

## SESSION 4: Embracing and Facilitating Change

**Duration:** 40 minutes

**Facilitator:** Section Staff

### Learning Outcomes:

- Recognize the need for change in the Order of the Arrow and our role as leaders drivers of change
- Be able to facilitate change as leaders and address resistance to changes
- Understand how to plan for and communicate changes that we as leaders want to implement

**Supplies:** Change Scenarios

### Introduction 5 minutes

Introduce the session by first introducing yourself and outlining your experiences in the Order of the Arrow. Talk about how the Order of the Arrow has changed since your induction.

The Order of the Arrow had undergone a lot of change in recent years. Change is an important tool for organizations to remain relevant during generational turnover. Lodges, Sections, and the National organization all must change with the times. Change can be difficult, but these changes are necessary.

*[Change Slide]*

Before we get into the meat of this session, to start things off, could I have a volunteer read the learning outcomes for this session?

*[Delegate reads learning outcomes]*

According to a study by Gartner, the average organization has undergone five major changes in the past three years. Change is part of every business, and it is accelerating. Change fuels organizations, from start-ups to global enterprises. Organizations change to be relevant, respond to market expectations and to grow. The Order of the Arrow is no different to stay relevant if we must adapt to the environment.

Some change is dictated by factors outside our control, such as the financial and organizational restructuring of the Boy Scouts of America, while others, such as the top-down approach to focusing on Diversity, Equity, Inclusion, mental health, and program relevance are being driven by internal factors and impact our membership numbers.

Regardless of the impetus, as Lodge leaders, our organization is counting on YOU to make sure that these changes make it to our general membership. Let me show you why.

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Looking at the membership over the last six years, you can see that we are nearing a critical point in our membership trends. In 2020, we were close to having more adults than youth members in our YOUTH organization. In later sessions, we'll explore different ways to reverse these trends. We'll discuss the many different changes your lodge can implement in order to best engage our members. Some of these might be big changes, and no change, big or small is easy to implement. Lets look at some ways that we as leaders can facilitate changes.

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## **Facilitating Change as Leaders      8 minutes**

Leaders play a vital role in change management, yet leaders can't make change happen alone. They can, however, build momentum and influence others in the organization. Leaders can do this by playing an active role in the change and being visible, transparent, and consistent in their communication. OA members will look to you the leaders for cues on how to respond to change. When you effectively model their belief in the change and communicate why the change is necessary, you create a desire to change, motivating scouts and stakeholders to join the movement. Leaders must drive organizational change and stay involved in the initiative from beginning to end.

In order to make change compelling, you as part of your plan you should be able to answer who, what, when, where, why and how as part of your plan. There will be both high and low points during change initiatives. Leaders can proactively manage and leverage these points in time. During the high points of change, leaders should celebrate wins to fuel momentum. At the low points, leaders can reset communication strategies to listen to employee input and build trust and support. Being proactive helps leaders manage momentum for the greatest success



Don't be afraid to listen to all sides of the story and take into consideration the opposite view. People are often not so resistant to the technical aspect of the change, but often how it is socialized. They aren't included in the planning to influence how the change will impact them. This is particularly important in the OA, which is deeply rooted in relationships. When discussing change, focus on the "why", and enlist support from your team to help develop the "what" or "how" to address the "why". Develop the approach as a team, rather than by yourself as the leader.

Research on the function of the brain shows that resistance is not only a psychological reaction to change but also a physiological reaction. Change is hard, for everyone. One reason for resistance is perceived past performance with the change. "We've tried that before and...". Do your homework, and plan for the question. "This approach didn't work before because... and we'll do 'this' to compensate." Often people see the change as an impact to their current job role, so be sure that everyone's job role is addressed in the final solution.

*[Change Slide]*

Ultimately thought, communication is key. Communication is an essential part of effectively managing organizational change. A vision for change is only as powerful as the communication that supports it. Effective change management communication provides clarity for why the change is needed and mobilizes employees with a sense of urgency for the change. We will fail to drive meaningful change when communication fails.

Two-way communication also helps leaders identify barriers to change before they become a problem. Proactively identifying barriers can enable us to respond to and dissolve issues that create change and resistance. Remember that an email blast is not communication. Communication must be two ways to be successful.

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Winston Churchill once said that "To improve is to change; to be perfect is to change often." Change might be something that is difficult for our stakeholders, but it is the only way to keep the Order of the Arrow relevant. You all will be asked to step up in big ways at this ACT conference, it is meant to be a calling to you as lodge leaders that something must be done to implement the necessary changes to reverse our membership trends. In order to make that easier for you all, we're going to go over a change model that will help aid you as you implement these changes in your own lodges.



## Planning for Change 5 minutes

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Implementing a change is never easy, but we have models that are good to help us plan how to implement and communicate a change that we are trying to make. Effective communication is a key aspect of planning for change.

The first three parts of the ADKAR method are known as the enablement zone. This is where we prepare to make our change.

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Start by recognizing and articulating the need for change. Earlier I showed you the membership trends of the OA. We are seeing a rapid decline in the youth membership of our youth-led service organization. This is our red flag; we know something is not right. We know that we are not visiting the number of units we need to, not getting candidates to their ordeals, and not activating the Arrowman who we do get to attend. We identified that any plan for change needs to be answer “Why”. If someone on your LEC asks why were making these changes, simply share these trends with them so they too can see the dire need for change our Order requires.

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Be able to answer “what’s in it for me?” for everyone in your lodge. Help them understand that without these changes, our membership trends will continue to decline. At the same time, they have the opportunity to define the future of our Order, and you as their leader need to develop their trust and encourage them to be a part of that change. Change, more than anything, is an opportunity for young people to design a future that works better for them. Not every tradition is worth holding on to, and we need bold youth leadership now more than ever to make sure our organization stays relevant in the following decades.

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Evaluate the skills, technology and other resources needed for successful change and create processes and learning opportunities that support the change. Utilize the ACT conference, LEC meetings, LLDs, and other training opportunities to encourage your members to embrace change.

Now we move into the engagement zone. Here we transition from behind the scenes leadership, working with just our team, to actually going out, hosting our LLD, and using the tools and understandings we’ve picked up in the enablement zone.



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Teams and individuals at all levels of the organization should demonstrate the ability to implement new processes and perform to new expectations. Fostering individual and team ability requires practice, time, role modeling and feedback. This is the stage when change is actually implemented. This is just one step of ADKAR, but it's important that you constantly evaluate and re-evaluate a change to see if it's working.

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Changes must be sustained. If a lodge wants to implement a new program to help connect ordeal candidates with their elangomats, for example, that's something that needs active reinforcement to be sustained. One of the reasons reinforcement can be difficult is that once a change is finished, we are often already moving on to the next change. Avoid the tendency to simply "move on" once a change is put in place, and take the time to highlight wins and success stories, and incentivize adoption of change.

*[Change Slide]*

**Breakout      15 minutes**

Now we're going to hand out a scenario to each group that requires you to plan and implement a change. Answer the questions as part of each scenario, and discuss how you can apply the ADKAR model to help you make the change necessary. Once every group has had 10 minutes to work through their scenario, you'll need one person give a one minute presentation on what you all discussed,

*[After the ten minutes have elapsed, have one designee from each lodge present their scenario and what they did to address it.]*

*Trainer Tip: It's okay if groups hone in on specific questions for the scenarios, but if you feel they missed key aspects, try to ask leading questions to get them to find the right answer.*



Wrap-up 3 minutes

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Each of your lodges has different challenges it needs to address. Some of you might have really strong activation levels, but you need to work on getting to more units to hold elections. For another lodge, it might be the opposite. Nonetheless, we're all faced with the same problem: declines in our youth membership. People are leaving the OA in droves because the program is no longer relevant to them. We need to look at our lodge programs, see what is working, and be willing to make significant changes to ensure that our program remains relevant to the youth of the next 100 years. As an organization, relevance to our youth is what will keep us alive, not necessarily the program of the last 100 years. We cannot be afraid to make the bold changes necessary in order to Thrive.



## Embracing and managing change scenario- 10-minute group discussion

1. Your Lodge is planning its annual fellowship weekend. As lodge leader, you are doing a lot of the work to ensure a successful fellowship by interfacing with the Lodge Vice Chief of Program almost exclusively, and reports from the Vice Chief have been that things are "going well".

The Vice Chief has been working hard but hasn't been keeping the Program Adviser in the loop. Without warning, the Vice Chief has to step down, and leaves without warning. There are 2 months to Fellowship. A new Vice Chief of Program must be selected, and that person will not have been involved in planning. This is a hard change.

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "fellowship rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Fellowship has been in the works for 6 months. How do you "turn that frown upside down"?
- There is only 2 months to get things re-planned. What do you do to insure that people are focusing on the right things, and progress doesn't stall?
- The Program Adviser is very concerned, and wants to make this "just like a campout", because he's had a bad experience in the past with a recovery plan failing. How do you approach that?

At the end of your discussion, be prepared to quickly discuss your change, and how you will respond to it.



## Embracing and managing change scenario- 10-minute group discussion

2. You've just been elected as a lodge leader and are reviewing the LLD feedback surveys. LLD took a hard hit this year. Many participants felt the training to be uninspired, boring, and not worth the time. You take it as a personal mission to "fix LLD training".

One of the challenges to solve is that your Lodge Adviser is a college professor and believes that the only way to teach is to have classroom style learning, specifically an item that many surveys raised as an example of what was "bad" with LLD training. Further, you have a band of older adults that feel that it is their job every year at LLD to teach a class about Native American dress, and expect to teach that class at again.

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "LLD training rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. We've always done training this way and trying something new will be ... hard. How do you "turn that frown upside down"?
- Do you have to "fix" everything in one year? What are some approaches that you can try to ensure that people are focusing on the right things, and progress doesn't stall?
- Your Lodge Adviser is very resistant to new approaches and wants to keep the old style of training. How do you approach that?

At the end of your discussion, be prepared to quickly discuss your change, and how you will respond to it.





## Embracing and managing change scenario- 10-minute group discussion

3. It's Fellowship time, and as a lodge leader, you've been working hard to both provide an exciting program in camp and stay within your budget created by the LEC. The budget was largely planned based upon a big trading post pre-order success. You are providing a waterfront program, an expansive activity program, COPE climbing, a service project, and shows. You've been planning for 8 months, and it's going to be a great weekend. There's 2 weeks until Fellowship!

Your memorabilia design was ugly and pre-orders were a bust, but you can't raise the cost for your Fellowship this late in the game. As such, your discretionary program budget has been slashed (largely impacting the show plan), and so has your facilities budget. No climbing tower, no canoes or kayaks at the lakefront. The sky is falling!

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "fellowship rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Fellowship has been in the works for 8 months. How do you "turn that frown upside down"?
- There is only 2 weeks to get things re-planned. What do you do to ensure that people are focusing on the right things, and progress doesn't stall?
- Your Lodge Adviser is very concerned, and wants to change the program himself, because "we've been here before with this budget" and youth can't figure it out in only 2 weeks. How do you approach that?

At the end of your discussion, be prepared to quickly discuss your change, and how you will respond to it.



## Embracing and managing change scenario- 10-minute group discussion

4. It's Lodge PMP time, and the 4 of the 5 Lodges in your Section have all re-chartered with either "Thriving" or "High Performing" results. It's January 15, charters were due on December 31, and Lodge #5 has gone radio silent. You just got back from NPM, and you know how important lodge performance is to the role of a Section. Your Section has always been the highest scoring in the Region, and that's a matter of pride for you and the COC.

After a lot of phone calls and involvement of the Scout Executive, you find out that Lodge #5 is really struggling. They held only 5 (of 60) unit elections this year, only inducted 3 of the 7 people elected, and held no activation events to get new members active. Furthermore, you are getting blamed, because the Vice Chief whose job it was to call this lodge every month and keep in touch didn't do his job, putting Section PMP in jeopardy.

As Section Chief:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "lodge rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Everyone thought that we were going to be a High Performing Section. How do you "turn that frown upside down"?
- You now have to get this fixed. What do you do to ensure that people are focusing on the right things, and progress doesn't stall?
- The Lodge Adviser is very concerned, is ready to fire the lodge chief, and put his hand-picked LEC in place. How do you approach that?

At the end of your discussion, be prepared to quickly discuss your change, and how you will respond to it.



## Embracing and managing change scenario- 10-minute group discussion

5. As a lodge leader, you see that your activation numbers for this year are hovering around 30%. Your new members just aren't interested in participating in Lodge events. Over your past couple of years as a lodge leader, you see that lodge retention is starting to fall off, and youth membership numbers are down.

You survey some new members that haven't been attending, and they tell you that the lodge program "just isn't that interesting". The most recent activation event of decorating bird houses for the underprivileged was not well attended. Something needs to change.

As a lodge leader:

- You want to put people first in this change. What is a tool that you can use to "get the train back on the tracks"?
- What specifically do you consider in your communication approach, and who do you communicate to? How do you do it?
- Obviously a "membership rescue plan" is in order. Who do you involve as part of your team to help with the rescue?
- Morale is low. Everyone wanted to be a High Performing lodge. How do you "turn that frown upside down"?
- You now have to get this fixed. What do you do to ensure that people are focusing on the right things, and progress doesn't stall?
- The Scout Executive is very concerned and wants this fixed. How do you approach that?

At the end of your discussion, be prepared to quickly discuss your change, and how you will respond to it.

