

MOTIVATING SCOUTERS BY FACILITATING SELF-ESTEEM

Thesis for Scouting Ph.D.

by

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February 28, 1991

TABLE OF CONTENTS

Introduction	1
Thesis Body	2
Conclusion	23
Bibliography	24
Abstract	25
Approval of Readers	25

INTRODUCTION

The meaning of self-motivation is the inner desire which fuels the engine that is the driving force inspiring us on our journey through life. We are not given the foresight to know what is around the next curve, but if we have drive to overcome obstacles and the desire to prepare ourselves, we will be ready for whatever lies ahead.

MOTIVAING SCOUTERS BY FACILITATING SELF-ESTEEM

The problem that will be dealt with in this writing is keeping scouters motivated so they will stay in scouting, set and achieve goals, and feel good about themselves. To enhance the scouting experience by giving the scouters a feeling of being successful in their endeavors. This incentive will motivate scouters to stay in Scouting by giving them guidelines to strengthen self-worth, attitude, and involvement.

In essence, motivation is the degree to which one gives to others that which is needed to enhance their performance and to which that action is reciprocated. In a book by Dale Carnegie entitled How to Win Friends and Influence People, he states, "the only way I can get you to do anything is by giving you what you want" (page 18). Rewards are sometimes referred to as consequences. If the consequence of a particular behavior is something a person wants or needs badly, therein lies motivation.

The key to successfully motivating others is first by giving on the part of the one making the request. Successful motivation of others begins with appropriate encouragement, approval, and praise. People do not behave in a particular way without an incentive (consequence of behavior). "There is only one way under high heaven to get anybody to do anything...and that is by

making the other person want to do it" (Carnegie, page 18). The best motivation rewards are those that meet basic needs and wants such as love and acceptance, satisfaction, approval from others, involvement with a group, and feedback on job performance. Open, dependable communication affirmatively affects the job satisfaction and performance of scouters. Being honest without undue criticism can provide one with a motivational tool that is useful in many cases.

One should not expect perfection from every endeavor and should give a "thank you for the effort put forth" even when performance has fallen just short of expectations. The motivational factor in this situation would be to cause the scouter to try even harder next time. Criticism of people who are volunteering their time and talents is a risky behavior. Their reaction could often be that their efforts are not appreciated and therefore they would consider not participating in future activities.

There are four fundamental motivational methods. They include:

1. Fear - threatening behavior may get results one time, but it will get abiding resentment. This motivational practice can cause the loss of good scouters from the organization.
2. Incentive - after the reward has been received, another catalyst must be provided in order for the motivation to continue.

3. Attitude - one must provide motivation or reason to change an attitude. A bad attitude on the part of one scouter have a detrimental effect on many.
4. Fulfilling personal needs - this approach has consistently proven to be the most effective. Listening to the scouters problems and concerns and dealing with those issues gives them the feeling that they matter and are considered in decision-making endeavors.

There are seven basic personal needs which need to be fulfilled in order to successfully motivate people. They consist of:

1. Belonging - the need to affiliate with a group provides a sense of comfort, security, and partnership. Experiences are shared and emotional enrichment is provided. We have a need for human company and like being part of a team.
2. Achievement - each person needs to feel a sense of accomplishment. It gives purpose, and it reinforces self-esteem because it demonstrates competence. The need to achieve is acquired through training, encouragement, and reward.
3. Advancement - advancement is a measure of success. The real reward people want is the sense of emotional fulfillment that makes a job worth doing.
4. Responsibility - with responsibility comes respect.

Self-respect is a very powerful motivator. Often in Scouting, responsibility is not shared. Only a few are afforded this confidence and others that may not be as extroverted as others are left out of this area.

5. Challenge - we need challenge to grow mentally, emotionally, personally, and professionally. The alternative is to vegetate. Negativism, low self-esteem, and dissatisfaction are products of lack of stimulation. By taking complete control of one's life, and not waiting on others to take this action, it will be surprising how others will step forward and assist in our endeavors.
6. Recognition - personal knowledge of a job well done is important, but recognition by peers is essential. A letter, award, gift, or pat on the back are all forms of recognition. "The deepest principle in human nature is the craving to be appreciated" (Carnegie, page 100).
7. Excellence - Everyone needs to know that they are good at something. Everyone has a worthwhile offering to make.

Three keys to excellence:

- a. to know what one is doing. Learn, research, study, ask questions;
- b. to believe in what one is doing;
- c. to love what one is doing.

Emotion fulfillment includes respect for a scouter's ideas,

concerns, and feelings. "John Dewey, one of America's most profound philosophers, phrased it a bit differently. Dr. Dewey said that the deepest urge in human nature is the "desire to be important.' One can win the attention, time, and cooperation of even the most sought-after people by becoming genuinely interested in them" (Carnegie, page 59).

Greet people with animation and enthusiasm. Use a tone of voice that radiates interest. Send a note of appreciation or a birthday card. Make that person feel that he/she is an accepted part of the group.

Emotional fulfillment also includes a contribution to one's sense of self-worth. Serving others, feeling needed and valuable builds self-esteem causes one to like oneself and improves every aspect of one's personality. Meeting a person's emotional needs is a powerful motivator.

A key element in effective motivation is the ability to communicate well. In order to accomplish this one must avoid communication barriers. "There are several barriers to effective communication. There are physical barriers, such as discomfort because of auditory, visual, olfactory, temperature, or humidity factors. There are semantic barriers:

- words listeners do not understand
- jargons and abbreviations
- weakeners
 - 'I could be wrong, but...' (Better: 'I think...')
 - 'Perhaps we should try to...' (Better: 'Let's

try...')

- 'I guess I should...' (Better: 'I will...')
 - fillers, such as 'Ya know' and 'Uhhhh'
 - nonspecific messages
 - 'Will one of you take care of this?' (Better: 'Joe, please take care of this.')
 - 'Make me a few copies.' (Better: 'Make me 12 copies')"
- (Umiker, page 199).

"There are also psychological (emotional) barriers:

- assumptions
 - 'Do you understand?' (Better: 'Tell me what I tried to say.')
 - 'Any questions?' (Better: 'Sally, please summarize the key points of my talk.')
- mixed messages, such as inconsistencies between the words and the phonetics, facial expressions, or body language.
- kidding and sarcasm
- put-downs such as, 'Don't be ridiculous,' 'You've got to be kidding,' and 'Let's get back to reality.'
- judgmental responses, such as 'You don't try hard enough,' 'He's a jerk,' 'You're getting defensive.'
- stereotyping, such as 'Women don't understand these things,' and 'These young kids lack work ethic.'
- inflammatory statements, such as 'I demand that..., 'You must..., ' and 'You're confused'" (Umiker, page 199).

Everyone wants respect. Good listening skills communicate respect to the person speaking. It is estimated that most people listen at a one quarter efficiency level. Full comprehension of the message is a matter of successfully filtering out interfering stimuli.

If one does not commit to being a good listener, one cannot be a good motivator. To give anyone incentive, one must understand their unique need. This is an impossible task if one is not listening.

"Most of us are poor listeners. Listening does not come naturally and is seldom taught in the home or school. Most people are talking when they should be listening. Even when they are not talking, they are often waiting to speak rather than listening. Instead of tuning in the other person, they are mentally writing a script, that is, formulating a response while other person is still talking" (Umiker, page 199).

Listening skills can be improved by a number of techniques. Positioning oneself to avoid furniture causing a barrier, such as a desk. Also, sitting at a 3 to 4 feet distance from the person to whom one is speaking allows for a comfortable exchange without crowding into that person's "personal space." Leaning forward is another way of telling that person that he/she has your full attention. A relaxed atmosphere, appropriate facial expression, or an occasional gesture reassurance that the conversation is being taken seriously. Reflective techniques such as paraphrasing, interpretation of feelings, or tactful requests for

clarification can be used to insure that the other person feels he/she is receiving undivided attention.

"Attentive silence encourages people to talk. This is very effective when sensitive topics come up during a meeting and the other person says nothing. Just sit there as though expecting him or her to say something. Silence also keeps one from saying things that will be regretted later" (Umiker, page 200).

The 10 Requirements Effective Listening:

1. Make the person feel important. Dale Carnegie says, "the one all-important law of human conduct is to make the other person feel important" (page 100). The unvarnished truth is that almost all the people one meets feel themselves to be superior in some way. A sure way to their hearts is to let them realize in a subtle way that their importance is sincerely recognized. Remember what Emerson said, "Every man I meet is my superior in some way. In that, I learn of him."
2. Respect the speaker. Henry Ford said, "If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from your own" (Carnegie, page 104). Only then can one understand the true person and what he is trying to communicate. Make a genuine attempt to see the world as he sees it.

3. Use physical tools. Body language and eye contact will demonstrate to the speaker that he has the listener's attention.
4. Watch body language. Words are deceptive; watch for clues in body language. Listen to tone, volume, and inflection of the voice. Try to imagine what the speaker is experiencing. Shut out all external distractions, thought, prejudices, and emotions. Appear relaxed and interested; use appropriate facial gestures.
5. Reflective listening: strive for accuracy. "Reflective techniques:
 - comprehenders and expletives to indicate you understand, such as, 'I see,' 'Go on,' 'Uh-huh,' and 'Oh?'
 - tactful requests for clarification, such as 'maybe I misunderstood what you said.'
 - paraphrasing, such as 'let me get this straight. You're saying that....'
 - Interpretation of feelings, such as 'You really dislike that, don't you.'
 - Emphatic responses, such as 'You seem upset. I can understand that' (Umiker).
6. Resist giving advise: be a mirror to the other person's thoughts and emotions. Provide that person with a great problem-solving tool.

Do not argue; stay in control. Express only what is known to be true and relate feelings. Do not argue, look for things to agree on and build from there. The only way to get the best of an argument is to avoid it.

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8. Remember names and things that the other person relates to you about themselves. This action makes others feel very important. "Remember that a person's name is to that person the sweetest and most important sound in any language" (Carnegie, page 83).

Practice good listening. One has to be committed to being a good listener in order to be an effective motivator. To turn people on, one has to understand their unique needs, which is impossible if one is not listening.

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Program one's inner computer with positive thoughts, which greatly improve chances of success. One attracts people and circumstances in harmony with one's dominate thoughts. Act positive and eventually positive feelings will emerge.

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- a. organizing meaningful task groups related to scouting's mission;
- b. formulating long- and short-range plans;
2. analyzing organizational structure
 - a. improving consistency;
 - b. improving quality;
3. suggesting methods of change
 - a. creating effective communication paths;
 - b. determining needs.

Participation is a powerful motivator. If scouters feel they are part of a team and have significant influence on decisions, they would be more likely to accept the decisions and seek solutions to difficult problems.

The more facts scouters have available to them, the more equipped they are to make sound decisions. This includes creating a trusting climate. Scouters would know not only what is to be done, but why it is to be done. This enables scouters to do their jobs better because they are helping to define responsibilities and objectives of the movement.

Progress toward goals is quickened. Instead of objectives being handed down, it would become a two-way partnership in reaching objectives that have been set by a team approach. For many scouters, the mere fact that a suggestion had been accepted would be a source of extraordinary pride.

Self-Motivation:

To be successful, one must make things happen through self-motivation. This is the bridge between thinking about one's goals and actually putting forth the effort to accomplish them. It is the driving force behind high achievement. Self-motivation is desire. It is essential to succeeding in any endeavor.

Motivation is not something that comes naturally for everyone. It is the inner desire that keeps one always moving forward in spite of discouragement, mistakes, and setbacks.

"The most effective motivation is that which is self-generated and it is largely a matter of attitude. Since attitudes are merely habits of thought, it follows that self-motivation is a learned skill. And that anyone who is willing to invest the time and effort needed to develop a new habit of thought can become self-motivated. The tool, technique, or procedure that is most effective in developing self-motivation is affirmations. Affirmations are used to pursue a deliberate course of repeating specific mottos for the purpose of producing a desired effect.

The power of affirmations: the repetition of a positive thoughts over and over day after day effects the subconscious mind, a creative power within itself.

Quotations, proverbs, sayings, and axioms are all affirmations" (Qualities of a Winner and Successful People, audio cassette tapes). One must believe in oneself. Success and happiness must be part of one's own self image. A simple rule

will help accomplish this: allow only positive thoughts to govern one's thinking, such as:

I am worthy;

I like myself;

I am strong and self-sufficient;

I can handle what comes my way;

I have high but realistic expectations of myself;

I know the future holds opportunities for me;

I take total responsibility for myself;

I am confident I have the power to confront and resolve problems;

I maintain excellent physical fitness through my personal program of exercise, good diet, and adequate rest and recreation;

I maintain a regular schedule of physical activity;

I handle the stress of everyday life with calmness and serenity.

To develop the qualities necessary to be motivated, one must welcome challenges, be flexible, be proud of achievements, and set goals that are stimulating and challenging. Motivated people share several of these qualities. Begin now to develop and use these attributes.

Fear is the opposite of desire. Fear creates stress, panic, and anxiety, thereby defeating plans and goals set by the individual. Here are some ways to overcome fear.

1. Build self-confidence. "True self-esteem rests on a foundation of competence, knowing you are good at what you do (Psychology of Success, audio cassette tapes). Visualize oneself as the best.
2. Identify, understand, and confront the fears. Only then can they be defeated. "Everyone suffers fears of failure and fears of rejection, self-doubt, and lack of confidence, feelings of inferiority, inadequacy, and guilt. Feelings of inferiority come from childhood. Fears of failure and rejection go back to destructive criticism in our early formative years. Successful people are not people who do not suffer these emotions, they are simply people who have learned how to master those emotions through practice" (The Psychology of Success, audio cassette tapes).
3. Take action. Action cures fear. Once one starts to do something, it becomes easier. Fears will disappear.

Start now! Now is the secret word of success. Do not wait until more information has been gathered or when the circumstances are perfect. Begin right now. Get in motion as soon as possible and as momentum builds, so will motivation.

Focus on rewards. Why should one be motivated? What positive consequences will be enjoyed when the action plan is put in motion? Visualize the rewards of success in the mind as clearly and vividly as possible. Make it such a good picture

that any effort will be put forth to accomplish it. When driven toward that image, one is motivated.

Discipline is keeping oneself on the track of success. It means sticking to a plan of action even when there are other things the scout or the scouts would rather do. Discipline means having the necessary self-control to complete whatever tasks are necessary to achieve goals.

Discipline is hard work. It takes guts. It means staying focused and practicing better work habits. People who get the job done, even when the job is unpleasant, have developed a mental toughness that comes from practice, patience, and the ability to see beyond the immediate task.

Discipline must be present for success to occur. Without it there is failure.

Lincoln wrote in his diary as a young man in Springfield, Illinois, "I will study and prepare myself and some day my change will come."

"Self-discipline is the willpower to force yourself to do what you know you should do, when you should do it whether you like it or not, whether you feel like it or not" (The Psychology of Success, audio cassette tapes).

Take responsibility for yourself. Only you make it happen. Take responsibility for meeting goals by taking action. Accept personal responsibility for one's own actions. Instead of comparing oneself to others, rather than saying, "I get things done just as fast as old Charley does." Evaluate actions against

the standard of one's own goals for excellence. As a result, often the best that has been visualized will be exceeded because the needs have been met as they have been perceived. That is what Winston Churchill was taking about when he said, "It's not enough that we do our best, sometimes we have to do what's required."

Practice good habits. Habit plays a major role in success or failure. At least 90% of what we do is dictated by habit. What we eat, how we perform at work, with whom we associate, what we say, and how we react to certain situations all result from habits. When a habit has been cultivated, we become content with it. We endeavor to remain constant with what we are accustomed to, even if those habits are aiming us toward failure.

Habits, however, can work for us. Practice self-discipline in daily routines. Exercise regularly, eat in moderation, schedule time to tackle important unpleasant chores. The more self-discipline is practiced, the greater control one has in life. Developing control over day-to-day life is the first step in learning that one can also control success and happiness.

Discipline in Scouting is vital. An organization without discipline is doomed to failure. Successful organizations know that discipline means:

1. setting an example - positive self-discipline must be shown by scout leaders. Scouters cannot expect scouts to practice self-discipline if they do not set a good example. A good example is one of the greatest gifts

we can present to others.

2. breaking larger jobs into smaller jobs - if one wants to assist another to become more disciplined, show them how large tasks can be accomplished through a series of smaller steps. Organize projects into manageable segments. Better known as the "swiss cheese" approach, this creates inroads in large tasks thus making them less intimidating.
3. identifying time wasters - use 3 x 5 note cards to create a file of ideas or tasks, those that are Imperative or Important.
4. focus on specific goals. The key to self-discipline is being able to defer personal gratification from the present to the future. For each of us, motivation is the key step between defining goals and achieving an outcome. Practicing self-discipline is the means by which goals can be accomplished.

Flexibility:

Everyone experiences change, whether desired or not, our life can be no more than we choose to make it. Flexibility is a key point to gaining the utmost from change. One must bend so as not to break.

"Pursue this bit of sage advise from the essayist and publisher Elbert Hubbard - but remember, perusing it won't do you any good unless you apply it:

Whenever you go out-of-doors, draw the chin in, carry the

crown of the head high, and fill the lungs to the utmost; drink in the sunshine; greet your friends with a smile, and put soul into every handclasp. Do not fear being misunderstood and do not waste a minute thinking about your enemies. Try to fix firmly in your mind what you would like to do; and then, without veering off direction, you will move straight to the goal. Keep your mind on the great and splendid things you would like to do, and then, as the days go gliding away, you will find yourself unconsciously seizing upon the opportunities that are required for the fulfillment of your desire, just as the coral insect takes from the running tide the element it needs. Picture in your mind the able, earnest, useful person you desire to be, and the thought you hold is hourly transforming you into that particular individual.... Thought is supreme. Preserve a right mental attitude - the attitude of courage, frankness, and good cheer. To think rightly is to create. All things come through desire and every sincere prayer is answered. We become like that on which our hearts are fixed. Carry your chin in and the crown of your head high. We are gods in the chrysalis" (Carnegie, pages 72 - 73).

CONCLUSION

If one can visualize goals and have the discipline to stay on track, those goals will be realized through motivation. Where there is motivation, the bridges of fear, criticism, and self-doubt will be easily crossed. By setting forth and achieving those goals, Scouters can be examples both to other scouters and to the boys they come in contact with as well. The path to being a successful scouter is not easy, but with the team effort of all concerned, the travel will be much more enjoyable.

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ABSTRACT

Keeping scouters motivated in order to have them stay in scouting, to set and achieve goals, and to feel good about themselves. Everyone wants to feel part of a team. In order to do that, we must open lines of communication and pave the way for others to improve themselves and advance in Scouting. After all, that is the Scouting way.

APPROVAL OF READERS

This is to certify that I have read and approved the thesis entitled Motivating Scouters by Facilitating Self-Esteem.

Submitted by A. J. Peoples in partial fulfillment for the Ph.D. Degree in Commissioner Science.

DATE OF SUBMITTAL: February 28, 1991

SIGNED: A. J. Peoples

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