

LEADERSHIP SKILLS WORKSHOP

| | <u>Minutes</u> |
|---|----------------|
| I. Introduction to the Course | 5 |
| A. Introductions & Agenda Review | |
| B. Resources Review: | |
| <i>Cub Scout Leader Book</i> , calendars, these course materials, | |
| other Scout leaders, parents, Scouts, community members, WWW, | |
| other leadership literature/classes/tools. | |
| C. Safe Haven | |
| II. Basic Skills for Leaders | 35 |
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| B. Making Your Own Mark | 5 |
| C. How to Run A Meeting..... | 5 |
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THE BASICS OF LEADERSHIP

“Credibility is the foundation of leadership.

People don't follow your technique.
They follow **you** – your message and your embodiment of that message.”

— James Kounzes

Therefore, as a leader, you should **WALK THE TALK**
because **ACTIONS SPEAK LOUDER THAN WORDS**

A LEADER MUST **BE**:

- trustworthy
- forward-looking
- inspiring
- competent

Leadership is the art
of getting someone else to do
something you want done
because he wants to do it.
— Dwight D. Eisenhower

A LEADER MUST **KNOW**:

- Characteristics and Needs of the Group and Its Members (*WIIFM*)
- Resources (and actually use them)

A LEADER MUST **DO**:

- Plan
- Control Group Performance

*When you're in the lead, **Visualize Confidence.***

- *Make direct eye contact.*
- *Make bold gestures.*
- *Give clear directions.*
- *Speak with authority.*
- *Speak at an appropriate volume.*
- *Play the part!*

- Communicate
- Effectively Teach
- Represent the Group
- Share Leadership
- Evaluate
- Counsel
- Set the Example

Management is doing things right.
Leadership is doing the right things.
— Peter Drucker

You must take action *now*
that will move you towards your goals.
Develop a sense of urgency in your life.
— H. Jackson Brown, Jr.,

MAKING YOUR MARK AS COMMITTEE CHAIR

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1. **Choose three objectives for the year**—that you want to accomplish as committee chair—one for the pack, one for the committee, one for yourself. Here are some examples of goals:
 - For the pack: Get the accounting system straightened out. Evaluate the Cubmaster.
 - For the committee: Include a Supplemental Training at every meeting.
 - For yourself: Get to know the Cubmaster better—have lunch at least twice during the year. Ask the den leaders if you can watch a den meeting. Volunteer in the pack in another way than being the chair of the pack committee.
2. **Develop a committee agenda for the year.** What needs to be done at each point in the year?
3. Plan to **meet committee members individually**—even if you meet with just one per month, it will be worthwhile. Ask each one: “What would you like to do for our pack that we haven’t asked you to do yet? Describe a time on this committee that (a) you felt the committee was doing a good job; (b) that you were being personally effective? If there was one thing you’d like *me* to accomplish as committee chair, what would it be?”
4. Make sure the **meetings are well-conducted.**

TIPS FOR SUCCESSORS

Know Yourself. Examine your own strengths, be yourself, and be comfortable with your own personal expectations. Ask others for advice on what are your strengths and weaknesses.

Create your own identity. Using your strengths and following your interests, carve your own niche. Your unique characteristics will lead you to areas where your predecessor was not so active or expert. Remember that each pack recreates itself as new people join and become leaders.

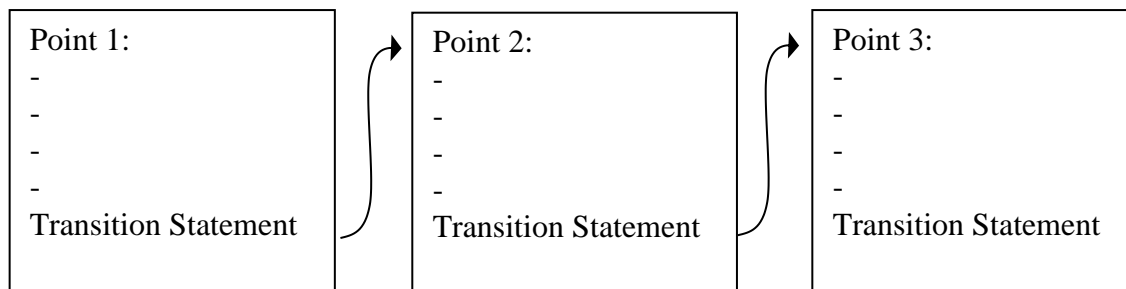
Strengthen your ego. Celebrate your own successes and learn from your mistakes. Maintain a sense of humor. (“After all, it’s just Cub Scouting.”)

HOW TO GIVE A SPEECH

Purpose: *Why are you, as a leader, speaking to these people?*

Opening: *This is very often a story that leads to the Introductory Sentence.*

Introductory Sentence: *A key message, so you may want to memorize it to get it right. It leads to...*



Summary Statement: *Besides summarizing, it may echo the Introductory Sentence.*

Call To Action: *Something specific that you, as a leader, want them to do.*

HOW TO RUN A MEETING

1. THE OPENING

- a) Start **on time**.
- b) **Welcome** & introductions.
- b) Explain the **purpose**, importance, and desired outcomes of the meeting.
- c) Review the **agenda**.
- d) Review the ground **rules**. These need not be Robert's Rules of Order. The leader's basic rule should be: "**respect the wishes of the majority; protect the minority; and do what seems fair and equitable.**"

While each team should develop their own ground rules (for "buy-in"), some sample ground rules are:

- start & end on time
- respect each other's ideas
- one person talks at a time
- check your title at the door
- complete all assignments
- minimize interruptions
- everyone participates
- no side conversations
- decisions by consensus

(**Consensus** is reaching a decision that every member agrees to support. Each member should be able to honestly say: "I believe you understand my viewpoint. I believe I understand your viewpoint. I may prefer to do it another way, but I will support this as the team's decision because it was reached in a fair and open manner.")

2. ACCOMPLISHING THE AGENDA

- a) Discuss **one item** at a time.
- b) **Summarize** the discussion on each agenda item.
- c) Test for **consensus** on each item before moving on.
- d) Spend an appropriate amount of **time** on each item before moving on (estimated on the agenda).
- e) Maintain **focus** throughout the meeting (stick to the agenda; all else goes in the "issues bin").

3. THE CLOSING

- a) **Review** the accomplishments.
- b) **Summarize** any discussions.
- c) Review **assignments** (what, by who, by when).
- d) **Evaluate** the meeting.
- e) Develop an **agenda** for the next meeting.
- f) Set or confirm the **time and date** for the next meeting.
- g) **Thank** the team members for their input and participation.
- h) **Adjourn** on time.

MINDMAPPING IN 8 EASY STEPS

Article by **Joyce Wycoff**, Co-Founder, *InnovationNetwork* and author of [Mindmapping: Your Personal Guide to Exploring Creativity and Problem-Solving](#)

Mindmapping is one of the simplest, yet most powerful, tools a person can have in her creativity toolbox. It is a non-linear way of organizing information and a technique that allows you to capture the natural flow of your ideas. Here's a five minute workshop on how to use this flexible tool. Try it the next time you need to write a memo, prepare a meeting agenda or are trying to get a bird's eye view of a complex project

Step 1: Center First. Our linear, left-brain education system has taught us to start in the upper left-hand corner of a page. However, our mind focuses on the center ... so mindmapping begins with a word or image that symbolizes what you want to think about placed in the middle of the page.

Step 2: Lighten Up! Let go of the idea of finding a cure for cancer, ending hunger, solving the problem or writing a report that your boss will love. Mindmapping is simply a brain dumping process that helps stimulate new ideas and connections. Start with an open, playful attitude ... you can always get serious later.

Step 3: Free Associate. As ideas emerge, print one or two word descriptions of the ideas on lines branching from the central focus. Allow the ideas to expand outward into branches and sub-branches. Put down all ideas without judgment or evaluation.

Step 4: Think Fast. Your brain works best in 5-7 minute bursts so capture that explosion of ideas as rapidly as possible. Key words, symbols and images provide a mental short-hand to help you record ideas as quickly as possible.

Step 5: Break Boundaries. Break through the "8 1/2x 11 mentality" that says you have to write on white, letter-size paper with black ink or pencil. Use ledger paper or easel paper or cover an entire wall with butcher paper ... the bigger the paper, the more ideas you'll have. Use wild colors, fat colored markers, crayons, or skinny felt tipped pens. You haven't lived until you've mindmapped a business report with hot pink and day-glo orange crayons.

Step 6: Judge Not. Put everything down that comes to mind even if it is completely unrelated. If you're brainstorming ideas for a report on the status of carrots in Texas and you suddenly remember you need to pick-up your cleaning, put down "cleaning." Otherwise your mind will get stuck like a record in that "cleaning" groove and you'll never generate those great ideas.

Step 7: Keep Moving. Keep your hand moving. If ideas slow down, draw empty lines, and watch your brain automatically find ideas to put on them. Or change colors to reenergize your mind. Stand up and mindmap on an easel pad to generate even more energy.

Step 8: Allow Organization. Sometimes you see relationships and connections immediately and you can add sub-branches to a main idea. Sometimes you don't, so you just connect the ideas to the central focus. Organization can always come later; the first requirement is to get the ideas out of your head and onto the paper

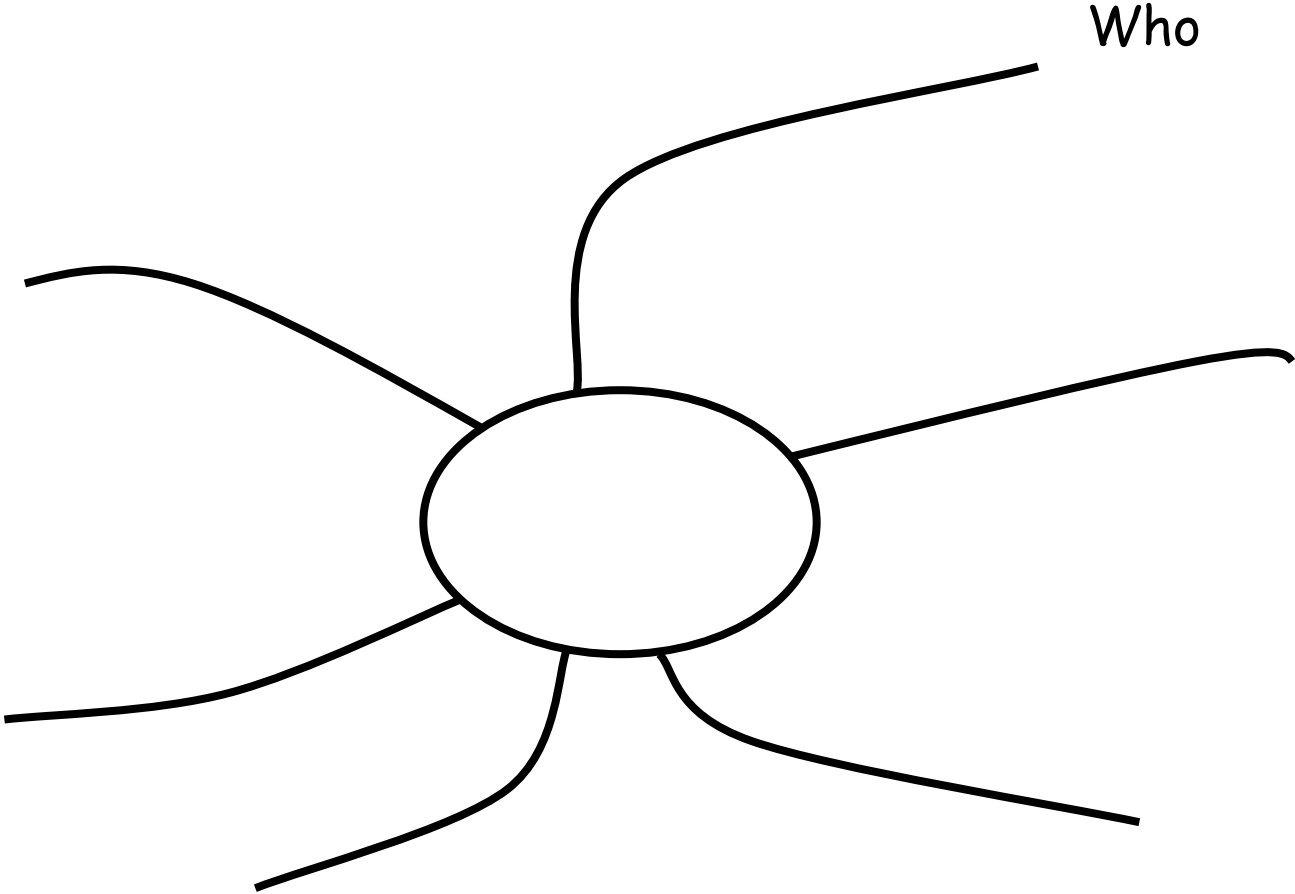
Uses for Mindmapping: organizing information and ideas for reports, memos, letters, novels or poems, "to do" lists, presentations, meetings, brainstorming sessions, managing projects, grocery lists, vacation planning, journalling, note taking ... in other words for anything that deals with people, information or problems! Right now try Mindmapping your ideal vacation. Then, use Mindmapping daily for the next 30 days until it becomes part of your creative thinking tool kit. You'll be amazed at how it will open up your thinking patterns.

From http://www.thinksmart.com/mission/workout/mindmapping_intro.html

See this site for more information about resources and software.

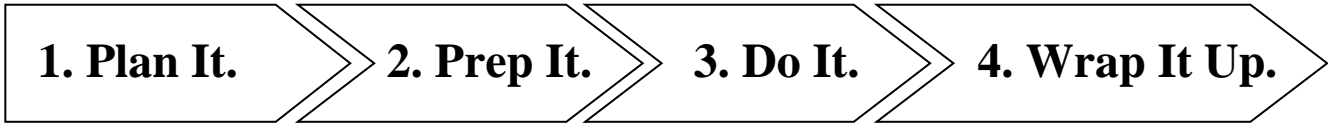
See <http://www.mindtools.com/media/Diagrams/mindmap.jpg> for a colorful example.

PRACTICE DRAWING A MIND MAP



- Who
- What
- When
- Where
- Why
- How
- How Much

THE BASICS OF PROJECT MANAGEMENT



Step 1. Plan It.

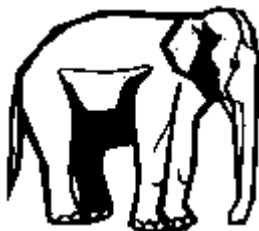
- A. Write down your "**project outcome**" -- a brief, concise statement of what will be delivered.
 - Start with your **customer's wants and needs**
 - Ask yourself what is **necessary** to achieve the project outcome.
 - Then write your brief statement that includes **what, when** and **where** you will deliver.

- B. Start a **Log** in which you write down **everything** pertaining to your project.

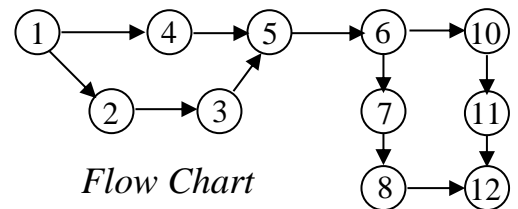
- C. Start **Planning** — identify the actions (the tasks) that need to occur to meet the project outcome.
 - Make a **list of everything** you think will need to be done for the project, beginning to end.
 - For each task, list **who, what, when, where, why, how, and how much**.
 - *Flow Chart*: a visual representation of all the tasks in the project plan. *Imagine!*

- D. Then do **Scheduling** — identify the time frame within which project actions will take place
 - *Gantt Chart*: a visual representation of the project schedule
 - Put the scheduled actions on **your calendar**, then do them when they are scheduled.

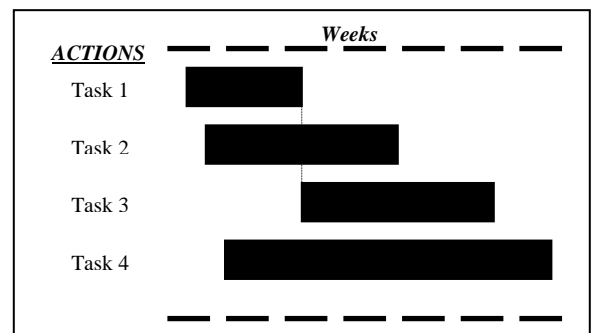
Q: How do you eat an elephant?



A: One bite at a time.



**Put the scheduled actions on your calendar,
then do them when they are scheduled!**



Gantt Chart

Step 2. Prep It.

- A. Write down the details for each of the steps so you don't forget anything. *Think! Fantasize!*
- B. **Gather** the materials, **get** the permissions, **reserve** the facilities, **rent** the backhoe, etc.
- C. **Communicate** with the people you want to help, and the people who will help you.
- D. List and describe the **different jobs** that need to be done, then recruit people for these jobs.
- E. Ask yourself *again and again* **what is necessary** to achieve the project outcome.

**PLAN YOUR WORK.
WORK YOUR PLAN.**

Step 3. Do It.

- A. Now that you've planned your work, **work your plan!**
- B. Follow the **schedule**. And at the project site, be there early, stay there late.
- C. Be **flexible**. Deal with any problems with your *eyes on the prize* — the “project outcome.”
- D. Be **decisive**. Make decisions fairly, firmly, and fairly fast. Don't be afraid to ask for advice.

Step 4. Wrap It Up.

- A. Make sure your **clean-up crew** has been recruited ahead of time, with trash bags, brooms, etc.
- B. Sincerely **thank everyone** as they leave.
- C. A Scout leaves every place in **better condition** than he found it.
- D. **Return everything** you borrowed as soon as possible.
- E. **Write thank you notes** to the people who helped you.
- F. Get the all the **paperwork** done on schedule! Then plan the *PARTY!*

PROJECT PLANNING / SCHEDULING SUMMARY Project Name: _____

Outcome Statement: _____

| Action No. | Action Step | Responsibility | Resources | Cost | Duration | Start Time | Finish Time |
|------------|-------------|----------------|-----------|-------------|----------|------------|-------------|
| | | | | | | | |
| | | | | Total Cost: | | | |

NOTES