

# Becoming a Masonic Leader

A PROCESS FOR EFFECTIVE LEADERSHIP AND CHANGE

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# WELCOME TO MASONIC LEADERSHIP

Congratulations on assuming a role in the leadership of your Lodge.

Your success as a leader, and ultimately the success of your Lodge, will depend upon how well you learn to develop your leadership skills.

This workbook is designed to give you a basic foundation for your growth. It is based on sound leadership principles and practices developed by Dr. John C. Maxwell.

Dr. Maxwell is an internationally respected leadership expert, speaker, trainer, coach and author, whose philosophy is: "Everything rises and falls on leadership." Maxwell is a #1 New York Times best-selling author of over 77 leadership books with more than 24 million volumes sold in fifty languages.

In this workbook we will be using two of his books: The 5 Levels of Leadership and The 21 Irrefutable Laws of Leadership. We strongly encourage you to obtain a copy of both books and then read and study them.

The 5 Levels of Leadership is a framework which will help you begin to understand why people follow some leaders and not others. It also presents a process that, if effectively followed, will allow you to begin positive change in your Lodge.

The 21 Irrefutable Laws of Leadership presents positive behavior a leader should display and effective practices to use, which when used properly, will help you become a respected Masonic leader.

This workbook also contains exercises and handouts designed to help you to begin a plan for using the knowledge presented at this conference. The only way you will begin to grow as a leader is by continually working at it. If you do nothing you will not improve as a leader and your tenure as a Lodge officer will become increasingly difficult.

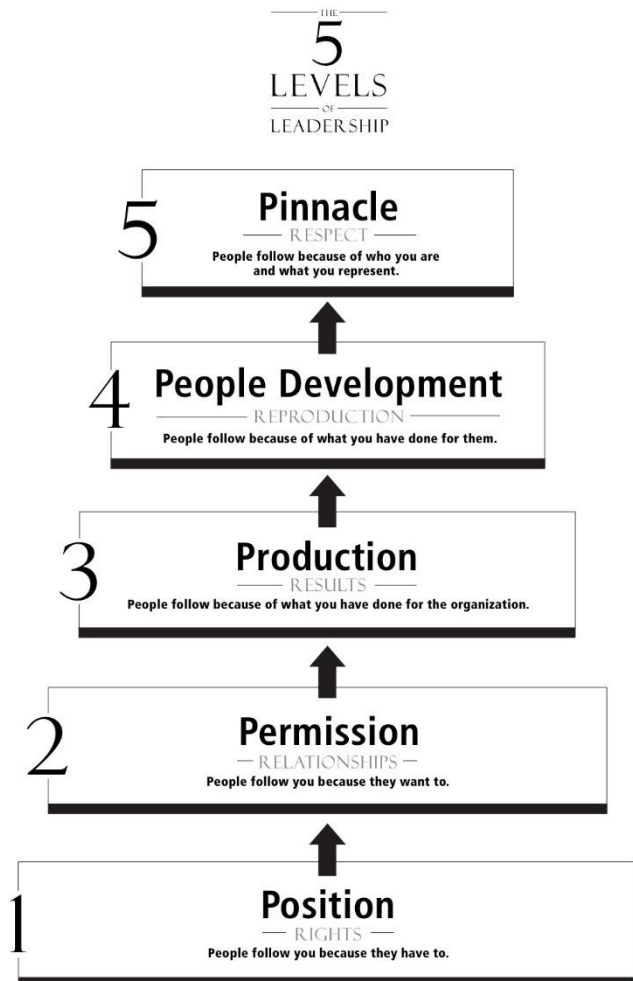
The members of the Masonic Leadership Development Team are excited about assisting you to become a better Masonic leader and will always be ready to help you.

# LEADING CHANGE - THE 5 LEVELS OF LEADERSHIP<sup>©</sup>

*“Proven steps to maximize your potential.” – Dr. John C. Maxwell*

## Insights about the 5 Levels of Leadership:

1. You can move up a Level but you never leave the previous one behind.
2. You are not on the same level with every person.
3. People respond to you based on the Level you’re on with them.
4. The higher you go the easier it is to lead.
5. The higher you go the more time and commitment required to win a level.
6. Moving up levels occurs slowly, but going down can happen quickly.
7. The higher you go, the greater the return.
8. Moving farther up always requires further growth.
9. Growing as a leader requires a combination of intentional growth and leadership experience.
10. Not climbing the Levels limits you and your people.
11. You cannot climb the Levels alone.



# LEADERSHIP BEHAVIOR - THE 21 IRREFUTABLE LAWS OF LEADERSHIP<sup>©</sup>

*“Follow them and people will follow you.” – Dr. John C. Maxwell*

**The Law of the Lid** - Leadership ability determines a person’s level of effectiveness.

**The Law of Influence** - The true measure of leadership is influence

**The Law of Process** - Leadership develops daily, not in a day

**The Law of Navigation** - Anyone can steer the ship, but it takes a leader to chart the course

**The Law of Addition** - Leaders add value by serving others

**The Law of Solid Ground** - Trust is the foundation of leadership

**The Law of Respect** - People naturally follow leaders stronger than themselves

**The Law of Intuition** - Leaders evaluate everything with a leadership bias

**The Law of Magnetism** - Who you are is who you attract

**The Law of Connection** - Leaders touch a heart before they ask for a hand

**The Law of The Inner Circle** - A leader’s potential is determined by those closest to him

**The Law of Empowerment** - Only secure leaders give power to others

**The Law of the Picture** - People do what people see

**The Law of Buy-In** - People buy into the leader, then the vision

**The Law of Victory** - Leaders find a way for the team to win

**The Law of The Big Mo** - Momentum is a leader’s best friend

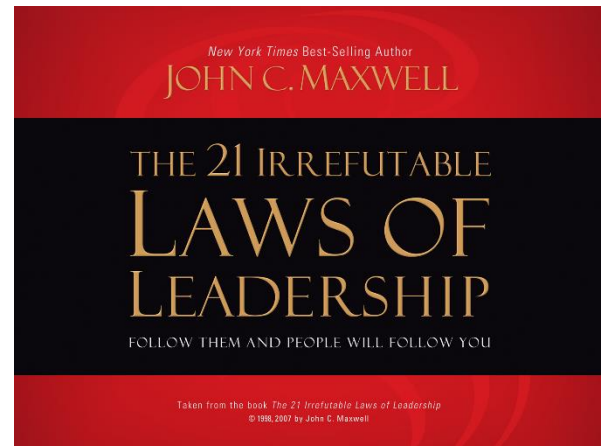
**The Law of Priorities** - Leaders understand that activity is not necessarily accomplishment

**The Law of Sacrifice** - A leader must give up to go up

**The Law of Timing** - When to lead is as important as what to do and where to go

**The Law of Explosive Growth** - To add growth, lead followers – To multiply, lead leaders

**The Law of Legacy** - A leader’s lasting value is measured by succession



## MY VISION FOR MY LODGE

Effective organizational leaders begin their leadership with envisioning what they would like their organization to accomplish and become. They create a picture of the ideal organization and then develop a process that inspires, motivates and engages the members of their organization to follow them.

Think of what would create the “ideal Lodge” and use it to define your vision for your Masonic leadership and for your Lodge. Assume you have just completed your year of service as Worshipful Master. Write your report to the Lodge membership describing the successes your Lodge has accomplished. ***Avoid using the words “I” and “My” when referring to accomplishments.***

This will define the type of leader you would like to become and create a vision of the Lodge you would like to create. This statement will become the basis of a working document that will expand and develop over your service on the Line.

**Begin by making some notes of accomplishments that will become “My report to the Lodge”**

## THE POSITION LEVEL - RIGHTS

*People are following you at this level because they have to.*

You have been elected as an officer in your Lodge so you now have certain rights, responsibilities and privileges associated with your title.

### Good things at this level

- You have been recognized as someone with leadership potential
- You have been entrusted with leadership authority
- You have been given the opportunity to improve as a leader
- You have some time to decide what type of leader you will be & what will be your legacy

### Bad things at this level

- You start to believe that a title is all you need to lead
- You may use your title to command people to follow
- You may use your title to ignore your responsibilities
- A positional leader attitude will only get from people what is required & not their best efforts

What I will do to prevent the title of my Office from defining who I am as a leader?

## LAW OF THE LID

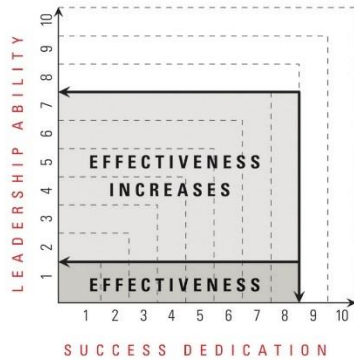


### The Law of the Lid

Leadership Ability Determines a Person's Level of Effectiveness

The lower your ability to lead,  
the lower the lid on your potential

The higher your ability to lead,  
the higher the lid on your potential



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List some things you will do to “raise your lid?” Notes, thoughts, & ideas



# DEFINING REALITY

## ASSESSING YOUR ATTITUDE

This exercise will help you discover why you chose to become a Masonic Leader and then asks you to think about what you hope to accomplish.

Write down 5 reasons why you became a Lodge officer.

- 1.
- 2.
- 3.
- 4.
- 5.

Now think about those reasons and create a list of things you hope to accomplish for your Lodge by serving as an officer. After completing this list, you may want to compare it to the vision you created for your Lodge.

## YOUR LEADERSHIP QUALITIES & STRENGTHS

For the following leadership qualities rate yourself on a scale of 1 – 10. Also then give this sheet to a close friend or your mentor and have them rate you.

<b>Quality - Strength</b>	<b>Your rating</b>	<b>Friend or Mentor rating</b>
Character		
Charisma		
Commitment		
Communication		
Competence		
Courage		
Discernment		
Focus		
Generosity		
Initiative		
Listening		
Passion		
Positive Attitude		
Problem Solving		
Relationships		
Responsibility		
Security		
Self-Discipline		
Servanthood		
Self-Starter		
Vision		
Respectful		
Humble		
Reliable		

## KNOWLEDGE CHECKLIST FOR JUNIOR DEACONS

The following "**HAVE YOU?**" questions are intended to assist the Junior Deacon in preparing for his service on his journey through the Line and becoming Master. The sooner a Junior Deacon can answer all of these questions with a loud "YES!" the more successful his journey to Master will likely be.

- Realized that you are fifth in command of the Lodge and that you must prepare for the position on Master NOW?
- Developed a positive mind set and enthusiasm required to move your Lodge forward?
- Obtained, read & understand the *Grand Lodge Constitution and By-Laws*?
- Obtained, read & understand your *Lodge's By-Laws*?
- Obtained, read & understand *Our Stations and Places*?
- Obtained, read & understand the *24 Inch Gauge, Masonic Resource Guide*?
- Obtained, read & understand your Lodge's financial statements?
- Been a part of the Lodge budgetary process with the Line?
- Obtained and read "*A Short History of the Masonic*" to better relate to our history and achievements?
- Obtained the "*Masonic Protocol*" booklet and become familiar with it?
- Obtained a copy of "*So You're Going to be a Master*" and read it.
- Understood the expectations of the Master in terms of your specific responsibilities?
- Obtained a current copy of the *Masonic Ritual* and studied your part in the opening and closing of your Lodge?

- Asked the Master if there are any other specific duties that you have for the opening and closing of your Lodge?
- Met with your Lodge's Membership Director and understand your Lodge's membership goals?
- Become familiar with the NYS Grand Lodge Website?
- Become familiar with the ERAC Lodge Website?
- Become familiar with the Monroe District Website?
- Become conversant in the Lodge's theme and goals for the year?
- Asked about any specific traditional duties that your Lodge assigns to the Junior Deacon?
- Communicated your contact numbers and email address to the Secretary and the Officer Line?
- Scheduled a meeting with the Secretary and Treasurer to maximize cooperation and communication and to fully understand the functions of their office?
- Obtained and understand the ERAC Lodge Officer Training Manual?
- Understand that the membership of your Lodge is watching how you go about your tasks and that an enthusiastic, positive approach is contagious?
- Started a notebook to begin to accumulate ideas and people to assist you in planning to serve as Master.
- Discussed with your Lady the commitment you have made, the requirements of what you have agreed to do, and obtained her support?

## LAW OF PROCESS



## The Law of Process

Leadership Develops Daily, Not in a Day

If you continually invest in your leadership development, letting your "assets" compound, the inevitable result is growth over time.

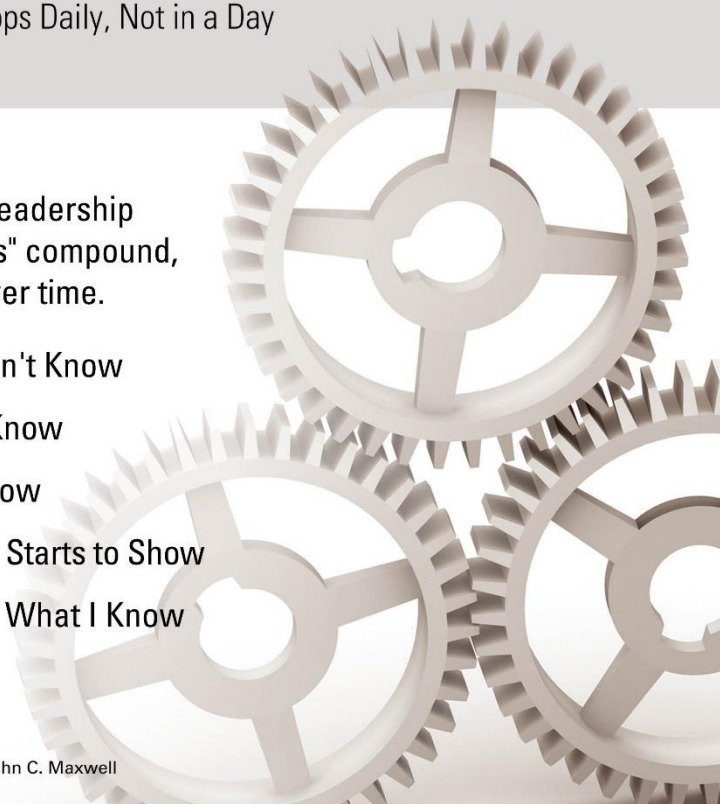
**Phase 1:** I Don't Know What I Don't Know

**Phase 2:** I Know That I Need to Know

**Phase 3:** I Know What I Don't Know

**Phase 4:** I Know and Grow, and It Starts to Show

**Phase 5:** I Simply Go Because of What I Know



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## LAW OF SACRIFICE

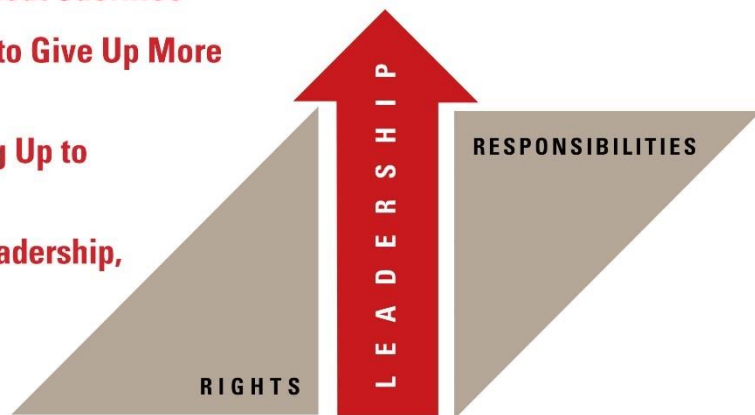
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## The Law of Sacrifice

A Leader Must Give Up to Go Up

If you desire to become the best leader you can be, then you need to be willing to make sacrifices in order to lead well.

- **There Is No Success Without Sacrifice**
- **Leaders Are Often Asked to Give Up More Than Others**
- **Leaders Must Keep Giving Up to Stay Up**
- **The Higher the Level of Leadership, the Greater the Sacrifice**



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## THE PERMISSION LEVEL - RELATIONSHIPS

*People are following you because they want to.*

### Good things at this level

- Leadership with permission makes the hard work more enjoyable
- With permission to lead the energy level increases
- Leadership with permission increases communication
- Leading with permission allows you to focus on the value of each person's contribution
- Leading with permission begins to built trust

### Bad things at this level

- Permission leadership may seem to soft for some people
- Permission leadership may be frustrating for someone who has been successful without building relationships
- You could be taken advantage by someone using your friendship to their advantage
- Permission leadership requires you to be open about yourself. You may not like revealing your flaws.
- Permission leadership requires you to deal with the faults of others

What are some behaviors you should display to have people want to follow you?

## THE LAW OF INFLUENCE



### The Law of Influence

The True Measure of Leadership Is Influence—  
Nothing More, Nothing Less

#### PEOPLE EMERGE AS INFLUENTIAL LEADERS BECAUSE OF:



1. **Character**—who they are
2. **Relationships**—who they know
3. **Knowledge**—what they know
4. **Intuition**—what they feel
5. **Experience**—where they've been
6. **Past Success**—what they've done
7. **Ability**—what they can do

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Think of some leaders who display these qualities. Notes, thoughts and ideas



Identify the major influencers in the following groups in your Lodge. Use this list to understand the people in your Lodge that will help you achieve your vision.

Past Masters	Officer Line	Committees	Membership	Ritual Director or Team	Stewards	Masters and Wardens (as appropriate)

Next, for each influencer or group, assess your current relationship using the following scale:

- 1 = Don't know at all
- 2 = I am somewhat acquainted with them
- 3 = I know them well enough to ask for their opinion or help
- 4 = I know them very well, can trust their judgement and count on them to tell me the truth
- 5 = I trust them explicitly, can share thoughts and information in confidence, and can look to them for encouragement and guidance

## THE LAW OF CONNECTION

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## The Law of Connection

Leaders Touch a Heart Before They Ask for a Hand

Good leaders work at connecting with others all the time. Whether you're speaking in front of a large audience or chatting in the hallway with an individual, the guidelines are the same.

- **Communicate with Openness and Sincerity**
- **Know Your Audience**
- **Live Your Message**
- **Go to Where They Are**
- **Focus on Them, Not Yourself**
- **Believe in Them**



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## TIPS FOR CONNECTING WITH MEMBERS

### Here are some of Dr. Maxwell's connecting principles and practices

- Connecting is a skill that can be learned. Strive to meet new members so you become better at connecting.
- Connecting starts with focusing on others. Remember your goal is to learn as much as about the other person as you can. By listening more than you talk, you will focus on the other person.
- Connect on common ground. Remember you are now a Line Officer and some will view you in a different light. Don't let your title go to your head. Stay on their level.
- Connecting in a positive manner will inspire others.

### Here are some questions to use to begin connecting

- **Ask some questions about their background**
  - Where did you grow up?
  - Tell me about your family.
  - What do, or did, for a living?
  - How did you choose that line of employment?
  - What are some of your hobbies?
  - How did you get involved in Masonry and in ERAC?
- **Ask questions about what they value**
  - What are some great accomplishments in your life?
  - Who has had the greatest influence in your life?
  - What type of things inspire you?
  - Do you have an unfulfilled dream?

### Here are some questions to ask them about your Lodge

- What are some of the strengths of our Lodge?
- What are some of the areas in which we need to improve?
- What are some things we need to accomplish in the next 5 years?
- Do you have any ideas on how to accomplish these things?
- Who are some Members who have skills that will help our Lodge?

**MY PLAN FOR CONNECTING WITH LODGE INFLUENCERS**

For each of the influencers you identified in The Law of Influence, think about the strength of your relationship. Now think about how you might best connect with them to build your relationship. Develop a strategy for each person.

Influencer	How might I connect & begin to build a relationship

## THE LAW OF THE INNER CIRCLE



### The Law of the Inner Circle

A Leader's Potential Is Determined by Those Closest to Him



Leaders do not succeed alone. As you consider whether individuals should be in your inner circle, ask yourself the following questions:

- 1. Do they have high influence with others?**
- 2. Do they possess strengths in my areas of weakness?**
- 3. Do they add value to me and my organization?**
- 4. Do they positively impact other inner circle members?**

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## THE LAW OF BUY-IN



### The Law of Buy-In

People Buy into the Leader, Then the Vision

You cannot separate leaders from the causes they promote. It's not an either/or proposition. The two always go together.

LEADER	+ VISION	= RESULT
Don't buy in	Don't buy in	Get another leader
Don't buy in	Buy in	Get another leader
Buy in	Don't buy in	Get another vision
Buy in	Buy in	Get behind the leader

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### How to get people to buy in to you

- Develop a good relationship with them
- Be honest, authentic and develop trust
- Hold yourself to high standards & set a good example
- Provide them with help to perform their job
- Help them achieve their goals
- Help them become better leaders

## THE PRODUCTION LEVEL -RESULTS

*People follow because of what you have done for the organization*

### Good things at this level

- Leadership production gives you credibility
- Leadership production models & sets the standards for others
- Leadership production brings clarity & reality to the vision
- Leadership production creates momentum

### Bad things at this level

- Creates the weight of responsibility to produce constant results
- May require you to make difficult decisions
- Demands continual attention to building more relationships

### You are building effective Teams at this level

- Team members' skills should compliment one another
- Team members should understand the mission & vision
- Team members should receive feedback on performance
- Team members need an environment for inspiration & growth

List teams that are needed, what are their functions & what skills are needed to create success?

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## The Law of Empowerment

Only Secure Leaders Give Power to Others

When leaders fail to empower others, it is usually due to one or more of three main reasons:

- 1. Desire for Job Security**
- 2. Resistance to Change**
- 3. Lack of Self-Worth**

The truth is that empowerment is powerful—not only for the person being developed, but also for the mentor. Enlarging others makes you larger.

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### How to practice empowerment

- Select the best people with the right talents for the job
- Give them a clear explanation of their duties & make sure they know what the goals of their task are
- Make sure they have the proper resources to accomplish the tasks assigned
- Give them the responsibility & authority to carry out their duties
- Communicate frequently & help if they ask for help
- Make sure they receive adequate praise for their efforts



## THE LAW OF PRIORITIES



### The Law of Priorities

Leaders Understand That Activity Is Not Necessarily Accomplishment

Prioritizing requires leaders to continually think ahead, to know what's important, to know what's next, to see how everything relates to the overall vision.

- **What Is Required?**
- **What Gives the Greatest Return?**
- **What Brings the Greatest Reward?**



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What are some of your duties that are priorities? Notes, thoughts & ideas

## THE PEOPLE LEVEL – REPRODUCTION

*People follow because of what you have done for them*

### Good things at this level

- Developing people sets you apart from most leaders
- Developing people assures that the organization will be continue
- Deveoping people will provide personal fulfillment

### Bad things at this level

- Ego can cause leaders to neglect developing people
- Insecure leaders can feel threatened by people development because they feel they need control
- Leaders who are short sighted will not develop people
- Leaders who lack committment will not do the work of people development

Does your Lodge have a plan for producing leaders? Notes, thoughts & ideas

## THE LAW OF EXPLOSIVE GROWTH



### The Law of Explosive Growth

To Add Growth, Lead Followers—to Multiply, Lead Leaders

If you want to maximize your leadership and help your organization reach its potential, you need to develop leaders.

If you develop yourself, *you* can experience personal success.

If you develop a team, *your organization* can experience growth.

If you develop leaders, your organization can achieve *explosive growth*.

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## IDENTIFYING NEW LODGE LEADERS

Careful consideration should be given to the selection of Brothers who will begin in the Line and ultimately become the Master. Using the following statements to evaluate a Brother's potential to become an effective leader.

0 = Never 1 = Seldom 2 = Sometimes 3 = Usually 4 = Always

The person has influence	0	1	2	3	4
The person has self-discipline	0	1	2	3	4
The person has a good track record	0	1	2	3	4
The person has strong people skills	0	1	2	3	4
The person does not accept the status quo	0	1	2	3	4
The person has the ability to solve problems	0	1	2	3	4
The person sees the bigger picture	0	1	2	3	4
The person has the ability to handle stress	0	1	2	3	4
The person displays a positive attitude	0	1	2	3	4
The person understands people	0	1	2	3	4
The person is free of personal problems	0	1	2	3	4
The person is willing to take responsibility	0	1	2	3	4
The person is free from anger	0	1	2	3	4
The person is willing to make changes	0	1	2	3	4
The person has integrity	0	1	2	3	4
The person has a strong sense of self	0	1	2	3	4
The person has the ability to see what has to be done next	0	1	2	3	4
The person is accepted as a leader by others	0	1	2	3	4
The person has the ability and desire to keep learning	0	1	2	3	4
The person has a manner that draws people to him	0	1	2	3	4
The person has a good self-image	0	1	2	3	4
The person has a willingness to serve others	0	1	2	3	4
The person has the ability to develop other leaders	0	1	2	3	4
The person has the ability to bounce back when problems arise	0	1	2	3	4
The person is willing to take initiative	0	1	2	3	4

Total points \_\_\_\_\_

When assessing a Brother, pay more attention to his character, the level of respect he has from others and his practice of Masonic values. Here is a general grading scale: 90-100 Great leader; 80-89 Good leader;

70-79 Emerging leader; 60-69 Has potential; Below 60 Needs further growth and may not be ready to be mentored as a leader.

## THE PINNACLE LEVEL – RESPECT

*People follow because of who you are and what you represent*

### Good things at this level

- Leaders lift everyone's leadership lid
- Leaders at this level have created a legacy that is carried on
- Leaders have created an extended platform for leading

### Bad things at this level

- Can make you believe "you have arrived" and you stop creating leaders
- Leaders at this level may lose focus on the organization and turn the focus back to themselves

### How to behave as a Pinnacle Leader

- You're desire to be succeeded should be greater than the desire to be needed
- Focus on people's strengths instead of their weaknesses
- Strive to give away power instead of trying to hord it
- Develop a perspective so you see potential leaders as who they can rather than who they are
- Be a source of wisdom and not criticism
- Continue to mentor potential leaders

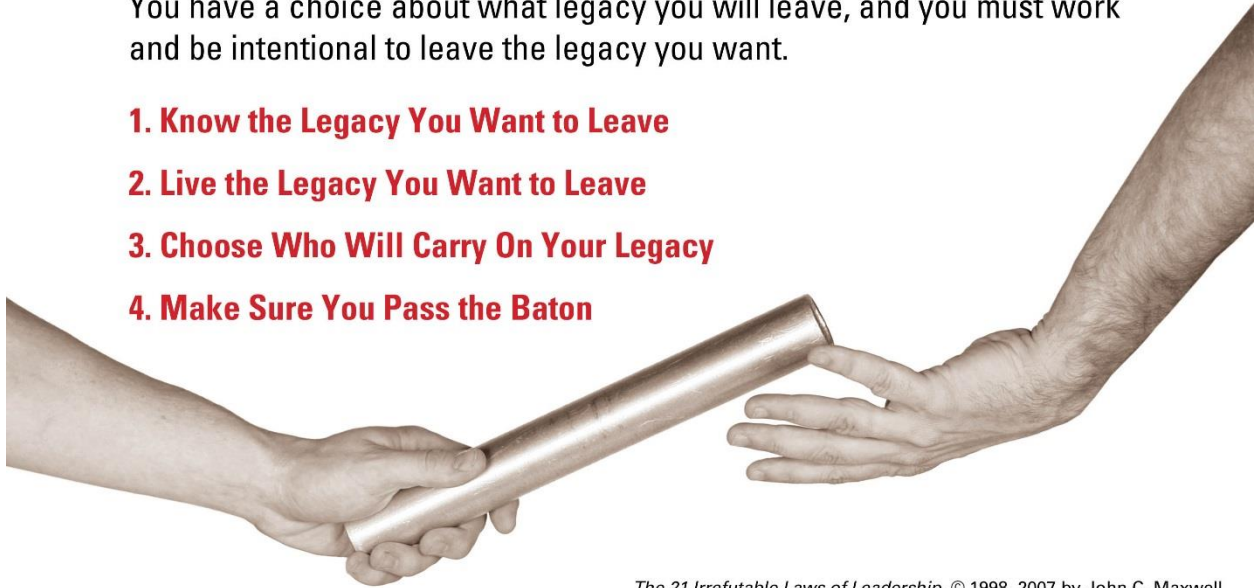


## The Law of Legacy

A Leader's Lasting Value Is Measured by Succession

You have a choice about what legacy you will leave, and you must work and be intentional to leave the legacy you want.

- 1. Know the Legacy You Want to Leave**
- 2. Live the Legacy You Want to Leave**
- 3. Choose Who Will Carry On Your Legacy**
- 4. Make Sure You Pass the Baton**



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What is your legacy and who are some Nobles who will carry it on? Notes, thoughts & ideas

## BUILDING A CULTURE OF CHANGE AND LEADERSHIP

### **What is organizational culture?**

You have probably heard the term but may not understand what makes up the culture in your Lodge. **Simply stated, your culture is “how we do things and behave around here.”**

Culture develops over time and is the result of many things and include, for example: how you run your Lodge’s activities, how clubs and units are organized and behave, what are Line officers supposed to do, how you run the annual installation, the level of involvement of the ladies and on and on.

When you attempt to change anything that the Brethren have become used to (culture), whether it has been the right thing to do or not, you are going to run into some who like things the way they are. You hear statements such as: “we’ve always done it this way,” “don’t pay any attention to what you heard in Tampa,” and “you can do that when you’re Master.”

There are a great number reasons why people make these kind of statements, but if you hear one in response to one of your ideas, all indications are your idea involves changing your Lodge’s culture.

### **How to begin to change culture**

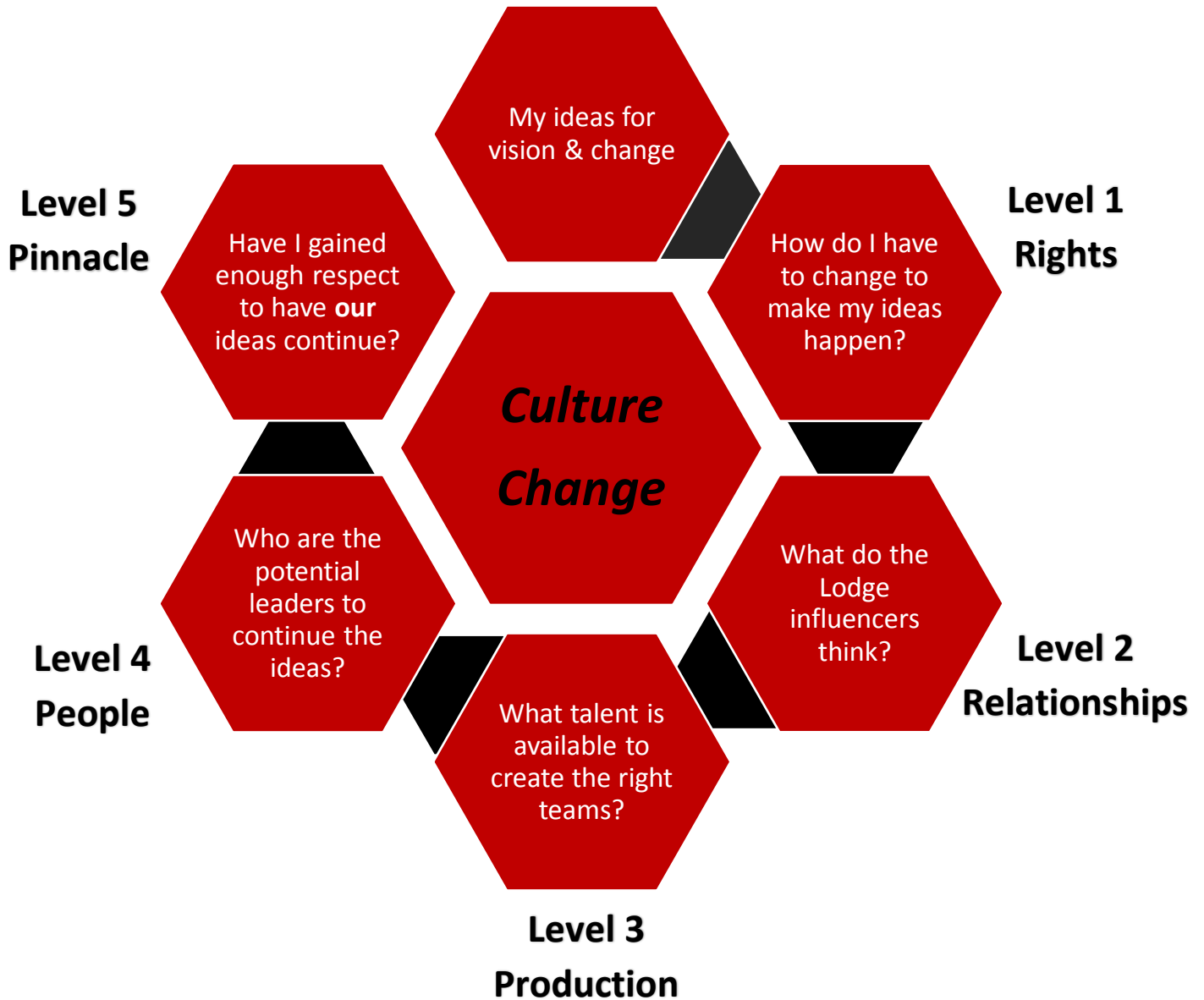
First, you need to know that you will not change it by yourself. Second, this will not be something you will accomplish overnight. The behaviors and processes which make up your Lodge culture have evolved and developed over time. Changing your culture will have to be a slow, deliberate process.

Keep the word “process” in mind as you develop your own vision for your Lodge. It cannot remain just your vision. It must become, through a deliberate and directed process, accepted as a Lodge wide vision. We have introduced you to Maxwell’s The 5 Levels of Leadership to use as the process to accomplish this.

Changing culture begins with an honest assessment of your own leadership qualities, strengths and weaknesses. After that assessment you to commit to a continual plan to increase your leadership abilities. You begin identifying and connecting with Lodge influencers, building relationships, listening, and asking for feedback on your ideas and vision. You identify a small area of change to use to demonstrate your abilities. You select a talented group who believe as you do and lead them in executing a Lodge event, demonstrating the change you wish others to emulate. You continue to demonstrate the type of leadership behavior you wish to instill in others. You start identifying potential leaders, mentoring them, and allowing them to lead.

As you progress through the levels of leadership, you are building trust, respect and gaining followers who believe as you do. The ideas you have as part of your Lodge vision become more and more accepted and eventually become the way things are done.

### The path from an idea to a change in Lodge culture





## NOW WHAT? - USING THE MATERIAL IN THE WORKBOOK

If you are truly interested in seeing your ideas become reality, becoming a more effective Masonic leader and the best Master you can be, then you must begin now to develop a plan. To help you begin, we suggest you view the material presented in this workbook grouped under the following categories: personal development, relationship building, team building, training, and mentoring.

In each section review your notes, expand them, and then develop plans for executing them.

### Personal Development

Area of development	Concepts	Workbook page
Attitude	Position – Law of the Lid	6-7
	Defining reality	8
Leadership Qualities	Qualities & strengths rating sheet	9
Knowledge	Junior Deacon checklist	10-11
	How will I do it? - Law of Process	12
	What will it take? - Law of Sacrifice	13

### Relationship Building

Relationships	How will I behave? – The Permission level	14
	Who are the influencers? – Law of Influence	15-16
	How will I connect? – Law of Connection	17-18-19
	Who will be my advisors? – Law of the Inner Circle	20
	How will I “sell” my ideas – Law of Buy-In	21

### Team Building

Action - Momentum	Who will be the teams? – The Production Level	22
	How will I lead? – Law of Empowerment	23
	What tasks are most important? – Law of Priorities	24
	How will I “sell” my ideas – Law of Buy-In	21

### Training & Mentoring

Leadership Development	Who will continue our progress? Law of Reproduction	25
	Law of Explosive Growth	26
	Identifying new leaders	27

