

## Introduction

Whatever your work or responsibilities, you are showing some ability to lead. Showing it in your behavior with your friends, in taking part in church or school activities, and in countless other ways.

Leadership does not mean wealth, great education or position. It means initiative, willingness to serve and idealism rooted in truth.



## Congratulations!

You are now a SCOUT LEADER and welcome to a new world of Scouting!

Our organization needs Scout Leaders with the right attitudes and the right spirit.

The fact that you are here right now means you have demonstrated the behaviors and the qualities that an effective leader needs.

YOU ARE IMPORTANT AND WE WANT YOU TO KNOW THAT!

As a Scout Leader, you will have the special privilege of molding a group of individuals with diverse backgrounds and needs into an effective and dynamic team.

Now, do not be afraid to try. Let your personality shine through. It is important to let others know you as a real person. It is up to you to become a leader, no one can make that decision for you.

Remember, this manual was written as a guide and not as a set of MUSTS.

## **Demands for Leadership**

**We live in a fast-changing world. Advancement in science and technology testifies to this truth.**

**Now, more than ever, we need leaders to direct our world towards good.**

## **Opportunity for Everyone**

We are confronted with the challenges and obligations of leadership everyday of our lives.

What we do or fail to do in providing leadership helps or hurts everyone.

So, have the initiative to take leadership. Fight the temptation to crawl back into your own little world.

The more you go into the bigger world the more you enrich your life and the lives of others. For to change the world you must go into it – not run away from it.

## **Do More than Complain**

Complaining leads to more complaining. Without initiative, the wrong things we see remain the same.

Don't just complain when you realize something is wrong – do something!

For it is "Better to light one candle than to curse the darkness." The smallest flame that you can light is a step into the right direction. It is far better than any amount of faultfinding.

**No matter how insignificant you consider your role as a leader may be, you can help change the world by just doing your part of leadership.**

## Leadership for a Purpose

Never abuse leadership and be an example to others how leaders should be. Leadership should be focused on God, then to others, and lastly to ourselves.

## Service to Others

Keep in mind that *to lead is to serve* and not to command. You should be truly determined to help others, not to dominate them.

As a leader you must endure misunderstanding and suffering instead of seeking honor and glory.

Show initiative when most people are apathetic.

Plunge ahead when it would be so easy to drift with the tide.

Take a courageous stand when others are succumbing to expediency or timidity.

Live up to your duties when there is a strong temptation to neglect or evade them.

If you understand from the very beginning that *to lead is to serve* you are bound to accomplish great good in your life.

Read Luke 22:24-26.
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## Win by Losing

Glory and honor is not the thing a leader is made of. Do not be surprised of the heartaches and heartbreaks you are bound to encounter.

Do not be disheartened by these “penalties of leadership,” regard them as your badge of honor. These are the best possible proof that you are on the right track.

Being the youngest means being the one taking orders and not the one who gives it. In this light, being the leader is the one who serves.

## Leadership for a Purpose

A divine paradox of “Winning by Losing”. Found in the pocket of an unknown soldier who died in battle during the American Civil War.

*“I asked God for strength, that I  
might achieve.  
I was made weak, that I might learn  
humbly to obey.  
I asked for health, that I might do  
greater things.  
I was given infirmity, that I might do  
better things.  
I asked for riches, that I might be  
happy.  
I was given poverty, that I might be  
wise.  
I asked for power, that I might have  
the praise of men.  
I was given weakness, that I might  
feel the need of God.  
I asked for all things, that I might  
enjoy life.  
I was given life, that I might enjoy all  
things.  
I got nothing that I asked for – but  
everything I had hoped for.  
Almost despite myself, my unspoken  
prayers were answered.  
I am among men, most richly  
blessed.”*

~ oOo ~

It is all up to you whether or not you take the initiative to become a leader. The following lines may serve as a reminder to you:

*“You are the fellow who has to  
decide  
Whether you’ll do it or toss it aside,  
You are the fellow that makes up your  
mind,  
Whether you’ll lead or linger behind,  
Whether you’ll try for a goal that’s  
afar,  
Or just be contented to stay where  
you are.  
Take it or leave it, there’s something  
to do,  
Just think it over – it’s all up to you.”*

## The Making of a Leader...

You'd probably recognize a leader when you see one, but knowing how to become a leader is a different story.

You've heard about some people being described as "a born leader." That myth is just that – a myth.

The skills that a leader uses can only be learned and acquired through time.

## Some Characteristics of Good Leaders

Leaders communicate a vision that captures the imagination and commitment of others.

Leaders set high standards that they model by their own actions.

Leaders encourage others to share their ideas openly.

Leaders transform ideas into actions.

Leaders are visible and available to others who need them.

Leaders create a climate that promotes self-motivation among others.

Leaders understand the importance of giving credits and sharing the rewards of success.

Leaders recognize their own limitations by asking others to help solve problems.

Leaders prepare for ongoing challenges by developing other leaders.

Leaders possess a more or less consistent approach that builds trust and support.

Leaders are flexible and are able to adapt to change.

Leaders provide others with the opportunity to become leaders themselves.

## The Making of a Leader...

**Nobody is a born leader. Leadership emanates from a deep understanding of human nature, from nobility of motives, and from the courage to act on one's convictions.**

### **Qualities of a Leader**

*Unselfishness.* Having sincere interest in other people, and from a genuine desire to help them.

*Decisiveness.* A leader makes impartial and unbiased decisions, based on the facts and after weighing the pros and cons.

*Confidence.* Trusts himself to accomplish the task and humbly allows others to do the task he cannot.

*Courage.* Not a person who is fearless – for there is no such person – but strong enough to overcome fear. Willing to take risk is by analysis he knows it is worth taking.

*Principle.* A leader sets his mind on a particular goal, which he knows will benefit not only him, but others as well. He is not ready to compromise his principles for petty excuses.

*Dedication.* Performs his duties to the best of his abilities. Counting the cost is not his attitude; his personal comfort is subordinate to the achievement of the goal.

*Sense of Humor.* He is able to laugh at his own mistakes. Able to accept jokes good-naturedly. This is a sign of his humility.

*Responsibility.* He is sensitive to the needs of others and responds where he is needed.

## The Making of a Leader...

*Perseverance.* A leader knows that the goal is not achievable overnight. He is willing to persevere through the roughest roads to attain his goal. His patience is hardly exhausted.

*Cooperation.* A leader works well with any group. He coordinates with them and make use of their ideas and suggestions.

*Enthusiasm.* A leader, through his attitude, generates interests in his members. He motivates them to action to accomplish the set goals.

*Flexibility.* A leader is willing to adapt to changes and make alterations should circumstances demand it.

### **Question You Might Want to Ask Yourself**

Do I do little things well?

Do I know the meaning of priority?

Do I use my leader time well?

Do I communicate with intensity?

Do I take advantage of momentums?

Do I recognize the potential of others?

Do I take discouragements well?

Do I face impossible situation well?

Do I know my weak points?

**Attaining these qualities may seem like a pretty big task but, as others have proven before you, it can be done. And the rewards you will reap will be well worth the trouble.**

## The Leader Within

**You must realize that you are the one who will make the decision whether to become a leader or not. You alone can develop the tremendous potential within you.**

**Failures are but a stepping-stone, you must have the determination to succeed.  
Failures are but a prelude to success.**

## Achieving Leadership

1. **DEVELOP A LOVE FOR PEOPLE**  
Have sincere concern for the welfare of other people. By loving people you develop generosity. Everyone is not perfect, and soon you can live to realize that fact.

2. **BE MENTALLY ALERT**  
Always do the thinking and delay the talking. When confronted with situation, immediately analyze it before you give your judgment. Weigh the pros and cons. Consult your friends or other people concerned if you have to.

Once you have a decision, go full speed ahead in implementing the decision.

Also, learn to take responsibility and accept the consequences of your decision – good or bad.

3. **KNOW THYSELF**  
Know what you can and cannot do. Examine yourself and know your likes and dislikes. However, you cannot do this overnight. Knowing yourself is a lifelong process.

Accept what you are capable of and what you are limited to. Knowing your limitations prepares you for the road ahead.



# The Leader Within

## 4. DEVELOP INNER STRENGTH

Train yourself to do the things you do not want to do. By doing this regularly you develop your will and maturity. It may be difficult at the beginning, but each time you persuade yourself to do even the most unpleasant tasks your strength will increase. This will help you do your duties.

## 5. STICK WITH YOUR OATH

This is important, as a Scout, you must stand by your sworn oath to the ideals of Scouting. Armed with the ideals of Scouting you will remain strong in the midst of great change, knowing where you are headed and why.

## 6. DO YOUR WORK WELL

Be diligent in doing your work. In this world, there is really no work that is insignificant. Everyone has his part. Doing or not doing your work may help or hurt people.

## The Leader Within

**Communicate well with your members, persuade and convince them, and work well as a leader.**

**These are the things you are to develop within you as a leader.**

### 7. NOT TOO SERIOUS

Don't take everything too seriously. People won't like a leader who is a poker face. There is always room for a little humor to relieve tension. Balance the serious side with the lighter side.

### 8. BE OBSERVANT

Observation plays a vital role in leadership. Try to blend yourself with the people you hope to lead. Don't force them to adjust for you.

Try to see who likes to work with who and what. With this knowledge you can utilize your people to the fullest.

### 9. NOT TOO BIG

Dream big but try to accomplish it one at a time. Don't try to do it with one shot. You can have a series of small goals to achieve that adds up to great accomplishments.

So, if you are determined to eat an elephant, be sure to take it one manageable bite at a time.

# The Leader Within

**As Bruce Lee said, water is the most flexible stuff in the entire world. It will take the shape of any container. If you pour water into a cup, it becomes the cup.**

## 10. OPEN YOUR MIND

Sometimes the best ideas come from the rank and file members, so be sure to consider their inputs. Do not junk an idea without considering it thoroughly and sure of it's effectiveness.

## 11. POSITIVE OUTLOOK ON LIFE

Being cheerful motivates your people. Maintain this outlook even through the roughest times. Be resourceful in making decisions and be creative.

Be cool at all times. By doing so, you boost the morale of your members.

## 12. ADJUST TO CHANGE

Nothing is static in this world. Everything is continually changing. Learn to accept the changes you come across.

Be flexible; be like the nature of water.

## Accountability

**Leaders should be accountable to their members and to themselves. They are responsible or liable for what they and their members have done or fail to do.**

Read Galatians 6:1-6.

Keep a constant check of yourself, not in comparison to others. Check yourself for any mistakes and do hard to correct these mistakes.

Never compare yourself or your members against other members; everyone should be evaluated on his own right.

Keep a constant check of your members. Recognize them for the things they have achieved or accomplished and, inform and correct them for mistakes they have done.

Likewise, accept, with all humility, your mistakes pointed out by your members or peers and try hard to correct these mistakes. Don't reject the people who criticize you, consider these criticisms as reason to improve yourself.

# Motivating People

**Why do people do the things they do? It is because they are motivated to do so.**

**The task of the leader is to create an environment in which the individuals motivate themselves, and members help fellow members get motivated.**

**As a leader, you should realize the fact that you are unable to motivate people. People motivate themselves. Your job is to help them get this motivation.**

The valuable factors that produce top performance are not found outside a person but inside.

## A POSITIVE SELF-IMAGE

Individuals who have self-esteem are more likely to show better results. Believing in one's capability is very important.

## A BELIEF THAT THE TASK IS WELL WORTH DOING

Each of us sees life through values. Before a person can perform consistently well he has to be convinced that the job is worth doing.

## **Communicate the Importance and Worth of the Task at Hand**

Your people should have an idea of what the goal is. Doing arbitrary tasks without knowing the goal does not help in motivating people.

People perform well when they know what their goal is.

## **Improve and Protect the Self-image**

Positive feedback about their accomplishments boosts their feeling of self-worth. Constructive feedback can serve as a springboard for making better progress.

## **Rewarding Good Performance**

By giving a simple token for his performance is a visible sign that his contribution was greatly appreciated. With this, he even aims to perform even better in the future.

# Motivating People

Approximately 10 motivating factors set the stage in which behavior of people is influenced.

1. IDEALISM  
Some people are motivated by ideals that build on their personal value system. The call to go above and beyond normal duties, to give extra or prolonged effort because it's the right thing to do, or the belief that one can reach higher personal and organizational fulfillment is a powerful motivating influence.
2. ACCOMPLISHMENT  
For a long time trainers have known that trainees should be given readily achievable tasks in the forefront of their training so that achievement can be self-recognized as a spur to continued development. Getting things done provides sustaining momentum.
3. TEAM-MATING  
Some people have a strong need for affiliation and to be part of a larger group that gives a sense of camaraderie. People seek and need acceptance and a group's structure and its inherent support systems bolster individuals' sense of belonging. Most people act because they don't want to let the team down or be subject to the team's sanctions.

# Motivating People

4. INDEPENDENCE  
Other people are motivated by autonomy. They like being held individually accountable, setting their own pace, functioning in their own style and exercising their discretion. They perform best without close supervision or being engulfed by a bureaucratic maze.
5. FEAR  
It is a controversial element, but if you define “motivated” as behavior undertaken regardless of willingness or cooperation, then fear has to be recognized as a powerful motivator. Fear can be intrapersonal, such as fear of embarrassment, or interpersonal, as in intimidation by others.
6. PRESTIGE  
Recognition factors stir some people to action in that not only do they want to be connected with a first-class group but also their position within the group compels them to act in a certain way. For example, a reputation of never having missed a day of work is motivation to continue an unbroken attendance record.

# Motivating People

7. RATIONALITY  
Logic plays a part in the performance and motivation of people. Therefore, it is important to have everyone see the big picture, not just his or her own more limited sphere. If one is told, for example, that he is going to collect dry leaves, it becomes logical if it is understood that the dry leaves are needed to get a cooking-fire going to start dinner.
8. RECOGNITION  
People like to be rewarded. It could be in the form of monetary compensation for some, an award, or even a simple public compliment.
9. CURIOSITY  
Motivation for some people is based on the intellectualization of solutions to problems and challenges that are presented. Thus, their behavior is governed by wrestling with and overcoming obstacles that are set before them.

**Insights and judgment are needed to determine what combination appeals to which person at any given point in time. That is the leadership challenge in motivating people.**

**Remember Fisher's law: Motivation is the prelude to action. It is also the sustainer of action.**



## Persuading People

**You persuade people, you do not force them. Force gets a violent and sudden reaction; persuasion gets a gradual and unfolding reaction. Persuasion commends itself to the heart of man; force confuses his intelligence.**

## Condition Yourself!

Before you attempt to convince people, you must first of all be convinced yourself of what you have to say. You must also believe in yourself and in your capacity to convince.

Be careful not to force them to conform to your ideas. Sell your idea to them as if you are selling a color television to someone who owns a black and white one.

## Enthusiasm is Important

Show your sincere interest in your own ideas. You do not need to shout it out loud or act wildly as you sell your idea. You may be enthusiastic with a whisper or without moving so much as a finger.

When enthusiasm is used as a power source, it can be very effective not only in communicating your ideas but in winning others as well to your way of thinking.

When trying to convince others, be animated and alive without overdoing it. Communicate eagerly the importance of whatever constructive ideas you have.

**Do not force your opinion on others. Rather assume the attitude of being so convinced of your cause that you want to share it with others, that you want them to realize its importance as well.**

# How to Persuade

**Make your audience believe that what you want them to do is what they would actually recommend. It is naturally easy to do something when you know the idea came from yourself.**

1. UNDERSTAND YOUR IDEAS  
Have a clear and thorough understanding of the idea you are presenting. Know historical background and other aspects related to your subject.
2. GIVE SPECIFICS  
Provide specific instances, illustrations, statistics, or statements from reliable sources. General ideas may inform them but may not inspire them to act.
3. APPEAL TO EMOTIONS  
Show them the need for action and follow up your arguments with legitimate appeals to emotions (fear, love, etc.). Appeal to their nobler motives.
4. MOTIVATE THEM TO CARE  
Show them how your ideas affect their families, schools, clubs, and other aspects of them. Show them that they will be affected if they don't act. Point out the benefits of quick action and cooperation.
5. TRENDS OF 'YES'  
Convince them using arguments that they will definitely start with an affirmative direction. A 'no' has a psychological effect on their pride to stick on their 'no' conviction.
6. CONCLUDE FOR SPECIFIC ACTION  
You may have persuaded them but they could be lost on the aspect of what to do. Follow up with information on specific action they can do, and allow them to ask relevant questions for clarifications.

# How to Persuade

Some points to remember when persuading people.

1. **BE SINCERE**  
Sincerity is an indispensable quality in winning others to your side.
2. **BE COURAGEOUS**  
Present your ideas courageously. Some people say, "It isn't polite to argue." It is not only polite but also necessary to defend your convictions.
3. **CRISP AND BRISK SENTENCES**  
Short sentences are often more effective, more dramatic, and more captivating than long boring ones.
4. **VARY MANNER OF SPEECH**  
Vary your pitch and speed. This will make your talk more interesting. Use clear sound thinking instead of loud and angry words.
5. **AVOID SARCASM**  
Sarcasm, barbed remarks, and insults are reflections of weakness.
6. **BE CALM**  
In midst of heated discussion, show a calm tone, calm facial expression, and calm rate of speaking.
7. **BE TACTFUL**  
Press your points firmly but gently so as not to embarrass anyone.