



Monmouth Council, BSA National Youth Leadership Training Conference



About NYLT

National Youth Leadership Training (NYLT) is a six-day course of the Boy Scouts of America (BSA). The syllabus for the course is provided by the national organization with the deliver handled by local councils. Content is delivered in a troop and patrol outdoor setting with an emphasis on immediate application of learning in a fun environment. Interconnecting concepts and work processes are introduced early, built upon, and aided by the use of memory aids, which allows participants to understand and employ the leadership skills much faster. The delivery of the course including all the presentations and running of activities is done by the youth staff.

The NYLT course centers around the concepts of what a leader must BE, what he must KNOW, and what he must DO. The key elements are then taught with a clear focus on HOW TO. The skills come alive during the week as the patrol goes on a Quest for the Meaning of Leadership.

In Monmouth Council up to 48 male of female members of BSA from age 13.5 to 20 years old attend the course each year. A candidate for the course must meet eligibility requirements, prerequisite training and be recommended by his or her unit leader.

The course covers many of the same topics and uses much of the same sources as much of the training in Corporation, Academia, Non-profit groups and Religious organization use.

Content - Presentations:

Topic	Notes/Reference/Origin
Communications	Communication is presented several times and the content is a compilation from many sources. The influence from the works of Dale Carnegie and Steven Covey are easily recognized in the material
Vision	
Goal Setting	S.M.A.R.T goals – George T Doran, Management Review, 11/1981 Vol 70 Issue 11 pp 35 - 38
Assessment – Start Stop Continue	Source unknown – a classic assessment tool for projects, teams and self. A guide for change management and a feedback tool. References: Teampedia, Mindtools, RapidBI, Peoplesresults and many other consulting firms
Team Development	Forming – Storming – Norming – Performing. Part of countless management, leadership, training, people skills. Tuckman, Bruce W. (1965) ‘Developmental sequence in small groups’, Psychological Bulletin, 63, 384-399.
Problem Solving	
Leading EDGE	Explain – Demonstrate – Guide – Enable - is a construct of BSA. Combined with Stages of Team Development and assessment skills it is a simpler method with similar goals as Situational Leadership ^{®i}
Resolving Conflict	The quote “Seek First to Understand, Then to be Understood” directly from Dr. Stephen Covey’s “7 Habits of Successful People” indicates the source of some of this presentation.
Teaching EDGE	
Making Ethical Decisions	More Covey influence is in this presentation form “Principled Center Leadership”

Leading Yourself - Servant Leadership	Robert K. Greenleaf in <i>The Servant as Leader</i> , an essay that he first published in 1970
Valuing People	Similar to sessions on “Beyond Diversity” “Celebrate our Differences” today’s popular replacement for diversity training of several years ago in Corporate, Academic and Not for Profit organizations.

In addition to the presentations which are delivered in various setting from small group of 8 to the large group of 48, there are many team-building exercises like the Marshmallow Challengeⁱⁱ. Every minute the participants are awake is part of the training. The course is a leadership experience with some of the activities like sharing the patrol site and cooking all their own meals stressors. But, the course is FUN.

Staff Selection

The youth staff of the current course decides who of the participants they want to invite to be a candidate for staff. The candidate must do staff development and perform very well on a smaller weekend course before they are asked to join staff development for the next year’s course. Not all staffers are invited back the following year if their performance is inadequate. Not all candidates complete staff development and staff a course. All the evaluations and staffing decisions are done by the senior youth leadership. The adult advisors are the safety net and a resource of ideas and approaches.

Staff Development

The planning for the next course starts on the final night of the current course. The youth select the next senior staff of 4 and select who will be returning. They then select and invite from the top of the current course. NYLT staff development starts in January with an all-day intense Train the Trainer session. Presentation skills, body language, reading team stages, communication and more communication are presented as is course missions, goals, staff commitment and team building activities. Every 2 weeks and 2 full weekends the staff meets and practices presentation skills and course knowledge. At every meeting, every staffer will give a presentation and receive feedback from every other staffer on his presentation skills, preparedness, skills on handling the group and knowledge of the material. The feedback must be constructive, honest, fair, and have a helpful purpose. It is certainly not easy.

On-course Assessments

During the delivery of the course the assessment is constant. Every minute of the course has a purpose. The youth staff gathers every evening after all the presentations and activities are complete for their assessment. Each patrol and each participant is assessed by the youth working with them. That assessment is written, reviewed in the meeting and documented. The theme of the assessments of the patrols and participants is where are they compared to our expectation and what do we need to do to get them where they need to be. Each staffer is assessed by the senior staff each night. The Course Director will sometimes ask the senior staff for an abridged readout. If there were problems during the day and the youth have a corrective actioned plan, then the topic needs no further discussion. The Course Director’s request for the readout is often an opportunity to acknowledge, recognize and praise the youth staff and the progress of the course.

ⁱ Developed by Dr. Paul Hersey in the late 1960’s Situational Leadership is a registered trademark of The Center for Leadership Studies.

ⁱⁱ http://www.ted.com/talks/tom_wujec_build_a_tower?language=en

