



Awareness

- Recognize the need for change as leaders
- Be the link between lodges and National
- Take what you learn here to your lodges

Desire

- Be able to answer "what's in it for me?"
- Show why we need to change
- Develop trust to encourage involvement

Knowledge

- What resources are needed for change?
- Provide training to help leaders prepare
- You already have the tools - make sure you leverage them!

Ability

- Time to begin enacting our change
- Allow for practice, give feedback
- This must be cyclical

Reinforcement

- Sustain the change
- Don't move on until your change is established
- Highlight your successes for the next change



Embracing and managing change scenario- 10-minute group discussion

1. Your Lodge is planning its annual fellowship weekend. As lodge leader, you are doing a lot of the work to ensure a successful fellowship by interfacing with the Lodge Vice Chief of Program almost exclusively, and reports from the Vice Chief have been that things are “going well”.

The Vice Chief has been working hard but hasn't been keeping the Program Adviser in the loop. Without warning, the Vice Chief has to step down, and leaves without warning. There are 2 months to Fellowship. A new Vice Chief of Program must be selected, and that person will not have been involved in planning. This is a hard change.

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to “get the train back on the tracks”?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a “fellowship rescue plan” is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Fellowship has been in the works for 6 months. How do you “turn that frown upside down”?
- There is only 2 months to get things re-planned. What do you do to insure that people are focusing on the right things, and progress doesn't stall?
- The Program Adviser is very concerned, and wants to make this “just like a campout”, because he's had a bad experience in the past with a recovery plan failing. How do you approach that?

Two groups will be randomly selected by the training facilitators to report out. Be prepared to quickly discuss your change, and how you will respond to it.



Embracing and managing change scenario- 10-minute group discussion

2. You've just been elected as a lodge leader and are reviewing the LLD feedback surveys. LLD took a hard hit this year. Many participants felt the training to be uninspired, boring, and not worth the time. You take it as a personal mission to "fix LLD training".

One of the challenges to solve is that your Lodge Adviser is a college professor and believes that the only way to teach is to have classroom style learning, specifically an item that many surveys raised as an example of what was "bad" with LLD training. Further, you have a band of older adults that feel that it is their job every year at LLD to teach a class about Native American dress, and expect to teach that class at again.

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "LLD training rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. We've always done training this way and trying something new will be ... hard. How do you "turn that frown upside down"?
- Do you have to "fix" everything in one year? What are some approaches that you can try to ensure that people are focusing on the right things, and progress doesn't stall?
- Your Lodge Adviser is very resistant to new approaches and wants to keep the old style of training. How do you approach that?

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BOY SCOUTS OF AMERICA®

ORDER OF THE ARROW

Embracing and managing change scenario- 10-minute group discussion

3. It's Fellowship time, and as a lodge leader, you've been working hard to both provide an exciting program in camp and stay within your budget created by the LEC. The budget was largely planned based upon a big trading post pre-order success. You are providing a waterfront program, an expansive activity program, COPE climbing, a service project, and shows. You've been planning for 8 months, and it's going to be a great weekend. There's 2 weeks until Fellowship!

Your memorabilia design was ugly and pre-orders were a bust, but you can't raise the cost for your Fellowship this late in the game. As such, your discretionary program budget has been slashed (largely impacting the show plan), and so has your facilities budget. No climbing tower, no canoes or kayaks at the lakefront. The sky is falling!

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "fellowship rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Fellowship has been in the works for 8 months. How do you "turn that frown upside down"?
- There is only 2 weeks to get things re-planned. What do you do to ensure that people are focusing on the right things, and progress doesn't stall?
- Your Lodge Adviser is very concerned, and wants to change the program himself, because "we've been here before with this budget" and youth can't figure it out in only 2 weeks. How do you approach that?

Two groups will be randomly selected by the training facilitators to report out. Be prepared to quickly discuss your change, and how you will respond to it.



Embracing and managing change scenario- 10-minute group discussion

4. It's Lodge PMP time, and the 4 of the 5 Lodges in your Section have all re-chartered with either "Thriving" or "High Performing" results. It's January 15, charters were due on December 31, and Lodge #5 has gone radio silent. You just got back from NPM, and you know how important lodge performance is to the role of a Section. Your Section has always been the highest scoring in the Region, and that's a matter of pride for you and the COC.

After a lot of phone calls and involvement of the Scout Executive, you find out that Lodge #5 is really struggling. They held only 5 (of 60) unit elections this year, only inducted 3 of the 7 people elected, and held no activation events to get new members active. Furthermore, you are getting blamed, because the Vice Chief whose job it was to call this lodge every month and keep in touch didn't do his job, putting Section PMP in jeopardy.

As Section Chief:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "lodge rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Everyone thought that we were going to be a High Performing Section. How do you "turn that frown upside down"?
- You now have to get this fixed. What do you do to ensure that people are focusing on the right things, and progress doesn't stall?
- The Lodge Adviser is very concerned, is ready to fire the lodge chief, and put his hand-picked LEC in place. How do you approach that?

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Embracing and managing change scenario- 10-minute group discussion

5. As a lodge leader, you see that your activation numbers for this year are hovering around 30%. Your new members just aren't interested in participating in Lodge events. Over your past couple of years as a lodge leader, you see that lodge retention is starting to fall off, and youth membership numbers are down.

You survey some new members that haven't been attending, and they tell you that the lodge program "just isn't that interesting". The most recent activation event of decorating bird houses for the underprivileged was not well attended. Something needs to change.

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "membership rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Everyone wanted to be a High Performing lodge. How do you "turn that frown upside down"?
- You now have to get this fixed. What do you do to ensure that people are focusing on the right things, and progress doesn't stall?
- The Scout Executive is very concerned and wants this fixed. How do you approach that?

Two groups will be randomly selected by the training facilitators to report out. Be prepared to quickly discuss your change, and how you will respond to it.