



# NEXT Challenge

Lodge Workbook

Lodge/Council/Council Number:

# Introduction

NEXT: A New Century was an event unlike any other national Order of the Arrow event in the past century. It highlighted three main points: Innovation, Membership, and Program; three main areas where we, as an organization, struggle with in serving our members.

There are three Phases in the NEXT Challenge. All of them happen simultaneously, starting when you return home from Indiana University. However, at six, twelve, and eighteen months following NEXT, there are Checkpoints where you look at what you've done, and how you can pivot from where you are, to where you want to be along the path of correcting the issues and problems in your lodge.

As you complete this workbook, be sure to use SMART goals. Simply stating that your lodge needs to improve its brotherhood conversion rate won't get your lodge very far. Stating that your lodge wants to improve the rate by X% in (time frame), by using x, y, and z strategies will help you exponentially more.

Simply attending NEXT: A New Century does not make one a better leader; you will not return home to find your lodge magically transformed into the most successful and operational group in the Order of the Arrow. Improvement and success require hard work and dedication. NEXT provides delegates with the tools and resources to effectively implement change back home in order to provide successful improvement. The NEXT Challenge is a post-NEXT opportunity for you, the delegates, to apply the concepts learned during the conference back in your lodge. With any great endeavor, you are never "finished"; stagnancy can be the death of any dynamic and vibrant group. As the Order of the Arrow, we are never finished achieving the NEXT level. We are never finished reaching that NEXT summit. We are never finished working to accomplish the NEXT challenge. For us to continue to grow as an Order in our second century, we must ask "What's NEXT for our lodges and our program?"

Understanding the Challenge and how the NEXT trainings can assist you as you progress through the Challenge is important to achieve successful results. To ensure that each lodge leaves NEXT with ideas in place to begin work towards the Challenge, you are REQUIRED to submit **one copy per lodge contingent** of the following worksheet before entering the Closing Gathering. Please carefully consider the Challenge and review the information with your contingent to complete the worksheet which will serve as the foundation your lodge will work from in the next 18 months in completion of the NEXT Challenge.

*(Remove this page and hand in as your lodge ticket into the Closing Gathering)*

Lodge/Council/Council Number:

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*Please list the following:*

1. Strategies we plan to implement to engage and activate members:

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2. One opportunistic challenge our lodge faces is

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and a preliminary plan to overcome this issue includes

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3. Three JTE scores we wish to improve upon throughout the NEXT Challenge are:

a. 

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b. 

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c. 

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*(Save this copy for your records as you progress through the NEXT Challenge. Content on this page should be identical to that which you submitted on your ticket into the Closing Gathering)*

Lodge/Council/Council Number:

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a. 

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# What Just Happened

Just as in your Ordeal, when you completed the first step of your NEXT Challenge at the conference, you were probably tired, and anxious to get to the bonfire. For that reason, we have explained the main goals of the conference in the Introduction section of this workbook.

Throughout the conference, you had a guidebook that led you through your days and gave you materials to help you think about how to apply what you are learning to what you actually do in your home lodge. At the national level, there are resources available to lodges to help them with Brotherhood Conversion, membership retention, Lodge Leadership Development Conferences (LLDCs), ceremonies, et al. That's all good, except not all of it applies to all lodges all the time everywhere. These materials were designed to fit an "average" lodge. There are lodges in the country with 2,000 members and cover 40 city blocks. There are also lodges in the country with 2,000 members that cover 40 counties. Think about that. The way those two lodges delivers its program probably isn't the same. Their LEC operations will be completely different.

For these reasons, we have created the NEXT Challenge. This gives you, as a lodge, an opportunity to not only help you analyze issues within your lodge, but also communicate with the organization at a national level what you think your biggest issues are.

In the one-page summary you turned in before the Closing Gathering on Program Day (see above), you identified the topics for each of the three Phases. Each phase is designed to help your lodge self-evaluate your issues, and grow to overcome those challenges.

# The Challenge

The NEXT challenge operates in three phases; three ideas for your lodge to work on. Action-items are unique for each lodge. While the message will be the same across the country, the deliverables are the products of each lodge's imagination. NEXT poses the questions, each lodge provides their answers according to their own situation. The NEXT challenge presents the framework for which each Phase will focus while each lodge will prepare SMART goals pertaining to each phase that will help address needs specific to their situation. You will have the opportunity at the end of each phase to evaluate their progress throughout the time window and make necessary changes going forward. The Phases are dynamic and build upon each other. Just because the checkpoint is reached does not mean the idea stops. Each phase within the Challenge is outlined below. As you progress through the trainings during NEXT, be thinking how you can apply the material you learned in implementing your lodge's solutions to the NEXT Challenge.

The NEXT Challenge is designed to make you really think about what you do, why you do it, and how you do what you do. Throughout this whole process, your crew guide, as well as leadership in your section and region, are available for guidance.

*As a lodge, please complete the following items as soon as possible following NEXT. The information you provide below will be used as a guide throughout the Challenge.*

# Phase 1

## Vision: Activation of Members

An engaged lodge is the key continue moving forward as a lodge; all successful endeavors require participation and help from an active membership. Within the first six months following NEXT, lodges work to develop SMART initiatives which activate new members and engage current members. Whether they are sash n' dashers, or members that only come to chapter-level events; what can your lodge do to get them more involved?

Strategies to engage members, developed at NEXT:

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Who are the stakeholders involved?

- |         |         |
|---------|---------|
| 1 _____ | 4 _____ |
| 2 _____ | 5 _____ |
| 3 _____ | 6 _____ |

What would they.... (use other paper if needed)

**Do** about the strategies?

**Say** about the strategies?

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**Think** about the strategies?

**Feel** about the strategies?

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Based off the statements above, develop a single, cohesive statement that encompasses each DSTF from each stakeholder

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Draft an action plan to be used throughout the Challenge to engage members and activate new ones

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# Phase 2

## Vision: Opportunistic Challenges

Within 12 months following NEXT, lodges work to identify 1 pressing weakness, an area which they seem to struggle with each year. These could include Brotherhood Conversion, Conclave attendance, program attendance, lodge leadership structure, service, etc. Lodges are challenged to turn this weakness into solutions. A wise man once said, "I do not see this [weakness] as a challenge but as an opportunity for change and improvement of the status quo."

Describe your lodge's Opportunistic Challenge:

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Who are the key stakeholders?

1 _____	4 _____
2 _____	5 _____
3 _____	6 _____

What would they.... (use other paper if needed)

**Do** about the strategies?

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**Say** about the strategies?

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**Think** about the strategies?

**Feel** about the strategies?

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Based off the statements above, develop a single, cohesive statement that encompasses each DSTF from each stakeholder

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Draft an action plan to be used throughout the Challenge to solve your challenge and create new opportunities:

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# Phase 3

## Vision: JTE Improvement

Within the first 18 months following NEXT, lodges work to develop SMART initiatives which improve JTE scores in at least 3 categories. Compare 2016 JTE data to that of 2017 and improve score in at least 3 categories (no score to Bronze, Bronze to Silver, Silver to Gold, or if already at Gold, maintain the level of success).

JTE Improvement areas, determined at NEXT:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Who are the stakeholders involved?

- |         |         |
|---------|---------|
| 1 _____ | 4 _____ |
| 2 _____ | 5 _____ |
| 3 _____ | 6 _____ |

What would they.... (use other paper if needed)

**Do** about the strategies?

**Say** about the strategies?

_____	_____
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**Think** about the strategies?

**Feel** about the strategies?

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Based off the statements above, develop a single, cohesive statement that encompasses each DSTF from each stakeholder

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Draft an action plan to be used throughout the Challenge to improve your lodge's JTE scores:

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*STOP. At this point begin to take the ideas outlined above for all 3 phases and develop them into concrete solutions; turn your visions into realities.*

# Checkpoint 1, Phase 1 Report

To be completed at the end of January 2017

In the six months that have passed since NEXT, your lodge has had time to develop strategies in order to activate members and apply them in at least one situation, whether that's a new member orientation, unit election, etc. At this time, reflect on what you did, what worked, what did not work. Why did you see the results you experienced? If something didn't work, what happened? Were the inactive members unreceptive to new ideas? What must be changed moving into the future to make your initiatives more successful? Make notes below to reflect on your progress so far through PHASE 1 of the Challenge. Use extra paper if necessary.

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*STOP, Continue working on and developing your plans for EACH Phase*



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Also in the twelve months that have passed since NEXT, your lodge has had time to identify 1 pressing and continued challenge your lodge faces and turn it into new progressive opportunities. At this time, reflect on what you did, what worked, what did not work throughout your work on Phase 2 since NEXT. Why did you see the results you experienced? If something didn't work, what happened? What must be changed moving into the future to make your initiatives more successful? Make notes below to reflect on your progress so far through PHASE 2 of the Challenge.

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Also in the eighteen months that have passed since NEXT, your lodge has had time to identify 1 pressing and continued challenge your lodge faces and turn it into new progressive opportunities. At this time, reflect on what you did, what worked, what did not work throughout your work on Phase 2 since Checkpoint 2. Why did you see the results you experienced? If something didn't work, what happened? What must be changed moving into the future to make your initiatives more successful? Make notes below to reflect on your progress so far through PHASE 2 of the Challenge. Be sure to compare experience of Phase 2 between CP1 to CP2, and CP2 to CP3. Use extra paper if necessary.

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Considering the past eighteen months, use the space to below to comment on your work throughout Phase 2. What did you do that worked well? What not so much? What did you learn and adjust at each checkpoint? Use this space to tell us about everything that happened during Phase 2 of the NEXT Challenge taking into consideration all that has taken place.

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Third, in the year and a half since NEXT, your lodge has had time to develop strategies in order to improve at least 3 JTE categories. At this time, reflect on what you did, what worked, what did not work. Why did you see the results you experienced? If something didn't work, what happened? Were the inactive members unreceptive to new ideas? What must be changed moving into the future to make your initiatives more successful? Make notes below to reflect on your progress so far through PHASE 3 of the Challenge. Use extra paper if necessary. Considering the past eighteen months, use the space to below to comment on your work throughout Phase 3. What did you do that worked well? What not so much? Use this space to tell us about everything that happened during Phase 3 of the NEXT Challenge taking into consideration all that has taken place.

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# What's Going to Happen Now

Simply attending NEXT does not fix the issues in your lodge. The same is true with the NEXT Challenge. Simply identifying issues and working on them for six, twelve, and eighteen months does not magically fix those issues and make your lodge perfect. This Challenge is never ending. Use what you have learned to continue the work in future weeks, months, even years. Now that you know what the issues are, continue striving to make them better. Think of new strategies to activate members. Then, with guidance from your section and region leadership, implement those strategies to build the membership base in your lodge. Identify opportunistic challenges that turn your biggest weakness into your greatest strengths. Lastly, each year when you submit your JTE form, look at the results. Not just the numbers, but what they mean. If you had a low Ordeal completion rate, is that because your Unit Election rate was up? Were there more Ordeal candidates elected than in previous years and are the standards for elections lowering?

For any of the three phases, when you identify an issue or problem, ask "why?" five times. That will get you closer to the root of the problem. The example from above about Ordeal completion may be because your Council's office couldn't process the paperwork in time, not because of anything with Unit Elections, etc.

Once you complete the Challenge, either scan or copy this workbook for your records, but also submit it with your JTE petition and lodge recharter in December of 2017. Each lodge that submits a completed workbook will be recognized at the National Order of the Arrow Conference in 2018, and two lodges in each region will receive a campership to an Order of the Arrow High Adventure of their choice.

Never stop asking, WHAT'S NEXT? You are never done reaching the next goal and meeting the next challenge.