

Troop 747
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Senior Patrol Leader Handbook

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1. Enter your name and the date that you started this position.
2. Read and understand the enclosed material.
3. Photocopy and use enclosed forms where appropriate.
4. Bring this binder with you to PLC meetings, Committee Meetings, and when you have a job review or board of review.
5. At the end of your term, return this binder to the Scoutmaster.

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Senior Patrol Leader Leadership Card

Name: _____

Job Description: The senior patrol leader assumes the most leadership responsibility of any Scout in the troop. Elected by all troop members, the senior patrol leader does not belong to a patrol, but rather provides leadership to everyone in the troop. The senior patrol leader can appoint one or more assistant senior patrol leaders to take on some of the obligations of troop leadership. The senior patrol leader is the troop member with whom the Scoutmaster works most directly.

Minimum Rank for this job: Star, Life or Eagle

Ranks that this job may apply toward: Eagle

Duties of Senior Patrol Leader:

- ♣ Must be approved by the Scoutmaster.
- ♣ Is usually one of the oldest Scouts in the troop.
- ♣ Utilizes skills learned at JLT and/or NYLT
- ♣ A new SPL is nominated and elected once a year.
- ♣ Obtain a copy of the Senior Patrol Leader Handbook (No. 32501A) from the troop library and read it.
- ♣ Preside at all troop meetings, events, activities, and the annual program planning conference.
- ♣ Leads the Patrol Leader Council (PLC) once a month.
- ♣ Appoint leadership positions with the advice and consent of the Scoutmaster.
- ♣ Assists Scoutmaster in training junior leaders.
- ♣ Keep others informed
- ♣ Delegates tasks to the ASPL. Makes sure the ASPL attends any meeting/function he will not be able to attend.
- ♣ Oversees the planning efforts of Scouts for all troop outings whether he attends the outing or not.
- ♣ Works with the Scoutmaster and Assistant Scoutmaster to ensure that all Scouts receive the help they need for advancement.
- ♣ Presents the Senior Patrol Leader's report to the Troop Committee.
- ♣ Ensures that if he is unable to attend a PLC, that the ASPL is ready and prepared to run the PLC.
- ♣ Sets a good example.
- ♣ Enthusiastically wears the Scout uniform correctly.
- ♣ Lives the Scout Oath and Law.
- ♣ Shows Scout Spirit.

Position Coordinator: Scoutmaster

Date/Initials

_____	In-Brief on duties and responsibilities
_____	Assign & Coordinate duties at Troop Meetings
_____	Assign & Coordinate campout responsibilities
_____	Runs the PLC meeting.
_____	Complete all other Senior Patrol Leader duties during term in office

How To Run a Good Troop Meeting

The weekly meeting is the glue that holds a Scout troop together. Well-planned meetings run by the troop's youth leaders can be full of excitement and satisfaction. Meeting time devoted to learning new skills and organizing future campouts, service projects, and other activities will help keep interest levels and enthusiasm high.

Troop meetings serve many purposes, including these:

- ♣ **Motivating Scouts.** From Scouts' points of view, troop meetings are chances for them to get together with their friends for fun and adventure. For Scoutmasters, meetings offer many avenues to encourage Scouts to learn, to advance, and to improve themselves.
- ♣ **Strengthening patrols.** Patrols have opportunities at troop meetings to meet together, to learn as a team, and to share what they know. Whether they serve as the honor guard during an opening flag ceremony, as the presenters of a Scouting skill, or as the organizers of a game or activity, every patrol can contribute to every troop meeting.
- ♣ **Learning and practicing Scouting skills.** A portion of a troop meeting may be devoted to the demonstration and practice of skills that will enhance Scouts' ability to hike and camp, and to pass requirements for higher ranks.
- ♣ **Exercising leadership.** The troop's youth leaders take leading roles in planning, conducting, and assisting the success of troop meetings. Leadership is a skill that can be learned only by experience, and troop meetings serve as regular occasions for that to happen.
- ♣ **Promoting Scout spirit.** Troop meetings offer ideal settings for patrols to take part in contests and competitions that test their expertise and their abilities to cooperate with one another.

Most troops have a troop meeting or activity every week. Meetings should occur at the same time every week to help boys and their families schedule effectively. If a troop has camped all weekend, the patrol leaders' council may decide to forego the meeting the following week. Most troop meetings occur on week-nights and should not last longer than 90- minutes to get boys home in time for homework and adequate rest. Troop meetings should not always be held at the same place. For example, now and then a troop may meet at a fire station or police headquarters so the members can learn about how their town is protected on a summer evening, they might gather at a local pool to pass some of the swimming requirements for a rank or merit badge.

Weekly troop meetings should be fun and full of action and excitement. They can be opportunities to learn new skills and plan future activities and service projects. Aside for the Scoutmaster's Minute, the content and conduct of each section of a troop meeting is the responsibility of the Scouts themselves.

Planning a Troop Meeting

Responsibility for the conduct and content of a troop meeting falls to the scouts themselves. Troop meetings are planned well in advance by the senior patrol leader and the patrol leaders' council.

Each troop meeting should have been planned the previous month at the meeting of the patrol leaders' council. The senior patrol leader will have assigned patrols and individuals to take care of portions of a meeting, giving as many Scouts as possible the chance to contribute. The seven-part troop meeting plan provides the framework for efficient, well-run meetings.

The Seven Parts of a Troop meeting

The seven-part plan for troop meetings is an important guide, but use flexibly. The times noted in the plan are suggestions only and can vary to fit various situations. For example, the troop may be getting ready for a campout. The usual amount of time set aside for patrol meetings might be expanded to allow Scouts time to complete their patrol camping preparations. A troop nearing the date of a district camporee may devote extra time to skills instructions so that everyone will be ready for activities involving the theme of the camporee, and the inter-patrol activity can include an extended competition that also focuses on the key skills.

When the minutes allotted to one part of the troop meeting plan increase, consider shortening other portions of the plan. Every troop meeting should be interesting and useful, and it should begin and end on time.

The Preopening

As Scouts begin to arrive for a troop meeting, a patrol leader or an older Scout assigned by the senior patrol leader should get them involved in a preopening game or project designed so that additional Scouts can join as they show up. The preopening is often well-suited for the outdoors. Those in charge of the preopening activity should be ready to start about 15 minutes before the scheduled beginning of the meeting. Varying the activities from week to week will keep the preopening fresh.

Scouts whose patrol has been assigned to serve that week as the service patrol should use the preopening time to prepare for the troop meeting. The meeting room may need to be rearranged, chairs set up, flags displayed, and other preparations completed before the meeting can begin.

The Opening (5 minutes)

Call the meeting to order on time, instructing Scouts to line up in formation by patrol. The patrol responsible for the opening ceremony may conduct a flag ceremony and then lead the troop members in the Scout Oath and Law and the Pledge of Allegiance.

Skills Instruction (15 to 20 minutes)

This portion of the meeting is devoted to the mastery of knowledge that Scouts need to participate fully in an upcoming activity, or upon skills they must learn to complete advancement requirements.

The skills to be taught at each meeting will have been determined in advance by the patrol leader's council. Often the skills will relate directly to the month's program plan for troop activities. Instruction should be hands-on learning rather than lecturing. All skill instruction should follow a simple process called the Teaching EDGE. First the skill is explained, then demonstrated. Then the learner is guided as he tries the skill. Enabling, the last E in EDGE, means creating an environment for the trainee to continue to be successful (like providing an opportunity to practice and use the skill).

Those who may be effective in teaching skills are the troop guide, instructors, junior assistant Scoutmasters, assistant Scoutmasters, and members of the troop committee. Older Scouts and members of the Venture patrol also can be effective instructors, though at most meetings they will be involved in their own activities.

Whenever possible, troop skills instructions should be divided into three levels:

- Basic Scouting skills instruction for the new Scouts
- Advanced instruction for the experienced Scouts
- Expert instruction for the Venture patrol

Each instructional area should be separated from the others so there are no distractions.

Patrol Meetings (5 to 20 minutes)

End skills instruction on time and ask patrols to go to their patrol areas for their patrol meeting. Patrol leaders will take charge of the patrols.

Matters to be dealt with during a patrol meeting include taking attendance, collecting dues, planning the patrol's involvement in upcoming troop activities, selecting menus for hikes and campouts, assigning patrol members to specific tasks, and working out any other details for the smooth operation of the patrol.

Circulate among the patrol meetings and be ready to serve as a resource if a patrol leader asks for your assistance. If you notice that patrols have completed their work, call the patrols back together and move on to the next part of the troop meeting.

Inter-patrol Activity (15 to 20 minutes)

You or someone appointed by you can lead this opportunity for the patrols to interact with one another in a competitive or cooperative effort. The activity might be a game that will test the skills the Scouts are learning for an upcoming activity like pitching tents or tying knots, for example. Troop Program Resources has a wealth of games that foster friendly teamwork and competition. The BSA manual Project COPE, No. 34371, also contains many appropriate games and challenges.

Closing - Scoutmaster's Minute (5 minutes)

The closing of a meeting is the Scoutmaster's opportunity to step forward. Ask everyone to sit quietly, then turn the meeting over to the Scoutmaster for reminders and announcements about upcoming events, and support of the patrols for their achievements and progress.

The highlight of the closing will be the Scoutmaster's Minute, a brief message built on one of Scouting's values. As the concluding thought of a troop meeting, the Scoutmaster Minute is a message each person can carry home.

The "After the Meeting" Meeting (5 minutes)

Ask members of the patrol leaders' council to stay a few moments after the closing to discuss with you and the Scoutmaster the quality of the just-concluded meeting. Offer praise for portions of the meeting that went well, and talk about ways that future troop meetings can be improved. Make a few written notes so that suggestions can be explored more fully at the next patrol leader's council meeting.

Here are some questions to ask:

- What should we start doing that would make the meeting better?
- What should we stop doing that didn't work for us or got in the way?
- What should we continue doing that worked well for us? This is an important question because it helps us identify our strengths.

Finally, review the troop meeting plan for the next meeting and make sure that everyone who will have a role is aware of the assignment and is prepared to do a good job.

While the patrol leader's council is reviewing the meeting, the service patrol can put away troop gear and return the meeting room to order.

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			

PATROL LEADERS' COUNCIL MEETING AGENDA

Activity	Description	Run by	Time
Opening and Call to Order 5 minutes	Start the meeting with a simple opening ceremony such as reciting the Scout Oath or Pledge of Allegiance.	SPL	7:00 p.m.
Roll Call and Reading of the Log (Minutes) 5 minutes	Ask the troop scribe to call the roll and read the log from the previous meeting. Council members may make additions or corrections to the log before voting to approve it as part of the council's permanent record.	Troop Scribe	7:05 p.m.
Patrol Reports/ Quartermaster Report 15 minutes	Each patrol leader should be prepared to make a report on the progress of his patrol. His report should include information about new members, advancement progress, and anything the patrol has done since the last patrol leaders' council meeting.	Patrol Leaders Quartermaster	7:10 p.m.
Old Business 15 minutes	Take up any discussion items left unresolved at the last patrol leaders' council meeting. When necessary, bring matters to a close by asking for a vote.	SPL	7:25 p.m.
Big Event Planning 15 minutes	Review and discuss the big event related to the upcoming month's troop program feature. While the event itself will have already been determined during the troop program planning conference, details may need to be worked out. Determine the who, what, where, when, why, and how of the event. Patrol leaders can add to the discussion by voicing ideas raised by their patrols. Explore the issues and bring any essential matters to a vote.	SPL	7:40 p.m.
Troop Meeting Planning 15 minutes	Distribute Troop Meeting Plan sheets for each of the month's troop meetings. (The plan sheets can be found in the BSA publication <i>Troop Program Features</i> .) As you and the patrol leaders' council review plans for each of the month's four meetings, assign responsibility for portions of the meetings, taking care to distribute the load equally among the patrols and troop leaders. Be sure to plan three levels of skills instruction for each meeting so that all age groups will be equally challenged.	SPL	7:55 p.m.
New Business 15 minutes	<p>This portion of the meeting is devoted to discussion of items not previously on the agenda. A patrol may be requesting permission to embark on a patrol hike, for example, or the opportunity for a special troop service project may have recently come up.</p> <p>Among the issues to be addressed by the patrol leaders' council are any disciplinary problems within the troop. The troop's youth leaders can consider the best ways to encourage appropriate behavior by each Scout and develop strategies for dealing with any instances of inappropriate behavior. Information about more serious behavior problems should be passed on to the Scoutmaster and troop committee so that they can handle the situation, often by meeting with the Scout and his parents or guardians.</p>	SPL	8:10 p.m.
Scoutmaster's Minute 5 minutes	Up to now the Scoutmaster probably observed the patrol leaders' council meeting and asked a question or two, but otherwise allowed you to run the meeting and guide the agenda. As a closing to the meeting, the Scoutmaster can share some constructive thoughts on what has happened and offer an upbeat, supportive Scoutmaster's Minute to provide a sense of completion to the proceedings.	Scoutmaster	8:25 p.m.

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

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.

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.

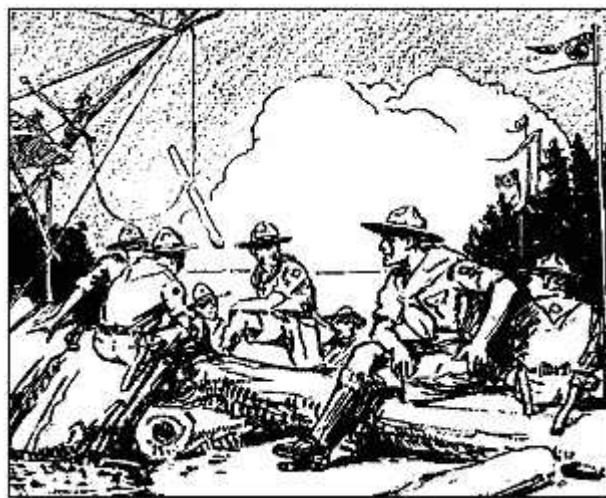
Why Leadership?

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.

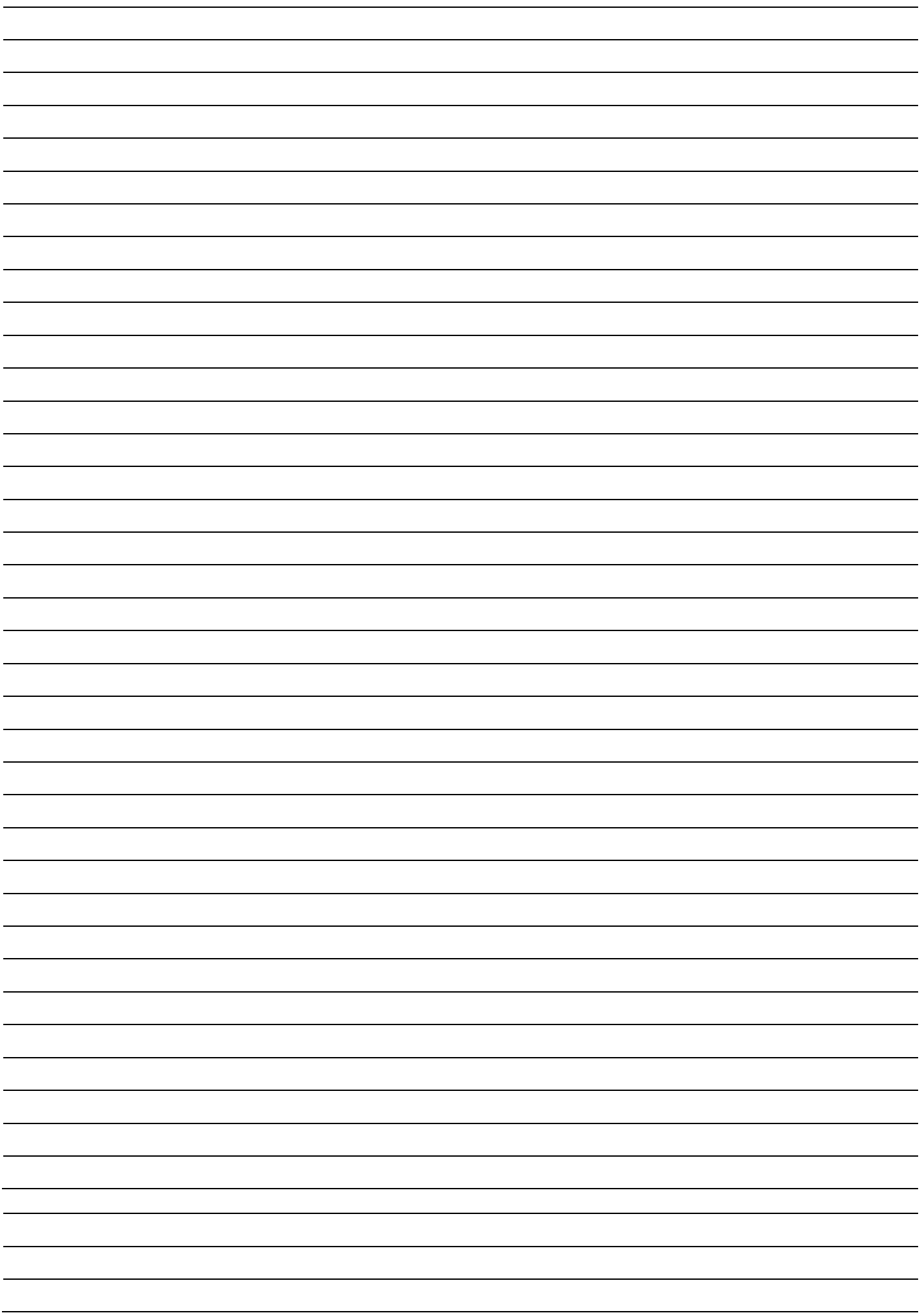
HOW TO CORRECT

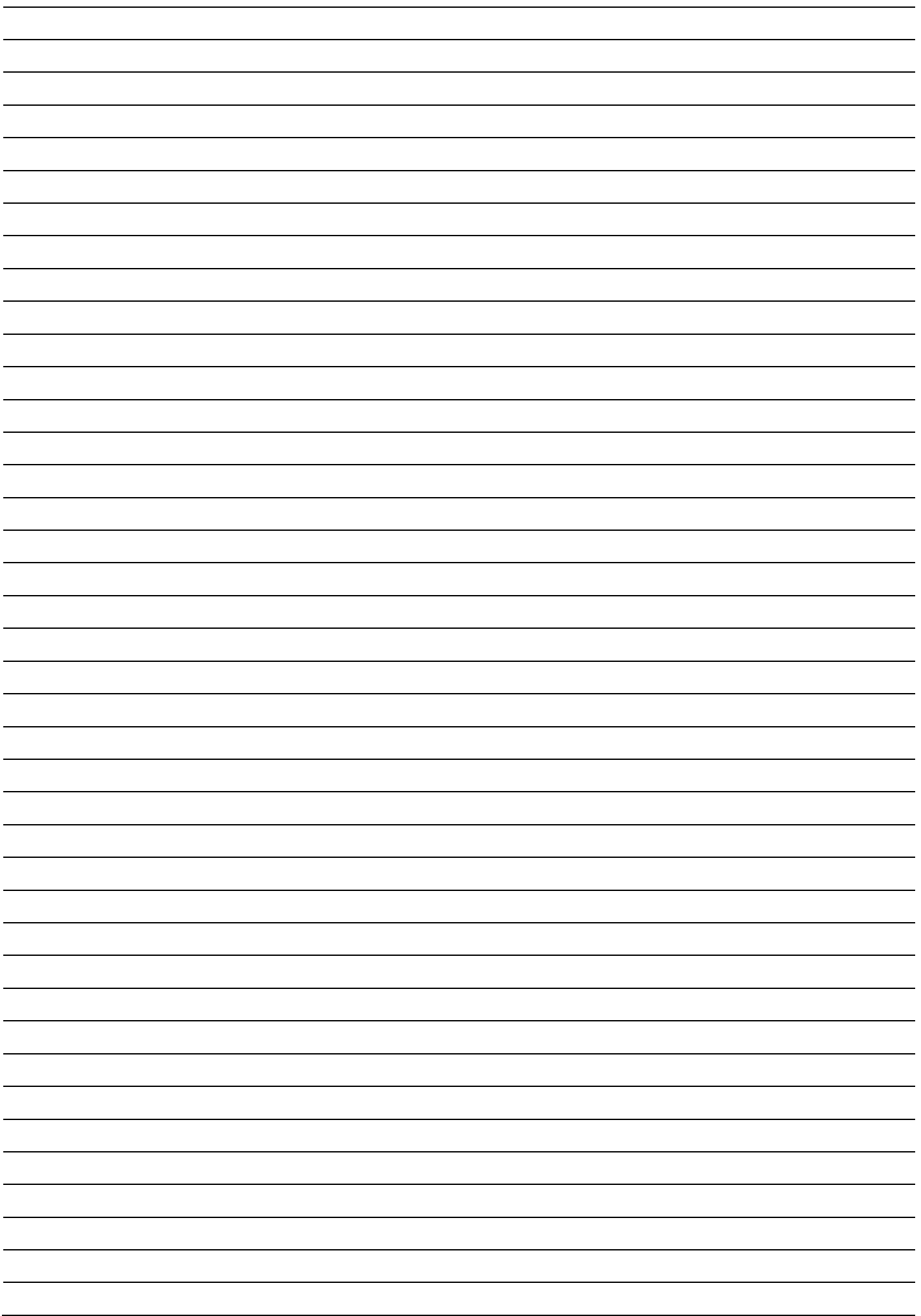
- 1) Determine if it really matters.
 - ♣ What difference will it make? Is it important to correct him?
 - ♣ If not, don't do it; it can easily backfire.
- 2) Criticize in private
 - ♣ Frequently a person will admit his error and take helpful correction without hurt feelings - but not if it is done in 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

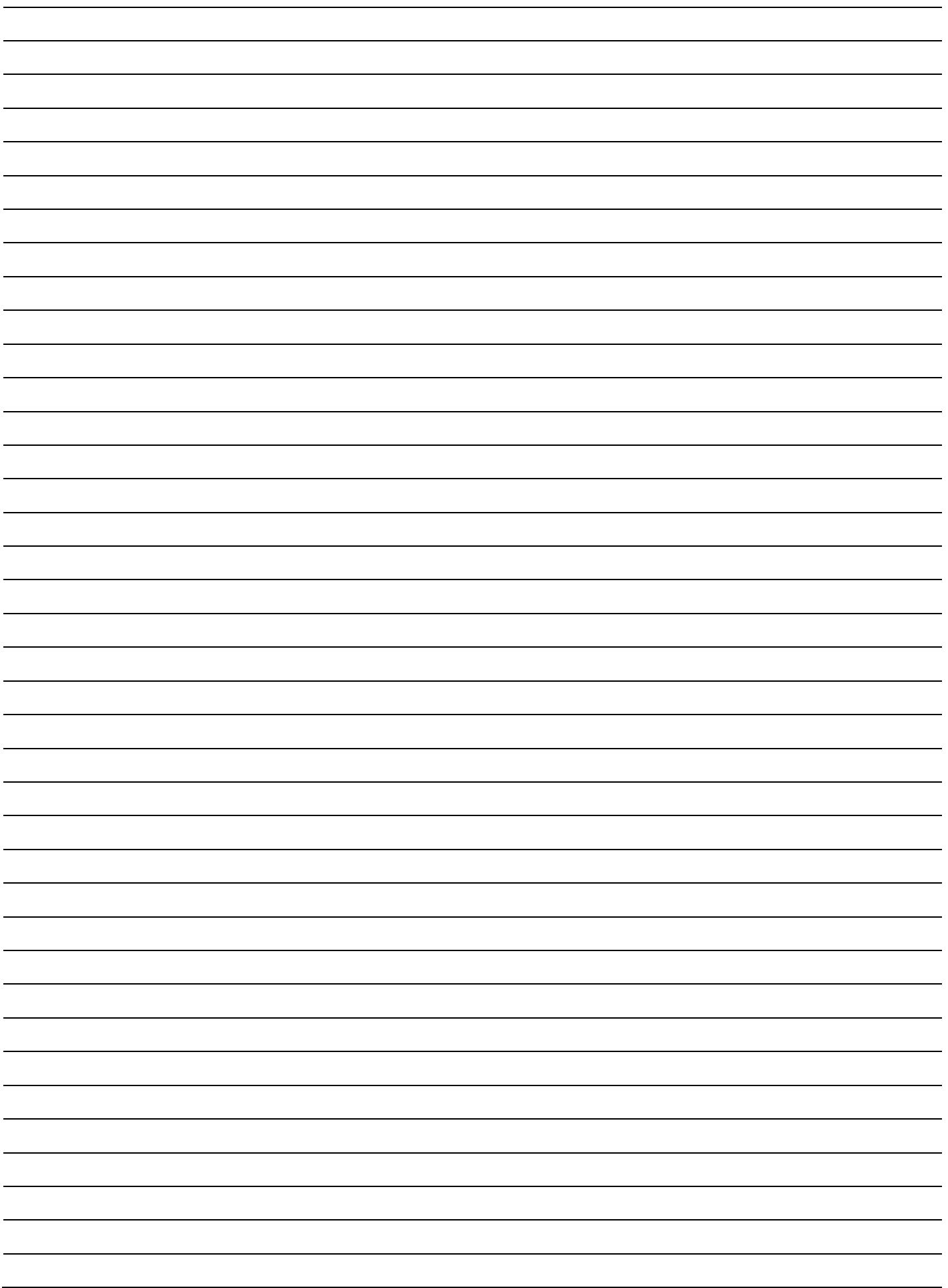
DON'T CORRECT -- HELP!

PATROL LEADERS COUNCIL MINUTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.







BLANK MASTER FORMS

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

Troop Meeting Plan
Campout Activities Plan
Post Campout Critique
Patrol Leaders Council Agenda
Patrol Leader Council Notes

Meeting Theme _____

TROOP MEETING PLAN

Date _____ Week _____

Activity	Description	Run by	Time
Preopening ____ minutes			
Opening Ceremony ____ minutes			
Skills Instruction ____ minutes	<ul style="list-style-type: none">* New Scouts* Experienced Scouts* Older Scouts		
Patrol Meetings ____ minutes			
Interpatrol Activity ____ minutes			
Closing ____ minutes	Scoutmaster's Minute	SM	
After the Meeting			

Campout Activities Plan

Campout Destination: _____

Campout Date: _____

New Scout Patrols:

Older Scouts:

Equipment Needed:

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:

Patrol Leaders Council Agenda

Opening and Call to Order (5 Minutes)

SPL/ASPL

7:00 pm

Roll Call and Reading of Minutes (5 Minutes)

Scribe

7:05 pm

Patrol Reports/Quartermaster Report (15 Minutes)

Patrol Leaders/QM

7:10 pm

Old Business (15 Minutes)

SPL/ASPL

7:25 pm

Big Event Planning (15 Minutes)

SPL/ASPL

7:40 pm

Troop Meeting Planning (15 Minutes)

SPL/ASPL

7:55 pm

New Business (15 Minutes)

SPL/ASPL

8:10 pm

Scoutmaster's Minute (5 Minutes)

Scoutmaster

8:25 pm

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:**

