let them do it."

"Never do anything a boy can do."

—Robert Baden-Powell

Leadership is a vital part of the Scouting program. Scouts in positions of leadership run their patrols and the troop. They take care of the many tasks necessary for troop meetings and activities to run smoothly and well. By accepting the responsibilities of troop and patrol leadership, they are preparing themselves to be leaders throughout their lives.

Scouting offers young people a rich and varied arena in which to learn and use leadership skills. Among the challenges encountered by a troop's youth leaders are

- Organizing patrols
- Using duty rosters
- Planning menus and figuring out food costs
- Encouraging advancement
- Guiding a patrol's involvement in problem solving
- Teaching outdoor skills
- Ensuring patrol safety during outings
- Handling patrol finances
- Helping other Scouts make the most of their own leadership opportunities

The badge of office presented to a Scout who is accepting a position of troop leadership does not automatically make him a good leader.

Leadership experiences can be frustrating and disappointing for a Scout if he is not given the knowledge, skills, and encouragement he must have to fulfill his leadership assignment. It is the Scoutmaster's responsibility to make sure the Scout has all the necessary tools and to encourage the Scout to be successful through coaching and mentoring.

Training youth to be leaders is an ongoing process that begins immediately when a Scout accepts a new position in his troop—even that of becoming a new member of a patrol—or when he is elected to a leadership position in his patrol or troop. Troop Leadership Training (TLT) is Scoutmaster-directed training, divided into three modules and designed to be used by the Scoutmaster in separate or back-to-back sessions. The first module should be conducted within a week of a Scout's acceptance of his new leadership responsibilities and should always immediately follow patrol and troop elections. Each youth leader should have experienced all three modules before going on to the council-sponsored National Youth Leadership Training (NYLT) course. Completion of all three modules qualifies the Scout to wear the Trained patch. Scoutmasters should insist that a Scout participate in TLT each time he changes leadership roles within the troop or his patrol.

Like NYLT, the TLT sessions are organized into topics that explain

- What he must *Know* to successfully fill his leadership position
- What a youth leader must *Be* to be successful
- What he must *Do* to carry out his new responsibilities.

Each module is designed to take no more than one hour. The material draws from and reinforces the elements of the *Patrol Leader Handbook*, the *Scoutmaster Handbook*, and NYLT.

When a Scout takes on a new leadership position in his patrol or troop, he will immediately want to know what is expected of him and how he can fulfill his obligations successfully. Although curious about the concept of leadership, he might not know who to approach or even what questions to ask. The three TLT sessions have been developed to help the Scout overcome limitations and provide him with a foundation for successfully executing his leadership responsibilities. These sessions should be conducted in consecutive order, either individually as stand-alone sessions or all three on the same day.

- **Module One—Introduction to Leadership (Know).** Conducted within a week of a Scout's acceptance of his new position, this session focuses on what a new leader must *know*.
- **Module Two—How to Do Your Job (Be).** This session on how to fulfill the role's responsibilities focuses on what a leader must *be*.
- **Module Three—What Is Expected of Me? (Do).** This session focuses on what a leader must *do*.

The youth leadership development process begins with “Module One—Introduction to Leadership,” what a leader must *know*. The Scoutmaster conducts this session for the senior patrol leader and new Scouts. Scouts in other leadership positions may receive their training from someone who has been approved by the Scoutmaster. This may provide the opportunity for new patrol leaders to train new assistant patrol leaders.

PREPARING THE NEW SENIOR PATROL LEADER

The following discussion should take place between the Scoutmaster and a new senior patrol leader before the “Module One—Introduction to Leadership” training session takes place. It is important that a new senior patrol leader be trained first, so that he may fully participate in the training of other youth leaders.

BREAKING THE ICE

Welcome the senior patrol leader formally to this special session. Explain that you will help him grow in this role and in leadership skills, as well as in his Scouting skills. He will grow in his ability to work with his peers and with adults, and he will make a substantial contribution to the Scouts in the troop.

Now ask him to mention some of the benefits he feels a young man can get from Scouting. He will probably start with the fun things—camping, hiking, outdoor skills, trips, making friends. Guide him toward understanding Scouting’s role in developing personal growth—the values of citizenship, character, ideals, and overall fitness. As the two of you discuss this, help him understand that he is an important influence who can cause such growth to take place, and that it is a major part of his role as senior patrol leader to influence other youth leaders in a positive way.

Caution: Don’t bog down this discussion with trivial issues. Explain that the patrol method is what makes Scouting special. The senior patrol leader makes the difference in whether the troop is an effective troop. Together, you as Scoutmaster and he as senior patrol leader will make the difference. Explain that it is his responsibility to lead the troop through the patrol leaders’ council. Explain that although it is your responsibility to give him direction and support, he is the key leader.

Help the new senior patrol leader to understand that everything the troop does should be as a result of decisions made by the patrol leaders’ council, which he leads. Be quick to assure him that you will have many opportunities to discuss these meetings together, and that you will certainly be there to help him.

POSITION DESCRIPTION

Give him a copy of the pocket card for the position description of the senior patrol leader. Explain that together, you will walk through this summary of his chief duties to give him an overall idea of what his position entails. Discuss each point individually. As you do so, encourage him to react with comments and questions. Invite the senior patrol leader to make notes. Some of these topics can generate exciting discussion, but be careful not to let the meeting run too long.

MATERIALS NEEDED

- *Scoutmaster Handbook*
- *Patrol Leader Handbook*
- *Senior Patrol Leader Handbook*
- *Boy Scout Handbook*
- *Troop Program Features, Volumes I, II, and III*
- Copy of senior patrol leader position description card
- Paper and pencils

EXPECTATIONS

Tell the senior patrol leader that all of the points in the position description just discussed add up to leadership and service. In addition to the position description, tell him that you expect the following from him:

- Live by the Scout Oath and Law.
- Agree on a written vision of success for his term of office and a plan to get there.
- Set a good example (uniform, language, behavior).
- With the Scoutmaster's assistance, conduct "Module One—Introduction to Leadership" for the assistant senior patrol leader and patrol leaders.
- Attend Troop Leadership Training.
- Complete advancement requirements.
- Devote the time necessary to handle the responsibilities of the position.
- Work with other troop leaders to make the troop go.
- Attend the council National Youth Leadership Training course (a leadership growth opportunity).

Now tell the senior patrol leader it is time to turn the discussion around to what he can expect from you. Tell him that you have reviewed what he is expected to do, and it's a big task, but he is not expected to do it alone. He can expect the following from you:

- You and he will have many meetings in preparation for his role.
- You will be available for discussions or phone calls (give best times).
- You will back up his decisions within reason (give some examples).
- You will listen to his ideas.
- You will be fair.
- You will listen to all sides of any issue.
- You will set a good example for him (uniform, language, behavior, etc.).
- You will provide direction, coaching, and support.
- You will share a vision of success for the troop and a plan to get there. (Do this now.)

RESOURCES

Refer to the description card for his position and point out other materials that he will need to use in training other youth leaders. Point out specific tools from the *Scoutmaster Handbook*, *Patrol Leader Handbook*, *Senior Patrol Leader Handbook*, and *Boy Scout Handbook*. Suggest that he review these materials to help him learn his role.



CONTINUING TRAINING

Almost everything the Scout does will contribute to his training. Much of his training will come from mutual leadership and counsel during his tenure as senior patrol leader. Tell him that he can qualify to wear the Trained strip on his uniform after participation in Troop Leadership Training. Announce the scheduled date and explain that you expect him to help conduct the training.

QUESTIONS

Give the Scout an opportunity to ask questions. Answer them the best you can.

ASSIGNING TASKS

Tell him that his first task will be to help train his assistant senior patrol leader and patrol leaders. Explain that this will be a joint task between you and him. Review "Module One—Introduction to Leadership" and the description card for the patrol leader position with the senior patrol leader. Make him feel comfortable and able to accept more responsibility.

FOLLOW UP

Be certain that you follow up weekly with the senior patrol leader as you both agreed, so that you can mutually evaluate each assignment. As time passes, go back to the plan for success to which you both agreed and benchmark your progress. Always be prepared for his next assignment at the weekly meeting.

RELATIONSHIP

Express to the Scout that this was a get-acquainted meeting and that you hope it will be the first of many more meetings. Help him understand this and encourage him to discuss his thoughts and concerns with you. Be sincere; really mean it. Give him a Scout handshake and a big smile, and tell him how much you enjoyed the discussion.

INTRODUCTION TO LEADERSHIP

Opportunities to develop leadership skills are every bit as important to Scouts and to Scouting as any other advancement requirements. The first step in youth leadership training is introducing the Scout to the position he has agreed to do. In many cases, the Scoutmaster is the one who can most effectively conduct this introduction for the senior patrol leader and new youth leaders. The chart on this page suggests the appropriate leaders to conduct the introduction for each troop position. The introduction is an extremely important occasion to give a new youth leader the clear message that he has the ability to handle the position, that he is trusted, and that he can get all of the support and guidance he needs in order to succeed.

YOUTH LEADER POSITION	CONDUCTED BY
Senior patrol leader	Scoutmaster
Assistant senior patrol leader	Scoutmaster and senior patrol leader
Patrol leaders (except for new-Scout patrol)	Scoutmaster and senior patrol leader
Assistant patrol leaders	Patrol leaders
Patrol leader—new-Scout patrol (required as rotated)	Assistant Scoutmaster—new-Scout patrol and troop guide
Troop guide	Assistant Scoutmaster—new-Scout patrol
Den chief	Assistant Scoutmaster—new-Scout patrol
Venture patrol leader	Assistant Scoutmaster—Venture patrol
Junior assistant Scoutmaster	Scoutmaster
Instructor	Scoutmaster and assistant senior patrol leader
Librarian	Assistant senior patrol leader
Order of the Arrow troop representative	Assistant senior patrol leader
Troop historian	Assistant senior patrol leader
Quartermaster and scribe	Assistant senior patrol leader and troop committee members responsible for equipment (quartermaster) and records and finance (scribe)
Chaplain aide	Assistant senior patrol leader and chaplain

TROOP LEADERSHIP TRAINING

The introduction gives each youth leader an immediate overview of his opportunities and sets him off on the right foot toward becoming an effective leader. The next step in this training is Troop Leadership Training, which provides him with a broader understanding of ways he can work with other youth leaders to make the troop a success and gives him strategies for dealing with many of the challenges he is likely to face. Upon completion of Troop Leadership Training, the youth is qualified to wear the Trained emblem on his uniform.

It is the Scoutmaster's privilege and responsibility to organize and lead Troop Leadership Training, though he will want and need to involve other adult Scouters—and should involve previously trained youth.

The sessions are three one-hour modules designed to help key youth leaders understand what they must *Know*, *Be*, and *Do* to be effective troop leaders. The training, which should occur within a week of a Scout's acceptance of his new position, is most constructive when attended by six or more Scouts. Give priority to elected troop leaders (senior patrol leader, assistant senior patrol leader, troop guide, patrol leaders, and Venture patrol leaders). If a unit is small and does not have enough youth leaders for an effective session, work with the unit committee to identify other units in the area with whom you can organize a cluster training event. It is most important that the Scoutmasters of the involved troops organize and conduct the training session. The Scoutmaster is part of the team being built, so it is imperative that he or she is actively involved in the training exercise.

The objectives are twofold—to give you and your youth leaders a greater sense of mutual trust, and to show how useful a shared style of leading will be in the patrol and the troop.

To help ensure a productive session, do the following.

- Review the materials well ahead of time and practice how you will present each portion of the session.
- Set a time, date, and location that is convenient for the adult and youth leaders who will be attending.
- Choose a location with comfortable seating.
- Prepare a list of training aids you will need to conduct the session, and have them on hand well in advance.
- Schedule one hour for each session, but remain flexible in how long the group spends on each phase of its training. Give Scouts plenty of time to complete discussions and ask questions. If a portion of the session begins to drag, though, move on.

MATERIALS NEEDED

- Troop organization chart for YOUR troop
- Position description cards
- National Honor Patrol handout
- Patrol Leader Handbook
- Scoutmaster Handbook

MODULE ONE— INTRODUCTION TO TROOP LEADERSHIP (KNOW)

Content

Led By

1. The Boy-Led Troop and Living the Scout Oath and Law

SM

Discuss chapter 3 of the *Scoutmaster Handbook*, “The Boy-Led Troop.”

2. Discussion of a Boy-Led Patrol

SPL

Discuss chapter 4 of the *Scoutmaster Handbook*, “The Boy-Led Patrol.”

3. Review of the Troop Organization Chart

SM or a designee

The optimum troop organization charts for small and large troops are found in the *Scoutmaster Handbook*.

4. Position Overview

SM, SPL

Review each position as described in the *Scoutmaster Handbook*, and introduce the position description cards found in *Troop Leadership Training*.

5. National Honor Patrol Award Requirements

SPL or experienced PL

MODULE TWO— HOW TO DO YOUR JOB (BE)

Content	Led By
1. Scoutmaster's Vision of Success The vision of success should be written and shared as a handout. The SPL also shares his written vision of success. The two visions should be aligned as the result of the SPL training session.	SM, SPL
2. Teaching EDGE Discussion EDGE (explain, demonstrate, guide, enable) is a process for training that will be taught at the council-level NYLT course. Introduce EDGE as the method we use to teach in our troop. The key to making EDGE work is to use it for all teaching opportunities. Make it a habit. The four-step process is simple for teaching any skill. 1. Explain—The trainer <i>explains</i> how something is done. 2. Demonstrate—After the trainer explains, the trainer <i>demonstrates</i> while explaining again. 3. Guide—The learner tries the skill while the trainer <i>guides</i> him through it. 4. Enable—The trainee works on his own under the watchful eye of the trainer. The trainer's role in this step is to remove any obstacles to success, which <i>enables</i> the learner to succeed.	SM, ASM, or NYLT-experienced Scout
3. Troop Progress Discussion How is the troop doing? Capture this discussion on a flip chart and save it for follow-up at the following patrol leaders' council meeting. Be sure to use the "Start, Stop, Continue" assessment tool. • 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?	SPL or ASM
4. Assignment Get to know the Scouts you are responsible for leading. What do they need?	SM

MODULE THREE— WHAT IS EXPECTED OF ME? (DO)

Content

Led By

1. Position Descriptions and Expectations

SPL or ASPL

As part of “Module One—Introduction to Leadership,” review the position descriptions and expectations.

2. Servant Leadership—Motivating Scouts to Lead

SM

The Scoutmaster should lead a discussion of why Scouts should choose to be leaders.

Most youth 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 an adolescent. Leadership in the troop is not about the patch. It is about a choice to lead. It is about a choice to give rather than receive.

What we need to build into the makeup of our youth leaders is the concept of servant leadership. We trust effective leaders because they care about others and about helping others succeed. That is the true role of a patrol leader—helping the members of the patrol succeed. Servant leaders understand what success looks like not only for the patrol as a group, but for each member of the patrol. They do everything they can to help the patrol and each individual member succeed. When the patrol leader has this focus, he serves his patrol well. That service earns him the patrol’s respect. When he has that respect, he has earned the title and role of leader.

Each patrol member has personal advancement goals and challenges. A patrol leader who seeks to serve knows his patrol members well enough to help them succeed.

Servant leaders help their patrols through the day-to-day operation of a troop. Every patrol has chores and tasks that must be accomplished as part of its role in the troop, so duties must be delegated and roles assigned. Patrol leaders manage the processes of the patrol. They should focus on how to help every member be successful in their assigned task, then the patrol will come together quicker as a team.

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

3. Defining Success in Your Position

SM

The Scoutmaster leads this thinking/writing session for new leaders. The Scoutmaster guides each patrol leader to write the definition of what success looks like in his patrol.

4. Scoutmaster Conference

SM

Personal coaching from the Scoutmaster helps patrol leaders set their goals to achieve success.

FURTHERING THE IDEALS OF SCOUTING THROUGH YOUTH LEADERSHIP TRAINING

Helping young people become good leaders is an ongoing process. To reinforce skills they learned during Troop Leadership Training, you and the Scouts must put those skills into practice. At patrol leaders' council meetings, talk about leadership issues that have arisen during troop meetings. Recognize effective leadership and praise Scouts who are attempting to use leadership skills. Open the discussion to include instances when problems arose in a meeting, then help the youth leaders devise ways to handle similar situations in the future. Support your youth leaders by providing direction and by coaching them, both as a group and as individuals. In this way, you will help them learn leadership by leading. Along the way, you might also find a marked improvement in your own abilities to listen, counsel, and lead.

ADDITIONAL HINTS FOR TRAINING YOUTH LEADERS

As a Scoutmaster, you will discover many ways to encourage and coach youth leaders. Here are several.

- Meet with the senior patrol leader before every patrol leaders' council meeting to help him develop the meeting agenda.
- Ensure that there is an opportunity for training during each patrol leaders' council meeting.
- Involve members of the patrol leaders' council in the troop's annual program planning conference, and rely on the council to help plan the troop's yearlong program.
- As a means of recognition and to teach specialized skills, consider conducting special patrol leaders' council events such as hikes, outings, and high-adventure activities.
- To ensure there has been adequate preparation for a troop meeting or outing, have the senior patrol leader meet with the patrol leaders and give you a status report before the event.
- Include leadership topics in your Scoutmaster's Minutes.
- Make it a point to be aware of each youth's strengths and weaknesses. Praise those things he does well and help him in positive ways with areas that need improvement.
- Use Scoutmaster conferences for additional coaching.



LEADERSHIP TRAINING OPPORTUNITIES FOR YOUTH

NATIONAL YOUTH LEADERSHIP TRAINING

Many councils conduct training conferences—weeklong outdoor experiences designed to enhance the leadership abilities of Scouting's youth leaders while living the Scout Oath and Law in an exciting outdoor environment. Each conference is organized by the council training committee and follows the *National Youth Leadership Training* staff guide and syllabus as an outline.

NYLT reaffirms the Scoutmaster's responsibility to train youth leaders and reinforce the guidance already provided. In addition, the conferences have the following objectives.

- Give participants greater confidence and skill in leading their troop programs.
- Provide participants with further knowledge of Scouting's leadership tools and how they can best use these tools to carry out their troop responsibilities.
- Offer participants time to share ideas and experiences with youth leaders of other troops.
- Create an atmosphere in which youths can experience Scouting at its best.
- Have plenty of fun.

The knowledge that youth leaders gain by attending these conferences has proven to be of such value that troop committees often find ways to raise the funds necessary to allow their youth leaders to attend. Most conferences require that participants be First Class Scouts who are at least 13 years of age. Each youth should be his troop's senior patrol leader or assistant senior patrol leader, or should expect to hold one of these positions soon.

Scoutmasters will find that young men who have attended youth leadership training conferences are eager to incorporate new methods into their troop leadership positions. Councils should offer orientation sessions to provide Scoutmasters with an overview of the NYLT course content and guidance in how they can take full advantage of the enthusiasm and skills youth leaders will bring home with them.

An important part of the council NYLT conference is the vision of success and goal setting that each Scout creates during the course. This includes the post-course meeting between the Scoutmaster and each Scout to review the goals, and a plan for the Scout to achieve the goals in the unit.

"I attended the Junior Leader Training program at Philmont as a teenager.

It was the only management and leadership training I ever felt I needed."

—Bob Gates, former director of the Central Intelligence Agency

NATIONAL YOUTH LEADER INSTRUCTOR CAMP AND NATIONAL ADVANCED YOUTH LEADERSHIP EXPERIENCE

These national training opportunities are conducted through the Philmont Training Center. The National Youth Leader Instructor Camp program focuses on helping Scouts develop teaching skills that they can use to conduct the council NYLT conferences. This is a train-the-trainer program and does not specifically teach leadership skills. It is assumed that those youth who are selected to represent the council have a good grasp of basic leadership skills. During the course these skills will be used by each youth in his daily activities.

This program gives youths from across the nation an opportunity to train together, to gain new insights from one another as they live the Scout Oath and Law, and to learn new ways of presenting materials. It is recommended that each council send at least two youth members each year to this program. Historically, the National Youth Leader Instructor Camp has had great success building motivation in the youths who have attended. More importantly, it builds a commitment to living the values of Scouting every hour of every day. A Scout must be nominated by his local council and then be invited to attend by the Chief Scout Executive.

The National Advanced Youth Leadership Experience is being developed and will be a Philmont-based course. NAYLE is a scenario-based wilderness encounter that will motivate Scouts to follow a life of servant leadership based on the values of the Scout Oath and Law. Troop-level leadership training and National Youth Leadership Training conducted by the council will be the prerequisites for this course.

DEN CHIEF TRAINING

Many councils offer training for den chiefs at selected council gatherings. On occasion, den chiefs may also take part in troop leadership training.

NATIONAL LEADERSHIP SEMINAR

The Order of the Arrow National Leadership Seminar is a weekend conference focusing primarily on the skills and attributes of leadership. It is intended primarily to enhance the leadership skills of the Order of the Arrow's key youth and adult members as they seek to improve their service to the Boy Scouts of America and the greater community.

Youth participants should be at least 15 years of age or a lodge officer. Prior completion of the Lodge Leadership Development Program is desirable. The seminar is an intensive experience in learning about the nature of leadership and practicing some of the skills that leaders use. While it is designed to be fun, the course is also mentally challenging. Participants should be developmentally, physically, and mentally prepared to engage in an exhausting, invigorating weekend.

At the end of the seminar, participants make a contract with themselves to apply the skills learned in the seminar on projects in their unit, lodge, council, and community.

The region organizes and schedules the seminar, promotes the event, and sends invitations to the council, lodge, and Arrowmen.

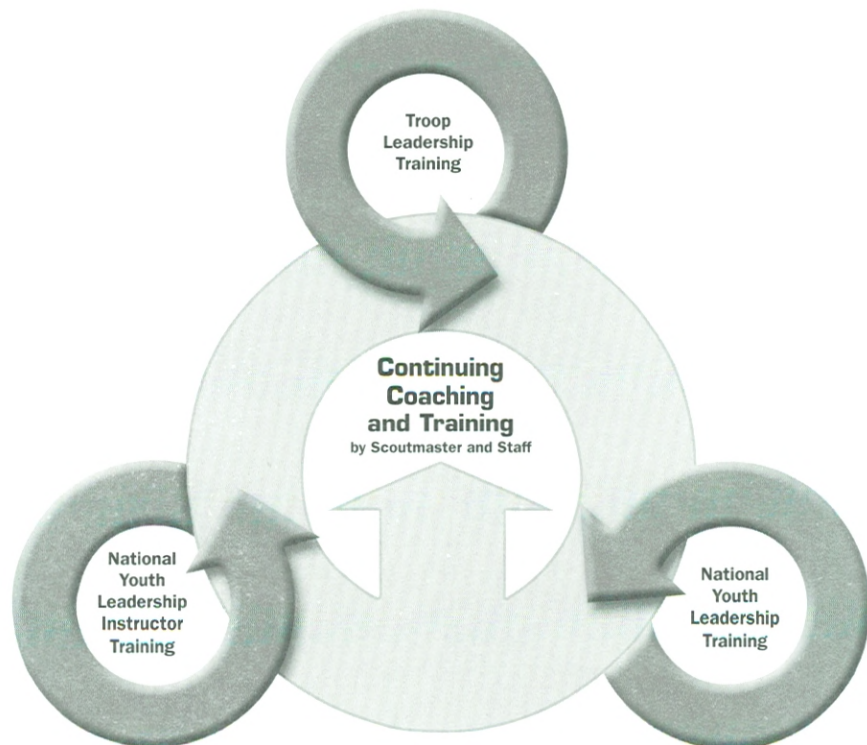


IN SUMMARY

Training Scouts to lead is one of the Scoutmaster's most important, rewarding, and never-ending challenges. At roundtables you can share experiences with others who are involved in guiding young men into troop leadership positions. Just as leadership is a skill that youths learn by doing, you also will find that your own ability to help Scouts develop leadership skills will increase through experience.

Formal training is important and forms the basis of Scouting's youth leadership training program. However, the continuing training opportunities that occur during actual troop activities are essential to fully developing each Scout's leadership abilities.

Leadership training not only develops the youth, it strengthens the troop. Take the time to use the teaching moments that accompany meetings and outings. Help each Scout appreciate the experiences he has had and understand how he can make the next event even better for himself and for his fellow Scouts. The most important leadership training tool you have is the example you set. The values you demonstrate in your everyday dealings will be observed by your Scouts, and the way you live your life will speak much louder than all of the words you say. The Scoutmaster's responsibility is awesome. With patience and fortitude, you will enjoy the rewards of seeing your Scouts grow in their ability to lead and to be a positive influence on others.



NOTES