

Trust News:

Breakfast Briefing: Derek Twine, The Scout Association

On Wednesday 7 September 2011, the Windsor Leadership Trust held one of its Friend and Associates Breakfast seminars at Baden-Powell House. Derek Twine, Chief Executive of the Scout Association, hosted the briefing and spoke on the Scout Associations' strategic rise over the past decade.



Being an organisation with nearly 600 000 volunteers and over 240 staff, the challenges of managing and ensuring the strategic vision is believed in, and followed, was clearly a difficult feat. From the early 1990's the organisation began to decline both in numbers of volunteers, financially and most importantly, reputationally, and a dramatic infrastructural change was created and a new strategic direction implemented by Derek and his team.



This intervention in the late 1990's stabilised the organisation, and it began to produce an organisation that stabilised financially, as well as develop its strategic direction. Derek's vision of being an organisation that worked 'for' youth, to working 'with' youth began, and the new vision for 2018 is to run an organisation that will be 'shaped by' young people. The move from being a middle-class, white, Christian organisation had to be altered in order to appeal to wider, changing and multi-cultural Britain – and as much as the organisation's heritage continued to be valued, the new vision had to ensure both adults and young people could benefit from being a part of the Association.

This intervention consisted of recognising the value of volunteering locally, and to ensure the Scout Association empowered people. The new strategy worked for both the employees (which consist of the volunteers), in terms of leadership, teamwork, planning, expanding skills and strengths and self-esteem, and providing qualifications for training. It also developed its reach for the employer (the Association), ensuring a better marketing positioning, CSR, more skilled workforce, leadership and development and reduced sickness and absent-ism whilst offering a wider range of competencies.

A new vision for 2018 is for all those associated with the Scout Association to become 'Active Citizens', where the organisation that will be shaped by young people and will have empowered, valued and proud employees and volunteers.

From the long-term strategy intervention in the late 1990's, it is clear still to see and believe in Derek's vision – and his constant renewal in



the Scout Association and the organisational belief in the next generation of leaders.

The briefing opened to many questions from Friends and Associates, around Derek's leadership style, the recent riots and youth, working with volunteers and transferring a vision, as well as the challenges of turning around to a growth strategy along with how Derek and the Association use communications. It was a very successful briefing, and for more information on the Scout Association, visit <http://scouts.org.uk/>

The next Breakfast Briefing will be held at the Tower of London on the 6 December 2011, and will be hosted by Sir Richard Dannatt. If you would like to attend, please contact Lucy Nicholson at lucy.nicholson@windsorleadershiptrust.org.uk to reserve your place.
