



Leadership/Management Workshop Pre-work



What is the pre-work for the Leadership/Management workshop all about?

Purpose

Its purpose is to introduce you to the workshop. The pre-work covers the workshop objectives, it gives a brief overview of the way the material will be presented to help you learn, and is the first step to prepare you for being first a leader and then a manager.

What You Will Learn?

The workshop is a vehicle to help draw on your hidden talents and guide you to exercise those talents in your business, personal, and Masonic lives.

You will discover, that leading and managing are different, but complement each other. Some of the lessons to be covered will include:

- That as a leader you inspire people, but as manager you plan, communicate, and, at times, exercise patience.
- That the ability to lead is a make-up of your personal traits and learned skills. Management skill comes from a practice your specific attributes and from lifelong learning.
- That it is okay to take risks as long as you are willing to invest time in people.
- Being a Masonic leader and Masonic manager requires you to be able to motivate and persuade others.

How You Will Learn?

The learning process consists of the following:

- Presentations to help you expose the hidden skills you might have.
- Interaction and discussions during the presentation
- Opportunities to apply some of the learned skills on examples taught in the workshop.

Be ready to take an active part in the workshop. Applying your thoughts and ideas with others will help you develop some lasting skills. Testing these skills toward the end of the workshop will strengthen concepts to take back to your lodge.

To effectively prepare for this workshop, read and carefully study the attributes in the following two articles. Think about these attributes and how they might be or might not be part of your personality make-up. Possible make notes and bring these thoughts to class with you.



Leadership/Management Workshop Pre-work



Seven Motivators Every Effective Leader Knows Well

We all want something, and it isn't just money

Effective leadership is the process of persuasion and example by which an individual induces a person or group to take action that is in accord with the leader's purposes. It's the art of letting people have your own way.

Keeping in mind the motivators that apply to specific generations, such as baby boomers, here are seven general motivators.

First: Challenge.

Most people, especially producers, crave a challenge. They get bored easily and seek new mountains to climb. When the leader can define and articulate vision, he is placing the challenge up front. The objective, painted in colors appealing and attractive, draws viewers into the picture, makes them participants, and unites them in efforts to make the picture better. Identifying the objectives to be reached, their benefits to everyone concerned, and explaining how a person's participation is crucial will energize people to get involved. As a person grows in years and ability, his/her capacity for bigger challenges grows, too.

Second: Vision.

Without clear, distinct, inspirational vision, people just dabble. Productive people are producers because they focus on tasks, aim for objectives, and complete jobs. But this commitment to productivity goes into turbo when daily tasks are connected to long-range targets.

Third: Honest Praise.

Don't flatter. It has no purpose other than to advance your own interests while cheapening your relationship with others. It assumes your associates are gullible, not smart enough to see through it. Sometimes they are gullible and won't see through it, but it still diminishes your authority and weakens your influence. Honest praise, conversely, makes a deeper connection, deepens trust, and most important, builds a balance in the bank of goodwill.

Every relationship is like a bank account: You must put money in before you can take it out. As a leader or manager, there will certainly be a time when you must make adjustments, offer advice, and make corrections. If you've made deposits in your relationship, which you do by building trust, sincerity, honesty, and the like, you have a balance in the relationship account. If not, you're overdrawn from the beginning. Flattery is counterfeit currency used to buy time and influence in the bank of relationship. You will get caught.



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Fourth: Contribution.

There is hard-wired into every human the need to contribute, to make a difference, to add value to life, to make things better. Many people can't identify what that contribution is, and from appearances their behavior would seem to contradict that statement, but people need to participate in making life better. When that is taken from them by whatever device or manner, they suffer, and those with whom they interact suffer, too. This motivator ties nicely in with vision and honest praise. You, as leader and manager, have the rewarding task of pointing out just how the people who work for and with you do indeed contribute.

Fifth: Growth and Advancement.

Even Jesus' disciples, as altruistic and noble as they were, asked him who was the greatest in the kingdom. Rather than criticize those guys for being so self-serving, let's acknowledge that their question simply reveals an all-too-common and oh-so-human condition: We want to know we are getting somewhere. Our language is peppered with expressions that indicate the need. "Climbing the ladder," "getting ahead," and "making progress" are expressions of growth and advancement. Motivation is unleashed when employees and associates see the correlation between what they do, how they perform, and getting raises and promotions plus higher levels of responsibility.

Sixth: Money.

Dollars make sense when there is a correlation between what you do and what you get paid. Motivation quickly leaks out when there seems to be no relationship. One company I know of will give their workers raises but then limit their billable hours so the end result is the same. This does not motivate; more money does.

Seventh: Respect and admiration for those with whom they work.

Most of us can't be bought for dollars alone, as much as we want them. We look for associations with causes and people for whom we hold respect and admiration. This goes back to the premise that motivation occurs when values within the worker coincide with values within the company. Perhaps this is best evidenced in political campaigns where paid staff and volunteers become energized because of the cause and the person running for office. The same principle applies in the workplace.

By Jack Dunigan

Quality Digest December 2013



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6 Essential Traits of Highly Effective Managers

Do you have them?

An "effective" manager takes responsibility for ensuring that each individual within his group succeeds and that the team achieves results. Successful managers require both talent and skill. Managerial skills can be developed through training, mentoring, and experience, but if a manager is void of natural talent, then the odds that he will be successful diminish significantly.

When people choose to leave, it's often because of their manager or relationships with people in their working environment. People quit people, not jobs.

Keep in mind the traits that might apply to specific generations, such as baby boomers and millennials. Here are six essential traits.

#1: Communication.

A manager with strong communication skills is able to instruct as well as he listens. Managers who can communicate effectively can process information and then relate it back to their teams clearly. Effective managers should be able to understand, decipher, and relate the organization's vision back to their group in order to maintain productivity. Conversely, ineffective communicators will miss the point of what they're being told, won't be able to recognize the impact on their team, or will fail to share the message with their team.

#2: Leadership.

Leadership is a crucial attribute that many managers lack despite their title. It is common practice for organizations to promote people who achieve the best individual results, but sometimes the best salesman doesn't make the best manager. True leaders are able to instill trust, provide direction, and delegate responsibility amongst team members.

#3: Adaptability.

The ability to adapt also contributes to a manager's effectiveness. When a manager is able to adjust quickly to unexpected circumstances, he is able to lead his team to adapt as well. Adaptability also means that a manager can think creatively and find new solutions to old problems.



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#4: Relationship Building.

Effective managers should strive to build personal relationships with their teams. People are more likely to exceed expectations when they trust their manager. When managers establish a relationship with their people, it builds trust and members feel valued. Valued people are more willing to get the job done right and apply extra effort when needed.

#5: Developing Others.

The best managers know when their people need more development and how to ensure that those developmental opportunities are successful. Developing others involves cultivating each individual's talents and motivating them to channel their talents toward productivity.

#6: Developing Themselves.

Finally, an effective manager is aware of his own personal development. In order to successfully develop and lead others, managers must seek improvement in themselves. A manager who is willing to continue to grow and learn and use their natural talents to the best of their ability will be able to encourage the same behavior in employees.

Effective management is comprised of several key components, and is not easily achieved. Organizations need to recognize the traits associated with successful management, and then promote people based on those traits. The highest achieving people do not necessarily always make the best managers, but people that naturally exude these six attributes are sure to be effective and successful in management roles.

By Dario Priolo
December 9, 2011

<http://info.profilesinternational.com/profiles-employee-assessment-blog/bid/72086/6-Essential-Traits-of-Highly-Effective-Managers-Do-You-Have-Them>

Thank you for taking time to review the pre-work. Sharing actual experiences inside and outside of the lodge will make this workshop a much more interactive experience. Please be sure to bring with you any thoughts or notes developed while reading this material. Our instructor team looks forward to your attendance and participation.

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Grand Lodge of Wisconsin

Leadership/Management Module



Acknowledgement: Thanks go to the Grand Lodge of Minnesota and National York Rite Bodies "Emerging Leaders" Program for some content.

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Leadership Module Agenda

■ **Being a Masonic Leader**

- Being a Servant Based Leader
- Effective Questioning
- Motivating/Persuading Volunteers
- Conflict Management
- Mentoring
- Generational Differences



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Being a Masonic Leader

Leading in a Volunteer Organization

Looking at the 5 models . . .

- Which is the best model for being a Masonic Leader?
- Which model meets the criteria, "It's not what you do, but why you do it?"

Now look at yourself.

- Be honest.
- Your leadership performance will be consistent with your observations.



Pinnacle Leader – You can strive for it, but rare is the leader who reaches this level.

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Your start on this journey must be an honest self-evaluation.

Not an easy task, for you must be honest with yourself before you can be so with anyone else. In truth a leader cannot perform in a manner that is inconsistent with the way he sees himself. This is the crux of Authentic Leadership.

THE LEADER'S FUNCTION IN A VOLUNTEER ORGANIZATION

Always remember you are dealing with VOLUNTEERS.



Volunteers give you something that cannot be replaced . . .

Their Time!

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There is no monetary value for a volunteer and his time becomes a valuable commodity that cannot be replaced.

Volunteers will follow your leadership . . .

- because they want to.
- not because they have to.

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**Servant based leadership is the key to
surviving in the 21st Century**

Ken Blanchard

Servant Based Leadership

What is Servant Based leadership?

The thought process that as a leader, your team does not work for you, you work for them

To pull your team together and being part of helping them win

Gaining cognitive and affect based trust

Communicating clear goals

Doing what it takes to pitch in and get the job done

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It's based on two kinds of trust . . .

- *Cognitive-based trust* which is based on the belief the leader is competent, responsible, reliable, and dependable.
- *Affect-based trust* which is based on the belief that the leader, genuinely cares about his team, genuinely concerned about their welfare, and it is that type of trust in the leader which allows teams to reach the highest levels of performance.

There are Two Kinds of Leaders

“Those who are interested in the flock . . .”



“. . . Those who are interested in the fleece.”



Which one are you?

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Remember when leading, keep an open mind to ideas and feedback. Servant based leadership is working as a team.

Why is one squad of soldiers better than another? The attitude of the leader.

Why does one U. S. navy ship perform better than another? The attitude of the leader.

Why is one symphony orchestra better than another? The attitude of the leader.

Why is one Masonic lodge more successful than another? The attitude of the leader.

As Charlie Chan once said, “Mind like a parachute. Works best when open”.

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“The questions we don’t ask become the puzzles we don’t solve.”

— A.J. Darkholme, Rise of the Morningstar

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Challenge No. 1: Lacking Ability

*He's willing,
but is he able?*



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If the unskilled is on the team, provide personal coaching and good mentoring.

There are two dangers here:

- 1st. A project will be staffed and actions are not completed
- 2nd. Someone ends up being set-up to fail who may not recover from the experience and disappear from lodge

Challenge No. 4: The Traditionalists

“You can’t do that in this Lodge.”



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**Respect traditions, but make changes when they are needed.
Very few things are proscribed in by-laws. Does it violate the Wisconsin
Masonic Code?
If the opposition is strong, there may be a reason; time to listen.**

Challenge No.5: Conscripted “Volunteers”

*“I didn’t ask for this,
you asked me!”*



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If this happens . .

- Question to find out the concern
- Listen intently to the answer
- Make adjustments

Challenge No. 6: The Quitter

“I changed my mind.”



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What can you do?

- Ask them why they changed their mind? Is there something the leader did?
- Give me your thoughts? Try to identify the concern and listen intently to the answer.
- Thank them for their work thus far.
- Try to negotiate a smaller commitment/make adjustments
- Find a replacement.

How do you minimize the risk?

- Have a plan and schedule
 - Keep track of the progress
 - Expect the unexpected
-
-
-



Create buy-in

Make it personal and create action:

- Touch their hearts then ask for a hand.
- Find “take homes”.
- Develop contracts.

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This is time in the process to roll out your goals to the entire group and to create buy-in.

Focus on the Vision!

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Conflict Management



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Conflict resolution is the use of methods and processes to facilitate the peaceful ending of conflict and retribution.

When Conflict Becomes Disruptive

Sometimes Conflict up to a point is okay

Conflict can promote creative discussion if it remains constructive.



Watch to see if it goes too far and gets disruptive and destructive. It's then time to stop it.

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Conflict up to a point is O.K.

Conflict causes creative discussion if it remains constructive

But watch to see if it is going too far and becoming disruptive and destructive

It's then time to stop it.

Analysis Effective Questioning



**Probe to Understand . . .
Who? What? Where? When? How?**

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The understanding and eventually analyzing the conflict or problem comes from asking key questions.

Who? What? Where? When? How?

Additional questions might come from the answers to these questions

Be sure to listen intently

Conflict Resolution Requires Effective Questioning Skills



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Because conflict is often layered and complex, effective questioning is an important leadership skill to help find resolution.

Peeling Away the Layers of the Onion



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Good questioning becomes important at this point

- *Peel back the layers*
- *This is the time for open questions to make thinking visible and for understanding*
- *The more questions the better*

Who?

Why?

How?



What?

When?

Where?

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The Lodge leaders (WM/SW/JW) are ultimately responsible for governing their Lodges and that includes dealing with conflicts effectively.

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Mentoring

Stats on one out of every five petitioners . . .

- Two Never Return for the Fellowcraft Degree.
- Two are not active.
- One Becomes Active.

Unfortunate 20% Success Rate.

WHY?

- Do not feel part of the lodge?
- Made a decision to discontinue his degree work before understanding?
- Lack of support from the membership on degree night?
- Other???

Make sure the candidate does not leave lodge on the night after his degree thinking, "Is that all there is?"

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What do people want when joining an organization?



Mentoring is a personal developmental relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person.

In ensures appropriate involvement and commitment on the both the side of the mentor and on the side of the protégé

Contemporary Leadership Roles: Mentoring

Mentor

A senior member who sponsors and supports a less-experienced member (a protégé)



Mentoring Activities

- Present ideas clearly
- Listen well
- Empathize
- Share experiences
- Act as role model
- Share contacts
- Provide political guidance

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What are some of the characteristics of an effective mentor?

- He sets high standards
- He directs developmental experiences for those he counsels
- He has good people skills
- He makes counseling and nurturing genuinely satisfying
- He has access to the needed information
- He has good chemistry with his protégé(s)
- He is available to his protégé(s)
- He is a respected member of the organization
- He is a good listener
- He understands his protégé(s) for learning capabilities
- He is candid
- He is solidly linked to the organization

Find Committed Brothers as Mentors

The better qualified and
committed your Mentors
are.....

The better your
success rate



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One of the most important selections a Master will make is the Lodges Mentors for new Brothers.

- Make sure they can walk the talk.
- Resist the temptation to solve the protégé's problems.
- Challenge the protégé for success.
- Don't let the protégé depend on you too much.
- Give actionable advice and feedback.
- Criticize the behavior and not the person.
- Make sure you support him
- Get off to a good start.
- Know when to say good bye.

Leadership Module Agenda

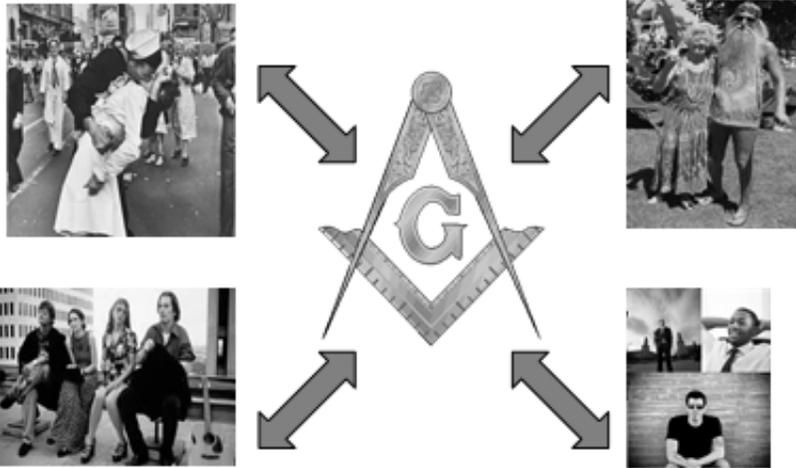
- Being a Masonic Leader
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Generation Differences

Bridging the Masonic Generation Gap



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“Leaders who understand the conditions that shaped each generation and the values and beliefs that flowed from these conditions, will have a handy set of tools in creating strong relationships and teams for getting things done.”

- *To much change and we risk losing and alienating older members*
- *Not enough change and we risk losing new or potential Masons.*
- *The right balance and we bring together men of different ages in brotherly love and harmony*

Bridging the Generation Gap

Why is this important?

- Lodge leaders next to understand diversity within the lodge.
 - Generational
 - Ethnicity
 - Religious
- How to use that understanding in governing the lodge.

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Why we need to seek out new types of potential members.

- *We need to know "Who's out there."*
- *We need to know how do you understand them and communicate with them in a way that will have them listen.*
- *We need to know ultimately what resources are out there that will give you all kinds of tips in helping you get them to join.*



Bridging the Generation Gap

Generation Y circa 1981 to 2000 also known as "Nexters"
Millennials circa 2000 to Present

Not Stopped, but Shaped by Tragedy

Terrorism, 9/11, Break up of Soviet Union, Clinton Impeachment, O.J. Trials, Middle East/Afghan War, and Consumer Technology

- Leadership should be horizontal not top down. The best man for the job should lead.
- They question starting at the bottom.
- Experience is more important than reward.
- Willing to work toward a goal, but don't waste their time.
- While being untraditional they love tradition. Many come from merged families. They are looking for grounding, history, and a sense of "What did Grandpa know?"
- Grew up with technology. Many have never used a stamp.
- They make up 30% of our population. Larger than the Baby Boomers.

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This group makes up the largest percentage of society. It has endured repeated mass catastrophes in the harsh, inescapable glare of a 24/7 media environment, but the trauma this generation has witnessed has made its members more resilient.

Larger than the boomers. They grew up with casual Fridays, paper plates at holidays, and have been marketed to in every aspect of their life. Therefore casual does not impress them.

The Big Picture

	Traditionalists	Boomers	Gen X	Gen Y Millennials
Slogan	<i>That's the way it's always been</i>	<i>"Thank God it's Monday"</i>	<i>"Work to Live"</i>	<i>"Let's Live while we work"</i>
Feelings toward hierarchy	Respectful of authority	Non Authoritarian	Dislike Close Direction	Respectful but Rebellious
Expect	Patience		Instant Gratification	
Provide	Stable Environment	Personal Challenge	Feedback	Structure/Don't Make them Wait

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Can you see how conflict in the workplace might arise if people view work differently?

Could conflict also arise in our Lodges for the same reason? Think about some examples in your own Lodge.

Will We Retain Them for Life?

	<u>Traditionalists</u>	<u>Baby Boomers</u>	<u>Generation X</u>	<u>Gen Y</u>
Birth Years	Before 1945	1946-1964	1965-1980	1979-2000
Business Focus	Quality	Long hours	Productivity	Contribution
Motivator	Security	Money, titles	Time off	Time off
Organization Loyalty	Highest	High	Low	Low
Money is	Livelihood	Status symbol	Means to an end	Today's pay off
Value	Family/Community	Success	Time	Individuality

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Our fraternity may be in for an even sharper decline in membership because retention will become a bigger issue!

- *Part of the Traditionalist make up is strong loyalty.*
- *Boomers sought change but were brand loyal.*
- *Generation X saw that loyalty was not appreciated.*
- *Generation Y is finding it hard to obtain permanent employment.*

Understanding the Difference



40 years ago “Top Down Management” was expected and respected



Today “Servant Based Leadership” is expected and respected.



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“Because I said so” style of leadership in a volunteer organization just won’t make it today.

Remember the discussion on servant based leadership.

- *You serve the lodge.*
- *It does not serve you.*
- *I won’t direct you to do anything I would not do myself.*
- *Leading by example.*

LEADERSHIP WRAP UP



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Management

You Lead People. You Manage *Things*.

*General Herbert Norman Schwarzkopf Jr.
United States Army*

**Julius
Caesar**



Leadership: “We will conquer Britain – the farthest reach of the known world – and Rome shall become the greatest empire the world has ever seen”!

Management: “The invasion will commence in the summer of 55 BC. We will start by building 2 bridges across the Rhine River: these will take about 3 weeks using local lumber supplies and require over 40,000 soldiers . . . “

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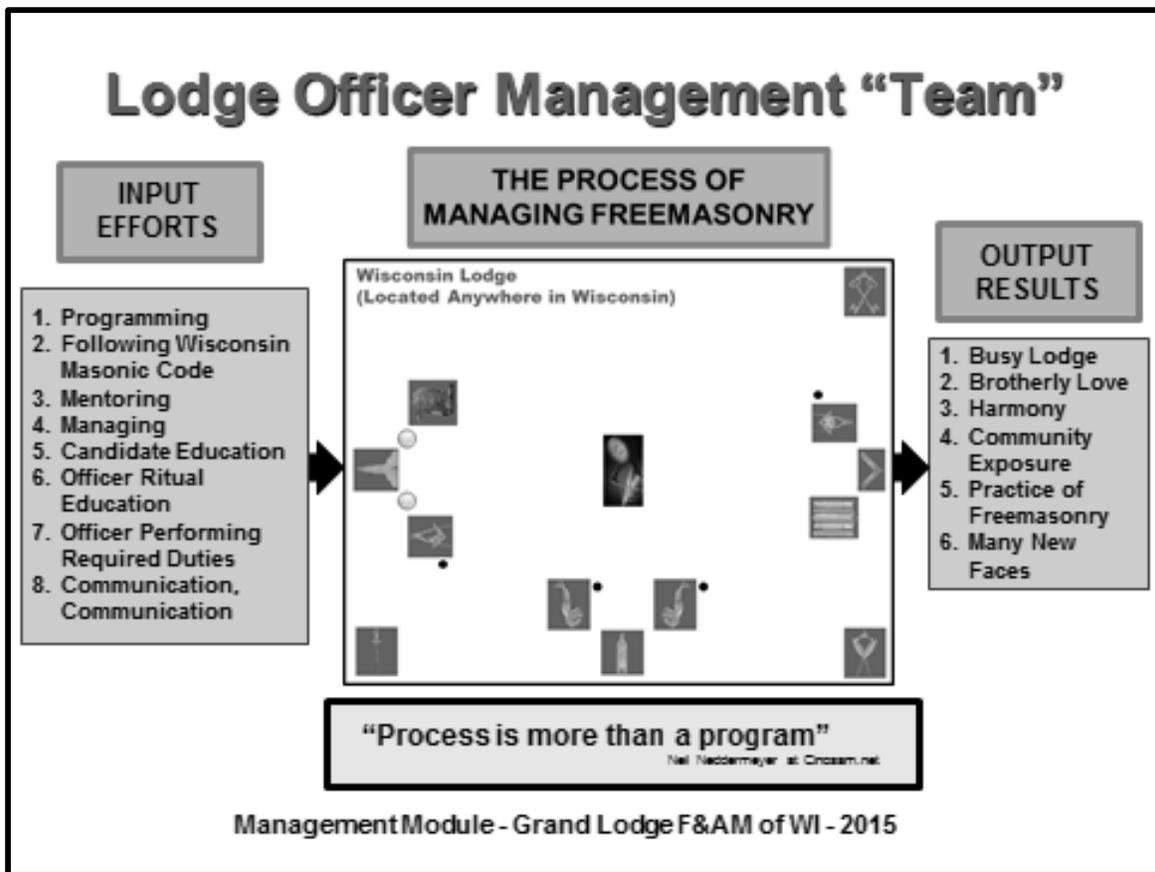
Management Module Agenda

■ **Lodge Officer Management**

- Teaming and Committees
- Running a Meeting
- Investment Management
- Facilities Management



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Try to remember . . .

- *If your lodge is stagnant, then your process of running it is in a chaotic state with no one paying attention to those input efforts.*
- *If your lodge has not had any new members for awhile and the attendance of your events is dwindling, then your lodge is on the brink of chaos and headed for the chaotic state.*
 - *It is time to look at what you are doing and make some adjustments*
- *If your lodge is prospering with activity and new members, you are in the ideal state*
 - *Keep track of what your doing because it will not last unless you keep managing the process*
 - *Riding on the last Master's successful efforts will only allow your lodge to slip into the brink of chaos*

A process needs managing , not just identifying programs to have.

Who should be considered for an Officer's chair?

- Availability
- Attends Regularly
- Ritual Skills
- Willingness
- Newly Raised?
- "Right" Personality
- Past Performance?



Management Module - Grand Lodge F& AM of WI - 2015

It is not always easy to find the right person for the right chair, but these considerations should be foremost in the Master's mind.

- *Is the brother free of other obligations?*
- *Is the brother loyal and bonded to the lodge?*
- *A good leader may not be a good ritualist*
 - *He needs to at least be able to handle his part for openings and closings.*
 - *A stand-in can always be found for lengthy ritualistic parts if the new officer is not capable [this should be temporary].*
- *Someone who asks for the chair – willingness should always be considered.*
- *We should always consider giving our new Masons something to do as well as something to learn.*
 - *Be careful of where you start them in the chairs.*
 - *Maybe tiler or chaplain to gain some Masonic knowledge.*
- *Make sure that the new appointee has a personality that will make him a well-liked leader and one who can motivate the brothers as well as work with them.*
- *Look at a brother's past performance before reappointed. He may not be a good fit for an officer.*

A Brother Is Selected and Agrees To Be An Officer

- **Considerations for Which Chair?**
 - Newly raised
 - Somewhat experienced
 - Brother's comfort level
- **Who determines where he starts?**
 - Master of the lodge
 - Current officers
 - Input from the prospective brother
- **What does he do to prepare for his Chair?**



Management Module - Grand Lodge F&AM of WI - 2015

An officers' meeting should be conducted before the lodge installation and perhaps before each meeting. Each officer's responsibilities should be discussed and agreed upon by the group as a whole.

Officers Responsibilities & Considerations

Attendance

- On time
- At most events

Management Module - Grand Lodge F&AM of WI - 2015

This is critical.

- *It demonstrates that he is enthused about meetings and events.*
- *Shows his buy in to his fellow officers and members.*

Officers Responsibilities & Considerations

Mentoring (Communications)

- To the officers following you
- From the officers in front of you
- To newly raised Masons



Management Module - Grand Lodge F&AM of WI - 2015

This is a complement to training and education.

- *Encourage the officers to mentor each other.*
- *It is the way to have flow of duties happen in the officer line.*

Mentoring of newly made MMs should come from every member of the lodge.

Officers Responsibilities & Considerations

Suggested Work Assignments

Ritual

Brethren always remember that the first duty of a Lodge is to make good Masons, and this can best be done by doing good degree work. It is, therefore, the responsibility of the Master to call rehearsals when and as often as he feels it necessary. Proficiency of men and women should be called for when needed. To promote a continuous, uninterrupted pattern of quality work in your Lodge as the officers progress through the chairs, the following is suggested:

- **Learning required parts as requested**
- **Learning your officer position**
- **Learning officer positions ahead of you**
- **Rehearsals for degree work**

<u>Officer</u>	<u>Give</u>	<u>Learn</u>
JS	EA Lecture	MM Lecture
SS	EA Lecture	FC Lecture
JD	MM Lecture	FC Lecture
SD	FC Lecture	EA Degree
JW	EA Degree	FC Degree
SW	FC Degree	MM Degree

Management Module - Grand Lodge F&AM of WI - 2015

Rehearsals need to be mandatory and taken seriously. The welfare and education of the candidate is at stake.

If an officer or member does not have time to practice, then he does not have time for the Fraternity.

Practiced so much that it becomes part of you. To really master something, it has to become part of you. Be involved in what you are doing, and you will have learned from the heart.

Officers Responsibilities & Considerations

Planning and assisting in events

- As communicated by the Master
- Use officer's meetings
- Share decision making
- Put junior officer's to work

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“If you fail to plan, then you are planning to fail.”

– Benjamin Franklin

Manage officer's responsibilities.

- *Officer's meetings.*
 - *Important for discussing events.*
 - *Important for sharing ideas.*
 - *Important for communication and setting a plan.*
 - *Important for making assignments and getting commitment.*

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Management Module Agenda

- Lodge Officer Management
- **Teaming and Committees**
- Running a Meeting
- Investment Management
- Facilities Management



Leadership/Management Module - Grand Lodge F & AM of WI - 2017

Committee Chairman Duties

- Be responsible for the success or failure of his committee
- Prepare and submit a report identifying the committee's activities, expenditures, income and recommendations
- Not to incur any financial obligation without first obtaining the Worshipful Master's approval

Management Module - Grand Lodge F& AM of WI - 2015

Tips for being a chairman of a team or committee.

- *Always lead by example.*
- *Carefully plan your agenda; think of an agenda as a roadmap that will ensure your meeting serves its purpose.*
 - *Provide an agenda at least 4 days prior to the meeting date.*
 - *Indicate business items to be discussed versus decided upon.*
- *Know where you are going; review the meeting objectives and desired outcomes in your opening remarks.*
- *Make sure everyone participates in the discussion.*
- *Anyone who voices a problem must also offer a potential solution.*
 - *Committee meetings should not be a bitching session or a forum for complaining about everything and everyone.*
- *Ensure that committee members take ownership in desired outcomes by inviting them to do something to support the goals of the committee.*
- *Delegate but have realistic expectations of the amount of work that should be asked from each member given his respective responsibilities.*
- *Circulate minutes no later than 10 days following the meeting.*
- *Chairs can also send a quick "to do list" summary the day after the meeting by email.*
- *Evaluate your committee from time to time by asking members about their experience on the committee.*
- *Say "Thank you" often and celebrate successes.*
- *Have fun, don't take yourself too seriously.*

Committee Appointments Guidelines

- WM/Officer Team Appoints Committee Chairman
- Consult with the Committee chairman to identify their preferences for members of the committee
- Consult with the potential committee members to find which committees they prefer to serve on
- Appoint Committee members

Management Module - Grand Lodge F&AM of WI - 2015

Attributes of a good committee chairman.

- *Speaks clearly and succinctly.*
- *Is sensitive to the feelings of members.*
- *Is impartial and objective.*
- *Starts and finishes on time.*
- *Is approachable.*
- *Has an understanding of working with volunteers.*
- *Is tactful*
- *Has knowledge of the organization.*
- *Is able to delegate.*
- *Has some experience of managing committee involvement.*
- *Shows interest in member's viewpoints.*
- *Has sound knowledge of how the organization works.*
- *Has an ability to respect confidences.*
- *Ensures decisions are taken and recorded.*

Sickness and Distress Committee

- Call upon, send a card or visit ill or injured Brothers
- Check on missing regulars after each meeting
- Report on shut ins
- Send sympathy cards to Brothers with illness or death in the family
- Responsibility of all members

Management Module - Grand Lodge F& AM of WI - 2015

Every lodge should have a committee charged with this function.

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Does the committee recognize its time commitments both in the overall project and at meetings?

Management Module - Grand Lodge F& AM of WI - 2015

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Is the purpose of the committee clear to all members?

Management Module - Grand Lodge F& AM of WI - 2015

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Is there good communication among members?

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Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Are members and the chair well prepared?

Management Module - Grand Lodge F& AM of WI - 2015

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Are minutes clear and concise?

Management Module - Grand Lodge F& AM of WI - 2015

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Does the committee evaluate its performance and is it held accountable?

Management Module - Grand Lodge F& AM of WI - 2015

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Are members recognized and appreciated?

Management Module - Grand Lodge F& AM of WI - 2015

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with "yes" responses:

No

Yes

- Is the work of the committee recognized as making a valuable contribution to the Lodge?

Management Module - Grand Lodge F& AM of WI - 2015

Teaming and Committees Summary

A committee is really a work unit of the Lodge

- Effective committees
 - Remove time-consuming detail from Lodge meetings
 - Build commitment of members to the Lodge
 - Affords members an opportunity to demonstrate their abilities
 - Give members a sense of worth and accomplishment
- Serving as chair or co-chairman of a committee
 - Gives officers the opportunity to practice and learn organizational and leadership skills essential to accomplishing the responsibilities of their office
- Committee system is an essential component of Freemasonry
 - Designed to complement the **Spiritual and Moral** lessons of Freemasonry
 - Designed to develop **Practical** leadership and organizational skills
 - Encourages a **complete and balanced application** of the fundamental principles and tenets of the Craft

Management Module - Grand Lodge F& AM of WI - 2015

Final thoughts . . .

- You can't threaten a volunteer's job with the use of the stick or in this case, employment termination.
- You can, however, emphasize the use of the carrot or, in this case, praise and recognition.

Make your committees effective, and remember . . .

**You can't build a reputation on what
you are going to do!**

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Management Module Agenda

- Lodge Officer Management
- Teaming and Committees
- **Running a Meeting**
- Investment Management
- Facilities Management



Leadership/Management Module - Grand Lodge F & AM of WI - 2017

Time is valuable to all our members and the last thing they want to do is waste it on ineffective lodge meetings.

If your sidelines are very empty, start looking at what you can do to make the lodge meetings more interesting.

Planning and Agenda

- A printed agenda in the hands of the Brethren helps prevent interruptions and keeps the meeting on track.
- Date setting should be done at the planning meeting – at least have a straw-man proposal.
 - Dates are **Announced** at the meeting – not set.
- There should be no surprises from the Secretary (or the Treasurer).

Plan your work and work your plan!

Management Module - Grand Lodge F& AM of WI - 2015

Where no plan is laid, where the disposal of time is surrendered merely to the chance of incidence, chaos will soon reign.

-- Victor Hugo

Reports

Should be Concise and to the point

- “Thank you Brother Chairman, but what we really need to know is...”
- “What does your committee recommend?”
- Informational reports not requiring action should be **Extremely** infrequent and **Extremely** brief
- “We have \$2,374 in the bank.
 - Nobody, **absolutely nobody**, cares that you paid a bill that was previously authorized

Management Module - Grand Lodge F& AM of WI - 2015

Don't let your reporting during a meeting get to this point with the audience . . .

“I learn a lot in meetings. For instance, did you know that by bending a paper clip once, you can make a pretty cool ‘S’”

Who Gets to Talk?

- Nobody very long unless he is presenting a program.
- What do you do about someone who likes to hear himself talk?
 - **First . . .** Don't be that person.
 - Thank you, Brother, and we need to move on now.
 - **Secretary's syndrome.**
 - Caused by poor leadership
 - Allowed to continue by worse leadership

Management Module - Grand Lodge F&AM of WI - 2015

“Most of the successful people I’ve known are the ones who do more listening than talking.” —
Bernard M. Baruch



Your Lodge #1

357 Masonic Staircase Way
King Solomon Drive
Zeredatha, Wisconsin 35700

Stated Meeting Agenda

October 15, 2015

Opening

Pledge of Allegiance to the Flag

Reception of Guests and Grand Lodge Officers

Consent Agenda

- Minutes of Stated and Special communications
 - Correspondence requiring no action
 - Bills
 - Financial Reports
 - Committee reports
 - Dates of future meetings
 - Dates of future events
-

Approval of the Consent Agenda

Sickness and Distress

Petitions and Balloting

Old Business

New Business

Masonic Education

Closing

Audience Killers



Our Fraternity Is In Such
Sad Shape – Woe Is Me.

Management Module - Grand Lodge F& AM of WI - 2015

Audience Killers



I Want To Introduce Everyone
Here Who Has Ever Been
Appointed To Anything

Management Module - Grand Lodge F& AM of WI - 2015

Audience Killers



Let's Give A Round Of Applause To
The Caterer Who Just Charged Us \$30
For A Dried Up Chicken Breast And
Half Cooked Green Beans

Management Module - Grand Lodge F& AM of WI - 2015

Audience Killers



“Thank You, Thank You, Thank You For Giving Me
This Honor.”

- This Is Not Humility – It Is Egotism.
- This Is About You - Not About Them And They Don't Care.

Management Module - Grand Lodge F& AM of WI - 2015

Education Presented

Sharing Light . . .

- Can be a short talk presented at the end of a meeting.
- Present a “Short Talk Bulletin”.
- Present a book review (check in upcoming WMJ issues too!).
- Have a guest speaker at an event. Discuss the speech at the next meeting.
- Mini School of Instruction

Follow the Guidelines Discussed in the Public Speaking Module.

Make sure the topics are . . .

- Interesting
- Informative
- Not to long [The speaker will lose his audience and wear out his welcome.]

Management Module - Grand Lodge F& AM of WI - 2015

**Just make sure that it is interesting to your audience not just to you.
Do not bore them to death.**

Management Module Agenda

- Lodge Officer Management
- Teaming and Committees
- Running a Meeting
- **Investment Management**
- Facilities Management



Leadership/Management Module - Grand Lodge F & AM of WI - 2017

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***When it comes to Investment Management,
investing in knowledge pays the best interest.***

Principles of Nonprofit Investment Management

Key Issues Facing Trustees

1. Responsibilities of the Trustees
2. Objectives of the investment funds
3. The payout policy for funds needed. How much?
4. Asset Allocation
5. Manager Selection
6. Risk Management
7. Cost



Management Module - Grand Lodge F& AM of WI - 2015

Charities, foundations and other nonprofit organizations share some basic objectives with most other prudent investors, whether individuals or businesses.

Charitable groups seek such universal goals as . . .

- *Principal protection.*
- *Acceptable level of risk.*
- *Reliable income.*
- *Potential for long-term growth.*

Investment decisions must take into account . . .

- *The organization's spending needs.*
- *Its charitable purposes.*
- *Near and long-term objectives.*

Investment Management

How Asset Allocation Helps Investors

- Reduce risks
- Achieve more consistent returns
- Decrease volatility



Management Module - Grand Lodge F& AM of WI - 2015

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“Don’t put all your eggs in one basket,” is the foundation for asset allocation.

Where Do You Go from Here?

- You can do it yourself.
 - Dig through prospectuses
 - Gradually assemble a portfolio that may meet your needs
- You can work with others. Perhaps you have contacts who can help you accomplish some of your financial goals
- You can investigate and select a financial manager
- Finally, you can procrastinate

ALWAYS REMEMBER . . .
Managing the Assets of the Lodge
is an Important Responsibility

Management Module - Grand Lodge F& AM of WI - 2015

1. You can do it yourself
2. You can work with others
3. You can investigate and select a financial manager
4. You can procrastinate and do nothing. [This should not be an option.]

*"Until you value yourself, you will not value your time.
Until you value your time, you will not do anything with it."*

-- M. Scott Peck

Investment Management

Today's Key Learnings . . .

- Prudent Man Rule
- Spending Plan Versus Reactive Plan
- Risk and Reward go hand-in-hand
- Recognizing risks and finding ways to manage them can be just as important as choosing the right investments



Management Module - Grand Lodge F& AM of WI - 2015

Four main points . . .

- *Prudent man rule*
- *Spending plan versus reactive plan*
- *That risk and return go hand-in-hand*
- *And lastly, identifying risks and finding ways to manage them can be just as important as choosing the right investments.*

Management Module Agenda

- Lodge Officer Management
- Teaming and Committees
- Running a Meeting
- Investment Management

- **Facilities Management**



Leadership/Management Module - Grand Lodge F & AM of WI - 2017

Facilities Management

Cardiopulmonary Resuscitation (CPR)

*Who is trained?
Are enough people trained?
Is the training certified?
Is the training current?*



Contact a local fire department or the American Red Cross about training.

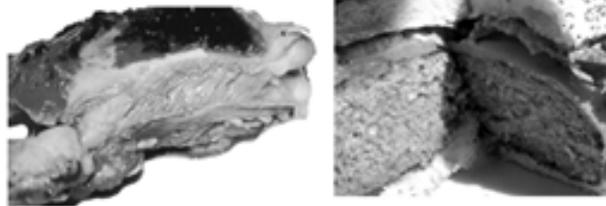
Management Module - Grand Lodge F& AM of WI - 2015

It's far better to do something than to do nothing at all if you're fearful that your knowledge or abilities aren't 100 percent complete. Remember, the difference between you doing something and doing nothing could be someone's life.

Facilities Management

Food Service

Be careful of serving undercooked food



Keep the food preparation and serving areas spotless



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Consuming under cooked meats or and unclean preparation area can cause foodbourne illnesses.

Although most foodborne infections are undiagnosed and unreported, the Centers for Disease Control and Prevention estimates that every year about 76 million people in the United States become ill from pathogens in food.

Of these, about 5,000 die.

Facilities Management

General Hazards

Remove any tripping hazards

- *Electrical cords*
- *Carpeting*
- *Sidewalks*



Keep stairways clear of clutter and in good repair with sound stepping areas and handrails.



Management Module - Grand Lodge F& AM of WI - 2015

Many fall injuries occur on level ground when people trip over unexpected objects in their path.

Facilities Management

Be a Good Neighbor

Keep the Outside of the Building in Good Repair

Is the outside of your building like this . . .



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Facilities Management

Be a Good Neighbor

Keep the Outside of the Building in Good Repair

Or in disrepair like this. . .



Management Module - Grand Lodge F& AM of WI - 2015

Facilities Management

***Keep the Furnishings in Good Repair
Make Your Lodge a Place People Want to Visit***

Is the inside of your building like this . . .



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Facilities Management

***Keep the Furnishings in Good Repair
Make Your Lodge a Place People Want to Visit***

Or in disrepair like this . . .



Management Module - Grand Lodge F& AM of WI - 2015

Facilities Management

Masonic Facilities Tell the Public About Us.



***It is our job to manage the facility we own
and maintain it in a prudent manner
which is safe for all visitors***

Management Module - Grand Lodge F& AM of WI - 2015

“Organize, don't agonize.”

— Nancy Pelosi

WRAP UP



Management Module - Grand Lodge F& AM of WI - 2015

Thank You for Attending Leadership and Management Training



"We are face to face with our destiny and we must meet it with a high and resolute courage. For us it is the life of action, of strenuous performance of duty; let us live in the harness, striving mightily; let us rather run the risk of wearing out than rusting out."

- Br. Theodore Roosevelt

Now it's time to turn training into action!

Leadership/Management Module - Grand Lodge F&AM of WI - 2017

Wisconsin Masonic College Participant Evaluation Leadership/Management Workshop



Lodge: _____ Lodge Number: _____

Workshop Date: _____ Instructor: _____

How did you hear about this workshop?

Telephone Email Wisc. Masonic Journal Other [Please explain]

Specify your objective for attending this workshop? _____

Did you complete any activities before attending this workshop?

- a. I identified specific opportunities that can be used in my lodge.
- b. I discussed attending the workshop with some of my lodge members.
- c. I reviewed the pre-work and completed the exercises.
- d. Other activities

Please explain? _____

Please Evaluate Each Module

Being a Masonic Leader Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				

Additional Comments _____

Wisconsin Masonic College Participant Evaluation Leadership/Management Workshop



Being a Servant Based Leader Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Effective Questioning Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Motivating/Persuading Volunteers Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Wisconsin Masonic College Participant Evaluation Leadership/Management Workshop



Conflict Management Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Mentoring Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Generational Differences Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Wisconsin Masonic College Participant Evaluation Leadership/Management Workshop



Lodge Officer Management Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Teaming and Committees Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Running a Meeting Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Wisconsin Masonic College Participant Evaluation Leadership/Management Workshop



Investment Management Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Facilities Management Module

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information presented was helpful.	<input type="checkbox"/>				
The presentation was easy to understand.	<input type="checkbox"/>				
The module provided information I can use.	<input type="checkbox"/>				
The module was just the right length.	<input type="checkbox"/>				
(If applicable) The team exercise was useful and helped me understand.	<input type="checkbox"/>				
Additional Comments _____					

Wisconsin Masonic College Participant Evaluation Leadership/Management Workshop



General Observations

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The overall learning environment was appropriate (room size, facilities, breaks, and meals).	<input type="checkbox"/>				
I would recommend this workshop.	<input type="checkbox"/>				
The overall information would be useful to other members of my lodge.	<input type="checkbox"/>				

Additional Comments _____

Would you be interested in teaching one or more of these Workshops? *(check all that apply)*

Leadership Management Planning Combined Leading/Managing

Name: _____ Lodge Office: _____

Date: _____

Public Speaking



Fear of Public Speaking

- Population

- ☠ Fear No. 1 = Public Speaking

- ☠ Fear No. 2 = Death

- Stage fright

- In spotlight
 - Unprepared
 - Inexperienced



Management Module - Grand Lodge F& AM of WI - 2015

“People fear public speaking more than death, which means that if you have to be at a funeral, most people would rather be in the casket than giving the eulogy.”

-- Jerry Seinfeldt

Thoughts on Public Speaking

"The best speakers know enough to be scared... the only difference between the pros and the novices is that the pros have trained the butterflies to fly in formation." - Edward R. Murrow

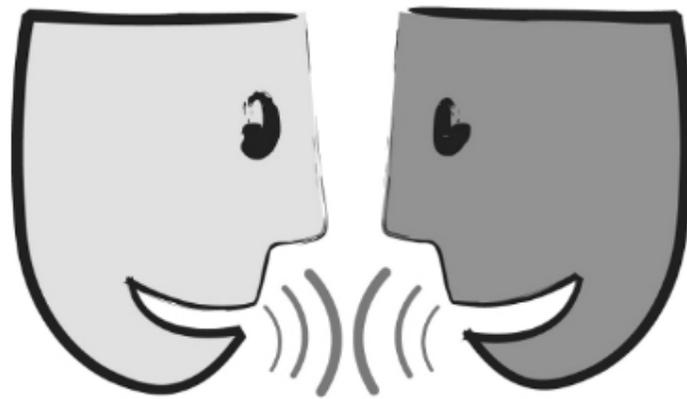
In making a speech one must study three points:

- First, the means of producing persuasion.
- Second, the language.
- Third, the proper arrangement of the various parts of the speech. - Aristotle



Sometimes a joke or story is the best way to get relaxed, ease the fear, and help calm down the butterflies.

Communications



Communications

A Little Planning Goes a Long Way...

- What do you want to say?
- Who do you want to say it to?
- How do you want to say it?
- What do you want them to do when they receive it?



Management Module - Grand Lodge F & AM of WI - 2015

Very few people can sit down at a keyboard or with a pen and paper and have their message just flow. Most require some thought and planning to provide a clear and effective message.

Communications

What do you want to say?

- Try to provide value.
- Be respectful of your audience's time.
- Be specific, try to avoid rambling
- Be informative
- Be consistent



Management Module - Grand Lodge F & AM of WI - 2015

Consistency, not only with the message itself, but when the message is given, what information is in the message, how the message is delivered. Consistency in communications creates confidence in the communicator.

Communications SUGGESTIONS FOR MASTER'S MESSAGE

- Your own life experiences.
- Readings/Books/School.
- Other Trestle Boards.
- Masonic Service Association
(MSA) Short Talk Bulletins
- Grand Lodge Web Site



Management Module - Grand Lodge F & AM of WI - 2015

Try to provide something for everyone.

Communications

Printing of the Trestle Board

- Consider a printing service
- Not too much clutter
- Clip art is a good way to break it up
- Use spell and grammar check!
- “Every member shall have due and timely notice”
- Grand Lodge and neighboring Lodge notices



Management Module - Grand Lodge F & AM of WI - 2015

This is the “face of the Lodge”...it should look professional.

Communications

Lodge Websites “Don’ts”

- List personal information about any members or candidates
- Do not let the content get stale
- Music, flash and heavy graphics
- Do not post any pictures that may bring disrepute to the Fraternity



Management Module - Grand Lodge F & AM of WI - 2015

Remember, any communications are an extension of the Fraternity. There cannot be any content in any communications, including websites, that could bring disrepute to the fraternity.

Communications

For Secured, Members Only Area

- Names, E-mail Addresses, Phone Numbers and Member's Addresses
- Minutes of meetings
- By-laws
- Reports of Committees
- Candidate's in Waiting



Management Module - Grand Lodge F & AM of WI - 2015

These are a few ideas of things that could be posted on a website, but access should be restricted for members only.

Communications Social Media Cautions

- Beware of Cowan's and eavesdroppers
- Do not rely on it as the sole communication media
- Regularly “police” the content to insure it is consistent and Mason-friendly
- Keep the content of your personal page/profile from bringing disrepute to Masonry.



Management Module - Grand Lodge F & AM of WI - 2015

TAKE DUE NOTICE AND GOVERN YOURSELF ACCORDINGLY.



GRAND LODGE FREE AND ACCEPTED MASONS OF WISCONSIN



“To preserve the reputation of the Fraternity unsullied must be your constant care.”

When we represent ourselves as members of the fraternity, we become someone’s impression of Freemasonry. As such, it is important that we act accordingly and subscribe to the lessons we are all taught as Masons in terms of how we communicate and interact with Masons and non-Masons.

Social Media Code of Conduct for Wisconsin Freemasons

- Freemasons must conduct Social Media activities in a way that reflects membership in the Craft, acting in a way that presents a positive image of the fraternity; avoiding private piques and quarrels; being cautious in behavior; courteous to our brethren and to promote the general good and to preserve the reputation of the fraternity.
- Freemasons must be aware that postings are a permanent record; and therefore an individual's conduct may influence the world with a positive or negative image about the individual and also about Freemasonry. Postings and actions on the various Social Media outlets should reflect the highest standards of morality and integrity.
- Postings should not bring discredit to Freemasonry nor should they fit within the definition of Un-Masonic Conduct as defined by our Masonic fraternity. Conduct contrary to the accepted and customary rule of right and duty between Freemasons or to society in general, is improper.
- There should never be discussion related to the business of a Lodge and what is discussed within our tyled doors.
- There should never be discussion related to petitions, applications, background checks, investigation of an applicant, or regarding balloting on an applicant.
- Posts must comply with Grand Lodge rules, regulations, and edicts.
- Participation in discussions with those who most often are looking for discussions outside of what is Masonically acceptable should be avoided.
- No official communication with other Grand Lodges or their subordinate or concordant Lodges may take place online. Contact must be conducted through the Office of the Grand Secretary.
- The Grand Lodge of Free and Accepted Masons in Wisconsin is the absolute Masonic authority in Wisconsin. Only the Grand Lodge of Free and Accepted Masons in Wisconsin can make authoritative statements on behalf of Wisconsin Masons.
- To ensure our fraternity represents itself to the high standards we must regulate our actions by individual restraint and through Brother-to-Brother intervention. As a Freemason, quietly advise a Brother if you feel that what he has posted is improper within the framework of our Grand Constitutions, laws, rules, regulations, edicts and the general regulations of Freemasonry.

Communications



Management Module - Grand Lodge F & AM of WI - 2015

The question is: how do you communicate it?

Many of us take the “actions speak louder than words” approach. That is what one of the things that is taught in our ritual: to act as a Freemason should act.

It is quite simple when you think about... Four words:

- *Inform*
- *Educate*
- *Entertain*
- *Sell*

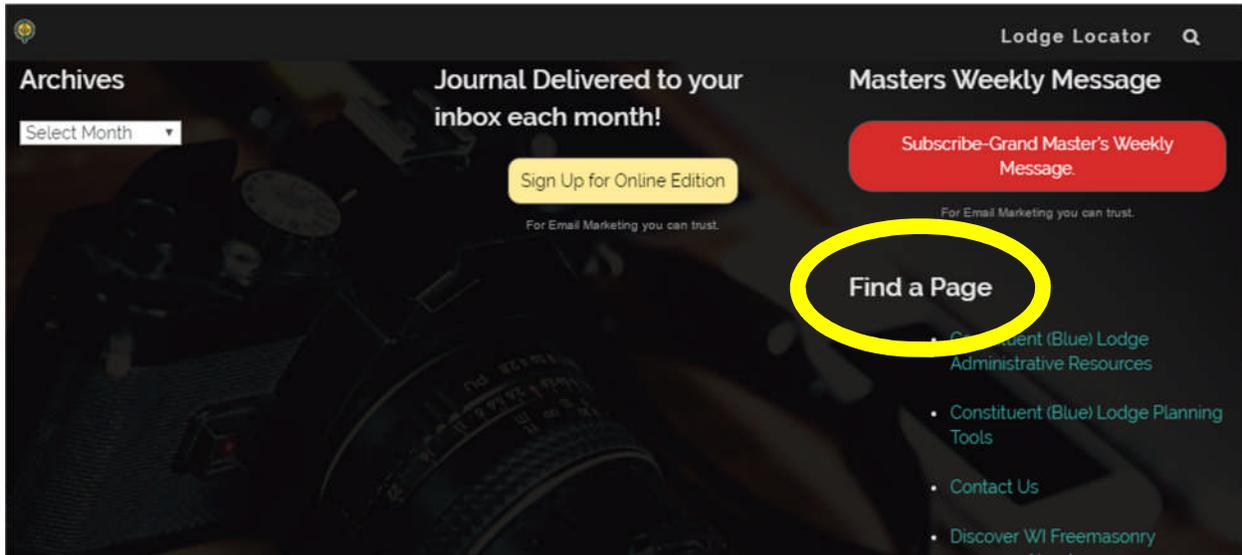
Have the class at the last page in their workbook on where to find and download class materials.

Downloading the Leadership/Management Workbook

On the internet, go to . . .

<http://members.wisc-freemasonry.org/>

Scroll down to **“Find A Page”**. . .



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