**SESSION 4: Catalyzing Your Vision**

**Duration:** 45 minutes

**Facilitator:** Section Staff

**Learning outcomes:**

Understand why change is pertinent to the success of organizations around the world

Understand why the Order of the Arrow must change in order to Thrive

Develop the skills to become the catalyst back home

**Supplies:** N/A

**Introduction 2 minutes**

Introduce yourself. Today we’re going to develop plans to chart a new course for our organization. Before we dive into each of the critical areas that need improvement, let’s talk more generally about change and goal-setting.

[read learning outcomes]

**Change 10 minutes**

Change is a scary word. Many people talk about change. Many people call for change. It happens with every election. The new person says they will be different. They will change the status quo. Followers and voters seem to like this banter and this promise for change!

Change happens. As a group, we get nervous about change and how things are moving forward. Change means we have to close this door and choose which is the correct next door. Change means we have to let go and trust. It means we have to head down the path of progress, but we can’t always see the end.

[change slide]

There are three steps to every change or transition.

It might surprise you that change starts with ending. We have to examine where we are and why we are doing things. Albert Einstein is credited with saying, “The definition of insanity is doing the same thing over and over again butexpecting different results.” But that is how we generally do things. We try again and again. It is easier to tweak the existing process over and over. We might adjust, but do we really just end things and start over? This seems scary. And it is, if you don’t realize this is really how things work.

So we start by ending things. It is the ”Dis” stage. Dis-entangled, disengaged, dis-identification, dis-orientation. By stop doing things, we change our process.

The second stage is the neutral zone. It is like neutral in your car. You don’t go anywhere. It is hard because you can hear the motor revving up, but nothing is happening. There are no procedures or protocol for doing something. We ended all of the operating parts in the last stage. This stage can be difficult for many because they don’t know what to do.

The third stage is the beginning. This is the plan. This is the action. This is the change. This is where new things happen. The success of stage three depends on how long you let people stay in stage two. It is up to you as the change maker to manage this process.

In the middle you see Unfreeze, change, and Refreeze. This is the key to your three stages. You need to thaw out the frozen lines of communication, and the attitude of “that is the way we have always done things”. Those are frozen. You are stuck. It is as solid as a rock. So unfreeze the status quo, then change things, and you start to refreeze the new procedures and the new ways of doing things. Before long your Stage three of beginning, and refreezing, will seem like the “way we have always done it around here.” It won’t take that long. We promise.

**Why? 5 minutes**

Before you move to the three stages of stop, change, and start you need to guide a process with your chapter, lodge, section, of the whole Order. This is so simple. You will think it doesn’t make sense or it will not work because it is so simple. But we need to drill down to why we do things and why things are important to us. The five whys will help you get to the real reasons we do things. Try this with anything. Let’s focus on the Order of the Arrow itself. Let’s talk about this with the people around you.

Why does the OA exist?

Why is that important?

No matter what your answer is, Why is that important?

…and why is that important?

take it to the fifth why. If you can go to the 6th…do that. Play with the answers. NO MATTER what the response is, see how far you can go with the Why.

Other questions to consider using this method:

1. Why don’t people join?
2. Why do people have a negative impression of the OA?
3. Why does the Ordeal exist?
4. Why does Brotherhood exist?

**Lighting a spark 5 minutes**

We are all Boy Scouts…we know how to make a fire. We know we need some kindling, and a spark of some sort, and then if we blow on it, we can get a thriving fire.

So we have three basic elements: heat, fuel, and oxygen. Let’s think about this fire triangle and our own leadership or our ability to create some change.

Let’s start with heat. What are we passionate about? How can we make a difference? Think back to the last slide and what we did with the five whys. How did you feel about those questions and answers? Which of those questions were you passionate about? What was sparked for you to think that you could make a difference?

Next is fuel. How do you feed this passion? Is it leadership? Is it being an elangomat? Do you really like organizing vents? Are you a ceremonialist? How do you engage your passion in the Order? What do you want others to see about our Order and all of the things that are important to us and to the thousands of Arrowmen that will follow us?

Finally, we have oxygen. We have to find balance. And we have to breathe life into what we think is important. Change is oxygen. Change is the key to making things move forward. Think about it…without change you would still be in the first grade. We need to stretch, grow and make things happen to sustain life, energy and our order. Bringing new people into the jobs we like to do is healthy and is growth. IT expands our ability to serve more, teach more and engage more.

[change slide]

It has been said that “those who chose you need you.” You are a member of the Order of the Arrow. The Brotherhood of Cheerful Service. Brotherhood isn’t just a buzzword. We are not ac club. We are not a group. We are a brotherhood. We promise to love one another. We promised to make a difference.

If we don’t do something together to change the way others look at the OA, all of our FIVE WHYS and the PASSION of our fire triangle are for nothing.

How will you be the catalyst to make a difference in the order? How will you be a leader to make things happen? You don’t have to be elected Lodge Chief to make a difference. You were elected by the members of your unit to this brotherhood. Many of those who voted for you probably joined the OA in the years following you. How will you prepare the way for them to be successful in our movement?

**Serving as a catalyst 5 minutes**

You have been chosen as a catalyst in our organization. A catalyst is something that has energy. It is the spark of innovation. It is the point where you *decide you* are a leader and you are going to make a difference. It is that point of no return when you move forward.

Unlike the symbol of the match, which is one and done after it quickly burns out, we know how to start this fire with the heat, add the fuel, and sustain it with oxygen.

A catalyst is the person or thing that precipitates an event. To put it simpler, it is the person or thing that makes a change. It is the person that unfreezes the status quo, it is the person that has the strength and courage to say, “we need to stop doing some things.“

**The eight-step process 5 minutes**

Dr John Kotter provides an eight-step process to creating change. You become the catalyst for change when you take can make each one of these steps part of your mission to create a change within our organization.

Urgency: The time is now. How will you either spark the idea or dissolve the old ways of doing things?

Coalition: Create a committee for change in your lodge.

Vision: Use the goals of our founders to create a new vision for the next 100 years.

Communicate: Your ideas and your innovations for sparking and dissolving ideas and the status quo.

[change slide]

Empower: Get your lodge involved. Develop activation vents. It has to be an all-out endeavor.

Celebrate: Celebrate every win you can. Be a team of winners. See the small gains as wins. See the big gains and triumph.

Consolidation: See the things that didn’t work as an amazing attempt that will be CHANGED next time. Consolidate all of the wins and the huge pile of what we are doing right into a rally cry for more change.

Anchoring: Anchoring is as about refreezing the new ways of doing things. It is eliminating the neutral zone and moving to progress.

**Setting goals 10 minutes**

We’ve talked a lot about being an instigator of change – a catalyst. To make that change a reality, we need to take specific steps to create a new beginning. We can do this by setting goals.

What do you think are important characteristics of a goal?

[solicit response from audience]

* It recognizes potential barriers that need to be overcome.
* It has to be important to you, personally.
* It needs to be challenging but achievable.
* It must be clearly defined.
* It needs to have a specific point person

Let’s think big picture for a moment about creating goals. Think about this with those around you for a moment.

* If you were given three wishes for anything in your lodge, what would you wish for?
* If your lodge suddenly received a donation of a million dollars, how would you spend it?
* If your lodge could accomplish anything in the world, what would you do?

Throughout the weekend, you are going to work with a member of our staff to develop goals to improve your election, induction, and activation rates. I’m going to have them introduce themselves to you and talk a little more about goal-setting for the next five minutes.

**Conclusion 3 minutes**

Change is an inevitable part of every successful organization on this planet, and the Order of the Arrow is no different. We must be willing to take risks to innovate and progress our organization towards a state of growth.

Being a catalyst is dissolving the old ways. Just because we have done things that way for about 100 years doesn’t mean it was perfect. And it doesn’t mean we can change. When we unfreeze our current ways of doing things we are dissolving the status quo. We are rerouting the river of time. We are changing the rut we are in. Then, we can refreeze with new ideas, new ways of doing things and new ways to be the catalyst of high performance in our movement.