



LLD – Leading vs. Serving – A Relationship Lodge Leadership Development Training

Session Length: 50 Minutes

Learning Objectives:

- Establish how leadership and service are interconnected. Provide examples of servant leadership and contrast them with other leadership styles.
- Develop an understanding that leaders should not act as “bosses” or “owners” of a group, but simply as just another member of a group.
- Discuss how servant leadership connects to the ideals of the Order of the Arrow as well as scouting as a whole and how it can be implemented into our daily lives.

Required Materials:

- Projector
- Screen
- Computer
- Flipcharts
- Index cards with roles and directions written on them as described in the paper chain game below.
- PowerPoint presentation
- Paper
- Scissors
- Tape

Outline of the Session:

This session will outline the benefits of servant leadership and how to apply it. It is important to connect servant leadership to the ideals of scouting and the Order of the Arrow to stress its importance. To achieve these objectives, contrast servant leadership with inferior forms of leadership. Before that, the goals of a leader and the purpose of a leader need to be articulated. This is how you should begin. The best way to accomplish this is by using real world examples of “bosses” and servant leaders.

Trainer Preparation:

Prepare by reading this syllabus fully through a few times so that you understand the purpose and objectives of this training session. To prevent lull time, make sure that you sort out technical difficulties beforehand. If you waste time fixing technology, your



attendees will disengage from your presentation. Make sure that you have the index cards for the first and third topic already written and arranged. Materials for the leadership simulation should be available and accounted for before you begin. Finally, sell the idea of servant leadership through your own personal examples as well as other real-life examples in order to provide a real life context to this training.

Session Narrative

Introduction – Leadership and Service as Separate Entities 10 minutes

Introduce yourself and session very briefly, then immediately divide the participants into small discussion groups to answer the following questions (5 minutes):

- What is leadership?
- What are the goals of leadership?
- What is service?
- What are the goals of service?

After the groups are finished, have one spokesperson from each group present their answers in front of the larger group.

Trainer Tip: Create a "T-Chart" on the flipchart, labeling one side "leadership" and the other side "service", to record each answer. Don't explicitly point this out to your attendees, but the goal of this activity is for participants to realize that there might be a strong relationship between leadership and service.

Types of Leaders

15 minutes

As we go through our day, we are around many kinds of leaders. What kinds of people in your life play the role of a leader at different times?

Trainer Tip: As you list the leaders on a flip chart, be sure to emphasize the importance each leader has to his or her group. If necessary, use a couple example from the list below to get the conversation started.

- *Teacher*
- *Parent*
- *Police Officer*
- *Politician*
- *Engineer*



- Pilot
- Scientist
- Astronaut
- Lodge Officer
- Committee Chairman
- Park Ranger
- Office Manager

Let's look at that list of leaders you created again.

- How does each exercise leadership? Do they guide by example? Command? Delegate? Suggest? Or what?
- Where is the leadership of these people strongest?
- Where is their leadership most limited?
- Where do they thrive and/or fail as leaders?

Based on that discussion, lead the participants in the following leadership simulation:

1. *[If there are prearranged groups, ignore this step. Otherwise, make sure to organize people within groups of 3-5 people.]*
2. I'm handing out index cards that assign you a role in your group. You will be either a Follower or a Leader.
[Hand out index cards to all the participants. Most will say "Follower", but a few cards will say "Leader" with concrete directions such as those listed below:]
 - "Negative Leader: Do not offer concrete directions, but lead only by telling your group when they are doing something wrong. However, do not insult them."
 - "Weak Leader: Do not offer any directions to your group. Simply start do the project yourself."
 - "Inefficient leader: Assign one person a concrete role, and slowly give him detailed directions. Then turn to the second person with an assignment and detailed instructions. Repeat one person at a time. If anyone starts before they have a job assigned, tell them to stop and wait for their instructions."
 - "Micromanaging leader: Assign roles in your group, but frequently interrupt the participants to give them more detailed instructions, take their jobs away from them and reassign them to others, and ask them to redo steps they have taken."

[Note: when handing out cards, make sure that there is only one leader card per group.]

3. If you are a Follower, you must remain silent during the entire duration of the game in order for the leader to properly play his role.
4. If you are a Leader, you will find concrete directions about your role on the card you receive. Follow these directions.



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5. Each group will have exactly three minutes to create the longest paper link chain possible.

Trainer Tip: It is critical to the simulation that you do not tell them the proper way to create a paper link chain. However, what you should do is have a pre-prepared paper link chain to provide as an example of the final product as well as provide the necessary materials (paper, scissors, tape).



Picture of a model paper link chain

After three minutes have passed, stop all the groups and have the leader come up to the front of the room with his group's link chain. Lead a short discussion using the following questions.

Trainer Tip: This discussion should lead to the conclusion that leaders who are engaged with their group's goal and work hard towards it are ultimately more successful than those who do not.

Let's evaluate how your efforts went.

- What did your group do well?
- What did your group do poorly?
- What do you think was the least effective leadership style? Why?
- What do you think was the most effective leadership style? Why?

You probably guessed this during the session, but just to be clear, your group leaders were all given specific instruction on how to lead the exercise. Some were told to micromanage, others to be negative,

I'm sure you know already, but just to be clear, the group leaders were assigned to play their roles in a particular way



Leadership and Service as one in the same

10 minutes

Introduce the term “servant leader”. Here is a description of servant leadership from the BSA’s Introduction to Leadership Skills for Troops:

“What is the relationship between a leader and the team? Many people’s first reaction is to state that the team “works” for the leader, performing tasks for one person. When this happens, the leader isn’t simply a leader, but more like a “boss” or an “owner.” Many people don’t want to be part of a team that works this way, and they’ll only join them for the sake of external rewards, like a salary. In a true team, the leader is one part of the team, and this role isn’t necessarily any more important than the role of any other member. Being a team leader means accepting responsibility for the team, its members, its objectives, its reputation, its morale, and more. Being a team leader means serving the team. When a leader recognizes that he is responsible to the team (and not the other way around) and acts accordingly, he becomes a “servant leader.” Servant leaders lead teams that people want to join. Servant leaders use a variety of leadership styles based upon the needs of the team and its objectives. A servant leader needs to enable the success of those led, remove barriers for them to the best of the leader’s ability, and create an environment for the team to succeed. Many of the leadership examples you’ve seen in your lives aren’t servant leaders, they’re “bosses” and “commanders.” These kinds of leaders are rarely chosen by a team’s own membership to lead them but are imposed from outside. The modern workforce is making this kind of leadership less valuable. As people become more skilled and capable, they expect more respect for their actions and capabilities, more input into decisions, and more interactions with their leaders. They need more service.”

Trainer Tip: The above excerpt should only be used as a reference for you to better understand the idea of servant leadership. Do not simply read this entire paragraph to your participants. Summarize it in a minute or two.

After the group has a solid grasp on servant leadership, test them. Create a presentation with pictures of people serving in various leadership roles. During each slide, lead a discussion as to whether or not the individual(s) depicted are practicing servant leadership.

The idea of servant leadership should not be new to you, even if the phrase is new. In fact, servant leadership has been a key theme in our Order. Think about the three W’s of the Order of the Arrow:

- Wimachtendienk – Brotherhood; a servant leader does not put himself up on a pedestal. He acts and serves as just another member of the group



- Wingolauchsik – Cheerfulness; a servant leader creates a positive atmosphere around him which boosts the group’s moral.
- Witahemui – Service; a servant leader, most importantly, serves his group. He works towards the mission at hand, and in doing so, empowers his peers to do the same.

The word “leadership” does not appear in these three W’s, but you were chosen by your troop as leaders. In the Ordeal, you heard the story of Uncas who stepped forward not only as a servant, but as a leader when a great danger arose.

How to Become a Servant Leader

12 minutes

Now it is your time to sell the importance of servant leadership.

We’re going to do the paper chain simulation again in the same groups you had before, but this time, I’d like the group leaders to focus on practicing servant leadership rather than following the leadership direction on the cards they received the first time.

Repeat the simulation following the same procedure as described in topic one, with the exception of encouraging servant leadership. Note: keep the same groups as were in the first simulation.

After the three minutes passed, the groups should send their leader up to present their (hopefully) longer, sturdier paper link chain. Lead a discussion as to why all the groups saw improvement:

- What happened this time?
- Why is there so much improvement?
- What was different?

Refer to the T-Chart the group created during the introduction. Clearly draw parallels between the goals of leadership and service by physically connecting both sides of the T-Chart if needed. By doing this, make it clear that anyone who is a leader can become a servant leader if he has the right attitude and mindset.

As Chief Chingachgook once said, “For he who serves his fellows is, of all his fellows, greatest.”

Trainer Tip: It is recommended that you have the attendees write down the above quote. Not only is it heavily symbolic of the ideals of the Order of the Arrow, but it also serves as a thesis for this presentation.

I hope that you’ve seen many examples of servant leadership in your own lives. Could I



get a couple examples? Where have you personally experienced successful servant leadership? Who has an example of how someone's successful servant leadership has had a positive impact in your own life that you'd be willing to share?

Thank and affirm participants who offer examples.

Trainer Tip: Prepare a story of your own to finish the presentation. Since this is a lodge-run training, try to keep your story within the realm of the Order of the Arrow. The experience could be anything from a committee you ran or were a part of to a poignant memory from your ordeal. For example, you could share how your Elangomat was a great model of servant leadership.

There are lots of leaders around us every day, but the most important leadership in the Order of the Arrow is servant leadership.

Takeaway Challenge

3 minutes

Please take out your notebook and pen. For the final three minutes, list ways that you can implement servant leadership into your life. Reflect on a leader's role in his group or organization and how servant leadership best accomplishes the goals of leadership.



Appendix: Resources and Source Material

- 2012 Guide for Officers and Advisers, available online at <http://www.oa-bsa.org/pages/content/publications#goa>
- Introduction to Leadership Skills for Troops, available online at <http://www.scouting.org/Training/youth.aspx>