
STRUCTURING A TEAM



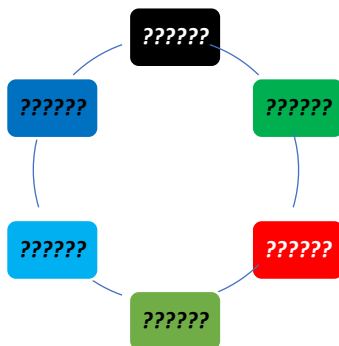
THE ROLE OF AN ORGANIZATIONAL DESIGN

Simply stated, the role of a council or district commissioner is to **envision** and **enable**.

That involves just five things:

- To **envision** what effective unit service in a council (or district) will look like and what goals must be accomplished during their term of service to fulfill that vision.
- To represent volunteers and Scouts to the council's executive board, executive committee, and its professionals.
- To recruit assistant council and assistant district commissioners and an adequate number of roundtable and unit commissioners to provide effective unit service.
- To retain commissioners and units.
- To **enable** commissioners to be successful (including ensuring commissioners complete orientation, onboarding, and training, are given assignments that are a good match for their passion, potential and priorities, are provided with a clear definition of success, and recognized for their achievements).

An effective organizational design provides a council or district commissioner with the team needed to successfully envision and enable.



FOUR FUNDAMENTAL CONCEPTS

There are four concepts that are fundamental to developing an effective organizational design:

1. **You cannot do it alone.** An effective council or district commissioner needs help, and that help comes from a staff of equally committed volunteers.
2. **Form follows function.** It's a bit like Shaker furniture, which wasn't elaborate and didn't include intricate design and decoration. It was simple and utilitarian. Many find elegance in its simplicity; regardless, one thing was certain: it got the job done.
3. **The design of a council or district commissioner's staff flows from two places: (a) their role and responsibilities, and, (b) their vision for their term of service.**

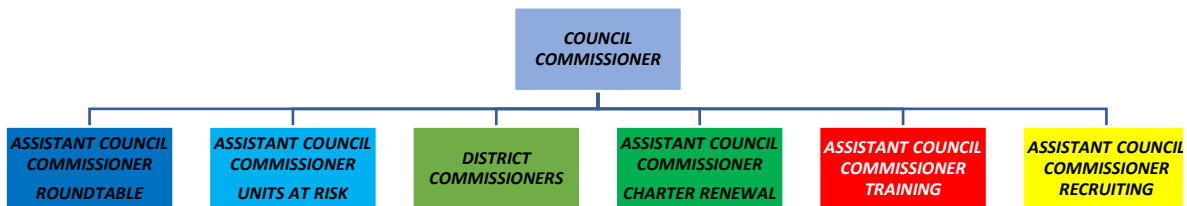
4. ***There is no pre-defined structure.*** The design should be fluid and flexible. It responds to the needs of the council or district and the units served. It is derived from the council or district commissioner’s vision, and it can change over time.

DEVELOPING THE DESIGN

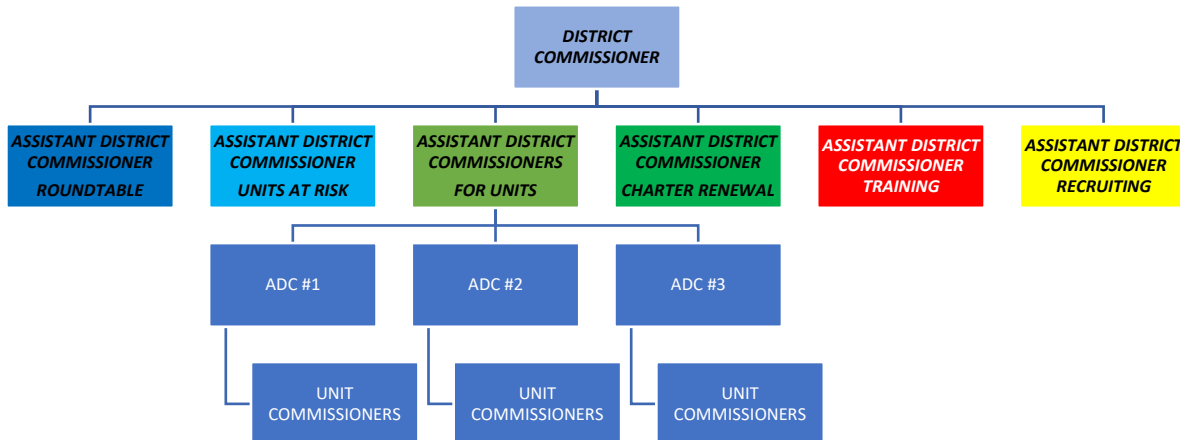
After assessing the strengths and needs of Unit Service, a council commissioner might identify, for example, six things on which to focus:

1. Roundtable
2. Units at risk (new units and units with a current assessment of 2.5 or less)
3. Districts (supporting the efforts of district commissioners in fulfilling their visions)
4. Charter Renewal
5. Training
6. Recruiting

That could result in the following organizational design for that council commissioner’s cabinet:



The design for a district commissioner with the same areas of focus might look something like this (with multiple assistant district commissioners each having multiple unit commissioners assigned to them):



Both designs respond directly to the identified needs and both can be changed as needed when needs change.

RESOURCES

Council Commissioner

- Getting Started as a Council Commissioner – Council Commissioner Basic training in the BSA Learn Center – The First 90 Days
 - <https://my.scouting.org/>
- Council Commissioner
 - <https://www.scouting.org/wp-content/uploads/2018/07/Council-Commissioner-FINAL.pdf>

District Commissioner

- Getting Started as a District Commissioner – District Commissioner Basic training in the BSA Learn Center – The First 90 Days
 - <https://my.scouting.org/>
- District Commissioner
 - <https://www.scouting.org/wp-content/uploads/2018/07/District-Commissioner-FINAL.pdf>
- The District Commissioner Staff
 - <https://www.scouting.org/wp-content/uploads/2018/07/District-Commissioner-FINAL.pdf>