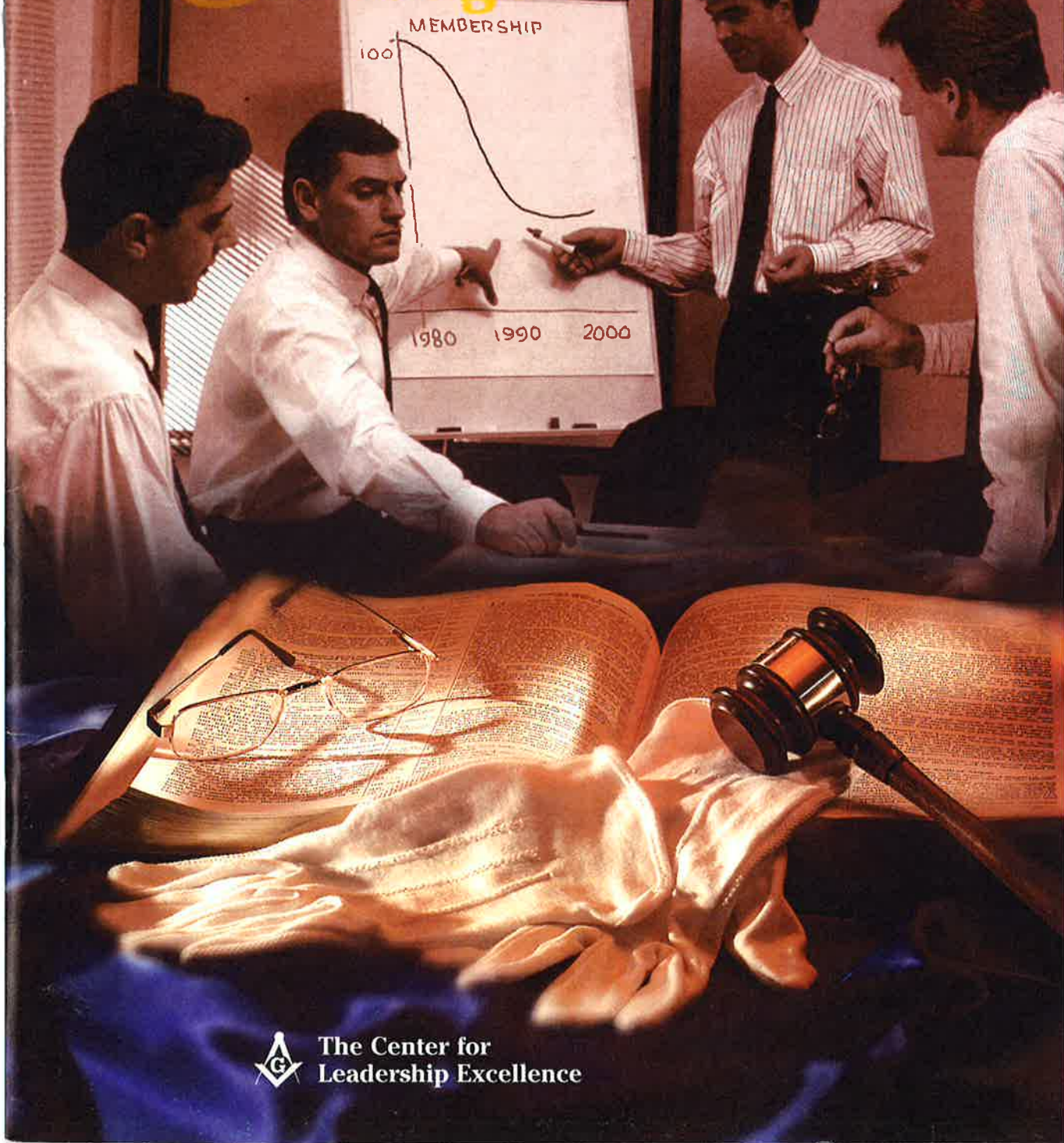


The Essential Skills of Leadership

# 5 Developing and Using A Lodge Team



The Center for  
Leadership Excellence

## **Developing and Using a Lodge Team**

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**T**eam building is a human process involving human feeling, attitudes and actions. Team building is something that people have to accomplish among themselves. High-paid consultants, complex designs, or fancy resorts are no substitute for human beings making a mutual commitment to try to work together more effectively.

William Dyer, *Team Building*, 1995

## **5 Developing and Using a Lodge Team**



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### **Other Leadership Guides in this Series**

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- 3 Managing Change and Getting People on Your Side*
- 4 Motivation: Creating the Will to Work*

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## Please Begin Here

In this Guide you will learn about an alternative to lodge committees and examine examples of how teamwork can add new life and vigor to the leadership of your lodge.

We are going to focus upon the team approach because so many lodges are using committees – occasionally scores of committees – where little or nothing happens. In some lodges, committee chairmanship is considered status and is sought after by men who, once appointed, do little or nothing for their lodge.

Of course there are many exceptions. But we suspect that where a committee is really effective, the committee chairman is actually using a team approach and he and most people on the team don't even know it.

## Team leadership



We're also going to ask you to consider your own leadership style and see if developing a team approach might be helpful with the leadership you provide. Team leadership has nothing to do with power or control. It has everything to do with adding other voices and additional talents to the decision making – thus the leadership – of the lodge.

The leadership of a team and a committee calls for very different skills. On a committee, one individual oversees the others to make sure the individual tasks are completed.

On a team, the members of the team are most often self-directed and accomplish tasks because the goals the team develops are worth doing and deserve their best effort.

### **Lesson:**

*As a team leader you had better be prepared to be the coach, the cheerleader, the mentor and the chief negotiator and be very willing to give up control to your individual members.*

## What's a Team?



Most people say they understand what a team is and how teamwork can improve the results of an organization. The truth is that few really understand what true teamwork is and how to make it work in a positive way in an organization.

A team and a committee are different in one very fundamental way. A team has a single goal and everyone understands that goal and does his particular part to achieve the overall goal. Every team member has his job to do in the context of the team

accomplishment (or winning). Even more important, each member of the team has a voice and a say in defining the team's goal.

The goal for a committee is divided into the individual tasks of committee members, each of whom accomplish his or her specific task. In a committee, if a member falters, his specific piece of the action may not get done. In a team environment, when a teammate falters, his tasks are assumed by the remainder of the team because the overall goals or objective have not changed.

Some "teams" are really not good examples.

The golf team, the tennis team and the swim team are most often individuals performing against opponents. Teamwork in individual sports is not as essential as it is in a team sport like lacrosse, football, volleyball or baseball.

In football or baseball individuals play as a unit with a team strategy for winning, offense, defense, time, etc. In this Guide, our lodge teams are more like those in football or baseball.

**Lesson:**

*On a team in your lodge, there must be very significant buy-in to the goals from the very top down.*

## You've Been a Team Member, Remember?

When you were younger you may have been asked to form a baseball or softball team. Someone in the bunch called for you to "choose up!"



Because winning was the name of the game, and without anyone telling you what you should do, you instantly visualized what it would take to win (and to keep the other team from winning).

If you had the first choice, you may have gone for a heavy hitter. Or, if you thought pitching would be the key, you went for the best arm.

That's what team building is all about; First you visualize the goal and then you go for the members who can contribute to that goal and to the team effort and get them to buy into the winning effort or team goal.

### Early Team Experience

In fact, in even your earliest team effort on the ball field you were far more skillful than you might have imagined. Because of your experience in team play, you knew you needed eight members on the field.

*You didn't let a left hander play shortstop.*

*A guy with a weak arm was seldom in left field – more often in right.*

*The fastest player was usually in centerfield.*

*The most agile was on third.*

*You might put the oldest at first.*

*And if your sister had to play, you knew it was "politically correct" to select her so she didn't sit idle and tell mom when she got home.*

In effect, you had a great deal of knowledge gained over a long period of time:

- *You knew each of the fielding positions, the skills required, the skills available to you and to the other team and an order in which you wanted them selected.*
- *You knew your selection's strengths and the opposing team members' strengths and weaknesses. It was just as effective to take a good player from the other team as a defensive measure as to have him on your team. Remember?*
- *In your mind, you could visualize the batting order for your team and knew which positions in the line up were most often key to winning.*

#### **Lesson:**

***Your teamwork – and your selection process – was probably improved if you received information from those you selected on who was good and who was not.***

## Skills you learned

In addition, you established, without very much thought, many of the essential skills of the effective team leader.

- *You knew your job as team leader.*
- *You knew which tactics would consistently win.*
- *You knew the tactics of the opposing manager.*
- *You knew when to coach and when to keep quiet.*
- *You knew who needed encouragement and who needed consoling.*
- *You knew your performance on the field was important but your leadership more so.*

### **Lesson:**

*On an effective team, members care more about attaining the team goals than they do about personal gains or recognition.*

## What's going on here anyway?

Even though almost everyone reading this Guide will remember similar experiences, it is easy to overlook what we have learned in our team experiences in our leadership of the lodge. Instead, when there is work to be done, here's what we typically do:

First we appoint a committee, then...

*we pick the most reliable good workers for the committee, or...*

*we pick those who are politically connected or important*

*we pick the names for their power and importance rather than their skills, and...*

*we overlook the energy of younger men*

*we are satisfied with making the committee and not with achieving the goals...*

*...and we wonder why so little happens!*

## The lodge team

Those who want to be successful with their lodge need to recall how their baseball team worked. And, they need to remember their job as the team leader.

- *Team results were more important than individual accomplishments.*
- *Team members are selected on how they contribute to the team winning or meeting its goals.*
- *The role of the leader has little to do with power or control.*
- *Team members will have a significant voice in the work and the process.*
- *If everyone didn't get into a winning team attitude, he stood out like a sore thumb.*
- *Letting the team down was a great embarrassment.*
- *Everyone pulled for the other guy.*

### **Lesson:**

*Teams work most effectively when every member of the team has a voice in developing team goals and in determining how goals will be met.*

## Mistaking Activity for Progress

There's something we may want to stop and consider here that's important to the success of many organizations. It's contained in a story called Processionary Caterpillars and we don't know with whom the story originated but we are told it is true.



A scientist was studying the behavior of caterpillars and discovered something else all together.

He was interested in learning how caterpillars reacted to one another in a task orientation. So he filled a mason jar with honey almost to the top and lined the rim with caterpillars one at the end of the other until they went around the lip of the jar.

Sure enough, they started to move – one right behind the other in a circle around the jar. And they moved and moved until one by one they starved to death and fell off the rim.

The facts of the story – so the scientist discovered – were that the caterpillars failed to survive even though the honey was less than an inch away because they *mistook activity for progress*.

### ***How often do we mistake activity for progress?***

What a wonderful story and how true. In your lodge, have you seen committees that look and act like processionary caterpillars? How often have you seen men moving about doing ordinary things but making no progress towards the goal all the while saying how busy they are and how well the team is working together?

There's a lesson here for every organization and for every team or committee in every organization. Make sure that you are not just creating activity. Make sure you are making progress.

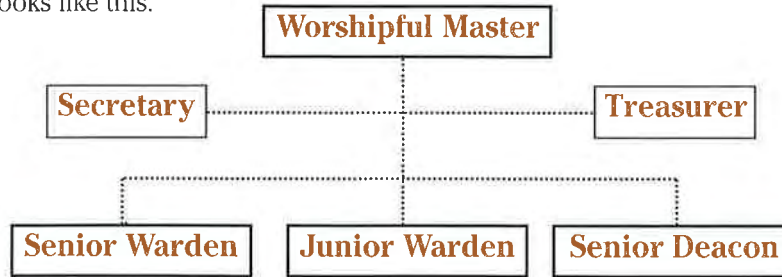
#### **Lesson:**

***Forming teams with achievable short-range goals  
– an investigating team or a team to plan a lodge event –  
will give members practice in team goal setting, strategies  
and teamwork.***



## Team Building in Lodge

It is possible to use the skills of a baseball team to improve the team leadership in your Masonic lodge. What most lodges have now is a tops down, hierarchical organization that looks like this.



As you can see, the Master is at the top of the chart, his officers “report” to him. Committee chairmen in many lodges also report to the different officers. This is a typical organization and one that is found in many lodges and businesses today.

There are advantages and disadvantages to this type of organization.

The clearest advantage can also be the most serious disadvantage. If the leader is not up to his job, does not have the time to both manage and to lead, the whole organization can collapse around him. When the leader does not properly train his successor, chaos can result with the loss or death of the leader. You can discuss and debate the merits of this type of organization, but the important goals of this Guide are found in considering a different structure within a Masonic lodge.

### ***A Typical Team Setting***

Team meetings where all members of the team face each other either in a circle or a square are more effective than the leader in front or at the head of the table. This is true because the important benefit teams offer is more effective problem solving where the

opinions of each team member help with the solution and where the interaction of members creates additional quality. This occurs best in less rigid seating.



#### **Lesson:**

*The flow of information, decision making and strategizing in a typical team setting flows often between the members, “bypassing” the team leader.*

## Team building and the flight of the buffalo

In a herd, the lead buffalo is the absolute leader of the herd. Where he goes the herd follows, unquestionably. In a stampede, it is not uncommon for the entire herd to follow the leader right over the cliff and to their deaths.



Masonic leadership cannot afford to be like the herd of buffalo. Each member of the leadership team has a duty and responsibility to learn where the organization is going and have an important voice and role in getting there. Each must be able to step into the lead and steer and direct the organization through the maze of uncertainty to the future.

James Belasco in his important book, *Flight of the Buffalo* suggests buffalo leaders should take a lesson from geese.

Fortunately, a flock of geese do not act at all like the buffalo. In fact, we should get the buffalo to accept the role each goose does in flight. The ending might be different.

This next story proves the point.

### ***Birds of a feather: Lessons for the lodge***

As each goose in a flock flaps its wings, it creates an "uplift" for the bird following. By flying in "V" formation, the whole flock adds 71% more flying range than if each bird flew alone.

*Lesson: People who share common direction and sense of community can get where they are going quicker and easier because they are traveling on the trust of one another.*

Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation to take advantage of the "lifting power" of the birds immediately in front.

*Lesson: If we have as much sense as a goose, we will go in formations with those who are headed where we want to go*

When the lead goose gets tired, it rotates back into formation and another goose flies at the point position.

*Lesson: It pays to take turns doing the hard tasks, and sharing leadership – with people, as with geese, interdependent with each other.*

The geese in formation honk from behind to encourage those up front to keep up their speed.

*Lesson: We need to make sure our honking from behind is encouraging – not something less helpful*

When a goose gets sick, wounded or shot down, two geese drop out of formation and follow their fellow member down to help and to provide protection. They stay with this member of the flock until he or she is either able to fly again or dies. Then they launch out on their own, with another formation or to catch up with the first flock.

*Lesson: If we have as much sense as the geese,*



## The Benefits of Lodge Teams

The lodge that tries to build a team approach to leadership sacrifices almost nothing and gains several important advantages. Here are a few of the benefits of considering a team approach to the leadership of the lodge.

### Benefits

- *The Master increases his effectiveness in the lodge.*
- *Team members become part of a process they understand.*
- *Members can use their individual skills more effectively.*
- *Members become more involved in the lodge.*
- *New leaders will be identified through team development.*
- *Teams can be identified for key results needed in the lodge.*
- *Team spirit becomes lodge spirit.*
- *Team competition can produce positive results.*

### Lesson:

*You've seen teamwork in action after a lodge meal served by the members. When it is time to clean up, the clean up team or crew goes to work. Watch how they avoid duplication of effort, how certain people accept certain jobs and how everyone watches to make sure that no detail is overlooked and the room is spotless. Teamwork.*

### Drawbacks

There are some negatives, but most are associated with the failure to develop a team environment. Once the teams are formed, there are almost no negatives. Here are some things you will want to watch for.

- *Team behavior – despite our example of the sports team – needs to be learned. Men may not bring team behaviors to most situations.*
- *The team concept needs to be developed so that member behavior is understood.*
- *The tendency to drop back to a top-down committee may be strong.*
- *Individual members on the team have power, which may threaten some members.*
- *Team goals need to be well defined.*
- *The team leader seems more like a cheerleader or coach than the boss.*

### Lesson:

*Effective communication is essential to successful teamwork. More communication is better than less. But watch the team leader and see if he isn't frequently cheering people or coaching from the sidelines.*

## What You Need to Know

We have selected six different ideas you need to know if you are going to have a successful team environment in your lodge. There are many different ideas that are important and you can read entire books on team building – it's the latest leadership "fad." However, we've tried to limit what you need to master to five different ideas. We've approached each a bit differently so you should have some fun with each.

### ***1. A team is formed to complete [win] a defined task.***

## The Case of the Make-it-happen Lodge

Read the following case study. Use Worksheet 1, page 16, at the end of this Guide.



The leadership of Make-it-happen Lodge was typical of most Masonic lodges. They had all been Masons for a number of years and had seen changes suggested for the Fraternity that they did not understand, therefore, they did not like them. The Master of the lodge worked for the post office and his officers either owned their own businesses or worked for the state. The lodge had about 185 members but only about 25 were active.

Recently, an interesting thing had happened. Three young men who had moved into the community had become interested in the lodge and had recently joined. After attending several meetings, one of the men approached the Master and asked if he and his Brothers could help the lodge become involved in a community project in which they were interested. He suggested forming a lodge team to work on this project.

The Master was curious and willing to listen. The young Mason was concerned that there may not be enough men willing to participate, but he was willing to give it a try if the Master would let him form a team from the lodge.

The Master responded that a committee was a better idea and that, in fact, the lodge had a committee on community affairs and that he should contact the chairman.

The youthful Mason persisted asking again if he could form a community action team. The Master asked him what he meant and what was the difference between a committee from the lodge and a team.

The young Mason thought for a minute and said, "Most of the time, committees don't get the job done. Each person does his individual job with little regard for the final outcome. With a team approach it's different. Everyone works for the same goal and with this "winning" attitude as a driver, you can really make things happen."

Still not sure what the real difference was, the Master said that it would be okay for him to put together a team but to keep him informed. Pleased with what appeared to be an endorsement, the young Mason went to work on building his team.

Please complete Worksheet 1, page 16, and then continue.

**2. Team membership is based upon men with the skills needed to win rather than on the men available.**

One of the real differences between a team and a committee is the criteria used to select team members.

On most committees, the chairman is given a group of men or asks for volunteers and is forced to take what he gets. Hopefully, he will find one or two willing workers and a sparkplug or two who can help carry the load. More often than not, he will have to count on only those few members who are active.

The chairman's goals for the committee are made more difficult because he not only defines the work to be done but also defines who will do what work among only several members.

In a typical lodge, there are a number of standing committees.

- |                            |                          |
|----------------------------|--------------------------|
| <i>Jurisprudence</i>       | <i>Charity</i>           |
| <i>Ritual</i>              | <i>Widows night</i>      |
| <i>Youth activities</i>    | <i>Finances</i>          |
| <i>Long-range planning</i> | <i>Masonic education</i> |
| <i>Fraternal relations</i> | <i>Ritualistic work</i>  |
| <i>Investigation</i>       |                          |

In a team environment, the goals the team will be asked to accomplish are identified first before team members are selected. The tasks, meaning how to meet the goals, come from team member input and decision making.

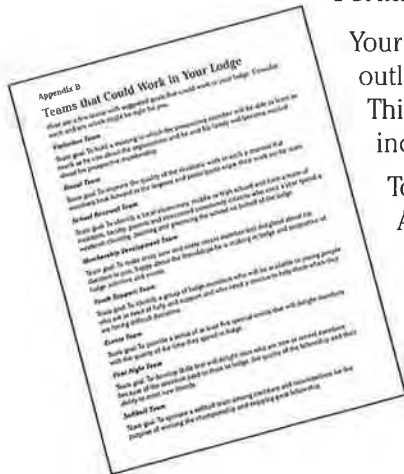
Using the case of the Make-it-happen Lodge, imagine that the team goal is to get the lodge involved in three community related activities or events during the year and at least one of these activities must include the lodge's involvement in the local elementary school. Use Worksheet 2, page 17, to select your team members and to define your team skills and activities.

If you do not feel this is a realistic goal for the lodge – or for your lodge – you can change the goal, but practice using a lodge team to make something big happen.

**Forming a Team Outline**

Your team may operate more effectively if you develop a team outline identifying the important factors for team success. This typically begins with the identification of goals and includes a listing of activities, benefits and resources.

To develop these for your team, consider using the form in Appendix A found on page 19 of this Guide. You may reproduce this page and use it as often as you need in your lodge.



**3. Men respond to a team organization because of past experiences with teams.**

**The Case of the Snake-Like Light**

Read the following case and then answer the questions on Worksheet 3.



Black and Decker Corporation, a worldwide leader in the development of power tools for commercial and home use, uses the team approach to develop many of its new products. Although the product is developed through research and development teams and field-tested prior to marketing, the actual management of the total process for the new product is assigned to a new product launch team.

In effect, the team “owns” this product and is responsible for its successful engineering, manufacturing, launch, sales and profitability. In fact, the team responsible for the snake-like light competes with other teams for corporate funding, resources, manpower, sales support and other factors. So it is incumbent upon the team to make the best case it can for the success of its product in order for it to receive its share of corporate funding.

Even though there is no formal competitive situation, you can be sure that the team for one product is competing internally as well as externally for its share of success, rewards and recognition.

The snake-like light is a new product for use in the home or shop. It allows the user to shape the light to shine where it is needed using a flexible hands-free arm that can be wrapped around a pipe, formed over the edge of a table or bent to form its own base.

Can you imagine what skills, interests, knowledge and experience you would want on the team? How important would youthful team spirit be on a team like this? What role does age play in a team effort like B&D's and how do you use teams if all of your members are older – which many of them are?

In fact, the team leader is a 36-year old former All American football player for the U.S. Naval Academy who joined Black and Decker after his military duty was complete. This is his first assignment as the team leader although he has been on other teams before.

Imagine you are this team leader and you're looking for your business team players. Can you identify 8 people by their experience, education or interests who should be on your team for the launch of the snake-like light? List your eight below:

- |    |    |
|----|----|
| 1. | 5. |
| 2. | 6. |
| 3. | 7. |
| 4. | 8. |

Continue the Case of the Snake-Like Light by completing Worksheet 3, page 18.

#### **4. Teams and Masonic tradition**

Forming a team will be a different approach to getting things done and some members will find it difficult to accept. The following is a list of team activities or behaviors a lodge team may need to consider for its first team experience.

*Identify the principal goal for the team. If the goal is given to the team, the process of meeting the goals will move more quickly.*

*Describe the key activities the team is expected to undertake. Include specific objectives, strategies and reporting to be accomplished.*

*Identify the specific result expected of the team for each goal and objective. Remember, it may require you to meet several objectives to achieve a single goal.*

*Identify the resources available to the team including any team advisors or consultants – even if they are not members of the lodge.*

*Identify the type and frequency of reporting and the communications expected of the team.*

*Identify any nonnegotiable elements or rules the team must live by. Make sure the rules are still in effect at the time the team is functioning.*

*Identify the skills and abilities necessary for the team to accomplish its goals and so that each skill level is represented on the team.*

*Identify the authority level for the team and what decisions it may or may not make without other approvals.*

*Identify who will be responsible for building the meeting agenda and establishing the guidelines for team meetings.*

#### **Lesson:**

*We said earlier that Masonic leaders were going to have to do the right things as well as trying to do things right. Forming a team in your lodge and nurturing its success is not only doing things right but also doing the right thing.*

**5. A team environment will happen if you really want it to.**

Team building in a lodge will happen when there is general agreement that this approach will produce results that have not happened using committees. Still, the Master of the lodge will need to understand the benefits of the team approach and be willing to allow the team environment to persist in the face of some concern among members.

But it will not happen unless the Master and the team leaders know their important roles in building and maintaining a team environment.

***Here are the important roles of the Master.***

1. *To appoint and empower a team to achieve a specific task, assignment or goal within a specific period of time.*
2. *To meet initially with the team leader and share expectations, concerns and limitations, and outline support required and potential team members.*
3. *To receive, review and respond to communications from the team and team leader.*
4. *To play an active and/or appropriate role as outlined by the team.*
5. *To run interference for the team and the team leader among his officers and members if need be.*
6. *To serve as the coach when your experience in lodge leadership can assist the team or the team leader.*
7. *To provide incentives and motivation to the team leader and team members as appropriate or needed.*
8. *To be a temporary member and be accountable to the team leader.*
9. *To remove obstacles and promote progress.*

***The team leader has a number of important roles.***

1. *To serve as the team leader, coach and mentor.*
2. *To assemble the appropriate members for his team in light of his team's goals.*
3. *To get all members of the team to contribute to the team direction.*
4. *To get all members of the team to buy into a team goal.*
5. *To get commitment from members for the expected life of the team.*
6. *To understand each team member's needs and expectations.*
7. *To facilitate a process whereby the ideas, suggestions and experiences of all team members are accepted as input and contribute to team direction and activity.*
8. *To be a coach where skills among a member may be lacking.*
9. *To serve as a mentor where member needs require this special type of training.*
10. *To report on results, take corrective actions and monitor team effort.*
11. *To remove obstacles to team effectiveness.*
12. *To serve as a buffer between members and politics or other disruptive factions.*

Perhaps you can see why a successful team leader is a potential lodge leader.



## **6. Team members have rights too.**

Members of teams in the lodge are not just there for your direction. In effective teams, they have certain “rights” too.

**The right to see the big picture:** Team members will do better if they see and can have a say in the overall goals for the team. On a fully-functioning team, the input of team members will add strength and meaning to decisions and further stretch the organization beyond the initial goal.

**The right to a voice:** Team members aren’t expected to simply be quiet and do their jobs. The ability to have a say in what happens is not only essential it is a motivator to their increased involvement.

**The right to make a contribution and a difference:** The right of the members to have a say in both the goals and the pathway to achieving them is critical to their buy in and involvement.

**The right to a relationship:** No man becomes a member of a team to be a loner. In addition to the tasks to be completed, there is an underlying need to develop a new team relationship that will endure after the assignment is completed.

## **Leadership of teams**

So now you’re the team leader. When the team has a defined leader, the leader has several important functions, none of which is more important than keeping the team on track and fully functional. It is not unusual for the team leader to take a fair share of the criticism or concerns from the lodge members so that the team members can remain isolated above the fray and free to continue to work toward the goals established by the team.

### ***The critical skills***

Some people may take exception with the list, but here are the critical team leadership duties and skills defined in a way that they may be applicable to a Masonic lodge.

- *The ability to clarify the goals for team discussion and agreement.*
- *The ability to encourage all members of the team to offer input, guidance and direction.*
- *The ability to identify and solicit the right team members.*
- *The ability to get buy-in on a single direction.*
- *The ability to get consensus from a diverse group.*
- *The ability to handle external distraction to the team’s progress.*
- *The ability to be a coach, cheerleader and mentor when required.*
- *The ability to generate a team spirit for accomplishment.*
- *The ability to freely offer praise and encouragement.*
- *The ability to harness a diverse group towards a single goal.*

## Worksheet 1

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### Team Building

Use the case of the Make-it-happen Lodge to discuss the questions below.

1. *Why is it likely that the young Mason is correct when he said that so many committees just don't work? What happens to committee assignments in your lodge?*
2. *Given the description of the lodge, where will he turn to find his team members?*
3. *If the team wants to make something happen in the community, who should he look for as team members?*
4. *If the lodge is "inactive" where will he find his team members if they are available at all?*
5. *How might some members of the lodge make his progress more difficult?*
6. *What elements of lodge governance and operations must he deal with if he ultimately wants to have a successful team?*
7. *The objective of the team to win needs to be defined in terms the members can strive for. What should be the winning objectives of the lodge team?*

## Worksheet 2

# Selecting Team Members

With the stated goals in mind, here's how you might discover who should be on your team. Remember, we're looking for results not bodies. Keep the following team needs in mind.

- A member with intimate knowledge of the community;*
- A member with a working knowledge of the local school;*
- A member with skills in program or product development;*
- A member with good presentation and PR skills;*
- A member with connections with other organizations;*
- A member with children in school;*
- A member whose wife is involved in charitable work;*
- A member with a working knowledge of budgeting and finance;*
- A member with good communications skills;*
- A member who is good at organizing others for work.*

In many ways, these members are like the members of your baseball team. Because achieving the objective will call for the skills of many different types of people pulling towards a common goal, the team is organized and selected with those skills in mind. In effect, your team has a catcher, a fielder, a pitcher and a manager — just like your ball team would.

What team member skills or experiences might you need in your lodge if your team goal was to improve new member interest, activity and participation during the first two years of their membership?

*A member with*

*A member with*

*A member with*

*A member with*

*A member with*

## Worksheet 3

### The Snake-Like Light Team

Using the case study of the snake-like light team, consider the following questions.

1. *In a corporate setting like the one described in the case or one that you are familiar with, what corporate or business functions would you need to have represented on the New Product Team described at B&D? List the specific functions you are considering in the space below.*
2. *Even though B&D is a major corporation, many of its product teams are staffed by the more youthful workers – some only recently hired. List here the characteristics of youthful members of this team and in your lodge and their potential for success in a team environment.*
3. *Consider now a team that you and your officers might want to form. Identify the team's tasks below and identify specific members of your lodge you would like to see on the team. A good team to consider forming early in the team building process would be a team on Member and Fraternal Relations.*

Identify your team's assignment here:

Identify the team members' skill requirements here:

**Appendix A**

**Forming a Lodge Team Outline**

\_\_\_\_\_  
Name of team

1. Team Goal

2. Expected Activities

3. Expected Results

4. Resources Available

5. Communication

6. Nonnegotiables

7. Skills/Qualities Necessary

8. Other Important Criteria

9. Team Membership

10. Invitation/Background Recommendation

11. Other

## **Appendix B**

### **Teams that Could Work in Your Lodge**

Here are a few teams with suggested goals that could work in your lodge. Consider each and see which might be right for you.

#### ***Visitation Team***

Team goal: To hold a meeting in which the prospective member will be able to learn as much as he can about the organization and he and his family will become excited about his prospective membership.

#### ***Ritual Team***

Team goal: To improve the quality of the ritualistic work in such a manner that members look forward to the degrees and participants enjoy their work on the team.

#### ***School Renewal Team***

Team goal: To identify a local elementary, middle or high school and form a team of members, faculty, parents and concerned community citizens who once a year spend a weekend cleaning, painting and grooming the school on behalf of the lodge.

#### ***Membership Development Team***

Team goal: To make every new and every recent member feel delighted about his decision to join, happy about the friendships he is making in lodge and supportive of lodge activities and events.

#### ***Youth Support Team***

Team goal: To identify a group of lodge members who will be available to young people who are in need of help and support and who need a mentor to help them when they are facing difficult decisions.

#### ***Events Team***

Team goal: To provide a series of at least five special events that will delight members with the quality of the time they spend in lodge.

#### ***First Night Team***

Team goal: To develop skills that will delight men who are new or recent members because of the attention paid to them in lodge, the quality of the fellowship and their ability to meet new friends.

#### ***Softball Team***

Team goal: To sponsor a softball team among members and non-members for the purpose of winning the championship and enjoying great fellowship.

# 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.

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A new style of leadership for the 21st century.

## **The Center for Leadership Excellence**

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**Bro. Dudley G. Davis, 32<sup>o</sup>**, 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<sup>o</sup>**, 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.