



Day Six: Embracing and Leading Change

Time Allowed

45 Minutes

Teaching Format

Troop presentation

Learning Objectives

As a result of this session, participants will be able to do the following:

1. Recognize that leading change can have positive impact.
2. Understand the value of change and develop skills to lead it successfully.
3. Understand steps for leading change with groups and individuals.
4. Understand that change will force both you personally as the leader and the group into the storming stage of team development.
5. Appreciate the value of leading change through lifelong learning.

Materials Needed

- Visual aid(s) developed by the presenter
- Computer
- LCD projector and screen
- Appropriate sound system for presentation venue
- “Detour Ahead” sign (may be a printed or digital image)
- 10–12” playground balls/dodgeballs (one per patrol)
- Posterboard placards with one of the following phrases per placard: Fear Change, Accept Change, Lead Change, Adapt to Change

Recommended Presenter

NYLT staff member

Recommended Location

Troop assembly area

PRESENTATION OUTLINE

Note: Guide participants to locate the Participant Notes sheet for this session in the Participant Notebook. Encourage them to be taking note of key words, key points, and their top three takeaways from the session.

Opening Activity: Keep the Ball Up (15 min)

In an outdoor area, have each patrol form a circle. Allow plenty of space between groups. Toss each group a ball, and tell them they are expected to keep the ball in the air for 100

counts to win the game. If the ball is allowed to drop on the ground before reaching the count of 100, the count starts over at 1.

Give the group about 10 minutes to complete this exercise, and then have each troop guide complete a short debrief with their patrol. Example questions could include the following:

1. How did you feel during the activity?
2. What challenges did you face?
3. What did your team have to do or believe to be successful?
4. What positives can you take away from the activity?
5. What was your plan for the activity? How did you come up with it?

Patrols should return to the presentation venue for the presenter to make the following points:

- Change is going to happen. You will experience change even in times when you are not motivated to change. In this exercise, you may have had an expectation about what you thought we were doing, and then all of a sudden, a ball was tossed to you.
- You had to change when you realized things weren't working. You experienced change when your patrol discovered a few experts—those who were easily able to control the ball and keep it in the air.
- It is important to realize that change happens in certain situations whether you want it or not. Sometimes, the makeup of your team changes, which means the new team must go back through the stages of team development, including storming.
- If we understand storming is a normal part of development, it makes it easier to embrace changes, even when they seem difficult.

Experiencing Changes (10 min)

Has anyone experienced any changes during this NYLT course? Entertain a few responses. Touch on the following ideas:

- How about changes in team development? Each patrol has been going through the stages of becoming a high-performing team—changes that lead to important goals.
- How about in your home unit? Think about the impact when a long-time unit leader (such as a Scoutmaster) retires or has to step down because they are moving.
- How about when someone says, "That's the way we've always done it; why should we change?" Consider how you and others react to that type of statement.

Emphasize that change is every bit as frequent beyond Scouting, too—in our schools, places of work, in our communities, with our families and friend groups. The fact is—change happens.

Show the following in a visual aid:

Change is a fact of life.

Change is a source of anxiety for many people, but it doesn't have to be.

Change can be a valuable tool of leadership.



Hold up or display an image of a detour sign. What happens if a road is closed? Entertain a few responses. Explain that we must change our plan, find a new route. Sometimes we don't know about changes up ahead, but we should **anticipate change**. Why? Because **change happens!** And once change happens, change will happen again. Realizing that change is inevitable helps people begin looking for the effects that changes have upon their lives.

Ask participants what choices do we have in how we react to change? Entertain a few responses. Touch on the following ideas:

- **We can be fearful of change** and resistant to it, but that allows change to control us.
- **We can accept changes** and try to make the most of them. That's better, but it causes us to adapt to changes that are already occurring.
- **We can lead change** by taking responsibility for steering changes in the best possible directions. That approach not only accepts the fact that change happens, but also does something about determining the outcome of change. Move along with change. Enjoy change.
- **We can adapt to change** by not getting hung up on the old way of doing things or worrying about things that you cannot change or are out of your control.

Presentation Suggestion: Prepare the following phrases ahead of time on posterboard placards large enough to be seen at the back of the room.

As the presenter discusses each topic, have another staff member tape the placards to the whiteboard at the front of the room. Afterward, the placards may be moved to a side wall to serve as a reminder for participants.

Fear Change

Accept Change

Lead Change

Adapt to Change

Explain that you want to try something. Ask each participant to cross their arms (i.e., fold their arms together as if they were bored or waiting for something). Once they have completed this task, ask them to cross their arms the opposite way (the reverse of what they just did).

Point out that you observed quite a few individuals struggling when you asked them to reverse it. Some of you had to stop, refold your arms, and then try and figure out which arm was on top, which arm moves first and so on. For some this came naturally, and for many it

was quite uncomfortable. Remember that some changes come easily, and others can be difficult.

As we think about embracing and leading change, we should have two objectives in mind:

1. When change is needed, leading change can make it happen.
2. When we know change will happen, leading change can make it positive.

How to Lead Change (10 min)

Let's look at five steps for leading change and think about how to apply them to a Scouting scenario. Let's say we are members of a Scouts BSA troop that used to be quite large, had a strong record of advancement to Eagle Scout, and observes a lot of tradition. In the past few years, however, new Scout recruiting has fallen off and the troop has shrunk to less than half of its former size. Nobody wants to take responsibility for recruiting new members, and most of the leadership, both youth and adult, are just turning a blind eye to this problem. How can we lead the membership change in this troop to be in a more positive direction?

Presentation Suggestion: This could also be done with posterboard placards. Alternatively, the presenter may wish to use a flip chart, whiteboard, or PowerPoint presentation to show the step titles. Do not show the explanatory text associated with each step.

Step 1: Understand the Vision

To lead change, we need to know where we are headed. Vision is a picture of future success. A vision forms when we think far enough ahead to realize there will be important challenges that we can prepare for now, perhaps by doing something as simple as inviting a friend to a meeting. Sometimes the vision might be yours, developed by someone else, or a shared vision created by a group.

What does vision have to do with leading change?" Entertain a few responses. Touch on the following ideas:

- It allows us to visualize the end result.
- It inspires us with the possibilities of what might be.
- It gives us the courage to embark on the journey.

Ask participants how would you accomplish this vision? Entertain a few responses. Touch on the following idea:

- With a plan. It is our mission, what we do, who we serve, and how we serve them.

A plan with goals is the nuts-and-bolts part of leading change. It is the blueprint for making the changes that will fulfill the vision.

Effective leaders have the capacity to create a compelling vision, but they must also be able to translate that vision into reality. A clearly defined plan allows them to make that happen.



In our example, you would need to develop a vision and be able to clearly articulate it so that a detailed plan on how to improve the situation in your unit can be developed. Think about these concepts, which have been covered during our time at NYLT.

Step 2: Create a Sense of Urgency

Because most people either fear or dislike change, the change agent has to motivate them to act. The quicker you let go of the old way of doing things and accept the new, the sooner you can enjoy and benefit from the opportunities a new situation offers.

We need to ask ourselves: What are the advantages of changing? What are the consequences of not changing? How can we let go of the existing situation and move on to something new? People need a compelling reason to change. Without urgency, great ideas may sit on the shelf for years.

In our example, as a youth leader, you need to recognize that if things don't change, your unit might end up folding, and you must ensure that other youth leaders as well as the adult leaders realize the urgency of this situation. The adage of "If not now, then when?" is applicable here. Do not wait for someone else to step up or for a better time.

Step 3: Identify Supporters

Change becomes easier when more members of your team recognize the opportunity to embrace the change and help drive the team in the same direction. Shared experiences give us common ground for embracing and moving with change.

Don't be deterred by those who create barriers or refuse to change. There will be those who will deny change is occurring and refuse to come on board. You must be prepared to leave them behind. It is up to them to decide later if they still want to be a part of the team. Sometimes tradition stands in the way, because "we've always done it this way." Don't let traditions become a barrier.

In our example, who might be involved in or affected by the course of action—we call these stakeholders (defined as a party with an interest or concern)? Entertain a few responses.

It is important to make sure that all stakeholders including youth members, youth leaders, adult leaders, and parents understand the situation and can become supporters. Utilize opportunities during troop functions as well as technology to reach these individuals. The more people who are on board, the stronger your position will be when trying to lead change.

Sometimes, we are the stakeholders in change led by others. By being supportive of changes, we make it easier for others to accept change.

Step 4: Overcommunicate

One of the key steps in change management is to "overcommunicate" your vision. Share it with others often. Doing so can help bring additional supporters. Regularly reflect and compare progress against your vision. You may need to adjust your plan based on your progress.

In our example, it is important to recognize that in order to grow our unit, we have to spread the word. In the business world, you could have the best new product or service idea, but if nobody knows about it, you're unlikely to be successful. Apply this same concept to growing your unit.

How would you "overcommunicate" what we are trying to do with the different stakeholder groups? Entertain a few responses.

You may run into people who say it can't be done. It is important not to get frustrated or give up. Keep your supporters informed and motivated throughout the entire process.

Step 5: Generate Short-term Wins

Plan for and celebrate small victories. Your first few goals should be easy. Use them to motivate your supporters by letting them relish in the success of small victories. Communicate the small wins along the way with the entire team to track progress and energize members to drive change. Once the ball of leading change begins to roll, don't let it stop. Keep your vision in mind, and continue to grow the team of change agents.

In our example, our efforts brought six potential members to a recent meeting. Two of them joined on the spot. We also saw increased registration for the upcoming weekend outing. Each time something positive happens, make sure your supporters are aware.

Activity: Simon Says? (8 min)

Ask all participants to stand up and face the presenter. Let them know that we are going to play a variation of the classic game Simon Says. We are going to change it up a bit. If the command begins with "Simon says...", you must NOT obey or else you will be eliminated. If the command does NOT begin with "Simon says...", you must obey the command or else you will be eliminated.

- "Lift one foot." (*everyone does it*)
- "Simon says lift your left foot." (*no one does it*)
- "Touch your nose." (*everyone does it*)
- "Raise your right hand." (*everyone does it*)

Continue with the prompts until everyone has been eliminated, and complete a short debrief. Ask participants to think about how it felt to play this children's game backwards.

- Was it confusing, harder to concentrate since the rules you knew changed?
- How did it feel to be eliminated: defeated, angry with yourself for messing up, or glad to have the pressure off?

Think about when another youth leader, teacher, or parent gives you different directions or changes a rule. You need to be aware when this happens, and think about how you react to that change.

Summary (2 min)

Part of embracing and leading change is recognizing the opportunity to steer change in a positive direction.



Max De Pree, a noted American businessman, wrote: “We cannot become what we need to be by remaining what we are.” If we have a clear vision of what can be, then leading change can make it so.

We know that change happens, and we all have the ability to lead change. Don’t forget about the “Detour Ahead” sign (*hold it up or show it again*).

Remind participants to take a moment to ensure they have noted their top three takeaways in their Participant Notes for this session.