

LEADERSHIP



One of the lessons that Scouting teaches is leadership. In a troop, leadership is learned the Scout way—by doing. A young man gets a taste of leadership in various positions ranging from senior patrol leader to assistant patrol leader.

All of the leadership positions require making decisions. This can be difficult, especially for young people. Making the right decision can be painful, but a decision must usually be made. Even making no decision is a decision. Scouting also promotes ethical decision making in everyday life, especially when a Scout has his Scoutmaster conference for the next rank advancement; part of that conference should be a discussion of ethical decision making.

This program feature is designed to challenge Scouts to solve problems through decision making. Each interpatrol activity this month involves making an ethical decision.

SCOUTING OUTCOMES

This month's patrol and troop activities should give your Scouts

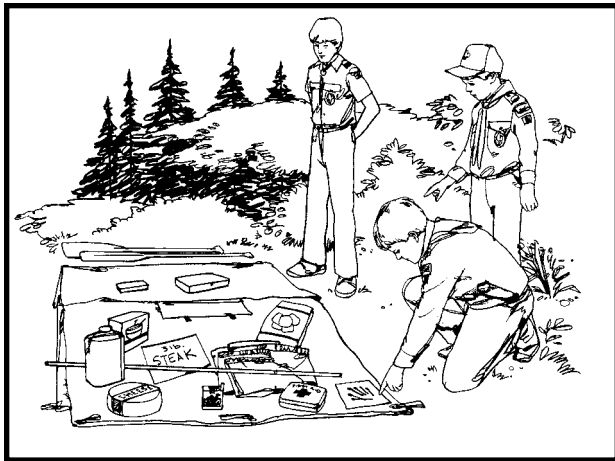
- A greater understanding of their duty to country and their duty to help other people
- An awareness of their rights and duties as citizens
- Increased self-confidence
- Practice in decision making

ADVANCEMENT OPPORTUNITIES

By month's end, all Scouts should meet many of their basic citizenship requirements through First Class rank. Depending on the activities, they may also complete all or part of the following rank requirements:

Tenderfoot

- Outdoor—hiking, camping
- Citizenship—flag ceremonies
- Patrol/troop participation—patrol identification
- Personal development—Scout Oath and Law
- Physical fitness



Second Class

- Outdoor—cooking, camping, hiking
- Citizenship—flag ceremonies
- Patrol/troop participation
- Personal development—Scout Oath and Law

First Class

- Outdoor—cooking, camping, nature, hiking
- Citizenship—flag ceremonies
- Patrol/troop participation
- Personal development—Scout Oath and Law

Merit Badges. Older Scouts can concentrate on the Citizenship merit badge this month. Depending on activities during the campout, they may also complete requirements in American Cultures, American Heritage, and other related merit badges.

PARENT/GUARDIAN PARTICIPATION

The patrol leaders' council can involve parents in the program feature this month by

- Asking qualified people to assist with instruction in camping skills
- Inviting families on the outing
- Asking them to provide transportation to the campsite

PATROL LEADERS' COUNCIL

The patrol leaders' council should meet during the early part of the previous month to plan troop activities for this program feature. If you don't complete all items on the following agenda, continue planning at patrol leaders' council meetings after each troop meeting.

- Decide where the troop will camp and make arrangements to reserve the campsite.

- Plan the special activities for the campout.
- Inventory the troop's camping equipment, if that has not been done recently.
- Plan details of troop meetings for the month. Assign patrol demonstrations for the month, covering skills that must be completed for advancement through First Class rank. For example, assignments might be:

Patrol A—Opening and closing flag ceremonies, week 1

Patrol B—Opening and closing flag ceremonies, week 2

Patrol C—Opening and closing flag ceremonies, week 3

- Determine a list of service projects for the troop.

DECISION MAKING IN LEADERSHIP

Normally this section highlights plans for program feature specialties and an outing. In this program feature, we will provide problems for your Scouts to solve.

STRANDED

Purpose: To give Scouts practice in decision-making and reaching group consensus, and to stimulate discussion of survival techniques (preferably the techniques appropriate for your area).

The following sample problem covers survival in the Maine wilderness. (You can devise a more appropriate problem for your own area.)

Equipment: A copy of the problem below for each Scout, pencils.

The situation: *On vacation in July, you and your family have been traveling through the wilderness of western Maine in a pickup camper. In a blinding rainstorm, you made a wrong turn onto an unmarked lumber road. You have wandered more than 150 miles over a maze of truck routes into the wilderness. The camper has run out of gas and now you, your parents, a 10-year-old sister, a 6-year-old brother, and the family cat are lost.*

After a family conference, you decide it is not wise to split up. You are going to try to walk back together. You are pretty sure that if you pace yourselves, you can cover about 15 miles a day. Because of a fuel shortage, there are no helicopters or jeeps patrolling the area, and you have seen no other cars or houses.

The family is dressed in lightweight summer clothing, and everyone is wearing sneakers. Temperatures at night dip into the low 40s. It is also bug season. As you look around, you find the following items in the camper, some of which might be useful.

- _____ Fishing gear
- _____ \$500 in traveler's checks
- _____ .44 Magnum handgun and ammunition
- _____ Four Dacron-filled sleeping bags
- _____ 5-gallon jug of water
- _____ Instant breakfast (three boxes)
- _____ House and RV keys
- _____ Cigarettes
- _____ Coleman camp stove (two-burner)
- _____ Family tent (10 lbs.)
- _____ Snakebite kit
- _____ Alarm clock
- _____ Five cans of kidney-liver cat food
- _____ 5-lb. tub of peanut butter
- _____ Bathing suits
- _____ 10-lb. cheese wheel
- _____ Transistor radio
- _____ 6-foot tent pole
- _____ Sheath knife
- _____ Wool sweaters for everyone
- _____ Raft paddles
- _____ Inflatable rubber raft (two pieces, total of 20 lbs.)
- _____ Paperback books
- _____ First-aid kit
- _____ Matches
- _____ Steak (3 lbs.)
- _____ Marshmallows (four bags)
- _____ Bug repellent
- _____ Walkie-talkie radio
- _____ Road map of Maine

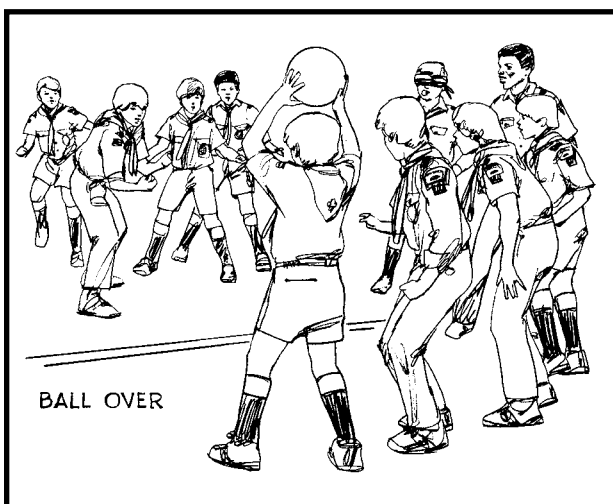
The task: You must choose, and put in priority order, the 15 most important items for survival in this situation. The other 15 may be eliminated.

Each Scout is to study the problem and choose the 15 items he thinks would be most useful for survival. He then ranks them in order of importance from 1 through 15.

Next, the patrols gather and compare rankings. Ask them to try to reach a consensus for a patrol ranking—that is, make a patrol list that satisfies most members. Explain that consensus does not mean unanimous agreement. Rather, it is a way to reach a group decision through compromise. Suggest that the Scouts try to follow these guidelines in making a patrol ranking:

- Avoid arguing for your own rankings. Present your position as clearly and logically as possible, but listen to the reactions of other members and consider them carefully before pressing your point.
- Do not assume that someone must win and someone must lose when discussion reaches a stalemate. Instead, look for the most acceptable alternative for everyone.
- Do not change your mind simply to avoid conflict and to reach agreement and harmony. When agreement seems to come too quickly and easily, be suspicious. Explore the reasons and be sure everyone accepts the solution for similar or complementary reasons. Yield only to positions that are objective and logically sound.
- Avoid conflict-reducing techniques such as majority vote, averages, coin flips, and bargaining. When a dissenting member finally agrees, don't feel that he must be rewarded by having his own way on some later point.
- Differences of opinion are natural and expected. Seek them out and try to involve everyone in the decision-making process. Disagreements can help the patrol's decision, because with a wide range of information and opinions there is a greater chance that the patrol will hit upon more adequate solutions.

Scoring: After the Scouts have made their individual decisions and the patrol has made a group decision, the results can be scored and compared and a troop listing made. Scoring can be done by having each person keep track of the difference between his ranking of an item and the troop or patrol ranking. For instance, if an item is ranked by an individual as number two, and the patrol or troop ranking is number eight, the difference is six. Then each individual and each group can total their scores. The lower the score, the better. The scores provide a useful basis for discussion.



Ask each patrol separately how many individual scores were lower than the patrol score. If there are any (and often there aren't), ask the patrol to consider how it arrived at a group decision that was worse than a member's decision.

All groups should consider the value of the process, which allows a group to arrive at a better decision than the separate individual decisions.

The Experts' Rankings

Outdoor experts have rated the items and listed them in order of usefulness for survival in the Maine wilderness. Their rankings are:

1. Bug repellent.

In early summer, the bugs in Maine are so fierce as to drive people mad or bite them so badly that their eyes become swollen shut.

2. Four sleeping bags.

Full rest and warmth are essential to survival. This is listed before food because humans can live 30 days on stored fat.

3. Tub of peanut butter.

Each tablespoon of peanut butter contains 100 calories and is high in protein.

4. 10-lb. cheese wheel.

Cheese provides calcium, fat, and is an easily digestible source of protein.

5. Steak.

This is a good morale booster, semiperishable, and should be eaten promptly as it is mostly protein.

6. Transistor radio (lightweight).

Tune in for radio programs about a search for them or weather forecasts. This is a good morale booster.

7. Kidney-liver cat food.

This is a valuable, if somewhat unappetizing, source of protein and fat. Protein lasts longer than any other nutrient in providing energy.

8. Matches.

Fire might be necessary to dry wet gear, boost morale, make a signal fire, and prevent hypothermia. It could also be used to keep animals away.

9. 10-lb. tent.

This can be rigged as a place to keep warm and dry or to keep out bugs and to carry equipment in.

10. Sheath knife.

This could be useful for preparing any captured animals, such as frogs, or cutting string, cheese, a pole, etc.

11. Hook and line.

This could be used to provide a supplementary source of food. Or the line could be used for tying up supplies, etc.

12. Wool sweaters.

This could provide lightweight warmth, wet or dry.

13. First-aid kit.

Adhesive bandages, aspirin, and petroleum jelly would be useful for minor injuries.

14. Instant breakfast.

This is a lightweight source of vitamins and protein.

15. Map.

An auto map could be useful for sighting major landmarks like lakes, rivers, etc.

The following items would not be necessary:

- **Marshmallows.** Not necessary, but a possible morale booster.
- **House key.** It's lightweight, but not useful for survival.
- **Traveler's checks.** These won't be necessary for getting out of the woods.
- **Clock.** For survival, it is not necessary to know the time.
- **Walkie-talkie.** This will not work any useful distance.
- **Snakebite kit.** There are no poisonous snakes in Maine.
- **Paperback books.** These weigh too much to be useful.
- **Bathing suits.** Not necessary.
- **Rubber raft.** Too heavy; also not likely to be useful.
- **Paddles.** These are of no use without a raft.
- **Coleman camp stove.** Too heavy; wood fires can be used.
- **Pole.** The knife can be used to cut a pole.
- **.44 Magnum gun.** Inaccurate for hunting; caliber too large for small game.
- **5-gallon water jug.** The water in the Maine wilderness is potable.
- **Cigarettes.** These are bad for your health. It's a convenient time to quit.