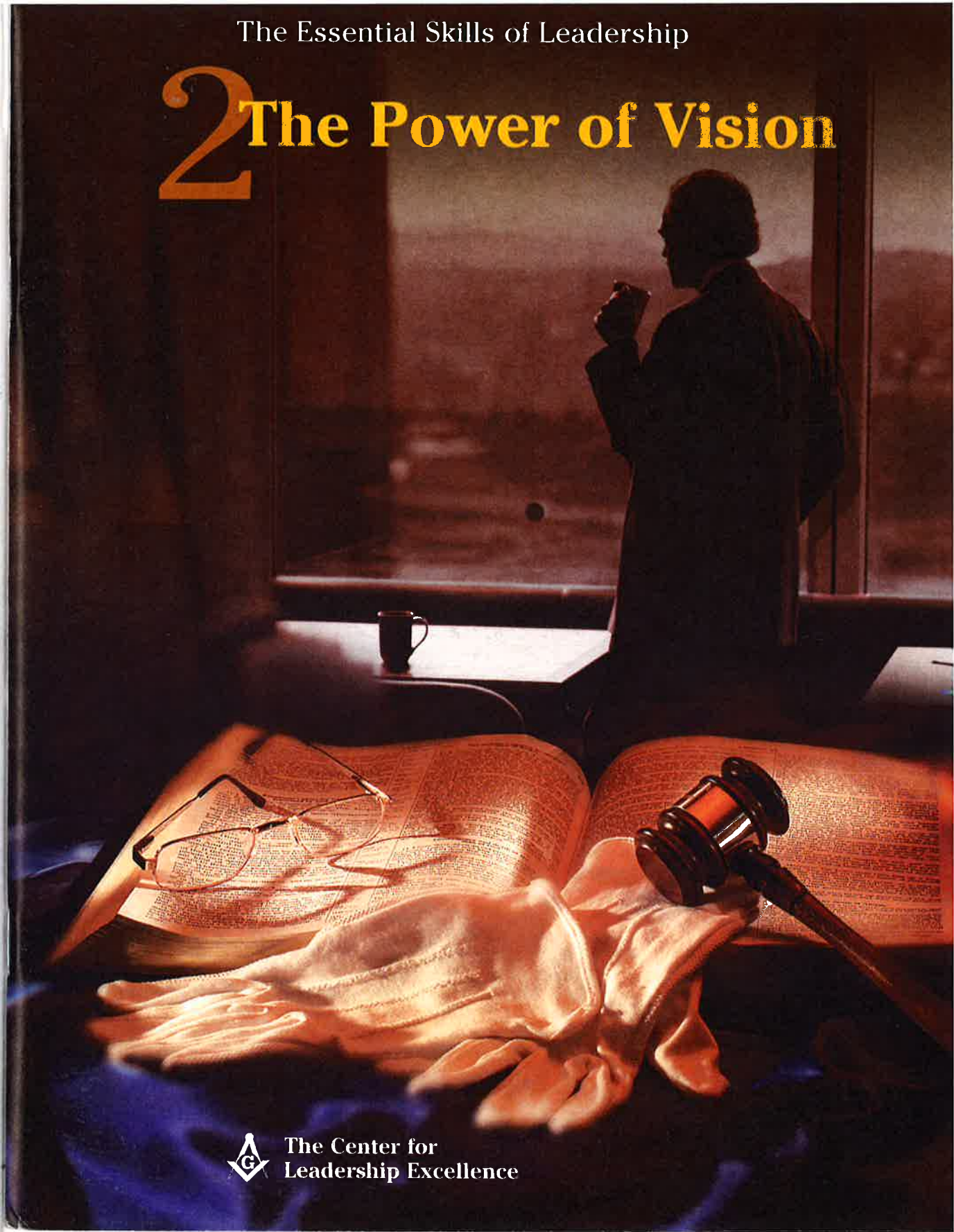


The Essential Skills of Leadership

2 The Power of Vision



The Center for
Leadership Excellence

The Power of Vision

Follow the fellow,

Follow the fellow,

Follow the fellow who follows a dream.

From the song "Look to the Rainbow" by E.Y. Harburg

2 The Power of Vision



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1 When You Become the Leader

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4 Motivation: Creating the Will to Work

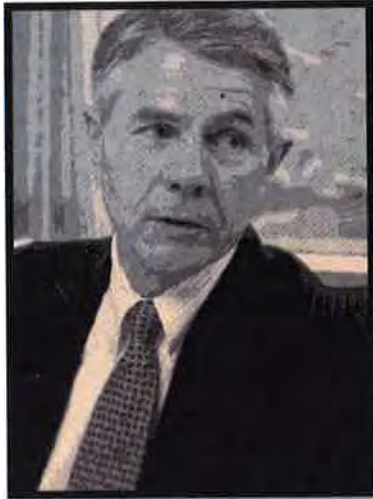
5 Developing and Using a Lodge Team

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Please Begin Here

Have you ever wondered what sets leaders apart from those who are not? Some will tell you that leaders are born and not made. But that would not be supported by the research that clearly shows that all of us can learn the essential skills of the leader and create the fellowship which we discussed in the first Guide.

A born leader



We've heard people say "He's a born leader" and we take them at their word that this person has a special skill for working with people in an unusual way. In this Guide, we are going to discuss one of the most important skills a leader can have and practice how to use this skill in our lodge or Masonic organization.

Born leaders always seem to have a sense of where they are going and an ability to convince others to follow. Just as the leader of a team can inspire his team on the field and to victory, leaders of most successful organizations have a special ability to describe where the organization is headed and an ability to convince others that following his lead is worth their best effort.

Winston Churchill became the leader of Parliament in war torn England in the middle of the Nazi Blitzkrieg at the age of 66. He viewed England's role in Europe and in stopping Hitler as "a challenge that could not be ignored."

In a speech that galvanized the British into supporting an all-out effort against German aggression, he claimed for Britain his vision for the future and the mission they must undertake: "Victory! Victory at all costs. Victory in spite of all terror, victory no matter however long and hard the road may be; for without victory there is no survival."

Was Winston Churchill a born leader? Who really knows? But on this occasion in his life and in the life of his nation, he spoke in a clear and eloquent voice about what Great Britain would do, must do and did accomplish.

Lesson:

Must you be a born leader in order to rise to the occasion for your organization when you are the leader? Of course not. But you must have one very important skill that all effective leaders possess. You must have a powerful and compelling vision of where you expect the organization to be in the future and what it will be like to be a member when your vision is fulfilled.

What Do We Know About Vision?

Some people will say they have never had a vision. Others will laugh at the idea or say something silly about some dream they had. We'd like you to take this concept of vision for the organization very seriously and that's why we are spending one entire Guide helping you develop a vision for your organization.

The power of vision

For many people, a vision is a powerful motivator on how we choose to live our lives. Viktor Frankl lost his family to the Holocaust in WWII. Imprisoned in Auschwitz, he was assigned to a work detail under the most horrible of conditions. Daily, other men around him died from hunger, the cold and disease. Frankl decided to see if he could learn something from the conditions that surrounded him and began to craft a new book which he later called *Man's Search for Meaning*. During the darkest times, he pictured his book completed and himself on a stage in front of an audience explaining the details of his book in a warm and comfortable setting.

His vision of his future was powerful enough to keep him alive and energized him to the point that he could put aside his discomfort and the horror of the camp and survived until he was freed. This vision of what he could accomplish when he was no longer in prison provided the impetus for his survival and formed the foundation for his future.

Positive visions followed by actions that lead to the vision fulfilled, have been powerful driving forces for change.

- *Caesar's vision of the Holy Roman Empire*
- *Columbus' vision of a new route to the orient*
- *The settlers' vision of a new life in the colonies*
- *The founding fathers' vision and declaration of a United States and a more perfect Union*
- *Lincoln's vision of the abolishment of slavery and a free America*
- *Ford's vision of an affordable car – even if it was black*
- *Kennedy's vision of a man on the moon*
- *Johnson's vision of a Great Society*
- *Carter's vision of a Middle East Peace Accord*

Lesson:

A vision is a target that beckons.

In order to achieve this vision you must:

- ***Start early***
- ***Understand the change process***
- ***Know that there are choices about what to change***
- ***Understand there is a process to follow***

Starting Early



When we were children we would say to our parents "When I grow up I want to be a fireman or a policeman or a pilot." Sometimes we wanted to be like our fathers – even when we were not sure what our fathers did. Absent these visions, what would we become?

Hopefully, we encourage this early dreaming by our children because what they want to be in the future encourages their early curiosity and exploration.

Sometimes our visions get lost along the way, but we all know of someone who followed his or her dream from childhood into adulthood. When we do discover these rare individuals, we say about them, "He followed his dream," or "He never lost sight of where he was going" or "Everything he did contributed to his attaining his goals in life."

Vision and Leadership

The importance of a powerful vision, is that it serves as a beacon that can attract those who feel the future you describe is worth achieving, and encourages them to follow your leadership.

John Gardner, former Secretary of State and the Secretary of Health, Education and Welfare, in his book, *No Easy Victories*, wrote the following definition of the leader and the importance of vision. In his definition of leadership, he used the word society to mean the organization. We have substituted organization for society. We hope he would approve. You may want to substitute the name of your organization as you read it.

"Leaders have a significant role in creating the state of mind that is the organization. They can serve as symbols of the moral unity of the organization. They can express the values that hold the organization together. Most important, they can conceive and articulate the goals that lift people out of their petty preoccupations, carry them above the conflicts that tear an organization apart and unite them in pursuit of objectives worthy of their best efforts."

If you are about to become the leader of a Masonic lodge, a Rotary club, a Girl Scout troop or a business you are starting from scratch, these ideas can be useful to you.

Lesson:

By itself a vision for your organization is not much different than a dream. But when you put action to your vision, you capture the attention of those who might follow.

Said another way

Try rewriting this idea by filling in the blanks with ideas important in your role as the leader responsible for the visioning process.

As the leader of my Masonic lodge, I have the important task of _____ that is our organization. I must serve as a symbol of the _____ of the organization. I must conceive and share with others a _____ of the organization in such a manner that they are willing to _____ and unite to achieve what they consider worthy of their best efforts.

Why Is Vision Important?

In the initial Guide we spoke about the importance of creating “followship.” But follow what? Where? The *what* and *where* to which you want those in your organization to apply “their best efforts” is found in your vision delivered in such a way that members can first understand your vision and then buy into it.

Without this picture of the future, what are you asking them to be part of? Your charisma and charm will be helpful, but they won’t carry you to the leadership of the organization you want and your organization expects of you.

As a result, the idea that “I’d follow him anywhere” is not as strong and compelling a reason for followship than to say:

“I want this organization to be the premier organization for men of quality and recognized as a powerful contributor to the strength of this community.”

“Our lodge will attract the most new members and retain their interest over time.”

“I want our lodge to be the best in the district and attract more men than any other.”

“Our lodge will be recognized in the community for the charity we provide.”

Without a powerful vision for your organization. Where are you headed, anyway?

Lesson:

Vision statements do not have to be fancy or filled with big words. Ideally, if a friend asks you – or a member of your lodge – what is the future going to be like, you and everyone in your organization should be able to give a pretty good idea of what the vision is for the future.

Vision – A snapshot of the future

Another way of looking at the visioning process is to consider it a snapshot of the future. In the vision, you should find a series of actions or promises that need to be completed in order for the vision to be fulfilled. If these occur over more than a single year, they could be divided into annual plans complete with budgets, each plan providing the focus for the leader during that year.

Here's a case study that can give you practice with this concept.

A Case in Point – The Case of the Artful Father



Please read this case study and use Worksheet 1 to understand several important visionary ideas.

When Alison Bolster was born, her father, a successful doctor, was unsure of what the future would hold for his daughter, and it was probably too soon to worry anyway. However, by the time Alison was five, she was showing a real interest in his work as a physician and even accompanied him to his office and to the hospital on special occasions.

He was fascinated by her interest in medicine and asked her frequently what she thought she wanted to be when she grew up. Her responses were typically child-like except that she always came back to her first response to “be like daddy”, to be a doctor. The idea grew on him and soon he saw that he had an opportunity to really help Alison with the decision and perhaps with her future.

Knowing that in the future only the best-trained and committed individuals would be successful in medicine and that surgeons would always be needed, he quickly saw Alison dressed in “scrubs” in an operating theater with scores of student hopefuls looking on. He saw her being asked to perform the most difficult procedures. He envisioned her becoming famous and publishing articles in the *New England Journal of Medicine* and routinely applauded as one of the best in her field. Quite a vision for a girl not yet in school.

Still, a vision can help create reality.

Mapping out the goals and actions for achieving this vision would first have to begin with him and his wife. Later, Alison would need to “own” the vision and play her important part in bringing it to reality. To discover how this could be accomplished and the importance of a powerful vision, please use Worksheet 1, page 16, A Father's Vision for Alison Bolster, M.D.

Lesson:

A Powerful vision for an organization may need several years for fulfillment. Making the right choices of actions – from those you undertake first – are strategic decisions that help you get elected.

Your Turn

Now we'd like you to try your vision on for size. Don't be concerned if you haven't thought about this before. Try it anyway.

We'd like you to picture yourself in some future condition. Perhaps looking differently – more fit or weighing less. Or you may want to picture yourself in retirement. Think hard about the picture you see developing. Make the picture as strong as you can so that it is worth the effort. If you are considering your retirement home by the water, draw a strong mental picture of your home and put in all of the trimmings. Dwell on it.

Now, write your vision for yourself in the future in a way that you and someone you know will understand. You can write it in the space below or on separate paper. When you have finished, answer the four questions that follow.

My Vision:

Questions

1. *How did your vision change from your first thoughts to your final visionary ideas?*

2. *What problems did you have in creating your vision?*

3. *If you had problems staying focused on your visioning process, what thoughts or things seemed to get in the way?*

4. *What positive excitement did this process generate for you?*

Vision and Roles

Every member of the lodge should see his role in your vision. If your vision is too general and lacks specifics, members will find it tougher to see their roles. On the other hand, if your vision is too detailed – that is it spells out not only the WHAT but all of the HOW TO's, this may demotivate others because they cannot see how they can add their voice, creativity and effort to the problem solving process.

We can find no better example of a powerful vision than the one below developed by Walt Disney before he purchased the land in California for his first theme park.

Read it carefully and use Worksheet 2, page 17, to help you understand more about the power of vision.

Disney's Vision

"The idea of Disneyland is a simple one. It will be a place for people to find happiness and knowledge. It will be a place for parents and children to spend pleasant times in one another's company: a place for teachers and pupils to discover greater ways of understanding and education. Here the older generation can recapture the nostalgia of days gone by, and the younger generation can savor the challenge of the future. Here will be the wonders of Nature and Man for all to see and understand. Disneyland will be based upon and dedicated to the ideals, the dreams and hard facts that have created America. And it will be uniquely equipped to dramatize these dreams and facts and send them forth as a source of courage and inspiration to all the world.



Disneyland will be something of a fair, an exhibition, a playground, a community center, a museum of living facts, and a showplace of beauty and magic. It will be filled with the accomplishments, the joys and hopes of the world we live in. And it will remind us and show us how to make those wonders part of our own lives."

Lesson:

Try substituting the name of your lodge every place Disney refers to Disneyland. Notice how powerful and inspiring the vision becomes.

Getting closer to your vision

Now it's time to examine a vision for a Masonic lodge and to see how it can help you in the vision statement you need to write.

Here is a vision developed by Masons in Michigan. Even with this example, lodge leaders were expected to develop a version specifically for their lodge.

Michigan's Vision

Read the following statement and then use Worksheet 3, page 18, to get a better understanding about vision.

"Freemasonry in Michigan shall be a preeminent organization for men of quality, regardless of race, religion or creed, consistently delivering, by symbols, allegory and example, a moral code founded on the highest standards of ethics, honesty and strength of character; a fraternal organization committed to charity, true fellowship and brotherly love under the Fatherhood of God; and a relevant organization dedicated to delighting, involving and educating members and their families in the community, where the lodge is a vibrant, respected and contributing part of community life.

The organization must be well-led, committed to excellence, maintain quality programs and quality use of time and should forge alliances within the community designed both to help the community and develop the character of Masons.

A man who becomes a Michigan Mason can expect to find in his fraternity the opportunity to learn and to lead; to be inspired and entertained; to be challenged and respected; to be involved with his family, his Brothers and his community; and be proud to be a member of an organization committed to making a difference."

About the Future

We can only build an effective vision statement if we make certain assumptions about the future. Here is a list of ideas futurists believe will be the 21st century reality. Study them as background information before beginning your vision.

About men:

Men will have fewer free hours than they have today (about 20% less).

Men will work a longer day due, in part, to an extended drive time.

Men will fear the loss of a job more than they did five years ago.

Men will have a greater need for family.

Men will have an important need for new male friendships and relationships.

Men will be attracted to organizations that promise special benefits or meet their special needs. (Note: Promise Keepers)

Men will be married to working spouses (nearly 90% will work by the year 2000).

Men will be very concerned about the costs of educating their children.

Men will need to be very mobile, as most will have to relocate more than once to find a job.

About women

A large percentage of women will have to raise children without an at-home father.

Women may, therefore, raise the young sons without traditional male values.

Women will be paid the same as men for the same work.

Women will demand time away from the family for personal growth, entertainment and fellowship with other women.

Women will take jobs that force their husbands to relocate and find a new job.

Women will be major purchasers of goods and services traditionally reserved for men.

Women will take on increasingly more risky and male-type positions in the military, law enforcement, construction and transportation.

About life

The concern for personal safety will be a major concern especially for city dwellers.

The absence of free time will put great stress on volunteer organizations.

The loss of government services will create greater needs among the poor.

Costs of higher education will be unaffordable for many families.

The importance of convenience will influence everything.

Traditional institutions like banks and libraries will become all electronic.

The need for new friendships will be even more important.

Many large cities may be bankrupt or nearly so.

Quality of life will increasingly be important to people who have worked for 25 years or less.

Value and quality will drive most decisions a person makes in life.

About the lodge

Lodges that have not made efforts at renewal will be 15%-20% smaller in five years.

Lodge failures will increase dramatically as older members die and are not replaced.

Lodge-related youth programs will fail.

Young men of quality will not find joining attractive or possible.

How time is used will determine a man's satisfaction with the Craft.

Dues will not cover lodge costs.

Investment income will not make up the difference in many lodges.

Lesson:

The leadership of a lodge that recognizes the reality of what's happening to men and to life and creates a powerful vision of the future and takes action on vision will not only survive but thrive.

About Your Vision

These ideas about the future suggest many ways the lodge can be relevant in the future. If you study these ideas, you may be able to envision an organization that can effectively meet the needs of members in the 21st century.

One element of your vision for the lodge could include that the lodge is a place where men can connect with one another.

The operative visionary word is connect.

You may not like this visionary idea. But the vision is (1) in keeping with the needs of men in the 21st century, (2) achievable by the lodge, (3) a compelling need of future members and (4) a contributing factor to the preeminence and distinction the lodge may be seeking.

Or you may say that it is your vision for Freemasonry that a man who becomes a Mason will find in his lodge an opportunity to spend quality time with other men, with his spouse, his friends and with his family.

There are many important ideas in Michigan's vision statement all of them positive. You will want to include in your vision only those ideas that create a positive and compelling reason for a man to join.

What's Your Vision?

Now you should be ready to develop a vision for your lodge. Every lodge is unique and each vision has to be detailed and specific to that lodge. And, above all, you and every member of your lodge must have ownership in the final product.

How you finish the following statement will be a good start for your vision.

You can begin your vision statement by using these words: *I see my lodge in five years as a place where....*

.....

.....

.....

.....

Use Worksheets 4 and 5, pages 19 and 20, to begin your vision for your lodge.

Lesson:

Men who have been concerned with the renewal of Freemasonry at the lodge level see the lodge in the future as a wonderful place where men who are members receive important benefits from joining. For a list of the benefits members would receive, see Appendix A on the last page of this guide.

Translating Vision Into Goals

If you were interested in looking more trim, better dressed or well liked, it helps if you can first envision the new you. Let's call this your vision.

To achieve this new you, you need to develop a set of achievable goals for yourself over some period of time.

For example, you might have goals for:

- ✓ *Losing 20 pounds within the next six months;*
- ✓ *Purchasing new clothes that will improve your style;*
- ✓ *Toning your body and getting into shape;*
- ✓ *Grooming your new body so that everything fits.*

Even with just four goals, you can see that there is a preferred order to achieving these goals.

Vision, Goals and the Lodge

If one of your visionary ideas is that your lodge will be the preeminent organization for men in your community, you need to determine what goals, when accomplished, will lead the community to say that your lodge is the best in the community. Some of your goals may be accomplished in the very near future, some later in the year and some in future years.

Determining the correct or right order of goals to be accomplished is, in effect what leaders do.

To make these decisions effectively, leaders must understand the ability of the lodge to get things done. Leaders also determine what things are most important and what goals can be left until a later year. In the end, goals will be ranked in some order of priority that makes sense in light of current conditions in the lodge.

This ordering of goals into priority groups is what strategic planning is all about. If you develop a priority list, then achieve important goals first, you will strengthen your change process and increase your member support.

Try your hand at relating vision to goals using Worksheet 6, page 21.

Lesson:

Goals are defined statements of expected accomplishments that are time and task specific, which, when met, result in the vision fulfilled.

Goals Into Planning

If you were successful in identifying the goals for each of your visionary ideas, you probably decided that there are too many, for just one year.

When we were talking about creating the new you, you should have included exercise, diet, nutrition and dress. Only someone not thinking clearly would have purchased his wardrobe before he started to lose weight rather than after he lost the weight so that the clothing fit the man.

Well, the same is true in determining the goals for the lodge. In fulfilling the vision, some goals need to be completed before others.

Here is a sample list of goals in a logical order.

- *Goals for developing activities men enjoy need to precede goals for increased membership.*
- *Goals for improved lodge events need to be considered before goals for family involvement.*
- *Goals for getting the membership records of members in order need to precede goals for communicating to all members.*
- *Goals for renewing the lodge building need to be completed before goals of opening the lodge to the public.*

Grouping goals into function

By grouping goals into functional areas – for example placing all goals for membership in a single category – a single team leader can be responsible for activities related to achieving these goals. In effect, this team leader becomes the champion of the membership function. (More about team building in Guide 5).

In your lodge, you will probably have clusters of goals in the following areas:

<i>Membership development</i>	<i>Community events</i>
<i>Fellowship</i>	<i>Family events</i>
<i>Finances</i>	<i>Lodge building and grounds</i>
<i>Education</i>	<i>Internal and external communications</i>

If you would like to consider the functional team in your lodge, use Worksheet 7, page 22.

Lesson:

The division of goals into some type of order that will allow the organization to not only function, but also to make progress towards the future is paramount in achieving expected results. Goals need to be accomplished in a specific order to give your lodge the best chance for renewal.

Most of your goals will require more than a single year to complete. Therefore, your vision needs to serve as a guide for more than one year. Your members need to understand that fulfilling goals has long-range implications for your lodge.

Some goals, like the goals for improved fellowship, may be completed in only one year – and early in the planning process since that is what men expect from the organization when they join.

For each goal you need some action; often more than one and in the right order.

Visionary Idea	Goals	Actions Year 1	Year 2	Year 3

The activity of turning vision to goals to actions – in effect creating the long-range plan for the lodge – is, in reality, not a plan for the leader but a plan for the lodge.

Concluding this Guide

Leaders all share at least this one fundamental ingredient. Warren Bennis stated it this way.

*"The first basic ingredient of leadership is a guiding vision. The leader has a clear idea of what he wants to do professionally and personally – and the strength to persist in the face of setbacks, even failures. Unless you know where you're going and why, you cannot possibly get there."*¹

Here are a few visionary ideas about your Masonic organization. These ideas were developed by first looking at a Masonic lodge in the year 2000 and answering the following question:

What must a Masonic lodge in the future be like if it is to be attractive to men of quality and be viewed as a preeminent, relevant organization in the community?

Remember, these statements are the WHAT ideas, not HOW TO's. They come later.

- ✓ *The organization is appealing to the younger professionals in the community*
- ✓ *The organization is supported and recommended by the wives of members*
- ✓ *The organization is well known and understood*
- ✓ *The process of joining is clear and well known*
- ✓ *The organization makes a real difference in the community*
- ✓ *The lodge is a place of great fellowship*
- ✓ *The lodge is a center for learning*
- ✓ *The lodge is financially sound and well-maintained*
- ✓ *Members find attending lodge a good use of time*
- ✓ *Members are involved in lodge programs and activities*
- ✓ *Members involve their friends in Freemasonry*
- ✓ *Families are considered part of lodge life*
- ✓ *Young people are part of the focus of lodge*

The risks involved in the visioning process are that so much needs to be done that ideas become overwhelming and men lose interest.

Here are four ways to avoid that happening.

1. *Limit each list of goals to those which will really impact the organization in the future.*
2. *Make sure that what you undertake you can accomplish.*
3. *Develop people not plans. If you have the right team leaders, your goals will take care of themselves.*
4. *Have fun. This is serious but it is not life or death.*

¹ Warren Bennis, *On Becoming A Leader* (New York: Addison Wesley Publishing Company, 1994), p.39

Worksheet 1

A Father's Vision for Alison Bolster, M.D.

1. *The case, while extreme in some ways, does suggest that the father's vision for Alison can be a driving force for change in both of their lives. How could Alison's father get her to buy into his vision and help make it hers?*

2. *If Alison's father is smart, he will develop a cluster of goals, each of which will advance the development and fulfillment a bit further. Can you develop goals for each of these clusters of time?*
 - *By the time she was in the third grade;*

 - *By the time she finished with elementary school;*

 - *During each of the next three summer vacations;*

 - *By the time she was a ninth grader;*

 - *When she decided on where she wanted to work part-time;*

 - *By the time she declared her choices for college;*

 - *By the time she was a sophomore in college and had to determine her major field of interest.*

3. *A vision quest needs to be measured according to certain mileposts – decision points which, if not achieved, may make the course impossible and lead to abandoning or changing the vision. Can you identify a number of mileposts Alison will need to meet by the time she is a sophomore in college 15 years from today?*

Worksheet 2

Disney's Vision

A vision fulfilled is a powerful force for creating followship. Think about this idea.

If leadership is creating followship, then there needs to be something in your vision like there was in Disney's vision that creates the interest in participating and following the leader.

Use Disney's vision to answer the following questions.

1. *What specific "promises" did Disney make to those who would visit his property?*
2. *What special opportunities would there be for the very talented people who would need to build this property? Identify each of the special talents needed.*
3. *The vision for Disneyland sets a standard by which the project when completed would be judged. What are those specific standards?*
4. *Name the types of special "markets" or types of people Disney would want to attract.*
5. *If you have been to a Disney property, you can judge for yourself how successful he was in fulfilling his vision. Go through each of the promises he makes and give him a grade on his performance ranging from 10 highest to 1 lowest and see how well you think he did.*
6. *How might Disney's vision be applied to your Masonic lodge?*

Worksheet 3

A Vision for Masons

Use Michigan's vision statement on page 9 to discuss the following with others in your lodge or with someone you find interested in these ideas about leadership.

1. *What elements of the vision statement demonstrate that Masonic leaders developed it?*
2. *What would encourage Masons who read it to buy into it and try to get support from their lodge?*
3. *What elements of the vision statement are among the most difficult new "behaviors" of a Masonic lodge to gain support?*
4. *What specific elements in the vision statement will appeal to future youthful members and their families?*
5. *What long-range goals could be developed by your lodge even if you must modify this vision somewhat?*
6. *The statement indicates that members will be delighted with their lodge. This can be a difficult word for some Masons. Can you see ways in which a member might be delighted with a renewed lodge? Give your suggestions here.*
7. *Many older Masons find the concept that a man will be "entertained" in his lodge difficult to accept. Why is this idea important to future members and how, specifically, can the lodge provide "entertainment" for the member?*

Worksheet 4

Beginning Your Vision Statement

Use this worksheet to first list your ideas about a vision for your lodge and then determine which of the 21st century needs of men, the family and the community your vision is addressing. Use the form below.

Visionary Concept for the Lodge

Important 21st Need Being Met

(Example)

The lodge will be a place for real fellowship, making new friends and renewing friendships.

Men want to be around others with whom they can share good feelings and develop new friends.

When you have completed this page and have agreement with others on your team, go to Worksheet 5 and develop a draft of your vision statement.

Worksheet 5

Your Vision Statement

On this page develop a vision statement for your lodge. There are a number of resources you can use including the vision statements on pages 8 and 9.

You could begin your vision statement with the following expression and conclude it with benefit statements at the bottom is this worksheet.

We see _____ in five years as an organization which:
(Add your lodge's name)

We see a man who becomes a Mason in the 21st century as receiving the following benefits from his fraternity:

-
-
-
-
-
-
-

Worksheet 6

Vision Into Goals

Once you have completed your vision statement for your lodge you can complete this worksheet. Here you will identify the specific goals each idea in your vision statement requires. Remember, you may need to complete several goals over an extended period of time for a single idea in your vision statement to be fulfilled. You may want to use the form below to list your goals.

Vision Statement

Goals to Fulfill

Worksheet 7

Goals Into Functional Teams

Arrange the goals you have identified into team or functional areas. In some areas, these individuals may become cabinet-level team leaders and an integral part of the leadership of the lodge. *The individuals who assume these duties do not have to be the elected officers of the lodge.* In fact, spreading these duties out over the other members will increase their interest and motivation.

Identify the functional level teams around which you want to group your important goals. Identify several goals for each team.

Team	Goals
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Team #1

Team #2

Team #3

Team #4

Worksheet 8

Goals Into Actions

Complete the following for the goals for your lodge. Reproduce this sheet and use as many as you need.

Visionary Idea	Goals	Actions		
		Year 1	Year 2	Year 3

Appendix A

The following visionary ideas were developed by the authors for the Masonic Renewal Committee of North America and first published in 1992.

Ours will be a genteel Craft for a man of good rapport who professes a belief in a Supreme Being and is well recommended. He (the member) will find in his lodge men with a commitment to real fraternity and brotherhood. Men who are anxious that he be a Brother and treat him accordingly. Men who come to lodge regularly do so because doing so is an event that amazes him, inspires him, enlightens him and delights him.

His lodge will be a place of great connections. There, he will meet his friends and his boss. His neighbor and his neighbor. His mentor and his peer. His customer and his competition. His father and his son.

At lodge, the younger men and the older men will meet on a foundation forged from both the familiar and unfamiliar. In the lodge, both will need to yield and stand firm. Each must connect with the other. Neither's path is entirely right or wrong.

His lodge will be a place of community and family. Well known and understood by both. A bright, open, well managed and maintained sanctuary for men and for the community – the center of what's needed and what's possible.

The lodge will be a place of fathers and sons. A respect for one another and for the Fraternity born out of the recognition that one does not replace the other. That a man may not abandon his family for the Fraternity. That the family with the Fraternity is not only possible but desirable.

Masons in the future will need to stand for some singular, passionate and popular cause. They must find the symbolic crippled child and build a global solution of such quality and renown that men everywhere will want to be counted among the membership.

Guides to Becoming A More Successful Leader

The Essential Skills of Leadership

By Bro. Dudley Davis and Bro. Ron Blue

Warren Bennis, a world-class observer and writer on the qualities of leadership, in his book *On Becoming a Leader* asked, "Where have all the leaders gone?" His implication is that effective leaders are in short supply. Recent graduates from some of the best schools are disillusioned by the absence of leadership in the university and many are turning down offers to manage anything. Happier, instead, in their safer haven as the follower.

Even against this backdrop of gloom, there are notable exceptions of greatness. Colin Powell, retired General Norman Schwarzkoff, Bill McCartney of the Promise Keepers and hopefully, the leader of your Masonic organization or your boss at work.

We believe the qualities of the artful leader can be learned and practiced at many different levels: in your work, on the job, in your home and in your Masonic organization.

Our Masonic world is filled with great past, present and future leaders: George Washington, Harry Truman, General Douglas MacArthur, Bob Dole and Jack Kemp, and Francis G. Paul and his successor Robert Ralston. We hope that among the ranks of our many future leaders, you will find your name.

The five Guides in this series cover five critical skills:

When You Become the Leader

A look at the behaviors of the artful leader.

The Power of Vision

How a powerful vision is critical to your success.

Managing Change

How to handle the many changes we face as the leader.

Motivation

Creating the will to work in a volunteer organization.

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A new style of leadership for the 21st century.



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Leadership Excellence**

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Bro. Dudley G. Davis, 32^o, has been a Mason for less than 10 years but has seen more of the Craft than most men do in a lifetime. As one of the founding forces behind the Masonic Renewal Committee of North



America, Bro. Davis is the principal author of three other guides for lodges, 101+ Ways to Improve Interest and Attendance in Your Masonic Lodge, A Masonic Leader's Planning Guide and 150+ Ways to Involve Your Lodge with the Family and in your Community. He currently offers leadership seminars in a number of Masonic jurisdictions. He is on the graduate school faculty of the Johns Hopkins University School of Continuing Studies.

Bro. Ron Blue, 33^o, has been a Mason for more than 15 years. He is a Past Master of his lodge in Normal, Illinois and was recently made a 33 for the Northern Jurisdiction, Scottish Rite.



Ron has been active in supporting the renewal effort in North America for the past six years and collaborated in producing all of the material published by the MRC of North America. He is an expert in the areas of marketing and research and has served in these and other areas for a major insurance company for the past 30 years.

The Center for Leadership

Excellence was established to support the renewal effort in North America in the areas of leadership development. The Center will use proceeds from publications, video and related materials to further the development of Masonic leaders in North America.