

# Chapter 18 - Leadership and The Team



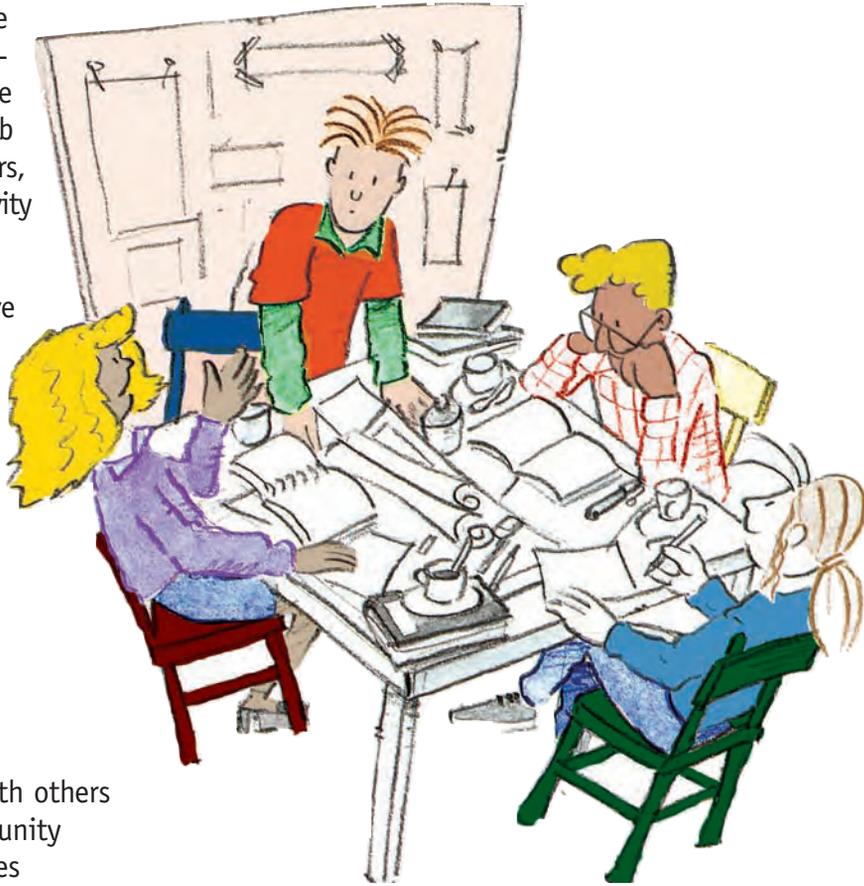
As a Cub leader, you are part of the leadership team responsible for fulfilling Scouts Canada's Mission. The leadership team includes the Cub leader, assistant Cub leaders, sixers, seconds, Scouters-in-Training, activity leaders, and Kim.

Successful leaders accept and live by Scouts Canada's Principles, and do their best to model them through personal example.

What do your Cubs hope to gain from belonging to the pack?

Most kids who join, want:

- A chance to explore the outdoors
- Adventure
- Friendship
- A sense of achievement
- An opportunity to work with others to do things for the community
- Games, crafts, songs, stories
- FUN, FUN, FUN!



The leader's job is to develop a program that will meet their expectations and be consistent with the Cub program.

## THE LEADERSHIP TEAM - WHAT DOES IT TAKE?

### Cub Leader/Assistant Cub Leader Volunteer Job Description

**Position:** Scouters in a Wolf Cub pack are called Cub leaders and assistant Cub leaders; they work as part of a leadership team. A pack will have at least two registered Scouters, both of whom are 18 years of age or older.

**Accountable to:** Group Commissioner.

**Average Time Required:** 12-14 hours per month for planning and regular meetings, plus one day/weekend meeting or outing per month. As well, additional time may be needed training, and group committee and council meetings.



## Major Area of Responsibility

This position requires working as part of a leadership team conducting pack programs in accordance with guidelines in Wolf Cub program handbooks and *By-Law, Policies and Procedures*.

## Duties and Responsibilities of the Position

- Provide an exciting 1½ hour weekly program from September to June with monthly outings. At least two outings will include overnight camping.
- Ensure that the health and safety of all members is maintained continually. This is a primary concern.
- Help each child to have an adventurous personal growth experience while in the pack that includes all program elements.
- Maintain good relationships with parents/guardians, and encourage parental co-operation and involvement in pack programs.
- Work closely with other members of the leadership team and share the responsibility of operating the pack.
- Plan and conduct all pack activities.
- Support and participate in special meetings, trips, camps, and outdoor experiences.
- Encourage recruitment of members, and help the group committee recruit other leaders.
- Know and use the resource material available, including handbooks.
- Maintain good relationships with leaders in other sections and attend group council meetings.
- Meet specific requirements of the sponsoring body, where applicable.
- Take training, including special interest courses.
- Participate in district/area/council events and meetings.



## Attitudes Required by a Cub Leader

“Selective recruitment” and “appropriate training” are two key ways to get and keep volunteers who will provide quality program opportunities to the children and youth in Scouting’s sections. New Scouting leaders will have been recruited principally because of their attitudes. Those involved in the recruiting process must be satisfied that the individual is:

### Prepared to:

- Accept, and demonstrate personal values compatible with, Scouting’s Mission and Principles.
- Subscribe to the Wolf Cub program goals.
- Be comfortable with, enjoy, and care about Cub-aged children in developmentally appropriate ways.
- Ensure that Cub-aged children in the pack experience the outdoors on a frequent basis.
- Be accountable for his/her own actions.
- Follow Scouting’s policies and procedures.

### Willing to:

- Acquire the knowledge and skills appropriate to his/her volunteer role in Scouts Canada.
- Work co-operatively with other adults.
- Be open and honest.

- Be objective in evaluations.
- Provide a role model of appropriate adult behaviour.
- Wear the official Scouter uniform.
- Participate in, and support, Scouting's volunteer screening measures.

The team usually gives new assistant Cub leaders specific duties, such as running games. As their experience and confidence increase, they move to other responsibilities until they become confident in all areas of the pack program. Because many assistants eventually take over as Akela, it's important for them to be involved and trained/developed in all aspects of pack operations.

## SCOUTER-IN-TRAINING (S.I.T.)

Although Scouters-in-Training and Activity Leaders play valuable roles, they are never left in charge of the pack without a registered Cub leader or assistant Cub leader in attendance.

Scouters-in-Training and Activity Leaders must be registered with Scouts Canada, either with the section to which they belong as youth members or the pack.

### Requirements

- 16 to 17-years-old
- Willing to live by Scouts Canada's Principles
- Willing to participate in training/development programs for Scouters-in-Training
- Often members of a Venturer or Rover section

### Duties

- Usually involved in leading games, songs, stories
- Help with crafts, outdoor activities
- Often work with smaller groups of Cubs
- Help with administrative duties (e.g. dues, attendance)
- Involved in program planning



### Uniform

Scouters-in-Training may wear the uniform of the section to which they belong as youth members, or they may wear the adult uniform. (See *B.P.&P., Section 8000, Uniforms and Insignia, for more information about uniforms.*)

Scouters-in-Training are a valuable source of leadership. They are our future assistant Cub leaders and, eventually, Cub leaders.

## ACTIVITY LEADERS

### Requirements

- 14 to 15 years-old
- Have good character
- Willing to live by Scouts Canada's Principles
- Willing to take training/development for their age group

### Duties

- Work with other leaders to help with games, songs, stories, crafts, etc.
- Help Cubs in small groups or on an individual basis
- May help with some administrative duties
- Involved in program planning

### Uniform

Activity Leaders may wear the uniform of the section or youth organization to which they belong; or, alternatively, the adult scouter uniform. In the event they do not wear a uniform, they shall wear appropriate activity dress. See *B.P.&P., Section 8000, Uniforms and Insignia*, for more information about uniforms.

## SIXER

### Requirements

- Registered member of the pack
- Usually an older, responsible member of a six

### Duties

- Provide leadership and help maintain discipline in the
- Lead ceremonies
- Serve on Sixers' Council
- Take attendance and collect dues
- Bring problems in the six to a leader's attention
- Work with the second to make sure the six is running smoothly

### Uniform

A sixer wears the Wolf Cub uniform, and wears Cub epaulets with sixer stripes.



## SECOND

### Requirements

- Registered member of the pack
- A responsible member of the six

## Duties

- Work with the sixer in all required duties

## Uniform

A second wears the Wolf Cub uniform, and wears Cub epaulets with the second stripe.

**Note:** See the chapter on Pack Organization, for a more detailed description of the duties of sixers and seconds.

# KIM

The name “Kim” is closely associated with Scouting. In 1901, Rudyard Kipling (author of *The Jungle Book*), wrote a novel called Kim about the adventures of a Scout-aged boy in India. Although he’s not directly part of the jungle theme, there is a close relationship, and Cubs are familiar with the Kim theme through activities such as Kim’s games. Kipling’s story can be a valuable base for introducing Kim to your program.

## Requirements

- Usually a second or third-year Scout
- Demonstrates reliability and responsibility
- Has enough time to devote to the position
- Sets a good example for Cubs
- Communicates well with both Cubs and adults

## Duties

- Act as liaison between pack and troop, informing leaders of each section’s activities
- Help with crafts, games, stories, etc.
- Introduce older Cubs to Scouting to make their transition from pack to troop easier
- Participate in the Swim-Up Ceremony
- Join in pack activities and work with sixes
- Help Cubs with Scout requirements to facilitate their investiture into the troop
- Act as a link between pack and troop at joint functions

## Uniform

Kim wears a regular Scout uniform.

## Selecting Kim

When you select a Scout for this position, ask the youth to fill the role for a set period of time; this may be for one Cubbing season or at least six months. More frequent changes don’t give Cubs a chance to get to know Kim well enough.





Begin with an agreement that, if the Scout doesn't like the job after a month or the leaders feel the youth isn't performing as expected despite their guidance and training, the Kim will be excused. Bear in mind that this Scout is already committed to the troop, school, and probably other activities as well.



As a member of the pack leadership team, Kim is entitled to explanation and guidance on what the job involves and how best to do it. Make the Scout fully aware that he or she is part of the leadership team and expected to help plan pack meetings and programs. Give Kim training, and encourage the youth to take any council courses designed for the Kim position, but not adult training programs. *The Kim Book* explains this role in youthful language; it also serves as a workbook, and becomes a memento of Kim's assignment.



The Kim role is an important growing experience for a Scout. It gives the youth a chance to work with a team of adults in program planning. Also, it gives Kim an opportunity to see the results of his or her work in the pack meeting. Your Kim can develop and use inherent leadership skills by helping Cubs think for themselves. It provides the Scout an opportunity to contribute to Scouting.

Remember to show Kim that you appreciate his or her contribution to your pack.

## KEEO



Keoo — an older Cub — is an important member of the colony leadership team, and serves as a link between the Beaver and Wolf Cub programs. Because the Cub is close to Beaver age, Keoo sometimes is better able than adult leaders to see things from the Beavers' point of view.

The Beaver leadership team may ask you to help select a Keoo from your pack. Discuss Keoo's role with them. Visit a colony meeting to see how Keoo might be involved, then draw up a list of suitable Cubs. Sit down with the Beaver leaders again to discuss your list. They may already know some of the Cubs you suggest because they worked with them when they were Beavers.

### Look for Cubs who are:

- Warm, friendly and able to get along with the Beaver age group
- Reliable when asked to do things
- Responsible and able to set a good example for Beavers
- Able to work with others, and communicate both with Beavers and adults
- Older Cubs. (Young Cubs may be so close to Beaver age they are more likely to participate as Beavers than leaders.)
- Able to express themselves and respond to needs expressed by others
- Able to gain satisfaction through giving as well as getting
- Eager to join in gathering activities, and work with lodges
- Available to help leaders plan programs
- Willing to do the job for four or five months.

### Uniform

- While working with the colony, Keoo wears the Cub uniform and a silver neckerchief with a Keoo badge on the point. In the pack, Keoo wears the pack neckerchief.



# Shared Leadership

Shared leadership means all members of the leadership team work cooperatively to implement the pack program. Each team member is equally involved and responsible for all aspects of the program.

Shared leadership has many advantages:

## To the leaders...

- No leader is obligated to contribute to the program beyond his or her time constraints.
- The door is open to potential leaders hesitant to become involved, due to shift work or other commitments. If they can't be there, the program will carry on because another leader can easily step in.
- All leaders become trained in every aspect of the program.
- The leadership role is more challenging and rewarding because it involves people in all areas.
- Not all aspects of pack operations offer the same degree of accomplishment and challenge. By sharing the administrative duties (e.g. financial records, Activity Area charts), you ensure no one leader is burdened with the task.
- Every leader has an equal opportunity to get to know the Cubs personally and enjoy their fellowship.



## To the Cubs...

- The leadership team provides Cubs with a model of cooperative behaviour.
- The program always works because all leaders are well-trained, experienced and able to run a meeting.
- The pack routine is consistent.
- The knowledge and experience of a wide range of leaders of varying backgrounds and ages enriches program offerings.
- Cubs have opportunities to be leaders and followers. In their sixes, on the Sixers' Council and in the pack generally, they can emulate the adult leadership team in problem-solving and decision-making, and accept responsibilities at a level their age allows.

## To the program...

- The program reflects the united goals of the leadership team.
- Input from leaders of all backgrounds, experiences, and ages provides a wide range of program ideas and resources.
- The program carries on each week, even in the absence of a particular leader, because any leader is able to step in and take over that person's responsibilities.
- Input from Keo, sixers and seconds keeps the leadership team thinking at the Cubs' level, and developing a program for them rather than adults.

## To Akela...

- It relieves the load of responsibility on Akela's shoulders.
- Every leader is equally trained and able to conduct the meeting in Akela's absence.
- Akela has more time to develop good lines of communication with parents.

## Can Shared Leadership Really Work?

Some skeptics don't believe several adults can share responsibilities without one emerging as the leader. If you're trying shared leadership for the first time, everyone on the leadership team needs to understand how it works and consciously strive to make it work well. Once you establish the practice of shared leadership, you'll wonder how you accomplished anything before. Even in *The Jungle Book*, Akela had to hunt and share the work with all the other wolves.

### Implementing Shared Leadership

1. Hold a meeting of all leaders to plan for at least a three-month period.
2. Determine which meetings will be regular meetings and which will involve outings or resource persons. Divide up the responsibility for making necessary arrangements for outings or resource people. Have at least two leaders work together on each outing or special event — preferably one experienced and one new leader.
3. Look at regular meetings, and divide responsibilities into workable areas for your team (e.g. ceremonies, games, songs, administration).
4. Set up a schedule showing which leader will look after which event for a period of a month or, preferably, three months. Make it flexible. One suggested way to do this is to set up a rotation schedule with a cycle of one, two or three months.

### ROTATION SCHEDULE

(By period eg. month/3 months/week)

ACTIVITY	1	2	3	4
EARLY	Betty	Pam	Al	Claude
CEREMONIES	Betty	Pam	Al	Claude
GAMES	Pam	Al	Claude	Mei
ADMIN	Pam	Al	Claude	Mei
ACTIVITY	Al	Claude	Mei	Chris
ACTIVITY	Claude	Mei	Chris	Betty
CAMPFIRE	Mei	Chris	Betty	Pam
LATE	Mei	Chris	Betty	Pam
FREE	Chris	Betty	Pam	Al

## Rotation Schedule Role Definitions

**Early.** Be at the meeting hall before the Cubs arrive to ensure it is in order, the heat is on, the area is clean, etc. Greet arriving Cubs, and engage them in a pre-meeting game or activity while other leaders are setting up their activities. Ensure lairs are prepared and Cubs are ready to start the meeting promptly.

**Ceremonies.** Conduct opening, closing, prayers, investitures and badge presentations.

**Games.** Manage steam-off games and any other games in the evening's program. Relate them to the theme or planned activity. Consult with the activity leader to learn what kinds of games are needed.

**Activity.** Find out whatever the program calls for that evening; craft, outdoor activities, games, Activity Area work, etc. Plan the activity and engage other leaders to help.

**Campfire.** Plan the fire, setting and program. Involve all leaders in helping to carry it out.

**Late.** See Cubs safely on their way home, hand out newsletters, turn off heat, ensure everything is put away and the building is secure.

**Administration.** Record dues, mark attendance, keep recognition charts up-to-date and update *Pack Annual Record Sheets*.

**Free.** Be available to help in whatever way necessary. Fill in the gaps if another leader is absent.

**Note:** Although leaders are responsible for organizing the area assigned to them, all leaders participate in activities with the Cubs, and help where needed.

5. After the first month, organize a leadership team meeting to evaluate the success of the shared leadership program. Ask yourselves:
  - Are we alternating duties to ensure responsibilities are equally shared?
  - Are we all getting experience at running pack meetings, or do we leave it to one or two people?
  - Is every leader able to take over at any time?
  - Are we encouraging and listening to ideas from all team members during our planning meetings?
6. Although some pack jobs may rotate less frequently than every week, it's important that every leader does them for part of the year. The jobs include such things as:
  - Collecting and organizing craft supplies
  - Maintaining game box
  - Preparing newsletters
  - Preparing newspaper clippings
  - Keeping badge, star and award inventories
  - Other areas where a need becomes apparent.
7. The job of contact person is the only one you can't rotate during the year. The pack need to have a consistent address and phone number for mailing lists, bulletins, newsletters, etc.



8. After the initial meeting, meet regularly to ensure your plans are in place for the next three months, plan the meetings in detail, and develop the theme you have chosen. Encourage ideas from all members, and ensure everyone has a responsibility.
9. Weekly pack meetings are the only other time you need to get together. Sit down briefly after each meeting to evaluate the evening's program as a team so that you can learn from its successes and mistakes, and check that everything is lined up for the next program.

When everyone is prepared and knows his or her job, you can probably expect a smooth-running program. That means happy leaders and happy Cubs, and that's our goal.

## Sixers' Council

Members of the Sixers' Council include sixers, seconds and Scouters. Sixer Council meetings provide opportunities for sixers and seconds to develop leadership skills, and help them appreciate the importance and responsibilities of their position. The Council gives Scouters an opportunity to know their older Cubs and help their progress through special personal instruction.

Hold Sixers' Council meetings about once a month after a regular pack meeting or on a special evening at a leader's or Cub's home (upon parents' invitation). A meeting at a Cub's home helps parents understand and appreciate the value of Cubbing. Refreshments are a much appreciated element of home meetings.

Sixers' Council meetings are completely informal, although you may want to open and close with an appropriate prayer led by one of the Cubs.

Meeting topics may include the following: what program interests the Cubs; six or pack discipline problems; sixers' and seconds' responsibilities in future meetings; coming programs and outings; evaluation of past programs; remembering sick Cubs; community service; and more.

Given your guidance, these Cubs can develop and exercise their judgment in pack matters within the limits your team establishes. Respect and accept their opinions with an open mind.



## Recruiting New Leaders

Although recruiting is primarily the group committee's responsibility, leaders are in the best position to become aware of potential new leaders. They may identify interested parents, resource people or others who come in contact with the pack. It's important not to give a prospective leader a glorified picture of the job. Be fair; tell the person exactly what kind of commitment you expect. It is impor-

tant to make sure that all potential new leaders understand that Scouts Canada has a very comprehensive Screening Process, including Police Record Checks, that all new leaders must go through. Further details can be found in the *Volunteer Recruitment and Development (VRAD) Handbook*. This is available in *B.P&P.* on Scouts Canada's web site and through your Council office.

Your Group Commissioner is a great resource person to work with as you identify potential new leaders. After new leaders are screened, accepted and registered, get them into uniform and active as quickly as possible. Provide them with an orientation, then you are ready to invest your new leader.

## Investing Leaders

To be invested, Scouters must subscribe to Scouting's Principles, and make the Scouter's Promise:

"On my honour, I promise that I will do my best,  
To do my duty to God and the Queen,  
To help other people at all times,  
And to carry out the spirit of the Scout Law."

Scouters who are not Canadian citizens, but temporarily reside in Canada and desire membership in Scouts Canada, must also make the Promise, but may substitute "the country in which I am living" in place of the words "the Queen."

The leaders' Promise differs from the Cub Promise. A service team member or an invested pack leader generally conducts the investiture ceremony at a pack meeting. While the new leader makes the Promise, Cubs give the Cub salute and leaders make the Scout sign. A representative of the partner or group or section committee usually presents the group neckerchief. Since the actual ceremony may differ somewhat from Area to Area, check procedures with your service team representative.



## Leader Evaluation

The leadership team as a whole takes time to evaluate its program. Equally important is the necessity for leaders to do a self-evaluation by asking themselves:

- Have I met the Program Standards?
- Am I enjoying the pack?
- Do I take part in all pack activities?
- Am I able to devote enough time to be an effective leader?
- Have I taken time to get to know the Cubs as individuals?
- Have I made an effort to understand individual Cubs' behaviour in light of their family backgrounds, abilities, etc?

- Do I listen to the Cubs, and respect their ideas?
- Do the Cubs respond readily to my suggestions and ideas?
- Have I kept an open mind to suggestions the other leaders make?
- Have I treated all Cubs fairly and impartially?
- Do I work well with other leaders on the team?
- Have I contributed my share to the programs?
- Am I able to carry on any aspect of the program when required?
- Have I taken advantage of training/development sessions offered to me?
- Have I set a good example for the Cubs of living by Scouting's Principles?
- Have I upheld the leadership team's standards of pack discipline and controls?
- Do I give all members of the leadership team an equal opportunity to become involved?
- Do I feel good about myself as a leader of this pack?

## Leader Recognition

It's as important to recognize the efforts of leaders in the pack as it is to recognize the Cubs' efforts. The leadership team's recognition of a team member's work is one of the most personally satisfying rewards Scouting offers.

In the Cubs' presence, recognize leaders who have successfully completed training and development programs. A banquet, campfire, church service, or some other special occasion is an especially fitting time. (Refer to the chapter on Pack Administration for more details on other Scouts Canada's Honours and Awards.) Your group committee should appoint someone to look after compiling and submitting award applications on behalf of leaders and youth in the pack.

