Pathfinder Basic Staff Training
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Leadership Skills

Definition of Leadership
• Leadership is Influence

• Leadership means you have people who follow you, otherwise you're just out taking a walk
  ~ John C. Maxwell

Qualities of a Pathfinder Leader
• Draw the perfect Pathfinder leader
  Include Written:
  ~ Qualities
  ~ Skills
  ~ Attitudes
Qualities of a Pathfinder Leader

- Lives a Christ-centered life
- Loves young people
- Has a vision (knows WHY they're involved)
- Has a mission (knows HOW they're doing it)
- Has integrity (keeps commitments)
  - Understands the developmental characteristics of pre-adolescents and adolescents

Qualities of a Pathfinder Leader

- Enjoys learning new skills
- Develops the ability to organize
- Maintains good working relationships with fellow staff
- Radiates a dignity of presence that assures order
- Possesses emotional stability
- Enjoys being outdoors

Qualities of a Pathfinder Leader

- Maintains good relations with parents
- Is able to delegate responsibility and authority
- Has a sense of humor
- Is resourceful and creative
- Enlists a spirit of cooperation
- Is optimistic and enthusiastic
- Chooses capable helpers & staff
Qualities of a Successful Team Player (all staff)

- Be likeable
- Be generous with praise
- Ask people’s advice
- Make people feel important
- Never embarrass anyone
- Lead instead of drive
- Remember names
- Keep promises and commitments

Qualities of a Successful Team Player (all staff)

- Be happy and optimistic
- Do not brag
- Don’t make decisions when emotionally upset
- Heal hurts quickly
- Be a person of action
- Be cooperative
- Be early

Qualities of a Successful Team Player (all staff)

- Be prepared
  - Plan 1 hour of activity for each 30 minute of meeting time
Five Styles of Leadership

1) Authoritative (Autocratic)
2) Evaluative
3) Bureaucratic (Political)
4) Democratic (Participative)
5) Laissez-faire

**Authoritative (Autocratic) Leader**
- Retains as much power and decision-making authority as possible.
- Does not consult staff, nor are staff allowed to give any input.
- Staff & Pathfinders must obey orders
  - Motivation is produced by creating a structured set of rewards and punishments.

Advantages
- Lots of things get done
- Things are very organized
- Poorly managed becomes highly managed
Five Styles of Leadership

• Authoritative (Autocratic) Leader

Disadvantages
- Creativity & staff involvement is low
- If leader leaves, vacuum of leadership is left behind.
- Can create “soldiers” instead of involved Pathfinders and staff
- LOTS of TURNOVER! Pathfinders is a VOLUNTEER organization

2) Evaluative
- Similar to Authoritative, except that the leader asks for input and MIGHT include that input in the decisions, but will usually not acknowledge the involvement of others in the process

3) Bureaucratic (Political) Leader
- Everything done “by the book,” according to procedure or policy.
- If it isn’t covered by the book, the leader refers to the next level above him or her.
- Police officer -- He or she enforces the rules.
Five Styles of Leadership

• Bureaucratic (Political) Leadership
  
  Advantages
  - Rules are clearly understood and defined
  - Staff & Pathfinders know what to expect
  - Discipline is easily handled

• Bureaucratic (Political) Leadership
  
  Disadvantages
  - Low involvement of Pathfinder staff
  - Little room for adaptability
  - Rules may not apply to current situation

4) Democratic (Participative) Leadership

  - Staff are part of the decision making.
  - Communicates what is happening and expects involvement and responsibility of staff.
  - The "coach" leader has the final say, but gathers information from staff members before making a decision.
Five Styles of Leadership

1) Democratic (Participative) Leadership
   Advantages
   - Staff are involved -- buy-in
   - Somewhat adaptable to match situation
   - If leader leaves things usually continue
   - Everyone feels like part of the team.
   - Creativity is HIGH

   Disadvantages
   - Rules may not be as well defined, known, or understood
   - Structure is usually "looser"
   - Discipline may be a problem if "consequences" aren't clearly defined.

2) Laissez-faire Leadership
   - "Hands-off" style.
   - Leader provides little or no direction and gives staff (& Pathfinders) as much freedom as possible.
   - All authority or power is given to the staff (& Pathfinders) and they must determine goals, make decisions, and resolve problems on their own.
Five Styles of Leadership
• Laissez-faire Leadership
  Advantages
  – Highly skilled staff flourish (for awhile)
  – Lots of creativity
  – Staff with drive make lots of things happen
  – Lots of adult involvement (though not particularly committed).

Five Styles of Leadership
• Laissez-faire Leadership
  Disadvantages
  – Disorganization is a danger
  – Quality can decline over time
  – Discipline can be an issue
  – Rules may not exist or be followed thru
  – Pathfinders can take advantage of individual staff member’s strengths and weaknesses
  – Long term membership involvement often declines

Job Description of A Club Director
• Serve on Church Board as Pathfinder Representative
• Responsible for the planning of the overall calendar of events for the club
• Organizes regular club meetings & events
• Resource person for counselors & instructors who need assistance
  • Responsible for communication with Conference on a regular basis
Job Description of A Deputy Director

- Assist Director in their duties
- Responsible to be sure that the AY Classwork is being completed by units
- Responsible for communication & coordination with instructors & chaplain
- May serve as Secretary/Treasurer
- May have a special area of responsibility related to the overall Pathfinder program

Job Description of A Club Secretary/Treasurer

- Responsible for record keeping including:
  - Conference Forms & Reporting
  - Registration & Supply ordering
  - Attendance
- Responsible for club finances including:
  - Income from dues, fundraising, outings, donations, uniform
  - Payment & recording of expenditures
  - Coordinate with Church Treasurer

Job Description of A Unit Counselor

- Leads unit of 4-8 boys or girls
- Closest contact with kids and parents
- Works with unit throughout Pathfinder program & events
- Prepares unit for investiture (Classwork, AY Honors)
- Develops friendship & understanding with unit members
Job Description of An Instructor

- Teaches specific skills or subjects such as Bible, personal growth, outdoor skills, honors, or crafts
- May come from church or community to assist temporarily with club
- Is well acquainted with subject matter and matches it with club curriculum

Job Description of TLT (Teen Leader In Training)

- High school student who commits to learning more about leadership in the Pathfinder organization
- Assists staff members in all functions of the club
  - During 4-year program, is trained in club administration, counseling, classwork & honors, finances, outreach, camping, & security

General Job Description for All Staff

- Baptized member of SDA Church
- Good example to Pathfinders in their conduct and Christian commitment
- Willing to commit the time required to prepare and attend Pathfinder meetings & activities