THE CORNER THREE AND JTE

INTRODUCTION (5 MINUTES)

“If winning isn’t everything, why do they keep score?” – Lombardi

As humans, we have a tendency to judge success based on results. We evaluate things almost exclusively on “if they worked” in hindsight, without much thought to the process that led to success or failure. This way of looking at the world lends itself to outcome-based thinking. The problem is, when we don’t evaluate process, we have no way to replicate success or prevent failure. We mindlessly chase expected outcomes without understanding how we arrived at them before.

I’m going to start by asking a pretty obvious question: if you were starting a basketball team, which player would you rather have:

Player A: 43.74% 3PT

Player B: 32.70% 3PT

Who wouldn’t want the guy who’s making more threes?

Well, what if I told you player A was Jason Kapono, and player B was Michael Jordan? Player A isn’t looking so good any more, right?

Honing in on any single statistic as a sole measure of success or failure can be misleading. To understand players, we need to look at them in totality.

3 point percentage alone doesn’t define a player.

And guess what: brotherhood conversion doesn’t tell us much about the success of a lodge.

Welcome to the corner 3 and JTE: our new way of looking at what makes lodges successful. We’re going to talk today about how looking at data has transformed the way teams score in the game of basketball, since that’s a tangible thing we can all understand. And then we’re going to talk about how those same ideas are about to transform the OA, and what we can all do to help make that happen.

We’ll be here for a long time today – 3 hours! So before we dive into things, I’d like to give you a quick rundown of the schedule for the morning:

* Overview of JTE and where we are
* How to manipulate data and inform lodge success
* Key changes coming to JTE for 2015 / 2016
* Question and answer

Feel free to answer questions as we go along, but if you have big questions about the program, we’d suggest you save them for the end of our session so we can address collectively. We have the key elements of our JTE team here today – I’m Ed Lynes, and chair the program nationally. John Thomas is another member of our team who has been with us since we launched the program in 2012. For the question and answer, Jeff Jonasen, a vice chairman of the national OA committee will join us, as well. So if you have a JTE question, we can likely answer it today.

WHY JTE (10 MINUTES)

Prior to 2012, lodges were evaluated using the national quality lodge program. A lodge would complete a petition that asked some basic questions about their lodge, and were either a “quality lodge” or not. This pass-fail system led to a number of issues:

* Lodges significantly behind on a single metric (say, brotherhood conversion) had no motivation to push forward in other areas
* Lodges ahead of the only two metrics (growth and brotherhood) measured on the petition had no motivation to improve

Basically, if you nosed over the line, you were good. And if you didn’t, you were a failure, no matter what else you were doing. To illustrate this point, here’s data from two lodges in 2012:

Service hours Event participation Unit elections (request) BH Growth

Lodge 1 2.73 8.89% 54.55% 30.07% .06%

Lodge 2 7.49 15.35% 88.24% 24.77% 4.56%

Lodge 1 would have been a quality lodge. With no level of assessment at all, we told that lodge they were delivering the OA program well, and should continue as they are. Lodge 2? Lodge 2 would have failed quality lodge on Brotherhood conversion.

Lodge 1 looks like a lodge that’s in trouble. Lodge 2 looks like a lodge that is pretty healthy, and needs some help converting more people to Brotherhood. I’d much rather be in lodge 2!

Quality lodge only measured the last two stats on that list: Brotherhood conversion and growth. We never understood the underlying things that drove a lodge to success. It meant we couldn’t coach them, couldn’t support them, and didn’t have a real idea of how the lodges were doing.

JTE was born out of the BSA’s JTE program. The emphasis is on continuous improvement. JTE pushes even the nation’s best lodges to improve, and it scales down so that struggling lodges have realistic benchmarks they can pursue to achieve recognition. Most importantly, it gives section, region and national leadership the ability to analyze troves of information about a lodge and tailor programs to making them more successful.

JTE has been rolled out at the chapter, section, and lodge level. Today we’re going to focus exclusively on the lodge. During this first block – up until a break in about an hour – we’re going to talk about:

* Basketball.
* Why winners keep stats.
* How we can use that information to create a plan for improvement our lodges
* How to implement those changes and track progress

WINNERS KEEP STATS (30 MINUTES)

When JTE came into being, it was with an expectation: improve program across all lodges in the country. Even a well-built and well-intentioned change, though, cannot create a result in and of itself. To illustrate this point, I want to tell a story. The story of the three-pointer.

Basketball has made two major rule changes in an attempt to increase scoring. The first, which you should all remember from Hoosiers, was the addition of the shot clock. The second, was the addition of the three point line. The three point line was created to increase scoring. By rewarding longer shots with a higher point value, teams would be able to score more points per possession and the game would be more exciting because teams would want to take longer shots.

It failed. Miserably. In 1979, the first year the NBA added the three point line, the average team only took 2.8 three point shots. They made less than 25%. Scoring remained flat, and while the three point line remained part of the game, it did not have its desired effect.

JTE is the same as the three point line. Implementing it, in and of itself, will not miraculously improve lodges. If there’s one idea we need to drive into the minds of every lodge leader across the nation it’s this: WINNERS KEEP STATS.

So now, we want to break down the data collected by JTE and the statistics we generate from them.

First, the data. I can’t emphasize this enough: data veracity is the most important thing. We need to drill into our lodges that reporting the correct information is more important than reporting information that makes them look good.

Here’s the data sheet we collect on JTE. As you can see, we ask just about everything under the sun. This isn’t meant to be intrusive. It allows us to learn more about a lodge than before, and develop metrics that they can watch.

A little later this morning, we’ll do a deep dive into metrics and what we collect. Here’s a quick overview of the key numbers we believe inform success, and what they are. I’d break them into two groups: primary statistics, and secondary statistics.

The eight primary stats tell us the most about a lodge, and are the main things we need to measure:

* Density
* Retention
* Support / member
* Units requesting
* Induction rate
* Brotherhood conversion
* Service hours/member
* Event participation

Density: the percentage of eligible OA members reflected on that year’s membership. It’s the total number of Boy Scout youth in the council, plus the number of adults in either Boy Scout troops or in Council/District positions registered in the OA.

Retention: Current year membership, minus the number of candidates inducted, divided by last years membership. It’s a measurement of how many people we held on to in a given year. It’s the single key to positive membership growth in a lodge.

Support/member: Total financial contributions divided by the number of members

Units requesting: The percentage of units in the council requesting an election

Induction rate: The number of candidates elected, divided by the number who actually completed their ordeal. It evaluates how many potential members we “left on the table” in any given year.

Brotherhood conversion: The number of eligible candidates converted to brotherhood. Annual brotherhood conversions, divided by the number of ordeal members in the lodge, minus new ordeal inductions that year, plus brotherhood conversions.

Service hours/member: The lodges total service hours, divided by membership.

Event participation: What percentage of the lodge membership attends the average event during the course of the year. Driving this number up is the easiest way to focus on solving retention and brotherhood conversions issues.

These eight things can be used to quickly and accurately evaluate the health of a lodge, top to bottom.

Secondary stats give more color and support to the information above, but are not necessarily our primary drivers:

* % youth
* Membership distribution
* Growth %
* % dues of financial support
* Election completion (why isn’t is 100% ??!?!?!?!!!!)
* Conclave participation
* Camp promotion
* LEC ratio
* LEC trained

We want to avoid counting statistics, and focus as much on rate measurements as much as possible. Total service hours, total financial support, total membership, etc. are not as important as those numbers relative to the size of a lodge. Amangemek-Wipit or Wiatava Lodges should give more financial support than Chippanyonk or Ni-Sanak-Tani Lodges. The first two are some of the largest, and others among the smallest lodges in the country. The question is how are they all contributing relative to their size?

That’s a lot of data I just shoved and front of you. And a lot to digest. So put it aside for a second and I want to tell another story while all that dense JTE stuff sinks in.

THE CORNER THREE (7 MINUTES)

Earlier I spoke about how the three point line did not have any effect on scoring per game when it was implemented. It actually did, but not until thirty years later. I mentioned that when first implemented, teams shot 2.8 threes per game, and sank only 25%. Well, since the average team was making 48% of their two point shots, it made no sense. Take a look:

3 points 25% .75 points

2 points 48% .96 points

It always paid to take the easier shot. Now, let’s look at something crazy. Here’s that same chart for 2009:

3 points 35% 1.05 points

2 points 46% .92 points

In three years, the 3 pointer went from being worthless, to being a great shot to take. So why is that? Thank Kirk Goldsberry.

Kirk Goldsberry is a professor at Harvard who specializes in something called spatial reasoning. I have not earthly idea what that means. But before he worked at Harvard, he worked in the NBA, and helped unlock why three point scoring is what is today. Kirk realized that the distance from the corner of the court was 18” shorter than a three point shot anywhere else. If a team could take more shots from the corners, and less shots from other places in the three point arc, they would score more points.

Take a look at this chart. The only place to take a better shot than the corner of the three point arc is literally right underneath the basket. It’s why Ray Allen has the NBA record for three pointers: HE SHOOTS 50% FROM THREE POINT, and almost exclusively from the corners.

Why am did I tell you this story? Well, partially because Ray Allen is amazing. But more importantly, to communicate the data is important. Data has value. But the real value is not in and of the data itself, it’s applying that data in a way that makes us able to win more games. It’s no surprise that the 4 of the top 5 teams in three point percentage made the playoffs in 2009:

Phoenix 41.2%

Cleveland 38.1%

Golden State 37.5%

Orlando 37.5%

Dallas 37.2%

And that only one of the bottom five did:

Detroit 31.4%

New Jersey 31.8%

Chicago 33.0%

LA Clips 33.2%

Memphis 33.7%

So now we’re sitting on a treasure trove of JTE information. Just like NBA teams, we know where the shots are taken, how often they go in, and what the best opportunities are. What we need to do now is translate that into strategies that make lodges more successful.

How do we use our JTE data to coach, develop strategies, improve performance, and essentially, win more games?

COACHING TO INCREASE PERFORMANCE (15 MINUTES)

For the longest time, the basic defensive philosophy in the NBA was defend against high-percentage shots close to the basket, while conceding midrange, low probability jump shots. A defense with good rebounders can ride this strategy to success.

That is until offenses began paying attention to the potency of the corner three. Now, NBA offenses are set up to space the floor so that a defense has to choose between defending a slightly higher probabaility shot from the paint, or defend the corners. It’s a virtually impossible balancing act for a defense, and the result is a large number of open looks for three-point shooters and the NBA’s recent scoring explosion.

Like an NBA team, we need to use this information in our lodges to create the best possible gameplan for success. We now have a trove of information available to us, but we need to use that information to draw up plays that can make these people more effective.

Within our lodges need to identify three kinds of trends:

* Challenges that require immediate, specific remedial attention (like, say, 54% retention, which led to a lodge in NE3A being reduced in size by half year over year)
* Numbers that show little to no variation over time
* Successes that can be built upon

Each year, every lodge receives a JTE Insights report. These are sent to your lodge key-3 and Scout Executive, and they break down the different elements of lodge performance, show changes year over year, and illustrate how the lodge stacks up to the rest of its region and the nation.

You’ll notice there’s a lack of emphasis on this report on the JTE level earned. We don’t want to send a message that gold equals good, and all else equals bad. Every single lodge has strengths, and every lodge has challenges it needs to overcome. Lodge leaders need to be educated to look at the data, not their overall score or level.

Likewise, seeing how other lodges score should be an exciting premise for you. Sometimes lodges ask themselves what’s truly possible, or what “good” performance is. With JTE, we now know exactly how other lodges perform, and can try to glean best practices from them to improve everyone.

This data is dense, so it’s probably not the kind of thing that you’ll end up giving to every member of the lodge. The JTE information is something the Lodge Chief, or someone else he assigns, might want to digest with an adviser each year. They can then bring a handful of key insights to an LEC meeting, and identify the few points the lodge excels at, and a handful of things to work on the coming year.

JTE also provides a great outline for your LLD training. Most of us are used to sitting through the same LLD sessions each year. JTE can give us a laser focus on the things we need to improve at, and make sure our LLD sessions help solve that. Your section gets JTE information for all lodges, and can usually help connecting you with another lodge for training help if you’d like to get outside ideas.

This information is about all lodges improving together!

INTO THE BREAK (3 MINUTES)

Thanks for spending the past hour thinking about how we can improve our lodges, and discussing a little bit of basketball. Before we head into a break, I want to review a few of the things that I think are most essential.

Winners keep stats. If we’re going to get better, we need accurate, complete information. And we need to pay attention to it.

We can use information to change the way we do business for the better. Pay attention to what the numbers say, and change the way you play the game.

Let’s take a few minutes to get up and stretch and recharge, and then we’ll come back and look at how we can create gameplans

10 MINUTE BREAK

MAKING A GAME PLAN (10 MINUTES)

Now that we understand the eight key metrics, why we track them, it is time to understand how that can apply to our own lodges. There are so many lodges represented in this room, we’re going to eschew breaking down anyone’s specific lodges, and instead use a sample lodge to practice breaking down information and turning into action.

We’re going to group this room into six sample lodges. Just like an LEC, your group needs to designate a Chief – youth members only! Each group will receive a JTE insights report like the one we showed earlier this morning. We’re going to ask you to discuss three things:

* How the lodge is performing on the eight key metrics
* Identify the lodges two biggest challenges
* Develop five initiatives the lodge can use to address the challenges THIS YEAR

Already everyone – go!

RUNNING THE PLAY (30 MINUTES)

Do the exercise.

--- ENDS AT 10:30AM ---

HUDDLE UP (15 MINUTES)

Okay, everyone! Time is up. Thanks for having such great discussions. We’re now going to ask each group to respond, but here’s a twist. In the interest of time, we’d like each group’s lodge chief to report one item: please share the most out of the box and innovative idea you have solve your lodges challenge. So stand on up, share the problem, and report on a solution.

[SHARE RESPONSES]

5 MINUTE BREAK

DRAFT TIME (20 MINUTES)

Changes for 2015

GAME BREAK 20 MINUTES

Alright, everyone

CLOSING 5 MINUTES