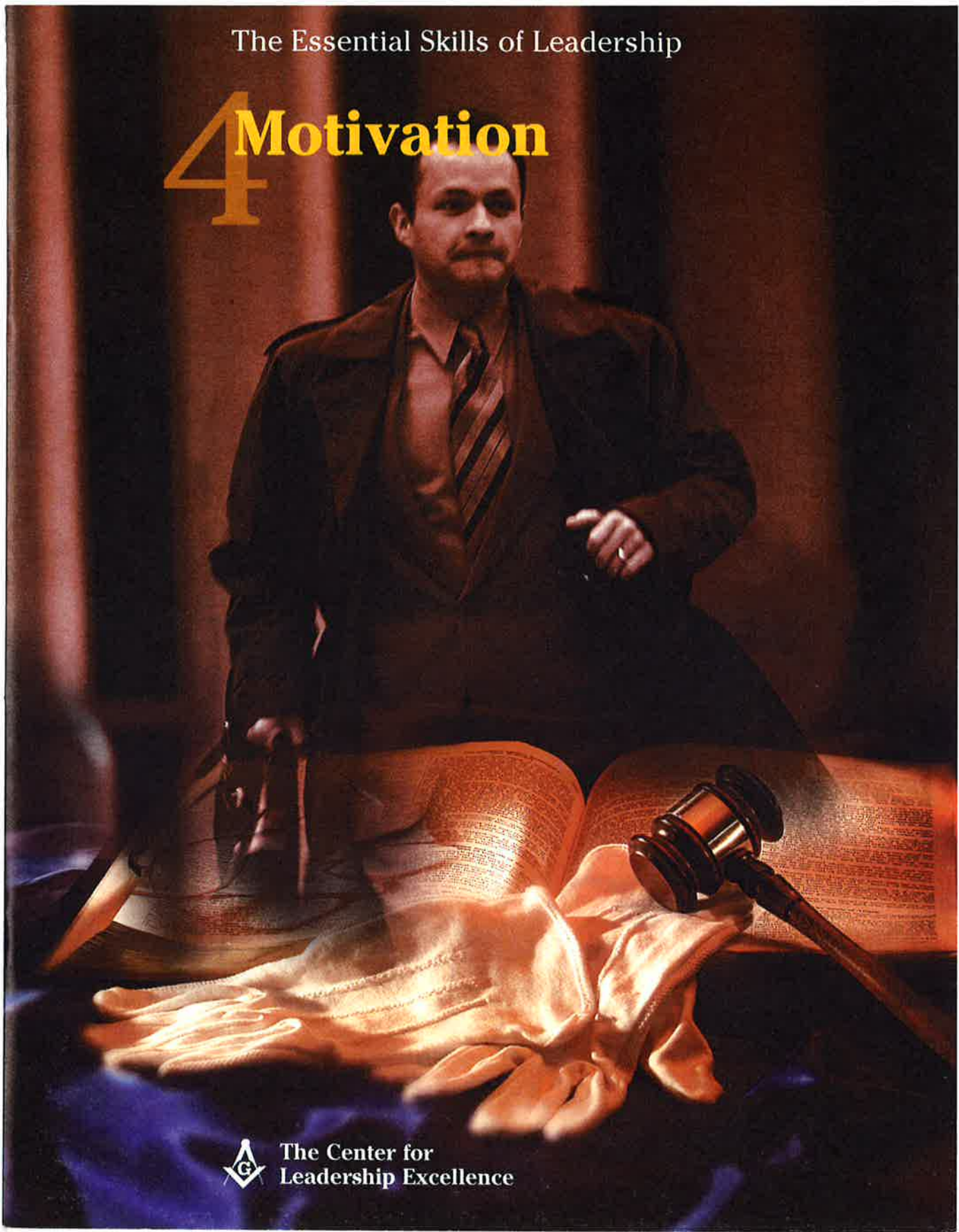


The Essential Skills of Leadership

# 4 Motivation



The Center for  
Leadership Excellence

## **Motivation: Creating the Will to Work**

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**N**othing in the world can take the place of persistence.

Talent will not; nothing is more common than unsuccessful men with great talent.

Genius will not; unrewarded genius is almost a proverb.

Education will not; the world is full of educated derelicts.

Persistence, determination alone are omnipotent.

Ray Kroc, Former CEO, McDonalds Corporation

## **4 Motivation: Creating the Will to Work**



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

- 1 When You Become the Leader*
- 2 The Power of Vision*
- 3 Managing Change and Getting People on Your Side*
- 5 Developing and Using a Lodge Team*

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## Please Begin Here



How many times have you heard a man say, “We just can’t get people to do their jobs? As a volunteer organization we have nothing to use like you would in business.”

You’ve probably heard this often. But the truth of the matter is that getting people to do work – even in an all volunteer organization – is one of the skills of the effective leader you will want to learn about and master.

A lot of it is just common sense.

### **Rules to live by**

If you don’t read any further in this Guide, then remember these four rules for motivation:

- *People get satisfaction from doing work. Therefore, giving members something to do is a motivator.*
- *People will work at what they like to do. Therefore, give people tasks in areas where they have an interest and/or experience.*
- *People will work for the recognition they receive. Therefore, always reward or recognize individuals for the good work they do.*
- *People will work where they can get a job done. Therefore, always ask a man to do only those jobs where there is an end in sight.*

### **Motivation and the joining process**

You may not know it, but men join organizations, including Freemasonry, with the expectation that they will be asked to do things. And we are not including the ritualistic work or their Masonic education in this category.

Their understanding of the joining process is that they will be called upon to help out. When they are asked to help out, they will be more satisfied with the membership and happy they joined. When you do not ask them to be a part of some activity or make them responsible for tasks in the lodge, you are actually turning them off to the Fraternity and creating dissatisfaction.

Men and women desperately need meaning in their lives and will sacrifice a great deal to an organization that will provide that meaning. This provides the beginning of an understanding about how we can motivate men to do great things for their lodges. We must be able to provide that meaning which is so important.

#### **Lesson:**

***When we ask a member to help – to do something – we contribute to his self-esteem and personal satisfaction and reinforce his decision to join.***

## Creating the Will to Work

We've heard it said all too often, "We're a volunteer organization, we cannot make people do anything!"

What is right and wrong with this statement should be obvious. It's true, Masonry is an all-volunteer organization. It's also true that we cannot make people work. It's even difficult when people are paid to "make" them work. It's nearly impossible to do so when they volunteer their time to an organization.

Motivation is creating those circumstances by which people willingly join in the effort. If you were on a boat and it began to take on water, it would be easy to predict that everyone on board would bail like mad if their efforts contributed to not sinking.

What can we use in our lodge to increase the likelihood that men will join in an effort and volunteer to work? Here are a few ideas. You will have others on your own.

1. Use data or facts to show him that he can help avoid a crisis by helping (declining membership, poor lodge finances).
2. Show him specifically what he can do to help (make the task as close to his areas of interest as possible).
3. Point out how his effort will make a difference (be as specific as possible).
4. Involve him at a personal level (most men will respond when they are asked to "help").
5. Make him part of a team (men like working with men to solve problems).
6. Make the experience enjoyable (men want to be part of things that are fun).
7. Make the rewards known in advance (working for recognition motivates many men).



### **Lesson:**

*Most men have been asked to help out thousands of times. Don't be afraid to ask for help, but think the process through to have maximum success.*



## Taking a Larger Look at What's Happening

Imagine that you have before you a group of 20 men selected at random, all Masons and all relatively new to the lodge. Are there things we can learn from these 20 men that would be helpful to you in getting them involved and productive in the lodge?

The answer, of course, is a resounding yes. There are many things we can discover. Here are a few motivational hints you could be use in your lodge.

### ***Motivation Hint 1***

Each of the men before you has needs he is trying to meet by joining the Fraternity. If you know what those needs are, you can use this information in bringing each member satisfaction with his membership and with his reasons for joining. Needs are like expectations waiting to be filled. Among the expectations or needs of future members are:

<i>Pride in their membership</i>	<i>Making a difference</i>
<i>Recognition by their family and friends</i>	<i>Having fun</i>
<i>Respect from the community</i>	<i>Gaining status</i>
<i>Making new friends and associations</i>	<i>Becoming a leader</i>
<i>Increasing their base of contacts</i>	<i>Experiencing good leadership</i>
<i>Doing charitable work</i>	<i>Personal development</i>

1000 men were recently surveyed by Lou Harris for the Imperial Shrine. The Shrine was looking to find out why younger men might join their organization and what their conditions for joining might include. Not surprisingly, most want to have fun and meet new friends. Not a single man – not one – of the 1000 said they wanted to receive ritualistic work or asked about their opportunities for more memorization.

*Action Item:* Develop a method by which you interview each man to determine his needs and reasons for joining and map out a plan for each new member that involves him in the lodge and meets his needs for membership. Complete Worksheet 1, page 12, for yourself before using it with your newest members.

### **Lesson:**

***Leaders of Masonic lodges cannot possibly satisfy new or recent members' needs if they do not ask "Why did you join?" and explore the answers received. Adding his response to his membership records will be useful later.***

### **Motivational Hint 2**

Each man who becomes a new member has a learned skill or special competency. Sometimes these are skills like those of a carpenter or engraver. Other times they are skills related to writing, computers, PR or sales.

Each of these skills is an asset to the lodge and something the new member will share as a consequence of joining. Some skills, on the surface, may appear less helpful to the lodge. Sales, for example, may not appear at first to be very helpful in the lodge. But upon reflection, perhaps you can find skills in professional salesmen that you can use. For example, the ideas you need to convince the lodge to adopt might be better organized if you asked the salesman in your group of members how he might achieve these results if this were "his sale."

How do we learn what the members are good at? How can we learn what a member can do beyond the skills required for his work or job? We can and should ask.

If you have a computer, include this information with the new member information and be able to retrieve it when you need to find a particular skill area for a task you need completed.



### **Inventory of common skills and interests**

Here are the types of skills you are likely to discover. Develop others as you review the needs of your lodge.

- |   |   |                                       |
|---|---|---------------------------------------|
| <input type="checkbox"/> Accounting/bookkeeping | <input type="checkbox"/> Artist               | <input type="checkbox"/> Cook/baker   |
| <input type="checkbox"/> Carpentry              | <input type="checkbox"/> Graphic designer     | <input type="checkbox"/> Travel agent |
| <input type="checkbox"/> Plumber                | <input type="checkbox"/> Computer expert      | <input type="checkbox"/> Preacher     |
| <input type="checkbox"/> Artist                 | <input type="checkbox"/> Retail manager       | <input type="checkbox"/> Musician     |
| <input type="checkbox"/> Teacher                | <input type="checkbox"/> Government employee  |                                       |
| <input type="checkbox"/> Remodeling             | <input type="checkbox"/> Customer service rep |                                       |

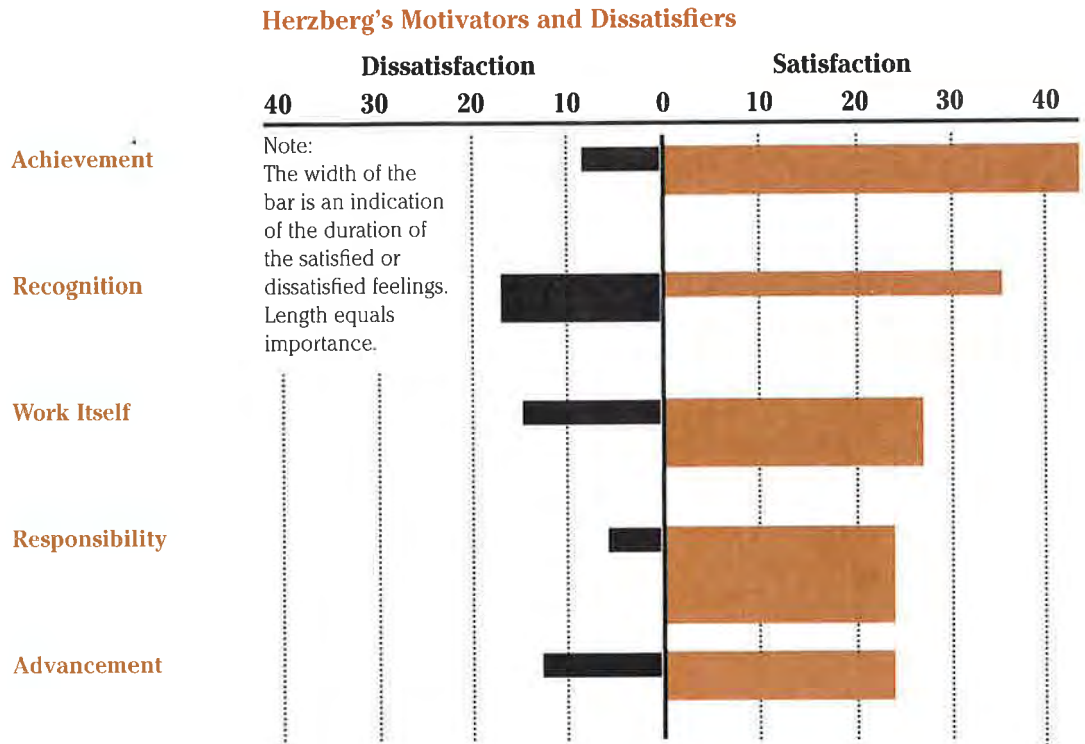
*Action Item:* Worksheet 2, page 13, contains an inventory of common skills and interests. Consider using a similar form to ask your newer members to provide this information for use in your lodge.

#### **Lesson:**

*Keeping a skills and interests inventory on all members in your computer is a good way to find out who to ask to help out when the time comes.*

### Motivational Hint 3

We learned years ago that leaders of organizations can master certain behaviors that will increase their motivational abilities. In his now famous research, Frederic Herzberg, an industrial psychologist, discovered five important factors that motivate people to work. First examine the chart below. Then study the explanation of each motivation.



**Achievement:** Give a person the right amount of work to do – work he clearly sees he can accomplish – and you will motivate him to achieve what he visualizes as his goals. The key is knowing how much is just right or too much.

**Recognition:** You can reward a man for the good work he has done – often a simple thank you is enough. Recognition is a powerful tool that will encourage his will to work. Recognition does not last long as a motivator, but the absence of a “thank you” or some other reward is a powerful demotivator and will last longer.

As the leader, we have many ways to recognize good performance beginning with a simple thank you. In the Appendix of this Guide you will find a list of 20 other forms of recognition and rewards you can consider.

**Lesson:**

*As the leader, we have a choice of motivational tools. Selecting the best one depends upon the individual and the occasion.*





**Work itself:** When you have a diverse group of men – even volunteers – try to match the man to the work to be done. If a person is very detail oriented in his life and on his job, give him work that requires attention to detail. Don't assign a task that is free-spirited and open-ended to a detail man. He will not do well. Matching the individual and his interests and abilities to do the job is a very significant motivator. Asking an individual to do work with his hands where he is "all thumbs", is a

significant demotivator. So you have two choices to consider – the benefits of making the right assessments and assignment, and the consequences of matching the wrong man to the wrong job.

**Responsibility:** Making a person responsible for a task is among the most important motivators to human behavior. It not only is powerful, but it lasts for as long as the work remains.

It's equally important to note that if you make a person responsible but do not give him authority, you create a problem that is difficult to overcome. Responsibility and authority go hand in hand. Even if you are ultimately responsible for the lodge, by sharing that role and by giving a man the responsibility and authority to get the job done, you are using a very significant motivational tool.

**Advancement:** Advancement, meaning promotion, is more difficult in a volunteer organization because there is not always a direct relationship between good work – or merit – and incentives like salary, bonus or promotion. But advancement can occur in other ways as one moves through the leadership positions in lodge, assumes increasingly more responsible team or committee chairmanships or seeks positions outside of the lodge. Hopefully, the lodge leadership will recognize those who do good work and advance them in the ranks.

If you study this chart, you can learn many things. You can learn even more if you will relate this information to a personal experience.

1. Describe here or on other paper the last time each of the motivators effected you.
2. Identify also when you were demotivated by one or more of Hertzberg's findings.
3. Identify several men in your lodge who will "try" your new-found ideas on.

**Lesson:**

*Matching the man to the task (work itself) and recognizing him for the good job he has done are two behaviors every leader can learn and use as motivators.*

#### ***Motivational Hint 4***

Team membership and participation can increase the motivation of the members beyond what a single-person assignment can do. In the next Guide, you will learn more about team building in the lodge, but for now understand the role of the team as a motivational tool.

Remember that we are looking at motivation as a way of creating the will to work. We are also assuming that willing workers are more productive workers and that the product of work where the individual is well motivated will be of higher quality.

Would you like to try this for yourself to see if it is true? There is a famous team assignment called *Alone on a Deserted Island*. We won't have time to go through all of the activities here, but the gist of the "game" is to assess the effectiveness of teamwork and team decision making in light of the assigned goals.

To give this a try use Worksheet 3, page 14. Identify a group of six or seven members of your lodge and one individual who you will ask to complete the game on his own. When you have completed the game, use the following questions to lead a discussion with those who participated:

*Action Item:* Discussion Questions

*How were the results alike or different between the sole survivor and the team?*

*Can you identify whether the team or the individual will be more likely to survive?*

*Why was the discussion in the team setting helpful in creating the quality of their list?*

*How can you use this experience in determining motivational strategies for your lodge?*

## Motivation and a Masonic Organization

The leader's role in motivation goes beyond simply knowing which tasks and which rewards to use with members or volunteers. Here are a series of factors that are very important. We can't identify all of the specific actions required for each, but we can strongly suggest one or two.

### **Mission and Vision:**

Men who become U.S. Marines know precisely what is going to happen to them once they join and, even though very difficult, they look forward to becoming Marines. They know it is the job of the Corps to make them Marines. The organization's mission is clear. Men who want to be Marines are very motivated to do so despite the difficulties.

#### **Lesson:**

*Leaders need to develop a powerful mission for the lodge in ways that motivate men to join. We saw a mission statement in a large lumberyard that claimed "Moore's will be the first and only choice for contractors." That's pretty explicit. Saying our lodge will be the best organization for men in the community is very explicit and very appealing (motivational) for those looking for a best place to join.*

### **Governance:**

It may sound like a new word to you, but it's critically important – especially to a Masonic lodge and to the motivation of members. Governance refers to how is the lodge organized to achieve a continuity of its purpose or mission? Members like to be part of an organization that has continuity of purpose.

A corporation and nearly every other nonprofit has a board of directors or trustees who become the "governors" of the organization. Even as the leaders change, they provide the continuity of purpose or mission and evaluate the effectiveness of the leaders. In effect, they strengthen the leadership of the lodge and provide it with a guiding vision.

#### **Lesson:**

*Consider the possibilities of establishing a board of trustees or directors to oversee the continuity of programs in your lodge. It won't be easy, but every lodge that has tried it has determined they were better off thanks to their board.*

### **Enabled Leadership:**

Nearly every one of the 1000 men who were asked what kind of organization they would want to join listed effective leadership as an important quality. Half wanted to be active in a leadership role. Effective leadership was not the most important – fellowship and making new friends earned that distinction – but was high on their list.

Men who join look for quality leadership and respond accordingly. Men who you want to work for your lodge will do so more readily if they have a sense that the leadership is going somewhere. Therefore, a compelling vision and mission for the lodge is not just more work for the lodge, it's a clear signal that the member can expect things to happen to him and with him when he joins.

#### **Lesson:**

*Some lodges write their mission on the back of their dues card. Others publish it in a very prominent location. One judge of the effectiveness of your leadership is how many of the men in the lodge can recall your vision word for word.*

### **Quality Standards:**

Some Masonic leaders believe they have to do the work themselves in order to get the results they want. In fact, they will get better results from a team of members, and motivate them as well, if they will consider the importance of standards.

All men – and all members – will respond to your efforts to improve results. They may not respond, on the other hand, to your style of trying to achieve them. One thing to keep in mind. Members of the organization – like those lost in the desert – will come up with higher and better standards than you will alone. Just turn them loose and ask them to give you their expectations for quality.

#### **Lesson:**

*Men want to belong to an organization that insists on quality. They shop in stores where high quality is the standards. Why should they expect less from their lodge?*

### ***Power and Control:***

We cannot think of an idea that will turn off members faster than the leader's need for power and control. Most modern leaders strive to "free" people to do their best, and have lost many of their control roles. A few notable examples:

- Hewlett Packard trusts people to be accountable for their work and encourages employees taking time to think about products. Therefore, it's not uncommon to see employees sitting at their desks doing nothing.
- Herman Miller, a world-class office furnishing's company rewards employees for taking the initiative in the community and in the environment even if the action has not been approved in advance
- A number of firms in Oakland, California were forced to allow people to work in their homes after the last earthquake damaged the bridges. The employees enjoyed the freedom to work "when they wanted to." As a result, company loyalty and productivity both improved.
- Companies that allow people the freedom to choose working hours in light of family or other personal needs or circumstances find that these employees work longer hours and are more productive than those who work rigid schedules outlined by the company.
- Companies who have relaxed dress codes or initiated a "casual Friday" find that their casual dress is often more stylish than their business dress and that productivity on casual days typically improves.



#### **Lesson:**

*Give members a chance to prove to you that they can create the quality you expect by being "free" of your power or control. Max DePree has the right idea when he says the artful leader must be a servant and a debtor. His clear implication is that no leader can get all of the jobs done alone and must serve those with whom he is associated if he has any hope of getting them to do the work with him.*



## Worksheet 1

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### Your Reasons for Joining

Consider carefully the time when you first joined the organization. List below your initial reasons for joining. Then list what you believe your most recent members expect from their membership. Pay particular attention to the motivational factors you have just learned.

*Your reasons:*

*Your recent members:*

*Motivational tactics you plan to use. Consider developing a different tactic for each Mason you identify:*



### Worksheet 3

## Alone on a Deserted Island - Team Version

Your airplane has just crash-landed on a deserted island in the Pacific Ocean. You and all of those on board survived the crash landing and your injuries are minor. After several days and no contact with the outside world, you decide to build a raft from local materials and parts from the plane and set sail for another island you flew over an hour before you crashed. Before departing, you and the other six people on board decide to establish a list of what you would take on board the raft in order to survive the days you may have to spend at sea.

Upon taking inventory you determine you have the following articles and supplies from which you must select those 10 you will ultimately take with you.

*Action Item:* As a member of a team, identify in order of importance the ten things you will ultimately take on your raft.

*Supplies to select from:*

3 water bottles	First aid kit	Flashlight
Large canvas cover	Needles and thread	Matches
Pen knife	Safety pins and nails	Spoon
Fire extinguisher	Dehydrated food	Pan
Compass	String	Hand gun
Mirror	Flare gun	Camera
Bug spray	Cellular phone	Aspirin

## Worksheet 3A

### Alone on a Deserted Island - Sole Survivor

Your airplane has just crash-landed on a deserted island in the Pacific Ocean. You are the sole survivor of the crash landing and your injuries are minor. After several days and no contact with the outside world, you decide to use the airplane emergency raft and parts from the plane and set sail for another island you flew over an hour before you crashed. Before departing, you know you must develop a list of what you will take on board the raft in order to survive the days you may have to spend at sea.

Upon taking inventory you determine you have the following articles and supplies from which you must select those 10 you will ultimately take with you.

*Action Item:* Identify in order of importance the ten things you will ultimately take on your raft.

*Supplies to select from:*

3 water bottles	First aid kit	Flashlight
Large canvas cover	Needles and thread	Matches
Pen knife	Safety pins and nails	Spoon
Fire extinguisher	Dehydrated food	Pan
Compass	String	Hand gun
Mirror	Flare gun	Camera
Bug spray	Cellular phone	Aspirin

## **Appendix A: Beyond Ribbons, Medals and Banners**

### ***Rewards and other recognition you can use in your lodge.***

When you are the leader of an organization like a Masonic lodge, you may not always have monetary incentives to offer members who do good work. Therefore, you may need to be creative in determining what you can use as rewards for members.

1. Letters to those who have helped.
2. Certificates (easy to make on a laser printer).
3. A small gift.
4. A gift certificate from a local restaurant.
5. Verbal recognition for a job well done at the next lodge meeting.
6. A thank you party thrown by the team leader.
7. Letter from the Master to the Mason's home
8. Recognition done in the presence of family or peers
9. Name in lodge newsletter or trestle board
10. Name and contribution submitted to the local paper
11. Name and photo on lodge bulleting board
12. Personal note or letter from the Grand Master
13. Offered new assignments with more prestige
14. Offered to give input on important decisions
15. Awards or objects named for them
16. Dinner with the Worshipful Master
17. Ongoing program or site named for them
18. Nomination to a higher office
19. Nomination for Mason of the month/year
20. Involvement in discussions that affect the future of the organization



# Guides to Becoming A More Successful Leader

## The Essential Skills of Leadership

**By Bro. Dudley G. 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.



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**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.