

Moving Forward with LeaderX

Session Length: 30 minutes

Session Objectives:

At the end of this session, the delegate will be able to:

1. Adopt LeaderX as an ongoing attitude for collaboration
2. Decide and Act on the Discoveries of LeaderX
3. Apply LeaderX beyond a single opportunity (“pain point”) and to the broader organization

Training Information:

This session is a fast paced “toolbox” approach that outlines how delegates can take the Discoveries of the LeaderX mindset and implement those discoveries in their own lodges. By necessity it is a lecture style session, so the provided slide deck is fast paced and visual for added effect. Slide timing is given in full minutes – experienced trainers with a mature delegate group can probably go faster than the estimated timing to give more time for questions and discussion.

Any of the concepts mentioned could comprise be days or weeks of training on its own – be on guard against using up the bulk of the session time on concepts you know well while ignoring others. The goal is to expose delegates to varying ways to Decide and Act on the LeaderX mindset. They won’t be experts from a 30min session. As always, do what is best for the learner – if the narrative can be rephrased for better impact, rephrase away!

Session Needs:

1. Technology
 - a. Computer with A/V connection, projector, and screen
 - b. *Moving Forward with LeaderX* PowerPoint presentation file
2. Handouts
 - a. Slide print-outs for guests (PDF on last page for easy printing)
3. Resources for Reference
 - a. Recommended: review the links in the Web Resources slide to be familiar with the session concepts (OODA Loop, Priority Matrix, Kotter’s 8 steps, etc.)
 - b. Bonus points for understanding the books and authors listed on the Books slide

Trainer: Delegate slide handout on the last page of this syllabus.

SESSION NARRATIVE

Trainer: Narrative and training tips are shown following the applicable slide.



Trainer: Welcome the delegates to NEXT and introduce yourself. If you've have notable success implementing change in your lodge that reinforces the session objectives, note that.

Minutes: 2 of 30

“Welcome to NEXT! I am _____ from _____ lodge. You’ve learned the key concepts of the LeaderX mindset. This session will outline some of the tools available to your team as you move from LeaderX Discoveries to action.”

“ BEING [GOOD] IS NOT A STATIC THING. ... TOMORROW MORNING YOU HAVE TO START OVER, CONTINUE THE PROCESS AND MAKE ADJUSTMENTS. ... [IT IS] A GAME THAT MOVES AS YOU PLAY, AND IF YOU DON'T MOVE YOU CAN'T PLAY. ”

VIGGO MORTENSON (AMERICAN ACTOR)

Trainer: Read the Mortenson quote.

Minutes: 2 of 28

“Today is about how you and your team can get in the game and play. Let’s go over the session objectives – what you can expect from the next half hour.”

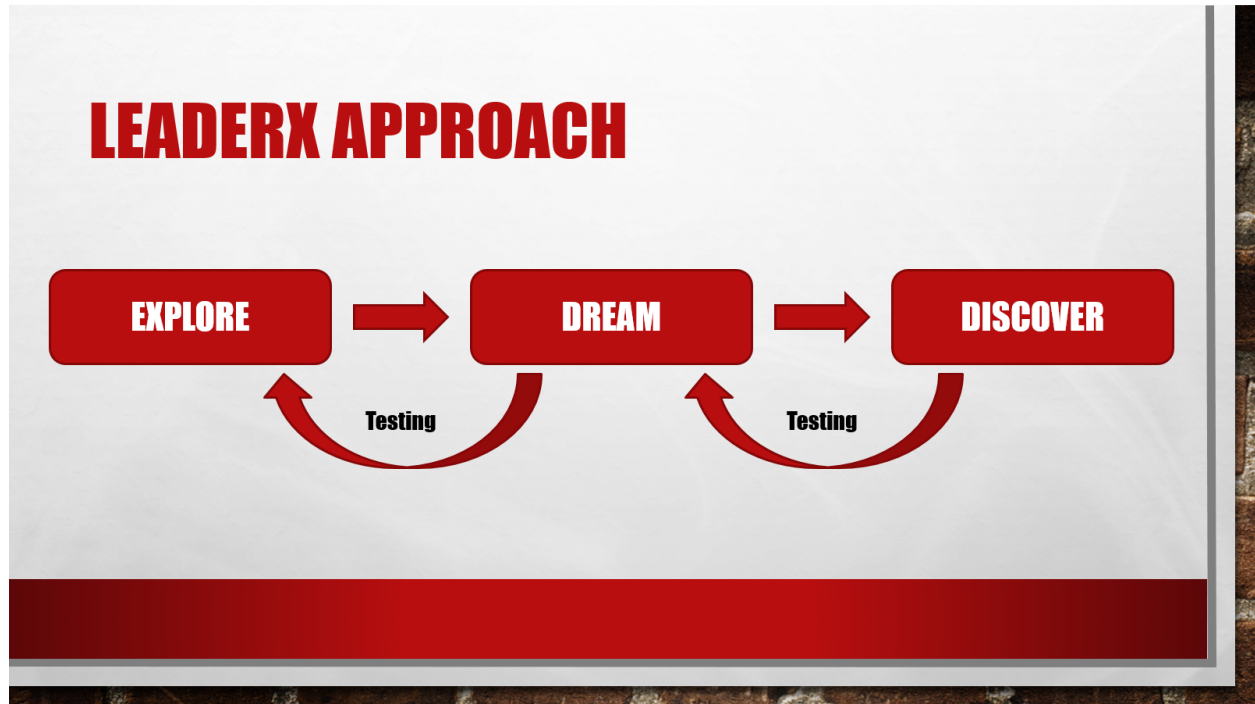
MOVING FORWARD WITH LEADERX

ToolBox for Decisions & Action

- **Adopt LeaderX as an ongoing attitude for collaboration**
- **Decide and Act on the Discoveries of LeaderX**
- **Apply LeaderX beyond a single opportunity (“pain point”) and to the broader organization**

Minutes: 2 of 26

“This conference will give you many opportunities to practice the LeaderX attitude by yourself and in a group. This session will be a guide to how to take that attitude, decide as a group what you want to accomplish, and act on those decisions.”



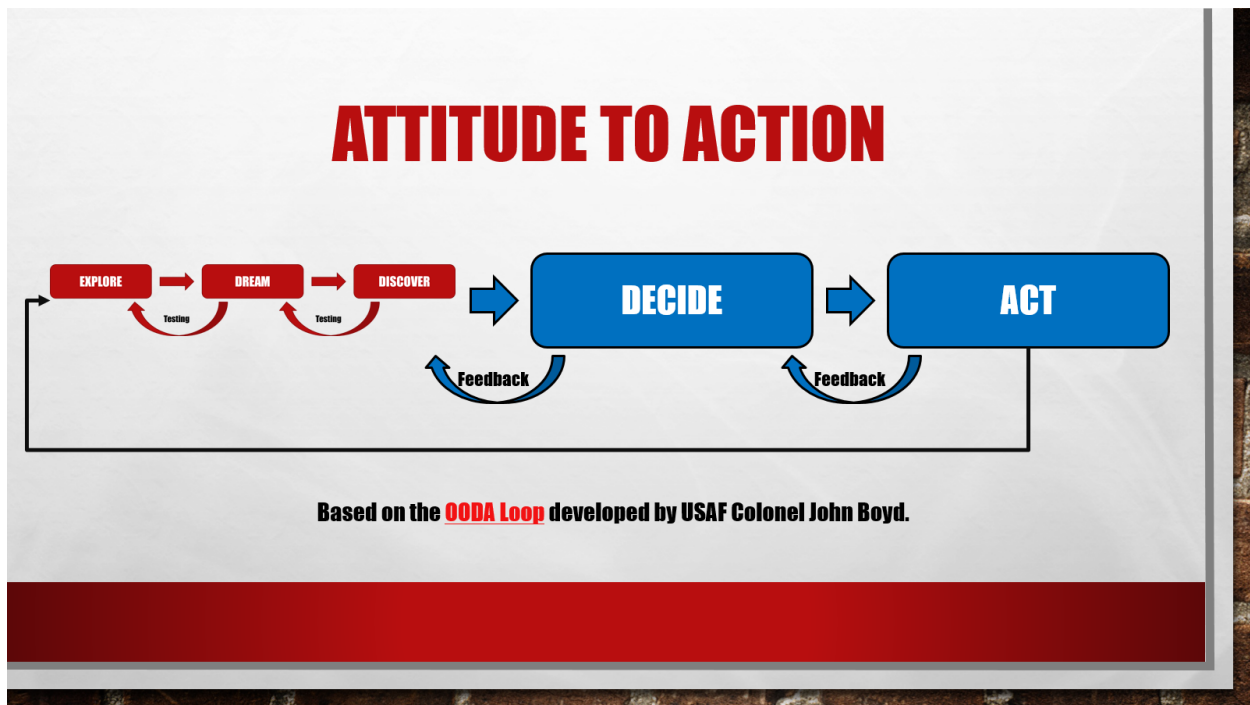
Minutes: 1 of 24

“You already know there are many ways to approach the LeaderX mindset. Here it is again in a ‘straight line’ approach. So what can we do to make the discoveries happen?”



Minutes: 1 of 23

“After the Discoveries are made, what’s next? For that we’re going to take a page out of fighter pilot training.”



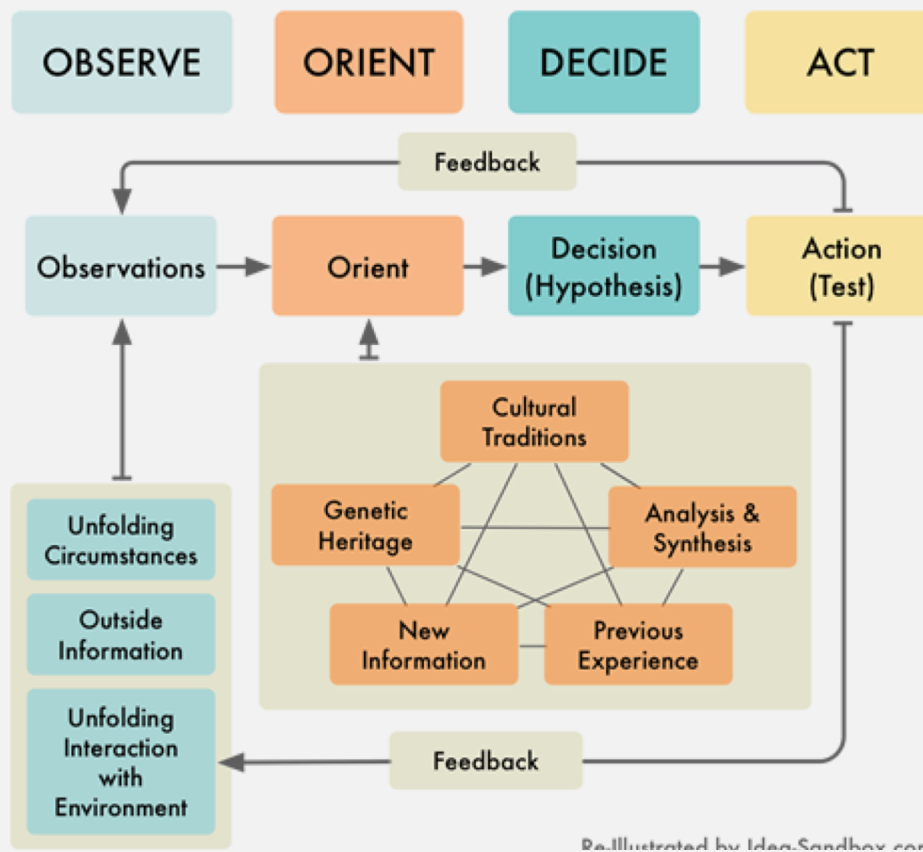
Minutes: 2 of 22

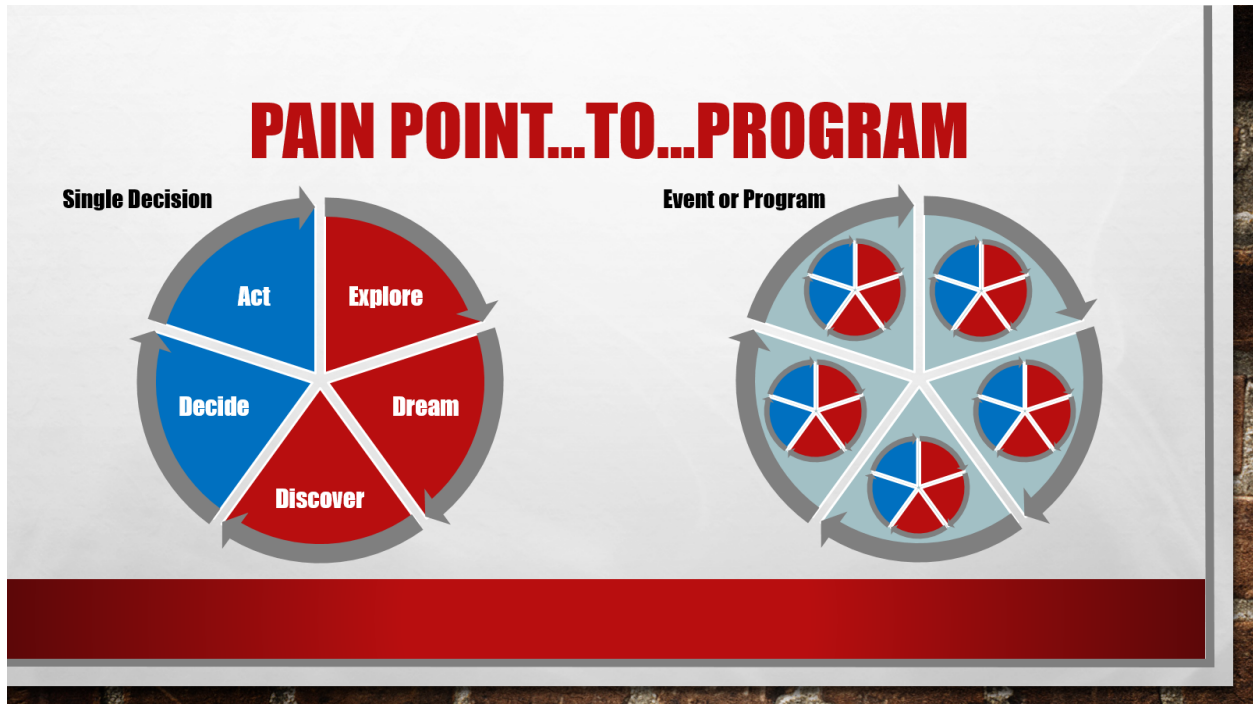
“US Air Force Colonel John Boyd was one of the most respected instructors at the Top Gun Fighter Pilot school. He developed the OODA Loop from his combat experience and military research. OODA stands for Observe, Orient, Decide, Act. The fighter pilot who can go through his OODA Loop faster and more accurately than his opponent is more likely to win the dogfight. This concept – getting from Observation to Action faster than the other guy – has been applied outside the military into courtrooms and manufacturing. This tool is a perfect setup for where we go with LeaderX.

“The LeaderX attitude makes up the Observe and Orient components of the OODA Loop. The Dream and Discover phases of LeaderX are the Orient step of the OODA Loop. The loop is closed by deciding among the Discoveries and acting on the decisions.”

Trainer: For additional OODA Loop background, this graphic from idea-sandbox.com illustrates the concept well. Note the “cultural traditions” box in the Orient phase. So often that is what our Arrowmen will be up against when they test new Discoveries from LeaderX.

John Boyd's OODA Loop





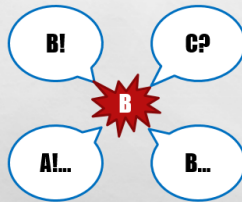
Minutes: 2 of 20

“You will go through LeaderX and the OODA Loop constantly throughout the day. The goal of NEXT is to make you consciously aware of this process, help others see it too, and use it for big things back home. Here at NEXT you’ll practice using LeaderX on single opportunities, or pain points. You’ll probably be able to make single or relatively simple single decisions from those situations. As you get better at teaming up for the LeaderX attitude you and your team will start to complete small loops within larger loops. This is natural. As your ability grows your team will be ready to accomplish big things for your lodge.”

DECIDE VISION TOGETHER

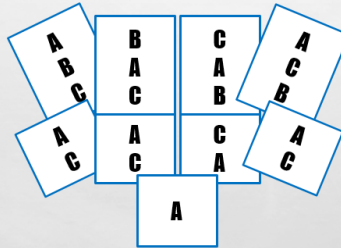
GROUP DISCUSSION

MATURE TEAMS



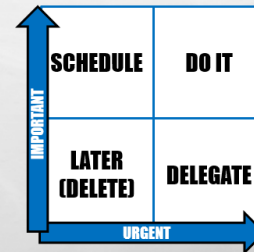
ANONYMOUS VOTING

DELPHI TECHNIQUE



PRIORITIZE

EISENHOWER MATRIX



Minutes: 6 of 18

Trainer: Adjust the narrative according to your experience and ability. Remember to keep it fast paced and “toolbox” focused.

“Let’s assume your team has a list of Discoveries from the LeaderX approach. At this point you’re ready to decide.

“Often we jump right into group discussion, maybe move post-it notes around on a wall or board to group ideas. This can be a great idea...IF...your officer team or deciding group is experienced and know each other well. For new teams or an officer corps with a wide range of experiences it can be all too easy for newer teammates to be overwhelmed by the ideas and titles of others.

“If your team needs to get everyone’s input and reach a “do only one or two things” kind of decision, you can use an anonymous voting idea called the Delphi Technique. Stack ranks of preferences and written reasoning prevents any one person from dominating the conversation. You can do simultaneous but separate voting tracks among the youth officers and adults advisers.

“Often your team will have many different Discoveries that all need to be completed, but you’re not sure where to start. For this the team can come together and fill out the Eisenhower Matrix, also called the Priority Matrix. The team moves each need into boxes according to importance and urgency. For this Matrix, urgency is usually based on some outside force like time. For instance...two weeks ago it probably wasn’t urgent to pack for this conference. The night before you leave for the conference, the need to pack is definitely urgent!”

Trainer: The Priority Matrix is a wonderful tool for teams to organize their mission. Here’s another look at the quadrants of the matrix. The most discussion occurs in the Delegate quadrant—knowing what and when to delegate is an art. Refer to NLS and your own experience about when it is appropriate to delegate an action. If it’s something only your role can do (e.g. Lodge Chief signing the Vigil Petition) then it shouldn’t be delegated.

Important / Not Urgent (Schedule)	Important / Urgent (Do It!)
Not Important / Not Urgent (Later, or Delete)	Not Important / Urgent (Delegate)

ACTION!

The six P's to a successful action, especially events and programs!

- **Point!** Vision
- **Promotion!** Reg., Videos
- **People!** Who
- **Planning!** Milestones
- **Program!** What/How
- **Perspective!** Lessons

Minutes: 4 of 12

“Now that your team has decided what you’ll do and prioritized what should come next, it’s time to act! Listed are six P’s of action that will get your team going. There are a lot of resources in Scouting, Order of the Arrow, and professional resources that can help you do these actions well. This is a brief overview. We’ll take a few minutes to go over these items but we have to note that a shared vision is the most important starting point. So we start our list with the Point and People.

Trainer: give an overview of the 6 P’s of action. Point out for the delegates that if you cover Point through Promotion well, many of the major steps of Planning are done and it may feel easy to fill in the blanks!

“Reg.” is short for Registration.



Minutes: 4 of 8

“Eventually you’ll want to go big after you’ve gone home. You’ll see a Big Opportunity at some point when your team has LeaderX instilled as an attitude, you can come together to make decisions, and you take organized action.

“To go after a Big Opportunity, no matter what the circle of influence you’re working in, I suggest you start to understand John Kotter’s 8 steps to leading change. According to decades of research, every successful big change goes through these eight steps in some form or fashion. Here are the eight steps:

1. CREATE a Sense of Urgency
2. BUILD a Guiding Coalition (an army of volunteers!)
3. FORM a Strategic Vision and Initiatives
4. ENLIST a Volunteer Army
5. ENABLE Action by Removing Barriers
6. GENERATE Short-Term Wins
7. SUSTAIN Acceleration (give up some control!)
8. INSTITUTE Change (now it’s just how things are!)

“At any given time a number of your actions might be in different stages. The key to remember is to consider how these eight steps can be accomplished if you’re considering any big, hairy, disruptive change in your chapter or lodge.



Minutes: 2 of 4

“There it is – a starting toolbox for Moving Forward with LeaderX. You’ll feel unstoppable when you have a shared vision built by team action that creates wins for everyone. I just know that you’ll be able to take these tools to your lodge and build up your own toolbox for taking action and making change happen. There are a few more web and book resources in the Backmatter slides. We can cover questions on those or the course content until our time is up. Thanks and I wish you a wonderful conference!”

Trainer: your show on how you want to wrap up with the remaining 2 minutes of the 30 minute schedule. The Backmatter slides are given without narrative or trainer tips.

BACKMATTER



WEB RESOURCES

As of NEXT Conference 2016

- **OODA Loop:** www.idea-sandbox.com/blog/decision-making-like-a-fighter-pilot/, and https://en.wikipedia.org/wiki/OODA_loop
- **Delphi Method:** <http://www.rand.org/topics/delphi-method.html>, and https://en.wikipedia.org/wiki/Delphi_method#Use_in_policy-making
- **Eisenhower Matrix:** <http://eisenhower-matrix.com/>, and <http://blog.trello.com/eisenhower-matrix-productivity-tool-trello-board/>
- **Perspective (Lessons):** help your team learn faster with their own After Action Review <https://www.google.com/#q=after+action+review>
- **Change:** www.kotterinternational.com and Kotter's books [Leading Change](#) (theory) and [The Heart of Change](#) (stories) are only the introduction to an entire world of "big time" action

BOOKS

Dig into these books and authors to learn more about Moving Forward with LeaderX.



Delegate Handout

Open the embedded PDF file to print out slides for delegates.



NEXT Inspiration -
Moving Forward wit

Session Contact

This syllabus and PowerPoint presentation written by Bob Crume, Tahosa Lodge 383, Denver Area Council. For questions or improvement ideas please email bob.crume@gmail.com.