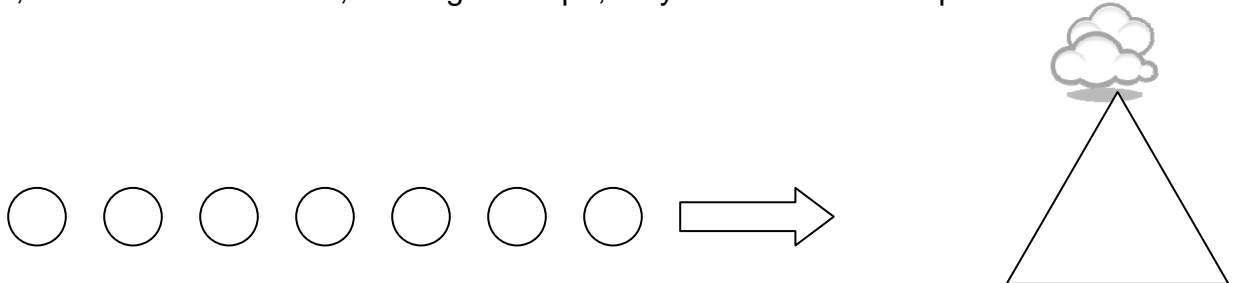


### The Boy Scout Troop

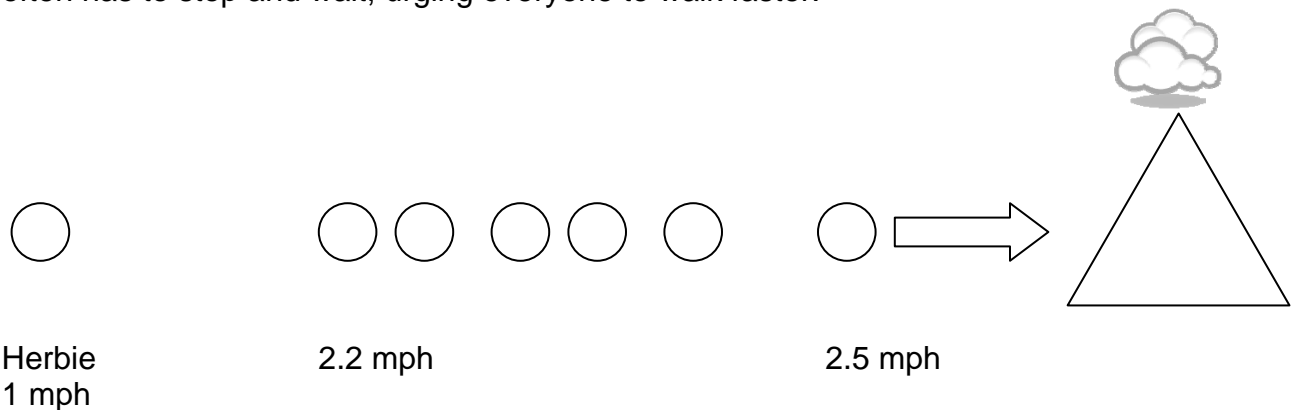
A Boy Scout leader decides to bring his troop for a hike to the top of Blue Mountain. He gets a map, looks for the parking lot nearest Blue Mountain, and sees a trail that leads to the top. He calculates the distance from the parking lot to the top to be about 10 miles, and he estimates that, walking at 2 mph, they could reach the top in 5 hours.



*Desired speed - Everyone moves at 2 mph*

### Situation 1

The trail turns out to be steeper than the scout leader thought. Assuming that the boy scouts will not walk fast, he starts setting a pace of 2.5 mph. All the scouts walk at 2.2 mph except for one overweight boy named Herbie, who walks at 1 mph. The leader often has to stop and wait, urging everyone to walk faster.

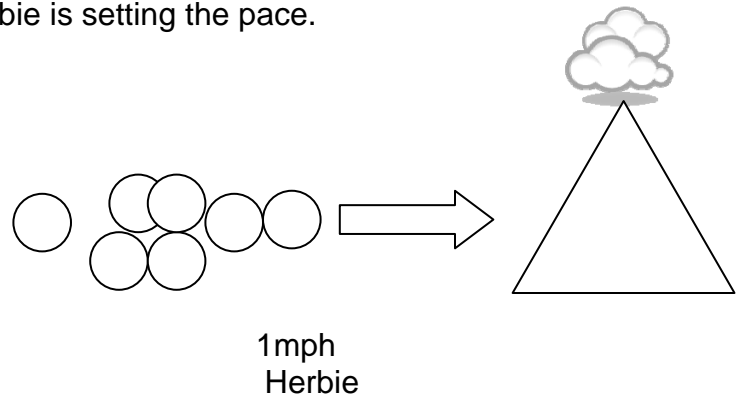


*Because the troop has to wait for Herbie all the time, what is the effective speed of the march?*

*Will the overall troop performance be affected by the speed of the scout leader (2.5 mph) and the others (2.2 mph)? When will the troop reach the top of Blue Mountain?*

### Situation 2

The scout leader decides to put Herbie in front. Herbie maintains his speed of 1 mph. Everyone is slowed down because Herbie is setting the pace.

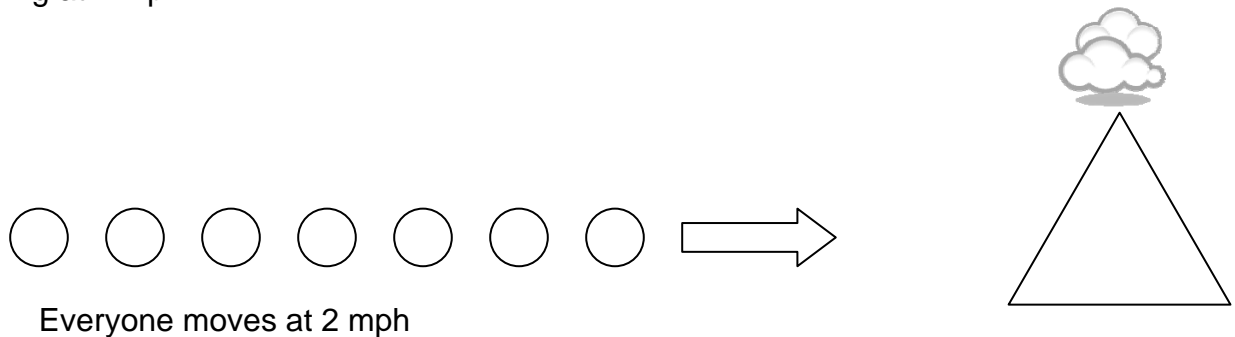


*What is the effective speed of the march?*

*Will the troop reach their goal in time?*

### Situation 3

The scout leader notices that Herbie is carrying a huge, heavy knapsack. When he asks Herbie to open his knapsack, they find chocolate, biscuits, candies, canned goods, etc. The load is much heavier than anyone else is carrying. The scout leader redistributes Herbie's load to everyone. Because of the heavier load each scout is carrying, those walking fast (2.2 mph and 2.5 mph) are now walking at 2 mph. But Herbie is also now walking at 2 mph.



*Now the goal can be reached on time. But note:*

- 1. Those walking fast (2.2 and 2.5 mph) are now walking slower.*
- 2. Despite the lowering of performance in others, the performance goal is met.*

#### **Situation 4**

The Boy Scouts now are all moving at 2 mph. It looks like they will reach their goal on time. However, as they climb higher, the view becomes more and more beautiful. The scouts want to stop but the leader does not want them to "waste" a single minute looking at the view. At one point, they see some rabbits, a red fox and a herd of deer. Everyone wants to stop, but the scout leader wants to reach the top at the scheduled time.

*Is it okay to change goals mid-stream?  
Should the Scout Master be the only decision-maker?*

#### **Situation 5**

As it turns out, two of the scouts are actually Girl Scouts. They are there to observe the hike and see if their Girl Scout troop might want to do the same. They came prepared and have binoculars with them. During one rare rest stop, the girls use the binoculars to look at the top. They see another trail leading to the top, and it is less steep than the one they are taking. They observe that their present trail will fork, allowing them to turn onto the less-steep trail. The girls excitedly tell the scout leader. The leader scoffs at them and says, "I looked at the map. I know, I know. Don't tell me what to do. You are just Girl Scouts anyway".

*If you were one of the girl scouts, how would you respond?*

- 1. Accept the Scout Master decision without question*
- 2. Cry, turn around and head back to tell your parents.*
- 3. Give the binoculars to the Scout Master and say that he could be home earlier and play tennis with his wife if they take the less steep route.*
- 4. None of the above*

## Situation 6

Unfortunately, Herbie, who was making good progress with a lighter load, can not help looking at the magnificent view. He fails to see an overgrown tree root and stumbles. Herbie feels a sharp pain shooting up from his foot to his ankle. It does not look broken, but it is obvious that he has at least suffered a severe sprain. He can hardly stand up. The scout leader decides that Herbie should not continue with the hike, but simply wait for everyone on the way back. At this point, the scouts are united in *not* leaving Herbie behind, and they argue with the Scout Master.

*How would you like the story to end?*

- 1. The scout leader prevails, and the troop leaves Herbie behind.*
- 2. The scout leader uses his cell phone to call for medical help and evacuates Herbie with a helicopter.*
- 3. The scouts use their first aid skills to treat Herbie's ankle, fashion a stretcher out of branches and vines, and carry Herbie all the way to the top and back. The scout leader is so humbled by the scouts' unselfishness and caring that he offers to help on the way back. As suggested by the girl scouts, they take the less-steep route, and it is indeed shorter and easier. They all get home earlier and Herbie fully recovers.*