

PATROL LEADER

HANDBOOK



BOY SCOUTS OF AMERICA®



The BSA's official uniform includes a Scout shirt, Scout pants or Scout shorts, Scout belt, Scout socks, and shoes or hiking boots. Your troop may also elect to wear a cap or broad-brimmed hat. Your uniform may be brand-new, or it might have been worn by others for many troop activities. Proudly wear your uniform to troop meetings, ceremonies such as courts of honor, and most other indoor troop functions. When you're headed outdoors, you can pull on a T-shirt with Scout pants or shorts, or wear other clothing that is right for the events of the day.

PATROL LEADER

HANDBOOK



BOY SCOUTS OF AMERICA®

THE SCOUT OATH

*On my honor I will do my best
To do my duty to God and my country
and to obey the Scout Law;
To help other people at all times;
To keep myself physically strong,
mentally awake, and morally straight.*

THE SCOUT LAW

*A Scout is trustworthy, loyal,
helpful, friendly, courteous, kind,
obedient, cheerful, thrifty, brave,
clean, and reverent.*

THE SCOUT MOTTO

Be Prepared.

THE SCOUT SLOGAN

Do a Good Turn Daily.

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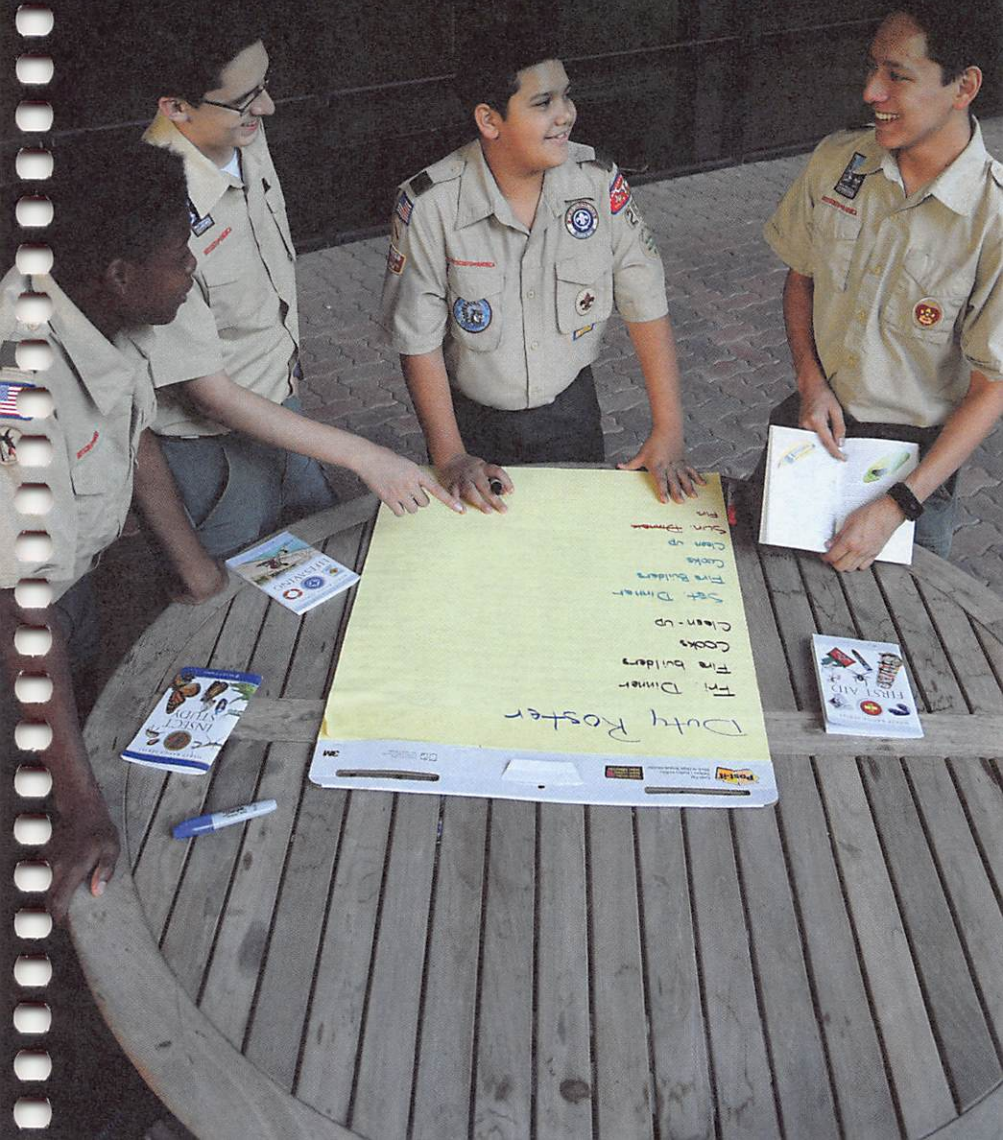
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1 OPPORTUNITY AND CHALLENGE

WELCOME TO THE POSITION OF PATROL LEADER



Opportunity and Challenge— Welcome to the Position of Patrol Leader

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Congratulations! The members of your patrol have elected you to be their leader. They have given you a pat on the back, put their trust in you, and wished you good luck.

You have just received one of the best positions in Scouting. It will be challenging, exciting, and sometimes perhaps a little frustrating, but as you explore ways to lead the members of the patrol, you will discover the many rewards of being a patrol leader. You will learn a great deal and have plenty of fun. Along the way, you will enjoy some of the most satisfying experiences of Scouting.

The patrol will look to you for guidance. The Scoutmaster and other troop leaders expect you to do your best. They want you to be successful, so you can expect their help as well. You want to be the most effective patrol leader you can be.

You were elected because your fellow Scouts trust you and believe that you will help the troop be successful and help them have a better Scouting experience. Good leaders accept leadership roles because they want to make a difference. Good leaders are servant leaders. They focus on helping others succeed.

Perhaps you are a little nervous about how you will fulfill your new responsibilities. You may be unsure of exactly what to do and when. Those are reasonable concerns. Most new patrol leaders have them. They are signs that you care about the patrol and the troop, and that you want to do your best.

Are you ready to get started? Then let's begin.



FIRST THINGS FIRST

You have what it takes to be a good patrol leader. Yes, you are a new to the position, but you are also the same person you were before you were elected. Members of your patrol saw something in you that convinced them you would be a good leader. Draw on your strengths, be open to new ideas, and put your heart into it with the goal of making the troop the best it can be. You probably have many leadership skills already, even if you have not had many chances to use them, and you probably have many questions about your new position. Most of all, enjoy the opportunity to put your own special mark on a successful troop program.

This handbook will help you learn what it takes to be a great patrol leader. As you read the book and begin your term, remember and practice these three ingredients of leadership:

BE everything that makes you the person you are.

KNOW the skills of teaching and leading so that you can help others—and yourself—achieve goals. This handbook will help you learn those skills. Then you will know them.

DO, as you set into action the whole toolbox of leadership skills: how to communicate well, solve problems, resolve conflict, and all the rest.



WHAT IS EXPECTED OF ME?

While you are a patrol leader, your troop and patrol are going to count on you to live up to some clear expectations. They will look to you to:

- Represent the patrol at all patrol leaders' council meetings and the annual program planning conference.
- Keep patrol members informed of decisions made by the patrol leaders' council.
- Play a key role in planning, leading, and evaluating patrol meetings and activities.
- Help the patrol prepare to participate in all troop activities.
- Learn about the abilities of other patrol members and fully involve them in patrol and troop activities by assigning them specific tasks and responsibilities.
- Attend troop leadership training and continue to work on advancement.
- Encourage patrol members to complete their own advancement requirements.
- Recruit new members to maintain a full patrol.
- Set a good example by having a positive attitude, wearing the Scout uniform, showing patrol spirit, and expecting the best from yourself and others.
- Devote the time necessary to be an effective leader.
- Work with others in the troop to make the troop go.
- Live by the Scout Oath and Scout Law.
- Solicit ideas and concerns from patrol members so they have input to the planning and operation of the patrol.

WHAT TOOLS DO I HAVE?

The Boy Scouts of America would not expect you to accept the responsibilities of being a patrol leader without providing you with the resources you need to succeed. The following are a few items you will find in your leadership tool chest.

Getting Started

Soon after you become a patrol leader, your Scoutmaster has the responsibility to schedule an introductory meeting to help you get a good start at being an effective leader. The session may include a small group of other troop leaders and probably will last about an hour. No doubt your Scoutmaster will express pleasure in having you as a patrol leader and will remind you how important your contribution to the troop will be.

This meeting with your Scoutmaster should also cover specific leadership suggestions for upcoming patrol meetings and activities. Expect to learn about the ways troop leaders will support you and provide guidance, and where you can find other BSA resources of value to patrol leaders.

Introduction to Leadership Skills for Troops

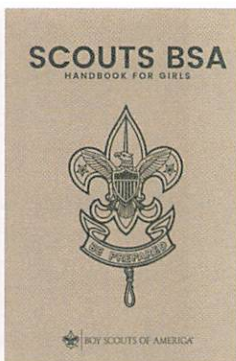
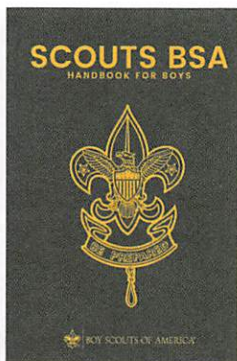
Introduction to Leadership Skills for Troops will be held soon after your election and will involve all the troop's youth leaders. The Scoutmaster will lead this training. It consists of three 60- to 90-minute modules that cover the basics of your role in the troop. The modules are:

- Troop Organization
- Tools of the Trade
- Leadership and Teamwork

The objective of Introduction to Leadership Skills for Troops is to give you a clearer picture of how your position fits in the troop and how you can make a difference.

Scouting Literature

The *Patrol Leader Handbook* you are holding is one of the most useful leadership tools available to you. As you read through this handbook, you will discover that other resources, such as the *Scouts BSA Handbook for Boys* and *Scouts BSA Handbook for Girls*, *Fieldbook*, other Scouting manuals, and websites such as www.scouting.org also can be helpful.



Other Patrol Leaders

As a member of a patrol, you probably have seen other Scouts serving as patrol leaders. As the leader of one of the patrols making up a troop, you will be working alongside several other current patrol leaders. Their successful methods of leadership can serve as examples of what may work for you, too. Feel free to ask experienced patrol leaders how they handle different situations.

Other Patrol Members

Patrol members can be tremendous sources of information, energy, and enthusiasm. Listen to them carefully. Find out what they are thinking and how they would like the patrol to operate, then involve them in planning and carrying out the patrol's meetings and activities.

Other Troop Leaders

The most experienced leaders of a troop are the Scoutmaster, assistant Scoutmasters, and senior patrol leader. All of them can offer guidance and support as you learn how to lead. If you are the patrol leader of a new-Scout patrol, you probably will have a troop guide to help you every step of the way. Also, your troop may have older Scouts serving as instructors and junior assistant Scoutmasters who can lend a hand.

As a patrol leader, you can depend upon other leaders of the troop to support you in the following ways:

- They will be available to help answer your questions.
- They will provide direction, coaching, support, and opportunities for leadership training and development.
- They will listen to your ideas.
- They will be fair.
- They will serve as good examples.
- If you ask for it, they will offer advice.
- They will back you on reasonable leadership decisions.



TIPS TO GET YOU STARTED

There are lots of ways to be a good patrol leader. Over time, you will learn many of them. Adult leaders, the senior patrol leader, and other patrol leaders will help you put effective leadership methods into practice. Don't be afraid or ashamed to ask your Scoutmaster for advice and tips on leadership. Training you and the other youth leaders is the Scoutmaster's most important role. On your own, you will learn much about leading through trial and error. Chapter 6 contains more tips on leadership and examples of leadership issues you may encounter, together with possible solutions to those issues.



All of that will take time, of course. The following tips can help you lead the patrol right from the start:

KEEP YOUR WORD. Don't make promises you can't—or don't intend to—keep.

BE FAIR TO ALL. A good leader shows no favorites. Don't allow friendships to stand in the way of treating all members of the patrol equally. Know who likes to do what, and try to assign responsibilities to Scouts according to their interests. You are responsible for the welfare of all patrol members. Be sure you take care of the youngest Scouts, and make sure the other patrol members take care of them as well.

LISTEN TO OTHERS CAREFULLY. A good leader is a good listener. You can learn many important things by taking care to actively listen to other Scouts. Understanding what the members of the patrol are thinking will help you guide them in the right direction.

BE WILLING TO ACCEPT IDEAS FROM OTHER PEOPLE. It shows you are open to new ideas and encourages patrol members to offer suggestions and ideas you may not have thought of. Their ideas may be useful in delivering a better program for the troop. When you are receptive to their ideas and are willing to adopt good ones, the patrol members will have more ownership of the final plan than if you (or an adult) simply dictate to them what the patrol and troop are going to do, and how they will do it.

COMMUNICATE CLEARLY. A good leader knows how to get and give information so that everyone understands. Be sure to clearly communicate your plans and instructions so everyone knows what they are supposed to do, and so the patrol can cooperatively pull together as an effective unit. You don't need a commanding voice to be a good leader, but you do need to be a good listener. Relating to the members of your patrol will help you guide them in the right direction. When you expect someone to be responsible for something, make sure that person understands what needs to be done. Understand the value of asking questions to guide the audience. Encourage them to ask questions. Questions help the listener understand better and formulate his or her own thoughts, ideas, and solutions.

BE FLEXIBLE. Meetings, campouts, and other patrol events will not always go as planned. Be open to new opportunities, and be willing to shift to a backup plan if original expectations change.



BE ORGANIZED. Time spent preparing for patrol meetings and events will be repaid many times over. At patrol meetings, record who agrees to do each task. Fill out the duty roster before going on a campout.

DELEGATE. One of the greatest strengths of a good leader is the willingness to empower others to accomplish all they can. Most people like to be challenged. Encourage your patrol members to do things they can do well and to increase their knowledge and confidence by taking on tasks they have never tried before.



FOLLOW UP. When people are given assignments, follow up at appropriate times to make sure they haven't forgotten what they are supposed to do and when it needs to be done. This can avoid disappointments when a critical aspect of an outing hasn't been planned or the supplies weren't obtained as they should have been. However, be careful not to micromanage others to the point that they stop doing things on their own and simply wait for your instructions.

LEAD BY FOLLOWING. This may not seem logical at first. But when you delegate something to someone or ask someone to lead an activity or event, and they are doing well, stand back and let that person be the leader you asked them to be. Resist the urge to jump in if the other Scout doesn't do it exactly the way you would have done it.

SET THE EXAMPLE. Whatever you do, good or bad, your patrol members are likely to do the same. Lead by example in your attitude, your relationships with others, and your approach to leading the patrol. If you want a Scout to take part in a task, pitch in yourself and the other Scout will be more likely to do the same.

BE CONSISTENT. Nothing is more confusing for a group than a leader who is one way one moment and the opposite a short time later. When your patrol members know what to expect from you, they will be more likely to respond positively to your leadership. If you need to change the plan, or have to change your instructions in light of things you didn't consider before, explain this to the patrol so they will see the need to follow you.

GIVE PRAISE. Offer honest praise whenever you can. But don't be phony. A simple "Nice job!" can go a long way toward making Scouts feel they are contributing to the effort of the patrol. Find times and ways to praise others in public. If you say "Nice job!" to a Scout in front of the patrol, the Scout will earn the respect of the patrol members. It also encourages the Scout to continue doing the best job possible. Good leaders know that the best way to get credit is to keep giving it away.

ASK FOR HELP. Do not be embarrassed to draw on the many resources available to you. When confronted with a situation you do not know how to handle—or just to get another opinion on a plan that seems to be going well—ask experienced troop leaders for guidance and advice.

CRITICIZE IN PRIVATE. There will be times when you must provide a Scout with critical feedback. Pull Scouts aside individually and quietly explain what they are doing wrong. Add a suggestion on how it should be done correctly. Criticizing in public will undermine Scouts' self-esteem and may cause them to quit trying.

ACCEPT CRITICISM AS A GIFT. There will be times when you will get criticism from other Scouts and possibly from the adult leaders. If someone tells you that you aren't doing a good job, don't get upset or feel defeated. Instead, ask them what they mean and how you might improve. Criticism, when offered and received properly, can give you ideas for performing your role better. Being open to suggestions and adopting those that will benefit your troop are signs of a good leader.

HAVE FUN. Learning to be a good leader is an important part of the adventure of Scouting. Much of what you do as a patrol leader will be very successful, but sometimes you will discover that certain leadership approaches you try don't work so well. Keep trying, though, and give it your best effort. Most of all, have fun learning to be a leader. Your joy and enthusiasm will spread to other Scouts and can energize the activities of your patrol.



As patrol leader, you have a huge responsibility to influence the other Scouts in your patrol. You should set a good example in every way, especially in clean speech and clean habits. Refrain from using drugs, tobacco, or alcohol, and be adamant in helping Scouts understand the damage these chemicals can do to the body.

HOW WILL I KNOW I AM LEADING WELL?

As a patrol leader, you will encounter many situations. Sometimes it will seem as if everything your patrol tries goes exactly right—the weather for a campout is perfect, patrol meals cooked over camp stoves are tasty and filling, and everybody has a good time taking part in the patrol's activities.

However, there will be moments when it all seems to be falling apart. A patrol event may be dampened by bad weather. Patrol members may forget essential gear. Spirits may be down and energy low. This handbook includes several scenarios you are likely to encounter at some point, and suggested solutions. You can find them at the end of chapter 6.

Through good times and bad, the first clue that you are leading well is that you are doing your best. You are using the knowledge you have and the resources around you to help the patrol find a good way through any situation. By staying cheerful and by always looking for solutions to problems confronting the patrol, you will set an example for others. That sort of leadership can get a patrol through the toughest challenges.

Another indicator that you are leading well is when the performance of your troop is better under your leadership than it was before. One of the best measures of overall troop excellence is the Journey to Excellence program. Ask your Scoutmaster whether your troop achieved Journey to Excellence recognition last year. If not, team with your Scoutmaster to help your troop achieve at least bronze level during your term as patrol leader. If your troop achieved at least bronze level last year, that's good. But if the troop rated less than gold level last year, find out why and do all you can to help the troop reach gold level during your term. If the troop achieved gold level last year, do your best to make sure it doesn't slip under your leadership.



It is a good idea to sit down with patrol members at the end of an activity and take a few minutes to talk about recent events. You can learn a great deal about the success of an event and about your leadership role by reflecting on some or all of the following questions. You can use the helpful form at the end of this book.

- In what ways did things go as our patrol expected? In what ways did they not?
- How good was our planning and preparation? What could we do better next time?
- What did patrol members like best about this experience? What would they change next time?
- What did we learn during this event?
- As we prepare for future events, what are some of the ways we can make our patrol even better?



Your Vision for Your Patrol

Take a few minutes to answer these questions. You probably made some sort of statement to your fellow Scouts when you announced that you would like to be their patrol leader. That may be the starting point for this exercise. You may also have some ideas based on your belief that your patrol could be better. Write those thoughts down as a reminder to yourself of the things you would like to accomplish during your term as patrol leader. Refer back to this section from time to time to reflect on how things are going, and don't hesitate to change your answers as circumstances unfold.

A vision is a picture of where you want to be. When you can see your destination—when you can envision it—you can take the steps to reach it. A vision does not say, “I want to do something” or “I'd like to do something.” A vision says, “In the future, I clearly see myself in this picture of success.” If you can see it, you can be it.

Goals are the steps you complete to fulfill a vision. They are the bite-sized pieces of the vision that you can accomplish one at a time. Fulfilling a vision might require just a few goals, or it might take many. How do you realize a vision? One goal at a time.

Goals should be “SMART”: Each goal must be **specific** (clear and understandable), **measurable** (you know when you are done), **attainable** (you can do it), **relevant** (why you are doing it), and **timely** (done when it is needed).



NAME _____

MY VISION FOR OUR PATROL

What does success look like for our patrol? _____

HOW TO ACCOMPLISH THE VISION

What are my goals to get us there? _____

Your patrol

(Draw your patrol emblem here.)



Troop Leaders

Scoutmaster

Address

Email

Telephone

Senior patrol leader

Address

Email

Telephone

Troop guide

Address

Email

Telephone

Assistant Scoutmaster

Address

Email

Telephone

Assistant Scoutmaster

Address

Email

Telephone

Patrol leader

Address

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» 2 BUILDING PATROL SPIRIT



2

Building Patrol Spirit

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Check the requirements for all Scouts BSA ranks and you'll find that Scouts are expected to demonstrate "Scout spirit." You probably already know that you show Scout spirit when you live according to the Scout Oath, Scout Law, Scout motto, and Scout slogan. It means you are prepared for anything that comes along, and you are willing to give time and energy to do service for others. Scout spirit cannot be measured but is a reflection of who you are and how you live your life.

As a patrol leader, you are also expected to show "patrol spirit." In patrol spirit, the spotlight is on your patrol. You can all demonstrate patrol spirit by working together to build the very best possible patrol. As the patrol leader, you have a key role in helping the patrol achieve all it can.

Much of the spirit of your patrol will be shaped by the experiences that your patrol members share. A weekend canoeing trip, a service project to plant trees, a patrol meeting full of laughter and progress—everything that you do as a group will pull your patrol together and give it a history all its own.

SCOUT SPIRIT AND PATROL SPIRIT

PATROL SPIRIT, LIKE SCOUT SPIRIT, HAS AS ITS FOUNDATION THE SCOUT OATH AND SCOUT LAW. PATROL SPIRIT ALSO BUILDS ON THE BONDS OF FRIENDSHIP AMONG A SMALL GROUP OF SCOUTS WHO SHARE THE COMMON GOAL OF MAKING THEIR PATROL THE BEST IT CAN BE.

The misadventures of a patrol can be just as valuable in building patrol spirit as can the successes. A patrol that draws on all its resources to deal with a storm in the backcountry, a community event that isn't going well, or the struggles of a patrol member trying to learn certain advancement skills can increase the closeness of the patrol and make Scouting even more meaningful for everyone.



In addition to shared experiences, the patrol has a number of other ways to help build patrol spirit. Among them are the patrol's name, flag, yell, song, meeting place, gear, and specialties. Also important will be activities involving the patrol with other patrols and with the entire troop.

YOUR PATROL'S NAME

A good name sets your patrol apart from all others and provides patrol members with a special way of identifying themselves. In some troops, patrol names that are deeply rooted in tradition are passed down from one generation of Scouts to the next. In other troops, Scouts forming new patrols are invited to choose names they feel are just right for them.

Since the earliest days of Scouting, patrols have looked to wildlife and to forests for name ideas. Does your patrol love to roam? Perhaps you will become the Buffalo Patrol. Are patrol members strong swimmers? Maybe Shark Patrol is an appropriate name. If patrol members are committed to rising above it all, you might call yourselves the Pine Tree Patrol. You can even spice up your patrol's name with a descriptive word—Soaring Hawk Patrol, for example, or the Leaping Lizards.



Patrol Emblems

The BSA's Supply Group has patrol emblems for a wide variety of names. Blank emblems also are available for patrols wishing to design their own. You may find other designs on the internet. If your patrol chooses one, make sure it follows the Scout Law. The patrol emblem is worn on the right sleeve of the Scouts BSA uniform.



YOUR PATROL'S FLAG

The trademark of your patrol is its flag, and it should be a good one. Patrol members can put their heads together to design a flag that features the patrol's emblem and additional decorations that show something about the patrol. Make the flag out of canvas or other heavy cloth, and use permanent markers or paint to embellish it. Include your troop number and the names of all members of the patrol. Add ribbons, streamers, and other awards that the patrol earns during Scouting events. Then mount the flag on a pole and carry it wherever the patrol goes.



YOUR PATROL'S YELL AND SONG

Go to any Scouting event and you may hear the shrill cry of the Eagle Patrol, the growl of the Grizzly Patrol, and the hoot of the Owl Patrol. Every patrol should have a yell. Make yours short, snappy, and somehow related to the name and identity of the patrol. Use the patrol yell to announce to the other patrols that your patrol is ready to go, is present during a troop assembly, or has done well during a patrol game.

How about a patrol song or chant? Draw on the creative powers of the patrol members to come up with new words to an old song or to invent a short, catchy chant that describes your patrol's strengths.

YOUR PATROL'S MEETING PLACE AND GEAR

Over time, your patrol may build up a collection of camping gear and other items set aside for use by patrol members. Keeping track of everything is important, especially when the gear of several patrols becomes mixed together on a campout or during troop events.

A good way to organize patrol equipment and to display patrol spirit is to mark items with the patrol emblem. Mark small items by using permanent ink to draw an outline of the patrol emblem, or use a rubber stamp that features the emblem. For larger items such as a chuck box, consider using a stencil of the emblem and spray paint.

If your patrol has a meeting place of its own—a corner of the troop meeting room, for example—encourage patrol members to decorate it to reflect the identity of the patrol. Build on the theme of your patrol name. For instance, the Bear Patrol could develop their meeting area into “The Bears’ Den” while the Raven Patrol fixes up a space they call “Ravens’ Nest.”



YOUR PATROL'S SPECIALTIES

Does your patrol have a specialty? Perhaps patrol members are especially good at baking cobblers during campouts or making mouthwatering stew. Maybe patrol members especially like to hike, use maps and compasses, bicycle, or make music together.

During your time as a patrol leader, you can encourage members of your patrol to practice their specialties and to learn new ones. Working as a group, you can become known as a patrol that knows how to take care of itself in the backcountry, how to repair eroded trails, or how to do any of a hundred other skills.



YOUR PATROL'S ACTIVITIES

Most patrol activities take place within the framework of the troop. However, patrols may also set out on day hikes, service projects, and overnights independent of the troop as long as they follow two rules:

- The Scoutmaster approves the patrol activity.
- The patrol activity does not interfere with any troop function.

A patrol day hike or service project can be allowed when it has been thoroughly planned and the Scoutmaster is satisfied the activity is well within patrol members' levels of training and responsibility, and complies with the *Guide to Safe Scouting*. If the Scoutmaster has any doubts, the patrol should be encouraged to reconsider its plans. Adults must accompany the patrol during each patrol activity. Chapter 5 of this handbook has more about patrol activities.

PATROL COMPETITIONS

A patrol is a team of friends. A natural interest of any team is to test itself, using the skills and abilities of everyone in the group to overcome challenges. The interpatrol activities that occur at most troop meetings offer an ideal setting for your patrol to take part in contests and competitions. In addition to being enjoyable, these events will help your patrol strengthen the bonds of friendship and cooperation that hold it together.



Led by the senior patrol leader or by someone assigned to the task, an interpatrol activity may be a game that tests the skills Scouts are learning for an upcoming activity. For example, it might be a race by the patrols to set up tents properly or a relay in which all members of each patrol correctly tie a set of knots. Other possibilities include:

- Compass bearing walk
- Knot-tying relay
- Nature scavenger hunt
- Bow-saw relay
- Wet-weather fire building contest
- String burning race
- Flagpole raising contest

Some games require quickness while others depend on knowledge. Many of Scouting's initiative games have no winners or losers, but instead encourage patrols to cooperate as teams to solve problems.



Competition and the Scouting Program

Scouting offers patrol members many opportunities to take part in competitions. Some will encourage Scouts to use Scouting skills, while others will ask patrol members to work together to succeed. Now and then, a competition will be a game or activity designed simply for patrols to have fun. Whatever forms they take, competitions in Scouting should do the following:

- Increase the confidence and self-esteem of every Scout.
- Increase mutual support among members of patrols and troops.
- Contribute to group decision-making and leadership.
- Increase the members' abilities in mutual planning and problem solving.



National Honor Patrol Award

The National Honor Patrol Award is presented to patrols whose members have gone all out to build the best patrols possible. Members can earn the award for their patrol by fulfilling the following requirements over a three-month period:

- Have a patrol name, flag, and yell. Put the patrol design on equipment and use the patrol yell. Keep patrol records up-to-date.
- Hold two patrol meetings every month.
- Take part in at least one hike, outdoor activity, or other Scouting event.
- Complete two Good Turns or service projects approved by the patrol leaders' council.
- Help two patrol members advance one rank.
- Wear the full uniform correctly at troop activities. (To complete this requirement, at least 75 percent of the patrol's membership must be in uniform.)
- Have a representative attend at least three patrol leaders' council meetings.
- Have eight members in the patrol, or experience an increase in patrol membership.



THE METHODS OF SCOUTING

Other effective means you have for building patrol spirit are the methods of Scouting. The Boy Scouts of America uses eight fundamental methods to meet its members' expectations for fun and adventure and to achieve Scouting's aims of encouraging character development, citizenship training, leadership, and mental and physical fitness. A Scout troop functions best when all eight methods are employed.

The Methods of Scouting

- | | |
|----------------------|----------------------------|
| 1. The ideals | 5. Association with adults |
| 2. The patrol method | 6. Personal growth |
| 3. The outdoors | 7. Leadership development |
| 4. Advancement | 8. The uniform |

Method 1: The Ideals

The ideals of the Boy Scouts of America are spelled out in the Scout Oath, Scout Law, Scout motto, and Scout slogan. Scout meetings, outdoor adventures, and other Scout activities provide golden opportunities to put these ideals into action.

Method 2: The Patrol Method

The patrols in your troop are the building blocks of the troop. They are often made up of Scouts of similar ages and experience levels. The patrols of a troop help their members develop a sense of pride and identity.

As you have read in this chapter, the patrol members elect their leader, divide the tasks to be done, and share in the satisfaction of accepting and fulfilling group responsibilities. As you have seen, each patrol expresses its patrol spirit with a patrol name, flag, yell, and song. Members of a patrol may also master a specialty—orienteeing, for example, or Dutch oven cooking—and use it as their trademark.

Method 3: The Outdoors

Much of the Scouting program is designed to take place outdoors in settings where Scouts can find real adventure. Outdoor activities help put sizzle into Scouting and keep troop members coming back for more. A troop with a strong outdoor program is well on its way to finding success in all areas.

Method 4: Advancement

The Boy Scouts of America believes that all Scouts should receive recognition for their achievements. The requirements for the ranks of Scout through First Class prepare patrol members to take full advantage of all that Scouting has to offer. Earning merit badges allows them to explore many fields, helps them round out their skills, and can introduce them to subjects that will become lifelong interests and rewarding careers.

As one of the eight methods of Scouting, advancement is a natural outgrowth of the other seven. Scouts whose Scouting experience is introducing them to BSA ideals, the patrol method, the outdoors, association with adults, personal growth, leadership development, and the uniform will almost certainly find themselves moving steadily along the BSA's advancement trail.



Method 5: Association With Adults

Young people of Scout age learn from the example set by their adult (and youth) leaders. An association with adults of high character is encouraged at this stage of a youth's life.

Method 6: Personal Growth

Youth of Scouts BSA age are experiencing dramatic physical and emotional growth. Scouting offers them opportunities to channel much of that change into productive endeavors and to find the answers they are seeking for many of their questions. Through service projects and Good Turns, Scouts can discover their place in their community. Religious award programs offer pathways for them to more deeply understand their place in the world. The troop itself provides each Scout with an arena in which to explore, to try out new ideas, and sometimes simply to embark on adventures with no design other than the joy of having a good time with good people.



Method 7: Leadership Development

Leadership is a skill that can be learned only by practice. Scouts in a patrol and troop will find over time that they are filling leadership positions of increasing responsibility. Serving as patrol leader can give Scouts the confidence and ability to be leaders in the future.

Method 8: The Uniform

Since 1910, the Scout uniform has been a recognizable part of the American scene. Wearing the uniform helps Scouts develop a sense of belonging to their troop. It reinforces the fact that all members of the BSA are equals. People seeing a young person in a Scout uniform expect someone of good character who is prepared to do their best to help other people. Likewise, the patrol leader in full uniform sets a good example for everyone in the troop.



While on hikes, campouts, and projects that require physical work, troops may wear the troop T-shirt. Otherwise, the Scout uniform consists of the full uniform. As patrol leader, you should be the model for proper uniform wear, realizing that the other Scouts won't wear the uniform properly if you don't.

A group of Scout boys in uniform. One boy in the center is smiling and being embraced by another. The background is dark, and the text is overlaid on the top left.

3 YOUR PATROL AND YOUR TROOP

3

Your Patrol and Your Troop

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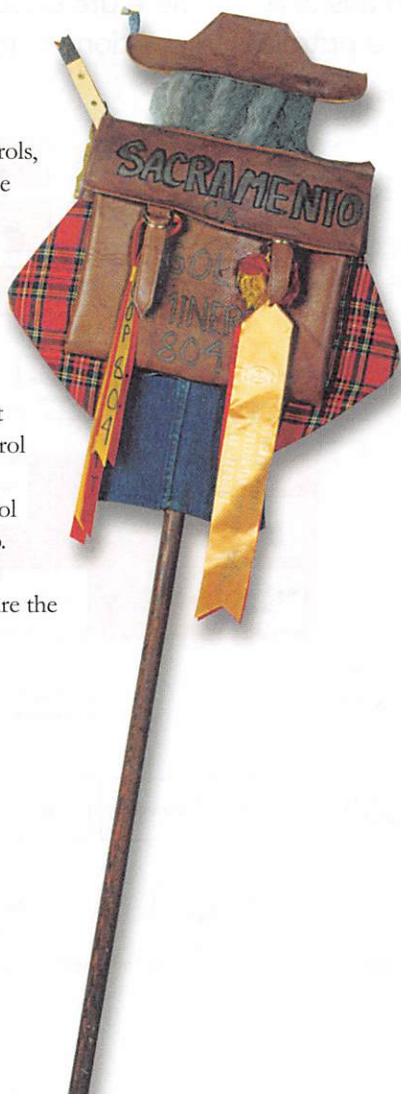
Robert Baden-Powell, the founder of Scouting, said, “The patrol method is not a way to operate a Boy Scout troop, it is the only way. Unless the patrol method is in operation you don’t really have a Boy Scout troop.”

If you are going to lead a patrol, it’s a good idea to know exactly what a patrol is. Here is how the *Troop Leader Guidebook* defines it:

PATROL METHOD. Each troop is made up of one or more patrols: groups of about eight Scouts who camp together, cook together, play together, and learn together. In patrols, Scouts learn citizenship and practice leadership at the most basic level, and strong patrols are essential building blocks of strong troops

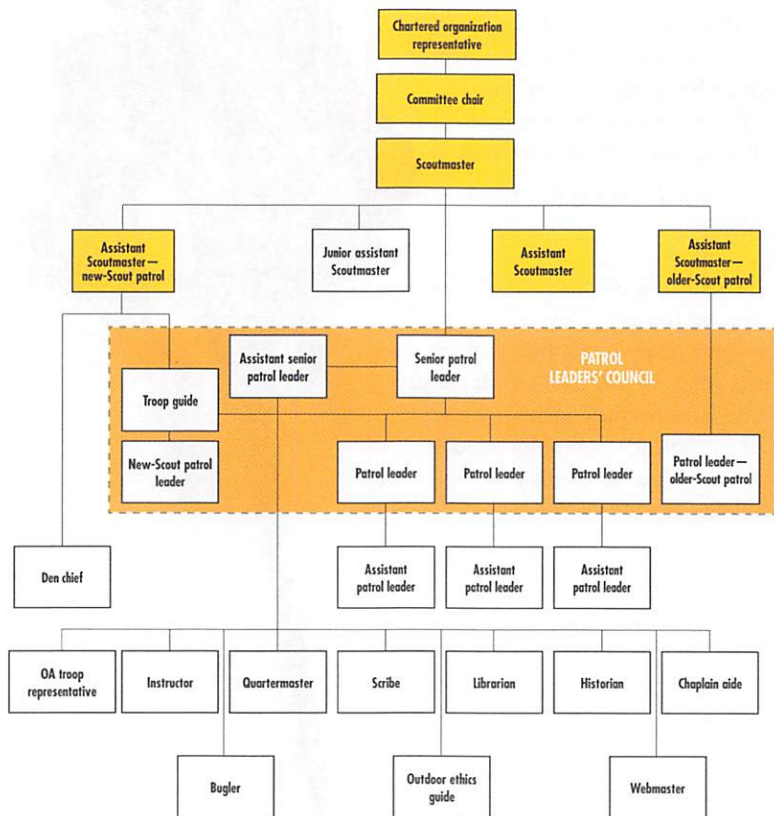
—*Troop Leader Guidebook*,
volume 1

Your patrol is one of several that make up the troop. Just as each patrol member plays an important role in the success of the patrol, each patrol is essential for making the troop go. Take a look at a troop organization chart and you can see that patrols are the building blocks of a troop.



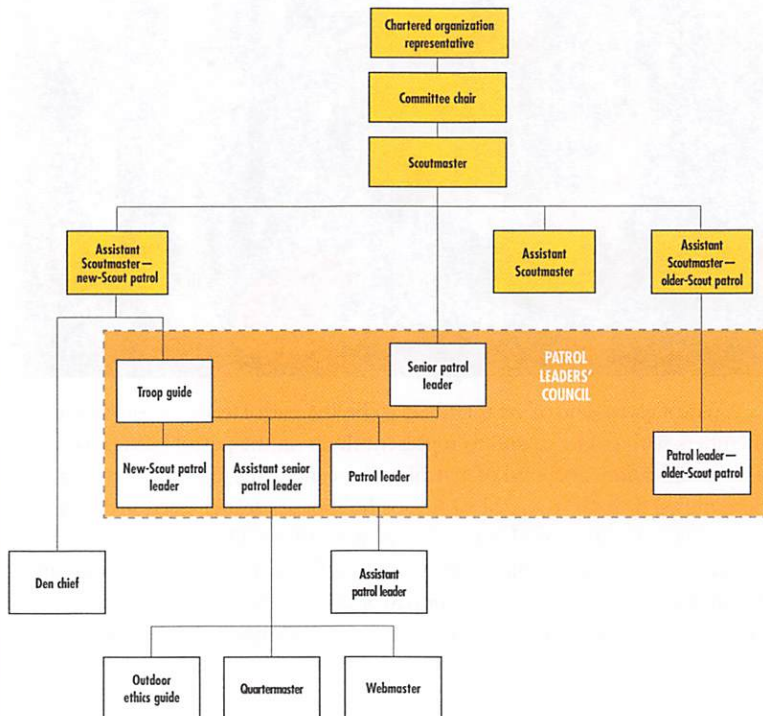
SAMPLE YOUTH LEADER ORGANIZATIONAL CHART FOR A LARGE TROOP

In this sample, there are enough members to fill all of the patrols and positions of responsibility.



SAMPLE YOUTH LEADER ORGANIZATIONAL CHART FOR A SMALL TROOP

In this sample, there are not enough members to fill all of the patrols and positions of responsibility shown on the chart for a large troop.



The number of Scouts in a patrol depends upon a troop's total enrollment and the needs of its members. Ideally, each patrol will have eight members. Patrol members can help smaller patrols get up to full strength by encouraging friends and classmates to join the patrol and take part in the Scouting program.



A patrol elects one of its members to be the patrol leader to provide the members with guidance and to represent them on the patrol leaders' council. The qualifications required of patrol leader candidates (age, rank, etc.) are determined by each troop. Most troops hold patrol leader elections twice a year, though some may have elections more often. The voting process is usually done by secret ballot. Upon election, the patrol leader then appoints members of the patrol to fill other patrol leadership positions that may include assistant patrol leader, quartermaster, grubmaster, and cheermaster.

THREE TYPES OF PATROLS

A troop usually consists of three types of patrols:

- New-Scout patrols
- Regular patrols
- Senior (older-Scout) patrols

New-Scout Patrols

New-Scout patrols are for younger Scouts who have recently joined a troop. They will stay together as members of a new-Scout patrol for their first year in Scouts BSA. Each new-Scout patrol has an older, experienced Scout called a troop guide to help members of the new-Scout patrol through the challenges of troop membership. An assistant Scoutmaster also can assist the new-Scout patrol to be sure that youth beginning the adventure of Scouts BSA get off to a good start.

The new-Scout patrol elects a patrol leader just as the other patrols do. To give more members of the new-Scout patrol the opportunity to gain leadership experience, the leader of a new-Scout patrol may serve for a shorter period of time than the leaders of regular patrols.

Regular Patrols

Regular patrols are for Scouts who have been in a troop for at least a year and have completed, or are close to completing, the requirements for the First Class rank. These are Scouts who have been around the BSA long enough to be comfortable with the patrol and troop operation, and who are experienced in Scouting's outdoor skills. Each regular patrol elects its own patrol leader. Regular patrols may plan patrol activities independent of the troop, such as a hike or a service project, with approval of the Scoutmaster.

Senior (Older-Scout) Patrols

Senior, older Scout patrols are just like they sound—for older, more senior Scouts. Your troop can decide its own age limits and names for the senior, older Scout patrols. This patrol may choose to take on more challenging activities, advanced service-related projects, or take more challenging trips than those available to a troop's less-experienced members.

While a portion of a troop attends resident camp, a senior patrol may set out on a high adventure activity like sea kayaking barrier islands or taking a trip to another city.

Members of this patrol continue to function as a patrol within the troop. They elect a patrol leader and they may hold other troop



leadership positions. An assistant Scoutmaster who enjoys more challenging activities with these older Scouts provides guidance and mentoring, helps members plan upcoming events, and coordinates their role as key players in troop meetings as instructors and mentors for younger Scouts. The patrol leader wears the same patrol leader position patch as other patrol leaders.

Your senior, older Scout patrol has a unique function in addition to all those more challenging activities and trips. Because of their experience and advanced leadership skills, they will be called upon to teach and mentor younger Scouts. In this role, they are an invaluable asset to the troop and especially to those younger Scouts they support.

Many senior, older Scout patrols find opportunities to jointly participate with their partner Venturing crew. Occasionally, they might decide it would be fun to join their Venturing crew in a trip or activity like learning to scuba dive. The choice is theirs.

THE SENIOR PATROL LEADER



Just as the patrol leader is the leader of patrol members, the senior patrol leader is the leader of the troop. The senior patrol leader is responsible for the troop's overall operation. With guidance from the Scoutmaster, the senior patrol leader takes charge of troop meetings, all meetings of the patrol leaders' council, and all troop activities, doing everything possible to help each patrol be successful. The senior patrol leader is responsible for annual program planning conferences and assists the Scoutmaster in conducting the troop leadership training. The senior patrol leader presides over the patrol leaders' council and works closely with each patrol leader to plan troop meetings and make arrangements for troop activities.

All members of a troop vote by secret ballot to choose their senior patrol leader. Rank and age requirements to be a senior patrol leader are determined by each troop, as is the schedule of elections. During a Scout's time as senior patrol leader, that Scout is not a member of any patrol but may participate with a Venturing crew in high-adventure activities.

The relationship of the senior patrol leader and the Scoutmaster should be one of mutual friendship and admiration. You'll see this displayed before every meeting of the troop as the senior patrol leader and the Scoutmaster review the agenda. You can expect to see them together again at the conclusion of the meeting, discussing how everything went and what adjustments or assignments should be made before the troop's next activity.

Senior Patrol Leaders of the Future

Most senior patrol leaders have previously served as patrol leaders. They have learned how to manage patrol and troop meetings, projects, and activities. As a patrol leader yourself, you are gaining the expertise that will be helpful if your fellow Scouts one day elect you to be the troop's senior patrol leader.

OTHER TROOP LEADERSHIP POSITIONS

Different troops have different leadership needs. With the guidance and approval of the Scoutmaster, the senior patrol leader determines which positions will most benefit the troop and then selects the Scout who will hold each of those positions. With the exception of assistant senior patrol leader and troop guide, Scouts filling all the other troop positions will continue to be active members of their patrols. In addition to the troop positions described in this chapter, Scouts may be appointed by their patrol leaders to serve in certain patrol leadership positions.

Assistant Senior Patrol Leader

The senior patrol leader appoints the assistant senior patrol leader with the approval of the Scoutmaster. Among the assistant senior patrol leader's specific duties are providing training and guidance for the troop's quartermaster, scribe, Order of the Arrow representative, historian, librarian, and instructors. The assistant senior patrol leader serves in place of the senior patrol leader at meetings and events when the senior patrol leader must be absent.



The assistant senior patrol leader is not a member of a patrol but may take part in the activities of a Venturing crew. Large troops may have more than one assistant senior patrol leader.

Bugler

The bugler plays the bugle (or similar instrument) to mark key moments during the day on troop outings, such as reveille and lights out. The bugler must know the required bugle calls and ideally should have earned the Bugling merit badge or be working toward earning it.



Troop Guide

Each new-Scout patrol in a troop should have its own troop guide. A troop guide is an older Scout who holds the rank of First Class or higher, has strong teaching skills, and possesses the patience to work well with new Scouts. The troop guide usually is not a member of another patrol but may participate in the high-adventure activities of a Venturing crew. Along with the patrol leader of the new-Scout patrol, the troop guide is a member of the patrol leaders' council.



The troop guide introduces new Scouts to troop operations; guides them through early Scouting activities; serves as a coach to the patrol leader of the new-Scout patrol (including at patrol leaders' council meetings); and helps new Scouts earn the First Class rank within their first 12 to 18 months.

Quartermaster

The quartermaster serves as the troop's supply boss by keeping an inventory of troop equipment; keeping the gear in good condition; maintaining patrol and troop equipment; ensuring the storage area is clean and neat; issuing equipment and ensuring that it is returned in good order, and suggesting new or replacement items.



Scribe

The scribe is the troop's secretary, who keeps log of the patrol leaders' council meetings but is not a voting member of the council. The scribe also records attendance and dues payments at troop meetings, records advancement in troop records and on the troop advancement chart, and handles troop correspondence.



If the troop has a website, the scribe may also help keep it up to date in cooperation with the troop webmaster. An adult who is a member of the troop committee may be assigned to help the troop scribe carry out these responsibilities.

Order of the Arrow Representative

An Order of the Arrow representative can be appointed by the senior patrol leader to be a link between the troop and the local Order of the Arrow lodge. By enhancing the image of the Order as a service arm to the troop, the representative promotes the OA, urges troop members to take part in resident camping, and encourages older Scouts to seek out opportunities for high adventure. The OA representative assists with leadership skills training in the troop and supports fellow Arrowmen undertaking unit leadership roles. The OA representative reports to the assistant senior patrol leader.



Historian

The troop historian gathers pictures and facts about past activities of the troop and keeps them in scrapbooks, wall displays, or information files. The historian takes care of troop trophies and keepsakes, and maintains information about troop alumni. Troop displays prepared by the historian can be used during courts of honor, troop open houses, and other special Scouting occasions. This is an excellent position in which to complete requirement 5 of the Scouting Heritage merit badge.



Librarian

The troop librarian establishes and maintains a troop library. The troop librarian establishes and maintains a troop library by keeping records of literature owned by the troop, adding new or replacement items as needed, and maintaining a system to check literature in and out. The librarian should work with the troop's adult advancement coordinator to learn when rank and merit badge requirements change, so the troop can discuss the purchase of updated materials that include the new requirements.



Instructor

The instructor teaches Scouting skills as needed within the troop or patrols. This person prepares for each teaching assignment well in advance in order to be effective. If the troop has more than one instructor, each one may specialize in a particular area, such as first aid or knot-tying.



Chaplain Aide

The chaplain aide assists the troop chaplain or religious coordinator in serving the religious needs of the troop by leading worship services on campouts, encouraging saying grace at meals, telling troop members about the religious emblems program for their faith, and making other troop leaders aware of religious holidays when they are planning activities.



Den Chief

A den chief serves as the activities assistant for a Cub Scout or Webelos Scout den and meets with the den leader to review den and pack meeting plans, helping out however possible. The den chief projects a positive image of Scouting and, if serving as a Webelos den chief, helps prepare youth to join Scouts BSA. Den chiefs can be a great asset to den leaders and are deeply appreciated and admired by Cub Scouts and Cub Scout leaders alike.



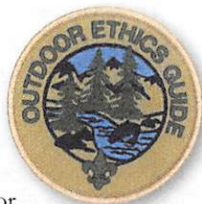
Webmaster

The troop webmaster establishes and maintains a safe and secure troop website. The webmaster ensures that the troop website is a positive reflection of Scouting to the public and works with the scribe to manage the troop's electronic communication tools. The website must comply with the BSA Social Media Policies available on <https://scoutingwire.org/marketing-and-membership-hub/social-media/social-media-guidelines/>. A member of the troop committee may assist the webmaster.



Outdoor Ethics Guide

The outdoor ethics guide should have a thorough understanding of and commitment to Leave No Trace principles and Tread Lightly! guidelines. The outdoor ethics guide helps the troop plan and conduct an outdoor program that emphasizes effectively practicing the Outdoor Code, the Leave No Trace principles, and the Tread Lightly! principles. The guide works to help Scouts improve their outdoor ethics decision-making skills to help minimize impacts as they hike, camp, and participate in other outdoor activities. In particular, the guide should support Scouts who are working to complete the relevant requirements for the Tenderfoot, Second Class, and First Class ranks.



Junior Assistant Scoutmaster

The junior assistant Scoutmaster functions just like an assistant Scoutmaster (except for leadership responsibilities for which the BSA requires someone 18 years of age or older). Appointed by the Scoutmaster, the junior assistant Scoutmaster should be 16 or older, works as part of the Scoutmaster corps and handles duties assigned by the Scoutmaster, and can be a valuable resource for teaching Scouting skills to younger Scouts and in providing leadership to the troop. Upon turning 18, a junior assistant Scoutmaster is eligible to become an assistant Scoutmaster. A troop may have more than one junior assistant Scoutmaster.



THE PATROL LEADERS' COUNCIL

An important goal of Scouts BSA is that troops are Scout-planned and Scout-led. That means that the Scouts themselves accept responsibility for putting together an exciting and challenging program for a troop and then seeing that it becomes a reality. The patrol leaders' council (also known as the PLC) is the mechanism by which a troop's program is planned by its members and put into action.

The patrol leaders' council is made up of the following troop members:

- The senior patrol leader, who presides over the PLC
- The assistant senior patrol leader
- Patrol leaders of each patrol, including the new-Scout patrol and the senior Scout patrol
- Troop guides
- Troop scribe, who records the minutes of the meeting but is not a voting member of the council
- Other troop leaders, as needed

Role of the Patrol Leaders' Council

The patrol leaders' council plans the yearly troop program at an annual program planning conference. It then meets every four weeks to fine-tune the plans for the coming month.

At the conclusion of troop meetings (and at other times the senior patrol leader feels the PLC should consider an issue), the council meets informally (a "stand-up meeting") to review the success of a troop activity and to go over responsibilities for future meetings and events.

The Scoutmaster attends PLC meetings in a supportive role to provide information and insight on issues and activities. To the greatest extent possible, the members of the patrol leaders' council plan and carry out the program of a Scout-run, Scout-led troop.

In addition to program planning, the patrol leaders' council may deal with other issues concerning the troop and its members:

- Advancement needs
- Special awards
- Fundraising projects
- Good Turn programs
- Conservation projects
- Special programs with the chartered organization
- Scout Sunday, Sabbath, and Scouting Anniversary Week
- Recruitment plans
- Webelos-to-Scout transition
- Special ceremonies
- Community events such as parades and festivals



Members of a troop's patrol leaders' council can expect to meet in three different ways:

- Annual program planning conference
- Monthly PLC meetings
- Stand-up PLC meetings before and after troop activities

Annual Program Planning Conference

During an annual program planning conference, members of the patrol leaders' council—not the adult leaders—are responsible for planning troop activities. The senior patrol leader and the Scoutmaster then present the new annual plan to the troop committee for its support. If revisions are suggested, the senior patrol leader will consult with the patrol leaders' council to make appropriate changes.

The planning conference is a time for members of the PLC to work through the details of a program, find any flaws, and make certain the possibilities being considered for the troop are exciting, challenging, worthwhile, and practical. Before finalizing a program plan, the PLC will consider factors including costs, logistics, and the skill levels of troop members. In the role of a guide and supporter, the Scoutmaster may occasionally step in to raise important questions or steer the discussion in a new direction.

The senior patrol leader chairs the planning conference and works closely with the Scoutmaster before the conference to finalize the conference location, meal plans, and arrangements for lodging if the conference includes an overnight stay. The planning process involves all members of the patrol leaders' council and should accomplish the following tasks:

- Select the troop's program features for the coming year.
- Develop a program calendar that includes dates of troop activities, holidays, religious observances, school events, and dates important to the chartered organization.

PLC ANNUAL PROGRAM PLANNING CONFERENCE AGENDA

To help achieve the troop's goals, members of the patrol leaders' council can use the following outline for their annual program planning conference agenda.

1. Develop troop goals for the coming year.
 - a. Advancement
 - b. Community service
 - c. Money earning

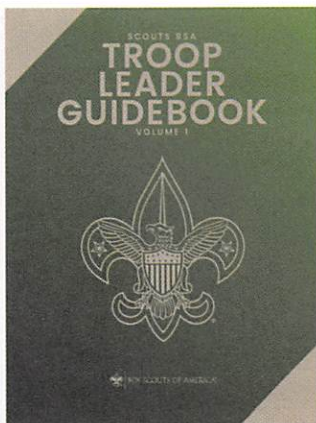
2. Schedule major events.
 - a. Summer camp
 - b. Scout shows
 - c. Camporees
 - d. Special troop events
 - e. Good Turns
 - f. Troop leadership training
 - g. High-adventure activities

3. Schedule special troop activities.
 - a. Courts of honor
 - b. Recruitment nights
 - c. Webelos-to-Scout transition nights

4. Select program features.
 - a. Select those of greatest interest to troop members.
 - b. Determine their place in the troop calendar.
 - c. Review their relevance to the troop's goals.
 - d. Consider the advancement opportunities presented by each feature.

Once the program has been planned and the troop committee has added its support, copies of the plan should be distributed to troop members, their parents or guardians, and members of the troop committee.

To better understand the responsibility of the patrol leaders' council in annual program planning, see the *Troop Leader Guidebook, volume 1*. Other important resources for all members of the patrol leaders' council are the blank Program Planning chart, available online at https://filestore.scouting.org/filestore/pdf/33112_Appendix.pdf from the appendix of the *Program Features for Troops and Crews*.



Before the Annual Program Planning Conference

As a patrol leader, you will attend the annual program planning conference to be the spokesperson for all the members of your patrol. Prior to the conference, you will meet with your patrol members to discuss the troop opportunities for the coming year that most appeal to them and to learn more about their personal goals and Scouting interests. Encourage patrol members to select and talk about the activities in the following list of program features that they find most inviting. The more information they give you about why and how the troop should accept their suggestions, the greater your ability to present their wishes during the planning conference.

During the program planning process, patrol leaders are speaking for all the members of their patrols rather than expressing their own personal preferences.

Program Features

The BSA offers a wealth of exciting program features that can serve as a guide in troop program planning. The 16 program features in each volume of the *Program Features for Troops and Crews* provide advancement opportunities, troop meeting outlines, and a month's worth of program ideas. The progressively advanced main events keep the topic interesting and relevant.

Volume 1

- 1 Camping
- 2 Climbing and Rappelling
- 3 Communication
- 4 Cycling
- 5 First Aid
- 6 Games
- 7 Geocaching
- 8 Hiking
- 9 Outdoor Ethics
- 10 Paddle Sports
- 11 Pioneering
- 12 Rifle Shooting
- 13 Safety
- 14 Science
- 15 Snowboarding and Skiing
- 16 Spectator Sports

Volume 2

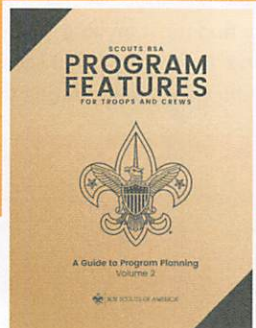
- 17 Archery
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Program Features, volume 1,
No. 33110



Program Features, volume 2,
No. 33111



Program Features, volume 3,
No. 33112

PATROL LEADERS' COUNCIL MONTHLY MEETINGS

The patrol leaders' council will meet every four weeks to put into action the program feature for the coming month. Schedule the monthly PLC meeting at the same time and place each month to make it easier for troop youth leaders to remember and fit the meeting into their schedules. The PLC can review the program feature and complete the plans for all of that month's troop meetings.

The senior patrol leader will assign responsibility for specific portions of each troop meeting to particular patrols. Members of the PLC can discuss and finalize plans for the month's campouts or other troop activities and ensure that all members of the patrol leaders' conference understand the roles they are to play.

Before the meeting, the Scoutmaster may assist the senior patrol leader in developing a written agenda. The senior patrol leader should encourage members of the PLC to stick to the agenda so that all items of importance can be covered in a reasonable amount of time. A monthly meeting of the patrol leaders' council usually lasts no more than 90 minutes.



The Scoutmaster attends patrol leaders' council meetings as an observer and a resource. At the end of each meeting, the Scoutmaster may close the proceedings with a general assessment of the meeting's important points, then end with a Scoutmaster's Minute to offer positive reinforcement for all that went well.

The PLC monthly meeting should follow an agenda so that all items of business are covered. The agenda should include the following, as well as noting who is responsible for each portion of the agenda.

1. Opening
2. Roll call and reading the log
3. Patrol reports
4. Old business
5. Planning the month's program features and main event
6. Planning the month's troop meetings
7. New business
8. Scoutmaster's Minute



Patrol Leaders' Council Meeting Agenda

ACTIVITY

RUN BY

1. OPENING

SENIOR PATROL LEADER

The opening of a monthly patrol leaders' council meeting could be a recitation of the Pledge of Allegiance or the Scout Oath and Scout Law. It is an indication that it is time for council members to get down to business.

2. ROLL CALL AND READING OF THE LOG (MINUTES) TROOP SCRIBE

The troop scribe records the attendance and then reads the log—that is, the minutes of the previous PLC meeting. Reading the log may not be necessary if everyone has had time to review the information before the meeting.

3. PATROL REPORTS

PATROL LEADERS

Each patrol leader is expected to come prepared to give a brief report on the status of their patrol during the patrol leaders' council meeting. The report can include announcements of advancement progress and information about any patrol activities that have occurred since the last meeting of the PLC.

4. OLD BUSINESS

SENIOR PATROL LEADER

The senior patrol leader sets aside time for the council to discuss items mentioned in the minutes of the previous meeting that were unresolved or otherwise left undone. The group can determine what steps should be taken to close these matters.

5. PLANNING THE MONTH'S PROGRAM FEATURES AND MAIN EVENT

SENIOR PATROL LEADER

The troop's main event of the month (a campout, competition, long hike or bike ride, tournament, day trip, or other activity) requires careful planning. So does the program feature for the month to come. The patrol leaders' council should discuss these portions of the troop's annual program, review the preparations that have occurred, and figure out what else must be done. The responsibilities for making final preparations should be assigned to various patrols.

6. PLANNING THE MONTH'S TROOP MEETINGS

SENIOR PATROL LEADER

Each PLC member should have copies of the troop meeting plans for the coming month. With the help of the senior patrol leader, patrol leaders can finalize which patrol or troop leader will be accountable for each portion of the meetings. PLC members filling in the blank spots on their troop meeting plans can also include information about where to find the equipment and other items necessary for any of the month's games, skills instructions, or other meeting activities.

7. NEW BUSINESS

SENIOR PATROL LEADER

As the PLC meeting nears its conclusion, the senior patrol leader can bring up for discussion any new items of business and can invite PLC members to raise any issues they feel should be considered by the full council.

8. SCOUTMASTER'S MINUTE

SCOUTMASTER

The Scoutmaster will wrap up the meeting with a positive, motivational thought or story that will help pull the group together as a unified team.



PATROL LEADERS' COUNCIL STAND-UP MEETINGS

A stand-up PLC meeting occurs in the minutes following the conclusion of every troop meeting. It is called “stand-up” because it is informal enough (and brief enough) to be conducted with members of the patrol leaders’ council standing in a circle.

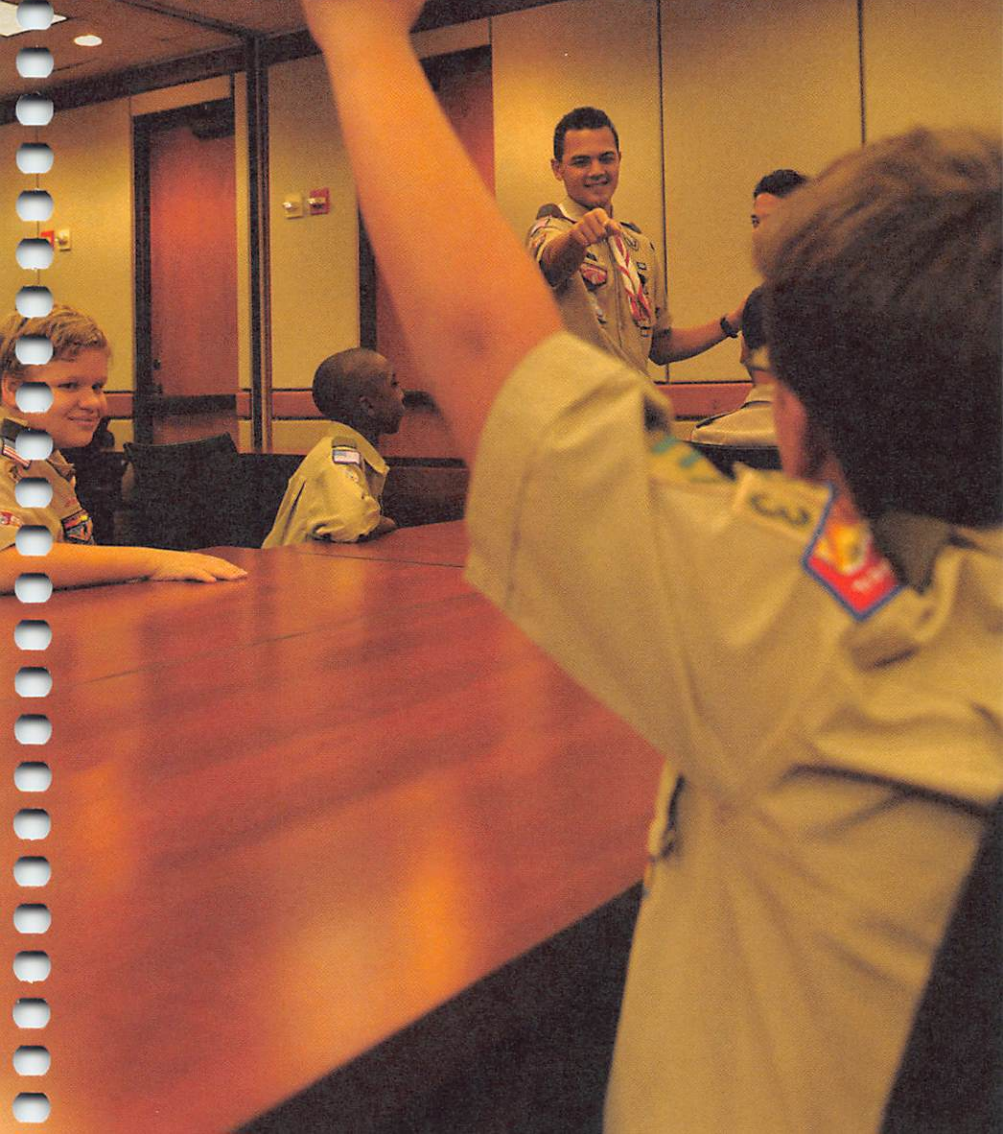
The point of the stand-up meeting is for the senior patrol leader to lead the rest of the PLC in a quick review and evaluation of the meeting that has just ended and to make sure that everyone is ready for the troop’s next activity or meeting. The standup meeting can be used to suggest changes that need to be made in the troop’s plan or to provide encouragement that certain Scouts or patrols need to make an extra effort to be ready for an event. The senior patrol leader can close the stand-up meeting with words of praise and positive reinforcement.

**“IN PLANNING AND
CARRYING OUT THE
SCOUT PROGRAM BY
PATROLS, YOUR
SCOUTS GET VALUABLE
PRACTICE IN GROUP
DISCUSSIONS AND
GROUP DECISIONS.”**

—“GREEN BAR” BILL HILLCOURT



➤➤ 4 LEADING PATROL MEETINGS



4

Leading Patrol Meetings

- 73 Planning the Meeting
- 74 The Patrol Meeting Agenda
- 76 Making Assignments
- 78 Checking Advancement Progress

A patrol meeting is an opportunity for you to lead a group of Scouts as they conduct the business of the patrol. It is also a chance for everyone in a patrol to learn new skills, plan future activities, and have fun with friends.

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. Depending on how much business the patrols must handle, typical patrol meetings can vary in length from five to 20 minutes or more.



When Patrols Meet

Patrol meetings may be held at any time and any place. The patrol must consider the following when planning its meetings:

- A portion of most troop meetings will be set aside for each patrol to meet separately, often in the same room as the troop meeting.
- Patrols preparing for upcoming events may want to meet more frequently than patrols with lots of experience in a particular activity.
- A patrol may meet at the home of a patrol member on an evening other than that devoted to the troop meeting.
- Patrols can hold meetings during troop campouts and other outings, especially if there are unexpected developments to address.

As a patrol leader, you will take charge of planning and running each patrol meeting. Plan what you want to accomplish at each meeting and think about how you will reach that goal. Whenever possible, delegate responsibility for portions of the meeting to other patrol members—someone to choose and lead an opening activity, for example, and someone else to prepare a closing.

Once a meeting begins, keep it on schedule by getting down to business. Eliminate sources of interruptions or distractions, and encourage patrol members to stay focused on the subjects of discussion. For example, if patrol members are unhappy about having to abandon an enjoyable game to start the meeting, you might let them know they can return to the game as soon as they have completed the work of being members of an active patrol.

Patrol meetings serve many different purposes. As a result, one meeting may differ greatly from the next. Whatever your intent, it's a good idea to begin each meeting by sharing with everyone the results you want to achieve by the time the meeting is done.



PLANNING THE MEETING

You, the patrol leader, are in charge, but a patrol meeting should never become a one-person show. Every member of the patrol needs to be involved in some way. Whenever you can, make assignments in advance. That way patrol members will have time to get ready to present portions of the opening and closing of a meeting. They can also play an active role in the discussion of patrol business matters, the mastery of skills, and the setup of games.

The activities of a patrol usually follow the lead of the troop's annual program plan. A patrol that will take part in a troop hike, campout, or other big event can use meeting time to plan menus, develop equipment lists, and review essential skills that will allow members to make the most of the upcoming activity.

Now and then a patrol may wish to plan activities of its own—bicycling, hiking, visiting a museum, getting together to learn more about computers, or whatever else captures the patrol members' attention. As patrol leader, actively listen to the interests of the members of your patrol. Ask them if they have suggestions for ways to build those interests into activities that everyone can



enjoy. During a patrol meeting you also may want to engage members in some creative brainstorming, listing the patrol's ideas, and perhaps calling for a vote to determine where the greatest enthusiasm lies. That's democracy in action, an important principle of the patrol method.

THE PATROL MEETING AGENDA

A written agenda can help you plan a meeting and can guide you as the meeting unfolds. The agenda you prepare will include these key items:

- 1. OPENING:** This can be a call to order or a simple ceremony.
 - Scribe takes roll.
 - Scribe reads the log of the last meeting.
 - Patrol leader announces the purpose of this meeting.
 - Assistant patrol leader reviews advancement by patrol members.
- 2. BUSINESS:** Items of business may include one or more of the following:
 - Plan for upcoming activities and make assignments.
 - Address new business.
 - Present the patrol leader's report on the patrol leaders' council meeting (once a month).
 - Check and repair camping equipment.
 - Vote on issues that need to be decided.
 - Build patrol spirit (yell, song, flag, logo).
- 3. SKILL ACTIVITY:** Practice a Scouting skill that will be needed at the upcoming troop activity or another time in the future.
- 4. GAME:** Play a Scouting game. It may be selected from the troop's program resources.
- 5. CLOSING:** Use a brief closing thought by the patrol leader or another member of the patrol to end the meeting and remind Scouts of the importance of what they are doing.
- 6. AFTER THE MEETING:** Immediately after a patrol meeting, take a few minutes to consider how the meeting went. The following questions can guide your assessment:
 - Was there a written agenda, and was it followed?
 - Were all members allowed input on patrol decisions?
 - Were specific tasks assigned to individuals?
 - Were necessary resources for troop activities considered?
 - Were the tasks spread evenly among individuals?
 - Was a specific schedule planned for upcoming events?
 - Did the group come to a consensus on handling problems? Was a log kept?
- 7. USING THE START, STOP, CONTINUE METHOD DESCRIBED IN CHAPTER 6 OF THIS HANDBOOK, ASK THESE QUESTIONS:**
 - What should we start doing that would make future meetings 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 you identify your patrol's strengths.

Patrol Meeting Plan

Date _____ Week _____

Activity	Description	Run By	Time
Opening _____ minutes			
Business _____ minutes			
Skill activity _____ minutes			
Game _____ minutes			
Closing _____ minutes			
After the Meeting			

MAKING ASSIGNMENTS

One of your early tasks will be to assign members to various positions of responsibility within the patrol. These may include assistant patrol leader, quartermaster, scribe, grubmaster, and cheermaster. Chapter 7 of this handbook has more detail on these positions of responsibility. If you have never made assignments before, your senior patrol leader and Scoutmaster can help you learn the process of coming up with good choices.

In addition to filling the patrol's official positions of responsibility, you can also determine what needs to be done to prepare for upcoming activities and then delegate portions of those preparations to members of the patrol—shopping for campout food, getting permission to use a certain area for an activity, or mending the patrol's tents and packing them for use, for example.

Filling out a duty roster is a good way to figure out what needs to be done. By writing down who will take care of each task, you can make sure that every patrol member has a chance to share in the effort. Even new patrol members with little Scouting background can be penciled in to assist experienced Scouts in completing their assignments. Learning by doing under the watchful eye of an experienced Scout is an effective way for Scouts to master the basic skills of Scouting and to build the sense of belonging to their patrol.

When you fill out duty rosters, keep these important things in mind:

- If certain Scouts need to perform specific tasks for rank advancement, such as cooking, make sure they have an opportunity to perform those tasks. You may have to let Scouts take turns or buddy up if several Scouts need to perform the same task.
- Make sure the other duties are shared more or less equally by all the patrol members so no one feels picked on by having to do a less desirable task all weekend or on most outings. In the chart on the following page, notice that no Scout is asked to do the same task more than once.



SAMPLE DUTY ROSTER FOR A LONG WEEKEND AT CAMP

MEAL	COOKS	FIRE AND WATER	CLEANUP
Friday Dinner	Ben Jacob	Lamar Carlos	William Raj
Saturday Breakfast	William Raj	Ben Jacob	Lamar Carlos
Saturday Lunch	Lamar Carlos	William Raj	Ben Jacob
Saturday Dinner	Ben Jacob	Lamar Carlos	William Raj
Sunday Breakfast	William Raj	Ben Jacob	Lamar Carlos
Sunday Lunch	Leo Julio	Pham Michael	Angelo Michael
Sunday Dinner	Angelo Michael	Leo Julio	Pham Adam
Monday Breakfast	Pham Adam	Angelo Michael	Leo Julio

CHECKING ADVANCEMENT PROGRESS

An important duty of the assistant patrol leader is to track the advancement progress of each patrol member. Time can be set aside at patrol meetings to review advancement progress and help Scouts discover ways they can use patrol and troop activities to complete rank requirements.

Most Scouting activities present opportunities for a patrol member to complete one or more requirements for rank advancement. For example, when going on a troop campout, a Scout may fulfill portions of the camping requirement for earning the Tenderfoot rank, including selecting the patrol's campsite and sleeping in a tent the Scout pitches.

Patrol members can work together on certain assignments, too. They may pool their resources and energies to plan and carry out approved service projects that fulfill requirements for the ranks of Star or Life. On other occasions, patrol members may unite to participate in a flag ceremony for their school, religious institution, chartered organization, community, or troop.

**Scouting is a game
with a purpose:**

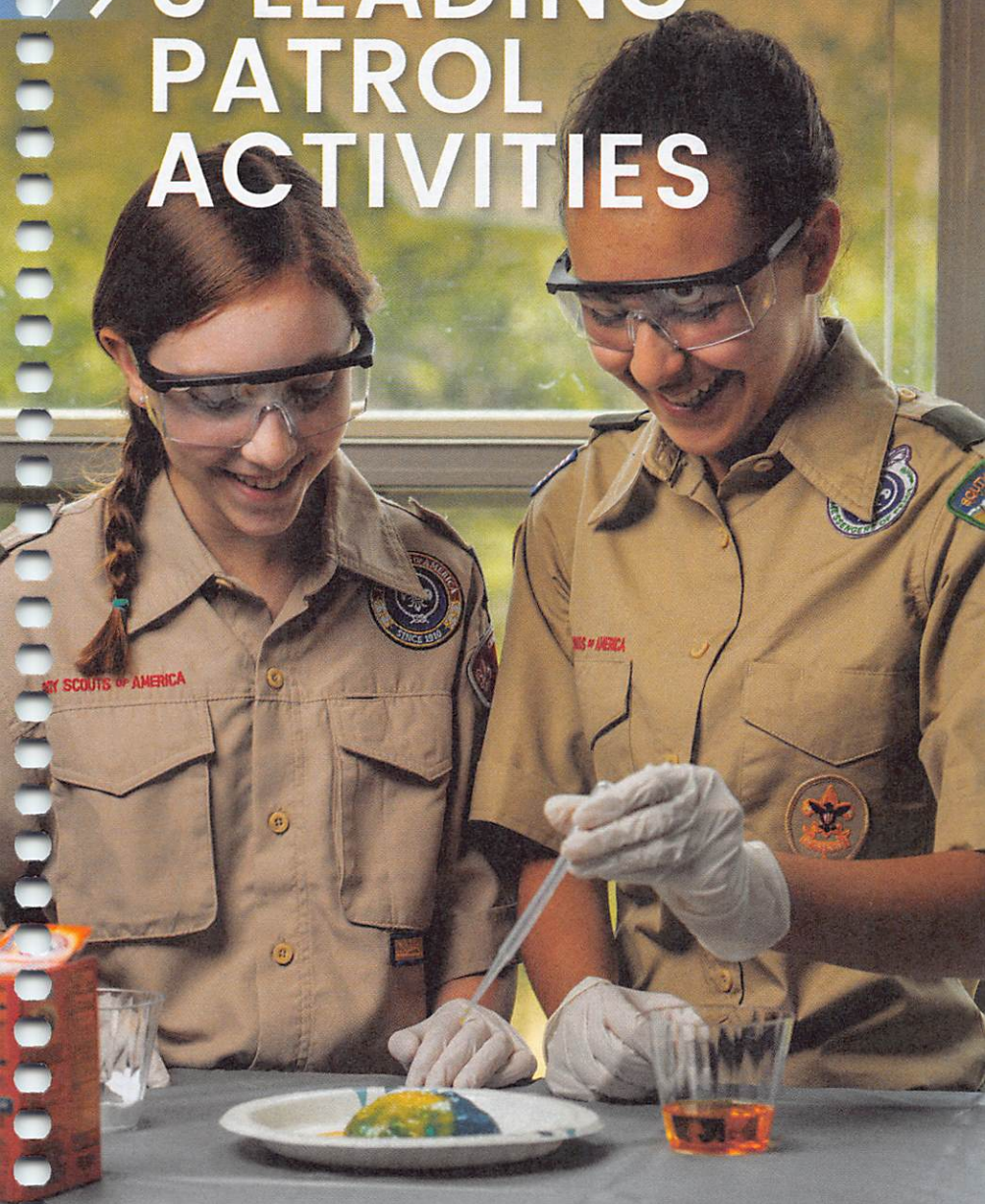
Fun is the game.

Values are the purpose.

Learning is the process.



5 LEADING PATROL ACTIVITIES



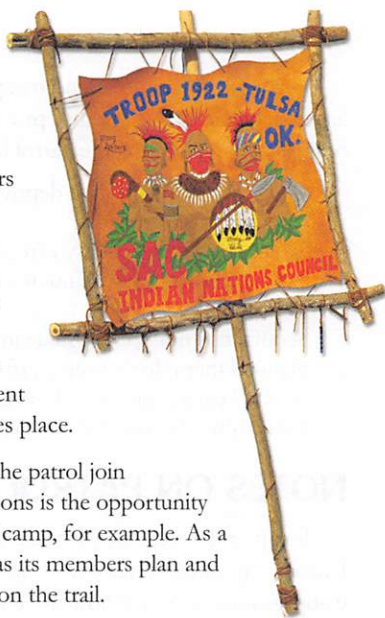
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Leading Patrol Activities

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The place where Scouting works best is also where patrols most want to be—in the outdoors. Patrol members who spend time together outdoors share responsibilities, grow personally, and have plenty of fun-filled adventures. The outdoors is the best setting for Scouts to learn skills, to challenge themselves, and to practice respect for natural resources. It's in the outdoors where most Scout skills are applied, and where much of the advancement toward Scout through First Class ranks takes place.

Why did you and the other members of the patrol join Scouting? Probably high on your list of reasons is the opportunity to add adventure to your lives—to hike and camp, for example. As a patrol leader, you can help guide the patrol as its members plan and take part in terrific adventures in camp and on the trail.



Learning to Lead in the Outdoors

As a patrol leader you are experiencing hands-on training at its finest. You are learning leadership in the best possible way—by being a leader. Over time, you will discover that some meetings and activities that you lead go extremely well and everyone will recognize the patrol's success.

Of course, there will be times when plans fall through, when a meeting or an activity seems to be flat, or when there are unexpected challenges you must help the patrol confront. That's part of learning, too—doing the best you can with what you know at the moment, then figuring out how to do things better the next time around.

Do your very best to attend troop and patrol outings to provide the leadership you were elected to provide. If youth leaders don't attend the outings they planned as the patrol leaders' council, outcomes are likely:

- The other Scouts will be deprived of the benefit of your leadership when they need it most.
- Scouts may fall into the “you're not the boss of me” mode when other patrol members who are not the elected leader try to provide leadership in your absence.
- Scouts may not see the value in attending outings when the leaders who planned them don't attend. After all, you and the other patrol leaders selected each event, and if several of you don't attend it sends a message to the other Scouts that the event won't be much fun.

NOTES ON PATROL OUTDOOR ACTIVITIES

Most patrol activities take place within the framework of the troop. Patrols may conduct day hikes and service projects, independent of the troop, as long as they follow these three rules:

- The Scoutmaster must approve the patrol activity.
- The patrol activity cannot interfere with any troop function.
- A patrol day hike or service project can be allowed when it has been thoroughly planned and the Scoutmaster is satisfied the activity is well within patrol members' levels of training and responsibility and complies with the *Guide to Safe Scouting* and other BSA policies. If the Scoutmaster has any doubts, the patrol should reconsider its plans or assign adults to accompany the patrol. Two-deep adult leadership is required on all patrol activities.

CAMPING

Every Scout troop strives to make camping a regular part of its program, and the patrol method is an important part of Scouting. The patrol method isn't being followed when patrols are combined on a camping trip.

Whenever your patrol engages in planning, you should use the Scout Planning Worksheet (“plan on a page”) located toward the end of this book. This tool reminds Scouts of the essential elements of planning.

During troop camping trips, the patrol usually should function as a unit, establishing a campsite independent of other patrols but not far from the rest of the troop. Patrol tents should be grouped together, often with buddies sharing two-person tents. Your patrol might also set up a dining fly to shelter the cooking area and provide a central gathering point. You will cook together as a patrol and may take part as a group in other campout activities.

Your first campout as patrol leader is certain to present some challenges. Planning and preparation are the keys to any patrol activity. Do all you can to get ready for an adventure and you'll be prepared to handle most situations. You will not be alone in coming up with answers to questions you are sure to have. You can always draw upon the ideas and strengths of other members of the patrol and upon the experience of the troop's other leaders.

Some troops like to go to the same places every year for campouts. It might involve a fabulous troop tradition, or it might indicate that the patrol leaders' council needs to experiment with something new. After all, even the best movie gets boring if you watch it too many times. The same happens when a troop goes to the same places all the time. Before the annual planning conference, talk to your patrol members to see if they would like to go somewhere "new" in the coming months.

Overnight Campouts

Troops try to plan at least one weekend campout each month. These campouts can be organized around hiking, backpacking, bicycling, canoeing, photography, nature study, or any of dozens of other Scouting skills. Whatever the focus of the weekend, members of each patrol plan their menus ahead of time, organize their gear, buy provisions for meals, and carry what they need to establish their camps.



Camporees

Now and then, a BSA council or district will host a camporee to bring together a number of troops for a weekend of camping fellowship. Camporees often have themes— orienteering or first aid, for example. Competitions can give your patrol a chance to show its stuff.

Camporees are fine opportunities for patrol members to get acquainted with Scouts from other troops and communities. The Scouts can practice many Scouting skills, too, and perhaps complete some rank requirements. As they share activities and campfires with others, they will be sharing in the excitement of building patrol spirit.

Summer Camps

A high point of the year for your troop can be spending a week at the local council's summer camp. As with other troop camping activities, you will camp as a patrol and take part in many camp activities together with other patrol members. Encourage everyone in your patrol to attend summer camp.

ONE OF THE GREATEST REWARDS FOR A PATROL LEADER IS IN HELPING THE MEMBERS OF THE PATROL LEARN THE SKILLS TO CAMP WELL AND THEN IN HAVING SAFE OVERNIGHT ADVENTURES SLEEPING IN TENTS OR OUT UNDER THE STARS.



As with campouts, consider going to a different summer camp from time to time. Some troops intentionally go to three or even four different summer camps in rotation over a three- or four-year period, so their Scouts can have a wide range of experiences during their Scouting “career.” Before the annual planning conference, talk to your patrol members to see if they would like to go somewhere “new” for the next summer camp.

High-Adventure Treks

The senior, older Scout patrols of a troop may attend a high-adventure base operated by the BSA national office or by a BSA local council. These treks can involve extended backpacking expeditions, wilderness canoe trips, or boating on the open sea. In most cases they involve moving camps—that is, packing up each morning and hiking, paddling, rowing, floating, pedaling, or sailing to a different camp location.



High-adventure treks offer older Scouts a challenge that will test their skills and stamina. Patrols of younger Scouts can set their sights on high-adventure treks a year or two down the road, gaining valuable experience now with troop and patrol campouts, hikes, and other adventures closer to home.

HIKING

Hiking can be one of a patrol's most rewarding adventures. A hike allows patrol members to be together in new surroundings, to function as a group, and to have a fine time. While hiking, patrol members can gain the confidence and skills that will prepare them for campouts and other longer-term activities. Hikes also provide opportunities for Scouts to complete certain rank requirements or to earn the Hiking or Backpacking merit badges.

Hikes are often very simple. Members of the patrol can decide on a destination and then allow the adventure to develop while walking. By remembering to keep their eyes and ears open, patrol members are likely to see and hear much that will capture their interest.



Other hikes can be structured to achieve certain goals. An orienteering hike, for example, will provide patrol members with good reason to use maps and compasses to find their way. Nature hikes can fix their attention on wildlife and vegetation, and they can be especially successful if the patrol is accompanied by someone with a knowledge of local plants and animals. On another well-planned hike, patrol members who have been practicing first aid might come across a staged accident scene where they can use their new knowledge to deal with a realistic “emergency.”

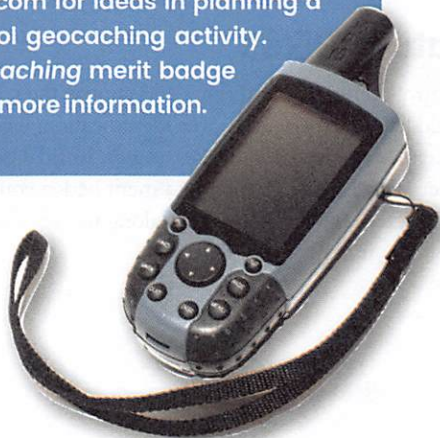
Hiking adventures are limited only by the imaginations of patrol members. Here are some possibilities for adventurous hikes.

Orienteering Hikes

When the patrol has mastered the basics of using a map and compass, you can chart a route on a topography map and then follow it to a destination. Before setting out, determine five or six landmarks along the way—hilltops, lakes, buildings, and so on. These will serve as indicators that you are staying on course. Patrol members can travel as a group on some orienteering hikes, putting their heads together to figure out which way to go. During other outings, divide the patrol into teams of two or three Scouts. Teams can set out along the route at five-minute intervals, each with a compass and a map.

High-Tech Hike

Does your patrol have access to a handheld receiver for a global positioning system (GPS)? If you ask, your senior patrol leader or an assistant Scoutmaster can help you plan a geocaching activity. With your parent's permission, visit www.geocaching.com and www.geoscouting.com for ideas in planning a troop or patrol geocaching activity. See the *Geocaching* merit badge pamphlet for more information.





Exploration Hikes

Hikes into territory that is new to all members of the patrol can be especially satisfying. Perhaps there is a mountain, a forest, or an ocean shore to explore. Your patrol might go off in search of the source of a small stream or to observe deer grazing in a meadow. An exploration hike may take your patrol cross-country or along back roads and trails. Whatever the route, it is sure to be full of surprises.

Nature Hikes

Patrol members can discuss and choose the sort of nature hike they would like to experience—tree identification, wildlife viewing, star study, or examining creatures in lakes, ponds, or tidal pools, for example. Troop leaders may be able to suggest a merit badge counselor or other expert in the selected subject who can go along to help the patrol members enjoy the hike to its fullest.



Tracking Hikes

Footprints and other signs left by wild animals tell fascinating stories about their activities. Patrol members may wish to photograph tracks or make plaster casts of them. While animal signs can be found in many terrains and conditions, they are easiest to observe in snow, in the moist soil along streams and lakes, or after a rainfall.

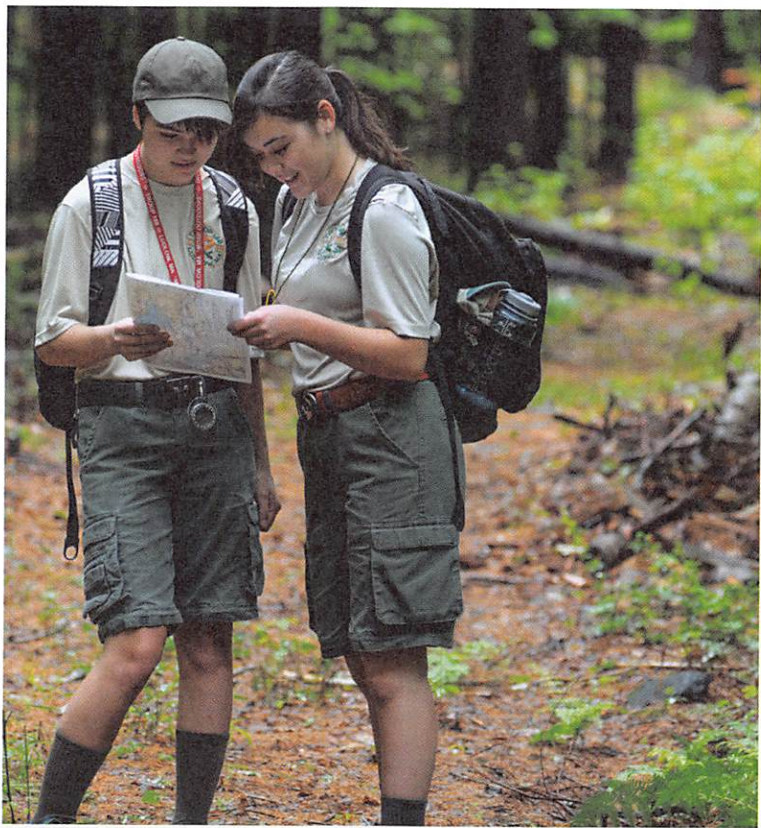




Parent-Scout Hikes

Patrol members can plan a hike that includes parents or guardians. Along the way, such a hike can include a picnic lunch and lots of shared enjoyment as Scouts teach the adults a few Scouting skills. The hike might end with an evening campfire program featuring skits and songs offered both by Scouts and adults.

THE DEGREE OF DIFFICULTY OF ANY HIKE SHOULD MATCH THE EXPERIENCE AND MATURITY LEVEL OF THE PATROL MEMBERS. THE FIRST HIKES UNDERTAKEN BY A PATROL OUGHT TO BE RELATIVELY EASY. AS PATROL MEMBERS DEVELOP GREATER SKILL, THE HIKES THEY ENJOY CAN BECOME INCREASINGLY LENGTHY AND CHALLENGING.



Historic Trail Hikes

Most states have one or more historic trails that a patrol can hike to learn more about the events that happened at those locations. Examples include national battlefield park historic trails, or trails that connect sites of historical significance in your town. The sponsors of many trails offer special patches and other memorabilia for completing a trail questionnaire. The BSA maintains a list of BSA-approved historic trails in every state.

Patrol Leader Hike Responsibilities

Emphasize safety on every Scout outing. Encourage patrol members to dress for expected weather conditions and to wear shoes or boots that are comfortable and sturdy. Warn them to be on guard against hypothermia during chilly or wet weather. Make sure they stay hydrated. Patrol leaders should be prepared to implement a plan of action in case of emergency.

Another important responsibility during a hike is to keep the patrol members together. One good way to do this is to encourage every Scout to hike with a buddy. Another way is to keep slower Scouts in front so the other Scouts don't leave them behind. Taking a short break every hour also helps keep Scouts from getting fatigued and straggling.

Plan patrol hike routes that avoid roads, or keep to quiet back roads with little traffic. When road walking cannot be avoided, stay on the left side of the roadway facing oncoming traffic. Keep night hiking along roads to a minimum, and continue in the dark only if Scouts make themselves visible by carrying flashlights and by wearing light-colored clothing, reflective vests, or white cloths tied around their right legs. Never allow hitchhiking—it may be dangerous, and it spoils the spirit of a Scout adventure.



OUTDOOR ETHICS

All members of the Boy Scouts of America help protect the environment whenever they are in outdoor settings. They do so by following the principles of Leave No Trace and Tread Lightly!, and the BSA's Outdoor Code. These values are discussed in the Scouts BSA handbooks.

Leave No Trace Principles



Plan ahead and prepare.



Travel and camp on durable surfaces.



Dispose of waste properly.
(Pack it in, pack it out.)



Leave what you find.



Minimize campfire impacts.



Respect wildlife.



Be considerate of other visitors.

Outdoor Code

As an American,
I will do my best to:
Be clean in my outdoor manners.
Be careful with fire.
Be considerate in the outdoors.
Be conservation-minded.

Principles of Tread Lightly!**

- Travel responsibly.
- Respect the rights of others.
- Educate yourself.
- Avoid sensitive areas.
- Do your part.

*The member-driven Leave No Trace Center for Outdoor Ethics teaches people how to enjoy the outdoors responsibly. This copyrighted information has been reprinted with permission from the Leave No Trace Center for Outdoor Ethics: www.LNT.org.

**Tread Lightly! teaches people how to enjoy the outdoors responsibly. This copyrighted information has been reprinted with permission from Tread Lightly!: www.treadlightly.org.

PATROL TRIP PLAN

Once the Scoutmaster approves the general plan for a day activity, your patrol will get together to complete the Scout Planning Worksheet and consider outdoor ethics. Doing so will give the patrol members the guidance they need to get themselves ready.

- **Where are we going?** Decide on the destination and the route you plan to take. Where are the starting and ending points of the trek? In some cases it will be appropriate to include copies of a map marked with the intended route.
- **When will we return?** If the patrol has not returned within a couple of hours of the time estimated on its trip plan, the contact people can take appropriate action.
- **Who is going with us?** List names of everyone who is going along.
- **Why are we going?** What is the purpose of this activity? The answer to this question will help the patrol take what it needs and make the most of the opportunities that present themselves.
- **What are we taking?** For most day outings, the Scout basic essentials form the core of the items every patrol member should carry. (For more on the Scout basic essentials, see the Scouts BSA handbooks and *Fieldbook*.)
- **How will we follow the principles of Leave No Trace?** Review the Leave No Trace and Tread Lightly! principles, and think about the ways patrol members can stick to each one of them. Once in the field, keep outdoor ethics in mind as a reminder for the best ways to enjoy the outdoors.

Complete the Scout Planning Worksheet, No. 512-505, found toward the end of this book. Be sure to share a copy of the completed worksheet with your Scoutmaster and other responsible adults so they will be able to respond if you are not back on time.



The Scout Basic Essentials

Patrol members who carry the Scout basic essentials during Scout activities in the outdoors will be prepared to handle most situations they encounter. By planning ahead, they can add additional items of clothing, gear, and food in anticipation of more demanding challenges.

SCOUT BASIC ESSENTIALS

- | | |
|-------------------------------------|---------------------------|
| <input checked="" type="checkbox"/> | Pocketknife |
| <input type="checkbox"/> | First-aid kit |
| <input type="checkbox"/> | Extra clothing |
| <input type="checkbox"/> | Rain gear |
| <input type="checkbox"/> | Water bottle |
| <input type="checkbox"/> | Flashlight |
| <input type="checkbox"/> | Trail food |
| <input type="checkbox"/> | Matches and fire starters |
| <input type="checkbox"/> | Sun protection |
| <input type="checkbox"/> | Map and compass |

FOR MORE ON THE OUTDOOR ESSENTIALS, AND FOR LISTS OF CLOTHING AND GEAR FOR OUTDOOR PATROL ACTIVITIES, SEE THE SCOUTS BSA HANDBOOKS AND *FIELDBOOK*.



OTHER PATROL ACTIVITIES

Not all patrol activities take place in the outdoors. The patrol maybe called upon to perform several duties in service to the troop or the community.

Ceremonies

The patrol often will be invited to take part in ceremonies at troop meetings, camporees, and other Scouting events. It may have responsibility for a flag ceremony at the beginning of a meeting, a recitation of the Scout Oath and Scout Law at a campfire, or a presentation at a court of honor, parents' night, or other public event.

A good ceremony does not happen by accident. When your patrol is asked to conduct a ceremony, plan it well and then rehearse the various roles. Keep it simple and be sure all patrol members understand what they are to do.

Patrol Service Projects

Members of the Boy Scouts of America historically have provided service to others. Scout service projects benefit communities, organizations, individuals, and the environment while building character and good citizenship among Scouts involved in those efforts.

Service projects are most often done by troops, but now and then a patrol may want to undertake a special project on its own. After receiving approval from the patrol leaders' council, members of the patrol can begin planning the project. Keep the Scoutmaster and the patrol leaders' council fully informed about the project and the progress the patrol is making. The Scoutmaster must approve the final plan, and adult supervision is required for all service projects.

"I LIKE TO THINK THAT FAITHFUL OBSERVANCE OF THE SCOUT OATH CONSTITUTES AN EXCELLENT PRELIMINARY TRAINING IN THE DUTIES OF CITIZENSHIP. I LIKE TO THINK OF THE ENTIRE SCOUT TRAINING AS AN APPRENTICESHIP FOR THE MASTERY OF FUTURE CIVIL DUTIES."

*—FRANKLIN D. ROOSEVELT,
32ND PRESIDENT OF THE
UNITED STATES, 1933–1945*



Campfires

A Scout's fondest memories often are created in front of a patrol campfire. The warmth and glow of the embers and the time together with patrol members can encourage fellowship and reflection. Of course, the experience of a patrol campfire doesn't require an actual fire; patrol members enjoying the view from a quiet riverbank or hillside can discover every bit as much meaning and friendship. Where campfires are not appropriate, a lantern or candle can serve as the centerpiece of a patrol's evening.



With or without a fire, patrol gatherings should be fun. They can include skits, lively songs, storytelling, and the observance of the natural setting of the camp. For more on developing campfire programs that begin lively and end with quiet, inspiring thoughts, see the BSA's Campfire Program Planner, No. 430-696.

As with all BSA events, campfire programs must be done in good taste. You should reinforce the fact that there is no place in Scouting for poor manners, vulgarity, or racial, ethnic, or gender slurs. A good test of appropriateness is to compare ideas for skits against the Scout Law. Any skit that isn't friendly, courteous, and kind has no place in a campfire program. A useful way of enforcing these principles is to have each patrol member give you a summary of their skit and jokes before the campfire, so you can help weed out any inappropriate ones before they are performed. If an inappropriate presentation makes it onto the stage, the master of ceremonies should step in and stop it.

Games

Games can be effective team-building activities for the patrol. Those that rely on the cooperative efforts of all patrol members for success can be especially effective on building patrol spirit.



Keep these pointers in mind as you and the members of your patrol are planning games:

- Seek variety. Don't play the same game over and over.
- Include everyone.
- Keep track of time. Bring a game to a close while everyone is still having a good time.
- Choose simple games that require few rules and little equipment.
- Weather permitting, play the game outdoors.

For more on games that require patrol teamwork and cooperation, see the Troop Program Resources website, www.programresources.org.

Songs

A lively song on the trail can help pass the miles and can do wonders for patrol spirit. Songs are part of campfires and may be included in troop meetings, courts of honor, and other Scout gatherings. Some members of the patrol may love to sing, while others can be shy about it. Whatever the case, encourage the patrol to make singing a regular part of its activities. You may wish to select a patrol song leader who can lead the patrol in learning and enjoying new songs. The *Scouts BSA Songbook* is a good resource for song ideas. Follow the same rules for song selection as you would for skits and jokes.



Worship

Scouting can bring patrol members together with the natural world in ways that are inspirational and spiritual. As you plan activities, ask the troop chaplain for assistance,



especially when planning interfaith activities. For a patrol with members of mixed beliefs, or if the beliefs of members are unknown, religious services should be interfaith in nature. However, if all members of a patrol are of the same faith, it is appropriate to offer a specific worship service.

The Boy Scouts of America has a religious emblems program supported by nearly 40 different religious groups and denominations. For more information about the program, see the “Duty to God” brochure, No. 512-879 (available at www.scouting.org). The interfaith pamphlet “Reverence,” No. 34248, is also a good resource for helping a Scout strengthen his duty to God.

Saying Grace

Remember to include a grace before every meal on all outings. The grace can be led by a patrol member. Examples of blessings:

Bless us, O Lord, and these Thy gifts which we are about to receive from Thy bounty, through Christ, our Lord, Amen. —*Catholic*

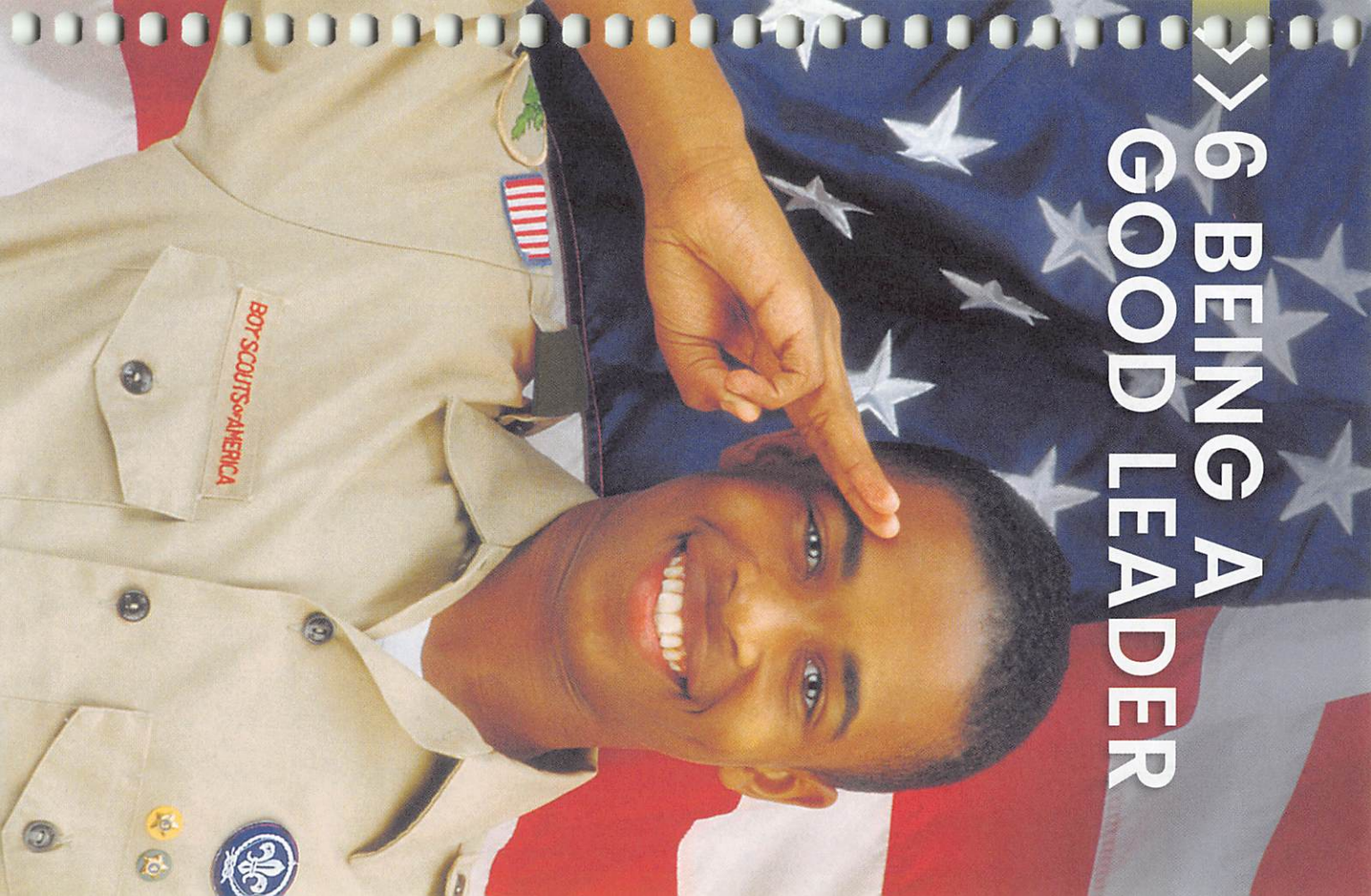
Gracious Giver of all good, Thee we thank for rest and food. Grant that all we do or say.

In Thy service be this day. Amen. —*Protestant*

Blessed art You O Lord our God, Ruler of the universe, who brings forth bread from the earth. —*Jewish*

For food, for raiment, for life, for opportunity—for friendship and fellowship—we thank Thee, O Lord. —*Philmont Scout Ranch Grace*

>> 6 BEING A GOOD LEADER



Being a Good Leader

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Think of some of the best leaders you have known. Perhaps there is a teacher at your school who seems gifted with the ability to guide people toward their goals. Maybe you are on a team coached by someone who inspires you to achieve the most that you can. You might have noticed the skill with which your Scoutmaster and senior patrol leader move the troop along.

Now that you have become the leader of a patrol, you may be asking yourself how you can be most effective in your new role. What steps can you take to lead well?



LEADERSHIP DEFINED

What exactly is leadership? It is the process of things getting done by—and with—a group of people who are being led. When discussing leadership, we often call this group a team. What makes a team successful?

Common Purpose

A team is a group of interdependent people who cooperate to achieve exceptional results. They have a common purpose for which they are all accountable. The goal must be clear to all. Members feel a common purpose when their personal goals are linked to the team goals. It is a win-win situation.

Interdependence

The team members rely on each other to accomplish more than they could as individuals. A team cannot be successful unless all members of the team are truly successful in their roles.

Appropriate Roles, Structure, and Process

People need to know their roles and boundaries, and their value to the team. Decisions are agreed upon and supported. Feedback is timely and useful. Communication channels are open.

Competence and Leadership

Members have the necessary technical and interpersonal skills to accomplish their tasks and work together. The team has the leadership and support it needs to be successful.



Team Climate

The team environment is open and collaborative. People show respect and trust for one another. They value different opinions. There is a genuine interest in gaining agreement.

Performance Standards

The team sets high expectations for each member and monitors itself for continuous improvement. Team members critique their own performance and decisions against a high standard.

Clarity and Understanding of Boundaries

The team has a clear understanding of its task and the limits and scope of accomplishing that task. The vision for accomplishing the goals of the team and the methods to be used are understood by all.

STYLES OF LEADERSHIP

Inclusion

As a leader, learning to effectively include, engage, and use each member of your team is an important skill. Leaders should look at their team and see how best to involve and use the skills of every person, not just a few friends or the strongest individuals. Leaders must understand the needs and goals of each individual and how all the members of the team can help each other to achieve their individual goals.

As people, we have many similarities. These similarities can help us get things done in the patrol. Yet, each person also has unique traits. These differences can be useful assets to the team and to the leader when you're trying to get things done. Leaders need to know and find out which of these individual strengths can benefit the team. If we always go to the same people, we are missing out on the talents of others and not giving them a chance to grow and contribute. Leaders should think about the value of each person on the team.



So how do you learn each person's strengths? You could observe them over time and make notes of their strengths, but this takes a while. You could ask each of them to tell you their likes and dislikes, which often correlate with their strengths. You could ask who wants to take on a task or lead a skill.

Servant Leadership

In Scouting, you will hear a lot about servant leadership. But what exactly is it? Let's start by describing what it is not.

When you ask, "What is the relationship between a leader and the team?" many people's first reaction is to say that the team performs tasks for the leader. Given the choice, most people would prefer to tell others what to do than to be told what to do. That's human nature. But when this happens, the person in charge is more like a "boss" or "owner" than a leader. Many people don't want to be part of a team that works this way, and they'll join the team only for a while, for the sake of external rewards.

Being a true team leader means serving the patrol. In a patrol led by a servant leader, the leader is one part of the patrol, and the leader's role isn't necessarily more important than the role of any other member. Being a servant leader means accepting responsibility for the patrol—its members, objectives, reputation, morale, and more. The servant leader recognizes that he or she is responsible to the patrol (not the other way around) and acts accordingly. Servant leaders lead patrols that people want to join.

Servant leaders understand what success looks like, not just for the patrol as a whole but also for each member. A servant leader enables the success of the patrol members, removing barriers and creating an environment for the patrol to succeed. The servant leader knows the patrol's capabilities and desires. To be a servant leader to a high-performing patrol, you'll need to listen carefully, be attuned to the people around you, and empathically understand what they're thinking.

At the same time, servant leadership is more than just doing what the others want. Leaders need to lead—to set direction and lead patrol members in that direction. Sometimes they need to hold patrol members accountable, to make tough decisions that some won't always like, and to encourage (push) people to excel. Sometimes, this is uncomfortable—for the leader and for patrol members. If leaders don't do this, however, patrols may become too “cozy”; they may lose their edge and start to fail their members.

Effective servant leaders care about others, about helping them succeed as individuals and as a patrol. Patrol members can see when a leader cares about their needs and is focused on their success. That service earns the patrol's respect. When a Scout has that respect, that Scout has earned the title and role of leader.

Servant Leadership Is

- Making the choice to lead
- Wanting to make a difference and provide a better experience for every individual
- Giving more than you receive
- Caring about others
- Doing unto others as you would have them do to you
- Helping others succeed
- Understanding what success for the group looks like
- Making the group successful

Unsuccessful Styles

Now that we have covered inclusion and servant leadership, here are some styles that tend to be less successful.

DOING IT ALL YOURSELF—This isn't really leadership at all, because you aren't involving the rest of the group to reach the goal or accomplish the task.

CONTROLLING—A leader can fail by never listening to suggestions or other opinions, and not letting others remind him or her of things that may have been overlooked. When this happens, something the leader hasn't considered may cause the plan to fall apart, or others in the group may stop listening and fail to do an important task. However, there are times when controlling can work for a short while, such as an emergency that calls for immediate action.

INTIMIDATION—This means yelling, threatening, calling names, and perhaps even cursing while issuing orders. Sure, the job might get done this time, if everyone doesn't just quit, but few will want to work with or even be around that "leader" anymore.

WANTING EVERYONE TO LIKE YOU—It's natural to want people to like you. But it is impossible to please everyone. Don't let your desire to please everyone paralyze you from taking any action just because some might not want to take a particular course.

BASICS OF LEADERSHIP

There are some basics of leadership that can give you a head start in developing your own approach to being a patrol leader. Among the most important are these:

- Have a good attitude.
- Act with maturity.
- Be organized.
- Look the part.



**WHAT YOU DO YOURSELVES,
YOUR SCOUTS WILL DO ALSO.**

—ROBERT BADEN-POWELL

Have a Good Attitude

An optimistic outlook is infectious. Maintain a positive, can-do attitude, and those around you will find that they share your enthusiasm. You don't have to be noisy about it; simply be willing to do your best all the time. Instead of feeling defeated by the challenges facing the patrol, set about the business of using the combined strengths of all patrol members to find good solutions.

Act With Maturity

BE CONSISTENT. Earn the respect of those you are leading by being fair to everyone and consistent in your actions.

BE FLEXIBLE. It is important to be flexible enough to change direction when that will be best for the patrol.

BE REASONABLE. There is nothing more confusing than a leader who flips on decisions without clear reason. Patrol members will respond well to your leadership when they know what to expect from you.

BE FAIR. A patrol leader who treats some Scouts more favorably than others will soon lose the group's trust.

Be Organized

Careful preparations before meetings and patrol events will pay off many times over in the success of those activities. Patrol members will receive the message that you care enough about them to put energy into planning the best possible experiences for the entire patrol.

Look the Part

Leadership comes from within, not from the shirt on your back or the patch on your shoulder. On the other hand, the Scouts BSA uniform does command respect. It provides identity for troop members. It can strengthen the sense of belonging and build patrol spirit.

Set a good example for the patrol by wearing the full Boy Scout uniform whenever it is appropriate. Follow these guidelines:

- Patrol leaders and patrol members proudly wear the full uniform for all ceremonial activities, including boards of review, courts of honor, patriotic events, parades, and special occasions at troop meetings and summer camp.
- During physically active outdoor events and informal patrol and troop meetings, patrol members may wear the BSA activity uniform—troop or camp T-shirts with Scout pants or shorts.
- Scouts participating in patrol and troop conservation projects, other service work, or backcountry camping may wear work pants or jeans with their troop or camp T-shirts.



SOME ADDITIONAL LEADERSHIP TIPS

- **LEADERSHIP IS BUILT ON TRUST.** Telling the other Scouts why you want them to do something, or why you want them to do it a certain way, will help build trust in you. Of course, this requires you to think through the “why” and have a better reason than “because I said so.”
- **RELY ON SHARED VALUES AS YOU MAKE ETHICAL CHOICES IN PATROL LEADERSHIP.** The Scout Law and Scout Oath are expressions of the BSA’s values, and shared values are a foundation of any team.
- **OFFER A VISION OF SUCCESS.** You don’t have to be correct 100 percent of the time, but be sure to explain how your vision fits within the overall patrol and troop plans.
- **THE TROOP’S ANNUAL PROGRAM PLAN IS A BLUEPRINT FOR EXCITING ACTIVITIES AND OUTDOOR ADVENTURES.** Use it to focus the patrol members’ energies and enthusiasm.

- **RECOGNIZE THAT SOME PATROL MEMBERS MAY BE ADVANCING FASTER THAN OTHERS.** Give additional assistance to Scouts who are taking more time to learn skills and to gain Scouting experience. Offer advanced Scouts added responsibilities and leadership positions, and allow them to help others.
- **MODEL THE KIND OF BEHAVIOR AND ACHIEVEMENT YOU EXPECT FROM EVERYONE IN THE PATROL.** Be what you want them to be. Have high expectations for yourself, and expect the best in others.
- **ACKNOWLEDGE DIFFERENCES.** Look for ways to draw on individual strengths of Scouts to the advantage of the entire patrol. Develop trust by keeping the interests of patrol members in mind.
- **RESPECT AND VALUE OTHERS.** Help all Scouts feel they each have something important to contribute to the success of their patrol and troop.
- **WHEN GIVING A RESPONSIBILITY TO SCOUTS, MAKE SURE EACH ONE UNDERSTANDS WHAT'S EXPECTED.** If the Scout has difficulties, provide coaching in private. Be prepared to replace a Scout with someone else if that Scout doesn't have the time or ability to perform the role properly after repeated coaching.

KEY LEADERSHIP SKILLS

In addition to the basics of leadership, several other skills will allow you to guide the patrol well. Three of these are:

- Effective communication
- Start, stop, continue
- Leading EDGE leadership methods



Effective Communication

Communicating effectively is more than just visiting with someone, especially when you are giving and receiving important information. At a patrol meeting or during a patrol activity, you will sometimes be challenged to explain detailed information to other patrol members so that all of them clearly understand. Here are some methods that may allow you to communicate better with the patrol.

GIVING INFORMATION

At a patrol meeting or during a patrol activity, you will sometimes have the challenge of giving detailed information to Scouts in such a way that all of them clearly understand the message. Assume you have just attended a patrol leaders' council meeting to plan an upcoming troop campout. Now you need to share the information with members of the patrol.

- Before you begin, take a moment to organize your thoughts. You may want to write a few notes to remind yourself of the points you want to cover.
- Have the patrol members gather in a place free of distractions. If you are outdoors on a bright day, turn so that you, rather than the listeners, are facing the sun.
- Don't begin until you have everyone's attention. You can hold up the Scout sign as a signal that it is time for everyone to focus on the business at hand.
- Speak clearly. Make eye contact with listeners. As you finish explaining each item, ask if there are any questions.
- If possible, write the most important points on a flip chart or chalkboard.
- Repeat facts such as dates, times, and places.
- Ask patrol members to repeat important instructions or assignments to make sure they understand what's expected. This can reduce the chance of a misunderstanding, especially with directions.
- Ask the patrol scribe to make notes of the discussion. The scribe can also distribute copies of the schedules, activity plans, or duty rosters to members of the patrol.

RECEIVING INFORMATION

Communication is a two-way street. When you are in a position to receive information, give it your full attention. Create an atmosphere for communication by doing the following:

- Give the speaker your full attention.
- Write down points of information—dates, times, locations, etc.
- If you are unclear about anything, ask questions.

EFFECTIVE LISTENING

As you can see from the discussion of giving and receiving information, effective listening is essential to good communication. Effective listening is also a skill that each of us can learn and can constantly improve.

Most of us love to hear the sounds of our own voices. In conversations, we may think more about what we are going to say next than about what is being said by others. When you are in conversations with members of your patrol, though, practice good listening by paying close attention to what others are saying and also to what they are leaving unsaid. Notice their tone of voice and watch their body language. Try to listen without passing judgment.

Be aware, too, of how you are feeling while you listen. Are you chilly, hungry, sleepy, too hot, too cold, or late for another meeting? Is the speaker's message something you don't want to hear? Any of these factors can have an impact on your attention span. If you are upset, angry, or worried, that can affect your ability to listen well.

Noticing how you feel can help you better grasp what others are saying. The adjustment you make might simply be a matter of focusing more on a speaker's message. Often, though, it may require calling a time-out so that you can put on a sweater, have a bite to eat, take care of distracting matters, or let your emotions cool down. When you get back together with the speaker, the conditions may be much more inviting to good listening.

Of course, you cannot tailor every listening situation. Now and then you will find yourself in discussions with others when communications are difficult. Continually practice effective listening, though, and you will find that it can be a powerful tool for solving problems, settling disputes, and building patrol spirit.

EFFECTIVE LISTENING . . .

- IS VITAL FOR FORMING RELATIONSHIPS, FINDING SOLUTIONS, AND DEVELOPING PATROL SPIRIT.
- CAN BE A TOOL FOR TURNING A NEGATIVE SITUATION INTO A POSITIVE ONE



FOLLOW-UP

Communicating well is a constant goal of a patrol leader. It is your responsibility to keep patrol members aware of activities for the patrol and troop. But sometimes when a patrol member is absent from a patrol meeting, that Scout won't get important information along with other patrol members. Sometimes plans you have discussed with the patrol members must be changed, perhaps at the last minute. The follow-up steps you take in these situations can ensure that effective communication continues:

- Make a list of the phone numbers and email addresses of the members of your patrol. Use the list to contact everyone if you need to relay information outside of a scheduled meeting.
- Give patrol members as much advance notice as possible concerning upcoming activities. If you wait until the last minute, some patrol members may have scheduling conflicts.
- Whenever possible, provide patrol members with written copies of important information— duty rosters, calendars of events, etc.
- Remind patrol members of specific duties they have accepted, such as buying the food for a campout.
- Maintain a patrol calendar for keeping track of upcoming patrol and troop activities.
- Discuss patrol activities with your parents or guardian. They need to know your schedule and may be an important resource for ideas and support.
- Plan, plan, plan. Fill out a planning work sheet on every activity.



Start, Stop, Continue

You will recall the use of the Start, Stop, Continue method in the “after meeting” step of the troop meeting agenda. This method also can be used anytime the patrol experiences a disappointment or there is conflict. Start, Stop, Continue is a series of questions designed to help patrol members assess an event or activity that has just occurred and explore some of the values that activity offers. The patrol can then take the outcome and focus on reapplication and future events. Patrols that use Start, Stop, Continue are less likely to put the emphasis on what went wrong than when using other assessment tools, and more likely to find a way to a better outcome in the future. In its simplest form, Start, Stop, Continue is three questions:

1. What should we start doing that would make us more successful?
2. What should we stop doing that is not working or is a barrier to our success?
3. What should we continue to do because it was a significant reason for our success?

For major events and when you are a more experienced leader, the group can explore the why of each question. The answers often will help to reinforce the values of the Scout Oath and Scout Law in the experience.

Some key points for using the Start, Stop, Continue tool:

- Everyone has the right to express their thoughts.
- Each person has the choice of talking or remaining silent.
- No one may interrupt the person speaking.
- Gathering input here is key, but it is not always necessary to evaluate and reach consensus. The patrol leaders’ council may be the right place to review the input and apply a solution.
- Do not allow the discussion to become negative, and do not blame individuals. There is no room for put-downs or making fun of someone.

To end the discussion, summarize the most important points that were mentioned. When appropriate, the patrol scribe should keep a record to be shared at the next patrol leaders’ council meeting. Be positive throughout the session and as you bring it to a close.

Leading EDGE Leadership Methods

Using the Leading EDGE methods, a servant leader can change leadership methods based upon the needs of the patrol and its objectives. Sometimes you will hear people talk about “situational leadership.” It means having the ability and willingness to use more than one leadership method to match the needs of the situation. In Scouting, we call this the Leading EDGE. Like the Teaching EDGE used in skills instruction, the Leading EDGE consists of four methods that can be used in different situations:

- Explaining
- Demonstrating
- Guiding
- Enabling



THE EXPLAINING METHOD

Explaining is a leadership method used when patrol members are just beginning in a task or skill. They are enthusiastic but really do not have the skill or knowledge to do what needs to be done. When a patrol or an individual is at this stage, the leaders need to carefully explain what must be done, how to do it, and what the result needs to be.

THE DEMONSTRATING METHOD

When the patrol or an individual is just learning a new skill, frustration can come quickly when the skill just isn't there yet. The leader at this point needs to use the demonstrating method of leadership, showing precisely how something is to be done. The patrol leader also must model the behavior expected of patrol members.

THE GUIDING METHOD

As the patrol or members get better at a task or skill, they will exhibit a growing enthusiasm and motivation. The leader's response to this should be to step back and give them plenty of room to act on their own, but be ready to coach and guide when help is needed. An example might be the patrol leader performing personal responsibilities during meal preparation but remaining close by and ready to help others, if they need it. That will help guide them toward being successful.

THE ENABLING METHOD

Enabling is leadership method that can be used when skills are high to create an environment of continued success. It means the leader can delegate teaching responsibility for that task or skill to the individual or patrol. The leader recognizes that the group has reached proficiency and can and should express confidence in them.

HELPING THE PATROL DEVELOP AS A TEAM

Understanding how patrols develop can help you better match your leadership style to the needs of all patrol members. In turn, that can encourage everyone to move forward, which helps a patrol to achieve as much as it can.



Theories of Team Development

There are many theories explaining how teams like patrols and troops evolve. At the council-level National Youth Leadership Training, you will learn that teams go through a progression of stages (Forming, Storming, Norming, and Performing), each requiring a different leadership approach. The Leading EDGE™ (Explain, Demonstrate, Guide, Enable) is the same term used to describe a process for teaching a skill, but here it describes the series of leadership behaviors you just learned.

These four methods of leading can be used to address the different stages at which your patrol is performing. The following table shows this relationship.

Team Stage	Development Phase	Best Leadership Behavior for That Stage
Forming	High enthusiasm, low skills	Explaining
Storming	Low enthusiasm, low skills	Demonstrating
Norming	Rising enthusiasm, growing skills	Guiding
Performing	High enthusiasm, high skills	Enabling

Just as you can adjust your leadership methods to match the needs of individuals, you can address the needs of an entire patrol, too. The key is this: Figure out what the patrol is missing and then provide it.

Supporting the Patrol

To discover what the patrol requires from you, pay attention. Watch patrol members as they interact with one another. Listen to their comments and concerns and think about ways you can help each of them reach their full potential.

For example, members of a newly formed patrol usually are eager to fit in. They may be unsure about what is expected of them, though, and will need lots of guidance. Take time to establish personal connections with each Scout and learn about their interests and talents. The explaining method and the demonstrating method you use with individuals can also be used with great effect in group leadership situations when applied to a newly formed patrol.

Patrol members who have been around for a while should have developed quite a bit of skill in resolving their difficulties and achieving many of the goals they have set for themselves. They should be confident in their ability to perform tasks and to overcome obstacles. They have a sense of pride in belonging to a successful patrol, and they enjoy working together. The trust and respect they have for one another is high.

You can support experienced patrols by seeing to it that members have everything they require to continue succeeding. Those resources may be in the form of materials, camping gear, or knowledge, especially information you can share from meetings of the patrol leaders' council. Recognize individuals for their accomplishments, too, and encourage open communication. You may find that the guiding method and enabling method of leadership are just right for bringing out the best in a veteran patrol.

Overcoming Patrol Disappointments

Now and then a patrol or even an entire troop may become discouraged. Perhaps Scouts are discovering the reality of the challenges facing them. A campout or other planned activity that didn't go very well may cause some Scouts to become frustrated.

You will be tested as a patrol leader when the spirits of patrol members are down. Draw upon your abilities to communicate clearly, listen actively, and encourage open discussions. Recognize patrol accomplishments and offer encouragement and reassurance to those Scouts who are making efforts to achieve. Start, Stop, Continue can be an effective tool for helping you discover what is at the root of patrol members' discontent and for helping Scouts find their own solutions to the situation.

Scouting allows youth members to fail in a safe manner so they can learn from their mistakes. When things don't go well, use it as a learning opportunity. Ask the Scouts to list what went wrong, and why, but don't let it turn into blaming or shaming anyone. Instead of saying that the Scout "messed up and left part of the food (or even an entire meal) at home," say "We didn't make sure all the food was brought to the campout." The Scout knows what happened, so there's no point rubbing it in. Then ask the Scouts what they would do to prevent it from happening again.

Celebrating Success

Now and then patrol members will achieve significant milestones together or even complete their time together as a tight-knit group. Some patrol members may be moving on to form a Venturing crew, for example. Members of a new-Scout patrol may have reached a level of experience and advancement to be ready to join the regular patrols of the troop.

Whatever the case, celebrate the many accomplishments that patrol members have enjoyed during their time together. Documenting the patrol's history with a scrapbook or photo album can be an enjoyable way to create a record of all that the Scouts have accomplished. Remembering a patrol's or the troop's successes at a court of honor, at which parents are present, will allow the patrol members to relive that special moment and will also show their parents they are capable of doing well on their own.

“IT IS UP TO THE PATROL LEADER TO TAKE HOLD OF AND DEVELOP THE QUALITIES OF EACH BOY IN HIS PATROL. IT SOUNDS LIKE A BIG ORDER, BUT IN PRACTICE IT WORKS.”

—ROBERT BADEN-POWELL



CONFLICT RESOLUTION

Being a patrol leader is not always an easy task, nor is it always a popular position. There may even be times when you want to give your patrol leader's patch back to the Scoutmaster. But if leadership were always easy, everyone would do it. It's when the challenges of leadership become difficult—when you need to put out fires—that you will know you will gain some of the most valuable experience in becoming a good leader.

Conflicts can occur when people disagreeing with each other seem unable to find a reasonable compromise. The roots of these disagreements can arise from many sources, including differences in personality, values, and perceptions.

As a patrol leader, you will need to handle the differences that arise among members of the patrol. Those conflicts may be minor, or they may fester into something that can damage patrol spirit and the ability of the patrol members to work together effectively.

Responses to Conflict

Your response to a perceived conflict probably will take one of three forms:

1. Avoiding
2. Compromising
3. Problem solving



AVOIDING

Avoiding a problem seldom makes it go away, but there are times when it is best to let others work out their differences on their own. By using the skills of effective listening, you should have a good feel for the quality of the relationships among patrol members and should be able to decide when to help resolve a disagreement.

An important time for you to step in is when the patrol members themselves are avoiding a problem by shying away from the steps that would lead to a resolution of a disagreement. They may have decided simply not to talk about it, but without communication, there can be no progress.

COMPROMISING

In solving a conflict by compromise, both parties must be willing to give up something to gain something more. Reaching that point may require the assistance of a negotiator—in this case, you, the patrol leader.

PROBLEM SOLVING

The most effective way to resolve conflicts is for all parties to explain their points of view and to become convinced that they should exert effort to solve the problem. As in compromising, a negotiator may serve as a guide to help them resolve their differences.

The Patrol Leader as Conflict Negotiator

When two members of your patrol are in disagreement, you can often find a workable solution by using many of the same skills that are effective when the actions of a single person are unacceptable. Stay calm. Use open-ended questions to get each patrol member to explain their understanding of the problem. Encourage each patrol member to see the situation from the other's point of view, then enlist their aid in working together to find a solution that is agreeable to everyone.

The EAR Method of Conflict Resolution

The EAR method is an effective method of reaching an acceptable compromise and resolving the conflict. This method encourages the Scouts to reach a resolution themselves, and to own the resolution. The EAR method involves:

EXPRESS—Ask each side in the conflict, “What do you want and what are you doing to get it?” Let them express their pent-up emotions and concerns. Be sure to listen closely and without judgment. It is very likely that the Scouts will focus on the negative, complaining about what they don’t like. That’s fine. It is often the way people who are upset express themselves.

ADDRESS—Ask each side, “Why is that working or not working?” You are helping them to address the issue themselves. You are holding up a mirror for them so they can better address what they see happening. Encourage the Scouts in conflict to keep talking, but focus now on positive aspects of the situation rather than negative ones. You also are getting information about the problem and gaining time to think about other solutions you might offer up later.

RESOLVE—Ask each side, “What ways are there to solve the problem?” Help them move toward a solution that is fair and allows each party to come out ahead. You are holding them accountable for resolving the issue.

Difficult leadership situations requiring conflict resolution skills come in many forms. A patrol member may not be aware that a behavior was out of line or may not understand how the behavior compromises the safety of other Scouts. A patrol member having problems at home or in school may let out pent-up anger during a patrol activity. Sometimes a Scout may simply want to challenge your leadership.

When a personality issue surfaces, others in your patrol will be watching to see how you handle things. They will sense if you are being fair and if you are seeking workable solutions. In short, they will be watching to see if you really are a leader.

Before you can help resolve any conflict, make sure you are calm. Usually people who are in conflict with each other are excited or even angry with each other. In order for them to resolve the conflict, they have to calm down. If you are upset, or get upset, the chances are the others will take longer to resolve the conflict.

A few guidelines can serve you well as you cope with difficult leadership issues:

- If possible, meet privately with those who are upset. That will give everyone a chance to air concerns without an audience.
- Use open-ended questions to explore differences:
 - If you were patrol leader, what would you do?
 - How can we solve the problem as a patrol?
 - What are you willing to do to resolve this situation?
- Be firm and state the case clearly, especially if the problem involves safety issues or Scouting policies with nonnegotiable guidelines.

Consider these effective responses to Scouts whose behavior requires some action from the patrol leader:

- “It looked like you were giving that new Scout a hard time. I’m sure you know that’s not an acceptable way to treat others. Tell me what’s going on and let’s talk about some ways we older Scouts can help these new guys.”
- “Our patrol is a team, and each patrol member has a task to do. Let’s consider some ways you can take more responsibility for doing your share.”
- “You seem to be second-guessing me on everything. Let’s talk about why that is happening and how we can work out a better way of dealing with each other.”



The other person may be argumentative, even hostile. Stay calm, letting them know you understand. A simple “I got it” is a good response. Keep the dialogue going with open comments:

- “I hear what you are saying. Let’s look at that another way.”
- “I hear what you are saying. How can we change what you are doing so it is within the Scouting guidelines?”
- “I hear what you are saying. Let’s look for some ways that this will work for everyone in the patrol.”
- Serious problems such as those involving drugs, alcohol, hazing, or harassment should be reported to troop leadership immediately.

DEALING WITH INAPPROPRIATE BEHAVIOR

The Scouting program offers young people opportunities to learn and grow in a setting where they can enjoy the acceptance and support of others. Hazing, harassment, name-calling, and bullying have no place in Scouting and will not be tolerated. Likewise, cheating, stealing, lying, cursing, vandalism, fighting, and other forms of inappropriate behavior must be firmly addressed by a Scout troop.

Scouting is built upon the youth-led troop and youth-led patrol. As a patrol leader, you set an example for the behavior of everyone in the patrol. When you see that a patrol member is overstepping the boundaries of the code of conduct spelled out in the Scout Oath and Scout Law, it is your responsibility to step aside with that Scout and discuss why the behavior is not acceptable.

While appropriate behavior consistent with the Scout Oath and Scout Law is expected of every Scout, it is important to remember that Scouting seeks to correct misbehavior, not punish a Scout who misbehaves. A Scout with behavior issues will in many cases benefit more from being in Scouting than being kicked out of the troop. Serious or recurring inappropriate behavior should be reported to the Scoutmaster and senior patrol leader. Disruptive behavior on the part of an individual Scout who does not stop the behavior after discussions with you and the senior patrol leader should be referred to the Scoutmaster, who will in turn involve the troop committee and the Scout’s parents or guardian in a cooperative effort to resolve the issue.

Your Scoutmaster is trained in the proper procedures for suspending a Scout who does not correct disruptive behavior, as well as the procedures for welcoming the Scout back to the troop after demonstrating the ability to behave appropriately. Your Scoutmaster also is trained in the proper procedure for suspending Scouts whose behavior is a danger to themselves or other Scouts, and the procedures for welcoming Scouts back to the troop after they show the ability to behave appropriately. These are matters to be referred to, and handled by, the Scoutmaster.

“THE THING IS TO COOPERATE HAPPILY IN THE PROCESS WHICH DEVELOPS DISCIPLINE AND OBEDIENCE IN THE DOING OF SMALL THINGS WHILE WE ARE YOUNG. THEN, WHEN OUR TURN COMES TO DO BIG THINGS, DISCIPLINE WILL HELP TO ENSURE ACCOMPLISHMENT.”

—JAMES E. WEST, THE BSA'S FIRST CHIEF SCOUT EXECUTIVE

Sample Leadership Problem-Solving Situations

Here are some situations you may encounter as a patrol leader, each followed by one of the many appropriate solutions. Read each situation and consider how you would handle the problem.

ON THE TRAIL

Your patrol is on a 10-mile hike to a destination that is new to everyone. An assistant Scoutmaster is leading the hike and the Scoutmaster is hiking at the back of the troop. You notice that the assistant Scoutmaster and several Scouts are hiking so quickly they have disappeared up the trail. You mention this to the Scoutmaster, who asks you to handle the situation.

One solution: You and another patrol member jog up the trail to catch the others. When you catch them, you ask to speak to the assistant Scoutmaster. Moving off the trail out of the hearing of the other Scouts, you share your concern they should stay with the rest of the troop and suggest that the new-Scout patrol join the assistant Scoutmaster at the head of the troop where they can set the pace.



AT A TROOP FEAST

The troop is planning a feast. At the patrol leaders' council meeting your patrol was assigned to select and prepare the main course. The members of your patrol want to prepare spaghetti and meatballs, but you are a vegetarian and never eat meat. What can you do?

One solution: You were elected to be the representative of your patrol and should do your best to allow the patrol members to achieve all they can within the plans of the patrol leaders' council. As a member of the patrol, your interests are also important. You lead the patrol in a discussion to find a solution that works for every patrol member, including you. In this case, it may involve preparing two dishes of spaghetti sauce, one with meatballs and one without.

AT SCOUT CAMP

On the second day of summer camp, the assistant patrol leader tells you that a Scout in your patrol is not taking part in archery because a Scout from another troop has been picking on your Scout. What do you do?

One solution: Speak with your patrol member away from the hearing of others and ask if there are any problems that you should know about. Encourage the Scout to tell you what happened at the archery range. Listen closely to the answer and consider the Scout's attitude. Did the assistant patrol leader seem to get it right? Does the Scout see things differently?

Once you understand the situation, work with the Scout to come up with a good solution. The Scout may only need to know the patrol is supportive. There might be a different archery session for your patrol member to attend. It might be appropriate to speak to the other Scout or have a word with the archery instructor. Encourage your patrol member to help you figure out an answer to the problem so they can return to the archery range and have a better Scouting experience.

AT A TROOP MEETING

The senior patrol leader telephones you at home to let you know several Webelos Scouts will be visiting the troop meeting the following night and asks your patrol to take responsibility for presenting an impressive opening flag ceremony. The entire patrol will need to arrive at the troop meeting place early and in full uniform. What do you do?

One solution: Telephone all the members of your patrol and pass the word on to each of them.

BACKPACKING

At the last meeting, patrol members divided up the patrol tents, cooking gear, and other group equipment for a weekend backpacking trip, assigning heavier items to the bigger, stronger hikers and lighter gear to smaller Scouts. Saturday morning at the trailhead, though, one member of your patrol refuses to carry their share. What do you do?

One solution: Talk to the Scout out of the hearing of others. First, try to determine why the Scout is reluctant to carry the assigned gear. Perhaps the pack is out of adjustment and uncomfortable, or the Scout is afraid of tiring quickly and becoming embarrassed in front of the rest of the patrol. The Scout also might have brought too much personal gear that is too heavy to carry.



Try to find a solution together—fixing the pack, leaving behind some unnecessary personal items, or emphasizing that you and the patrol are supportive even if the Scout is not the strongest hiker in the group. If there seems to be no clear cause for the refusal to carry the gear, remind the Scout that a patrol is a democracy in which every member has an equal voice and equal responsibilities. State that when everyone does their part, they all make it possible for the entire patrol to succeed.

ON A WEEKEND CAMPOUT

Two older Scouts are arguing. You urge them to find a way to talk through their differences, but they ignore you and begin to fight. They are bigger than you are, and you cannot stop the fight alone. What should you do?

One solution: Get help from other Scouts and adult leaders. Immediately report the incident to the Scoutmaster.

Another solution: Once peace has been restored, have the Scouts who were fighting conduct a project together to reinforce the Scout Law.

Another solution: Once peace has been restored, have the Scouts who were fighting sit down and get to know each other. Have each of them report back to you and the Scoutmaster with two or three things they learned about the other Scout that they didn't already know, and two or three things they have in common.

AT TROOP MEETINGS

As a new patrol leader, you notice that very few of the patrol members wear their Scout uniforms to troop meetings. What should you do?

One solution: Set the example by wearing the full uniform yourself.

Another solution: Next, discuss uniforms with the patrol leaders' council and ask the troop's other youth leaders for ways the troop can better emphasize the importance of proper uniforming.

ON A WEEKEND CAMPOUT

You hear a Scout cursing. What should you do?

One solution: Remind the Scout that cursing is not consistent with the Scout Law and that doing so sets a bad example for the other Scouts. Explaining why a Scout should stop doing something—instead of simply ordering “stop that!”—is more likely to lead to the behavior you want.

AT A TROOP MEETING

A Scout you ask to instruct others in a Scout skill does a poor job. What should you do?

One solution: Unless there is a safety issue, resist the temptation to take over. Let the Scout do their best, then privately suggest ways to do a better job next time.

Another solution: Before assigning a Scout to train others, take some time to observe which Scouts are good at particular skills. Compliment such a Scout for doing a good job and ask that Scout to teach others how to do it. Usually this double praise will energize a Scout to do their best as an instructor. However, if the Scout says “no, thanks” then don't push the Scout into an uncomfortable situation.

Another solution: Observe which Scouts are effective communicators, and which ones seem comfortable with the EDGE method. Ask them to be instructors.

ON A PATROL OUTING

You had a great idea for a weekend outing. You pushed hard to get the patrol members to go along with your idea. Nobody said “no,” but they didn’t seem very excited with the idea. When the day of the event arrived, very few Scouts showed up. What should you do?

One solution: Go ahead with the event if you have enough Scouts with the necessary skills, enough adult leaders, and enough food and equipment. Otherwise cancel it.

Another solution: Remember that you owe a duty to everyone in the patrol. Don’t ramrod your ideas on the other Scouts. Make sure everyone knows they have a voice in selection of patrol outings, and encourage them to say when they don’t like an idea. If the patrol members decide on an event together and plan for it as a team, they are more likely to take ownership of the event and participate in it.

ON A WEEKEND CAMPOUT

The Scouts in your patrol are refusing to follow your instructions. What should you do?

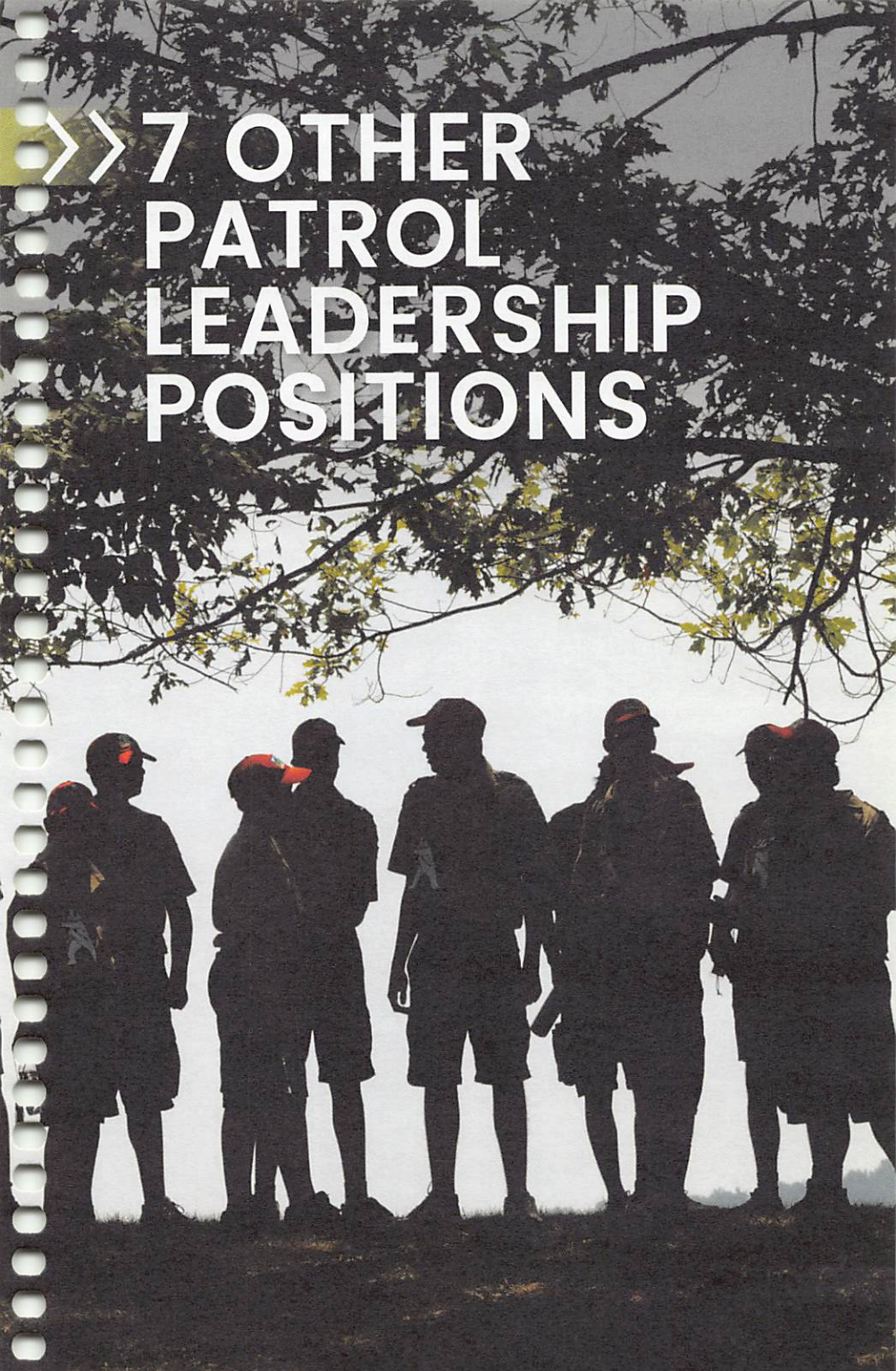
One solution: Tell them why you want them to do it, so they understand. Then ask why they are refusing to cooperate. Explore whether there is another way to accomplish the same result, and be willing to compromise if there is. Try your best not to create a public confrontation in which someone has to lose.

ON A PATROL HIKE

Your plan is to arrive at the camping spot at a certain time. Along the way, the Scouts see an interesting site and want to stop to enjoy it. What should you do?

One solution: Unless it would be unsafe to stop (such as getting too dark to see tripping hazards), or you will miss an important connection, don’t be a slave to the schedule; be flexible enough to take a short break. Planning some extra time into the hike schedule to allow some sightseeing is a wise idea.





>> 7 OTHER PATROL LEADERSHIP POSITIONS

Other Patrol Leadership Positions

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The key leadership positions within a patrol are designed to ensure that the patrol will operate smoothly and that a number of patrol members will share in the responsibilities of planning and carrying out the patrol's meetings and activities.

In addition to formal positions, there are many other opportunities for patrol members to pitch in and help complete a project, correct a problem, and lend a hand to others. For example, maintaining the stoves on a campout, cooking the meals, and cleaning up afterward are tasks that must be done if the patrol is to succeed.

Patrol members can do their share, dividing up the work and passing around the responsibilities. Everyone should have an equal chance to take on each task. With the guidance of the patrol leader, patrol members can develop a duty roster that outlines who does what, and when.

As a patrol leader, you will have the opportunity to match the right patrol member with the right position. You will appoint a Scout to serve as assistant patrol leader. Other positions that may be filled by members of the patrol are patrol scribe, patrol quartermaster, patrol grubmaster, and patrol cheerleader.



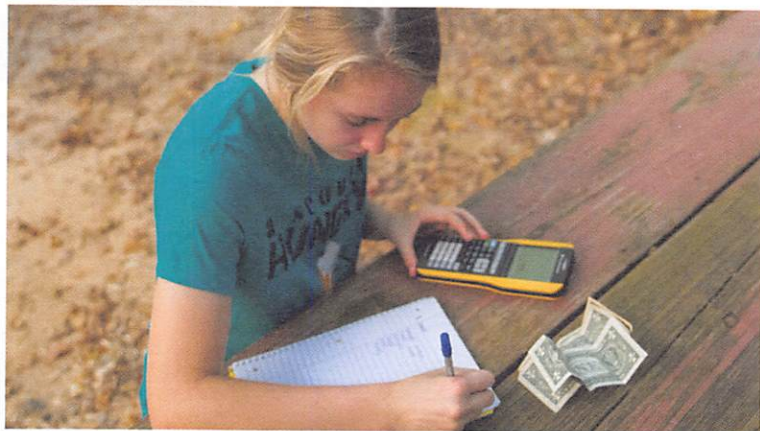
Remember: These patrol leadership positions *do not* qualify for Star, Life, or Eagle Ranks.

ASSISTANT PATROL LEADER

The assistant patrol leader should be a strong ally for you and someone you can rely on to help the patrol move forward. The assistant patrol leader takes charge of the patrol whenever you are unavailable. Keep your assistant fully informed about what is going on with the patrol and use them as a sounding board when you must make tough decisions.

The duties of the assistant patrol leader include:

- Assist the patrol leader in planning and chairing patrol meetings.
- Lend a hand in leading patrol activities and building patrol spirit.
- Help the patrol prepare for troop activities.
- Assist the scribe in keeping current the advancement records of patrol members.
- Monitor the advancement progress of patrol members
- Represent the patrol at patrols leaders' council meetings when the patrol leader cannot attend.
- Set a good example.
- Wear the uniform correctly.
- Live by the Scout Oath and Scout Law.
- Show Scout spirit.



In addition, the assistant patrol leader may be given special assignments such as working on a patrol service project or assisting certain patrol members with their advancement.

SCRIBE

The scribe of a patrol keeps the log—a record of what goes on at each patrol meeting. It provides an accurate account of decisions made, assignments of responsibilities, and patrol plans for upcoming events. To refresh everyone's memory at the beginning of a patrol meeting, the scribe may read the most recent log entry.

The scribe checks attendance, collects and records dues, and manages the budgets for outings. The scribe may also be the patrol's webmaster, encouraging patrol members to use email to communicate with one another between meetings.

As you consider the candidates for patrol scribe, keep in mind that the task will be best suited to someone who has good writing skills, is well organized, and is dependable.

QUARTERMASTER

The patrol quartermaster is responsible for the patrol equipment, maintaining inventory of all of the patrol gear and making sure it is clean and ready for the patrol to use. If an item is broken and the quartermaster can't repair it alone, it is brought to the attention of the patrol leader, who calls it to the attention of the troop quartermaster.

If the patrol has a chuck box for its front country camp kitchen, the quartermaster monitors its contents to ensure that it is fully stocked with cook gear and staple items, checks out the gear for campouts and other patrol outings, and makes sure everything is returned and properly stored afterward.

The responsibilities of the quartermaster are suited for a Scout who is organized, dependable, and aware of details.

GRUBMASTER

The grubmaster of a patrol takes the lead in planning menus for hikes and campouts. Of course, all patrol members have a say in what they would like to eat. The grubmaster helps make those wishes into reality by writing

out the menu, itemizing the ingredients, ensuring that purchases are made, and supervising food repackaging before a trip. Scouts who are completing advancement requirements for cooking can work closely with the grubmaster.

The grubmaster should be a Scout who is familiar with the cooking chapter of the Scouts BSA handbooks and is aware of the importance of good nutrition. It will help if the grubmaster is also good at math and measurements.



CHEERMASTER

The cheermaster leads the patrol in yells, songs, and skits. This is a vital role when the patrol is taking part in campfire programs. The cheermaster also enhances patrol spirit during long hikes, when the weather on a camping trip turns stormy, or when the patrol is challenged by adversity. Select someone who is an upbeat, outgoing person who can get up in front of a group and lead a song or a cheer.

GUIDELINES FOR FILLING PATROL LEADERSHIP POSITIONS

The following pointers will help guide your thinking as you set about the task of filling the patrol positions described above:

- Take all the time you need to consider the responsibilities of each position and the qualifications of each patrol member, then make the right match. These positions do not need to be filled immediately.
- Be fair to all patrol members. Consider each Scout's advancement record, Scout spirit, and commitment to the patrol and troop. Take into account each patrol member's strengths, weaknesses, experience, and service to Scouting.
- Do not allow friendships with certain patrol members to interfere with your efforts to select the best person for each position.
- Discuss your ideas with the Scoutmaster or an assistant Scoutmaster.

Slicing Up the Leadership Pie

Leadership can be a bit like eating apple pie; eat an entire pie by yourself and there will be none left to share with anyone else. Chances are you will get a stomachache, too. Cut that pie into pieces and give each patrol member a slice, though, and everyone can enjoy it and will come away from the experience feeling good about the whole thing.

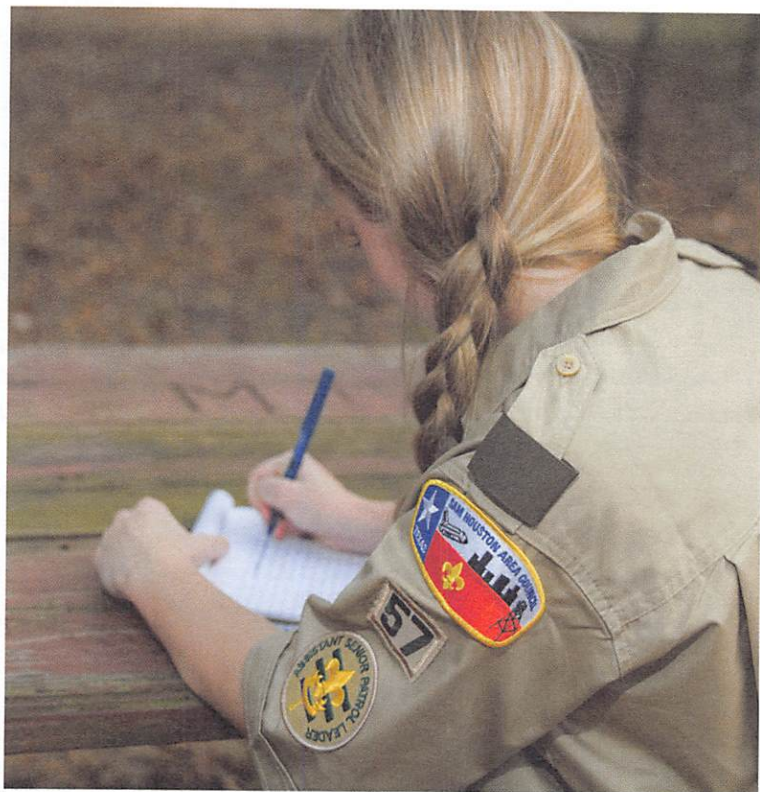
As a patrol leader, you may be tempted to do everything by yourself. That's going to make you weary before long, and you may get a headache, too. On the other hand, if you spread the tasks of the patrol around fairly, all patrol members will feel they have a real stake in the success of the group and you won't feel overwhelmed by a long list of tasks to be done.

BSA YOUTH LEADER TRAINING RESOURCES

Scouting takes pride in giving its youth leaders exciting, effective training. As a patrol leader, you will have opportunities to participate in some or all of these leadership offerings.

Getting Started

This is the first step of leadership training. The Scoutmaster will conduct it within a few days after you are elected to be patrol leader. Lasting not more than an hour, it will cover your responsibilities as patrol leader and upcoming events in the troop.



Introduction to Leadership Skills for Troops

The Introduction to Leadership Skills for Troops presents the Scoutmaster and senior patrol leader with a flexible training program for troop leaders. Every troop is different, and the syllabus can be adapted by trainers to meet the needs of the individual troop. Introduction to Leadership Skills for Troops has three 60- to 90-minute modules. The optional games and challenges can be used to enhance the leadership lessons of the course—and make it more fun. Kodiak Challenge is for older Scouts and Venturers and will help you become a better troop leader.

National Youth Leadership Training

Many local councils throughout the country offer a weeklong youth leadership training. Conducted in the outdoor settings of council camps, these courses supplement training done within a troop and introduce senior patrol leaders and patrol leaders to more advanced leadership skills.



National Advanced Youth Leadership Experience

The BSA's National Council hosts National Advanced Youth Leadership Experience during the summer at Philmont Training Center. NAYLE is a scenario course that allows participants to apply NYLT leadership skills in a wilderness environment. Participants must have completed the council National Youth Leadership Training and be nominated by the Scout executives of their local councils.

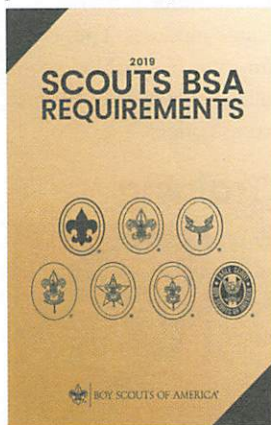


Kodiak Challenge

Kodiak is designed to be an adventure trek lasting five or more days. This course will push your boundaries and encourage you to try new things that may take you out of your comfort zone. What you learn about leadership skills during your Kodiak experience will help you when you are ready for NYLT or NAYLE. Like so much of what you encounter in Scouting, Kodiak is an adventure with a purpose.

OTHER RESOURCES FOR PATROL LEADERS

Scouting will provide many resources you can use as you fulfill your patrol leader responsibilities. For guidance and support, you can count on the senior patrol leader, Scoutmaster, assistant Scoutmasters, and members of the troop committee. A wealth of BSA literature contains information to help you make the most of your patrol and of your experience in Scouting. The following publications are of special interest to patrol leaders.

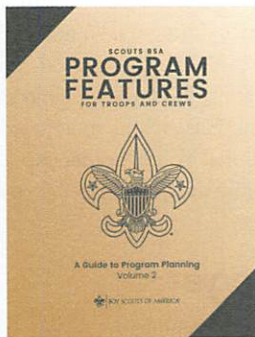


Scouts BSA Handbook for Boys, No. 34622

Scouts BSA Handbook for Girls, No. 39006

Scouts BSA Requirements (current year),
No. 33216

Troop Program Resources website,
www.programresources.org



Program Features for Troops and Crews, volumes 1, 2, and 3, Nos. 33110, 33111, and 33112

Blank Program Planning Chart (Available online at https://filestore.scouting.org/filestore/pdf/33112_Appendix.pdf)

		PROGRAM PLANNING CHART										
Appendix 2	Month	Meeting Plan					Special Senior Holidays	Local Chartered Organization Celebrations	Council/ District	FLC/DA	Unit Committee Meeting	Roundtable
		Program Feature/ Topic	Meeting 1	Meeting 2	Meeting 3	Meeting 4						
	September											
	October											
	November											
	December											
	January											
Appendix 3	February											
	March											
	April											
	May											
	June											
	July											
November 3	August											

Fieldbook, No. 34006

Scout Life magazines

Scouts BSA Songbook, No. 33224

Troop and patrol rosters

Copies of troop rules and policies

Activity calendar (troop, district, council, chartered organization)

Campfire Program Planner, No. 430-696

BSA Supply catalog (Or visit www.scoutshop.org with your parent's permission.)

Boy Scouts of America website, www.scouting.org

Reverence, No. 34248



SCOUT PLANNING WORKSHEET (512-505)

Scout Planning Worksheet, No. 512-505 (A fillable PDF is available online at <https://filestore.scouting.org/filestore/boyscouts/pdf/512-505-2016-Scout-Planning-Worksheet.pdf>.)

SCOUT PLANNING WORKSHEET
"Plan on a Page"
If needed, use attachments for additional information.

GOAL
Describe what you intend to accomplish, the objectives.


WHY?
Describe the purpose or need for this activity—why it is important.

WHO?
Team leader _____
Telephone _____ Email _____
Team members _____
Name _____ Telephone _____ Email _____
Name _____ Telephone _____ Email _____
Name _____ Telephone _____ Email _____

WHEN?
Consider creating a work-back schedule based on the completion date.
Anticipated start date _____ Projected completion date _____

WHERE?
Location _____
Permissions/permits required _____
Transportation/parking needs _____

Weather contingencies _____
Liability and possible site hazards _____


 BOY SCOUTS OF AMERICA

WHAT?
What resources do you need to complete the goal?
Equipment, materials, volunteers, shelter, food/water, and other resources needed and the sources _____
Estimated expenses and the sources _____
Safety issues _____
Health, sanitation, and cleanup _____

HOW?
Outline the anticipated phases of your activity, specific actions to be taken in each phase, and target dates for completion.
For example: choosing a location, setting an agenda, securing equipment, implementation.

Planning Phases	Steps to Completion	Target Date	Person Responsible

ASSESSMENT
If you could start over, consider what you would
Start _____
Stop _____
Continue _____

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IN CONCLUSION

This book began by congratulating you on having accepted one of the best positions in Scouting—patrol leader. Eventually the time will come when you will have completed your term of office and will pass leadership of the patrol to someone else. When that happens, you should be able to look back with pride at all that you and the patrol members have accomplished while you were wearing the patrol leader's patch.

No doubt the patrol will have become stronger because you were there. Certainly you and the other members of the patrol will have memories of lots of fine adventures and other Scouting activities. Together, you will have met many challenges and will have worked as a team to find solutions to all sorts of situations.

Scouting will present you with other leadership opportunities, both as a youth and as a young adult. Though you may no longer be a part of it, the patrol will continue to grow and thrive, building on the strong foundation you will have left and bringing in the fresh ideas and energy of new patrol leaders and new members.

You also will find that the leadership skills you learn as a patrol leader are going to serve you well in school, in your community, and in other settings beyond the BSA. By asking you to accept the responsibility for guiding a patrol, Scouting gives you hands-on opportunities to learn and practice essential methods of leading people. Wherever you go in life and whatever you do, those skills will go with you. Time and time again they are going to help you make a real difference in your life and in the lives of others.



REFLECTION FOR BUILDING LEADERSHIP SKILLS

At the end of an activity, take time to sit down with patrol members and talk about recent events. You can learn a lot about the success of an event and your leadership role by reflecting on some or all of the following questions.

In what ways did things go as our patrol expected? In what ways did they not? _____

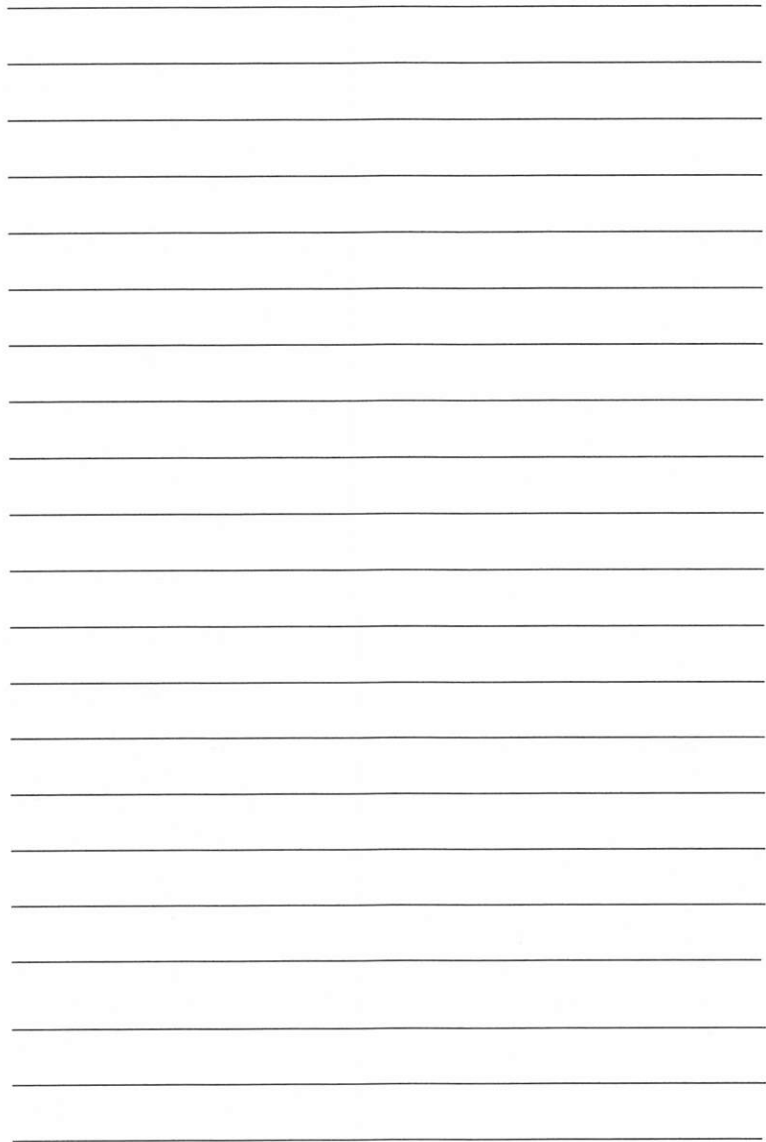
How good was our planning and preparation? What could we do better next time? _____

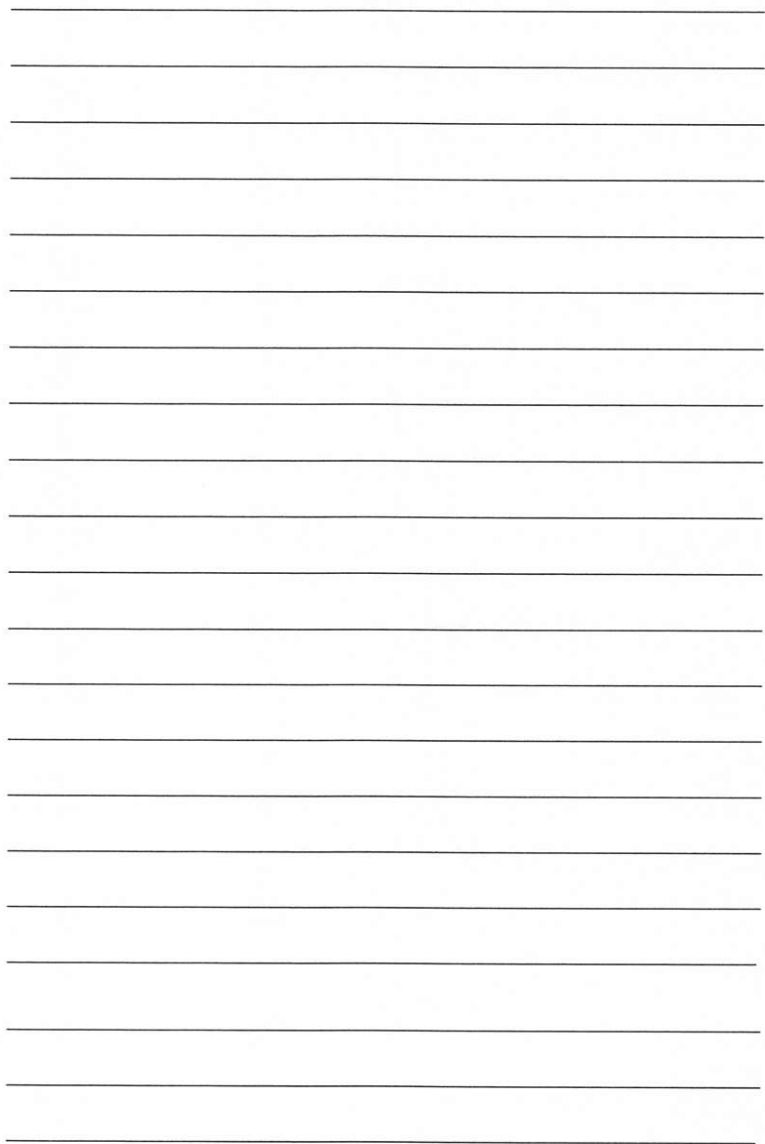
What did patrol members like best about this experience? What would they change next time? _____

What did we learn during this event? _____

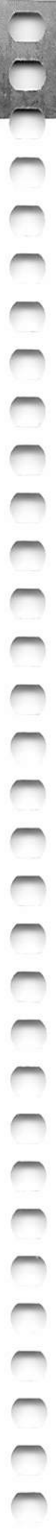
As we prepare for future events, what are some of the ways we can make our patrol even better? _____

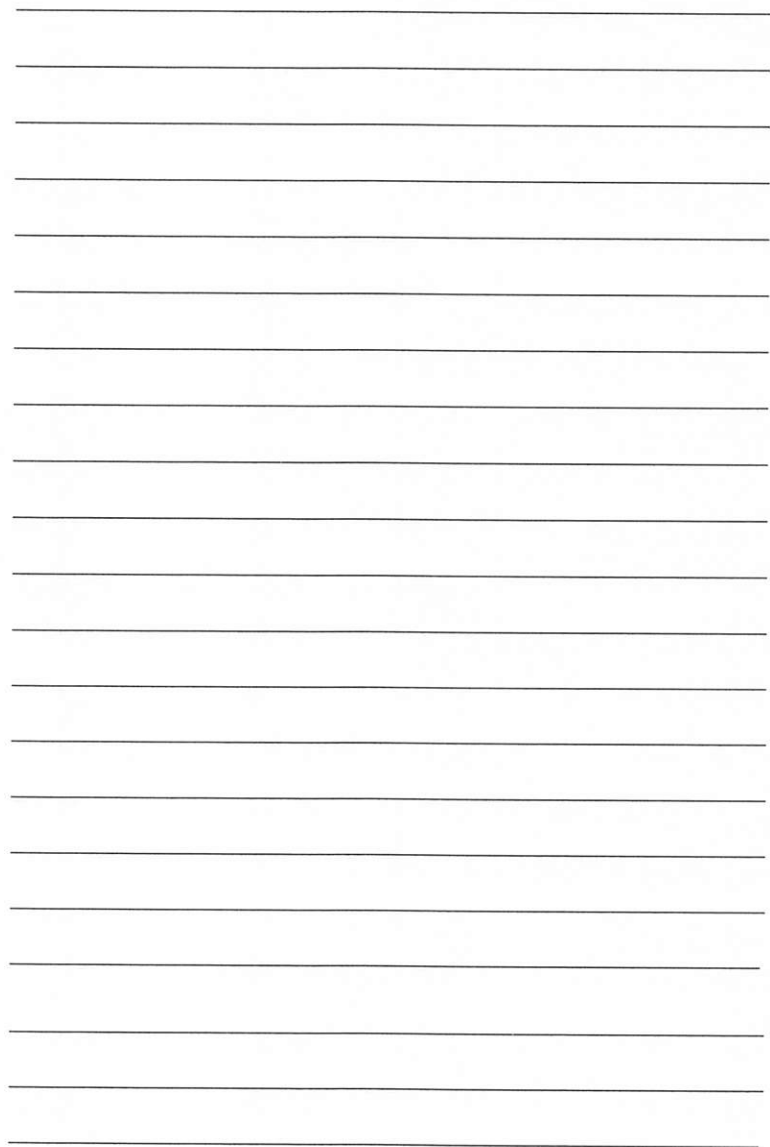
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