

# Leadership & Educational Development

## LEADERSHIP

*(Submitted by M.:I.:& Rev. Charles M. Roberts, Past Grand Master)*

Anyone can follow a path, but only a leader can blaze one. That's often not easy. If you're a leader, a lot of people depend on you. As others depend on you, upon whom can you depend? Other leaders and men of good knowledge, yes, but ultimately, the answer is God, the Ultimate Leader.

Leadership is not of the faint of heart, but it's encouraging to know that one is not alone in it. A good Mason stands ready to assist you in this activity, to make you even greater, and hopefully without the thought of fee or reward!

A Company, a Masonic Fraternity cannot grow without, until its leaders grow within. We hope that this discussion on leadership will assist you to become better within to help growth without.

## ATTITUDE

Leaders determine the level of an organization. The strength of any organization is a direct result of the strength of its leaders. Weak leaders equal weak organizations. Strong leaders equal strong organizations. Everything rises and falls on leadership.

One in the leadership role will meet people in every walk of life who have too much doom and gloom in their attitudes. Leaders and followers alike need to lighten up. No matter how that's no reason to take yourself so seriously. If you tend to take yourself seriously, give yourself and everyone else around you a break. Recognize that laughter breeds resilience. Laughing is the quickest way to get up and get going again when you've been knocked down.

Companions, the heart of a leader is to be a servant first. Servanthood is not about position or skill. It's about attitude. The truth is that the best leaders desire to serve others, not themselves.

True servant leaders.....

- Put others ahead of their own agenda
- Possess the confidence to serve
- Initiate service to others
- Are not position-conscious
- Serve out of love

Servant leadership is never motivated by manipulation or self-promotion. In the end, the extent of your influence depends on the depth of your concern for others. That's why it's so important for leaders to be willing to serve. Remember to be humble and the advice "whisper why counsel in your brothers hearing ear" avoid the backbiting and chiding of another.

A leader exemplifies characteristics of:

- INTEGRITY: The leader's life and words match.
- JUSTICE: The leader rejects dishonest gain
- CONVICTION: The leader's values won't allow him to accept bribes or have his head become so large it doesn't fit the hat anymore.
- POSITIVE FOCUS: The leader refuses to dwell on destructive issues.
- PURE: The leader disciplines his mind to remain clean and pure and on task. 1 clean and pure and on task.
- SECURE: The leader is firm, stable in his identity and source of strength and builds that sense of security in others.

If leadership begins in the heart as we stipulate, then what does a person need to do to manage and cultivate good relationships as a leader? Basically, understand people, love people, and help people.

## **FAILURE**

When things go wrong, even as leaders, the natural tendency is to look for someone else to blame. You can go all the way back to the Garden of Eden on this one. When God asked: Adam what he'd done, he said it was Eve's fault. Then when God questioned Eve, she blamed the snake. The same thing happens today.

The next time you experience a failure, a true leader thinks about why he failed instead of who was at fault. Try to look at it objectively so that you can do better next time. Ask yourself: What lessons have I learned? How can I turn the failure into a success? Where did I succeed as well as fail?

People who blame others for their failures never overcome them. They simply move from problem to problem. To reach your potential to be a great leader, you must continually improve yourself, and you can't do that if you don't take responsibility for your own actions and learn from your own mistakes.

Educators in the United States have been seeking ways to increase student's test scores. One popular theory states that the best way to improve children's ability is to puff up their self-esteem because high-achievers tend to have high self esteem. However, researchers have found that simply building children's egos breeds many negative traits: indifference to excellence, inability to overcome adversity, and aggressiveness toward people who criticize them. So, failure in a limited sense can be healthy and productive for anyone.

As Masons, we place a high value on praising people. But we must also base that praise on truth. A good approach to use to encourage and lead others is to value people, praise effort and reward performance. Use that method with everyone, including yourself. And no matter where you fail or how many mistakes you make, don't devalue your worth as a person. As the saying goes "God uses people who fail – 'cause there aren't any other kinds around."

Remember, leaders are meant to help others become the person God created them to be.

## **VISION-CASTER**

A leader doesn't drift from his mission but is open to explore another suggested good way. He is determined to leave his mark wherever he goes but not at the expense of another. Yes, a purpose will motivate you, a purpose will keep your priorities straight, a purpose will develop your potential, a purpose will give you power to live in the present, a purpose will help you evaluate your progress.

But, people need to be shown the team's vision clearly, creatively, and continually. As a leader make sure that every vision message possesses...

- **CLARITY:** brings understanding to the vision (answers what the people must know and what you want them to do)
- **CONNECTEDNESS:** brings the past, present and future together
- **PURPOSE:** bring direction to the vision
- **GOALS:** brings targets to the vision
- **HONESTY:** brings integrity to the vision and credibility to the vision-caster
- **STORIES:** bring relationships to the vision
- **CHALLENGE:** brings stretching to the vision **PASSION:** brings fuel to the vision
- **MODELING:** brings accountability to the vision
- **STRATEGY:** brings process to the vision

Vision allows us to see ourselves. We see things not as they are, but as we are. Vision allows us to see others. We feel compelled to act. Vision enables us to continue despite struggles and lack of resources. Vision gives us conviction to stand, confidence to speak, and compassion to share. And obedience to a vision motivates us to act. It fulfills us.

Vision is everything for a leader. It is utterly indispensable. Why? Because the vision leads the leaders. It paints the targets, sparks and fuels the fire within, and draws them forward. And it is also the fire-lighter for others who follow those leaders. Show me a leader without a vision, and I'll show you someone who isn't going anywhere. At best, they're traveling in circles.

To get a handle on vision and how it comes to be a part of a good leader, understand these things:

- Vision starts within.
- Vision draws on your history.
- Vision meets others' needs.
- Vision helps you gather resources.

One of the most valuable benefits of vision is that it acts as a magnet – attracting, challenging, and uniting people. The greater the vision, the more winners it has the potential to attract. The more challenging the vision, the harder the participants fight to achieve it.

## **TALENT IS NOT ENOUGH**

It is written, "The winner's edge is not in a gifted birth, in a high IQ, or in talent. The winner's edge is in the attitude, not aptitude." Unfortunately, many people resist that notion nowadays. They want to believe that talent alone (or talent with experience) is enough. But plenty of talented teams never amount to anything because of the attitudes of their players. If we are all the leaders with the talent, then we have no one to lead or have following! Take a look at your attitude, are you a team player

working with the leader and others to achieve success or are you the obstacle because you think you got the only answer?

ABILITIES + ATTITUDES = RESULT  
Great Talent + Rotten Attitude = Bad Team  
Great Talent + Bad Attitude = Average Team  
Great Talent + Average Attitudes = Good Team  
Great Talent + Good Attitudes = Great Team

If you want great results, you need good people with great talent and awesome attitudes.

As a leader you must create a climate for developing future leaders. What should you do to reproduce good leadership in others?

- Be relational - personable and approachable manner
- Be resourceful - make use of every situation and get the best out of it – resource your team to become all it can be and enable it to succeed
- Be rewarding - share both reward and recognition for the victory – words of encouragement and praise.
- Be respectable - model a leadership style that others want to imitate

Leaders are meant to help others become the people God created them to be. They are called to discover the hidden, encourage the uncertain, develop the untrained, and empower the powerless. They are gifted to mine the gems. Never forget you are to develop the potential in others.

A leader must be careful in what he promises. Use caution before you commit to something that can't be promised in the end. Solomon describes three major pitfalls lying in wait for careless leaders:

- Hasty speech – leaders must listen as much as they speak
- Empty promises – leaders tend to say what others want to hear. Don't promise what you can't deliver.
- Lame excuses - leaders diminish their influence when they try to reverse a mistake with a lame excuse.

A leader should practice the 101% principle. That is, finding that 1% you can affirm, and giving it 100% of your attention. Leadership rule # 1 is this: Affirmation comes before confrontation. Great leaders look for the good in people and affirm it. Only then do they address the problems.

Nothing speaks to others more loudly than generosity from a leader. True generosity isn't an occasional event. It comes from the heart and permeates every aspect of a leader's life, touching their time, money, talents, and possessions. Effective leaders, the kind people want to follow, don't gather things just for themselves; they do it in order to give to others. To cultivate this quality of generosity in your life, do the following:

- Be grateful for whatever you have
- Put people first
- Don't allow the desire for possessions to control you
- See money as a resource

- Develop the habit of giving

The only way to maintain an attitude of generosity is to make it your habit to give – your time, attention, money, and resources. Don't ask another of their generosity, if you are unwilling, to live a life of generosity yourself.

The equipping of others to become leaders is a tough job. If leaders wish to equip their people, they must give them certain gifts;

- I must CARE for them (Communication, Affirmation, Recognition and Example)
- I must work on their weaknesses, but work out their strengths
- I must give them myself (time, energy, and focus).
- I must give them ownership
- I must become a resource person (atmosphere, training, support, tools)
- I must make expectations clear
- I must eliminate unnecessary burdens
- I must catch them doing something good, then reward them for it

Companions, security provides the foundation for strong leadership. When we feel insecure, we drift from our mission whenever trouble arises. We must feel secure when people stop liking us, when funding drops, when morale dips, or when others reject us. If we don't feel secure, fear will eventually cause us to sabotage our leadership.

No leader succeeds on his own. Every leader must see that success depends on loyal friends and family to help in his arduous duties and responsibilities. The tragedy is that many leaders value their careers, success, or personal happiness more than they do their families and friends. Companions, Masonry is relational, and so our families and closest friends are to be seen as a great asset for our Masonic endeavors and life. My take is: “if our ladies didn't allow us to be Masons, we would not be so!”

Finally, leaders who navigate do more than control the direction in which they and their people travel. They see the whole trip in their minds before they leave the dock. A leader sees farther than others see; more than others see; and before others see. Not everyone you will lead will think the same way you do. You have to help them not only believe that they can succeed, but also show them that you want them to succeed.

How do you do that? Expect it. People can sense your underlying attitude no matter what you say or do. If you have an expectation for your people to be successful, they will know it. Verbalize it. People need to hear you tell them that you believe in them and want them to succeed. Become a positive prophet of their success. Reinforce it. You can never do too much when it comes to believing in people.

Once people recognize and understand that you genuinely want to see them succeed and are committed to helping them, they will begin to believe they can accomplish what you give them to do. As a leader of a team or organization, you set the tone for communication. A leader's communication must be consistent, clear and courteous. But leaders must also be good listeners. When leaders don't listen...

- They stop gaining wisdom

- They stop “hearing” what isn’t being said
- Team members stop communicating
- Their indifference begins to spread to other areas
- Ultimately, poor listening leads to hostility, miscommunication and a breakdown of team cohesion

How are your listening skills? Give yourself a 360 degree review. Ask for feedback concerning your ability and willingness to listen. If you don't get good grades from others, then quiet down, listen up and work to become a better communicator. Remember, God gave us only one tongue but two ears. Therefore, it takes twice as long to listen as it does to speak!

*Resource used: Leadership by John C. Maxwell. Published by J. Countryman, a division of Thomas Nelson, Inc. Nashville, TN. Copyright 2003 by Maxwell Motivation Inc.*

# **AN OPERATIONAL PLAN – THE MISSION**

*(Excerpted from the Training Manual of the Grand Commandery of the State of NY, Knights Templar)*

The principal attribute for the development of a leader is that an individual have a desire to accomplish some worthwhile task. Once you have this desire, and most of us do, the mechanics for executing your mission can be learned.

The presiding officer of your Masonic body cannot, or be expected to, head up all of the programs of the organization. Each program requires one dedicated individual to provide the leadership necessary for its successful employment. Masonic organizations offer many diverse opportunities where a degree of leadership is required. Some of these are: Candidate Education, Degree Teams, Membership Committee, Financial Review Committee, Charitable Projects, Sick and Visitation, and many others. Compare the performance of your organization with that list and you will discover a number of areas where your talents are required.

The important thing as a Leader is that you develop a program for your organization and strive to implement it. The main points for planning and executing a program are listed below. Select your program and make up your outline.

## **PLANNING A PROJECT**

Make a Plan:

1. State your objective clearly.
2. List a number of ways to accomplish the mission.
3. List materials, finances, etc. on hand and/or required.
4. List individuals who could assist you.

Refine the Plan:

1. Keep your objectives in mind.
2. Select the methods you intend to use. Discard the unwieldy, the simpler, the better.
3. Establish a timetable for attaining your objectives.
4. Assign definite responsibilities to your assistants. Inspire uninvolved members to assist you.

Issue your Orders:

1. Put the plan to work.
2. Clarify any changes during implementation.

Continually Supervise:

1. Continually supervise while the plan is in effect, making modifications as necessary.
2. Learn from mistakes! Praise the right doings.

This simple outline has governed the planning of many of the world's great leaders. We have the manpower, we only need someone to take the lead and help members participate.

Caution – there are two types of leadership, Autocratic and Persuasive. When dealing with volunteer workers, the persuasive approach is the only viable course. An autocratic approach is immediately obvious to the membership and turns more people off than on. The best approach is to organize a “team”, where all work together for the good of the fraternity.

The personal satisfaction gained from the successful completion of a worthwhile project is more rewarding than any honor or recognition bestowed upon you by some other person. Motivate yourself and then motivate others. Practice makes perfect. Leadership can be learned.

When you voluntarily join an organization, whether it is a religious body, civic club, fraternal association, or similar group, you are initially and permanently influenced by the manner in which the organization conducted the ceremonies of your reception. You will remember whether the surroundings were neat or cluttered, and wonder why certain events transpired. In short, you will make a critical analysis of the whole proceedings that will have a lasting effect on your attitude to that organization. The conclusions you draw from your analysis are a direct reflection, whether good or bad, upon the caliber of the officers of that group. While we might be reluctant to pass judgment, such analysis of our personal experiences is a normal human response.

Having passed through the ceremonies, you now wish to meet the other members and will be influenced by the warmth and hospitality, which they extend. In the event you have been favorably impressed with the aspects of your reception, up to that point, you will normally desire to establish yourself as a contributing member of the group. To do this, you will have to learn the background, rules, procedures and programs of the organization. How can this be accomplished?

As a leader it is your responsibility to see that the newly initiated is informed properly. When the veils have been removed from this allegory, we find a simple outline upon the tracing board to use:

1. Our Mission: To initiate the candidate in an impressive manner.
  1. A well qualified, rehearsed degree cast.
  2. Hall and equipment, neat and in good repair.
  3. A good attendance for inspiration.
  4. Good time management.
2. Educate the Candidate
  1. History and background of the organization.
  2. Lessons contained in the degrees.
  3. The candidate's rights and privileges explained.
  4. Ongoing programs of the Organization - Charitable, Fellowship, Educational, and Meeting schedule.
  5. Assign a mentor or coach to help assimilate.
3. Integrate the Candidate into the activities
  1. Degree Team
  2. Committee assignments
  3. Charity life
  4. Membership
  5. Visitation

6. Education
7. Fellowship
8. Special Projects
4. Repeat the Foregoing

## **OFFICERS**

Masonic organizations are so structured that each officer has certain responsibilities that are inherent in his office. In accepting the office, he agrees to fill his station for all meetings. If for no other purpose, this guarantees a quorum to conduct business. He also stays abreast of the current business that is transacted. When avoidably absent, he should inform the presiding officer, and ideally, secure his replacement

In a progressive line, each officer should be improving his knowledge of the ritual, landmarks, customs, and programs of his local body, as well as the state and national programs that affect it. Ritualistic responsibilities should be learned a year early to guarantee proficiency.

Concurrently, each officer should feel a responsibility to see that each candidate is properly received into the organization and integrated into its life. The earlier the candidate learns the objectives of the organization and the methods employed, the sooner he will be inspired to participate. A knowledgeable member is a valuable member. This also insures a healthy new blood is continuously received. While the presiding officer has the overall responsibility for governing a body, he must have the cooperation of each officer and member to insure success.

The inexplicable feeling of brotherly love and friendship that prevails throughout the Masonic fraternity cannot be gained from books and lectures. It manifests itself when the members and officers work together with dedication and enth contribution for the good of the Order.

# ELEMENTS OF ORGANIZATIONAL PLANNING

*(Adapted from the Training Manual of the Grand Chapter of the State of NY, Royal Arch Masons - Chapters 2-4)*

“It should be borne in mind that there is nothing more difficult to arrange, more doubtful of success, and more dangerous to carry through than initiating changes. The innovator makes enemies of all those who prospered under the old order and only lukewarm support is forthcoming from those who may prosper under the new. Their support is lukewarm partly from fear of their adversaries, who have the existing laws in their hands and partly because men are incredulous, never really trusting new things unless they have been tested by experience.” .... from "The Prince" by Niccolo Machiavelli

1. What is an organizational plan?
2. Short versus Long range plans
3. Developing a consensus of opinion

Steps in developing an organization plan:

- Mission/Vision
- Objectives
- Critical Success Factors (CSF)
- Goals
- Action Plans – implementation

## Sample Organizational Plan for A Council

### What is an Organization Plan?

It is a map to get your organization where you want it to go. It allows you to evaluate what you want to do, what you can do, be creative, find flaws and resolve them and gain consensus at the beginning of the process where things are easy to fix and not a lot of work has been committed. It is an excellent sales tool to get new members to join and current members to participate. It is short and to the point. It builds from the general to the specific. It allows you to break big tasks into smaller, manageable chunks

A long range plan generally covers a period of time from 3-5 years. For example, to rebuild a Council a full long range would cover all the steps from getting enough to open to a mature Council able to confer all the degrees.

A short range plan generally covers a year or less. For a Council, the short range plan generally addresses the content of the meetings for the Cryptic year.

### Developing a Consensus of Opinion

PROBLEM: Your Council isn't doing too well. You want to write a business plan, but no one can agree.

SOLUTION: Start thinking like a team and develop some consensus!

There are always naysayers in any group that can destroy a good plan if they are not properly channeled. Properly channeled, a naysayer can be of value because they will find hidden flaws and sometimes even come up with an alternate arrangement the best way to have a plan accepted and implemented is to get everyone to take ownership. If you're the leader here are some ideas to get you on your way...

Manage the planning process. In other words, have a plan to develop the plan. Understand and control the process fairly. Make sure the plan fits the needs and temperament of your Council.

*Note: If your Council is on the rocks the Companions may be looking for a savior; if it is doing well, your ideas may be more difficult to sell.*

Make and present a case for improvement by showing what's wrong with the old system and how the plan will fix it. Try to keep ego out of the process – yours included. Whatever you do, don't be critical of particular ideas until everyone has contributed. Finally, analyze the ideas as a group - logically, not emotionally.

Don't keep the plan a secret. If the planning is done by a select committee, make frequent reports in Council and in your newsletter or other communication avenues to the membership. Make critics do real work. If they knock down your idea, challenge them to present one of their own.

#### Steps in Developing an Organizational Plan

VISION / MISSION: A Statement at the highest level why the organization exists

OBJECTIVES: General statements about the direction the organization intends to go.

CRITICAL SUCCESS FACTORS: Statements about what absolutely must go right

GOALS: Specific targets that are intended to be reached by a given time

ACTION PLANS: How goals are to be implemented

#### Example of an Organizational Plan for a Council

Introducing ..... Solomon Israel Council No. 001. Solomon Israel Council has about thirty dues paying members, but only five regularly attend. John, Richard, Chuck, Len and Jeffrey. Solomon Israel is a Council that is really non-functional. This Council communicates with its members and Grand Council, but not much else. It almost never has enough to open, much less confer degrees. Charles has called the District Deputy Grand Master to find out about their options. The DDGM explains that there are four:

1. Do nothing
2. Give up and turn in their charter
3. Seek a merger
4. Develop an organizational plan to revive the Council - a new approach that he learned about at a Grand Council workshop

After some debate, the Companions decided on developing the plan. Good thing for our example, don't you think!

### Defining a Mission

The first step, the DDGM explained, is to define the Council's mission. Grand Council can help with this and organizational objectives because they have surveyed Companions and Councils all over the state. Overwhelming the Companions think ritual and exalting new Companions is the key mission. Formally, you can state this as: "The mission of the Council is the preservation and transmission of the ritual to new Companions under its jurisdiction."

Companion Chuck thinks there should be more in the mission. He stated that the Council use to place great importance on the Charity Fund Corporation before participation dropped off. He thought they should do that again.

The DDGM replied that ritual is only the minimal mission for the Council, what makes it unique as a Masonic body. The Council can add other items if they like. He did suggest they prioritize when they get to goals and action plans.

The Companions of Solomon Israel Council No. 001's decide that its final Mission Statement will be: "The mission of Solomon Israel Council No. 001 is to work all the Cryptic ritual and support the Charity Fund Corporation."

### Developing objectives to Support the Mission

Now the Companions needed to develop some objectives to support their mission. Grand Council suggests three objectives to support the ritual:

- Quality – is conformance to standards. It's a measure of how well we perform our mission. Poorly done ritual discourages participation and continued membership, and cheats the candidates. Take it easy and do it right - every time.
- Efficiency - assume every member is busy, that it costs time and money to attend. Remember the goal of the organization is primarily to confer ritual. Don't meet 12 times if 8 will do and don't meet 8 times if 4 will suffice.
- Selectivity – every Royal Arch Mason can become a Cryptic mason and should be encouraged doing so, but also being on the lookout for candidates that are good ritualists and could help your Council. Sell these people on your plan.

The Companions were on their own to develop objectives to support the Charity Fund Corporation. They finally decided on this one: 100% participation within two years by the Council Companions.

### Changing the Plan

Companion Len asked the DDGM if you find out something just won't work, can you change the plan?

You can, but you need to think carefully about it - as carefully as you did in writing the original. Executing the plan is like walking a tightrope – you need skill, practice, and determination!

### Critical Success Factors (CSFs)

Some things just have to go right or your plan will fail before it gets off the ground. Companions Richard and Jeffrey identified these CSFs for Solomon Israel Council: The cooperation and support of the two

Royal Arch Chapters in the geographical area where 95% of Solomon Israel Council's members come from. The recruitment of at least 9 more active participants is critical. We need to have member Companion Joshua a great ritualist to take an active role.

### Summary and a Look Ahead

Solomon Israel Council No. 001 is off to a great start in developing a plan to revive their Council.

Another way of looking at an Organizational Plan is to consider it as a STRATEGY. A strategy is a pattern of goals, policies, and plans that specify how an organization should function over a given period of time. A strategy is the way we realize a successful organization that conforms to the mission and objectives we have developed in our plan.

### A LEADER MUST VISION FOR THE COUNCIL

When visioning for the Council a presiding officer should take the following into consideration:

- An Assessment
  1. The five stages of a Council's existence
- Planning
  1. Goals and action plans for Dysfunctional Councils
  2. Goals and action plans for Dormant Councils
  3. Goals and action plans for Operational Councils
  4. Goals and action plans for Functional Councils
  5. Goals and action plans for Mature Councils
- Planning the Chapter Year
  1. Developing a yearly calendar of events
  2. Planning each meeting
  3. Developing a budget
- Implementing
  1. Organize
  2. Delegate
  3. Manage
  4. Communicate
  5. Preside and maybe...Lead
  6. Review re-plan

## The Five Stages of a Council's Existence

### Dysfunctional

- Doesn't/can't communicate with its membership
- Doesn't/can't communicate with Grand Council - even to file the annual return
- Doesn't hold assemblies or activities
- Provides no formal contact points - no member(s) take(s) responsibility for the Council, but Council still holds a Charter

### Dormant

- One or more active Companions - An easily reached contact point - generally a few dedicated officers
- Communicates with its members and Grand Council periodically – files annual return sporadically
- Holds limited regular meetings, but cannot open without assistance
- Has no program

### Operational

- Enough Companions to open without assistance
- Officers generally functional
- Holds regularly scheduled assemblies
- Limited or no program
- Communication often takes place with members and Grand Council – files annual return usually on time
- Greets candidates sporadically

### Functional

- Enough companions to open without assistance
- Officers are quite prepared
- Holds regular assemblies
- Confers one or more, but not all degrees – limited ritualists
- Limited programs
- Communication is generally good with members and Grand Council - files annual return on time

### Mature

- Enough companions to open without assistance
- Officers are quite proficient and prepared
- Holds regular assemblies
- Confers all degrees at least once/year with a minimum of outside help
- Program for every meeting
- Communication is excellent with members and Grand Council – files annual return on time

## Goals and Action Plans for Dysfunctional or Dormant Councils

District Deputy Grand Masters.....Don't let your Councils grow up to be dysfunctional!!!

Dysfunctional Councils that don't have a prayer should go out of business gracefully by giving up their charter or (preferably) merge.

Dysfunctional Councils are a Big Headache for Grand Council and Deputies.

DEPUTIES... If you suspect that a Council may go dysfunctional make sure the following is done: Council records are in a safe, but accessible (by you) place. The Council's charter is in a safe, but accessible (by you) place.

Make sure that the primary caretaker of the records (generally the Recorder) provides instructions to those who would handle the Council's affairs in an emergency for proper access to the records. Make sure you, as DDGM, are informed about the Council's records physical access. Keep an up-to-date membership list with phone numbers. Make sure records are kept up-to-date and organized in one place. If you suspect trouble, inform the Grand Master and Grand Recorder. Encourage the Council to develop a plan to revive, pursue a merger, or give up their charter. Doing nothing and waiting it out rarely works!

Dormant Councils have the most risk of getting worse (e.g. dysfunctional) and the most opportunity to improve. Most Dormant Councils do nothing and are usually waiting for a leader (a.k.a. Savior) to emerge. This favors the outcome of becoming dysfunctional. Assume that you have three options:

1. Go out of business (give up charter)
2. Merge
3. Write a plan and try to get better

If you elect to try to get better, build some measurement into your plan - if you don't get better in a reasonable amount of time consider your other options. Consider all alternatives before you give up!

### GOAL 1 - DEVELOP AN ORGANIZATIONAL PLAN

- Seek assistance from the Grand Council
- Modify Grand Council's plan to fit your Council
- Commit a plan to writing
- Review with active Companions and develop consensus forward

### GOAL 2 - RECRUIT REQUIRED RESOURCES

Send copies of your plan to your membership together with a letter of explanation. Follow up one call to local members. Ask for their opinion and help. If they show no interest - try to find out why, and what aspects of the plan they would change.

*At this point take a reading. Have you been successful? If not consider these alternatives:*

Meet in conjunction with other York Rite Bodies by:

- Conferring degrees and/or orders on a rotating basis
- Reducing organizational overhead
- Sharing resources

Investigate assembly as an adjunct to a Lodge or a Chapter. The Council meets (formally) to confer degrees, receive official visitors, and elect and install their officers. This is perhaps four to six assemblies a year. This works well when the Council draws from one or two Lodges or Chapters in the same building.

*Perhaps you can think of other alternatives that fit your local circumstances!*

Assuming you found a way to get the resources you need:

#### GOAL 3 - GET CANDIDATES EXALTED

Pick the best opportunity from other Councils in your area, or District, State or Multi-state festivals. The quality of the event is important. Show candidates the best that Cryptic Masonry can be to give them a tangible vision.

#### GOAL 4 - SET UP OFFICERS LINE

Develop fair criteria since most people are new. Even draw lots! Don't forget to involve people who might not want to be officers. Ritual direction, scenery and costumes, refreshments, bulletins, charities and maintaining a Chapter history are all areas where extra hands can make a big difference.

#### GOAL 5 - BEGIN PERFECTING OPENING AND CLOSING RITUAL WORK

- Make opening and closing ritual the focus of formal meetings
- Appoint one (and only one) ritual director. This is an excellent position for an active Past Illustrious Master or someone interested in ritual.
- Practice several times a meeting.
- Use books for several meetings.
- Focus on getting things in the right order, floor work, and what not.
- Invite the AGL to review.
- Begin memorization of parts.

Don't make it all ritual work. Consider a potluck dinner with the wives before the meeting, a quick and fun program after the practice, or a fun activity after the meeting.

How to plan, and to encourage creativity - you can always validate it with Grand Council after you come up with the idea. The point is.... don't be afraid to think about new ways of doing things! OK, let's move on to operational, functional and mature Councils.

## Goals and Action Plans for Operational Councils

Operational Chapters need to develop the ability to confer a degree - here's how!

### GOAL 1 - SELECT A DEGREE TO FOCUS ON

"Work on one degree at a time!"

- We recommend you select either the ROYAL or the SELECT
- If you confer either one you know you can go on to confer them all.
- Gives your candidates a more favorable view of the Council

### GOAL 2 - DEVELOP AND UNDERSTAND THE DEGREE YOU SELECT

- Overall Structure
- Theme(s)
- Floor work
- Required equipment and props
- Scope of each part
- What is to be read and what memorized

### GOAL 3 - ASSIGN RESPONSIBILITIES

Hint: a Degree Director is extreme helpful

### GOAL 4 - DEVELOP A SCHEDULE

- Rehearsals (open book and close book)
- Dress rehearsal
- First conferral

### GOAL 5 - ADD REMAINING DEGREES TO YOUR REPERTOIRE

- Use the process for operational Councils
- Try to get more Companions involved
- Re-plan rehearsal schedule

*"FUNCTIONAL COUNCILS ARE EASIER TO PLAN, HARDER TO MOVE FORWARD!"*

## Goals and Action Plans for Mature Councils

### GOAL 1 - DEVELOP MAINTENANCE PROGRAM

- Review resources
- Recruit new participants
- Review degree activity
- Review non-degree activity
- Get feedback from candidates and members - are they satisfied?

### GOAL 2 - IMPROVE DEGREES

- New costumes
- New props
- Improved stagecraft
- New participants
- Polish performances
- Educational Nights to discuss degree conferrals

### GOAL 3 - EXPAND YOUR HORIZONS AND ADD NEW PROGRAMS

- Assist weaker Councils
- Develop a Table Council
- Do Council programs to inform Chapters and Lodges
- Have a social/family night once a year
- Be selective - don't try everything at once
- Do different programs each year (but always do degrees!)
- Find ways to improve quality, efficiency, and Masonic cooperation
- DON'T GET COMPLACENT!!!

*A MATURE COUNCIL IS IN THE BEST POSITION TO RUN AND BE SUCCESSFUL AT A TRADITIONAL MEMBERSHIP RECRUITMENT PROGRAM. DON'T GET COMPLACENT - CONTINUALLY AND ACTIVELY LOOK FOR NEW MEMBERS!!!*

### Planning the Council Year

At some point in your Council career you may find that it is inevitable you will be Illustrious Master. When you get the first hint, when you feel the first urge, read this section because a lot of this should be done before you take the chair.

- Developing a Calendar of meetings and events
- Planning each meeting
- Developing a budget

### Developing a Yearly Calendar of Meetings and Events

#### Components of the Chapter Calendar

- Regular Meetings- Current long range plan action plans (ex. degree rehearsal)
- Other programs - (ex. Family Night, Table Chapter, Apron Presentation), Administrative (Elections and Installations), Official Visits (DDGHP, AGL, Grand Chapter Officer)
- Extra Events - Christmas Party, Summer Picnic, Officers meeting (Exec, Committee, Temple)

### Developing a Yearly Calendar of Meetings and Events for a District

- District Events
  - Grand Lecturers Convention School of Instruction
  - Council Officers' meeting
  - Association Meetings
  - Festivals
  - Joint installations
  - Visits to sister Councils
- Grand Council Events
- Annual Assembly
  - Thrice Illustrious Master Degree
  - Regional Meetings
  - Dedication or Rededication

### S

#### Sample Calendar for a Functional Council

- JAN Rehearsal for RM
- FEB Confer RM
- MAR DDGM Visit or Rehearse for SM
- APR DDGM Visit or Confer SM
- MAY Election of Officers. Plan & Submit Council Trestle board to DDGM
- JUNE Annual Meeting and Installation of Officers (Tiled or Public)
- JULY Council Picnic (Open to All)
- AUG Long Range Plan Review
- SEPT Table Council Held
- OCT Grand Visitor / GL Visitation
- NOV Education Night. New Budget Proposal
- DEC Approve New Budget for the year. Holiday Celebration Program
- JAN Rehearsal for RM

### Sample Calendar for a District

- JAN District-Wide Planning Meeting
- FEB Valentine Day Celebration Outing Event
- MAR School of Instruction or Grand Lecturer's Convention
- APR Council Officers and Grand Officer Meeting
- MAY Grand Line Officer Visitation. Charity Dinner and Program
- JUNE Joint Installation Ceremony
- JULY District-wide Picnic and Family Activity
- AUG Grand Council Annual Assembly. DDGM and Staff Meeting
- SEPT DDGM Visits. Apron Presentations
- OCT DDGM Visits. District Festival
- NOV Conduct "What is Cryptic Masonry" Program
- DEC Cryptic District Holiday party

### Sample Calendar for Grand Council Events - District View

- JAN No Activity
- FEB No Activity
- MAR Workshop - Grand Line Officers & DDGMs
- APR Grand Lecturer Visit
- MAY Grand Line Officer Visit
- JUNE St. John's Day – Utica, NY – Workshop & Parade -Grand Line Officers & DDGMS
- JULY Grand Council Picnic or Family Outing
- AUG Workshop grand Line Officers and DDGMs Annual Assembly -Thrice Illustrious Master Degree Conferred
- SEPT DDGM or Grand Council Officer Visit
- OCT Workshop - Grand Line Officers and DDGMs Most Illustrious Grand Master's Reception
- NOV DDGM or Grand Council Officer Visit
- DEC No Activity

Note: In addition to Grand Visitor dates, the Grand Council Officers will attend Dedications and Rededications, Anniversaries, regional Charity Fundraiser Dinners and Steak Roasts and summer outings, Table Councils, and major District events, Apron Presentations, and Grand Lecturer's Conventions. These visitations should be included in the district-wide trestleboard.

### "Filling in the Detail" for A Council Year

The step that is probably the hardest is filling in the details for a Council year.

- When - exact date and time
- Where - exact location

The Illustrious Master elect should fill in the Council schedule a few months before he is installed. He should confer with the current DDGM. The DDGM apparent should fill out a master schedule prior to the Council year. He should confer with the current DDGM and the Illustrious Master elects.

Note: Currently, the Grand Council requires the DDGM to contact each DEPUTY Master and

collect their Council schedules (trestleboards) prior to Installation of Officers.

The Final Result - A Composite Schedule! In the end there should be a Composite Schedule of all Grand Council and District events available to each Council by September. To this - each Council presiding officer should add his own schedule and review it with the current and new DDGM. This is an excellent tool to coordinate degrees throughout the district and to work in harmony with each Council.

The Illustrious Master and other officers may then want to add their personal itinerary to the master schedule (personal visits to other Councils and other Masonic meetings.)

If a Masonic Service Bureau is available, send a schedule to them. More and more of these are kept on computer, and eventually may inform contributors about conflicts.

If you don't have a clearing house, consider sharing a Master schedule with other Masonic Groups in your area on a more informal basis to avoid conflicts.

Note: Each Council can post schedules on our Grand Council web site. Contact the Grand Council webmaster for assistance.

While it's important to have a program at every meeting, and every Companion should always be welcome, it is not necessary to please all of the people, all of the time....so don't be afraid to have meetings devoted to rehearsals, long range planning and the like. Not all Companions want to come to every meeting anyway. And rehearsals pay off big on degree night when you do want a lot of people to come!

Many Councils and Districts make a big deal out of attendance at events like Council Officer Association meetings, and Schools of Instruction. It doesn't really make much sense, however, to have one Council with 10 Companions and another Council with no Companions at a District meeting. Then a District meeting becomes just another Council meeting. A better strategy is to make sure that each Council has one representative at each event. The attending Companion should rotate among the officers. What a great addition to your Council meeting to have the attending Companion(s) report to the Council what transpired at the district meeting!

AVOID changing programs. There is nothing more disappointing than showing up for a degree and finding out it was canceled. If you MUST cancel, try to get the word out before the meeting. This brings up two good points: As Councils become more capable, it is more difficult and time consuming to develop new programs. Long Range Planning often goes across Council years and terms of office. It is important to reach consensus on programs so that Long Range Planning gets implemented.

#### Plan Each Meeting

Now that you have a schedule, fill out an agenda for your next meeting the day after your last. Encourage anyone that has business to bring before the Council to put it on the meeting agenda - especially the Recorder. The presiding officer has the right to clarify anything he doesn't understand - even if it means calling a recess. Learn to delegate and set a time limit on each meeting.

### Developing a Budget

Often the Treasurer and/or financial committee develop a working budget for the Illustrious Master that he can approve with or without changes. A budget is a financial plan. It is sometimes necessary to spend beyond the budget to take advantage of opportunities or meet unexpected expenses. Sometimes you even get more income than you think! Each year you should review the budget and report on the previous year's actuals versus estimates in open Council.

Financial problems can undo an otherwise sound Chapter: Make sure you elect/appoint responsible people to run the finances.

- Strike a balance between running a good program and financial security
- Address financial situations early. If you need more money, work toward a dues increase
- Financial hardship is one of the best reasons to consider a merger

Remember all Companions pay dues. Give out-of-towners a reason to stay a member. Send them bulletins and maybe a letter once in a while. An Assistant Recorder might be willing to communicate with infrequent attendees in this fashion.

### Implementing - A Guide for Presiding Officers

If you ever played the game, you know that you can scout the other team very well (assessment) come up with a good game plan and still lose by bad execution. The next few paragraphs are devoted to Implementing a winning game plan. This is chiefly aimed at presiding officers but its definitely not secret work!

### Organize

The first step in bringing a plan to realization is to organize. This is really matching resources - people, time, space, money, equipment - to action plans. To accomplish this we need to take the action plans developed in your organizational plan or a meeting you've scheduled, and add detail about resources.

For example, suppose one of your action plans calls for assigning people ritual parts. You might:

- Make a list of the parts required and a list of possible candidates
- Divide the list into three parts and assign three officers to call the people on the list
- Reevaluate after you find out who accepted
- Ask another Council to fill in the missing parts, (if any)

Each step is really about assigning resources to make the task possible.

### Delegate

If you've put degree teams together before, you might not be quite this formal, and you might not assign that list to others. Sooner or later though you will reach the limit of what you can do yourself....then nothing happens or you delegate.

Delegation is a bad word in Masonic circles. One of our less desirable traditions is to let the presiding officer worry about and do everything. This is interesting when you consider that ritual is impossible to perform without a team effort! One way for presiding officers to feel comfortable about delegating is to

volunteer when they are junior officers.

When reviving a dormant Council or starting a new one, divide the work of the Council among as many Companions as possible. It is a tradition worth starting! Know your people. Don't delegate a phone tree job to someone who dislikes talking on the phone. Give people jobs they are good at and like.

Delegating doesn't mean abdicating! You have a responsibility to monitor the progress of the work you assign, provide additional guidance when required, remove road blocks, and provide a helping hand where necessary.

### Managing

One reason for the presiding officer to delegate is to allow him to manage. Management is sometimes defined as accomplishing through others. Good managers find a deep pleasure in seeing other people under their direction succeed. They are also masters at leveraging other people's talents.

Managers are paid more in business situations because they take more responsibility. Instead of being evaluated for their own performance they are rewarded for the delivery of a group effort.

Managers are also chartered with maintaining the big picture, of keeping everyone on track, setting priorities, resolving conflicts, and removing road blocks. A good manager quickly evaluates his people and applies them in such a way as to maximize their effectiveness.

If you're comfortable with all this... good. If you're getting a little queasy, relax. Part, a large part, of the Masonic process is educational, including organizational skills, so here's a few hints for beginners...

There are many styles of management, but for voluntary organizations consensus management is strongly suggested, especially for beginners. A well thought out organizational plan that gets everyone's input is a good start. Ask for help, listen to your Companions, and then make a decision. Admit your mistakes, read up on the subject of management, observe and learn from other managers - good and bad and Delegate!

AND MOST OF ALL - Be committed to leaving the Council, as good as, or better than you found it!

### Communicate

There are three ways to communicate with Companions:

- Face to Face
- By Phone
- By Mail (including e-mail!)

## Preside

Nothing quite prepares you for the moment when the gavel is yours and you are in charge of the meeting. Although you have served as an officer, sat in the East in the Council, presiding is...well...different. Here are some pointers to get you through the experience!

- First.....STAY CALM!
- Have an agenda filled out before the meeting. Meet with the Recorder and Treasurer before the meeting and find out what is on their desks.
- Encourage the Companions to approach you before the meeting to inform you of issues, announcements, and concerns they might have.
- Although Masonic bodies vary somewhat from Robert's Rules of Order, it's not enough to worry about. Get a copy and study it!
- Make it a rule to set limits on speeches and debates from the floor.
- Don't be afraid to call a brief recess or give freedom of speech and/or floor to allow you to clarify a point.
- Know the opening and closing ritual.
- Know how to ballot.
- Start and end the meetings consistently on time.
- Be honest. If you're not sure about how to proceed say so, and then do the best you can. If you make an obvious mistake admit it and move on.

If available, have a more experienced Past Illustrious Master sit in the East with you for guidance and some morale support. Pick someone whose style you admire, and will help, not criticize. These people often make good Chaplains, or you might have one council position that is filled by a Past Illustrious Master.

If an issue is tabled (either formally or informally) make sure you follow up. Listen more than you speak. Speak less not more; don't fall in love with your own voice!

Think, don't react! Remember: like any new skill, presiding takes time and practice to do well. Don't expect to be a super star the first time out. Remember your shortcomings and try to overcome them, but don't dwell on them. Don't try to be the whole show. Delegate programs and certain business meeting tasks whenever possible....and maybe.....Lead. Managers get possible things done; Leaders get impossible things done.

True leaders are pretty rare, but fortunately they are not needed in most situations. There is some truth to the adage that leaders are born not made. Management and planning skills can be learned, however. If you follow the steps we've outlined in this Chapter, and work on improving your management skills, you're well on your way to getting your Council wherever you want to take it. If you find that people naturally follow your lead, so much the better. On this page we list some leadership traits:

## Leadership Traits

- Comfortable with people
- Ability to influence and convince
- Higher energy level than average
- Unshakable belief in yourself and your ideas
- Ability to paint a vision
- Do not depend on others for strength, rather give your strength : to others in tough times
- Commitment
- Ability to evaluate the capability of others quickly and use them to your (and their!) advantage
- Ability to speak and present yourself well

## Review

The best plans need maintenance. Look them over once or twice a year and evaluate if you're on track. Here are some items to look for:

- Have you bumped against a Critical Success Factor - something that has to go right, but isn't?
- Is an action plan taking longer than anticipated or completely stalled out?
- Have goals changed?
- Is another approach needed for an action plan?
- Did you lose a critical resource?

Sometimes, of course, you can't wait for the periodic review. If the situation is critical enough, fix it immediately.

## Re-plan

Re-plan - Types of re-planning..... There are three ways to re-plan:

1. Start over
2. Continuous improvement
3. Reengineer

### Re-plan - Starting over

Starting over doesn't necessarily mean failure. You may have accomplished all the objectives, goals, and action plan your previous plan adu need to develop next step plan. In the case of a mature Council, this might be a maintenance plan or a new project plan.

If your current plan isn't working, you may need to do some massive revisions on the old plan. Now, however, you have experience in planning and re-plan should be easier.

### Re-plan - Continuous Improvement

One way that businesses execute quality programs is to adopt a policy of continuous improvement (CI). CI isn't so much a plan as an attitude. Once you have all your basic processes in place encourage everyone to find ways to improve.

- Maybe you add a little stagecraft to your degrees, develop better costumes, scenery, or effects.
- Maybe you develop a new twist on raising money for the Charity Fund program.

- Maybe you have a special event for new Royal Arch Masons and Master Masons to recruit new members.
- Maybe....well, you get the idea.

### Re-plan - Reengineering

Reengineering, unlike continuous improvement, looks to radically change a process. Reengineering is a tradition breaker, and its targets are non value added activities and processes that have out lived their usefulness.

Some of the best ideas come from Council. So start thinking creatively, and share your ideas!

### Summary

*One of Freemasonry's objectives is "to make good men better." Part of that are the spiritual and moral lessons of our ritual, but part of it is to teach more practical skills in organization, presentation, and the social graces. A very few come with these skills already in place, but for most of us this is a great learning experience. AND THAT'S PART OF OUR MISSION, TO TEACH AND LEARN TOGETHER.*

## COUNCIL ORGANIZATION

*"No man is an island, entire of itself.....therefore never send to know for whom the bell tolls; it tolls for thee", "Devotions upon Emergent Occasions" by John Donne*

### Introduction

Under this topic we are going to discuss who should do what to make Councils work right. Cryptic Masonry is a group activity, and no matter how much you are willing to do as an individual, without the help of your fellow Companions, you're not going to get very far. Yet many Councils depend on two Officers to do everything - the Illustrious Master and the Recorder! Needless to say, they are not among the most successful Councils.

We are not going to talk much about the physical organization of a Council here. For that, check your ritual book. It provides a floor plan of what the Council room should look like, and what props and equipment are required.

### The Big Three - Master Masons, Companions and Candidates

Master Masons are all potential Companions of Cryptic Masonry, but their interest is not automatic or universal. It is important to think of them as part of your Council activity, however. Put on your best face when dealing with them. Speak well of Cryptic Masonry and your interest in it. Tell them your plans not your problems. Peak their interest, and inspire them by your own commitment to excellence.

Remember, mentoring Master Masons to become Royal Arch Masons provides the future pool to draw from for your Council. Your candidates come from the Chapter. You have a responsibility to build the Chapter up so it may produce fruit in the Council. A candidate having put their signature on the dotted line is not to be forgotten - don't forget what you do in the time between petition and membership can determine their participation for a lifetime. Treat them well.

### The Good, the Bad, and the Rest of Us

Well, maybe *Outstanding* is a better term than good. Most Companions are good for the organization, even if they don't attend many meetings. *Active Companions*, however, are the life blood of the organization. They attend almost every meeting, and are willing to lend their talents to the program.

Some have an interest so strong that they are active for a lifetime. Some have a specific goal, and are willing to work - often for many years - to be Illustrious Master, for example, but will then move on to other activities. Some will be selected for higher office which may interfere with their Council participation in the long or short term.

The Council needs to put these Companions to work where their talents are best served if possible. Appreciate them and treat them well.

When a Companion becomes delinquent in the payment of their dues, let's face it, we think badly of them. In reality though, we almost always need to take some of the blame because of one or more of the following:

1. Someone talked them into membership and then forgot about them- poor mentoring
2. Someone talked them into joining, but they weren't very interested
3. The Council did a poor job of conferring the degrees when they were a candidate
4. The Council never sent them anything but dues notices
5. The Council doesn't have a program

Even if we do everything right, however, we will still have the occasional NPD....So, here's what to do and not to do when the situation arises....

- Do send a timely due notice. Send reminder letters throughout the year.
- Don't let dues lapse more than one year. Contrary to popular belief you're not helping anyone by doing this. Sometimes a NPD will turnaround miraculously, but don't count on it happening too often.
- After a year, the best way to resolve it is by talking to the Companion. Most people don't like confrontation, so letters are used more often than not. If you do get to talk to the Companion, approach it from a, "what can we do to make you more interested," rather than, "pay up."

While this job most often falls to the Recorder or Illustrious master, a membership committee could be used. Sometimes, particularly with newer Companions, it is useful to look back at the petition and find out who made the recommendation and see if they will hepalese fils, try to takto the Compani a demit-t is surprising hwman Masons don't understand a demit - do you??

A *Demit* allows a Companion to withdraw from membership from a Council without prejudice.

The Companion may take his demit to another Council and apply for *Affiliation* (that is become a member without taking the degrees again) or just drop out. A demit is granted *of right* to any Companion in good standing (paid up dues) without the vote of the Council. It is the honorable choice if you want out!

Once you eliminate Candidates, Actives, and Delinquents, you quickly find out that the Rest of Us make up the majority of Council membership. (75% - 80% is typical!) Who is this largely silent majority?

Attending Companions a.k.a. "Side Liners" are Companions that come to observe Council activity. Unlike Actives, they don't want to *do*, just be the audience. Although this is perfectly acceptable for most of the rest of society, for some reason, Masons tend to constantly pressure everyone to get on stage, which is one of the reasons why there aren't many "Attending Companions" anymore! The other reason may be that there is a lack of anything to observe in too many Councils!

The lack of reward in attending Masonic events just for the joy of being there is one of the biggest problems in the Fraternity today. Why? Because, those who don't attend, don't recommend!

The other class of Companions is "Corresponding Companions". They do not attend much ... maybe never! Many live out-of-town. They do however, pay their dues, and as such - they *should* get something in return such as a bulletin, or a friendly letter from the Recorder or Membership Committee with along their dues statement.

If you think you are doing a good job reaching these Companions, ask yourself if they ever visit. Some (most???) don't even come to get their Service Awards anymore!

#### A Few Words About....Division of Labor

The next section is mainly about Officers past and present. Before we get into that, however, let's talk about one of those goofy, unwritten, Landmarks of the Craft, that we need to trash...the quicker, the better.

Yes, we're talking about the presiding officer doing it all. Plan the program, write the bulletin, confer the degrees, bring the food, arrange the special events, etc .... Well, you get the point. Somehow, you need to get more people involved. Old traditions die hard, but if you're rebuilding a Council, decide right from the start that the Principal Conductor of the Work brings the food, the Deputy Master does the bulletin, Captains of the Guard run the degree team ... Well, you get the point....again! In the words of John Heywood (1497-1580), "*Many hands make light work.*"

Here's another suggestion. If you find a Companion that really likes to cook, don't try to make him a ritualist even if it's his "turn". Be a little flexible. Winning football teams don't make linebackers wide receivers or visa versa. Of course, there are some job that should be distributed equally. In the words of another sage philosopher, "*Never try to teach a pig to sing - it's a waste of time, and it annoys the pig!*"

#### Elected Officers - Role and Responsibilities

Elected Officers are voted into office by the Companions who attend the election and in accordance with the constitution of Grand Council and the Bylaws of the Council. The elected officers generally consist of the Council Officers (IM, DM, PCW), the Recorder, the Treasurer, and the Trustees.

#### The Illustrious Master

The Illustrious Master is the Chief Operations Officer of the Council, and has the following duties:

- Plan - before you're installed, before you're elected, plan. Line up what you want to do for each meeting, and find all the resources you need and get their commitment
- Delegate - don't try to do it all yourself
- Preside - create an agenda for every meeting; learn Robert's Rules of Order
- Lead by Example - set expectations. For example, everyone knows you're not a great ritualist, but you study hard, and the first night you stand up with the ritual book and say, "I'm not using this to open and I expect you to do the same." They won't notice the few mistakes you make, and they will stretch to do a better job, too
- Conduct officer meetings
- Coordinate Council activity with the other active Companions, especially the Recorder
- Support Long Range Planning. Commit to moving the Council forward during your term

### The Recorder

SOME WOULD SAY -- The Recorder has the most difficult job in the Council. It takes an extraordinary individual to do the job well. The following are his duties:

- Keep the records of the Chapter Attendance near 100%.
- Always have a back up!
- Send out the dues notices, and manage collections
- Record bills and give them over to the Treasurer for payment
- Insure all records and property are available for inspection by the DDGM
- Submit the Annual Return to Grand Council - on time

Provide the information needed by the Illustrious Master, before he needs it. Be his chief mentor. Discuss your requirements before the meeting, so they can be added to the agenda. Don't surprise him as the long term officer of the Council; make sure new officers understand correct Council procedures from year to year. Correspond with the Companions who infrequently attend. This little extra can pay big dividends to the Council. Remember you're not the Illustrious Master. Don't exceed the limits of your power (which is considerable) and don't try to run things behind the scene

### The Treasurer

Not everyone can handle money, so pick the Treasurer carefully. Here are his major duties:

- Prepare the budget for the approval of the Illustrious Master and Companions
- Receive and deposit income Pay bills as authorized by the vote of the Council
- Maintain the financial records of the Council
- Prepare a yearly report of budget performance - budget against actuals

If possible, the Illustrious Master should appoint a Financial Committee to assist in budget preparation and a Financial Review (audit) Committee to see that the books are in good order. This isn't a reflection on the honesty or ability of the Treasurer; it's just good accounting practice.

### The Council

Traditionally, the Illustrious Master is busy and the Deputy Master and Principal Conductor of the Work are not. But it doesn't need to be that way. Here are some things they ought to be doing:

- If not Past Illustrious Masters, as future presiding officers in training be good learners/students of the Council
- Take on one major Council task - for example, refreshments or newsletter
- Take an active interest in Long Range Planning
- Learn the Illustrious Master's part
- Be prepared to preside - for some reason, "moving up night," so popular in Lodges, isn't done much in Councils. Why not try it!

### Elected Officers - Role and Responsibilities - The Trustees

Trustees for individual Councils are not required in the constitution, but in practice most. If your Council has Trustee(s) they should be elected. Often the job is largely perfunctory. Occasionally, it can be quite challenging. The Trustees have two major duties:

- Manage, report and track the property of the Council.
- Selling something? - Not without the blessing of the Trustees.
- Moving? The Trustees need to be involved, because property is involved.
- Trustees should also manage long term financial investments, especial if the amount is large, or a fund is designated for a particular use. If you have enough Companions, an investment committee might be used to advise the Trustees.

There are generally three Trustees who are elected to 3 year terms. Initially one Trustee is elected for 3 years, another for two, and another for one. Then one new (or current) Trustee is elected each year to a three year term.

An Elected Officer should hold only one elective office at a time. This means Recorders shouldn't be Illustrious Masters or Trustees, for example. An Elected Officer can also hold an Appointed Officer position(s), although, hopefully, as your Council grows this won't be necessary.

### Appointed Officers - Role and Responsibilities

Appointed officers serve at the will and pleasure of the Illustrious Master, and are not elected by the Council. They generally serve the same term as other officers, but can be replaced without calling an election.

If the Council has sufficient manpower the Illustrious Master should appoint six officers as follows:

- Captain of the Guard
- Conductor of the Council
- Steward
- Chaplain
- Marshal
- Sentinel

Most Councils are not very complicated to run, so appointed officers typically have only a few duties:

- Learn their ritual parts in the opening, closing, and conferral of degrees
- Help communicate to the members via a phone tree
- More senior appointed officers might also head up degree teams. This would involve making sure all the parts are covered, organizing rehearsals, and set up/tear down of the room before and after meetings
- Serve on committees as required

## Sentinels

The duty of the Sentinel is to insure that only Select Masters enter the Council room, particularly after the meeting has started. Many Councils allow the Sentinel to leave the door open after the meeting has started so he can witness the meeting and still guard the entrance. Sentinels also sit with candidates before degrees, and should be able to be informative and make candidates feel comfortable with the Council experience.

Finally, Sentinels should insure that Companions are prepared to enter the Council room. Do they have an apron on? Need help with the words and signs? Have they signed the register?

## Other Appointed Officers

Occasionally Councils will appoint other officers, for example, a Council Historian or Musician. Always ask yourself if the office really has a purpose. Although it is appropriate to sometimes have an honorary appointment, use it sparingly.

Two offices that are often good ideas are an Assistant Recorder and Assistant Treasurer. There is usually not enough work to warrant these offices on a continuing basis. However, the following situations may call for them:

- When two Chapters consolidate there can be a Recorder and Treasurer from each. A good transition is to make one the primary officer and the other the assistant for a while.
- When the current officer is going to retire make his replacement an assistant for a year for the purpose of transition.

## A Final Note

If an Appointed Office is to be a permanent position in the Council it should be specified in the Bylaws.

ALL Elective Offices other than the Council, Recorder and Treasurer must be specified in the Bylaws as well.

## Committees

The GOLDEN RULE of Committees: Never appoint a committee without defined deliverables and a definite time frame!

For example, the Finance Committee is required to provide a budget for the ensuing year by the annual meeting.

There are two kinds of Committees:

- Standing Committees that have a specific mission every year (for example Finance, Auditing, Long Term Planning)
- Special Committees that are created to handle one event and then disappear (for example, Bylaws Revision, 125th Anniversary, Merger)

Since most Councils have pretty simple organizational structures not a lot of committees are required. Still, they have their uses providing you follow the Golden Rule of Committees. On the next few pages

are examples of common committees, who should be on them, what they should do, and, where appropriate, an alternative approach.

### Standing Committees

- The Finance Committee has the mission of preparing the budget each year. It is minimally composed of the Treasurer and Illustrious Master. The recorder, Deputy Master, and principal Conductor of the Work could also be involved. Many Councils write less than 25 checks a year and have only a few thousand dollars of income. Under these circumstances the creation of a budget is pretty perfunctory and the need for a formal budget process questionable unless you have shortfalls. If the Council has a lot of money, a budget is a must because it's human nature to want to spend it. That's how Councils with lots of money go broke!
- The Financial Review or Auditing Committee checks to see that the financial records are accurate and makes sure on the honesty of the Treasurer, but more important, it catches mistakes in the process. One capable Companion who is not an officer is the best choice. Again, most Councils have so little money that this isn't a big issue.
- An Investment Committee is appropriate where the Council has a significant amount of money in long term accounts under the control of Trustees. This committee periodically reviews the investment vehicles for this money, and advises the Trustees on alternatives. If you look, you may find that you have a financial advisor or two in your membership roster that would love to do this. Most Councils that have money keep it near liquid which makes it easier to spend, and returns a small amount of interest. An Investment Committee can help correct this.
- The Long Range Planning Committee is a must. It should review the long range plan every year, make corrections, and help the Illustrious Master determine the current year's schedule of activities. It should be made up of the Illustrious Master and the next three officers that will become illustrious Masters in succeeding years. In a perfect world the committee would consist of the IM, Deputy, PCW and Captain of the Guard.
- The Membership Committee can have two missions. One is to develop programs to increase membership. The best vehicle for this is the Long Range Planning Committee's plan, but various kinds of presentations at local Lodges, and phone and mail campaigns, are also appropriate. The other kind of membership committee has a focus on the current membership and tries to make them feel good about the Council and encourage them to attend. They may send out Birthday cards, write short notes with the dues cards, or have a special member appreciation night. These committees can be made up of interested Past Illustrious Masters, current officers, and interested Companions. In the absence of this committee, much of the work fails to the Recorder.
- The Charity Fund Committee organizes the Council's charity efforts for the year. Sometimes this is done on a District basis, in which case each Council might have a representative on the District Committee. Mail Campaigns and Dinners are two possible activities for this committee. In some areas, all local Masonic organizations take part in a joint Charity event. Any active, interested Companions can serve. A Council at least should have a Chairman who can respond to the Charity Fund Corporation needs.
- The Past Illustrious Masters may also meet annually or when required to review Council activity and make recommendations for Grand Reps, Deputies, and AGLS from their Council.

## Special Committees

- The Bylaws Committee is formed when the Council needs to change its Bylaws. Such changes must be reviewed by the Grand Council, and approved by the membership of the Council to take effect. If the change is small; for example, a change of time and/or place of meetings, one or two Companions can handle the work. Larger changes, which are rare, may require more people.
- Merger Committees are set up in both Councils that intend to merge. They should negotiate the structure of the new Council. They need to keep their respective Councils informed and pave the way to a smooth transition. Both Grand Council and the membership of both Councils must approve the merger.
- Special Event Committees are set up to manage recognition nights, Council other special events. The complexity of the event and the confidence of the Officers dictate when such committees are required. Most Councils have few, if any, committees. In part, this is because Councils are small and lack the manpower for formal committees. Since the Council organizational structure is usually simple, most jobs can be done by one Companion. This is, in many cases, the most efficient approach - more than one person on any task puts additional time and effort in the project just to communicate and reach a consensus.

Nevertheless, committees can be a good approach to getting things done. They are most useful when consensus is important, when the task is large, or when more than one person should be accountable.

### "But Our Chapter Doesn't Have Enough People!" HELP!

Now that we've told you the party line, let's get real for a minute. Most Councils don't have enough people. So here's how to assign your resources if you have a dormant Council.

### THE TWO MOST IMPORTANT FUNCTIONS FOR DORMANT COUNCILS:

The Recorder is vital. If you don't have a functioning Recorder your Council is dysfunctional, out of business, Kaput! The Recorder needs to communicate to Grand Council and the Companions of the Council, collect dues, and make an Annual report.

Long Range Planning Committee. Whoever is active, needs to be on this committee and thinking about the options: Giving Up, Merge, or Rebuilding.

As your Council grows you'll want to add a separate Treasurer and Trustee function, then your other elected and appointed officers.

### Important Insight:

If there are only one or two Companions involved in the Council, good record keeping is a must - where you spend or receive money, or acquire or sell property is a must. Keep the Deputy involved as well!

### "But our Council doesn't do it that way!".....RELAX

This information is meant to be a general guide on how to set up and maintain a Council. Council Bylaws are a way to customize the general rules set down in the Grand Council constitution. Those Bylaws were approved by Grand Council so you know you're in conformance if you follow them. And for

Heaven sake don't worry if you can't comply because you lack resources - but do set your course on resolving the issues!

WOW! This is a lot of information to process. Well re-read it again, in case you missed something the first time!

# ORAL AND WRITTEN COMMUNICATION

*(Adapted from the Committee on Leadership Services' Leadership Development Course Lesson 4 & 5 of the Grand Lodge of New York)*

Can We Break the Barriers To Communication? *(Excerpts from Allen E. Roberts)*

In every organization, in every business, in every profession, everywhere the lack of effective communication is the weakest link in success. Without it, the bottom doesn't know what the top expects. And those on the bottom probably could care less. But unless the top knows what the bottom is thinking, there can be no growth.

A few of the barriers to good communication are:

- Human nature
- Organizational realities
- Assumptions
- Prejudice
- Fear
- Low Trust

Each of the barriers is related to the first - human nature. So let's remember Freemasons are in "the people business."

Let us also remember why we want to communicate. "Our basic purpose in communication is to become an affecting agent, to affect others, our physical environment, and ourselves; to become a determining agent; to have a vote in how things are. In short, we communicate to influence - to affect with intent."

To make it even shorter we communicate to change, or affect, human behavior. There is no other reason for communicating. Modern day communicators have not improved on the thinking of Aristotle who was born in 384 B.C. He claimed that for a person to communicate effectively he must be able to understand human nature, character, and behavior in their various forms; he must reason logically; he must understand emotions.

Let's look at organizational realities as a barrier. The sifting of ideas is something too prevalent in too many organizations. This is usually caused by the fellow at the top believing he knows the answer to everything. He's not interested in the ideas of anyone - just his own.

Without ideas, freely expressed and freely discussed, no organization can grow. This takes teamwork, not "committee-work," nor one-man-ship. It means organizations should have policies rather than iron-clad rules and regulations. With the latter, the worker/member won't feel free to be creative.

Assumptions cause us to make mistakes in judgment, because we assume our words and actions mean the same to everyone. We forget all of us look at life through restricted windows.

There are these methods of Breaking the Barriers to Communication:

- Discard the "Crutch"
- Talk about ideas
- Utilize non-verbal communication
- Use examples
- Danger - I assumed!
- Don't prejudge
- Learn to listen
- Welcome feedback

Organization realities are used as "crutch" by the obstructive leader to do nothing. He can always find an excuse to be lazy in the rules and regulations of any organization, especially in Freemasonry. The constructive leader will use them as guides, not as a "crutch" of any kind.

Ideas kept locked in our minds are useless. It is said that for every idea put into practice there have been at least ten people who thought about it. Talk about your ideas. Work with u will be amazed at how often you'll see them worked out to completion.

Non-verbal communication is used constantly. A raised eyebrow, a warm handshake, a frown, a grin, a pat on the back all has meaning to someone. Everyone knows what a mere wink can do. And non-verbal communication can speak volumes at times when words would do more harm than good.

Using examples can work wonders. For example: Will lighting a high crime area keep down thefts? Put up more lights and find out. What makes one Council more successful in attracting attendance than another? Look for the reasons. Will they work in your Council? try them.

"I assumed" are two of the most dangerous words in real life. They are deadly to effective communication. We can't assume the other fellow received our message until we make sure he has. We find this out by questions. MEANINGS ARE IN PEOPLE - NOT IN WORDS! the 500 most common words have over 15,000 dictionary meanings. So, never assume the other fellow puts the same interpretation on your words as you do. Then, too, we must not draw conclusions until all the facts are in.

If we stop pre-judging, prejudice will disappear. Conditions are changing daily. Past experience or teachings may be completely different today than they were yesterday. Our thinking may be based on insufficient knowledge, and it may not fit present circumstances anyway. We should consider the other fellow's dreams, and then we'll learn to appreciate him more. When we do, we'll be able to communicate on the same level.

Gossip contributes to very barrier to communication. Truth is the only way to stop gossip. As truth is considered a "divine attribute" in Freemasonry, gossip should be unknown among the Craft.

Listening is all-important. We can't communicate if we can't listen. And we should learn to "listen" with our eyes as well as our ears. Meanings are often conveyed by actions rather than words. Frequently

our eyes will "hear" more than our ears. Feedback is part of listening.

Feedback is information communicated upward, downward, and sideways - to our superiors, our subordinates, and our equals. Feedback is the only way to learn how well, or badly, we're doing. The constructive leader seeks feedback. The obstructive leader wants no part of it. Feedback, if there is any, tells us what kind of atmosphere we have in our organization. If there is no fear of superiors, if there is trust, if there are good listeners, there is feedback that helps us grow.

In Key to Freemasonry's Growth there is a guide showing the five senses - seeing, hearing, feeling, smelling, and tasting the channels used in communicating. Most important, we find the Sender must be closer to the same social level as the Receiver. Communication skills, attitudes, knowledge, their social system, and culture must match or effective communication can't occur. But, there are ways to overcome this battle in many cases.

If we remember - MEANINGS ARE IN PEOPLE - NOT IN WORDS -- we can put ourselves on the other fellow's wavelength. By working at it, we can break the barriers to communication. If we do, then we'll grow.

### ORAL

HAVE SOMETHING TO SAY!

An effective speaker gets and holds the attention of the audience, expresses ideas that are organized and understandable, and leaves a clear idea of what has been said. He follows the simple rule: "Have Something to Say - Say It - Then Stop." With practice, anyone who has normal vocal organs and is willing to follow the "Rule of the three S's," - Stand Up to be seen; Speak Loud to be heard; and timely Sit Down to be appreciated -can become an effective speaker.

KNOW THE SUBJECT!

Obviously, you should not accept a speaking engagement unless you have a reasonable command of the subject or have time to research it thoroughly. Or will you? Too often we hesitate to refuse for fear of what people will think. Actually, you are doing yourself and by frankly admitting that you do not have the time to do an adequate job. They will respect you for it.

What about the program chairman who invites you to speak for fifteen minutes on a subject so broad that it would be impossible to cover it in a series of one-hour lectures? Insist that you be given a specific topic that you can cover in the time you have allotted. If you do not, you are wasting everyone's time, including your own.

KNOW THE OCCASION!

Careful study of the OCCASION can help you make successful predictions about your audience. You should always be clear about:

1. The purpose of the gathering. Why was this meeting called? What information is needed? Is

there a problem to solve or an appeal to be made? In short, why were you invited?

2. The nature of the gathering. Is this meeting of the general public, is it limited to members of an organization, or does it include a combination of both?

If you do not have definite answers to these basic questions, you, your audience, or both may be in for an uncomfortable and unproductive session. If you do have the answers, you are ready to consider some specific questions concerning:

1. The complete program. How many speakers have been invited? Who are they? Is a business meeting scheduled? Will it be held before or after your presentation? Will refreshments be served? When? Will there be questions from the audience?
2. The place. Often, effective communication can be hindered by physical facilities. Consider the potential "listener-losing" factors such as room size, seating arrangement, temperature control, ventilation, lighting, and distracting noises.
3. The equipment available for "reaching" your listeners. Will a stand, podium, or table be provided for notes and materials? Will you be using a tape recorder, movie or slide projectors, overhead projector, laptop computer and projector? Are electrical outlets available and are they conveniently placed? What other visual aides - chalk board, flip chart, diagrams, demonstration materials, screen or easel - could you use profitably? Which of these must you provide?

## KNOW YOUR AUDIENCE!

Consider listeners both as individuals and as members of a specific group, the group you will be addressing. Individual characteristics such as age, sex, language, family and community background, occupation, and economic standing can be determined quite easily. Depending on the subject of your talk, you may want to know special characteristics of the audience such as nationality, religion, political beliefs, hobbies, aspirations, and general likes and dislikes.

Although you will talk to each listener as an individual, you will SEE him as a member of a group. The group characteristics can be profitably examined.

1. Size. How many members are there? What is their percentage of attendance and what response is anticipated for this meeting?
2. Affiliations. Is this a formally organized group? What is its history? What is its organizational structure?
3. Climate. What is the group's "morale"? Are there any member conflicts? Are there opinion differences within the group concerning your topic?

The audience provides the justification for having a speaker. Your efforts to understand your listeners individually and within the group can help make your planning meaningful.

## KNOW YOURSELF!

Few speakers study themselves adequately before gathering information about a topic. There are two aspects to consider:

1. Your attitude toward your audience. Do you really want to talk with this group? Are you convinced that what you have to say is or should be important to the members? Do you expect them to be open-minded, responsive listeners? A positive attitude on your part helps to assure their acceptance of you and your ideas.
2. Listeners' attitudes toward you. Do your listeners have any information about you? What reputation do you bring to this speech? What effect will it have on your listeners? Will your occupation help or hinder your efforts? How will they respond to such specific characteristics as your age, voice, and general personal appearance? You may not be able to change any of these attitudes but you should KNOW what they are before you go very far in your speech preparation.

## PREPARE AN OUTLINE!

Organizing a speech is the first step toward making it a success. Time spent preparing a good outline will save you time later and will result in a far better final product.

### The Introduction of the Talk

The introduction and the conclusion are the two most important parts of any speech. A good introduction does two things: First, it gets the audience's attention. Second, it states your purpose or gives the audience a clear idea of what the speech is about.

Here are some workable attention-getting devices:

1. Narrative material. Open with a story but necessarily a joke. Your own experiences or those of people familiar to you are your best sources. Be sure story is related to the rest of your speech. Above all, if YOU can't tell a story well, DON'T GIVE ONE!
2. A Quotation. Choose an appropriate selection from poetry, literature or person, which is pertinent to your subject.
3. A Challenge. Be sure that you know your audience so that you do not create bad feelings.
4. Shock Treatment. Lead your audience to expect you to open in one way, then begin in a startlingly different manner. For example, remain silent when you're expected to begin talking; then state a dramatic fact about your subject. To be effective, this method requires self-assurance, a sense of timing, and an accurate knowledge of your audience.

After you have the audience's attention, state your purpose. Give them a brief, pointed thesis statement. Nobody likes to wait until halfway through a talk to find out why you are giving it. Do not leave them guessing.

By all means, avoid apologetic statements such as "try to," "attempt to," or "in the limited time allowed to me." Also, avoid vague phrases like, "a few of the reasons," or "a little bit about." The thesis statement should always be specific. Here are some examples:

1. Well Stated, Adequate Thesis

1. "There are three schools of thought with respect to price supports for agricultural commodities."
2. "Let us carefully examine the five chief arguments advanced by our legislators of a retail sales tax."

2. Incomplete and Inadequate Thesis

1. "This morning I should like to talk about how to make bread."
2. "It is my conviction that something must be done about this problem."

### The Body of the Talk

First, jot down all the points that you would like to cover, regardless of their order or degree of importance. By eliminating that that time will not permit you to include and by combining those that are similar, you can cut the number in half. Finally, arrange the remaining points under two or four main headings. Remember, regardless of the attentiveness of your audience, the importance of the topic, your ability, and the allotted time, the fewer main ideas you present, the more successful you will be.

### The Conclusion of the Talk

In a well-planned speech, your audience will know when you have said what you had to say. Do not lose them by failing to move swiftly into your conclusion.

Keep in mind Mark Twain's story about listening to a speaker's appeal for funds. When the speaker had reached what should have been the end of his discussion, Twain was ready to give him \$10.00 and was considering giving \$20.00. When the speaker actually concluded, one-half hour later, Twain took 50 cents from the collection plate as partial payment for the time he had wasted in listening until the end.

The conclusion consists of a summary and a final appeal. Be sure to restate your objective or purpose for giving the speech. Remember, in the introduction you tell your audience what you are going to tell them, in the body of the speech you tell them, and in the conclusion, you tell 'em that you told 'em.

#### The Summary

Usually, the summary can be handled in several sentences that use parallelism. Have new phraseology to bring out your main discussion points. This is your last opportunity to implant them firmly in your listeners' minds. Always reemphasize your main points to prepare the audience for the final appeal.

#### The Appeal

Frequently, the final appeal is made to the audience's emotions. Since this is the point at which you win or lose, build your appeal around one of the five great motives that impel men to action: self persuasive (or health), cost (profit), reputation, power, and sentiment. ***Be specific!*** Do not let the listener go away . saying, "So what? - What's all this to me?"

The pronoun "I" is out of place. You are now openly urging the audience to understand, to believe, or act according to the thesis that you have clearly revealed. Your final note can be either vigorous and challenging or quiet and visionary. Either technique can be equally effective.

Of course, in a strictly informative speech, the appeal may be essentially an application of materials that seems to say, "Here are how the facts apply, make use of them if you will." However, since persuasive elements are present in all good teaching, you may wish to make as vigorous a final appeal as possible.

Finally make your conclusion brief. Avoid bringing in any new ideas, and do not start it with the words, "in conclusion." As my former speech teacher said, "The only time I like to hear those words is when the speech has been so dull that I'm glad it's nearly over."

## WRITE THE TALK!

Although you should not plan to write out completely every speech you give, going through the exercise occasionally can be helpful.

A check on timing. The average speaker delivers about 120 words per minute. Writing the speech will help you stay within your time limit.

A check on arrangement. Although your outline may appear to be logical, writing the speech may show you how changing the order of some points can result in smoother transitions and a more effective style.

A check on expression. Test various ways of saying the same thing and remember that short sentences are usually more effective than long, dragged out ones.

A check on you. After you have written your talk, put it in your desk and let it season for a few days. Take it out and read it aloud. What originally sounded so well done may now fall flat in some places. This gives you an opportunity to put a final polish on it.

## PRACTICE ALOUD!

Having written your talk, you may want to memorize it. DO NOT. It will sound memorized, and if you forget, you are lost. The exception to this rule may be the introduction and conclusion. Since they are so important, you may wish to commit them to memory to maximize their effectiveness.

Memorizing your outline as a list of key words or phrases so that you are speaking from ideas is the only way you will be conversational in your delivery. Practice it aloud several times. If you can get someone to serve as your audience, fine. If not, practice alone. Practicing in front of a mirror is a good test of your command of the material. A tape recorder is an excellent tool if you want to check your delivery. Remember, to do your best job, there is no substitute for practice.

# **CONQUER FEAR!**

**Tongue-tied?                      Tense, Cold hands or feet?                      Feel bad?/Want to Quit?**  
**Shaking hands or body?                      Vocal problems?                      Perspiration, cramps body noises, breath short?**

Helpful hints: Slow down - pause more - move eyes/head around room – gestures & movement important - shift body position - change point of focus - note cards on lectern - be active, ready position - breathe deeply to relax - A/V rehearsal - practice changes - open mouth wider - relax with deep breath

Fear feeds fear! Excitement and fear have the same physical reaction. Convert fear to enthusiasm! Dress for the occasion to build confidence. Audiences want you to succeed, remember that. Believe in Yourself! Speak with Masonic Power! Organize for Power.

Energize: Challenge -Enthusiasm State Message: Explain your ideas; apply to your target Action Outcome: Challenge! - Positive! Visualization!

| <b><u>SPEAK UP!</u></b>  |   |
|--|---|
| <u>Planning</u><br>Purpose - Target -<br>Topic -Edit   | <u>Practice</u><br>Delivery - Language -<br>Gestures - Timing - Audio-Visual tasks  |
| <u>PREPARATION</u><br>Theme/Proposition<br>Outline Notes<br>Detail Information<br>Visual Aids<br>Power Opening<br>Challenging Close<br>Edit Aggressively | <u>PRESENTATION</u><br>Prepare<br>Introduction<br>Review Checklist<br>Look at Audience<br>Speak with Confidence<br>Be Engaging<br>End on Time |

## **WRITTEN**

"Quality Beings With Mastery Of The Fundamentals"

In the Twenty-Four Inch Gauge, Chapter 4, there is a paragraph on "Quality Masonry". One of the sentences reads, "Continuously strive to improve the quality of communication..." As a Freemason who is providing leadership to the Craft you will be called upon, from time to time, to communicate in writing. You will be expected to provide information, explain how things work, inspire a positive response from others and promote Freemasonry in general or Cryptic Masonry specifically.

Each of us wishes to present himself to the world in a favorable light. many who are called upon to write, do so with apprehension, fearful of making a poor impression. In the Twenty-Four Inch Gauge, Robert Schvey blames this sorry state on Miss Magillicuddy. More importantly he stresses those considerations which every effective writer keeps in mind (or Should) as he goes about preparing a

newsletter, article or letter. His article contains many examples of effective writing strategies. It should be studied carefully and used by Masonic leaders.

There are many "grammars", "spellers", and "writing handbooks" which can be procured at the local library or bookstore to assist you in written communication. Most dictionaries have a useful section on grammar. Almost all stress a few simple and common rules that must be observed when writing in English. Have a resource you can turn to easily to check the correctness of any of your writing for which you have doubts. Today, our computer software have built in programs to assist. Don't be too proud to ask a friend to edit your work if need be.

Most effective writers describe the writing process the same way.

1. Think about what you want to say - Make a list and an outline
2. Think about to whom you are writing - (What do you like to read?)
3. Write as you speak
4. Keep sentences short
5. Use standard English
6. Keep the author (you!) out of it
7. Edit (read it silently, read it aloud to yourself, have a friend read it, rewrite any section which is not clear)
8. Correct misspellings
9. Print and send it.

## The Power Format

Motivation Systems of West orange, new Jersey, has developed a concept they call, "The Power Format" for effective writing. It guides the writer to present ideas in a logical order for the reader. It answers the reader's basic questions. The "Power Format" gives the writer a logical strategy to formulate his thoughts as he writes.

The "Power Format" is as follows:

### PURPOSE:

- What is the main point?
- Why should the target audience read the material?

### DETAILS:

- What facts should be covered?
- What background information should be given?
- What happened?
- Can it be proven?

### IMPACT:

- What's the importance of the information?
- What impact can or will it have on the organization?

### ACTION/CONCLUSION:

- What is the next step?
- When should it be done?
- By whom?
- Why the deadline?

With effort and practice you can be an effective writer. Let's do it!

**WELL, YOU ARE ON YOUR WAY  
TO BE AN OUTSTANDING LEADER  
SO  
MAKE IT HAPPEN!**