



Wood Badge

Leadership for Scouting – Leadership for America

Information for Employers Regarding BSA Wood Badge

“Wood Badge” is an extensive workshop incorporating leadership concepts that are applicable to both the workplace and to volunteers with the Boy Scouts of America. This course teaches participants the basics of listening, communication, valuing people, team development, situational leadership, problem solving, and conflict management. At the conclusion of the course, each participant develops a set of personal goals. Working toward these goals allows each participant to practice and apply their new skills as a member of a successful working team.

Participants will spend 5 full days and nights learning modern leadership theories from contemporary scholars such as Ken Blanchard (author of the *One Minute Manager* series of books), Stephen R. Covey (author of *The Seven Habits of Highly Effective People* and *Principle-Centered Leadership*), and Spencer Johnson (author of *Who Moved My Cheese*). A complete set of references can be found at the end of this document.

Wood Badge has five central themes that encapsulate the course content: Connecting, Guiding, Empowering, Growing and Living the Values. Some of the sessions presented at Wood Badge which support these central themes are as follows:

- **Drive Vision, Mission, and Value**
- *Core values, such as the Scout Oath and Law, help leaders make sound ethical decisions. Supported by such values, effective leaders see a desired outcome (a vision) and a have plan (mission) to realize that outcome.*
- **Know Thyself**
- *We cannot lead others until we work on leading ourselves. This requires looking inward and developing from the inside out by aligning our personal values, communication style and behavioral style.*
- **Communicate Effectively**
- *In our current world communication methods are diverse and everchanging, but the theory remains the same: message, sender, receiver. As leaders, it is important to develop personal strategies for communicating on a higher level.*
- **Include and Optimize Talent**
- *Effective leaders recognize human, cultural, and institutional diversity and the importance of inclusiveness to achieve diversity. They find ways to encourage diverse groups to work together to achieve common goals.*
- **Learn to Listen, Listen to Learn**
- *To lead people, we need to understand them- we need to listen. Active and empathetic listening helps us confirm that we have received a message, ensures that we understand it in depth, and lays the foundation for healthy relationships and continual improvement.*
- **Plan with a Bias for Action**
- *Be Prepared. Prepare your Team. Nearly everything you do in Scouting or work requires thought and planning. Take the extra time to work with your team/committee to create an approach and a collaborative plan with which everyone can engage. Take time to collectively think through possible obstacles. Envision your event with many hands making light work, and a leader at the helm who is supporting them to be successful.*
- **Develop Individuals and Teams**
- *Effective leaders understand the stages of team development: Forming, Storming, Norming, and Performing, and Adjourning. Understanding the stages of team development enables effective leaders to tailor their leadership styles and teaching methods to each stage and situations the team faces.*
- **Know the Territory**
- *The “Customers” that we serve to accomplish the mission of the BSA are its youth members and their families. Effective BSA leaders must know the program and “make ethical and moral choices” even when making decisions under pressure, so that we do not lose the trust of those we lead and can set the best example for those we lead.*
- **Apply Interpersonal Savvy**
- *Understanding your personal behavioral traits (DISC) and recognizing the behavioral traits of others improves our ability to communicate and work in teams. The language and knowledge of DISC traits equips you in knowing yourself, learning to tendencies of others, and adapting to their needs.*

- **Manage Conversations**
- *Being a leader may require you to resolve conflicts or tell people things they do not want to hear. For the best chance of success, we should approach these difficult conversations with good intentions and thoughtful planning to set the stage for productive two-way communication.*
- **Coach and Mentor**
- *When we make it a point to listen to the Scouts, we are well on the way to becoming effective coaches and mentors. Youth often feel that nobody pays attention to them, that nobody asks what they need or what they want. Honest listening is at the heart of building a trusting relationship that can be beneficial to all.*
- **Embrace and Lead Change**
- *Change is a fact of life. Change is a source of anxiety for many people, but it doesn't have to be. Leading Change can be a valuable tool of leadership.*
- **Create a Culture: Train Them, Trust Them, Let Them Lead**
- *An important part of being an effective leader is developing leadership skills in those we lead. Effective Scouting Leaders are good role models for sharing leadership with the youth they serve.*

Wood Badge

Leadership for Scouting – Leadership for America



Leaders at many companies (such as IBM, Motorola, and Intel) have recognized the value this training is to their employees. As such, many agree to pay the course fees and/or give time off as part of their employee's professional development and training plan. Individual company policies vary, however. If you would like additional information, please feel free to contact Mike Booth the course director for Indian Nations Council at (918) 636-2686, or michaelbooth@cox.net.

Wood Badge Training Resources

Bennis, Warren, and Joan Goldsmith. *Learning to Lead—A Workbook on Becoming a Leader*. Reading, Mass.: Addison-Wesley Publishing Company, 1997.

Bennis, Warren. *Managing People Is Like Herding Cats*. Provo, Utah: Executive Excellence Publishing, 1997.

Bennis, Warren. *Old Dogs, New Tricks*. Provo, Utah: Executive Excellence Publishing, 1999.

Bennis, Warren. *On Becoming a Leader*. Reading, Mass.: Perseus Books, 1994.

Bennis, Warren. *Why Leaders Can't Lead—The Unconscious Conspiracy Continues*. San Francisco: Jossey-Bass, 1989.

Blanchard, Ken, Bill Hybels, and Phil Hodges. *Leadership by the Book—Tools to Transform Your Workplace*. New York: William Morrow and Company, 1999.

Blanchard, Ken, John P. Carlos, and W. Alan

Randolph. *Empowerment Takes More Than a Minute*. New York: Berrett-Koehler Publishers, 1996.

Blanchard, Ken, John P. Carlos, and Alan Randolph. *The 3 Keys to Empowerment—Release the Power Within People for Astonishing Results*. New York: Berrett-Koehler Publishers, 1999.

Blanchard, Ken, Sheldon Bowles, Don Carew, and Eunice Parisi-Carew. *High Five!—The Magic of Working Together*. New York: William Morrow and Company, 2001.

Blanchard, Kenneth, and Norman Vincent Peale.

The Power of Ethical Management. New York: William Morrow and Company, 1988.

Blanchard, Ken, Donald Carew, and Eunice Parisi-Carew. *The One Minute Manager® Builds High Performing Teams*. New York: William Morrow and Company, 2000.

Blanchard, Kenneth, Patricia Zigarmi, and Drea Zigarmi. *Leadership and the One Minute Manager—Increasing Effectiveness Through Situational Leadership*. New York: William Morrow and Company, 1985.

Covey, Stephen R. *Principle-Centered Leadership*. New York: Simon & Schuster, 1990.

Covey, Stephen R. *The Seven Habits of Highly Effective People*. New York: Simon & Schuster, 1989.

Covey, Stephen R., A. Roger Merrill, and Rebecca R. Merrill. *First Things First*. New York: Simon & Schuster, 1994.

De Pree, Max. *Leadership Is an Art*. New York: Doubleday, 1989. & De Pree, Max. *Leadership Jazz*. New York: Currency Doubleday, 1992.

De Pree, Max. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997.

Deeprouse, Diana. *The Team Coach*. American Management Association, 1995. Giber, David, Louis Carter, and Marshall Goldsmith. *Best Practices in Leadership Development Handbook*. Linkage, 1999.

Greenberg, Eric, and Weber, Karl. *Generation WE*. Emeryville, California, Pachatusan, 2008.

Greenleaf, Robert K. *Servant Leadership—A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1991.

Heenan, David A., and Warren Bennis. *CoLeaders: The Power of Great Partnerships*. New York: John Wiley &

Sons, 1999. Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson. *Management of Organizational Behavior: Leading Human Resources*. 8th ed. Upper Saddle River, NJ: Prentice Hall, 2001.

Howe, Neil, and Strauss, William. *Millennials Rising: The Next Great Generation*. New York: Vintage Books, 2006.

Howe, Neil, and Strauss, William. *Generations: The History of America's Future*. New York: William Morrow and Company, Inc., 1991.

Johnson, Spencer. *Who Moved My Cheese?* New York: G. P. Putnam's Sons, 1998.

Kotter, John P. *Leading Change*. Boston, Mass.: Harvard Business School Press, 1996.

Lee, Blaine. *The Power Principle—Influence With Honor*. New York: Simon & Schuster, 1997.

McCauley, Cynthia D., Russ S. Moxley, and Ellen Van Velsor, eds. *Handbook of Leadership Development*. San Francisco: Jossey-Bass, 1998.