

Handout 2: Leadership Styles Case Studies

Consider each of the situations below and decide what leadership style would be best to adopt in each case. For each case study, you need to decide which overall style would be best suited to leading the whole group described.

For the purposes of this exercise your own appointment is immaterial.

You have 25 minutes for this exercise.

Situation 1

You have been asked to organise a one day skills workshop for Scout Leaders. You have recruited the following team:

- George is the warden of the local Scout campsite. He used to be a Nights Away Adviser in his District and has many years of good Scout section experience.
- Mary is the ADC(Scouts) in her District. She has 12 years' experience in the Scout section and runs good camps. She has been involved in running previous successful skills workshops.
- Pat is an Explorer Scout Leader with 5 years' experience. He works as an outdoor pursuits instructor.
- Sam is an Assistant Scout Leader with 10 years' experience. He regularly runs survival camps for the County.

Situation 2

You have been given the job of organising a St George's Day event for your District. There is no fixed idea on what format the event should take. You have a team helping you made up as follows:

- Susan is a Scout Leader with 10 years' experience. During the day, she works as a project planner for a local engineering company.
- Frank is the District Explorer Scout Commissioner and in his first year of the role. He was previously an Explorer Scout Leader in another District for 2 years. He is also a D of E Assessor.
- Ivan is the ADC(Cubs). He has always worked in the Cub Section and recently got his 15 year award. He has been an ADC for 2 years. Outside of Scouting, he is a lay preacher.
- Rashid is the GSL of the 3rd. The Group is very active and all the Sections are full. He organises the Group's annual Group Camp which is always well attended and the young people love it.

Situation 3

You have been asked to oversee a new Acting GSL for one of the local Groups. The Acting GSL has no previous management experience. One of their first tasks is to carry out reviews on 2 long serving Leaders:

- Fred who has been Scout Leader for 9 years. Fred has not completed his Wood Badge although his programme for the Section is good. He is generally seen as not being a team player.
- Marion is the Cub Leader and been in role 4 years. She has 2 assistants in the pack who are close friends of hers. She runs a programme of variable quality, the Pack hasn't had any residential experiences. She also never attends District or County events.

Situation 4

You have taken over responsibility for a Scout Group. Pete, a long serving Scout Leader informs you he is taking the Scouts on a hike in remote country. You are concerned as to what terrain level it is and therefore ask about activity permits. Pete points out he has done this route many times before and is adamant he does not need one and your predecessor never required one. He complains about modern Scouting having too many rules that hamper proper Scouting taking place. Checking POR and the location, you establish that an activity permit is required.

Situation 5

You are asked to temporarily step in as GSL of a local Group. The old GSL has resigned because of health issues. The Sections do not work together and the Group is losing both Leaders and young people. The following people are keeping the Group running:

- Fred is the Scout Leader. He has one assistant and 6 Scouts in the Troop. None of the Scouts is over 12. He organises one camp a year, always at the same place
- Mary is the Cub Leader and has 1 assistant. She has 12 Cubs in the Pack, but only half of her Cubs actually go up to Scouts. She runs a good programme and supports District events.
- Janet is new to Scouting and has been the Beaver Leader for 4 months. She is the parent of one of the Beavers. She has one Section Assistant and operates with a parent rota. There are 8 Beavers in the Colony.
- Gordon is the Group Chair. He was the best friend of the former GSL. He holds the Exec meetings every two months in his front room. The other Exec members are Wilf, and two ex-parents who have been on the committee for 10 years.
- Wilf is the Group Treasurer and is aged 75. He has been on the Exec for as long as anyone can remember and doesn't use a computer. Everyone complains that getting him to agree to spend money is like getting blood out of a stone.