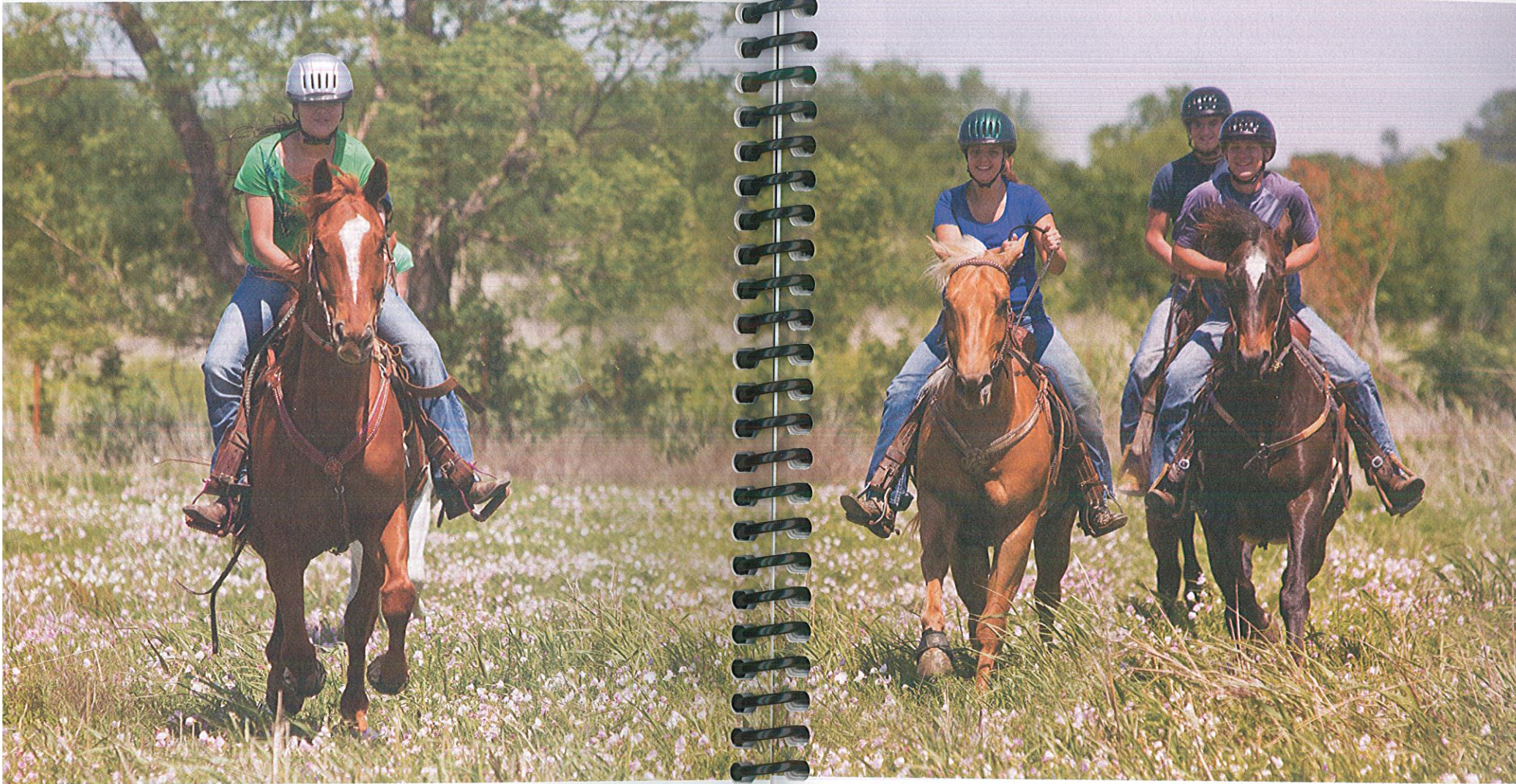
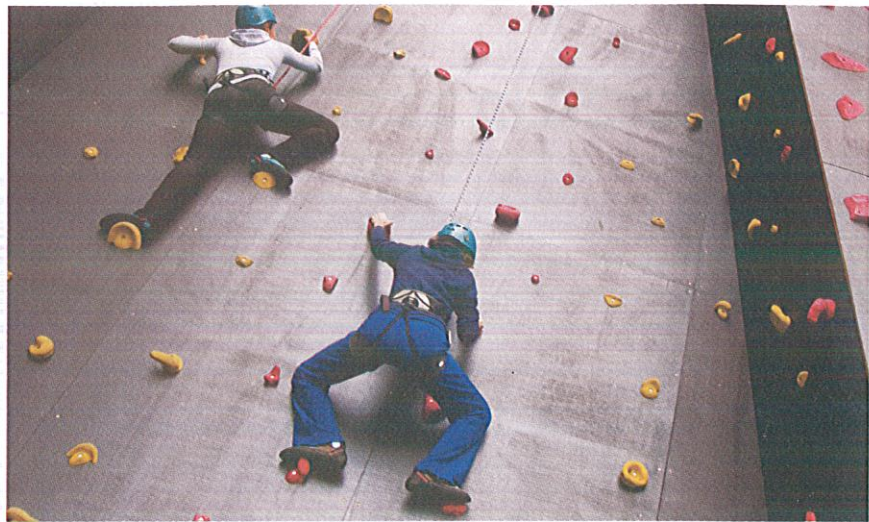


Chapter 2: Venturing's Areas of Emphasis—**The ALPS Model**





Adventure

Consider the stories of a few Venturers as they describe what adventure means to them.

- Before joining Venturing, Mike had never been climbing and was petrified of heights. During one Venturing activity, he made it to the top of a giant climbing wall. "Given my fear of heights, I never would have gone on this trip if my friend Peter hadn't kept insisting that I come along," Mike said. "I'd like to think it was my own courage that got me to the top—but it was Peter's encouragement and capable belay that got me there—again and again. I've noticed that because I overcame my fear of heights, I am more willing to try other things that are outside my comfort zone—like leading our crew on our next adventure!"
- Not long ago, Shannon and her crew visited Washington, D.C. They spent a full day walking around the National Mall and visiting the nation's major memorials. "I'll never forget gazing at the giant statue of President Lincoln," Shannon said. "Etched into the marble walls were some of Lincoln's famous words, including his call for Americans to act 'With malice toward none; with charity for all.' I remembered those words when we passed by a homeless man in a wheelchair as we heading back to our campsite. I asked the crew to gather up our extra food for him. I don't know if we made much difference, but we helped him that day. And later, we had a great discussion about how we could serve those less fortunate back home."



- Andrew had completed all the training courses that were available through Venturing, and all those leadership theories were about to be tested as his crew planned a trip to the Rocky Mountains. "On our way to our next campsite, we could see dark storm clouds were coming our way," Andrew said. "To take our minds off the storm, I started singing. The crew chimed in, singing one song after another—and we beat the storm to our campsite. Resting in my tent and listening to the rain come down, I was struck by what I had learned in those courses and how they helped me meet the needs of our crew and get us quickly to a place of safety. Now I understood leadership REALLY was!"

Each of these stories shows adventure in action. They also show the different kinds of adventures possible in Venturing—and that's just scratching the surface. You can dream big in Venturing and make your own adventures happen. That's a major part of the adventure, too: getting to choose, plan, and lead what your crew does in Venturing.

Why Adventure

Through adventure, Venturers learn and practice leadership. When hiking along the exposed ridge with a storm looming, Andrew discovered how a leader has to adapt to meet the situation. He started singing to lift the crew's spirits while hiking, but when his crew arrived at camp, he shifted to executing a plan of action for getting camp set up before the storm arrived.

Through adventure, Venturers learn and practice service. When visiting Washington, D.C., Shannon and her crew could have looked the other way when they saw a homeless man, but instead they thought about what they could share with him and took action to help.

Through adventure, Venturers learn and experience personal growth. Through Venturing adventures, Mike overcame a personal fear and discovered a hobby he would not otherwise have considered. Venturing offers everyone lots of opportunities for growing physically, socially, and spiritually.

To venture causes anxiety, but not to venture is to lose one's self. . . . And to venture in the highest is precisely to be conscious of one's self.

—Søren Kierkegaard (1813–1855), philosopher

Three Tiers of Adventure

Venturing's three levels of adventure are designed to challenge and engage crew members to experience adventure. Each level provides crew members with opportunity for leadership, personal growth, and skill development. While Tier I activities are fairly basic, they provide a preparation for the greater challenges and opportunities involved in Tier II and Tier III activities. A well-balanced crew activity program will include activities and adventures in all tiers.

Tier I adventure—*Little preparation or planning; little or no prior skill development; less than one day duration (not overnight); not far outside comfort zone.* Typically, these adventures are good crew fun or recruiting activities and easily accommodate guests. Examples include bowling night, watch-and-learn STEM night, a trip to a natural history museum, and a climbing wall activity.

Tier I adventures may be stepping stones that lead to implementing a Tier II or Tier III adventure.

Tier II adventure—*Some planning or preparation is required; some prior skill development may be desirable or even required; less than four days duration; outside the standard range of activities.* Examples include organizing and running a Special Olympics event, staging a music and dance event for a nursing home, a weekend canoe trip or camping trip, and a three-day crew road rally.

Tier II adventures can serve as shakedown events that lead to Tier III adventure.



Recognition Note

The Pathfinder Award requirements call for you to work with an experienced Venturer serving as a mentor to you as you lead a Tier II or Tier III adventure. In some cases, especially in new crews, an experienced Venturer may not be available. If this is the case, an experienced Venturer from another crew or the crew Advisor may serve as an adventure mentor.

Tier III adventure—*Extensive planning, preparation, and skill development required prior to participation; at least four days duration; mentally and physically challenging.* Tier III adventures are highlights of the program year and may take place once or twice annually. Your crew will invest considerable time and energy in preparing and carrying out a Tier III adventure. Examples include a 50-mile backpacking trip, planning and directing a science-themed Cub Scout day camp, taking a trip to a weeklong arts festival, planning a New York City museum tour, organizing a sports camp for disabled youth, participating in an international Scouting event, and organizing and participating in programming at a BSA high-adventure base.

Your Advisor should be consulted to confirm the tier of adventure being implemented. He or she will have the final word, for example, as to whether a single-day organization-intensive activity meets the expectations for a Tier II or Tier III adventure.

Tiers of Adventures

The notion of tiers of adventure is designed to challenge you and the members of your crew to take on new challenges and provide you with experiences that you would not have otherwise encountered.

The use of Tier II and Tier III adventures is important because of the degree of planning and preparation required to organize and carry them out. These adventures are real tests of your growth as a leader.

Differentiating Tier II from Tier III

The fundamental difference is in the level of preparation, planning, and gathering resources to carry out the adventure. Generally, a Tier II adventure lasts from two to four days and a Tier III adventure lasts for four days or more.

When an event of fewer than four days is considered a Tier III adventure, it should reflect these criteria:

- The planning needed to carry out a shorter event is comparable to that of a longer event.
- The preparation needed to implement the activity is similar to the preparation needed to implement a longer event.
- The opportunity to challenge the activity chair and the members of the crew is similar as to what would take place during an activity of longer duration.

Consultants: Key Resources for Adventure

Human resources are available in the form of consultants. A consultant is a person, 21 years of age or older, who has a special skill, talent, or expertise, possibly for facilities or contacts, in a particular area related to a crew's specialty or program.

A consultant can be called upon to help develop a program, to provide further information on a program, or to advise a crew in the operations of its own specialty or program. Consultants are the best resource to introduce a crew to a new activity or program. They may be members of the chartered organization, parents of crew members, or other adults in the community. A bike shop or scuba shop owner, for example, can be among the most enthusiastic consultants; they can't wait to share their passions.

Consultants can be found from a variety of sources, such as from within a Venturing crew, by searching out information on the Web, or by checking the local business directory of a chamber of commerce, or by reviewing the crew's Program Capability Inventory.

Consultants need not be registered members of the Boy Scouts of America. As such, it is not required that they take adult Youth Protection training, but it is strongly recommended. Consultants are held accountable for following BSA Youth Protection guidelines.

“Life is not a journey to the grave with the intention of arriving safely in a pretty and well-preserved body, but rather to skid in broadside, thoroughly used up, totally worn out, and loudly proclaiming—‘WOW—what a ride!’”

—Hunter S. Thompson (1937–2005), author

Adventure Essentials

During your time as a Venturer, you will take part in a number of planned crew activities. You and your crew leadership want them to be fun and adventurous, and to achieve that goal, it is important to be prepared for those adventures. Thoughtful planning, crew and individual preparation, proper gear, keeping safe, and learning from your adventure are considerations for every adventure. Whether you're going into the great outdoors, on a field trip to a hospital, or simply down the street to the local mall, being prepared for the unexpected is a valuable skill any time you leave home.

Adventure and the Trail to the Summit Award



None required



Participate in two more Tier II or Tier III adventures. Serve as a leader for one of the adventures.

Lead the Adventure



Prepare for Adventure

Participate in two Tier II or Tier III adventures.

Complete a standard CPR course and a standard first-aid course.



Continue the Adventure

Participate in three more Tier II or Tier III adventures.



Recognition Note

Taking part in adventures as a participant, as a leader, and as a mentor is part of the requirements for the Discovery, Pathfinder, and Summit awards.

Wrapping Up Your Adventure: Reflection and Evaluation

Every adventure should allow for a time to gauge the takeaways from the experience. This process of wrapping up your adventure really has two components, which Venturing refers to as reflection and evaluation. They can happen at the same time but have two very different outcomes in mind.

Reflecting On Your Adventure

Reflection is a process of extracting the personal meaning out of an experience, of asking the question, “How did this experience impact me or the crew?” Reflection is about what we learned from participating.

One tool for this sort of reflection used frequently in Scouting is referred to as Roses, Thorns, and Buds:

- *Roses* are the good experiences. *What happened today that positively impacted you?*
- *Thorns* are the bad experiences that happen. *What happened today that detracted from a positive experience, and what did you learn from it?*
- *Buds* are opportunities for growth and learning. *What happened today that I can take forward to make my adventures a more positive experience?*

Evaluating Your Adventure

Evaluating your adventure is about identifying opportunities to make future adventures better. To review the adventure from the standpoint of making your program better in the future, you might choose the Start, Stop, Continue tool, discussing with crew members the following:

- What they think they should *start* doing to make the program better.
- What they should *stop* doing because it just isn't working.
- What they should *continue* doing because it is effective.

This tool is an easy one to remember, and it can deliver big results.

Regardless of whether you are reflecting on the experience with Roses, Thorns, and Buds or using Start, Stop, Continue to improve the next adventure, always end the process on a positive note.



Recognition Note

You will learn more about the Stop, Start, Continue tool in the National Youth Leadership Training course, which you might participate in while meeting the requirements for the Pathfinder Award.



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Leadership

Adventure and leadership go hand in hand. The adventures you experience in Venturing normally do not happen on their own. Venturers make them happen.

Venturers are the leaders of their crews. In Venturing, leaders help the crew develop its goals, plan its adventures, and get the most out of the Venturing experience. They teach others and inspire others by their example. They work to keep the group together. At times, they may have to help resolve conflicts. They also help other Venturers gain leadership skills by sharing responsibilities and mentoring others.

Leadership itself is an adventure and a journey. Venturing offers an exciting opportunity to practice leadership. By seizing this opportunity, you can make your crew stronger while you prepare yourself to exhibit leadership throughout your life.

The Meaning of Leadership

What picture comes to your mind when you think of a leader? Maybe you think of the president of the United States. Or a military general. Or the CEO of a big business. These people are all leaders. So are many teachers, police officers, clergymen, nurses, architects, athletes, and auto mechanics. Leaders can be found in all different types of organizations and groups. Leadership is about who you are, not what you do for a living.



Leadership is often associated with being the boss—the one who tells others what to do. But leadership actually has little to do with issuing commands. Leadership is not about having a special title or a position of authority. Leadership is about the desire to serve others. Leaders seek to teach, facilitate, communicate, manage, and yes, persuade others—with the goal of achieving a vision shared by the leader and the group.

Maybe you think of yourself as a leader today, but maybe you don't right now. But you have leadership inside you. If you are willing to step up and serve the needs of a group, if you want to help others, then you have the makings of a leader. Venturers have the opportunities, the leadership training, and the support they will need to step into leadership roles naturally.



Recognition Note

The Discovery, Pathfinder, and Summit awards all have leadership requirements. Some are focused on developing skills through training courses; others are opportunities to demonstrate the skills you have learned.

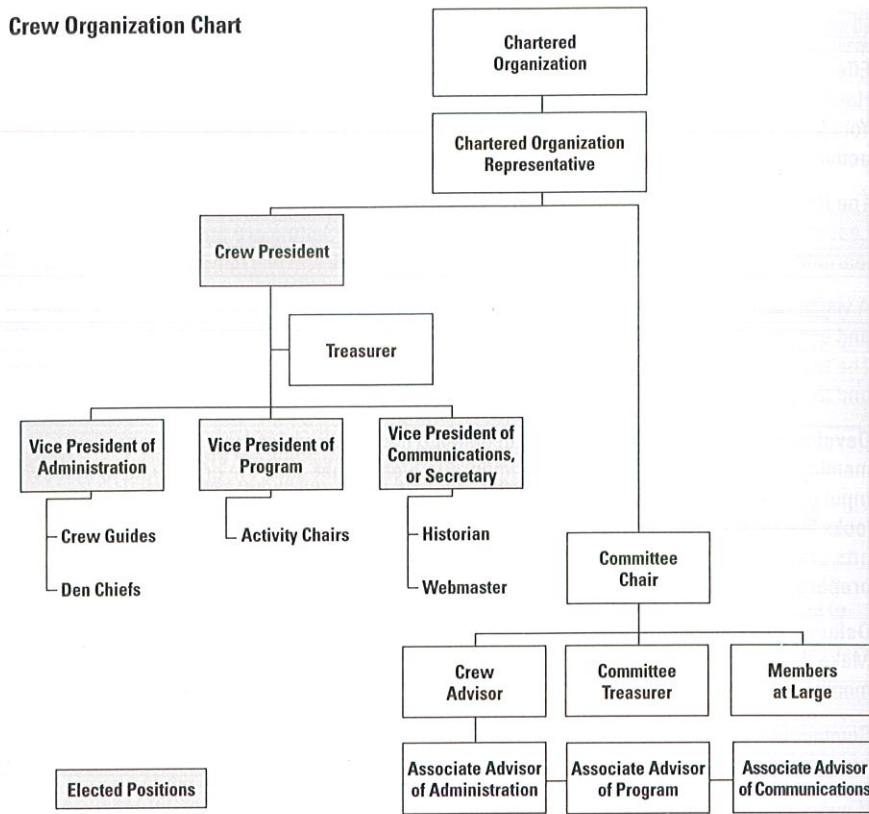
Who Leads a Venturing Crew?

Venturers lead the Venturing crew with guidance from their Advisors. Notice that across the organizational chart, Venturer positions are associated with adult positions: The president works closely with the Advisor; the officers work closely with other adults; the activity chairs work closely with the consultants. All youth roles gain benefit from the experience of an adult Advisor. Cooperation and teamwork between adults and youth is essential.

Also notice that Venturers in leadership positions are responsible to one another. The president manages other officers and is responsible for their performance. Officer positions are elected and serve for a period of time (a term of office). Other elected officers can also have one or more appointed officers to be responsible for as well. Your crew has a number of important youth positions. Appointed leadership positions are available too, with varying levels of commitment required. Every crew member will be encouraged to accept some kind of leadership position in the crew.



Crew Organization Chart



The number of crew positions and roles, and the adult leaders and mentors, will vary based on crew size. The natural mentoring and guiding relationship between Venturing leadership positions and those of adult Advisors and committee members is as follows:

Crew Position	Mentor Position
President	Advisor
Vice president of administration	Associate Advisor of administration
Vice president of program	Associate Advisor of program
Vice president of communications/secretary	Associate Advisor of communications
Treasurer	Committee member
Activity chairs	Consultants

As crews change in size or they have other specialty needs, crew leadership is encouraged to modify the crew's organizational approach to ensure clear communications and accountability.

Crafting Your Crew's Vision

Effective leadership requires vision, setting clear goals, and planning to achieve those goals. Having a clearly defined crew vision is the first step in forming a successful crew program. Your vision should define what you want your crew to be—its destiny—and all your activities will become the steps you take to achieving that vision.

The BSA training courses Introduction to Leadership Skills for Crews (ILSC), National Youth Leadership Training (NYLT), Time Management, and Goal-Setting are great resources for learning how to craft a vision and the goals and objectives you will need to set to reach it.

A vision helps you to carry out an adventure with your crew. It keeps you on the right track and ensures that everything that crew does is pointed toward bringing that vision to life. The table on the facing page outlines the relationship between your crew's vision of success and the planning that is required to achieve your vision.

Developing Your Vision. The first step in defining the crew's vision is to get every crew member's input. What are the crew members' values? What does the crew want to achieve? Input from all crew members is important here. The vision should help declare what success looks like for the crew and the adventures it wants to experience. A vision for a culinary arts crew might read like this: "We seek the ultimate adventure as we learn to plan, prepare, and enjoy amazing meals that helps us develop an ethic of service to others."

Defining Your Vision. Take the input from the crew members and begin wordsmithing. Make the vision into a single declarative statement about what success looks like for the members of the crew.

Communicating Your Vision. Write it down. Present it to the crew. Is the vision one that all crew members can buy into?

If everyone agrees, you have a vision for your crew. If there is difference of opinion, engage those who don't see the vision as working for them and work to modify the vision—or their interpretation of it—so that it provides a common statement of purpose for everyone in the crew.

Using Your Vision. Put it at the top of your agenda for crew meetings. Use it to reflect on crew activities: Did this activity help your crew achieve its vision? The answer to that question speaks to the alignment between the crew program and its vision. The vision you establish for your crew will help you define the mission, goals, and tasks needed to achieve that vision. Your vision of success also helps you to set into action the mission that will help you achieve your vision. Building on the sample vision statement above, the same culinary arts crew might use this mission statement to help achieve its vision: "Crew 36 will serve the local community by planning, catering, and serving a Thanksgiving dinner for the residents of the Lazarus House homeless shelter."

Crews may also establish a mission and vision statement to plan and implement crew activities. The adventure on the facing page offers an example of how a clear vision can provide the direction to plan a mountaineering adventure.

	Explanation	Example
Vision	The vision is the idea that captures the imagination of the crew. Use it to unify the crew and guide its adventure planning. It is your picture of future success.	As a culinary crew, our vision is to provide exceptional culinary service to organizations in our community while developing in our crew members the finest culinary skills and abilities.
Mission	A mission statement is the primary objective of an organization or task. The mission supports the vision by defining the manner in which the vision will be realized. The mission will likely be achieved during a Tier III adventure with your crew.	Our mission is to carry out crew activities that will provide fun and adventure, develop leadership, and help teach our crew members to live in accordance with the Scout Oath and Scout Law.
Goals	Goals are the steps that move us toward our vision. Goals are specific measurable tasks, defined as part of the crew annual plan that lead to the crew moving toward its mission and vision. Many of the goals will be completed during Tier I and Tier II adventures that lead up to carrying out the mission.	We will reach the summit of Mount Rainier in July 2017 and cook a three-course meal as close to the top as possible. We will take a mountaineering course by April 1 to learn the skills we need to summit Mount Rainier.
Tasks	The tasks are the steps that need to be completed to accomplish each of the goals you establish. Much of your program and activity planning will be built around achieving objectives that meet the goals that lead to accomplishing the mission.	We will achieve our major goals by completing the following by March 1: <ul style="list-style-type: none"> • Identify and recruit a consultant to help us assess and develop needed skills. • Raise \$400 per crew member to purchase needed gear for the ascent. • To prepare for the climb and the mountaineering course, all crew members will complete the following Ranger Award core requirements or electives. <ul style="list-style-type: none"> —First Aid —Mountaineering —Cooking —Land Navigation —Leave No Trace —Physical Fitness

Setting Goals

The only way for any group to achieve success is to know what success looks like. But just knowing your group's vision isn't enough. Your group also needs to break down that vision into smaller steps that lead toward fulfilling the vision. The steps that move toward our vision are called *goals*.



Meeting several smaller goals along the way can help your crew achieve its vision, like this scuba crew's mission to complete an adventure at the Florida Sea Base.



Recognition Note

Two Venturing training courses—Time Management and Goal-Setting—will help you set and achieve goals and manage the resources at hand to find success in all settings. Go to www.scouting.org/venturing to access these training courses and other training courses of interest to Venturers and Advisors.

Working together, your crew can pursue great adventures. But just as with any group seeking to achieve its vision, your crew will need to chart out the steps needed to reach its vision. Those steps become your goals. Setting goals defines the points along the map that will lead you toward fulfilling your vision.

Get SMART

Be sure that your crew is SMART about the goals they set, establishing project goals and objectives that pass the SMART test:

S—Specific: Is it specific in targeting an objective?

M—Measurable: What are the measurable indicators of success?

A—Attainable: Is it attainable by someone on the team? Can it be achieved within the resources and time allowed?

R—Relevant: Is it connected to the goal's outcome?

T—Time-based: When will the goal be completed?

Time Management

Effective leaders manage their own time wisely and use their group's time well, too. Good planning is essential for time management. Here are some more tips that can help you and your crew.

- **Prioritize.** Your time and energy are limited. Keep your focus on your vision, giving priority to the tasks that will most advance your goals.
- **Be Time-Aware.** You cannot manage time well without being aware of how long things take and how you are using your time presently.
- **Delegate and Divide.** Break large tasks into smaller ones. Involve others in getting the task done.
- **Reduce Distractions.** Increase concentration on the task at hand. Find a place free of other distractions to get work done.
- **Take Breaks—and Take Care of Yourself.** Good diet, exercise, and sleep habits will make you more efficient with your time. And when you've been working for a while, take a break so you can come back re-energized.

Servant Leadership

Vision and goals are essential parts of an effective leader's toolbox. In addition to skills, attitude is essential. How a leader works with and relates to the members of his or her team drives the success of the team. A servant leader puts the needs of others first, encouraging, supporting, and mentoring them in developing their potential and abilities.

Leadership and Life

Venturing is all about adventure, and leadership is itself an adventure will likely continue throughout the journey of your life. Leaders get better the more they practice. By starting to learn leadership skills now, you will gain a head start over others who will not have the opportunity to start practicing leadership until they are older. By learning now that leadership involves putting others first and developing a clear vision and goals, you will find many other exciting leadership opportunities open to you in the years ahead.

Leadership Training and the Trail to the Summit Award



None required.



Complete Introduction to Leadership Skills for Crews.*

Complete Goal-Setting and Time Management training.

Complete Crew Officers Orientation.

Prepare to Lead



Complete Project Management training.

Plan and lead a Tier II or Tier III adventure.

Participate in NYLT, Kodiak, NAYLE, OA National Leadership Seminar, Sea Scout SEAL, or Wood Badge (Venturers 18+) training, or serve as an elected crew officer.

Active Leadership



Complete Mentoring training.

Participate in NYLT, Kodiak, NAYLE, OA National Leadership Seminar, Sea Scout SEAL, or Wood Badge (Venturers 18+) training different from the courses listed for the Pathfinder Award, or serve as an elected crew officer.

Being a Mentor

Lead ILSC for a crew.

* or equivalent (ILS for Ships, Troops, or Teams)

Be Prepared.

Prepared. For Adventure.

Prepared. For Leadership.

Prepared. For Personal Growth.

Prepared. For Service.

Prepared. For Life.®



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Personal Growth

You have been learning, developing, and growing since your life began. All the skills and understandings you have acquired have formed the foundation of the person you are today and will influence you in the future. Earlier in your life, much of what you learned came from what you observed and from trusted people who were helping you develop a sense of who you are and who you could become.

Because the transition from childhood to adulthood is seldom simple or straightforward, you probably still have questions about self, relationships, and values. You will experience circumstances and decisions that might not be obviously good or bad, right or wrong. Venturing's personal growth area of emphasis provides opportunities to reflect on your ideas about self and how you view your role in your crew, family, school, congregation, or other organization. It encourages you to take an active part in developing into the person you want to become and creates benchmarks for personal reflection, evaluation, and new experiences with support from caring and knowledgeable adults.

The Areas of Personal Growth

Personal growth can and should occur in many areas of one's life. The Venturing areas of personal growth—Development of Self, Development of Others, and Development of Faith—afford Venturers a framework for identifying areas in which you want to develop and that can become a goal that speaks to you and your aspirations.

The personal growth area suggests reflection and development across Development of Self, Development of Others, and Development of Faith. The areas should be interpreted and personalized to suit your specific needs and goals, so it might be helpful to think of them as addressing different aspects of personal growth.

Development of Self includes analysis of your strengths and limitations, wants and needs, and development of a plan to address a self-improvement goal. Development of Self can be a commitment to become physically fit, complete an online computer science course, learn to horseback ride, or accomplish any goal that promotes the development of personal skills and self-improvement.

Development of Others includes an assessment of relationships and how one serves others. Development of Others can be a commitment to organize a clothing drive for a homeless shelter, teach Sunday school for preschoolers, build a storage shed for the crew's equipment, or accomplish any goal that promotes skill development while serving others.

Development of Faith allows for an opportunity to explore one's values and morals and to delve deeper into one's faith or to expand one's world-view by exploring spirituality, faith-based practices, and organized religions. Development of Faith can be completion of the TRUST Award, commitment to read a sacred text, organization of or participation in a mission trip, or any goal that promotes personal growth through an exploration of faith.

I learned this, at least, by my experiment: that if one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours.

—Henry David Thoreau,
Walden: Or, Life in the Woods



Recognition Note

During your Advisor conferences for the Discovery, Pathfinder, and Summit awards, you will set a series of goals in these areas and develop plans to meet these goals as you develop personally.

The Cycle of Structured Personal Reflection

The process of reflection can be thought of as a cycle that leads to setting goals. Achieving those goals requires planning to make them happen and managing the time and resources needed to activate them. And as is common with taking on and meeting new challenges, what you accomplish may become the basis for setting and achieving your next personal goals.

The process of developing a plan to meet a personal goal is the same as the one used to plan a crew adventure. Review the Leading and Planning in Venturing chapter and use those concepts as you do your personal goal-setting and planning.

When you first became a Venturer, you had a conversation with your crew president and Advisor. In that conversation, they talked with you about expectations for taking part in the crew and what to expect as a part of your membership. They helped set the expectations (and provide understanding) for your participation with the crew. By setting goals yourself, you can use your experiences in Venturing as a means for personal growth in areas that you believe to be important.

A structured personal reflection is an effective strategy for becoming conscious or aware of your abilities and limitations, and it is a necessary first step along the journey of personal growth. It helps you make sense of what is important to you. If you know where you are heading, you are less likely to get off track or have others impose their values on you.

Structured Personal Reflection

The structured personal reflection helps you reflect on strengths, weaknesses, and areas for growth. The reflection will help you set a significant goal for your own personal growth.

Goal-Setting

Setting a goal turns your personal reflection into action. Declaring in advance what you want to do, learn, or accomplish will help you achieve your goal. Your Advisor can help you transform what you learned during your structured personal reflection into a goal that will help you grow.

Planning

The planning tools in the *Handbook for Venturers* as well as the Project Management training course will help you map out the tasks needed to achieve the goal you set.

Implementation

The implementation phase of the process brings your goal to life. Time Management training will help you manage the resources needed to achieve your goal.

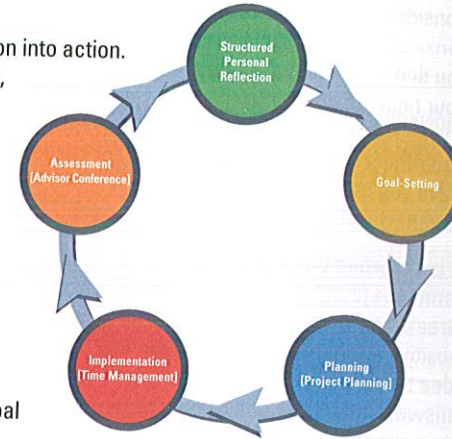
Assessment

What did you learn from setting and achieving the goal? When you discuss what you learned with your Advisor, be ready to talk not only about your goal but also on what you learned while working on your goal. As is often said about learning, it is not the destination that is important, but the journey itself. You will find this to be true as you work to achieve goals in Venturing and in life.

Questions for Growth

Below are some general questions that address the areas of personal growth. Of course, you may ponder other questions that come to mind based on your life experiences. Or, you may ask an adult you respect such as your crew Advisor, parent, teacher, or spiritual advisor to generate questions for a personal reflection. Either way, your answers will form the foundation of your personal growth.

- What do I value?
- What motivates me?
- What is my purpose in life?
What do I want out of life?
- What successes and achievements have I had?
- What am I good at?
- What am I not good at?
- What gives me joy?
- What are my current life circumstances?
- Who is someone I admire, and what characteristics does he or she have?
Do I have those characteristics?



Consider your responses to the questions, and ask yourself how your values affect your own sense of self and influence your relationship with others, including parents, friends, people you don't like, teachers, and coaches. Be aware of how your values affect or contribute to your faith. Be conscious of specific situations in which your values influenced the words you spoke and the things you did. Now, consider your responses to the rest of the questions and reflect on decisions you've made or conversations you've had based on those answers. Have you been happy with all your decisions and conversations? Are there any situations in which you wish you had acted differently?

It is important that you be as honest with yourself as possible because personal honesty forms the foundation of the reflection process. To "know thyself" is not only an ancient Greek maxim, it's an imperative that will allow you to correctly identify your strengths and positive attributes as well as areas that need development. Of course, it may also be a good idea to talk about your reflections with your friends or Advisor to find out if they view your answers, strengths, and limitations the same as you see them. It is from the awareness of your strengths and limitations that you can develop achievable goals in the three areas of personal growth.

Setting Personal Goals

You might think that personal development is achieved by doing something extraordinary. Fear not! Personal development can be achieved by carrying out the most basic and ordinary acts. As long as you have goals that express where you want to improve, the activities you complete and the changes you make to achieve those goals will lead to fulfilling personal growth and a sense of accomplishment across many domains of life.



Recognition Note

The Discovery, Pathfinder, and Summit awards each require goal-setting and planning on one or more of the areas. Conferences with your Advisor support the process of setting, monitoring, and reflecting on the goals you establish.

Goal-setting can provide direction to your time in Venturing and can help you make the most of your experiences by helping you act on what is most important to you.

By developing and working on goals across the areas of Development of Self, Development of Others, and Development of Faith, you are not only advancing the Scout Law, you are achieving personal growth through your own development and the development of others. Consider, for example, how being of service to others leads to personal growth and how seeking advice or engaging in a conversation about your personal reflection and goals with another person can foster a shared experience and mutual personal growth.

From your structured personal reflection, begin to think about goals that will allow you to challenge yourself and maybe even take some risks. Having goals will make you more willing to learn something new or apply a different technique to overcome obstacles and

difficulties that come up along the way. Goal-setting can also help further your personal development. For example, setting goals requires an acknowledgment that you are responsible for how you live your life.

Goals can help you focus on specific aspects of your life, allowing you to direct your behavior, decisions, and actions toward one objective. With focus comes clarity, which can not only help you make decisions and prioritize your activities, but also ultimately assist you in confidently exercising control over all of your behaviors and actions.

Make Goals SMART

All personal goals should be SMART goals. See the Leadership chapter for more on SMART goals.

Sample Structured Personal Reflection

Here's an example of how a structured personal reflection can be used to have an Advisor conference and establish a goal that will promote personal growth in the area of Development of Faith.

Reflection Question	Response
What do I value?	God, family, music, fitness, nature
What motivates me?	Being liked, spending time with friends, competition
What is my purpose in life? What do I want out of life?	To look out for people less fortunate than me, to be happy, to make a positive contribution to the world
What past successes and achievements have I had?	Honor roll, all-state musician (percussion)
What am I good at?	School, music, backpacking
What am I not good at?	Group projects, leading and motivating people
What gives me joy?	Music, the outdoors (nature)
What are my current life circumstances?	High school student, two younger sisters, part-time job
Who is someone I admire, and what characteristics does he or she have? Do I have those characteristics?	Rev. Smith; characteristics: she makes everyone feel important, is funny, very organized, things always go well when she's around. Not really.

You can brainstorm ideas with your Advisor about how to take advantage of your values and talents while challenging your personal growth. Maybe the goal you come up with is to organize a musical group within the crew that will perform two songs during a Scout Sunday service in February. You and your Advisor can then verify that the goal is a SMART one and that it addresses your values and past successes. The goal turns out to be a good one because it requires you to develop some skills in leading and motivating others. From the structured personal reflection and a discussion with your Advisor, it also becomes pretty clear that the Reverend Smith is probably the best person to mentor you on achieving your goal. The attributes you admire in the Reverend Smith are the same ones that will be helpful to you in putting together a group to perform during Scout Sunday. Plus, by working with the Reverend Smith, you will undoubtedly learn about the structure and purpose of a religious service so that the musical component you develop is appropriate and meaningful.

Although this example suggests a process of reflection and goal-setting in the context of Development of Faith, it can also be used as an example of Development of Self because personal leadership skills were developed during the planning and execution of the activity. Similarly, the above example can be viewed as addressing the Development of Others area because achievement of the goal provided service for the crew and the Reverend Smith's congregation. It is up to you, in consultation with your Advisor, to determine the area of personal growth your goals and activities address and fulfill.

Planning

Your plan will help you bring your goals to life. The leadership and planning resources in Chapter 4 provide a framework for developing the steps needed to achieve your goal. The Project Planning training course will supply you with additional guidelines to help ensure your success.

Implementing Your Plan

Depending on the nature of your goal, it might be helpful to break down your plan into a series of tasks and dates so that you have a path toward goal achievement. For the goal of "Organizing a musical group to perform two songs during a Scout Sunday service in February," here are some sample tasks.

Tasks	Complete by
Meet with Rev. Smith to talk about Scout Sunday and musical group	Sept. 15
Review possible music options with Rev. Smith	Oct. 1
Present idea of music group to crew	Oct. 10
Recruit participants	Nov. 1
Select music and set up rehearsal schedule	Nov. 15
Perform songs for Rev. Smith	Jan. 15
Perform two songs during Scout Sunday service	Feb. 7

Reflecting: Assessing Your Success

After you achieve your goal, it's a good idea to thank your mentor and talk about how you achieved your goal. A strategy to start the discussion might be to ask yourself what went well, what didn't go well, and what would you do differently in the future. Afterward, you can set up a follow-up Advisor conference to talk about what you learned and to generalize your experiences in achieving your goals. Many Venturers have found that setting goals and overcoming challenges to meet goals serves as a pathway for future success, whether it is in college, a career, or community service.

The processes described here and the skills involved are invaluable in planning, leading, and evaluating any adventure or project you may encounter.

Ethical Controversies

Ethical controversies are dilemmas based on complex situations in which rendering a decision or action is difficult because different people, based on their principles and values, can view the situation differently. Dilemmas most often don't have a right or wrong answer, but the more you think about ethical controversies, the better you will become in making decisions and taking actions that fit your moral and ethical compass.



Recognition Note

Leading and participating ethical controversies discussions is part of the Pathfinder and Summit awards requirements.

Challenging yourself to think about ethical controversies is a great way to promote personal growth because it requires reflections on the teachings of family, clergy, teachers, and others as you consider different points of view and strive to understand why you think and feel the way you do. At first, you may just want to listen to a crew discussion about an ethical controversy, but over time, you should plan to actively participate in the process so you can advance your reflection, reasoning, communication, and leadership skills, all elements of personal growth.

An Ethical Controversy Discussion

These activities can be used to discuss ethical standards and dilemmas that apply to the interest area of your crew. You can conduct them as single activities during one crew meeting or use several meetings to explore the ethical issues in depth.

Ethical judgments are a part of every profession, vocation, hobby, and recreational activity, as well as every relationship. Pose these questions, and others like them, for thought and discussion about relationships or interest areas within your crew.

- Is it right to accept a gift from a supplier who is bidding for an account when you are responsible for choosing the supplier?
- Should it be legal for a police officer to take a second job?

- What do you do when your boss does something illegal?
- Is it right to refuse jury duty?
- When is censorship OK?

Discussions based on questions like this can help your crew tackle tough issues in an interesting, organized, and active way. The questions themselves can easily be adapted to your particular interests.

The Ethics Forum

An ethics forum is a crew meeting devoted to learning about the ethical issues in your crew's career or interest area. Experts invited to speak at the meeting can describe the ethical standards for their profession that are upheld by corporations, trade associations, unions, or other organizations. It is best if they give examples of how those standards are used, explain the consequences of breaking the rules, and explain why the rules are important. The presenters also can give examples of the ethical dilemmas that arise in their professions. These could be dilemmas for which ethical standards have not been written or for which it is difficult to understand how to apply standards.

An Ethical Controversy Exercise

Ethical controversies are dilemmas without easy answers, dilemmas in which each side might have valid arguments. The basic process of leading an ethical controversy exercise is as follows:

Organize the Activity. Divide the crew into groups of four. Include Advisors and any other adults present. If possible, divide the groups so that Venturers work with people they don't know very well.

Divide each group of four into two groups of two. Give each pair a copy of a position statement, assigning the pairs into opposing sides. It does not matter whether the participants agree with their assigned position.

Conduct the Activity. An ethical controversy activity has five simple steps. Describe and conduct them one at a time. Allow enough time to complete each step before moving on. All groups of four should work on each step at the same time. The entire activity takes 45 minutes to two hours.

1. *Learn the position.* With your partner, develop as many arguments as possible to support your assigned position. You also can work with a pair from another group that has the same topic and position.
2. *Present your position.* Present your arguments to the other pair. In turn, listen closely to their position, making sure you understand their arguments. Clarify your understanding by restating what others say.
3. *Discuss the issue.* Defend your position and critique the opposition. Try to persuade the opposing pair that you are correct, and then listen to their defense and critique. Remember to be critical of ideas, not people.

4. *Reverse positions.* Switch positions with the other pair. Take a few minutes with your partner to review your new position. Present and defend your new position as if you really believe in it.
5. *Try to reach consensus.* Work toward finding a position that all four believe is the correct one. This may be a position already discussed or a completely new one. Change your mind only when you are convinced by rational arguments.

Follow Up. After the activity is over, discuss it as a large group. Ask each group of four how they arrived at their final position. Compare the positions chosen and the arguments used to support them. Reflect on the process, discussing both the activity and how group members related with each other.

Ethical controversy vignettes are available at www.scouting.org/venturing.

Personal Code of Conduct

The Scout Oath is a code of conduct shared by all members of the Boy Scouts of America. A code of conduct is a set of binding principles and expectations for any person who is a member of a group. The Scout Law is considered by many to represent a code of conduct. Your crew may have bylaws that also state an expected standard of conduct by crew members.

Developing your own personal code of conduct is an opportunity to make permanent those things that you have gained from your time in Venturing. The Scout Law is a stellar starting place. As you have participated in Venturing you will have reflected on opportunities for adventure, leadership, personal growth, and service, you have likely learned some important lessons in life that will guide you as you take on new challenges. Your own code need not be long—the Scout Law is only 12 words—but it should speak to you and how you will live your life.



Recognition Note

"What do you believe in?" is a good question but a hard one to answer. Your time in Venturing will help you prepare an answer to that question.

Creating your personal code of conduct is Summit Award requirement 6.

A personal code of conduct includes the rules, guidelines, or expectations you establish for yourself. Your personal code of conduct should reflect your values because it will help direct your decision-making and behavior and should be the standard by which you hold yourself accountable.

Perhaps more challenging than writing a code of conduct is upholding and promoting the principles of your code throughout your all of relationships. Conducting a regular, honest assessment to determine if you are really living by your code and encouraging others to call you out when you don't adhere to your code is important to maintaining connection to your personal code. Living an ethical and moral life should be a function of your personal ideals and values, and people around you can aid you in maintaining those ideals.

After you have developed your code of conduct, discuss with your Advisor what challenges living up to its values has had for you and how your personal code provides guidance for making decisions.

Advisor Conferences

An Advisor conference is a requirement for the Discovery, Pathfinder, and Summit awards. You should think of the Advisor conferences in two parts. The first part of the process is to share with your Advisor the goals you set for yourself in the three areas of personal growth. You should do this as soon as you start working on your developmental goals for the Discovery, Pathfinder, or Summit awards and as frequently as is helpful for you to form your goals and plans to achieve them.

The follow-up conference allows you to discuss what you have learned during your progress to the next level of recognition, including how you have done on the goal that you set. As you develop your relationship with your Advisor, consider him or her a source of perspective and insight as he or she helps you reflect on the successes and challenges you have experienced in Venturing and in life.

In addition, you may talk about the challenges you faced along the way and what skills you developed to overcome them. If your Advisor was not your mentor and you had a discussion about your goal achievement process with someone else, be sure to share that discussion with your Advisor.

An important part of Venturing is adult association. That's more than just spending time together on adventures and in service projects; it is also a time to grow through conversations about the things in life that matter to you. Consider your Advisor conferences an opportunity to get feedback on what is important to you and how you are meeting your personal standards.



Recognition Note

The Advisor conference is a great way for you to prepare for your crew board of review, the last step before being awarded Discovery, Pathfinder, and Summit awards. The crew board of review exists to review your goals and accomplishments as well as to encourage you to continue your personal development through the crew's activities and the Venturing program. During the crew board of review, you should report on why and how you established your goal, what you learned in the process of achieving your goal, and how the crew supported you in the process. Crew board of review members might offer comments about your achievements and ideas about how your future goals can be supported through crew adventures and activities.

For the Summit-level conference with your Advisor, you will also discuss the personal code of conduct you developed as part of your progress to the Summit. You may also reflect with your Advisor on your future life goals and aspirations and how your experiences in Venturing provide opportunities to live life as an adventure and help you prepare for the life you want to live.

Boards of Review

For the Discovery and Pathfinder awards, the board of review is led by the crew president and made up of at least three Venturers: the crew president and two other Venturers selected by the crew president. If the crew president's progress is the subject of the board, a crew vice president may serve in the president's role. The crew Advisor and another adult member of the crew will also be present. The Advisors will not serve as decision-makers but will ensure that the board is conducted in a fair manner and is focused on helping the participants live up to the values of the Scout Oath and Scout Law.

Summit Award Board of Review

The Summit Award board of review is different from the boards of review you completed for the Discovery and Pathfinder awards. This board involves participants from outside of your crew. It is also convened by a member of your local district or council advancement committee rather than a member of your crew.

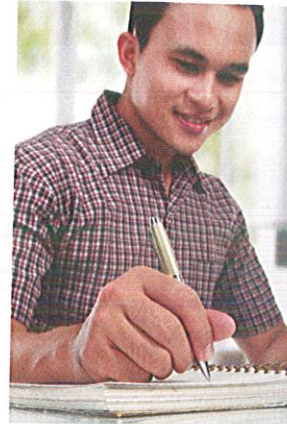
Why is this board different? The Summit Award, much like the word "summit" implies, is a significant achievement. Along with the intrinsic significance of the accomplishment, having participants from outside your crew attend the board communicates a positive message regarding the significance of this achievement: People care about what you have accomplished. You have attained something meaningful that is worthy of celebration.

With a Venturer from another crew present, a great opportunity is provided to network and to see what is happening in other crews. This sort of intercrew relationship has worked well for Venturing crews in the past, and participating as a board of review member is one more opportunity to build relationships among crews.

By involving a community member as a board member, a great opportunity arises to share the accomplishments of Venturing youth with community leaders. More than one business leader has become an avid supporter of Scouting by participating in these sort of projects and seeing the impact of the program on the young adults who are participants.

For you, opportunities for service on a Summit board of review might be one of the highlights of your experience as a Venturer. Attending as a Summit Award-holder helps you to keep the standard high and to give back to Venturing in a way that is significant and personally rewarding.

The structure and process for a Venturing Summit Award board of review is outlined in the "My Venturing Trail" chapter and in the *Guide to Advancement*.



Personal Growth and the Trail to the Summit



None required.



Complete a structured personal reflection in one of the areas of Development of Faith, Development of Self, or Development of Others.

Set a personal goal related to your area of exploration, and achieve it.

Prepare for Personal Growth



Discover the other two areas of development you didn't explore for the Discovery Award, and prepare structured personal reflections for each.

Participate in an ethical controversy activity.

Set two personal goals related to your areas of exploration, and achieve them.

Explore Personal Growth



Complete two additional structured personal reflections from any of the areas of development.

Create a personal code of conduct.

Lead an ethical controversy and conflict resolution scenario.

Leading Personal Growth

Be Prepared.

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Prepared. For Leadership.

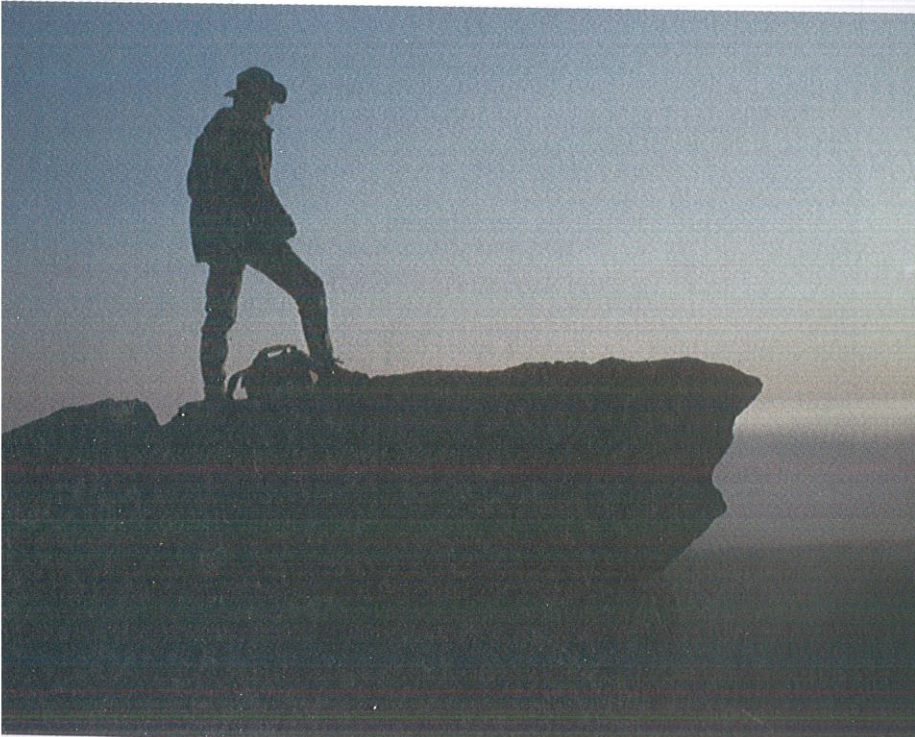
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Service

“ Try to leave this world a little better than you found it, and when your turn comes to die, you can die happy in feeling that at any rate you have not wasted your time but have done your best. ”

—Lord Robert Baden-Powell (1857–1941),
founder of the worldwide Scouting movement

How can you and your crew leave this world a little better than you found it? It is through service to others that Scouts throughout history have demonstrated their willingness and ability to do a Good Turn for those in need. In deeds both small (helping an elderly person open the door) and large (participating in a Habitat for Humanity build), a Scout serves others. You and your crew are ready to meet this challenge!

Service to Others

A service is a valuable action, deed, or effort carried out to meet a need of an individual, a group of people, or an organization. An act must both be valuable and address a need of the recipient to qualify as an act of service. The variety of service project ideas is boundless. And with your capabilities as a young adult, it becomes your responsibility to choose those opportunities that best fit with your personal and crew values and to bring about significant positive change for the individual or organization that you serve. Service is a great way to stretch your leadership muscles.



Delivering and leading service to others is the “S” in Venturing’s ALPS model of program emphasis. Service may be delivered either individually or as part of the crew. A Venturer’s commitment to service is progressive as they move through the benchmarks of progress of the ALPS model.



The Benefits of Service

The benefits of serving are many, and those benefits often emerge in unexpected ways and at times far removed from the actual service completion date. First, service helps those in need, fulfilling an immediate need and often providing countless ancillary benefits. Second, it helps your crew grow and develop as a team. Lastly, it helps you as an individual.

For Those in Need

Of course, those in need are the first to benefit from our acts of service, but very often, a single good deed can set off ripples of effects that go beyond the original recipient and positively influence the lives of countless others.

- If you help a child of limited means learn how to read, you may well open the door to a lifetime of different choices for that child.
- If your crew organizes, designs, and builds a vegetable garden for a local elementary school, a hundred children may develop interests in nutrition or, environmental stewardship, and more that will launch happy, productive lives in your community.

You really never know how far-reaching the impact of a single simple act of service on your part might be.

For Your Crew

Successful service projects can bring about strikingly positive changes for your crew. These rewards include community networking, enhanced crew sustainability, and better crew unity.

Community networking. Groups that serve are seen by others as legitimate community building organizations, not just social clubs. Service allows you to network with members of the community who can offer their knowledge, abilities, and services to your crew. When your crew helps a local place of worship or civic club, you’ll make good connections with community and business leaders, and those connections might be valuable later when you’re seeking consultants or other resources for your next crew adventure.

Enhanced crew sustainability. When we serve someone, we make a friend and a fan who will promote our crew for us, potentially inviting others to join. Service projects can also be a great way to invite potential crew members to participate in Venturing for the first time.

Better crew unity. The shared experience or working together to achieve a common goal in service to others is frequently a rewarding personal and team experience. Service projects de-emphasize the “me” and emphasize the “we” and point the crew toward its responsibility to “help other people at all times.” Through this shared experience, crew strengths are identified and close bonds are formed.

For You

In many ways, the giving of service can change your life!

Greater happiness. First, it just feels good to know that you have done something for someone else that they could not do for themselves, without any expectation of any reward or compensation in return. And feeling good is really valuable—people who serve others commonly live longer, healthier lives and are even likely to be more successful in their careers and families.

Growth in self-perception. Service can change the way that you feel about making a difference in the world. By participating in meaningful service projects, you will be stepping out of your usual role and into something. Service helps you see that one person’s efforts can lead to positive changes in the world and that you can be the architect of that change.

Acquisition of life skills. Service activities are superior chances to learn skills that you need in life. Service almost always has a distinct objective—you’ll know what you want to accomplish. This gives you good experience in practical skills such as scheduling, budgeting, purchasing, and recruiting. Often, the people receiving the service will assist with planning, so you can learn while you serve.

Crew Sustainability Through Service

All Venturers have an obligation to help build and sustain the crew for the next generation of Venturers.

The purpose of a crew sustainability project is to help your crew continue to grow and thrive. Sustainability is about the capacity to endure. In Venturing, sustainability involves good stewardship of crew resources and ensuring that the crew and the opportunities it provides for others will continue into the future. A sustainability project, whether a long-term project or a single event, should support the crew's ongoing viability by attracting new members and/or the crew's ability to continue to follow its chosen path of adventure.

The National Venturing Cabinet and Venturing Officers Associations across the country have developed useful peer-to-peer recruiting materials for crew sustainability projects. To find them, visit <http://www.scouting.org/scoutsource/Marketing/Recruiting2/VenturingToolBox.aspx>.



Crew Sustainability Service Project Ideas

Drive to Thrive

A member of a Michigan Venturing crew organized the Drive to Thrive event. Each crew member invited a friend. Six cars carrying two Venturers and two guests took part in a road rally. Each destination had an activity based on one of the four areas of program emphasis of Venturing. An adventure stop featured a visit to a climbing wall. The service stop involved two hours of packing food for a food pantry. Then the teams arrived at a park, where they played initiative games for fun and to use the activities to reflect on leadership and personal growth achieved by working together. The day ended with a bonfire and a cookout. Ten of the guests decided to join the crew.

Float Your Boat

A Venturing crew organized a cardboard boat race, locating scrap cardboard and duct tape to construct boats, borrowing needed life jackets and canoe paddles, and recruiting leaders from the local camp staff to ensure that Safety Afloat practices were observed. Each team constructed two boats: one for the boat crew of four, and one to collect trash found along the river bank. At a shallow portion of a local river, the crew members and their guests built boats, floated downstream 2 miles to a second local park on the river, and had a celebratory cookout. Awards were given to the boat crew that collected the most trash during the float trip.

Different crews have different needs. Discuss with your crew president and Advisor some of the ways your crew would benefit from a project designed to introduce others to your crew.

Service Beyond Venturing

People who develop habits of service find ways to serve lifelong. How will you continue to serve? What will be your impact upon this world? Opportunities abound, not only in community service organizations, but in a host of professions: education, art, medicine, technology, government, law enforcement, the sciences, the military, and countless other fields. Perhaps you will become an adult Scouter and mentor the next generation.

Serving Others and the Trail to the Summit Award



None required.



Participate in 24 hours or more of service, at least half may be individual.

Participate in Service



Plan, organize and give leadership to a project designed to sustain and grow your crew.

Since earning the Discovery Award, participate in an additional 36 hours or more of service. Up to half of the service may be delivered as an individual.

Organize Service



Plan, develop and give leadership to others in a service project helpful to a religious institution, school, or community.

Lead Service

Be Prepared.

Prepared. For Adventure.

Prepared. For Leadership.

Prepared. For Personal Growth.

Prepared. For Service.

Prepared. For Life.®

A Game With a Purpose

Scouting is often described as “a game with a purpose.” The message here is ultimately about the purpose of the game. Venturing is designed to take you to the next step in your journey toward full adulthood and good citizenship.

Whatever the adventure you take, whether indoors or outdoors, each time you take on and meet a new challenge, each time you help others by delivering service, you are learning the purpose of the game called Scouting. Starting now and in the years ahead, you have the opportunity to decide for yourself: Was your time in Venturing just a game, or was it something more?

“Here, then, is Scouting in a nutshell: A purposeful game, but a game just the same, a game that develops character by practice, that trains for citizenship—through experience in the out-of-doors.”

—William “Green Bar Bill” Hillcourt

The Scout Oath and Scout Law are the rules of the game. All through your time in Venturing, your Advisor has helped you experience exciting, out-of-your-comfort-zone adventures and activities while also grounding them in the positive values of the Scout Oath and Scout Law. The practice you’ve had is designed to help you become comfortable with those statements of value. Now you’re on your own. May you be always guided by the words and the message. Look wide for yourself, for the adventures you pursue, and for the opportunity to always be of service to others.



Be Prepared.

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