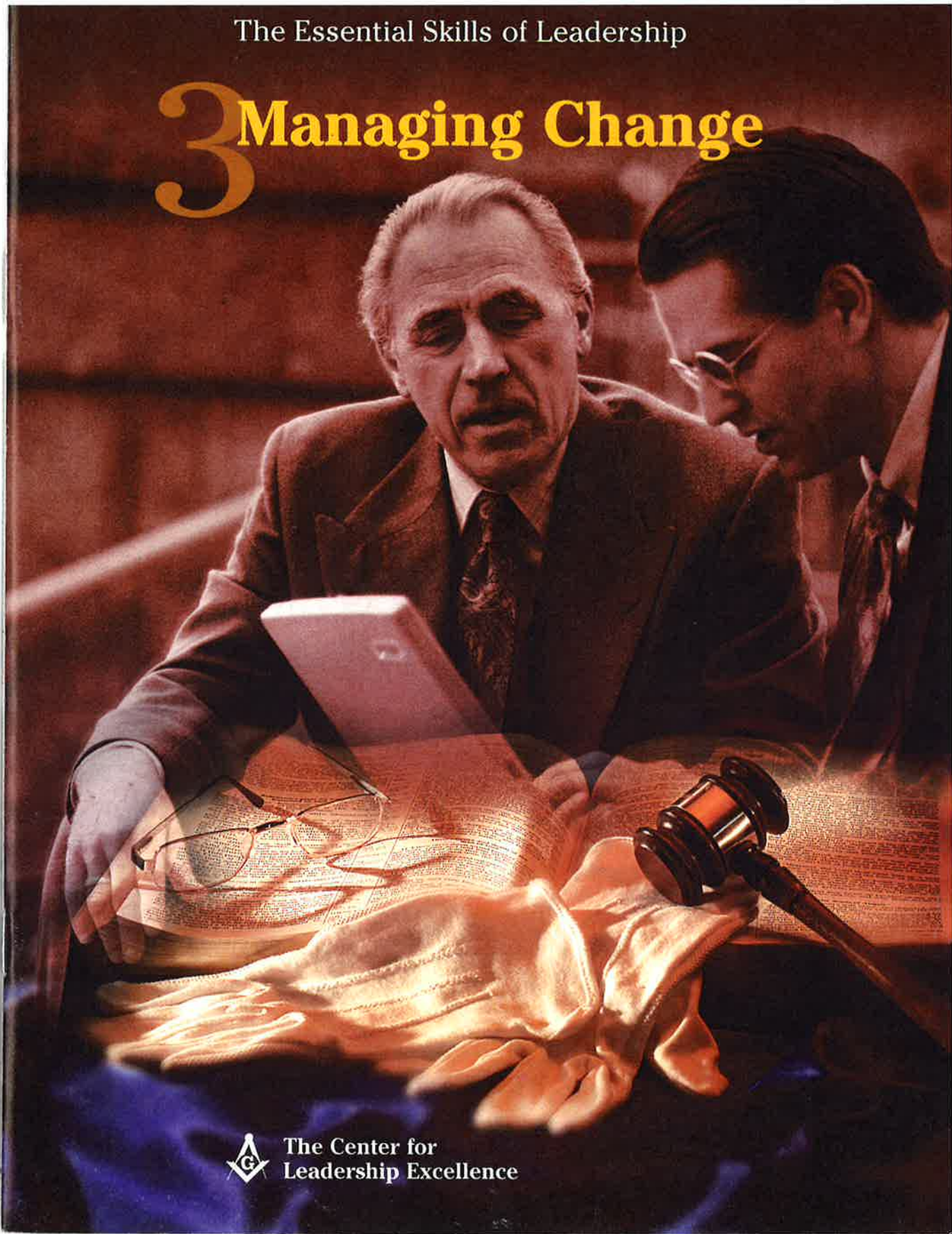


The Essential Skills of Leadership

3 Managing Change



The Center for
Leadership Excellence

Managing Change and Getting People on Your Side

Nothing worthwhile can be accomplished without determination. In the early days of nuclear power, for example, getting approval to build the first nuclear submarine – The Nautilus – was almost as difficult as designing and building it. Good ideas are not adopted automatically. They must be driven into practice with courageous patience.

Admiral Hyman Rickover

3 Managing Change and Getting People on Your Side



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Other Leadership Guides in this Series

- 1 When You Become the Leader*
- 2 The Power of Vision*
- 4 Motivation: Creating the Will to Work*
- 5 Developing and Using a Lodge Team*

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Please Begin Here

Many of the leadership skills you have developed will be tested as you help your organization through the change process. Most leaders looking at their organization's role in the 21st century and beyond have decided that they must revisit their charter and mission to determine if the organization will be relevant in the years ahead. For most that means change and change can often mean look out!

The skills of leading the organization through change are new to most people. What you will learn in this Guide will help you understand the process and how to get people on your side.

Going it alone is tough



We don't know of many organizations where one individual has been able to effect all of the changes of the type your lodge or Masonic organization may be facing. Clearly, change appears easier when the effort is shared by a team. So it makes good sense to learn how to get people on your team and on your side.

Where to begin the process

First, let's understand that this is going to be a more difficult process if your lodge has been very resistant to change. And many have been! If your lodge exhibits all or most of these characteristics, you may need to plan carefully for change. Check them off if they apply:

- The majority of active members are very elderly*
- The lodge resists most new ideas*
- There is some conflict between younger and older members*
- The lodge is much the same as it was 5 to 8 years ago*
- Membership in the lodge is declining steadily*
- You have difficulty attracting younger members or retaining the interest of those you have*
- You have difficulty involving the lodge with youth programs and events*
- Members insist that events be the same at every meeting*
- The lodge has become increasingly removed from the community*
- Family events are not well attended by younger families*

Lesson:

Managing change and leading the organization through the change process is one of the important right things a leader must do.

Be willing to change or else

Why change? The members of most organizations ask that question all too frequently. Sears' leaders asked that question nearly a decade ago and came within a hair's breath of not making it to the 21st century because they had not paid attention to changes in who was doing the shopping in America. "Come see the softer side of Sears" was part of their answer aimed at attracting women to the store.

The railroads asked the question "why change?" in the middle 50's and nearly got sidetracked into oblivion. Amtrak was their public-conscious solution. The IOOF asked the question and overlooked the answer.

And, in the classic case of the 20th century, Detroit refused to listen to Edward Demming who was telling American automobile manufacturers that the American people wanted cars that would not only look good but run well. When they failed to listen to his prediction for the future, he took his ideas to Japan and for the next decade the Japanese owned the American car market.

So you think you're looking at change?

Clearly, you are not only going to have to consider change in your role as the leader, but you're also going to need to get people on your side.

The following organizations face enormous changes – many every day! Imagine how ready they must be for change and how they get employees who can live with constant change.

- *IBM and Microsoft bring to market 25 new products every day!*
- *Ford typically makes 23 changes in the new model car*
- *Boeing has put all aircraft drawings on a computer because manuals could not keep up with the pace of change*
- *AT&T changes more than 123,000 numbers every day*
- *The Girl Scout and Boy Scout manuals have changed every 10 years*

While all this change was happening all around us, dues for most lodges have remained nearly the same for 40 years.

Lesson:

Changes for Masons will not affect the fundamental tenets, but many of the other organizational behaviors probably need to be reviewed to see if they are still relevant.

Understanding the Change Process

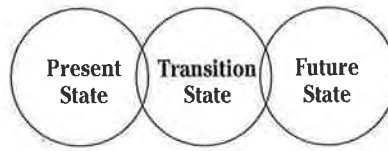
To get to where you want the organization to be in the future requires an understanding of the change process. It can be viewed as a three-phase process. If you have completed the initial Guide, you have already identified the present state of the organization.

In establishing your vision for the future, you have more clearly defined what the organization should be like in the 21st century and beyond.

In between, we have what is called the transition state and this is a period of time where the organization is in flux and it can be a time for some uncertainty as programs underway are being completed. During this time, there should be great excitement as events unfold and some cautions as members look to see if things are going to work.

As you might expect under these circumstances, support for your ideas are introduced, built upon, gain popularity, lose favor as the transition period is extended and regain support as results meet the expectations members were hoping for.

These three phases in the change cycle are pictured on the graphic below.



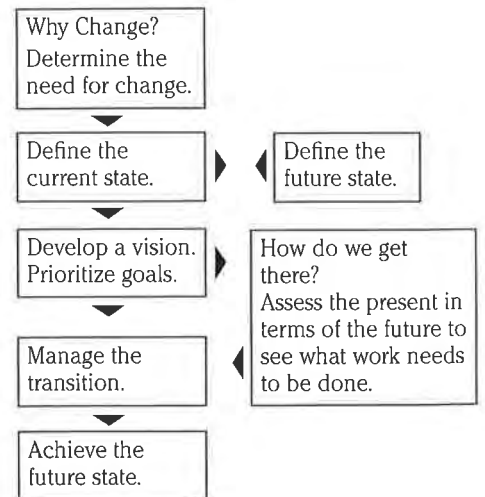
Where do changes come from?

Usually forces for change come from outside the organization. These outside forces can be events, planned or unplanned occasions, the views of one or more influential men or, as is unfortunately often the case, the bad news an organization can receive in the press. These Guides and information the Masonic Renewal Committee of North America has been publishing about the changes lodges must consider should all inspire change.

In Masonry, some grand jurisdictions have begun to offer one-day classes as an alternative because non-members told them they needed to consider this option. Lodges are offering more involvement in the community and with the family, not because the members said this was correct, but because non-members and others in the community have said these are important considerations for the lodge to review.

A snapshot of the change process

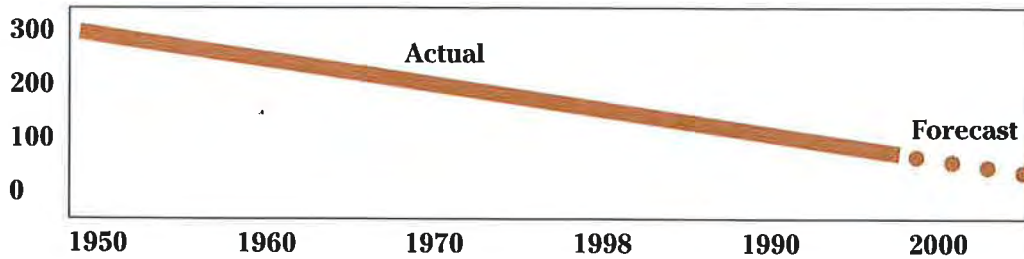
Here is a graphic which can help you understand the change process.



Change what and with whom?

Let's consider first things first. Change what? Masons say all too frequently. "It was good enough for my father and his father, so what's wrong with the way it is?"

Here's a chart which shows the decline of membership in a lodge of 300 since 1950. This demonstrates that unless change occurs, membership losses will continue until the lodge can no longer function.



Why Change?

What do the membership records for your lodge show? Here are the facts about most lodges. Are these realities strong enough to create change?

- *Membership is down 50% from 40 years ago.*
- *Membership is declining by nearly 4% each year and will continue to do so.*
- *Deaths and demits exceed new initiates.*
- *The average age is 66.6 up from 62.5 five years ago.*
- *More than half of the members are over 66.*
- *Losses due to deaths will accelerate for several more years.*
- *Interest among younger men is almost non-existent.*
- *Many new Masons do not proceed past the EA degree.*
- *Most people do not know or understand what Freemasonry is all about.*

And the list goes on and on.

If this list of problems is too long and overwhelming for you, don't worry. You will only have to make progress on several fronts for your efforts to be important.

Lesson:

Managing and leading programs that effect the membership in your lodge are part of the important job you have as leader. Failure to do so is shirking your duty; leading the organization and its members towards the future is your responsibility.

When you look at change, what are you really doing?

Your ability to manage the change process and get people on your side is directly related to your ability to assess the areas in need of change. Max DePree in his excellent book *Leadership is an Art* said it this way:

"The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become a servant and a debtor."¹



What's the *current reality* of your lodge? Determining this, together with creating a powerful vision, will enable you to begin the change process in earnest.

To create this current reality, imagine that you could view your lodge from space. By doing so, you could observe events without being emotionally involved in them. Auditors and consultants do this for organizations all the time, so give it a try.

We could make the list of possible observations for you. But it will mean a whole lot more if you create this list from your own observations from "space." We warn you, however, if you become emotionally involved with your observations, the change process will be all that more difficult.

Use Worksheet 1, page 16, to list your observations and areas in need of change.

Prioritizing your list

If your lodge is like most lodges, you will have quite a list of required changes. Clearly, there are too many items to tackle at one time.

Go through the list of observations. Prioritize them by listing them in categories as A, B and C. Your A list will be the critical changes you will want to begin right away. Your C list can wait and your B list is somewhere in between. Some leaders prioritize them by years indicating which changes they expect to complete in year 1, year 2 and so on. Most Masonic leaders are only in a position as the leader for one year. Therefore, the A list is most important, making it imperative to involve the junior officers to ensure the B and C lists are part of their plans.

Use Worksheet 2, page 17, to develop your prioritized list. When you have completed this task, come back to this point and continue.

Lesson:

Making decisions about what to change is one of the skills of the leader. The choices you make will probably affect your organization for years to come so you need to consider this next step carefully.

¹ Max DePree, *Leadership is an Art* (New York: Dell Publishing, 1989), p.11.

Change. Change. Change. Does Everything Have to Change?

Of course not. No organization has to change every aspect of its products or customers. The process of re-engineering (a popular idea today) is usually focused upon several important changes at first. As progress is made, more and more changes are made as more and more problems are solved.

In the lodge, many things do not have to change.

Here is what we hear from Masons who have been thinking about change but who have not actually started the process.

We don't need to change the ritual.

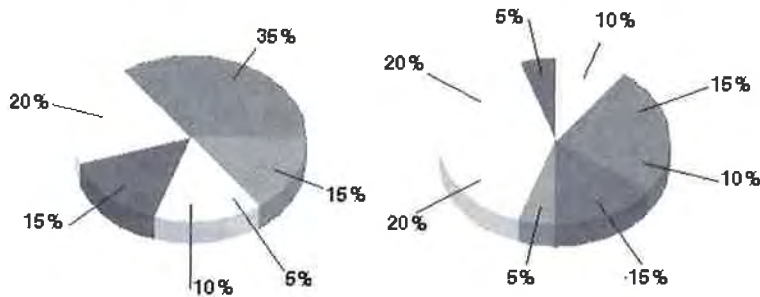
We don't need to change the fundamental tenets.

We don't need to change what Masons stand for.

It is correct; these need not change. But if you want to make your lodge more interesting and inviting, you should make sure the time devoted to each, and the demands you make upon your new members are also in keeping with their needs.

Changes you can accomplish

Worksheet 3, page 18, contains these two pie charts comparing how two lodges used time. Examine these two charts carefully and then answer the questions on Worksheet 3.



Lodge A

Opening & closing	35%
Secretaries minutes and correspondence	20%
Introductions and greetings	15%
Committee reports	10%
Announcements	5%
Master's remarks	15%

Lodge B

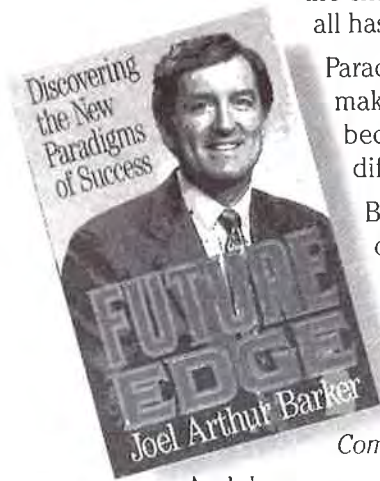
Opening & closing	15%
Secretaries minutes and correspondence	10%
Introductions and greetings	5%
Committee reports	20%
Evening's program	20%
Announcements	5%
Youth, family and community projects	15%
Master's remarks	10%

Lesson:

If we change how we use our members' time in our lodges, and in so doing increase his participation, interest and satisfaction, we have made a significant contribution as a leader.

Change: It All Has to Do With Paradigms

We often ask ourselves why change is so difficult and why we are so resistant to change? Joel Barker*, a futurist, claims to have the answer to why we so often overlook the changes that are needed or why change is so difficult. He claims it all has to do with *paradigms*.



Paradigms are rules or boundaries in our life that guide our decision making and problem solving. Change is more difficult, he claims, because we sometimes need to break the rules to make something different happen.

Barker thinks these rules often keep us from seeing future opportunities for our organization. It's as though we have blinders on. He says that not too long ago we all agreed:

Cheap gas forever

Japanese products will always be junk

Cable TV will never catch on

Computers are just a toy

And, boy were we wrong!

The Skills Required for Managing Change

So far we have worked with the many ways in which change affects the lodge but we have not given you specific skills in managing the change process. On each of the following five pages, we are going to give you a single skill or technique for managing change and examples of how it can work in your Masonic lodge. These five skills include:

- *Tackle the easiest changes first and make success happen.*
- *Build a team of advocates and set them to work on a problem.*
- *Do things that benefit members early in the process.*
- *Communicate carefully with your members.*
- *Build constituency with your newest members.*

We are going to begin with Skill 1. Tackle the easiest problems first and make success happen.

Lesson:

You, too, can change the rules. Masons who resist change by saying "we've never done it that way" need to get out of the way of those who are making change happen.

* Joel Barker's videos *The Business of Paradigms*, *The Power of Vision* and *Paradigm Pioneers* can be rented from The Center for Leadership Excellence at the address on the back cover. His book, *Future Edge* is available in most book stores.

Managing Change

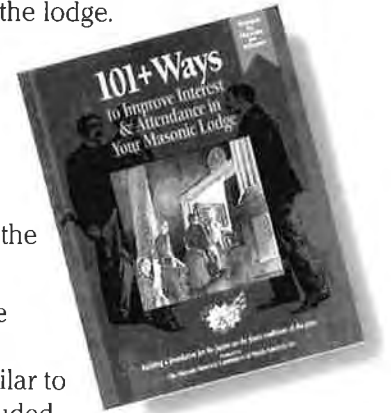
Skill 1 – Tackle the easiest problems first and make success happen.

When leaders of a lodge solve critical problems, they demonstrate that they can make something happen, that they are in charge and that something is “afoot.” Because there are many difficult problems, including some that cannot be solved easily, the important thing is to make *something happen* early in the process that is “right” for the lodge.

If, however, you do not succeed in solving your problem because you selected a difficult one as a place to begin, you risk stalling the change process. It may be very difficult to restart. A right thing for leaders to do is to solve the “easier” problems first.

The Masonic Renewal Committee’s book *101+ Ways To Improve Interest and Attendance in Your Masonic Lodge** is an excellent guide to making the kinds of little changes we are referring to here.

Remember to tie your recommendations into the visionary ideas you are developing. For example, if you are envisioning a friendlier lodge with specific goals for improved fraternal relations, you could use a form similar to the one below to plan your accomplishments. Additional forms are included on Worksheet 4, page 19, which can be copied for lodge use.



<i>Visionary idea</i>	<i>Change to be effected</i>	<i>Result in the lodge</i>
The lodge will be a place where men will find good fellowship and to make new friends.	The names of each new member will be published and posted on the bulletin board and the Master will announce their names when making introductions.	The lodge will be viewed as a warm and welcoming place for men to spend time with one another.
	A director of member and fraternal relations will be appointed and a plan developed.	The lodge will enroll new members in lodge activities.
	All new members will be assigned a mentor for the first six months.	
	All spouses will receive a letter thanking them and asking for their input into planning events.	The wives of members will feel part of the organization

* For 101 other activities, see *101+ Ways to Improve Interest and Attendance in Your Masonic Lodge* from the *Masonic Renewal Committee of North America*.

Managing Change

Skill 2 – Build a team of advocates and set them to work on a problem.

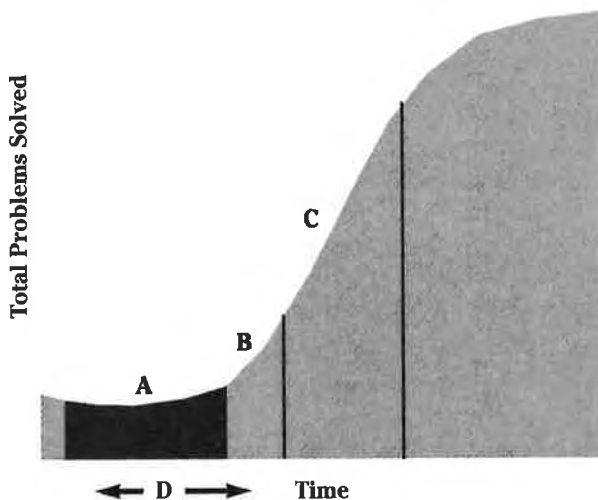
It will quickly become evident that you can accomplish more of your planned changes by getting others to help. By selecting teams from members of your lodge, you:

1. *Take advantage of the opportunity to give others something to do — one of their expectations when joining the organization.*
2. *Build effective teams to help when you tackle the really difficult problems.*

The key words in this second skill are **team of advocates**. Members of most organizations can be divided into four groups.

- *Advocates* – those who see things your way and will visibly support your efforts for change. These are the most powerful people in the change process.
- *Allies* – those who join in the effort but who do not necessarily demonstrate their support by action like the advocates do.
- *Opponents* – those who do not agree with your planned actions, but will make their differences known in open discussion and debate.
- *Adversaries* – those members who do not agree and do not openly debate the issues with you. Rather, they go behind the leaders and create conflict.

Too often there is a fifth group composed of the “interested” members who take no position and appear to care little about the actions of the lodge. This group, which can be sizeable in some lodges, are the principal targets of the adversaries who will try and enlist their support to create conflict in the lodge.



This chart shows pictorially how change occurs over time. The slope of the curved line suggests that change does not occur at the same pace. The earliest changes may be the toughest ones. Then change accelerates as more and more problems are solved.

Look at this chart and see if you can visualize the following:

A. Many of the first changes may come from “pioneers” outside the organization or from youthful, recent members who have none of the “old” rules. These

pioneers are good at breaking the old rules.

B. Advocates will join after you have had several successes.

You may want to solve the easiest problems first knowing it may take a long time to solve even the easiest problems early.

C. A majority of members may wait until you have made it “safe” for the future.

D. Those who strongly oppose you or who are adversaries will not wait long to show their colors, so plan your first changes carefully.

Managing Change

Skill 3 – Do things that benefit members early in the process.

It is strategically important in the change process to take actions that benefit members and to take those actions early in the change process.

Most Masons in leadership need to understand they were elected by the members and that they are expected to serve the membership. As mentioned on page 6 of this Guide, Max DePree said in his book, *“The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become a servant and a debtor.”* His message is that the leader must create effective “followship” if he is to be successful.

You already know many of the actions you can take to benefit members. If you are not sure, here are six member-centered actions you can take. Decide which you wish to implement. Use Worksheet 5, page 20, to develop your own list of actions that will benefit members.

Action

1. *Make each new member feel at home from day one and encourage each of your officers to take an active role in this “welcoming” process.*
2. *Make sure that your lodge records are complete for each existing member and, most importantly, for every new member. How can we expect to engage a man if we are not able to easily contact him?*
3. *Change the type and quality of food served and be conscious of the health needs of many members.*
4. *Develop an effective program team and ask them to develop four special programs for the next year that will benefit members. Determine how they will measure the reactions of members.*
5. *Involve the lodge in two important community activities during the year. One of which should include involvement with a local school.**
6. *Do a “boredom check” for the lodge to understand how members who have not attended lodge recently feel about the way in which the lodge uses time or develops programs. Remember, those who are attending regularly probably like things the way they are. So ask those who have not been there for a while what happened and listen to their answers.*

* For 150 other activities, see 150+ Ways to Involve the Lodge With the Family and in the Community from the Masonic Renewal Committee of North America.

Managing Change

Skill 4 – Communicate carefully with your members.

You may think that as the leader you should tell your members everything that you are up to. We wish that were always possible. But the change process often demands careful communications. Here's why.

Some members – especially those who are active in the lodge – may want things to remain just as they are. They like the status quo and demonstrate that by attending.

For example, if the meetings seem long and boring, and members still attend, they like long meetings and may not consider them boring. Even though 85% - 90% do not attend, the 10% who are active may resist any change in meeting routine. Still you must persist with your efforts for change if you have any hope of re-enrolling those who have lost interest, and, more importantly, keeping the interest of men who will join.

Communications play an important role. Here are five tactics we recommend you as the leader of the lodge consider:

- 1. Initially reveal your ideas to a small planning and leadership team without revealing initial progress to the other members.*
- 2. Carefully communicate your final plans and actions first to advocates and ask their support in enlisting others in the actions you have planned.*
- 3. Craft a series of phone messages or plan the agenda for meetings you will want to have with key allies to enlist their support.*
- 4. Plan one-on-one meetings with those you know will oppose you. Communicate your ideas and ask for time and their support for implementation.*
- 5. To the extent possible, isolate adversaries and neutralize their influence.*
- 6. Communicate your final plans to the lodge members in general. This can be done through a newsletter, a letter from the Master or just a general mailing. It is important that everyone have an idea of what is going on in the lodge.*

Communications to the members need to be carefully planned and developed. Communication is an activity the lodge can accomplish without spending much money. It costs very little to send a thank you note to a Mason or his wife who have participated in a program or helped with an event. With computers, you can develop a whole library of communications and customize them as you need them.

Managing Change

Skill 5 – Build constituency from your newest members.

This is one change that causes some Masons real concern, but it is something you should consider.

Among your most interested and active Masons – those who attend all meetings and events – you may find those resistant to change. They will have ideas about the lodge that have become fixed over time.

If you want to make real progress in the future, you may need to listen to your newest and most youthful members. New members join without preconceived ideas about right and wrong; about old established ways and your new ideas. They join with great expectations and filled with curiosity. If they are like too many recent members, they are no longer attending lodge having found that the activities of lodge are too repetitive and often boring.

One technique for renewing your lodge is to meet with these most recent and youthful members and begin building activities and support among them. This does not mean you are ignoring your active members. It does mean that you are thinking strategically about your lodge and the future and realizing that if you don't do something to attract and retain these recent members, they will lose interest.

Some jurisdictions have tried a one-day class as a means of attracting men to the Craft without the traditional initiation activities before they join. One of the problems associated with this idea is that if these new members come into lodge where nothing is happening, you not only lose the new man out of boredom, but you also create a negative spokesperson in the community speaking in unflattering terms about his experience.

The important thing to remember in this skill is that your newest members come to the organization expecting the right things to happen and expecting the benefits promised during the meeting they have had with Masons. Failure to deliver as promised is a demotivator from which your lodge may not recover.



Finding the Advocates

Hopefully, you will find members – especially those who joined recently – who will help you through the change process. Clearly, the leadership of the lodge should be on your side for change.

Here are the steps one successful lodge took:

Step 1 The Senior Warden developed the vision for the future and prioritized the changes that needed to be made.

Step 2 The Senior Warden then determined that it would take a different group of men to achieve each task. He decided to develop four different teams. In doing so, he needed to find members with special interests and skills in each of the four areas.

Step 3 He went through the list the Secretary had provided him of men who had become members in the past three years arranged by date of birth, looking for younger men since he was young and he thought he could get people his own age to help him.

Step 4 He called each member on the list and explained the task before him. He outlined what changes he wanted to make in the lodge and asked each if he would be willing to meet with him on a Saturday morning to learn more about his plan and the help he would need.

Step 5 After following up with each of those he contacted, he carefully planned the Saturday meeting so that he could accomplish everything he wanted to.

Step 6 At the Saturday meeting, he outlined the conditions facing the lodge and his prioritized list of changes. He then asked the men if they would be willing to assist him in making changes in the lodge.

Post meeting evaluation



When the meeting was over, he met with the leadership of the lodge to determine what conclusions they would draw from the experience. Here are the results of that meeting.

- *Of those he originally contacted, 60% actually showed up.*
- *Of those who attended the Saturday meeting, 90% appeared willing to help.*
- *None of those who attended were aware of the most serious problems facing the lodge.*
- *None believed the problems were unsolvable.*
- *Most of those who attended could find something of importance to add to the effort.*
- *The more youthful the participants, the more enthusiastic they were for change.*

Handling Resistance

It is likely that you will have members concerned – even outright hostile – if they feel you are overlooking their opinions.

Here are examples of the resistance you are likely to face and suggestions on how to overcome each incidence.

Resistance by your line officers

Most men respond to requests for help. Consider asking the man who is resisting you in your efforts to change to help you solve some problem in the lodge. Enlist him as a person who can help and approach him on that basis. Involve him in an area that does not force him to take one side or the other.

Resistance by the Lodge Secretary

In many cases, the Secretary is the “glue” for the lodge. Show him how his role is critical to the plans you have underway. Indicate to him how his role will be enriched by the work you and your team have planned. If you have trouble with a one-on-one with him, ask an influential advocate to accompany you and assist during the meeting.

Resistance by the Past Masters

Past Masters have been helpful in this process of change in many lodges. We suggest that you use an influential Past Master with whom you have a good relationship and see if there is some role he would like to play in your program. Once he is a supporter count upon him to help influence the other Past Masters if they remain negative.

Resistance by the active members

It's likely that the active members are those men who prize things as they are. Your plans for enriching the lodge and making it more active and involved will fly in the face of the satisfactions they currently enjoy with the status quo. Your job is to convince them that they are needed in your plans and that the changes you propose will not disrupt the things they enjoy.

Resistance by the District Deputy

Most District Deputies will be helpful and encourage your plans for the future. They, like you, understand the laws governing the lodge so you are not likely to have serious problems with your programs. Involving the District Deputy early in the process will ensure his guidance through your plan for change.

Resistance by an influential member

Most lodges have at least one influential member who believes he represents the tradition of the lodge and resists the changes you have in mind. Approach him as an advocate and enlist him early in your plans. Give him an important job to do. If he is a real adversary, resist asking him to do anything and work around him.

Worksheet 1

A View From Space

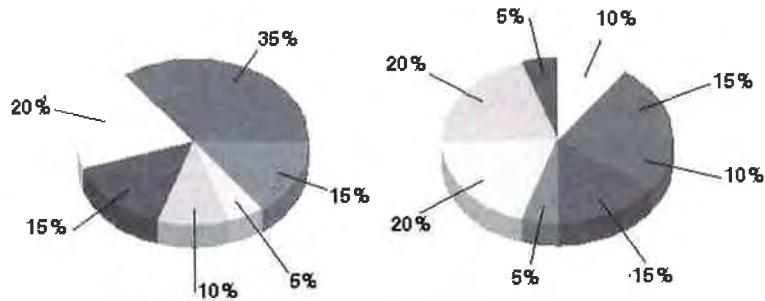
You were asked to imagine you were in space looking down at your lodge and trying to discover what you need to change. You have been asked to make a list of all of the things that might need to be changed. Use the space below to compile your list. Do not attempt to prioritize those changes. Just list them.



Worksheet 3

How Lodges Use Time

Below are two pie charts showing how two lodges used time at their regular meetings. One is clearly different from the other, yet both are Masonic lodges. Study the two graphs and then answer the discussion questions. (Charts assume a 90-minute lodge meeting with no degree work).



Lodge A

Opening & closing	35%
Secretaries minutes and correspondence	20%
Introductions and greetings	15%
Committee reports	10%
Announcements	5%
Master's remarks	15%

Lodge B

Opening & closing	15%
Secretaries minutes and correspondence	10%
Introductions and greetings	5%
Committee reports	20%
Evening's program	20%
Announcements	5%
Youth, family and community projects	15%
Master's remarks	10%

Use the two graphs above to discuss the following questions:

1. *In what fundamental ways are the two lodges different in how they use time?*
2. *How much more member-focused is Lodge B?*
3. *What is there that is not "Masonic" about Lodge B?*
4. *What problems will a Master have getting changes like those in Lodge B approved?*
5. *What reasons are there for moving towards changes like those in Lodge B?*

Worksheet 5

Do Things that Benefit Members Early in the Process.

Develop below your lists of things you will do first that benefit members. Consider also the Masonic Renewal Committee's *Membership Development and Management Kit* for hundreds of ideas on what to do to benefit members.

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 Schwartzkoff, 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.

Developing and Using A Lodge Team

A new style of leadership for the 21st century.



**The Center for
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.