
Lord Robert Baden-Powell's

Letter to a Patrol Leader



“What I have often told to gatherings of Patrol Leaders, I repeat now to you who read this; namely, that you have great power to do good or to do harm to the Scouts placed under your charge. It largely depends on your character and your example to them, which way they go.

There are three steps you should take:

First, win your boys by making yourself their friend and helper.

Secondly, influence them by your example in conduct and in doing things.

Thirdly, control them with your good sense and by keeping them to the teaching of the Scout Law.

Your key to success is to thoroughly understand the inner meaning of the Scout Law, to carry it out in all that you do and thereby to give the lead to your boys.”

Patrol Leader Leadership Card

Name: _____
Patrol: _____
Term: ____/____/____ to ____/____/____

Job Description: Each patrol in a troop elects a patrol leader. The patrol leader takes a leading role in planning and conducting patrol meetings and activities, and represents the patrol at meetings of the patrol leader's council. Each patrol leader appoints an assistant patrol leader to serve with him.

Leadership Position Coordinator: Senior Patrol Leader

Ranks that this job may apply toward: Tenderfoot, Second Class, First Class, Star, Life, Eagle

Duties of Patrol Leader:

- ✦ Reports to the Senior Patrol Leader.
- ✦ Carries out assignments given by the SPL.
- ✦ Helps the scribe take attendance. In particular, report to the scribe which patrol members have an excused absence.
- ✦ Obtain a copy of the Patrol Leader Handbook (No. 32502A) from the troop library and read it.
- ✦ Mark patrol gear.
- ✦ Keep patrol gear in the patrol box.
- ✦ Attach the "**Patrol Locker Contents**" form to the patrol locker and keep it filled out.
- ✦ Use the "**Patrol Leader Trailer Packing List**" with the Quartermaster when the patrol goes camping.
- ✦ Assign gear to patrol members to be cleaned when returning from an outing.
- ✦ Make sure gear is returned to the closet the week following an outing.
- ✦ Check gear in with the Quartermaster when it is returned.
- ✦ Plan and lead patrol meetings and activities.
- ✦ Utilize the "**Camping Menu Planner**" and "**Shopping List**" when preparing a menu before a troop outing.
- ✦ Fill out a "**Patrol Duty Roster**" for each camping trip.
- ✦ When you get to camp help get your patrol setup by using the "**Camp Set Up Checklist**".
- ✦ Keep patrol members informed. If you are asked to communicate a message via a phone chain, do it promptly and completely.
- ✦ Assign each patrol member a job and help them succeed.
- ✦ Monitor and track patrol members' rank progress. Mentor younger scouts.
- ✦ Represent the patrol at all Patrol Leaders Council meetings and at the annual program planning conference.
- ✦ Prepares the patrol to take part in all troop activities.
- ✦ Develop patrol spirit.
- ✦ Appoint an assistant patrol leader to fill in if you are absent.
- ✦ Fill out and bring the "**Patrol Leader's PLC Report**" to the PLC.
- ✦ Set a good example
- ✦ Enthusiastically wear the Scout uniform correctly
- ✦ Live the Scout Oath and Law
- ✦ Show Scout Spirit

Position Coordinator: Senior Patrol Leader (Date/Initials)

- _____ Briefed on duties and responsibilities
- _____ Lead the patrol in at least one opening or closing flag ceremony.
- _____ Conduct at least one patrol meeting.
- _____ Complete and post duty roster for each campout (verified at campout)
- _____ Take notes at, and disseminate information from the PLC to members in the patrol.
- _____ Bring concerns of the patrol to the PLC.
- _____ Complete all other Patrol Leader duties during term in office

Tips for Being a Good Patrol 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 patrol. Know who likes to do what, and assign duties to do what they like to do. Disliked tasks should be shared by all.

Be a Good Communicator – Stay in contact with all members of the patrol. A good leader knows how to get and give information so that everyone understands what is going on.

Be Flexible – Everything doesn't always go as planned. Be prepared to shift to "plan B" when "plan A" hits a snag.

Be Organized – The time you spend planning will be repaid many times over. At patrol meetings, record who agrees to do each task, and fill out the duty roster before going camping.

Delegate – Some leaders assume that the job will not get done unless they do it themselves. Most people like to be challenged with a task. Empower your patrol members to do things they never tried.

Set an Example – The most important thing you can do as a leader is to lead by example. What ever you do, your patrol 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 is one way one moment and another way a short time later. If your patrol 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 patrol.

Ask for Help – Don't be embarrassed to ask for help. You have many resources at your disposal, all wanting you to be successful. When confronted with a situation you don't know how to handle, ask someone with more experience for some advice and direction

Patrol Meetings

Patrol meetings are typically conducted at troop meetings, troop outings and as necessary. Meetings should be businesslike and focus on accomplishing the task at hand – only one person speaks at a time. The Patrol Leader runs the meeting and begins by identifying the purpose/objectives of the meeting and outlines an agenda/schedule for the meeting. The Patrol Leader should invite participation from all members during group discussions and in decision-making. One member of the patrol should take notes and, at the conclusion, read back the key results/decisions.

Patrol Activities

Patrols are encouraged to meet and participate in activities outside the framework of the troop. Patrol activities can range from going to the movies, to skills training, service projects, to taking a day hike. Patrol activities must not interfere or detract from troop functions and should be approved by the Scoutmaster or advising Assistant Scoutmaster.

Patrol Leader's Council

The Patrol Leader's Council (PLC) is made up of the Senior Patrol Leader, Assistant Senior Patrol Leaders, Patrol Leaders, Troop Guides, Quartermaster, and Scribe. The PLC plans and organizes all of the troop functions to include the annual planning conference. As such, the PLC is the key decision making body in the troop. Each Patrol Leader represents his patrol at the PLC. His active participation in the PLC is vital to achieve the patrol's objectives, to support the troop's objectives, and is an opportunity for him to share his ideas on how to improve the Troop.

PATROL RESPONSIBILITIES

Program Patrol

The Program Patrol period of service is normally one month, but can be tailored for unique situations such as summer camp or a troop trek. The Program patrol will:

- ♣ Be the color guard for Troop activities and outings (see section on Color Guard).
- ♣ Present a learning point at every Troop Meeting
- ♣ Organize and Lead/MC the Troop Campfires

Service Patrol

The Service Patrol period of service is normally one month, but can be tailored for unique situations such as summer camp or a troop trek, and should coincide with Program Patrol. The Service patrol will:

- ♣ Should arrive at Troop meetings 15 minutes early to set up the meeting area.
- ♣ Lead the Troop in cleaning the meeting room and returning furniture to its proper position.
- ♣ Build and tend to Troop campfires to include extinguishing and scattering ashes.
- ♣ Assist Troop Quartermaster in packing and maintaining the Troop trailer and equipment (i.e., service Troop axes and saws – not patrol equipment)

Spirit Patrol

The Spirit Patrol period of service is normally one month, but can be tailored for unique situations such as summer camp or a troop trek, and should coincide with Program Patrol. The Spirit patrol will:

- ♣ Lead Troop games as coordinated and approved by the PLC.
- ♣ Lead the Troop in a song or a prayer at every Troop activity.
- ♣ Organize and conduct the Cracker Barrel on Troop outings.

Troop Duty Roster

Month	Program Patrol	Service Patrol	Spirit Patrol
September			
October			
November			
December			
January			
February			
March			
April			
May			
June			
July			
August			

Pre-Camp Trailer Procedures

Patrol Equipment

- ♣ It is the PLs job to make sure that all of their patrol's gear is loaded in the patrol box.
- ♣ A checklist of what should be in the patrol box is in each patrol box..
- ♣ The PL should tell the QM if they need any equipment. The QM will bring it up to the Committee to get the gear you need.
- ♣ The PL and QMs will periodically take an inventory of the contents of each patrol box.
- ♣ The APL serves as the patrol Quartermaster

Packing for camping trips

- ♣ PLs must put all the gear they want to bring on the trip in the center of the shed floor within the first half of the meeting on the Thursday before the trip.
- ♣ The QMs will actually pack the trailer.
- ♣ If your gear isn't in the trailer, it won't be going. (If the PL won't be there the APL must cover for them. Give them a list.)

Distributing gear after the camping trip

- ♣ After a camping trip it is the PLs job to assign the gear to his patrol to take home (including tents). We will give you a list so that we know who has what gear.
- ♣ It is the PLs job to make sure the gear is back in their patrol locker by the next trip (preferably the next Thursday). If someone in your patrol doesn't clean their gear, you will use the same gear on the next trip, so it's your patrol's problem.
- ♣ Gear should be returned to and stored in the patrol locker by the patrol leader, not the QMs.

Packing up After Camping Trips

Patrol Leader Trailer Packing List

To be used when packing the trailer for a campout.

Check:

- ⑧ Dining fly has 4 lines, 4 stakes, 5 poles
- ⑧ Tents have all parts (body, fly, poles, stakes)
- ⑧ Patrol Box is complete (check inventory)
- ⑧ Cook kit in Patrol Box is clean
- ⑧ Griddles in Patrol Box are clean
- ⑧ Propane stove hose in Patrol Box
- ⑧ Propane stove has regulator
- ⑧ Water jug is clean

Check Out

- ⑧ Troop Gear:
- ⑧ Dutch oven, if needed

Pack:

- ⑧ Patrol Box
- ⑧ Tents (5)
- ⑧ Dining fly (with lines, stakes, poles)
- ⑧ Water jug
- ⑧ Propane stove
- ⑧ Aluminum table
- ⑧ Dutch oven (if needed)

* Pack flies and tents last.

Camp Set Up Checklist

When you arrive at the campsite, do *not* unload the gear in a pile. Do the following in order:

1. SPL, ASPL

- ⑧ Get scouts under cover, away from the camp site.
- ⑧ Call the roll.

2. SPL, PL

- ⑧ Check for hazards

3. SPL, PL

- ⑧ Select patrol sites

4. PL

- ⑧ Unload dining flies and set up.
- ⑧ Unload troop gear and store under dining flies.
- ⑧ Unload tents and pitch them.
- ⑧ Unload personal gear into tents.

Patrol Box Inventory List

Report missing items to the Quartermaster immediately.

Date Checked:					
Checked By:					
Item					
Nested Pot Kit 1. Large Pot & Lid 2. Medium Pot & Lid 3. Small Pot & Lid 4. 2 Plastic Measuring Cups 5. 2 Pot Handles					
1 Cast Iron Skillet					
1 Cooking Grate					
1 Cutting Board					
1 Griddle					
1 Box Waterproof Matches					
2 Spare Mantles for Lantern					
1 Pair High Heat Gloves					
1 Hot Pot Tong					
2 Dish Washing Bins					
1 Bottle Dish Washing Soap					
2 Scrubbing Pads					
1 Roll Paper Towels					
2 Trash Bags					
1 Tent Brush and Pan					
Condiments (Salt/Pepper)					
1 Plastic Tent Hammer					
1 Can Opener					
1 Can Cooking Oil Spray					
1 Roll Aluminum Foil					
1 Ladle					
1 Large Spoon					
1 Meat Knife					
1 Spatula					
1 Pair Tongs					

PATROL SPIRIT



“The patrol system is not one method in which Scouting for boys can be carried on. It is the only method.” [L] [SEP]

~Sir Robert Baden-Powell

Sir Robert Baden-Powell, the founder of the Boy Scouting movement, knew from his military experience that boys (and men) worked better together in small groups than alone or as part of a bigger group. It was this knowledge that led him to develop patrols within the Boy Scouting program.

A patrol is a group of 6 to 10 boys who are often cast together in this small group that must learn to work together for the betterment of all of their members. The best way to make the group “gel” is the development of Patrol Spirit.

Patrol Spirit [L] [SEP] is the glue that holds the patrol together and keeps it going. Building patrol spirit takes time, because it is shaped by a patrol’s experiences “good and bad. Often misadventures such as enduring a thunderstorm or getting lost in the woods will contribute much in pulling a patrol together. Many other elements also will help build patrol spirit. Creating a patrol identity and traditions will help build each patrol member’s sense of belonging.

A patrol flag is the patrol’s trademark, and it should be a good one. Have a competition to see who comes up with the best design and who is the best artist. Make the flag out of a heavy canvas and use permanent markers to decorate it. In addition to the patrol name, the patrol flag should have the troop number on it as well as the names of all the patrol members.



Mount the flag on a pole, which also can be decorated. Remember, the patrol flag should go wherever the patrol goes. Also, as the patrol wins patrol competitions or is otherwise recognized with a ribbon or award, it should be hung from the patrol flag for all to see.

Every patrol has a patrol yell, which should be short and snappy. Choose words that fit the patrol’s goals. Use the yell to announce to other patrols that your patrol is ready to eat or has won a patrol competition. Some patrols also have a patrol song.

Other patrol traditions include printing the patrol logo on the patrol box and other patrol property.

Some patrols like to specialize in doing something extremely well, such as cooking peach cobbler or hobo stew.

In short, the patrol can be a wonderful thing when everyone in the patrol works together to move the group forward.

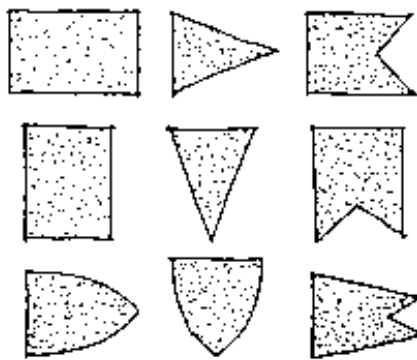


The PATROL SKETCHBOOK

By ICHKOTEKAY
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№1 PATROL FLAGS:

Every Boy Scout patrol should have its own custom designed and custom made patrol flag. Such a flag should speak well of the patrol and be an object of pride for each patrol member. It should be attractive and easy to carry; it should also withstand rain, sun, snow and wind. The patrol flag goes with the patrol on all outings - its their calling card and recognition sign! Below and on the next page are some ideas to get a patrol started. Have fun!



some traditional flag shapes

FLAG "STEPS"

1. Have a patrol "Art Contest". Everyone submits an idea. Choose the best ideas and form a final design.
2. Make a full size drawing on a large piece of paper.
3. Work out details of construction.
4. Make flag (get some help from a Patrol Mom if needed).
5. Attach to flag staff and attach honor ribbons, etc.

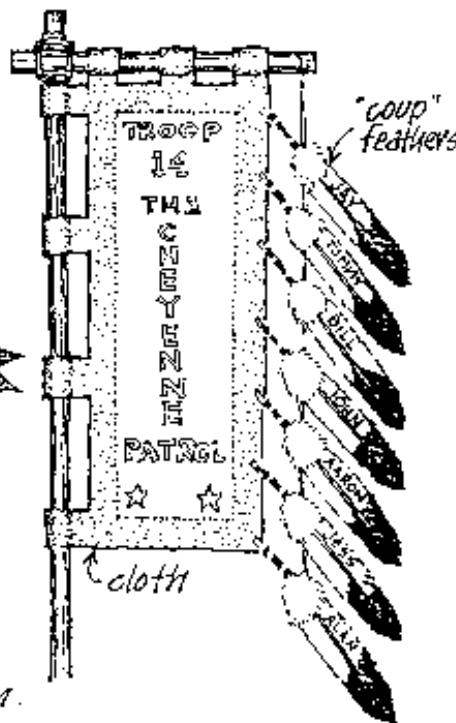
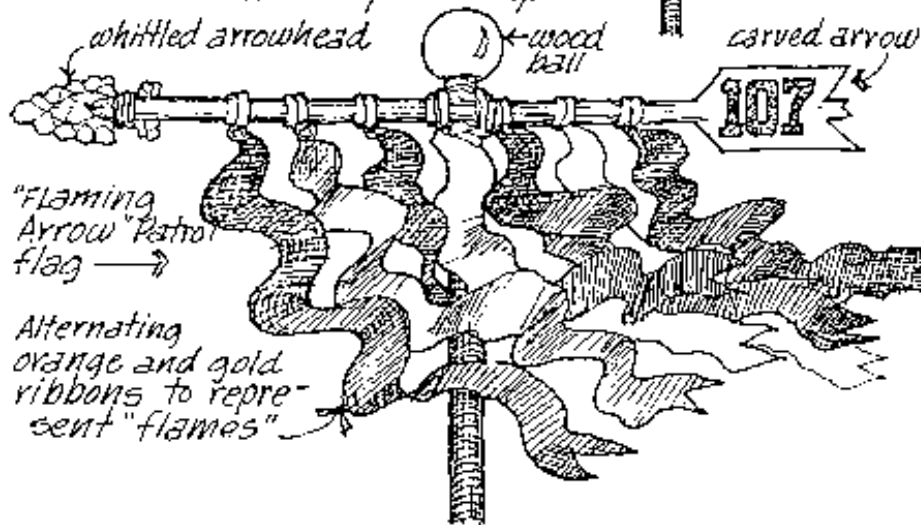
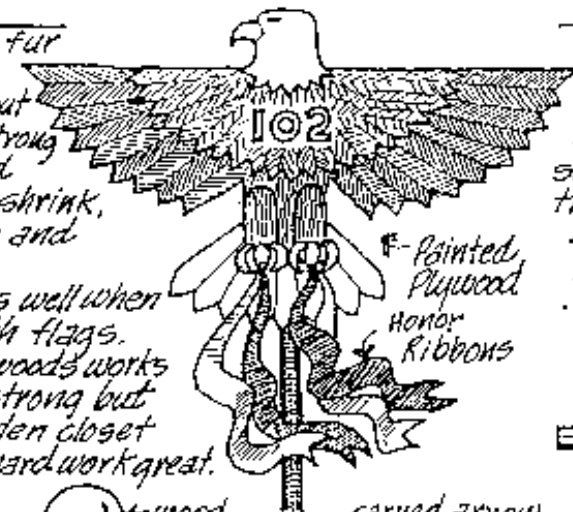


SIZE

- There is certainly no "official" size so that is up to the patrol.
- Remember to keep it of such a size and shape for the flag to be easily carried.
- A recommended size is in the 1 1/2 foot x 2 foot range.
- Make flag staff about 6 foot long (approx 1" diameter)

MATERIALS

- Cloth, leather, rawhide, fur, canvas, plastic, metal - whatever works best but remember to make it strong but not too heavy. Avoid materials that might shrink, fade, or run from rain and sun.
- Quilt edging tape works well when hemming/edging cloth flags.
- A cut staff from the woods works well (sassafras is strong but light weight) and wooden closet rods from the lumber yard work great.



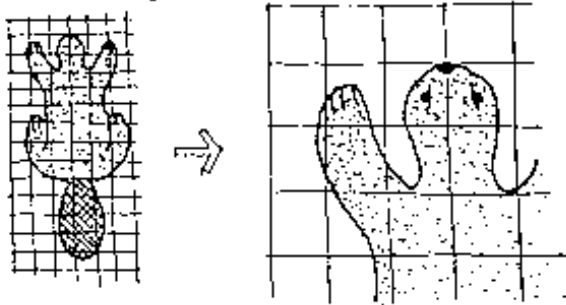
Remember "flags" can be of many different shapes, sizes, materials and so forth, so use your imagination.

PATROL FLAGS (continued)

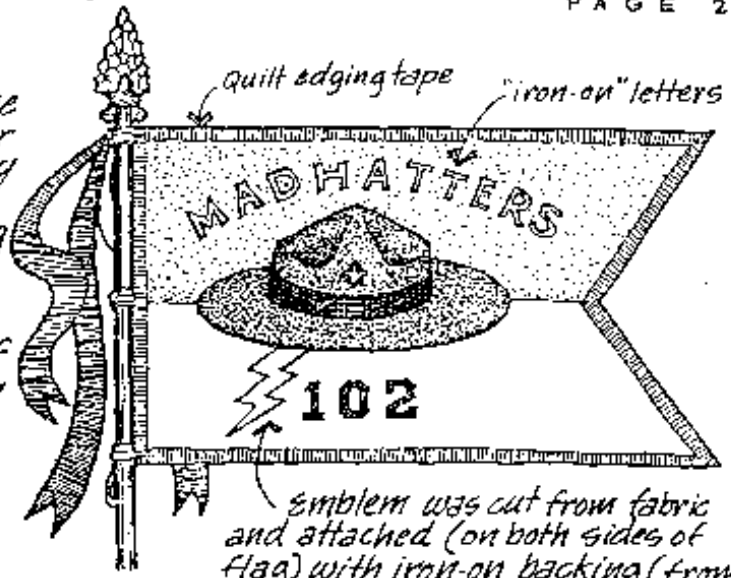
"ART" TIPS

• Patrol symbol or "totem" can be enlarged from a small drawing or photo to the desired size by many copying (xerox) machines.

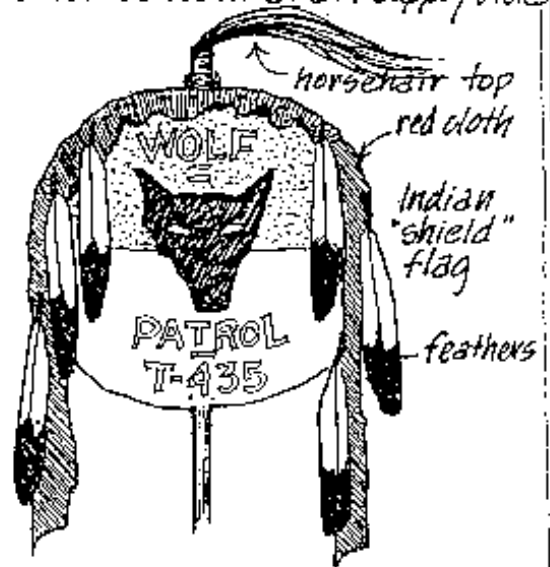
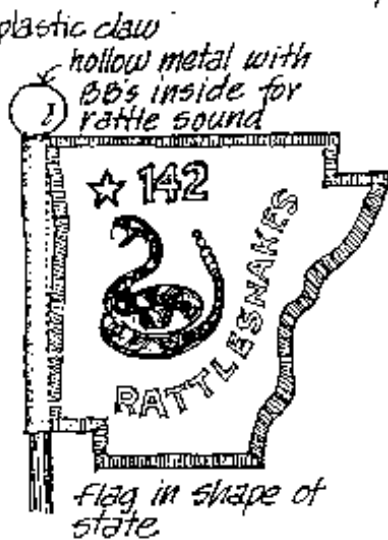
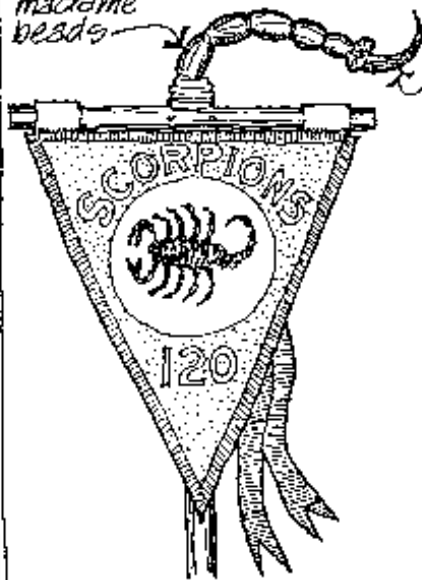
• Another way to enlarge a drawing or photo is drawing a grid of lines over the subject matter then drawing a larger grid of the same number on a piece of paper, then fill in the squares on the larger version where they appear proportionately on the smaller grid.



Grid method of enlarging macramé beads

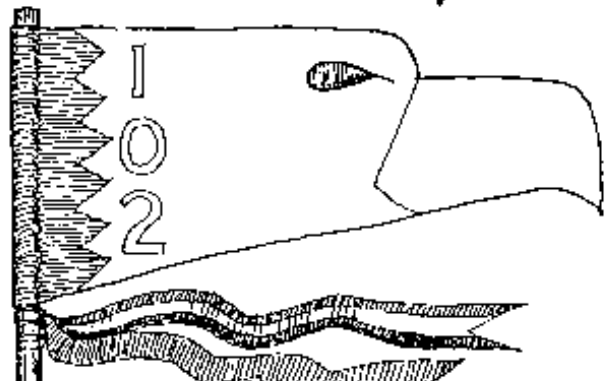


- Transfer final drawing to flag surface or "iron-on" with carbon paper.
- Avoid felt tip markers on fabric because they blot and fade too easily.
- Acrylic paints are easy to use and work great on cloth, leather or wood. Acrylics can be found at art supply stores.



DECORATIVE SUGGESTIONS

- Patrol name written in letters may not always be necessary - totem may say it.
- Include troop number always
- Add honor awards as they are earned.
- Include patrol members names in some manner on flag or staff.
- Carve a notch in the staff for every overnight camp and every 5 miles hiked.
- on traditional "cloth flags" apply art work on both sides of flag.





Double
Material
Different
Colors

Raccoon Tail

WHITE EAGLES

Bright
Painting
on
Dark
Leather

Burr
Colored
Feathers

White
Border

Painted
Wood

Snake
Skin

Stiff
Bar at
right
angle

TROOP 6
BUFFALOES

Eight
Ribbons.
One for
each
member
of Patrol

YELLOW
WOLVES
TROOP
3

Leaf Detail

GOLDEN OAK
TROOP 5

Gilt
Tin &
Strong
Wire

← Secret Oath of
Patrol.
Leather covered
& nailed around
the post

(A Leaf
for each
Member)

Learning About Leadership

"Learning About Leadership" is adapted from *Patrol and Troop Leadership*, the handbook on leadership development written for Patrol Leaders and published by the Boy Scouts of America in 1972.

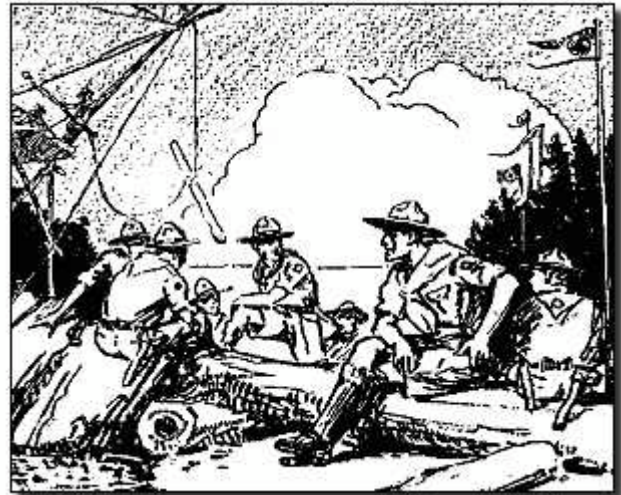
Why Leadership?

In most football teams the quarterback is the team leader. Why is that? Is there something magic about the position? Does he automatically become the leader -- the guy who makes the team go -- when he is named quarterback by the coach?

No, there's more to it than that. Lots more. Usually he is named quarterback because he's already a leader. He's already the kind of guy the other players like to follow.

And if the coach is wrong about him, he probably won't stay quarterback very long. If he can't lead the team, he won't have much value even if he can hit a receiver at 40 yards. Because every successful team must have a leader.

That goes for your Scouting team, too -- your patrol and your troop. In fact, if the patrol and troop are to succeed, you need several leaders. Guys like yourself who want to try "quarterbacking" in Scouting. One of the aims of your local council Junior Leader Training Conference is to show you how to become a better leader.



Let's begin by being honest about it. This handbook is not going to make you a good leader. You are not going to find 5 or 10 simple rules to follow to become a good leader. If leadership were as easy as that, almost everyone would be a good leader. And you know that most people are not.

There are no rules for leadership. But there are certain skills that every good leader seems to have. You learned about them at your local council Junior Leader Training Conference and have practiced some of them in your troop at home.

Some of these skills you may already have even without knowing it. That's the funny thing about leadership -- a good leader doesn't necessarily know how he does it. He just does what comes naturally and the others follow him. Although he may not know it, he has mastered the skills of leadership.

This doesn't mean we guarantee that you'll be elected student council president next year. Or that you will be the Super Bowl quarterback 15 years from now or President of the United States in 35 years. But we do guarantee that you can make yourself a much better leader in just a few weeks or months.

What Is Leadership?

Leadership is a process of getting things done through people. The quarterback moves the team toward a touchdown. The senior patrol leader guides the troop to a high rating at the camporee. The mayor gets the people to support new policies to make the city better.

These leaders are getting things done by working through people -- football players, Scouts, and ordinary citizens. They have used the process of leadership to reach certain goals.

Leadership is not a science. So being a leader is an adventure because you can never be sure whether you will reach your goal -- at least this time. The touchdown drive may end in a fumble. The troop may have a bad weekend during the camporee. Or the city's citizens may not be convinced that the mayor's policies are right. So these leaders have to try again, using other methods. But they still use the same *process* the process of good leadership.

Leadership means responsibility. It's adventure and often fun, but it always means responsibility. The leader is the guy the others look to get the job done. So don't think your job as a troop leader or a staff member will be just an honor. It's more than that. It means that the other Scouts expect you to take the responsibility of getting the job done. If you lead, they will do the job. If you don't, they may expect you to do the job all by yourself.

That's why it's important that you begin right now to learn what leadership is all about. Wear your badge of office proudly. It does not automatically make you a good leader. But it identifies you as a Scout who others want to follow -- if you'll let them by showing leadership.

You are not a finished leader. No one ever is, not even a president or prime minister. But you are an explorer of the human mind because now you are going to try to learn how to get things done through people. This is one of the keys to leadership.

You are searching for the secrets of leadership. Many of them lie locked inside you. As you discover them and practice them, you will join a special group of people-skilled leaders.

Good exploring -- both in this handbook and with the groups you will have a chance to lead.

The Tasks of Leadership

In this section, we will consider several common statements about the people who serve in leadership positions throughout our world. After you have read the statement, decide for yourself whether you feel it is true or false and why you think it is.

Here is the first one. True or false?

The only people who lead have some kind of leadership job, such as chairman, coach, or king.

Do you think that's true? Don't you believe it. It's true that chairmen, coaches, and kings lead, but people who hold no leadership position also lead. And you can find some people who have a leader's title and ought to lead. But they don't.

In other words, you are not a leader because you wear the leader's hat. Or because you wear the patrol leader's insignia on your uniform. You are a leader only when you are getting things done

through other people.

Leadership, then, is something people do. Some people inherit leadership positions, such as kings, or nobles, or heads of family businesses. Some are elected: chairman, governor, patrol leader. Some are appointed, such as a coach, a city manager, or a den chief. Or they may just happen to be there when a situation arises that demands leadership. A disaster occurs, or a teacher doesn't show up when class begins, or a patrol leader becomes sick on a campout.

Try this statement. Is it true or false?

Leadership is a gift. If you are born with it, you can lead. If you are not, you can't.

Some people will tell you that. Some really believe it. But it's not so.

Leadership does take skill. Not everyone can learn all the skills of leadership as well as anyone else. But most people can learn some of them -- and thus develop their own potential.

You don't have to be born with leadership. Chances are, you weren't. But you were born with a brain. If you can learn to swim or play checkers or do math, you can learn leadership skills.

How about this statement. True or false?

"Leader" is another word for "boss."

Well, what do you mean by "boss"? A guy who pushes and orders other people around? No, a leader is not one of those. (But some people try to lead this way.)

Or do you mean a boss is somebody who has a job to do and works with other people to get it done? This is true. A leader is a boss in that sense.

True or false?

Being a leader in a Scout troop is like being a leader anywhere else.

This one is true. When you lead in a Scout troop, you will do many of the same things as any leader anywhere.

The important thing now is Scouting gives you a chance to lead. You can learn *how* to lead in Scouting. You can practice leadership in Scouting. Then you can lead other groups, too. The skills you will need are very much the same.

What Does a Leader Deal with?

Every leader deals with just two things. Here they are: the ***job*** and the ***group***.

The job is what's to be done. The "job" doesn't necessarily mean work. It could be playing a game. It could be building a skyscraper. It could be getting across an idea.

A leader is needed to get the job done. If there were no job, there would be no need for a leader.

The group, such as a patrol, is the people who do the job. And in many cases, the group continues after the job is done. This is where leading gets tough, as you'll see later.

Think about this situation. Mark has a lot of firewood to split. There he is, all alone with his ax. He's got a job to do. Is he a leader?

We have to say in this situation that Mark won't be leading. Why? No group. There's nobody on the job but Mark.

Here's another example. Danny and three of his friends are on their bikes. They have no place to go. They're just riding slowly, seeing how close they can get to each other.

Is Danny -- or any one of the others -- a leader?

From what we know, we have to say no. Why? No job. There's a group of friends, but nothing special to be done. You don't need a leader for that. (You don't need a group, either.)

The Job of a Leader

A leader works with two things: a job and a group. You can always tell when a leader succeeds, because:

1. The job gets done.
2. The group holds together.

Let's see why it takes both.

Frank was elected patrol leader. That same week, the patrol had a job cleaning up an old cemetery.

It was Frank's first leadership position, and he wanted it to go right. In his daydream he could see the Scoutmaster praising him for the great cleanup job. So when Saturday morning came, Frank and the patrol went over to the cemetery, and Frank started to get the job done.

He hollered. He yelled. He threatened. He called them names. He worked like a tiger himself. It was a rough day, but the cemetery got cleaned up.

Frank went home sort of proud, sort of mad, and very tired.

"How'd things go, Frank?" the Scoutmaster asked a few days later. "Good."

"No problems?"

"No." Frank wondered what he meant by that.

"Oh! Well, a couple of the boys in your patrol asked me if they could change to another patrol. I thought maybe something had gone wrong...."

And that was how Frank learned that getting the job done isn't all there is to leadership. He had really given the group a hard time, and now they wanted to break up.

Almost anybody with a whip and a mean temper can get a job done. But in doing it, they usually destroy the group. And that's not leadership. The group must go on.

Another new patrol leader called a meeting at his house. Everybody seemed to be hungry when they came. So they got some snacks from the kitchen. Then they tossed a football around. It began to get dark, and one by one they went home. Everybody had fun. But the patrol meeting -- the job -- never started.

One of the following statements is the message of this section. Which one?

1. Nice guys finish last.
2. Mean guys finish last.
3. Leaders get the job done and keep the group going.
4. Leaders have a special title or badge that makes others like to follow. We'll take the third one. Will you?

What Affects Leadership?

Leadership is not magic that comes out of a leader's head. It's skill. The leader learns how to get the job done and still keep the group together.

Does this mean that the leader does the same things in every situation? No. Here's why.

Leadership differs with the *leader*, the *group*, and the *situation*.

Leaders -- like other people are all different. No leader can take over another leader's job and do it the same way.

Groups are different, too. A great football coach might have difficulty leading an orchestra. A good sergeant might be a poor Scoutmaster. So when a leader changes groups, he changes the way he leads.

Situations differ, too. The same leader with the same group must change with conditions. A fellow leading a group discussion needs to change his style of leadership when a fire breaks out. As a Scout leader, you probably can't lead the group in the rain the same as you do in the sunshine.

An effective leader, then, must be alert at all times to the reaction of the members of the group; the conditions in which he may find himself; and be aware of his own abilities and reactions.

Leadership Develops

Picture a long scale like a yardstick. On the low end, there are no leadership skills. On the other end, there is a complete set of leadership skills.

Everyone is somewhere between those ends!

Where do you find yourself at this time? Unknowingly, you may be further up the scale than you realize. As a staff member you'll now have the opportunity to find out.

How Will You Know You are Improving?

You learn leadership best by working with groups. That is something like learning swimming best by getting into the water.

Yet you can't keep track of your progress without a guide. You must know and understand what you are trying to learn. This means you have to know what the skills of leadership are.

HOW TO PASS ON INSTRUCTIONS

- 1) Line up your patrol and stand facing them. Do not start talking until you are sure you've got their attention. If necessary, use the scout sign, then stand them at ease or let them squat.
- 2) If you have been given written instructions to pass on, read them out loud to the patrol. Read slowly.
- 3) Keep glancing up in case anyone's attention is wandering. Never allow anyone to peer over your shoulder.
- 4) When you have put all your scouts "in the picture", give each one a definite job to do. If you can hand him his part of the instruction in writing, so much the better.
- 5) When you start working, remember that you are responsible for five or six pairs of hands -- not just one. If you become too deeply involved in the actual work yourself, you may immobilize yourself as a leader. Keep your own hands in your pockets until you see that every other pair of hands in the patrol is busy -- then you can join in. In other words, bring your own hands into action LAST.
- 6) When working with the patrol, try to occupy a position that will enable you to keep an eye on the work of the others.

OTHER HELPFUL HINTS

- 1) Never give an order unless you are certain it will be carried out; Then, always check to be sure that it was carried out.
- 2) Never give unnecessary orders.
- 3) Be sure that you know the results that you want.
- 4) Your instructions should be as brief as possible, clear as daylight
- 5) Select the right person for the job.
- 6) Check for understanding.
- 7) Check for progress:
- 8) Either make periodic inspections of the work-in-process or have the person check back with you.

HINTS FOR HANDLING A GROUP

- 1) Don't start talking until you have the attention of the entire group. Just stand up and wait for the chatter to subside. Don't rap for attention. Someone will see you standing there, ready to begin, and will do the shushing for you.
- 2) Talk to the entire group. If you direct your attention exclusively to one or two you are eager to impress, the others will sense they are being ignored and start acting up to gain attention.
- 3) Don't let one person monopolize everyone's time.
- 4) Don't stand for whispering, talking or horseplay in your group. Stop and wait for the mannerless person to quit.
- 5) Don't "scold" -- just keep things so interesting that competition can't develop.
- 6) Never raise your voice to shout someone who's trying to interrupt you. Keep talking till you've made your point -- but lower your voice. People will automatically strain to hear you and will tune out the loudmouth.
- 7) If things start to get out of hand -- stop -- then ask for cooperation, then go ahead.
- 8) Pause, occasionally, always at the end of a sentence to let your words sink in and to look around at your listeners.
- 9) NEVER allow anyone to stand behind you or peer over your shoulder.

To keep Scouts alert -- ASK QUESTIONS -- do this to keep their attention - not in order to embarrass anyone.

HOW TO CORRECT

1) Determine if it really matters.

- ✦ What difference will it make? Is it important to correct him?
- ✦ If not, don't do it; it can easily backfire.

2) Criticize in private

- ✦ Frequently a person will admit his error and take helpful correction without hurt feelings -- but not if it is done in front of an audience.

3) Apologize for him.

- ✦ Make an excuse for him so he can save face.
- ✦ Let him know that there was a good reason for his doing it the wrong way. For Example:
- ✦ "I've seen Eagle Scouts make the same mistake" "I've made the same mistake myself"
- ✦ "It's easy to make such a mistake"
- ✦ "I should have explained that to you"

4) Praise first before criticizing.

- ✦ (i.e., pat him on the back before kicking him in the pants) "You are usually right about everything but..."
- ✦ "Good campers like you often make such mistakes"
- ✦ "You are so good about other things, what happened here?"

5) Focus on the act -- not the person.

- ✦ Not what idiot did this but what thing was done wrong
- ✦ It is a great temptation to point out a person's faults -- don't succumb.

6) Be specific about the error.

- ✦ Never be vague... point out exactly what is wrong.

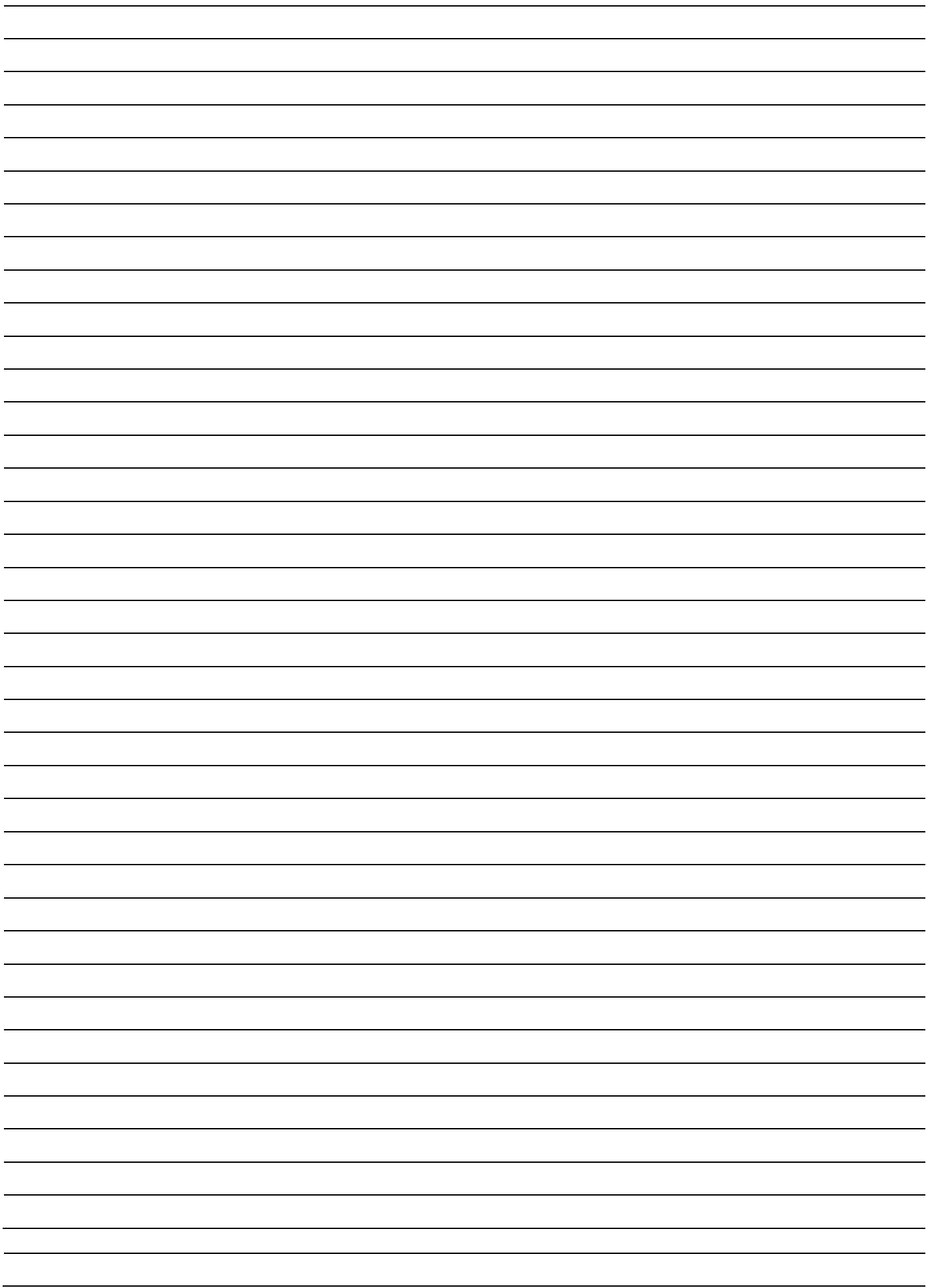
7) Point out what should be done to correct the situation

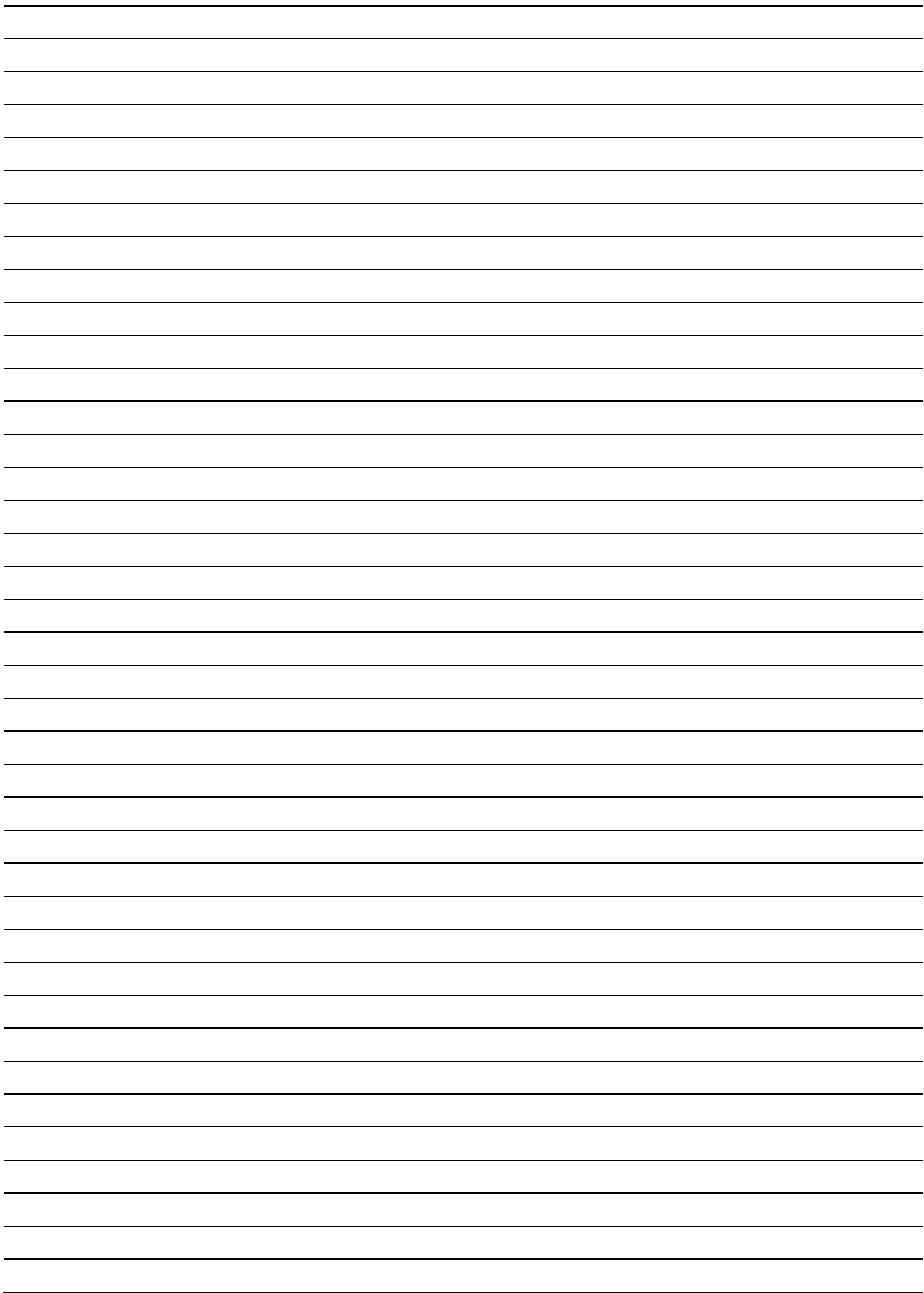
- ✦ Be specific about what the person can do to better his performance.

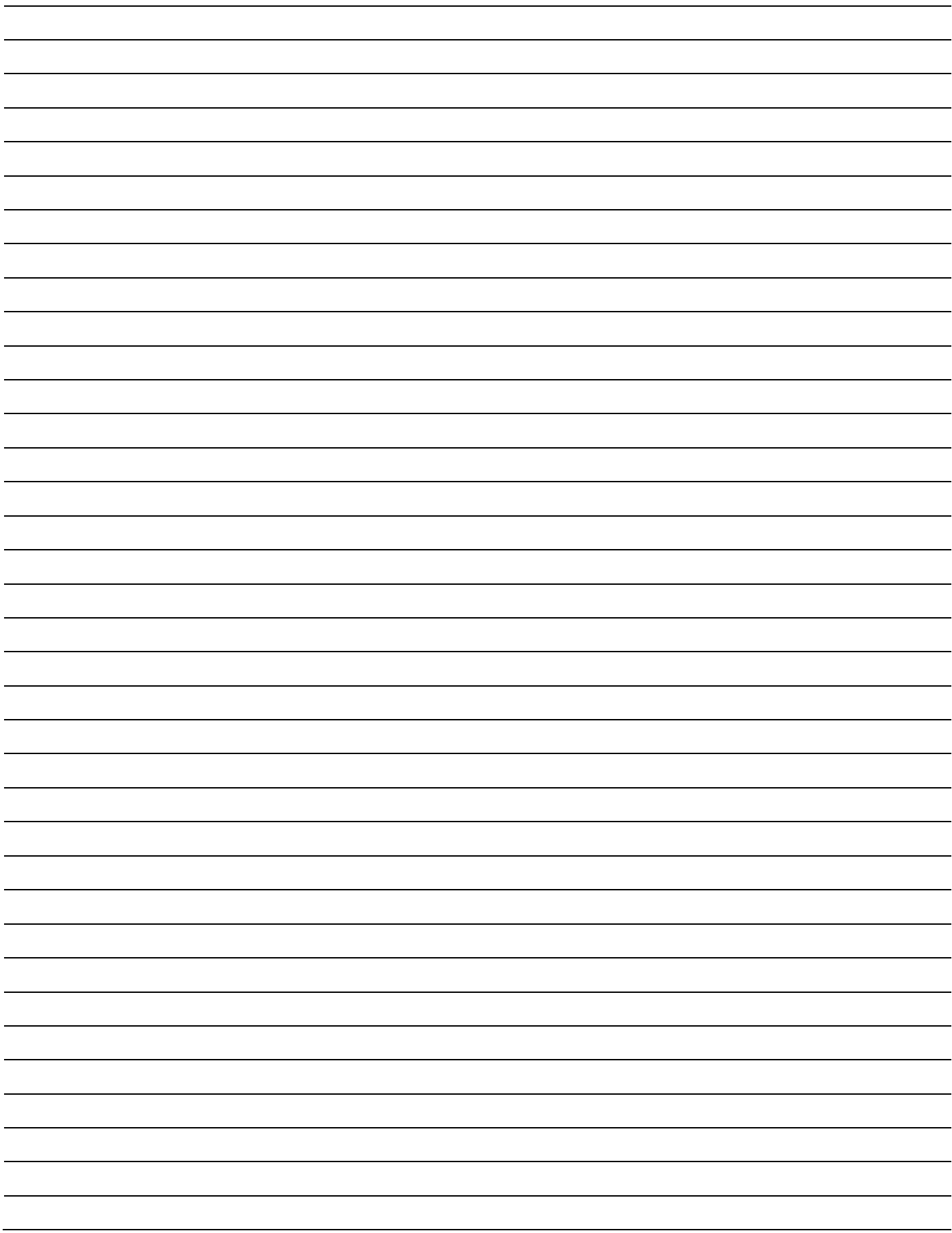
8) Follow up

- ✦ Stop by later to reassure him -- by your presence -- that you are his friend
- ✦ Let him know that the incident is closed -- by your SILENCE about the matter
- ✦ Let him have an opportunity to ask questions and show that he is doing it right now
- ✦ If he is doing the job right, be sure to compliment him

DON'T CORRECT -- HELP!







BLANK MASTER FORMS

These are samples only. If you run out, do not use these forms but make copies.

Patrol Leader's PLC Report
Patrol Leader Council Notes
Campout Menu Planner
Camp Food Shopping List
Patrol Duty Roster
Post Campout Critique

Patrol Leader's PLC Report

Patrol Leader

Think: What's the status of your patrol?

Did your patrol do any Patrol activities outside the regular Troop Meeting? If so, what?

Are most of the people in your patrol attending most of the troop meetings?

For those that are missing meetings, have you asked why they are missing?

Does anyone in your patrol have any suggestions they'd like to see for upcoming Troop Meetings, Campouts, Outings, Service Projects, or Activities?

Patrol Leader Council Notes

Patrol: _____ Month: _____, 2013

Use this form to organize your note taking during the PLC. Continue your notes on a separate paper using item numbers matching item numbers in left column if needed.

Patrol Reports:

Quartermaster Report

Old Business

Big Event:

Date: _____ Location: _____ Activity: _____

Special items to bring:

Troop Meetings:

Theme: _____

Date: _____ Duty: _____ Special items to bring:

Monthly calendar Items and upcoming special activities:

a. Date: _____ Activity: _____

b. Date: _____ Activity: _____

Special Notices:

New Business:

Scoutmaster Notes:

Other Notes:

Camp Food Shopping List

DAIRY

- Eggs
- Milk
- Butter
- Margarine
- Sour Cream
- Yogurt

Cheeses:

- Cream Cheese
- Parmesan
- Other _____

MEAT, FISH & POULTRY

- Bacon
- Sausage
- Deli Meat
- Hot Dogs
- Chicken
- Turkey
- Beef
- Pork
- Ham
- Other _____

FRUIT

- Apples
- Bananas
- Berries
- Grapes
- Melon
- Oranges
- Pears
- Other _____

VEGETABLES

- Lettuce
- Onions
- Peppers
- Potatoes
- Tomatoes
- Other _____

DRY GOODS

- Cereal
- Oatmeal
- Cookies
- Crackers
- Pasta/Noodles
- Beans
- Lentils
- Rice
- Bread Crumbs
- Flour
- Sugar
- Cake Mix
- Pancake Mix
- Potato Chips
- Tortilla Chips
- Other _____

BREADS

- Bagels
- Bread
- Buns
- English Muffins
- Rolls
- Other _____

BEVERAGES

- Fruit Juice
- Mineral Water

CANNED GOODS

- Applesauce
- Fruit
- Chili
- Soup
- Spaghetti Sauce
- Tuna
- Vegetables
- Ketchup
- Other _____

PAPER PRODUCTS

- Facial Tissue
- Napkins
- Paper Towels
- Aluminum Foil
- Plastic Wrap
- Lunch Bags
- Sandwich Bags
- Garbage Bags
- Other _____

CONDIMENTS

- Oil
- Vinegar
- Ketchup
- Mayonnaise
- Mustard
- Olives
- Pickles
- Relish
- Salsa
- Salad Dressing
- Soy Sauce
- Honey
- Jelly/Jam
- Peanut Butter
- Syrup
- Other _____

Patrol Duty Roster

Patrol Name: _____

Dates: _____

	Head Cook	Assistant Cook	Meal Cleanup #1	Meal Cleanup #2	Fire Buckets/ Water	Site Cleanup
Friday Night					ALL	ALL
Saturday Breakfast						
Saturday Lunch						
Saturday Dinner						
Sunday Breakfast					ALL	ALL
Patrol Leader						
Patrol Quartermaster						

Job Descriptions:

Cook: Primary cook in charge of preparing meals. Request help as needed.

Assistant Cook: Assist cook as requested, prepare pot of water for dish washing, supervise meal cleanup.

Water: Get water for drinking and water for washing dishes.^[SEP]

Meal Cleanup: Clean table, wash, dry, and put clean dishes away.

Site Cleanup: Police patrol campsite after each meal. Help with putting camp kitchen in order.^[SEP]

Fire Buckets: Fill fire buckets (2/tent including leaders) on Friday. Empty, dry, return to trailer on Sunday.

Quartermaster: Note any equipment missing or damaged. Inspect tents prior to packing.

OTHER DUTIES	NAME

Post Campout Critique

LOCATION: _____

CAMPOUT DATE: _____

CAMPOUT ASSISTANT SCOUTMASTER: _____

SUBMITTED TO TROOP COMMITTEE ON: _____

PLANNED ITENERARY:

WHAT WAS GOOD ABOUT THIS CAMPOUT?

What Can We Improve Upon:

Submitted by _____, Campout ASM
Other Adult Leaders were: