CONTENTS	xiii
VI. THE DEVELOPMENT OF LEADERSHIP Principles of leadership affecting Boy Scout training. The nature of leadership and what it involves. Personality and training as factors. Leadership and adjustment. Place of common sense and good judgment. Value of academic training. Value of experience. The leader's relation to the church. Leadership and authority. The art of influencing others. Developing interests, inspiring confidence, and distributing responsibility. How to get results, where to begin, and how to cooperate. Value of sincerity and trar parent honesty. Character, information, enthusiasm, and forcefulness as the basis of leadership. VII. STEPS IN CHARACTER BUILDING The nature of character. How it is "built up in the course of life." Assembling the dynamic qualities of a boy. Symmetry, organization, dominant interests. Steps in character building taken before Scout age is reached. Self-discovery, impulsiveness, response to authority. Goodness resulting from coercion. The social motive in adolescent conduct. How to arouse social sentiments. Loyalty to a group as a factor in character building. The four levels of moral conduct. Social sensitiveness and discipline. A Scout's contribution to the welfare of his troop. The invisible and transcendent standard of righteousness. Getting beyond mere respectability. Satisfying a boy's moral imagination. The practical necessity of religion.	
	162
VIII. THE SELECTION AND DEVELOPMENT OF PATROL LEADERS Importance of the patrol system. The discovery of potential leadership. Methods of selecting and developing competent patrol leaders and assistants. Grading and advancing patrol leaders. Placing responsibility. Suggesting, promoting, and overseeing work for patrols. Duties of patrol leaders. Methods of rating efficiency. Teaching boys how to manage various enterprises. The value of conferences and councils. Training in the conduct of parliamentary business, in the care of troop finances, and in the support	τ78