

LA410 – Finding the Right People

National OA Adviser Training

Session Length: 25 Minutes

Overview:

- Good people resources are key to succeeding as a leader for any organization
- It is more challenging if you are trying to accomplish goals via coaching of young people who have a lower leadership capability
- Once recruited, building a successful team will ensure a successful organization

Slide 2 - Learning Objectives:

At the end of this session the student will be able to identify procedures to--

- Find and evaluate possible candidates for adult leaders in the OA
- Understand the need for training and developing adult leaders to support OA youth
- Identify the many complicated steps to building a team to serve the chapter, the lodge, or other OA groups such as Ordeal or conclave weekends

Slide 3 - Introduction

Corporate, government and military leaders have been studying leadership for more than one hundred years. In that time, they have arrived at five general functions that generally must be carried out by leaders. These are: Plan, Organize, Staff, Direct and Control. Generally, the mission or purpose of the group (in our case, the OA at all levels) is stated at the highest levels. Starting with the Purpose of the OA, over the years, we have developed at most levels several events a year to do OA work--elections, camp promotion, induction weekends, banquets, etc. Each of these needs a plan and a scheme of organization to carry them out.

Virtually ALL of this is dependent on good use of human resources. IF WE FIND THE RIGHT PEOPLE TO LEAD AND ADVISE THE OA, WE WILL NEARLY ALWAYS BE SUCCESSFUL. So, paying attention to finding and utilizing good adults to advise our OA youth is a BIG part of the job of an OA Adviser--at the lodge level or down at the event level. Once we have the right people, we can then worry about "direction" which means steps to carry out the plan. And then along the way we can "control" in the sense that we should adjust as problems arise or the environment changes.

If our process to find and engage quality adults is slapstick and haphazard, we will probably jeopardize our ability to succeed and to support our youth leaders. Having enough quality leaders in the right jobs for their skill set is crucial to success in the OA, as it is in any organization. Without sufficient quality adults, you may find yourself "putting out fires" a lot, since people are not trained or capable of doing the job or perhaps we did not find enough people. A successful OA leader engages the best adults available to carry out the Purpose of the Order.

Slide 4 - Finding the Right People

The BSA has long recognized the following steps for "Successful Recruiting."

- Determine the volunteer positions needed.
- Determine the possible prospects for the job.
- Research the strengths and weaknesses of the prospects.
- Prioritize the list and talk to the prospects.
- Make the sale that they are needed and wanted.
- Have a fall-back position if the first prospect is not available
- Follow up, begin orientation and training and get the prospect on the job.

Having said this is a good process, here are some other thoughts and tips about successful recruiting of quality adults:

Slide 5 - Finding the Right People (Needs)

- Look for the qualities needed to do an adult job in the OA:
 - Commitment
 - A positive attitude
 - Good judgment regarding standards and how to deal with youth and adults
 - Experience at leading others and keeping a group cooperative--typically this comes from job responsibilities, having a wife and/or a family; having previous experience with young people, etc.
 - They should know and understand the Scout and OA program--how it works and why we operate the way we do. Previous experience in coaching youth is of great value
- When appropriate, use a resource sheet for capturing past experience of potential adults.
- Constantly interact with adults in Scouting to get to know them and assess their skills and attitudes.



- Look ahead for jobs that will need filling in the future. Ask current leaders to help find their replacement when they are ready to step down.
- Give potential leaders a lower level job so you can watch their performance before giving them a more difficult or challenging job. Be wary of leaders who say they have done great things elsewhere until you have seen them work. Remember, in the OA, when you ask the question of a volunteer "what would you like to do," there is only one best first answer. If their response is "I'll help wherever you need me," then you have a pretty good idea they understand Scouting and the OA. If they offer to help with "VIP reception," that may be a hint that they don't want to work too hard.
- Be sure every adult volunteer for an OA job understands very clearly that they must work through youth and mentor and coach them to lead and carry out the program. Having the most efficient program possible is not our aim. We want to train and groom our young men and so we have to encourage their own decision making and help them deal with difficult situations which adults are usually more adept at. Learning for our youth is a primary part of the Order of the Arrow. This makes the job of adults in the OA more challenging than if they could just do the work themselves.
- Encourage all OA leaders to have a formal or informal "#2" or deputy as back-up. encourage their own decision making and help them deal with difficult situations which adults are usually more adept at.
- Once you have found the right leader, appoint each one in writing for a period of one year. In the BSA and OA we have a regular "election" year when council officers are elected and the lodge usually uses a similar schedule. Be sure the appointment letters are approved by or co-signed by the Scout Executive or Staff Adviser, so all key volunteers are "vetted" by the full-time staff. If it turns out an appointed leader is not a good match for the job, then they are already on notice that it is for one year. If they are doing well, then a typical period of office is a total of about three years, with appointments being done a year at a time.

Recruiting is a constant and critical function in the OA. Find a way to spend some time on personnel matters at least once a month so you have the best possible adult support for your lodge.

Slide 6 – Develop Adults: Train and Utilize and Retain Your Leaders

Once you have a good staff in place, you must be sure they know the job, are utilized and operate in a manner which is helpful to the lodge and satisfying to the individual, which should lead to their retention in that job and other OA jobs in the future. What could be simpler than that? It is the heart of good personnel management and it is, in fact, challenging. But remember, if it were easy, then anybody could do it. It is because leadership is hard that we appreciate good followers and subordinate leaders.

- Send them to formal training if they need it--LLDC or training at fellowships or conclaves.
- Give them as much informal training as necessary--a one on one orientation over coffee or a Q&A session at a meeting of advisers.
- Communicate with them regularly--ask how things are going; listen to their successes and concerns; respond to any help that they need. Do NOT give them the job and disappear.
- Ask their opinion, use good ideas that they suggest.
- Thank them in public for the good work.
- If necessary, correct them in private for miscues or choices that were not the best. Give them the chance and the encouragement to improve.
- Expect good planning and following of milestones against goals.
- Expect and help your adults acquire basic understanding of the BSA and the OA. At a minimum, this includes Basic BSA training, Basic OA Training, info and experience on how to coach young people and a commitment to the Scout Oath and Law and the OA Obligation. Our ethical standards are the basis on which we make many decisions about our program and how youth engage in it.
- Use thanks liberally--verbally, by Email, by letter, by "atta-boys" gifts occasionally. AND be sure your best leaders are considered for all appropriate recognitions-- Vigil Honor, Founders Award and any local awards that you have used in the past.
- Keep your people focused on goals, especially the OA version of Journey to Excellence (JTE). These not only measure important parts of our OA program, but can give youth and adults experience in striving for good outcomes and knowing they worked hard to do something worthwhile.
- If you treat your adults right and they are engaged in the good work with some of our most admirable youth members, then retention should follow.

Teambuilding

Slide 7 – Why a Team?

Why do leaders want a good team?

- It uses human talent effectively and efficiently
- It brings different talent to the table to help the OA.
- It allows more human resources, especially mental and social skills, (youth and adult) to be focused on the job at hand.
- It allows the leader to attack a job or mission that could not be done alone or with only a few people.

Slide 8 – Why Be On a Team?

Why do people want to serve on a team rather than work alone?

- They identify with the mission or purpose of the group.
- They enjoy working with quality individuals working for the same goal.
- They can generally count on team members to have good attitudes and work cooperatively.
- They enjoy working with youth members and fostering their development.
- They get satisfaction from a good job done well with positive outcomes.

Slide 9 – Job of Leader

What is the Two-Part Job of the Leader?

- Get the Job (Mission) done.
- Keep the Group Working Cooperatively together.

This two-fold focus has long been recognized by leaders, managers, military officers and corporate CEOs for years. It was first identified as "The Managerial Grid" by writers Robert Blake and Helen Mouton in the mid-1960s. They pointed out that all leaders were constantly working to reach the mission by tracking progress and finances and other resources, while at the same time, watching over the motivation and skills of their team members. Sometimes, when a deadline looms, leaders need to focus on the job. For instance, if dinner for the fellowship is running late, more waiters might need to be found at the last minute.

At other times, the low cohesion, training level, hard schedule or other factors might have lowered the focus of the group members to accomplish the goal. At that point, the "job" focus by the leader may need to take back-seat to the "needs" of the group

members. If they have worked long hours and not had a good meal, the leader might opt to quit worrying about the job until he can improve the comforts of the team.

The teambuilding process is a constant one. As new members join the team and others leave, there needs to be constant attention to integrating, orienting and training new members of the team. If the organization does not have a regular process to keep the members working together, the mission is likely to suffer.

Slide 10 & 11 – Tips

Tips on Teambuilding:

- Engage everyone. Use their talents and listen to their views.
- Communicate constantly--to the whole team and to individuals as needed. Use EVERY possible media--face-to-face, phone, Email, texting, newsletters, etc.
- Find ways to surface the resources of all in the group--find out your human talent through talks over a meal or use a resource sheet or have a deputy who focuses on finding and using new talent.
- State goals clearly and often and discuss as much as necessary to get everyone's ideas. Again, remember in the OA, we do this by encouraging youth to make plans and decisions, with the help of qualified adult advisers.
- Respect all members of the team and show it by accepting their ideas as often as possible. A good leader in the OA will state the outcome he desires and not "micromanage" his youth or adult advisers by telling them HOW to do the job. Let people use their own initiative and ideas.
- Give credit to the team and the various members--ALWAYS! The leader will invariably get both the credit and any blame, no matter who does it.
- Remember that in each job you hold, whether elected or appointed, you have been given the AUTHORITY and RESPONSIBILITY to carry it out. You can delegate some of your authority, but you will always be held ultimately responsible for the outcome of the group's efforts.
- Set the example yourself and expect it from others. Hold fast to the Scout Oath and Law and the OA Obligation. Keep your promises. Be trustworthy and others will want to respond to your respect and trust of them. Youth often do not realize how successful they can be, but will usually respond to your high expectations of them.
- Delegate well and accept the solutions of your subordinates unless the environment changes or you did not state the task correctly. Once you define the job or problem and have established the end state you wish your group to reach, you must accept their solution or you will kill any use of initiative in the future.

- Be a TEACHER. Every person on the team will need new knowledge or skills. It is your job to do it or see that it happens. Scouting and the OA are educational programs. Look for ways to increase the ability of your youth and advisers.
- Stick to the rules. Be familiar with BSA and OA rules, guidelines and regulations. Stay in touch with your Staff Adviser and know the local preferences for how the OA should operate in your council. Build good relations with the professional staff, the Scout Executive and the volunteer leaders of the council.
- Expect good PLANNING. Work done haphazardly is frustrating, inefficient and will drive good team members away. Use milestones and back-daters to allow you and your team to see progress and adjust to changing conditions.
- Keep yourself current--keep learning. Attend an NLS or a course at Philmont or The Summit or go to Wood Badge. Stretching your mind will make you a better leader.
- Keep your team EVALUATING. Always look for ways to improve--it is the American way. Every event or program should have goals that are clear enough to evaluate against, pinpoint weaknesses and develop improvements for future activities.
- Represent your group and expect the same of your team. If you work at the chapter level, be present for appropriate lodge meetings. If you work mostly at the lodge level, still attend as many chapter events as you can to show interest, maintain contacts and scout out new talent.

Slide 12 - Summary

Be a good leader, set the tone, keep your team working cooperatively and keep your eye on the prize (the mission).

AND REMEMBER--The OA Purpose is nearly all about developing young people to lead and to adopt a life of service to others. So be a leader to your adults (who are your partners in this enterprise), but do the harder job--coach young people to be our leaders of the future.

References

1. Order of the Arrow Handbook- Local Council (#34996)
2. Guide for Officers and Advisers (GOA) - <http://www.ou-bsa.org/uploads/publications/GOA-2012.pdf>
3. Field Operations Guide - <http://www.ou-bsa.org/uploads/publications/FOG-2013c.pdf>