

## Leadership Excellence and Culture Strategic Pillar

### OUR VISION

Scouting's youth volunteer leaders and employees exemplify leadership excellence across all aspects of the movement.

### STRATEGIC OBJECTIVES AND GOALS

**Objective I: The national, regional, and council executive boards each model leadership excellence in their active, hands-on governance, resourceful and impactful community leadership and influence, and representational membership appropriate to their respective service areas providing visionary guidance and thorough accountability to oversee the effective management of the BSA and its councils.**

#### Strategies to Achieve the Objective

- Use the Designed Future Statement for Scouting's Second Century as a guide to develop leadership standards and processes that strive for leadership excellence
- All top leaders in the Boy Scouts of America have the resources necessary to fulfill their appointed roles

#### Specific Goals to Meet the Objective

1. We have implemented a joint training resource for the council's top leadership, both professional and volunteer, to foster a new level of professional-volunteer relationships and a potent, true partnership for the achievement of the council's strategies and objectives. [Dec 2014]
2. Beginning in 2012, annually, each council has conducted a new board member orientation using the most up-to-date version of the *Council Executive Board Orientation*, as a resource. [Dec 2015]
3. Beginning in 2012, 80 percent of local council board members surveyed by the BSA will have responded positively that they have received adequate information regarding the finances and operation of their council and are engaged in the active management of their councils. [Dec 2012]

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**Objective II: Scouting attracts, recruits, develops, rewards, and retains talented individuals who provide excellent professional leadership and management to the BSA and the youth members and adult volunteers it serves.**

**Strategies to Achieve the Objective:**

- Reward excellent performance with compensation comparable to that available in the private sector
- Clearly describe to applicants the realities of the job, in terms of the tangible and intangible rewards and performance expectations
- The Boy Scouts of America will
  - Be the employer of choice
  - Have a healthy employee population
  - Be technologically astute
  - Be a developer of talent
  - Be innovative

**Specific Goals to Meet the Objective:**

1. We have developed and implemented new, reliable methods for attracting and recruiting sufficiently qualified and committed individuals who, before they begin working for the organization, clearly understand the demands and expectations of the work so they are better positioned to be long-term, high impact employees. [May 2012]
2. We have implemented an employee development support structure utilizing a cadre of mentors who help grow and nurture employees through sharing perspective, encouraging innovation and risk taking, and providing encouragement for career advancement. [May 2012]
3. We have developed and implemented a robust and innovative employee development/training curricula\* centered on career-long growth and learning. [Dec 2012]

*\* Development programs and offerings will be generated for various accountabilities, as well as individuals' specific capabilities and capacities. For example, higher-level executives' development will focus more on high-level leadership, catalyzing innovation, and strategic thinking; while mid-level directors' and managers' focus will be on executing vision, leadership, and leading and managing small teams.*

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4. We have integrated wellness into the foundation of all that we do for all employees, creating a more enjoyable and productive environment. [Dec. 2014]
5. We have approved a national cadre of highly-capable, innovative, and organizationally and culturally astute volunteer trainers to support local councils, areas, and the national council in providing training and development opportunities for BSA employees to learn and use the best approaches, tools, and thinking available in the private sector. [Dec 2013]
6. We have made accessible to the entire employee population, a full suite of technology tools to support a robust talent management process. These tools will include, wherever practicable, employee and manager self-service capabilities to enhance engagement as well as increase efficiencies. [Dec 2014]
7. We have deployed the process, resources, and tools to identify and nurture our highest potential employees toward being high-impact human resources for the good of the movement. [Dec 2013]

**Objective III: The BSA has designed and embraced a corporate culture that is a match for operating in such a way as to deliver on the vision for Scouting's future and adjust its approach to be relevant and adaptive to the needs, preferences, and approaches of an ever-changing society.**

**Strategies to Achieve the Objective**

- Design the corporate culture to include key leverage areas, including accountability, life-long learning, and innovation
- Leverage an outside consultative partner
- Replicate areas of Scouting in which different and successful approaches are being utilized
- Ensure participation in cultural changes by all employees throughout the organization

**Specific Goals to Meet the Objective**

1. Led by the office of the Chief Operating Officer and in partnership with suitable and qualified expert organization in this area, we have committed to and begun an intentional, structured, and thorough transformation of the corporate culture of the BSA to be a match for fulfilling the designed future for Scouting and delivering our mission in Scouting's second century of service. [June 2011]

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2. Beginning in 2011, each year, local and national BSA employees report in a national employee survey (conducted by an outside source, such as Gallup), a noticeable shift and transformation of the organization's corporate culture and a move toward new, empowering, and enabling behaviors, working environments, and ways of doing the business of Scouting. [Dec 2015]
3. We have completed the transformation of the professional culture of the Boy Scouts of America as evidenced by the accomplishment of a set of strategic results to be determined by the core team of individuals accountable for leading the organization's transformation. [Dec 2015]

**Objective IV: Scouting's management systems emphasize the building and maintaining of an organizational infrastructure and capacity to continually improve our programs and the positive effects of those programs on our youth and adult members, as well as to increase the numbers of youth served.**

**Strategies to Achieve the Objective**

- Increase the element of accountability being built into the new culture

**Specific Goals to Meet the Objective**

1. We have trained all employees in the new *B.S.A. Performance and Development System* (tool for employee development and tracking accountability) and all are applying the principles and techniques included in the training. [Dec 2011]
2. We have developed and fostered a contemporary governance process at the national, regional, area, and council board and committee levels that established clear expectations of volunteer and employee accountability and participatory responsibility\*. [Dec 2014]

*\* In the interest of transparency in local councils, council executive boards have created a governance committee that will oversee nominating, auditing, and other business processes necessary to the effective governance of the council.*

3. We have created, and are continually using, reliable, market-driven structures for regularly updating councils on necessary and required reporting metrics and are recognized by council executives for the helpful and consultative approach used to support their implementation. [May 2012]