

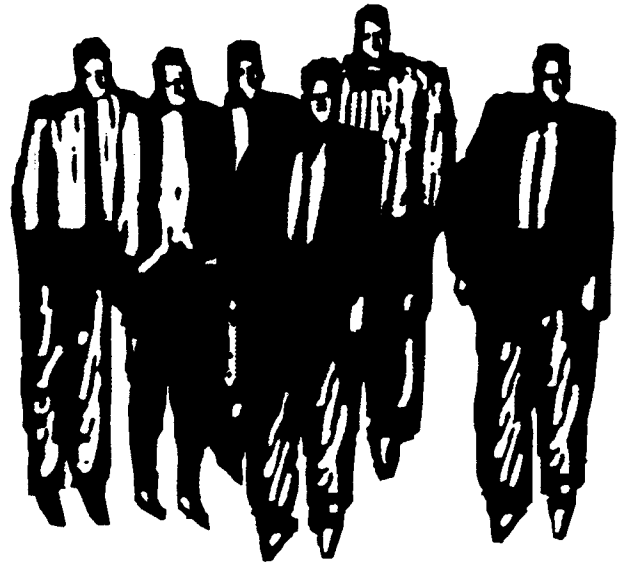
**A Handbook
for the Leaders of
Masonic
Organizations**



75 Ways to Attract and Retain New Members



Masonic
Renewal
Committee
of North
America



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**A Handbook for the Leaders
of Masonic Organizations**



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Identifies the importance of this Handbook in the renewal activities of the lodges and steps the reader or lodge team should take in approaching the Handbook.

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The leader discovers the importance of customers or members in an organization and how they should be viewed and treated by the leadership of a Masonic lodge.

Guide 2 What do we know about men who might join?

This section is filled with data and information about men who are Masons and about those who might join. Using this data, lodge leaders can develop more effective membership development and retention strategies.

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The lodge leader and his new membership development team develop strategies that will enable the lodge to be more attractive and appealing to men in the community and learn new ways to encourage their asking to join.

Guide 4 How do you enroll a man as a member? What are the critical first steps?

Masonic lodges typically do not fully enroll a new member. More than 50% do not return to receive their degrees and many who do become inactive very quickly. This Guide shows you how to reverse this trend.

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Caring for members helps retain their interest and participation. This section shows you how to do this.

Guide 6 What happens if you lose him?

Help in knowing when a member is losing interest and ways you can act to "save" him.

Introduction

There are so many "how-to" guides ranging from how to program your VCR to how to plan for your retirement.

So, what's so different about this Handbook about membership development and retention for lodges?

The answer is not so much about **why** it is different, but **how** it will be helpful and to whom.

If you are like a lot of people, you dread getting a book that's filled with writing, no pictures and no room for readers to breathe and to take in what they're reading.

This Handbook should be very easy and fun for you to complete.

In this Handbook, we've developed the "How to" based upon questions we've heard Masonic leaders ask related to membership development and retention. Then we've arranged the responses into a series of single-page activities or experiences you can read and complete in a few minutes of quiet time. Collectively, they will represent important additions during your planning for your year in the East.

When you have finished with this Handbook, you'll know 900% more than you know today. If you were a Boy Scout, you'll remember how your Scout Handbook left you filled with new skills and knowledge you were anxious to try for yourself. When you're done with this Handbook, hopefully you'll feel the same way. When you do finish, pass it along to some other Mason. He'll find it helpful too.

Here's what we're trying to help you do:

1. Recognize how important membership development and retention is to the leader and the future of a Masonic lodge.
2. Help you understand important information about your current members.
3. Give you data about the men you want to join.
4. Increase your skill in how to attract and retain a new member.
5. Tell you the important things you have to do in the first six months.
6. Teach you how to care for members and what to do if you're about to lose one.

Ready to begin? Good reading and good luck.

How to Use this Handbook

The key word is *use*. This is a Handbook with six Guides or sections. You should plan to use it up. It's like a cookbook with recipes ready for you to prepare. Here too, feel free to add your personal touch.

There's nothing in here that you can't or shouldn't try. When you complete an idea or an entire page, we encourage you to mark your answers or responses in the book. Take pages out if you want to or copy them if that's helpful.

Above all, we've tried to make the activities important and relevant to you and to your lodge.



A word about the time it will take

At the top of each page you will find a 60-minute clock with a portion shaded. The shaded portions indicates approximately how many minutes it will take you to complete each activity including the questions on the back of each page. You'll like the fact that you can complete an important activity in a very few minutes.



Teaching as You Go

Each Guide is designed to teach you some things about your membership and your role as the leader in membership development and retention. Some things. Not everything.

There are 75+ different things to consider, but you should pick those you feel are most important to your situation. We've taken the time to place a square and compasses on those which we feel are very important, so you may want to consider these worth your time and effort.



On the back of the page there's room for you to make your notes and one or two questions or activities that can add to your understanding. These might be fun to tackle with your friends, with other lodge leaders or with team leaders in your lodge.

How Each Guide is Organized

This Handbook is divided into six Guides or sections that closely follow the leadership seminars conducted in your jurisdiction. Even though you may not have been able to attend these seminars, you should find these six Guides and the activities in each helpful in planning for membership development and retention in your lodge.

The six Guides are based upon the important questions Masons frequently ask. One question on each page.

Guide 1 Who are these men called members?

Guide 2 What do we know about men who might join?

Guide 3 How do we locate, attract and receive men into the Craft?

Guide 4 How do you enroll a man as a member? What are the critical first steps?

Guide 5 How do you care for your members?

Guide 6 What happens if you lose him?

A Word About Leadership

If you were to list all of the things you were expected to do as the leader of your Masonic organization, and then if you prioritized those activities in order of importance from most to least important, at the top of everyone's list should be that the leader of the organization...

...takes care of members or customers.

Now, that may sound like a simple enough idea, but the truth is that leaders sometimes have so much to do, or get so caught up in other duties, that they overlook their members and miss an important opportunity to be even more successful as the leader.

If you're smart, you will have someone – possibly an entire team – in your organization specifically designated for customer – we mean member – relations. However, keep in mind that although you may delegate the authority to someone else to take action, remember the responsibility is yours. **You cannot delegate your responsibility!** However, as the leader, you must make sure it happens.

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Guide 1 Who are these men called members?

Where did the interest in members begin?

From the very earliest times, when man gathered in small groups in caves or crudely constructed buildings, someone in the group inevitably was chosen as the leader. This separation of group into leaders and followers is not unique to humans. Many species in the animal kingdom gather in herds, flocks or colonies with designated leaders and followers.

This designation of the leader, head, chief, captain, or manager and the rest as "followers" is at the root of what we are going to consider in this Guide. This separation of our role as the leader and the relationship with others in the organization should not be new. Over time, we should become familiar with the following associations:

Leader	Follower
Captain	Crew
Salesman.....	Customer
Chief	Indian
Warden.....	Inmate
Professor.....	Student
Teacher.....	Pupil
Manager	Subordinate
President of the U.S.....	Electorate
Worshipful Master	Member



Key Idea

Although all of the words on the left seem to be more important and more prestigious, they are nothing unless those in the second column "elect" them to their prestigious position and support them by their actions. Getting "elected" because of the right decisions you make is what leadership is all about.

Try This

1. List the ways in which you are "elected" to be leader.
2. Realize that with your members you have opportunities to accomplish your goals; without them you are vulnerable.
3. Although you are the Worshipful Master, the more accurate name might be Worshipful Servant. Why is this so?

Notes:

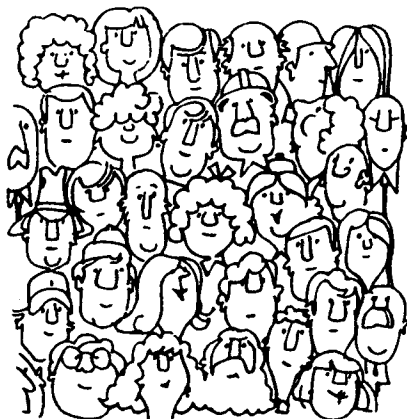
Questions:

1. If you were up for "election" today based upon what you have done for the members in terms of benefits, upon which accomplishments to date might they elect you the leader?

2. The idea that you are a "servant" appears to conflict with the idea of Worshipful Master. How might you be a better "servant" and what actions would demonstrate this behavior?



Are our membership problems unique?



In some ways yes! However, what we really need to ask is what do the Girl Scouts, American Express, Nordstrom, the NRA and Freemasonry all have in common? On the surface, not much. Different organizations. Very different goals.

But what the first four all have in common is an unusual – and very successful – focus on their members. Masons need to learn about membership from them.

Lots of organizations say they pay attention to their customers but do they really?

When you enter a Nordstrom store, (or a Home Depot or Wal Mart) those who work there have been trained to treat you in a certain way:

1. They say hello to you as you pass them.
2. They greet you warmly when you enter a department.
3. They will help you even if you are not their customer.
4. They accompany you to another department if you want them to.
5. They will accept a return without objection.
6. They will search other stores for your merchandise.
7. They will call you at home if they find something you will like.
8. They will get a package delivered or take it to you on their own time.
9. They will thank you by sending a note to your home.
10. They will offer service that delights you every time.



Key Idea

Nordstrom and other fine companies do this because they know that their existing customer is their best customer; that happy customers refer new customers, and that good customers buy more than bad customers.

Try This



A “Nordie” takes pride in delighting the customer. Can you identify five new things you could do to delight your customers – oops, we mean members? List them here. Use the list above if you need help.

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

[illegible]

1. Imagine you were just becoming a member of a Masonic lodge and knew very little about the Fraternity. Based upon who you are today, what actions by the lodge would “delight” your membership?
2. Identify here an organization or business which delights you with the quality of its services or products. List here the specific ways in which they achieve this “delightful” status.



How and why are the Girl Scouts so different?



For years, the Girl Scouts have seen their membership increase while many similar organizations have experienced membership declines. What's going on? Are the Girl Scouts so distinctive they are not going through what other member-driven organizations are experiencing?

The answer is *yes* they are distinctive and in ways that every Masonic leader can learn from. Their success stems from three critical organizational behaviors:

1. They focus exclusively on **meeting the needs** of young girls.
2. They are very committed to **developing volunteer leaders**.
3. They spend up to 60% of their revenues on **member benefits**.

Let's look at the first and the third here. The second we're trying to accomplish with this Handbook.

After years of providing traditional products for girls – skills in cooking, camping, sewing, and crafts – they asked young girls what **they wanted**. Their response: give us the skills we will need to be successful women. So the newest merit badges are in computers, environmental concerns, budgeting, stocks, grooming and good health. Girl Scouts in the city learn personal safety. Girls in rural locations learn soil management, agricultural skills and economics.

Girl Scouts have learned a lot about finance and budgeting and about where to put the money they have or earn. In a budget for a Girl Scout troop near Pittsburgh, a whopping \$0.60 from each dollar of revenue went to services that directly benefit the members through program development. As Masons, we need to examine our budgets to see the percent of total revenues we provide for member benefits.



Key Idea

If you are not paying attention to your members in at least two of the ways listed for the Girl Scouts, you may be creating a very undesirable future.

Try This

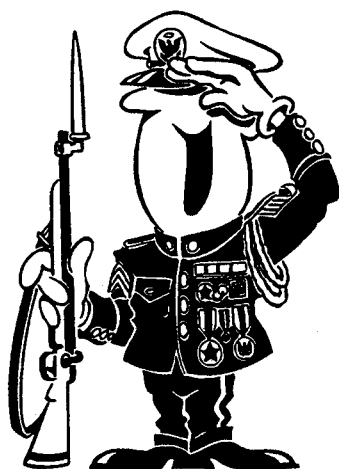
1. If you have not taken a survey of what your members want, begin by asking every new member why he joined. Record his response so you can check on your progress. His answers will include his needs.
2. If you don't have a line item in your budget for membership development, consider adding one and building the percentage of lodge revenue you commit.

[illegible]

1. If you were to develop a phone questionnaire for your recent members to learn if they were satisfied with their membership, which categories of needs would you develop into your survey?
2. Imagine you budgeted \$1,000 for member relations, how or where would you spend that amount to make the most meaningful impact in member satisfaction?



What is your role as leader in membership development?



If you are the Master of a lodge, or if you will be in the future, you have lots of things to think about. You have the *work* to learn and the details of running the lodge to concern you. You have a program to develop for your year and the budget to confirm. All that to do and so little time.

And we're going to suggest that you have one additional job to do.

In fact, we're saying that this job – it really is a job – called membership development or member relations is the most important single job you have in the lodge. And it is probably the one that will bring you the most personal satisfaction as well.

Here's what we'd like you to consider:

1. As the leader of the lodge, if you're not paying attention to your members, who is?
2. If you're counting on the lodge Secretary, it's not his job.
3. If you begin now, you'll see your lodge grow almost immediately.

Consider this: You're in a planning meeting and someone brings up a new idea – like whether the lodge should participate in an upcoming community event. Ask yourself and those in the meeting, "How do the members benefit from the decisions we make?" Make sure you get a response. Ask it every time a decision comes before the lodge. Because, if the answer is "They don't benefit" then why would you approve the decision?



Key Idea

We can learn something from American Express about membership. Each month when they send the bill, they stuff in the envelope advertisements about products and services. Do they do this by chance? Absolutely not. American Express keeps a record of everything a member purchases – his travel and his lifestyle – and includes in the envelope only those goods and services that meet his needs. That's what we mean.

Try This



Get a list of the men who have joined your lodge in the past two years. Contact each personally and discuss why they joined, what's happened since they joined, their needs and their current levels of satisfaction. You'll be surprised what you learn about membership development and about your role as the leader of the lodge.

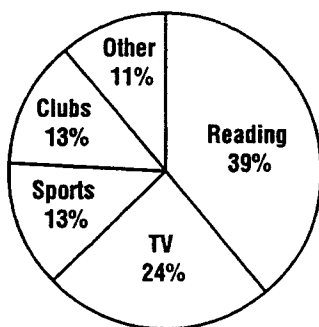
Notes:

Questions:

1. Assume for a moment that you have been asked to chair a team for membership development. After surveying the men in the lodge and those who are in the process of joining, you develop a list of seven actions the lodge should take to help RETAIN members. What important actions would be on your list?
 - a.
 - b.
 - c.
 - d.
 - e.
 - f.
 - g.



Why aren't more men interested in joining?



Do you sometimes wonder where all the men have gone? Or at least, all the men who could be members of your lodge? Can you look around your community and see men who should be Masons and ask yourself "Why aren't they?"

The answer, unfortunately, is that many men, with the same needs you have for friendship and good fellowship, are finding their satisfactions somewhere else. They are making decisions – choices – about how and where they spend their free time and right now it does not include membership in Freemasonry.



In fact, most organizations like the Lions, Rotary and the Elks are experiencing membership losses because they, too, have lost some of their appeal to new members.

Time is at the heart of the problem. There just is not enough. In a survey among men of the age we should attract to the Craft, most men indicated they had only about 5 hours per month to give to any organization.

Television, fitness clubs, country clubs and just "hanging out" have all been alternative choices available to younger men. Add to that the important time they are devoting to their families and their work and there is very little time left over for Masonry. Very little? No, almost zero!



Key Idea

In a recent poll conducted by the Shrine, men who did not belong to any organization indicated they spent their time reading and enjoying TV. Their responses are identified in the chart above. Study it carefully and determine how you can use this information in planning for your lodge.

Try This

1. Identify how many hours a typical active member gives a week.
2. Compare it to the five hours a man says he has free to give.
3. List the ways the lodge may waste a member's time.
4. Recommend four timesaving actions.
 - a.
 - b.
 - c.
 - d.

Notes:

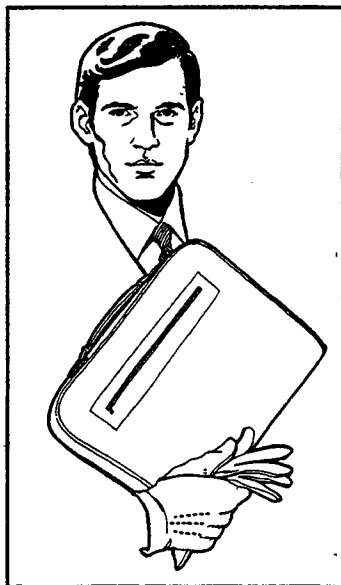
Questions:

1. Your boss or a close associate at work and a relative you know well are not Masons but you would like them to be. All are very busy men with families. If you were to approach them, what might they offer as reasons why they would not consider joining?

2. How do these men and most of your non-Masonic friends spend their time when they are not working or with their families? What does this suggest you and your lodge are "up against?"



A case in point



Jerry Buerger is a 39-year-old attorney making \$80,000 a year living outside of Philadelphia. Married with two children, he spends long hours on his job and has to travel including some weekends. His wife, Sally, is a social worker in the city. During the week they spend a lot of their time taking the kids to after school games, practice and events all of which demand long days and late dinners.

Jerry and Sally have not been on a vacation for a while and each is worried about the amount of stress in their lives. Jerry must become a partner in his firm in the next five years in order to be assured of an adequate retirement. Jerry and Sally are both concerned about the amount of time each has for their own enjoyment not to mention the time they still need for one another.

In the past year, Jerry has played golf only three times and he misses the friends he had when he was younger with fewer responsibilities. He wonders what the future holds.

Clearly, Jerry is a very busy man. More than one half of all Masons who hear about Jerry claim, "He is too busy to be a Mason." The other half claim, "He's precisely the kind of man we want."

The conflict between these two remarks comes from the reality versus the need. It's pretty evident that Jerry *needs* an organization that offers him a refuge from his stress and with men with whom he can develop a relationship and new friendships. It's also the *reality* that when his wife asks him what happened in his lodge and his response is "nothing much" he is in trouble with his joining.



Key Idea

Attracting the most able men to the lodge may mean that the leadership has to make changes that result in satisfaction for men with very little time for the organization. These changes will be in the ways in which he is made a Mason, learns the work or participates in lodge events.

Try This



1. Increase the level of fellowship and fun before and after the meeting.
2. Handle the business portion of the meeting in a more efficient manner.
3. Have at least one member-centered event each stated/monthly meeting.
4. Focus on what members say they want.
5. Limit each meeting to 1 1/2 hours.
6. Confer degrees at extra meetings, not at stated meetings.

Notes:

Questions:

1. Imagine you met Jerry on a business trip or at a social occasion. When Jerry and his wife were speaking to you one noticed your Masonic ring and asked you "What does that ring stand for?" What would you say?

2. Curious, Jerry then asked if there was something of interest for him in the Fraternity – something that would hold his interest and that Sally would appreciate as well. How would you respond and specifically, what would be of interest to Sally?



How can we make more right choices?

The Worshipful Master of Potterstown Lodge #441 was determined to heed the advice he had read about taking care of members. He was also very sure that he did not have the time himself to do the job justice. So he asked 39 year old Bradley Cameron if he would take on a special assignment in member relations. Bradley agreed and found three other capable members to help.

Here are the actions his team took. See how many of these would be considered "right choices" in your lodge or temple.



1. They called five of the men who were most recently made Master Masons and spoke with them about their experiences, satisfaction and future plans for involvement.
2. From the reports they learned that most felt left out after they were made Master Masons and that they were quickly losing interest in the lodge.
3. They learned that most were concerned that:
 - There were no activities that interested them beyond the ritual,
 - There were no programs that involved their wives or family,
 - The levels of fellowship were not what they had expected,
 - They were bored with the repetition of events.
 - There seemed to be a lot of time wasted.

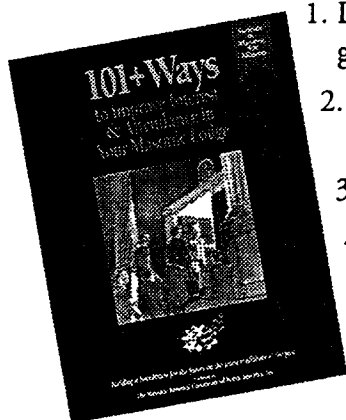


Key Idea

Asking members, particularly the most recent members, is a sure-fire way to learn what they are feeling. Doing it by phone instead of by mailed survey will guarantee better results and more candid answers.

Try This

You will learn what right things you should try by listening to your members – those active in your lodge and those who have recently joined. Consider the following five actions:



1. Develop a different satisfaction questionnaire for 3 different age groups.
2. Use a team to phone a representative sample among active members in each age group.
3. Focus part of the survey on how to correct the current situation.
4. Develop a plan of action for each group based upon input you receive.
5. Use the MRC publication *101+ Ways to Improve Interest and Attendance in Your Masonic Lodge* for suggestions that can work in most lodges. (See bibliography)

Notes:

Questions:

1. Try your hand at determining the needs of men in each of the following four age categories. Begin each idea with *The need to...* (you'll learn more later on)

Under 30 years

32-45 years

46-59 years

Over 60 years



What do we mean by member benefits?



Your author was addressing a group of 150 men who were part of a one-day class in a mid-western state. They had planned for an outstanding event and it looked good so far.

In my remarks I asked almost casually, "Why have you become Masons? What are you expecting from your membership?" Amazingly, they were silent. So I decided to provoke a discussion by asking a very controversial question.

"I want each of you to tell me one specific, concrete benefit you expect to receive because you became a Mason." The room was totally quiet.

Finally, one of the young men said, "My father will be glad I became a Mason." And I quickly agreed that this was indeed a specific benefit.

"What else can you expect?" I asked. Silence.

Growing bolder, I asked, "How many of you today would recommend Masonry to a friend?" Only about six hands went up. Embarrassed, a few more slowly raised their hands. Too early to really know the answer to this question.

Then I added the clincher. "How many of you would recommend Masonry to a friend today if you could promise them their children would receive a free college scholarship because he had become a Mason?"

Immediately, nearly every hand shot up.



Key Idea

Your current and potential members can tell the difference between soft benefits and real benefits – especially those that begin with "free." The Knights of Columbus have gained new members because they offer insurance products to their members. Masons need to define the hard benefits of membership and make these known to men.

Try This

1. Focus on great fellowship. Do this first and you'll be doing a right thing.
2. Involve the member's wife and his family in a well-planned event.
3. Look at the ways you are using (or misusing) time and take action.
4. Ask the ladies what they would like for a Ladies Night and they will tell you what you need to be successful.

Notes:

Questions:

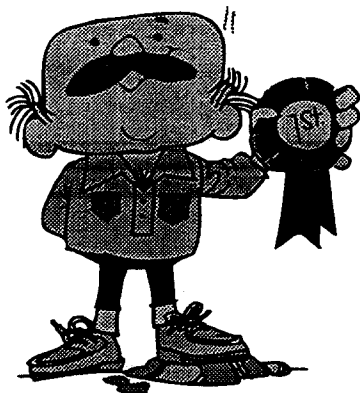
1. Every man brings something to the organization and every man expects to receive a benefit from joining. On the table below you will find six different men with very different backgrounds. Together, they will increase the quality of the membership of a lodge. Identify their need or expectation and then what the lodge might expect to receive from them as members.

<u>Background</u>	<u>Need/Expectation</u>	<u>Lodge Receive</u>
Surgeon		
Attorney		
Teacher		
FBI agent		
Surveyor		
Electrical Engineer		



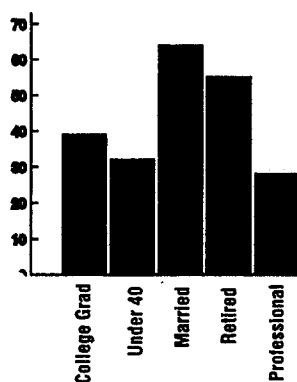
Guide 1 Who are these men called members?

Are we still getting quality?



You've heard Masons say time and time again, "We don't need numbers. We need quality." What do Masons mean when they say this? More members with college degrees or have we become too blue collar? Do they mean we need more professional members like doctors and lawyers? If so, where are these members today and where have they been over the last three decades?

Statistics indicate that less than 50% of all members have college degrees, but that the percentage with college degrees is higher among recent youthful members. Not surprising, this is also in line with the population as a whole.



It seems pretty evident that men who are saying this are having a memory cramp or remembering things as they want them to be. The reality is, that men who are becoming Masons are representative of the population as a whole. There are, however, a few exceptions. Among the last 500 men who became Masons:

- 39% were college graduates. Below the national average
- 32% were under the age of 40 – not surprising
- 64% were married; 22% divorced and 5% widowed
- 55% were retired – too high for the good of Masonry
- The median household income was \$35,000
- 28% were classified as professional in their employment



Key Idea

This profile of the recent member is not in keeping with the objective of higher quality members. If you are looking for membership with higher level skills in leadership and problem solving, you would want the profile to include younger professionals, more college graduates, and higher income members.

Try This

If you live in a small community, make a list of potential members from men in that community who are not members.

- Consider the local politicians, doctors, lawyers, dentists, teachers and other professionals if this is what you feel is right for your lodge.
- Identify one or more members who know each.
- Begin a dialogue with them in such a way that they might find the organization attractive and inquire about joining. Before you begin, consider the case of the Davis Variety Store on page 20.

Notes:

Questions:

1. Implied in this question on quality is the belief that the Fraternity is somehow less enabled because we are attracting more blue-collar workers. Let's assume that more professionals would increase the potential for the lodge. Two questions:
 - a. What does the lodge need to do to be more appealing to these individuals that it is not doing now?
 - b. Assuming "too little time" will be their objection, how will you accommodate the very few hours these men say they have to give? List your recommendations for effective time management.



Guide 1 Who are these men called members?

What can we learn from business about members?

There was a small store called Davis Variety Store in the center of a moderate sized Pennsylvania town. It had all kinds of goods for sale and during the 50's it was a good business for grandfather Davis and his family.

He had every intention of handing it over to his grandson when he retired. But while the young man was in college, the grandfather died. By the time the young man had graduated and returned home, he discovered that the store was in great need of repair. Inside the store, the camera department, together with the tool and notions departments were a mess. Traffic into the store had all but ceased and there was little interest among the help in growing the business. The family wanted to advertise, but the grandson was dubious. "Advertise what?" he asked. "Do we want people to come into the store and find that we're out of touch. We couldn't keep them as customers for a second." Finally he said, "If you want to make a go of this store, we're going to have to fix it up and bring it into the 21st century. There's tough competition out there and we aren't ready to compete."



Key Idea

There are many similarities between the store and the lodge. Are you really trying to attract new members to an "old" lodge? Do you have the products the new member wants and the benefits he expects? Are we wise in creating a dissatisfied or unhappy customer by appealing to him before we are ready?

The answers to these questions are strategic to the future of the lodge and are some of the more important choices the leader will have to make.

Sodas	
Tools	Photography
Toys	Shoes
Ladies	Notions
Sundries	

Try This

On the left is the Davis Variety Store with the departments labeled. On the right is a lodge with the "departments" unmarked. Consider your lodge and identify and label what you believe are the "departments" of your lodge. Then, answer the questions about your lodge on the next page.



Notes:

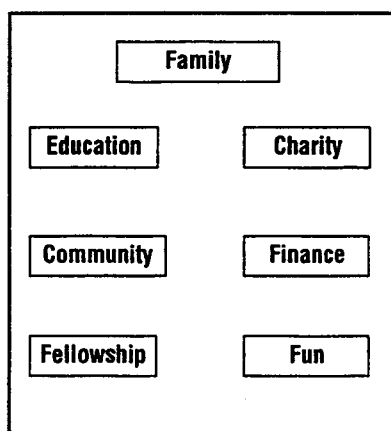
Questions:

1. In the Davis Variety Store, the grandson was skeptical about advertising for new customers until they fixed up the store. What are the implications of his statement to some lodges?

2. A few Masons may find it difficult to think in terms of *products* for the lodge. Organizations like companies do have products and services. A current product of most lodges – in some cases the only product – is the ritualistic work and the conferring of the degrees.

Listed below are six suggested products of the lodge. Describe in considerable detail the potential characteristics you see each of these products having.
Masonic education
Ritual
Charity
Fellowship
Fraternity
Community involvement

Shouldn't we fix what's broken first?



On this illustration of a lodge we have given the different departments names. We realize that a lodge doesn't have departments. However, most Masons who have seen this drawing recognize the potential in many of these "departments." If you are honest, you will see most lodges still need to do some work before their departments are ready for new members. Not all lodges have all of these "problems" but many do and recognizing the current reality is an important first step in change.

Now look at the department names carefully. Can you see that these departments all serve a special function in the lodge?

Can you see as well that each could be filled with benefits to the member – some more directly than others – but all can be viewed as equipped to meet a member's needs?



Key Idea

Wouldn't it be wonderful if every lodge could develop these departments and have one Mason as the leader of a team to manage each? Wouldn't it be equally beneficial if each department could identify the specific benefits it would offer to the members or to the lodge? And wouldn't it be even grander if each of these departments had a representative on a lodge board of directors where they could represent their constituents – the members – to the leadership of the lodge?



Try This

Here are five key departments. Develop a brief description of each and then identify the specific member benefit each would provide.

Department Name	Member Benefit
Fellowship	
Community Outreach	
Masonic Education	
Family Involvement	
Ritualistic Work	

Notes:

Questions:

1. If one of your departments was called Membership Development and Retention, and someone walked into your store – your lodge – and asked to see what was in this department, what would you want to show them were your products? List the products here. Then evaluate how important each is as a member benefit.

Product

Benefit 5= high 1= low

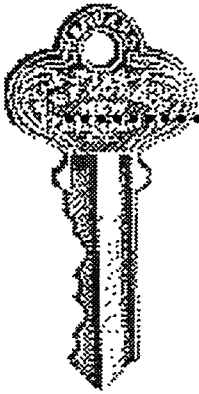
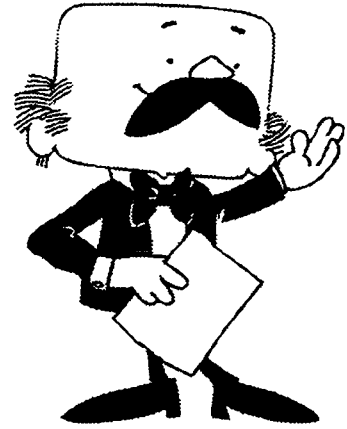
Guide 1 Who are these men called members?

Summing up

Members do not belong to our organization because it is the thing to do. As the leader, you have to earn their support and participation – then re-earn it every year. In fact, we have tried to impress upon you that this is the most important thing you can do as the leader of a Masonic lodge or Masonic organization.

We have tried to help you understand some things about these men called members from a number of non-Masonic perspectives. Hopefully, this will challenge you to think a bit “out of the box” and bring some new rules to the way you will lead.

In future sections, you will learn about the men who are not members and what their needs are. You will learn specifics about “recruiting” them and about retaining them as members.



So here are the key ideas of Guide 1.

1. The membership of your lodge is the responsibility of leadership.
2. The effective leader takes care of members before he takes care of anything else.
3. Members will join and stick with the organization if specific benefits are delivered.
4. Men of different ages and different backgrounds bring different needs and expectations to the lodge.
5. You may need to make certain “repairs” to the lodge before you begin membership development.

These are five very important ideas for the leader of every Masonic organization to consider.

Hopefully, it was important new information and insight into “Who are these men called members?”

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How to Use this Guide

The key word is *use*. This is the second Guide in a Handbook with six different titles. This is a Guide complete with things for you to do and you should plan to use it up. It's like a cookbook with recipes ready for you to prepare. Here too, feel free to add your personal touch.

There's nothing in here that you can't or shouldn't try. When you complete an idea or an entire page, we encourage you to mark your answers or responses in the book. Take pages out if you want to or copy them if that's helpful. Remember to look at the back side of each activity. There's even more help there.

Above all, we've tried to make the activities important and relevant to you and to your lodge.



A word about the time it will take

At the top of each page you will find a 60-minute clock with a portion shaded. The shaded portion indicates approximately how many minutes it will take you to complete each activity including the questions on the back of each page. You'll like the fact that you can complete an important activity in a very few minutes.

Teaching as You Go

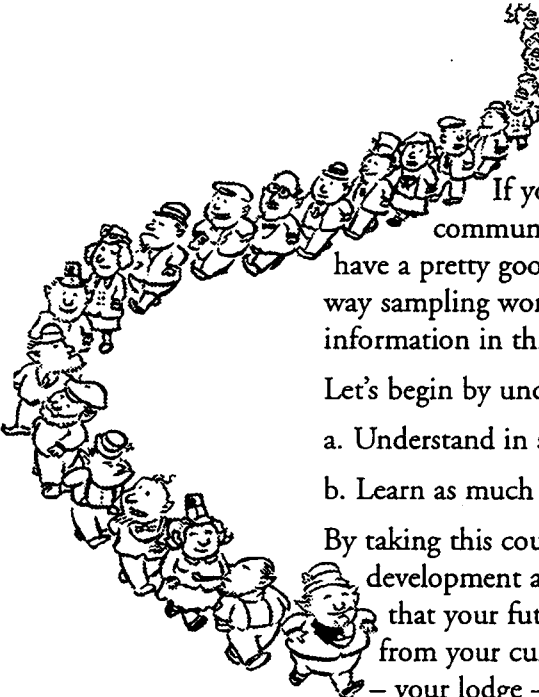
Each Guide is designed to teach you some things about your membership and your role as the leader in membership development and retention. Some things. Not everything.



There are 75+ different things in the Handbook to consider, and 13 different activities in this Guide. You should feel free to pick those you feel are most important to your situation. We've taken the time to place a square and compasses on those which we feel are very important, so you may want to consider these worth your time and effort.

On the back of the page there's room for you to make your notes and one or two questions or activities that can add to your understanding. These might be fun to tackle with your friends, with other lodge leaders or with team leaders in your lodge.

What you as the leader need to know



You've heard it said, "It's important to know your customers!" Well, it's even more important to know those who *will be your customers*. Sometimes we call them prospects, but by any name, they're critical to the future.

If you were to line up 100 men selected randomly from your community and looked at the profile of each, you could say that you would have a pretty good idea of the profile of all of the men in the community. That's the way sampling works. In a way, that's what we're asking you to do, but by using the information in this Guide we can help you avoid the long line.

Let's begin by understanding that as the leader of your organization, it's your job to:

- a. Understand in some detail who these "prospects" are
- b. Learn as much as you can about them before they join

By taking this course of action, you can structure your programs for membership development and retention to fit your customers' needs. You may also discover that your future customers will want benefits from joining that are different from your current customers. You probably won't have to change your business – your lodge – but you will need to accommodate these new-member needs. Remember what you discovered in Guide 1 in the Davis Variety Store.



Key Idea

What you will learn from your prospective members will vary with factors related to age, education, family, location, work experience, hobbies and income. It may also contrast sharply with your current members. The important idea is to know the power this information provides you as the leader and don't let old ways of doing things get in the way.

Try This



1. Find a copy of the Lou Harris research on the needs of youthful members produced and published by the Imperial Shrine and available through your local Shrine Center. The research is entitled *Men's Leisure Time: A Profile of Current Behavior and Opinion*.
2. Review the Phase I and Phase II research on potential members available through the Masonic Service Association.
3. Review Module 1 in the MRC's *Membership Development and Management Kit*. (See bibliography for 2 and 3).

[illegible]

1. Identify the last five men who joined your lodge, or identify five friends who are not Masons. Practice learning the important information about their needs for joining. The key is to end up knowing why they became (or might want to become) a member. Complete the chart below. Use the following question:

[illegible]

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



Why not try to reactivate existing members first?

It's a fact that in most lodges, more than 80% of the members have not been present or active in their lodge for years. Of course, some may live out of state, but in most lodges in North America, only about 15% are active.

So that leaves a whole bunch of potential members who might be interested in a new initiative in your lodge. However, experience tells us that the effort and energy spent on trying to re-enroll an inactive – often unhappy – member is frequently not worth the effort.

SEARS

You can learn more about this by looking at the way Sears handled its own renewal several years ago. They decided it was going to be too difficult and less effective to try and get its older customers back – most of whom had lost confidence in Sears and were shopping elsewhere – than it was to go out and create new customers. “Come see the softer side of Sears” – aimed primarily at women – reflects their commitment to new customer development.

The problem you as the leader may have in your lodge is that you won't even know most of these inactive members. Your lodge may have lost contact with them and they may have gone on to other things continuing to pay their Masonic dues and proud to say they are Masons.



Key Idea

A leader who considers building his membership by attracting new customers – members – to his lodge will discover they bring few negatives as new members. Renewing the lodge by rekindling the interests of inactive current members means an “unhappy” member may be rejoining your organization. Be prepared to handle the consequences.

Try This

1. Talk this idea over with your team members. Get their buy-in to this difficult strategy.
2. Consider renewing the interests of youthful inactive members who have been members for less than five years. The Secretary should have a list of names.
3. If you have a list of 12-15, you may have the nucleus of a membership development program upon which you can begin to build momentum.

[illegible]

1. We have spoken to more than 200 men who were initiated, received the three degrees and subsequently dropped out. They indicated the following were their reasons for dropping out. With your membership team, begin to develop a plan of action to overcome each of the following major objections.
 - Masonry takes too much time
 - It was not what I expected
 - I was bored. Nothing ever happened in lodge
 - Lodge was a very unfriendly place
 - The leadership was not up to the tasks at hand



How do men who might join use their free time?

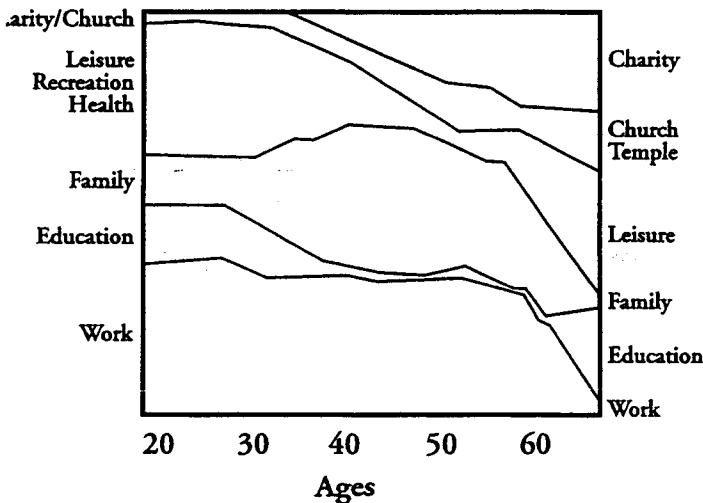
Nothing is more often given as the reason for loss of interest than *too little time*. Sometimes it comes out as too much work to do, too little time with my family, etc., but the truth is that time is a very scarce resource and getting more scarce every day.

Age plays an important role here because men of different ages use and value time differently. A 29 year old man thinks nothing about playing softball four or five nights a week, but says he is too busy for his church, his family and fraternities like Freemasonry.

But as he ages – matures – his needs change and so does his available time and how he uses his free time. The chart below contains some of the most important findings about how men of different ages use time and should offer you as the leader of your lodge a perfect target group of men who should be interested in joining (men 35 to 45).

Key Idea

How Men of Different Ages Use Time



Try This

1. Place a dot on this graph to pinpoint the ages of the last five or ten (or more) members. Speak with them about their views of this chart and - how their needs and time mirror the information on this graphic.
2. List here benefits you can offer a man between the ages of 35-45.



3. Contrast the needs of men in their mid to late sixties to those in their mid thirties using only the information on this graphic as the basis of your response.

[illegible]

1. *USA Today* reported that men of the age we might be interested in attracting to Freemasonry used their time in the following manner.

Reading	46%
TV	24%
TV Sports	12%
Active Sports	9%
Hobbies.....	6%
Other	3%

How would you approach a man and speak with him about the Fraternity and handle his comments of "I've too little time"?

- 8

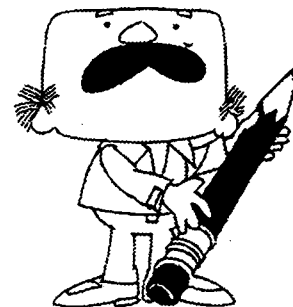


What are their attitudes towards joining?

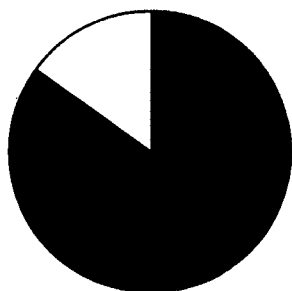


Actually, we know a great deal about these men who might join. In research completed about five years ago, we discovered the following six important behaviors about men.

- 75% said they had little or no interest in joining
- 90% said they had no time
- 90% said they would not join a secretive organization
- 85% said they would not join an organization that would not allow women as members
- 95% said they did not want to wear a special uniform
- 0% said they wanted more ritual and memorization in their lives



How's that for a challenge for leaders of the Craft? But the reality is men are not joiners and we have a very difficult – but not impossible – opportunity to appeal to men of quality. And we better do it right.



Make New Friends

By the same token, we also know some real benefits men want in their lives which may represent an opportunity for the leaders of lodges who know how to use them.

- The vast majority (85%) of those interviewed wanted more friends
- Nearly 100% said they wanted to make new connections
- Nearly all married men interviewed wanted better time with their family
- 80% wanted to have some role of importance in their community
- 60% wanted more opportunities to lead



Key Idea

If we appear to infringe upon his free time – or we waste time – we will not be selected or we will create dissatisfaction. The key is to exchange time for value. His time for some valuable experience in Freemasonry.

Try This

1. Read and study about the Promise Keepers. They are looking at the same pool of potential members we are. Study them on their website at www.promisekeepers.org.
2. Take each of the five benefits men expected listed above and identify five actions your lodge can take to bring each into reality and create a real benefit for members.

Notes:

Questions:

1. Get your membership development team together and put the information from the other side on two large sheets of paper. Using the data on the first chart, answer the following:
 - a. Which one of the six points would actually prohibit a man from joining?
 - b. How would you handle the "objections" he raised about the other five?
 - c. Specifically how would you handle the "woman" issue?
(Don't count on Eastern Star).
2. Look now at the items checked. Define how the lodge is best able to offer these benefits to members in the future. Be sure to define the actions the lodge would have to undertake to create these as real benefits to members.



What are men joining and why?

The research clearly indicates that most men are not joiners. That is to say organizations like the Elks, Moose, Rotary, Lions and Masons are all looking for solutions to membership problems. So, as the leader of your lodge, you will not only have to work hard but also work smart.

Let's look at the facts first. The Imperial Shrine asked Lou Harris to survey 1,000 youthful men at random. Here's what the researchers discovered:

1. 76% (760 men) said they were not involved in clubs, civic organizations or societies.
2. 24% (240 men) said they were involved. College grads were twice as involved as high school grads.
3. 6% (60 men) said they were involved in fraternal organizations.
4. 47% of men age 35-55 had a problem finding the time to be involved; only 8% said they had no problem finding time.
5. 29% of men polled had trouble finding enough time for their jobs.

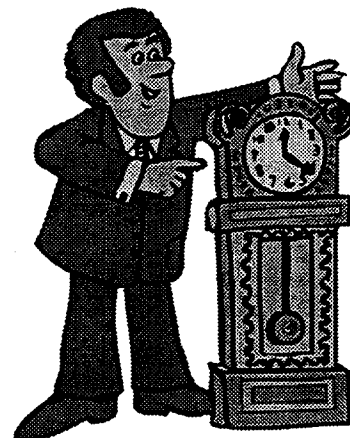


Key Idea

You will have to work harder and smarter than you might have imagined to find men who might join. Clearly, **TIME** – meaning the efficient use of time or time not wasted – is a promise you will have to make to men who might join. Leaders who overlook the importance of time will need to deal with members who join and leave because it takes “too much time to be a Mason.” One-day classes make sense for men with very little time.

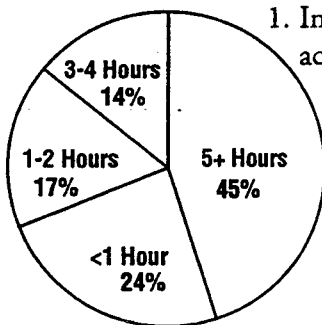
Try This

1. Build time related questions into the home visitation or investigation.
2. Make men aware that the time required at the beginning is longer than time for meetings later on.
3. Make sure that each meeting and every event uses time efficiently.
4. Give each event or meeting the following *timeliness* test: Is this the best use of our members' time and are we using the time they contribute efficiently?
5. If the answer to this last question is NO, take action.



Notes:

Questions:



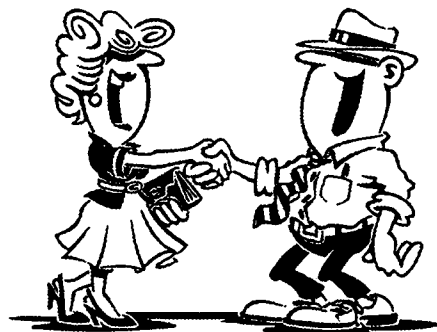
Monthly Time Commitment

1. In light of how much time active Masons give to their lodge, how do you possibly account for men having "so little free time?"

2. What is the difference between "perceived" free time and the amount of time a man will commit to something he really enjoys?



What role does the spouse play in men joining?



It will not surprise most men to know that wives play a critical role in the joining process. As importantly, that role has changed over the years from one of virtually no voice, to a 21st century role where the words partnership and parity more often describe the wife's role in a man's joining behavior.

Image the situation where the man comes home from a meeting of any organization and the wife asks, "What happened?" and he responds, "Nothing" or "Not much, and besides I can't tell you."

You'd be surprised how often this response is heard in the homes of Masons. It's not hard to see, therefore, that the wife often has a perfect question.

"Why are you going to these meetings if you're bored and nothing happens?"

In today's world – and certainly in the 21st century – there will be more partnerships where the very limited time available to both partners will be "allocated" based upon the value for the time used. Leaders of Masonic organizations need to be ready to deal with this now.



Key Idea

There is little to be gained and everything to lose by asking a busy person to give too much time to any organization. Five hours a month is about all you can expect him to give. You can get additional support if you involve the lodge and your youthful members in activities that are also supported by the wife and family. See the MRC publication, *150+ Ways to Involve the Lodge with the Family and in the Community*.

Try This



Here are five concrete steps you can take.

1. Explain in precise terms the amount of additional time it takes at the beginning to both the man and to his wife.
2. Pay attention to the wife and family early in his membership.
3. Check all lodge activities and events to see that they do not waste time.
4. Offer degree work only at an extra meeting.
5. Aim at having meetings end early.

[illegible]

1. Discover for yourself the importance of time by asking men you know or with whom you work about their “free time.” Consider their ages and marital status when you ask:
 - How much time do you have that you would be able and willing to give to an organization you might join?
 - What organization do you currently belong to that occupies your free time and about how much time do you commit?



Guide 2 What do we know about men who might join?

What are new-member expectations?



Potential Perceived Membership Benefits

Meet new friends	94%
Community services	88%
Rec/social activities	86%
Activities with current friends ..	80%
Do things as a family	79%
Professional contacts	75%
Develop leadership skills	69%
Take leadership role	51%

Remember that group of 1,000 men we spoke about? In the process of speaking to them we asked them about their interest in joining. One of the most powerful parts of the research included a detailed explanation from these men of what they expected of any organization they joined.

Masons are lucky to have this information. Most organizations do not. However, we need to not only have the information but to also act upon it.

In very clear and uncertain terms, men who do not now belong to any organization want:

- New friends, the opportunity to meet and make new friends and connections
- A role for their families not as members but as participants
- A role in the community and the feelings of pride that come from this type of involvement
- An opportunity to lead and good leaders in the organization they join.

After these factors, there were other responses but none as powerful as these four which the majority of those interviewed labeled as very important.



Key Idea

You may believe that pursuing these four points will make your Masonic lodge more like a social or civic club. But if you overlook what your future members **NEED**, you will not achieve the gains in membership that your lodge needs. *Guaranteed.*

Try This

1. Each of these four expectations are logical choices for four lodge teams charged with developing effective member programs. Your goals should include four – no more than five – first-class events for each expectation each year.
2. Make your lodge a warm and welcoming place where it is possible to meet new friends and where the special kinds of fellowship Masons are capable of offering are not only possible but also the reality. You won't believe the satisfaction this will bring to all of your members.

Notes:

Questions:

1. Get the names of your last 10 or so new members. Ask each to provide a response to the following question. Make a record of their responses.
 - What were your most important reasons for joining? List your reasons from most to least important.

2. Then, get together with your membership development team and share your findings. Use this information to consider the following questions.
 - What responses is our lodge offering that are most in line with what we learned about new member expectations?

 - What actions should we take immediately?

What role does your leadership play?



So far, we hope we have made the point that there is nothing more important during your year or years in the leadership of your lodge than to look after your current and future members. Instilling this as part of the culture of your lodge could be your greatest contribution.

Easy enough to say, but how do you make membership development happen? We'd like to offer three steps you can take. After you have read and discussed a few more of the questions in this Guide, you may want to implement all of them.



Key Idea

As you consider the choices you make as the leader – and you will make many – nothing will help you get “elected” as the leader faster than paying attention to your lodge’s needs for membership development. There’s lots of help available. See the MRC’s *Membership Development and Management Kit*.

Try This

- First, you need a plan with goals and strategies for the next several years. It can look like this:

Membership Goal	Suggested Strategies	Goal Year 1	Goal Year 2	Goal Year 3

- Second, you need a team who will implement the actions in your plan.
- Third, you need benchmark targets against which you will measure results or take corrective actions.

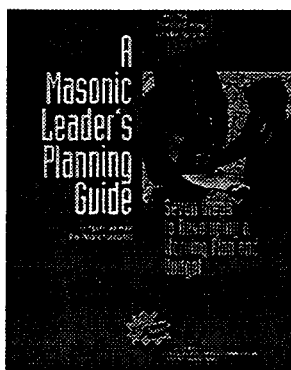
1 Three key ideas. Fulfilling them over several years will help eliminate disruption and confusion. It's also clear, that if you are the Worshipful Master or the Senior

2 Warden, you will not be in office when your three-year plan is complete. Hence, the importance of installing team leadership is critical.

3

[illegible]

1. What are the differences between goals, strategies and actions? (For help with this question, see the MRC's *A Masonic Leader's Planning Guide*).



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What can we learn from The Promise Keepers?

For the past several years, there has been a national movement to capture the interest and attention of men called the Promise Keepers. Founded by Bill McCartney, former head football coach from the University of Colorado, this organization has grown from a membership of only 4,200 in 1990 to a 1997 membership of more than 2 million men.

If we study what this organization means to Masonry, there are important lessons we can learn from it that are vital to our future.

- First, it's clear that if you establish an organization with the needs of men in mind, they will join.
- Second, if you meet their needs in a manner that is powerful, they will make sure their friends join.

The Promise Keepers offer a man an opportunity to rediscover his religion, himself, his role with his spouse and with his family, in his community and in his work. Sound familiar?



Key Idea

If you can structure an organization so that it meets the very personal needs of men for their own development, and promise them benefits they want, you will have solved your membership problems.

Try This

1. Attend a Promise Keepers meeting and listen and observe what occurs there.
2. Speak with a member of the Promise Keepers and see what factors keep attracting him to meetings and events.
3. Review the joining process and see how they make it easy to become a member.
4. Look up the Promise Keepers on the Internet, <http://promisekeepers.org>, and study what it offers.

Notes:

Questions:

1. From what you have discovered, how are the Promise Keepers alike or different from Masonry?

2. How significant are these similarities and differences?

3. How do you personally account for the Promise Keepers continuing growth?



A case in point



Steve Dunbar was the Senior Warden of Acacia Lodge #466 and he was spending the last weekend in August at his shore house developing his plan for the next year when he would be the Worshipful Master.

His list of possibilities seemed endless. Fix the lodge building, increase the endowment, improve the degree work, host more family nights, get the lodge involved with the youth in the community. So much to do, so little time.

Key to his thinking was something he had read in a leadership book that said "Managers do things right; leaders do the right thing." He found this an important idea and was determined to put this idea into effect.

He thought, "So what are some right things I could do?"

After carefully listing all of the things he considered right, he began to prioritize these needs for the lodge. Clearly, the need for more members and more actively involved members was important because without these new members, the lodge would eventually fail.

But he also remembered reading that if you did not get the "store" ready to receive these new members, the old revolving door would come into play and all of their gains could be lost. Here is the list of needs Steve decided were paramount if the lodge was to thrive:

- ✓ Increase the dues for members
- ✓ Fix, paint, repair and remodel the lodge
- ✓ Get membership data on to a computer
- ✓ Get the lodge involved with the family
- ✓ Hold a Friend to Friend meeting
- ✓ Get more PR for the lodge
- ✓ Create greater relevance in the community
- ✓ Improve the quality of leadership through leadership development



Key Idea

*Steve has listed most of the critical areas in need of attention. Putting them in an order from most to least important are choices leaders make. It's a *right* thing leaders need to do.*

Try This

1. Look at his list and eliminate any that would not apply to your lodge.
2. Rank those which you believe need to be started first.
3. Determine which will be completed in years 2, 3 and 4.
4. What factors helped determine your strategy for your plan?

Notes:

Questions:

1. What do you think Warren Bennis, author of *On Becoming a Leader*, means when he says managers do things right; leaders do the right thing?

2. Recall a really effective leader you have known. Identify three or four “right” things he did to impress you with his leadership abilities?



How do we make the joining process more appealing?

We know from speaking to men that the process of joining needs to be simplified and made more appealing. Nothing gets lost in this effort to bring appeal to joining, but a lot can be lost if the process is not reviewed and changed to be in keeping with the times and the needs of men.

We believe volumes can be written about this process, but in an effort to keep these ideas to a single page and achievable in most lodges, we've identified four steps you can take.



Key Idea

If the joining process is not appealing and fun for the member – meaningful and significant as an event – then it is unappealing and meaningless. The choice is clearly up to you.

Try This



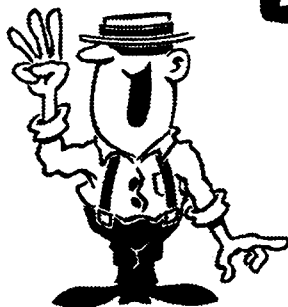
We believe there are four steps:

1. Improve Engagement. This means make an attempt to amaze and delight the new member with the quality of the experience of becoming a Mason. We engage people at a personal level by caring for them as human beings and paying attention to their interests and needs.

2. Better Communication. More communication doesn't necessarily mean more paper. It means answering his questions openly and candidly, sharing the goals of the organization, and explaining the important role the new member can play. Most people who left the Craft wonder what the organization was all about.

3. Know His Expectations. When we understand what a man wants from his membership, his expectations, we can come a whole lot closer to providing these solutions than if we try and guess what will make him happy. All men who join appear to want to make new friends and connections. The effective leader will make this possible in the lodge.

4. Increase Follow Up. We hear so often that once a man becomes a Master Mason the lodge has nothing more to do with him. How sad. This is precisely the best time to begin involving the man in his Fraternity in such a way that it brings joy and satisfaction to his life.



[illegible]

1. How would you characterize the joining process in your lodge? What have your most recent members told you?

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How much value do we offer?



The question should read, How much should Masonry be worth? Instead we've added the concept of value because that's what you need to think about. Men who join look at the initiation and the annual dues and weigh the amount versus the value they get from their contribution.

We can learn a lot from the Automobile Association of America or Triple A as we call it. For only \$50 dollars a year you get obvious value:

Free towing
Free emergency road service
Free starting
Free travel maps
Free money orders



Free, free, free! It's pretty clear that people who are concerned about road safety or their car will find obvious *value* in Triple A. It doesn't take a rocket scientist to know that the costs for a single road experience can far exceed the costs of your annual membership. And when you throw in the added "values", the decision to join for many is a "no-brainer." We can conclude that with Triple A, we get MORE for LESS with our membership.



Key Idea

Are we able to say we offer *more* for *less*, or do we offer *less* for *less*? A few Masons may not appreciate this comparison of the Fraternity to organizations like Triple A or American Express, but the important idea is to see what you can learn from these examples and then to consider ways to offer more for less.

Try This

1. See if you can state in definite terms the benefits a member receives.
2. Determine if your benefit is "valuable" in the eyes of future members by asking them how they feel about a benefit. Listen to what they say.
3. See if you can identify one hard benefit. For example, what would happen if every person who became a Mason received a college scholarship for his children? What would this be worth? Check to see how popular this benefit might be.

Notes:

Questions:

1. Organizations like the Moose, Elks, IOOF and Masonry have difficulty defining value. Hence, they also tend to cost very little to join. Consider these four ways to look at value:

Less for Less

More for Less

Less for More

More for More

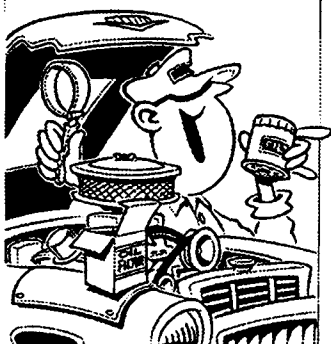
Can you identify a preferred position among these four? Where is your lodge today? Where does it need to be in the future?

2. In terms of a value proposition, how do you consider the value you receive from your credit card (Visa, MasterCard, American Express)?



Why are first impressions so important?

A friend we know walked into a Nordstrom store in Towson, Maryland. The first impression he had was the sounds of a piano being played in a wonderful foyer located between two escalators that took shoppers to the upper floors. The pianist was dressed in a tuxedo and played popular show music and occasional classics. For days, this customer spoke about how wonderful this was as a way of making the customer feel at home in the store.



We know, of course, that this pianist was there to create precisely this impression. The lights, sounds, colors, décor, salespeople, carpeting and even the smell of perfume all contribute to a sense of well being – exactly what Nordstrom wants for its upscale shoppers. Shoppers that feel good spend more and are more satisfied.

Similarly, when you walk into an auto repair shop, you want to see the place neat and orderly and the men working efficiently. This first impression leads you to think your car will not only get the good service you want but also the costs will be in line with your expectations because time will not be wasted.



Key Idea

When you walk into a Masonic lodge, what is the first impression your newest members have? Is the place well lit, clean smelling, properly decorated and neat? Is the outside neatly maintained? Good first impressions are tough to beat.

Try This

1. Develop a list of first impression benefits you would like a new member of your lodge to sense when he first comes into your Masonic temple.
2. Conduct a first-impressions audit of your lodge through the eyes of a new member.
3. Develop a list of recommended changes and a plan for achieving them during a specified period of time.

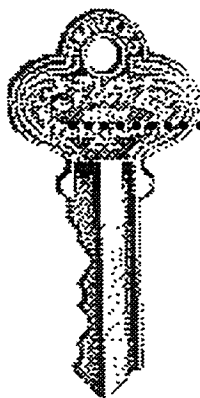
Notes:

Questions:

1. A friend walked into my house and said it smelled like his grandmother's house.
The house had been closed because of business travel and it smelled musty.

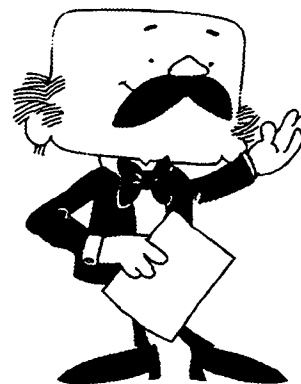
- What does your lodge smell like?
- How does existing lighting contribute to member appeal?
- How do you go about correcting bad first impressions?

Summing up



As you might imagine, we know a great deal about the men who may become Masons. Here's a baker's dozen of the most critical ideas. Pay particular attention to the first six.

.....



1. Men who join have very little time for the joining process and no time to be wasted.
2. Men who join have expectations for joining and if you know what they are you can do something about meeting them.
3. Men who want to join will need to have the wives "approve" of their membership.
4. The more concrete benefits we can offer a man for his membership, the more value we create. As the leader, creating value is your job.
5. The positive first impressions he receives are like money in the bank.
6. Communicating with him can make all of the difference in the world.
7. Fellowship and new friends are at the heart of the reasons why most men join.
8. When you demonstrate good leadership, you are meeting two of his goals for joining: Evidence of good leadership and an opportunity to lead.
9. The Promise Keepers are targeting the same men we need to look at for Masonry.
10. What a man does not know about the organization can hurt you.
11. As the leader of the lodge, membership development and membership satisfaction are your two most important jobs.
12. By developing a multi-year plan for membership, you are more likely to achieve your goals.
13. Because the goals for membership development and retention will take more than one year, you will need a multi-year plan and a team to implement your plans.

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How to Use this Guide

The key word is *use*. This is the third Guide in a Handbook with six different titles. This is a Guide complete with things for you to do and you should plan to use it up. It's like a cookbook with recipes ready for you to prepare. Here too, feel free to add your personal touch.

There's nothing in here that you can't or shouldn't try. When you complete an idea or an entire page, we encourage you to mark your answers or responses in the book. Take pages out if you want to or copy them if that's helpful. Remember to look at the back side of each activity. There's even more help there.

Above all, we've tried to make the activities important and relevant to you and to your lodge.



A word about the time it will take

At the top of each page you will find a 60-minute clock with a portion shaded. The shaded portion indicates approximately how many minutes it will take you to complete each activity including the questions on the back of each page. You'll like the fact that you can complete an important activity in a very few minutes.

Teaching as You Go

Each Guide is designed to teach you some things about your membership and your role as the leader in membership development and retention. Some things. Not everything.

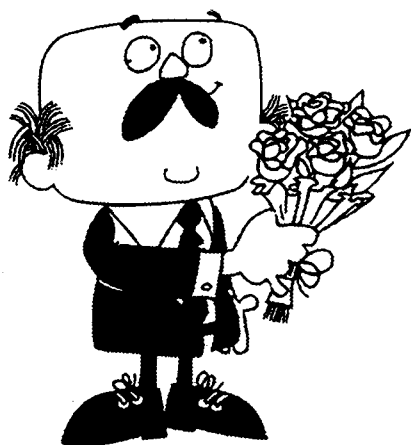


There are 75+ different things in the Handbook to consider, and 15 different activities in this Guide. You should feel free to pick those you feel are most important to your situation. We've taken the time to place a square and compasses on those which we feel are very important, so you may want to consider these worth your time and effort.

On the back of the page there's room for you to make your notes and one or two questions or activities that can add to your understanding. These might be fun to tackle with your friends, with other lodge leaders or with team leaders in your lodge.



What you as the leader need to know?



Here we go again. Something else for you as the leader to consider. First we have asked you to get the lodge in order and now we're about to break all the rules and say that your role as the leader includes recruiting and solicitation.

Wrong!

But we are going to use this Guide to suggest ways in which you can locate, attract and receive men into the Fraternity. Still, this idea may be troublesome for some Masons who feel that any attempt on the part of the leadership to encourage membership is against the rules.

Remember that group of 1,000 men we began with in Guide 1? We asked them to tell us about the joining process and guess what? They expected to be asked to join! Imagine that. They wanted to be invited!

As the leader of the lodge, you can either accept this as fact and take the appropriate action, or you can ignore it and continue on down the road you are on. But it would be very beneficial if, as the leader, you remembered this key idea.



Key Idea

Of 1,000 men asked about joining any organization, nearly everyone surveyed said that they "expected to be *asked to join*." If this is the attitude of this group of 1,000 males selected at random, then it is statistically accurate to say that nearly every male between the ages of 35 and 55 expects to be invited or asked as a condition of their joining.

Try This

1. Identify on paper the most successful strategies you have used to get men to join.
2. Develop two new approaches knowing the importance of an "invitation."
3. Write a dialogue of what you can say to a prospect that encourages his joining and which he considers an invitation.
4. Survey your most successful members – those who have signed the most petitions – and see how they attract men to join.

Notes:

Questions:

1. How do you define solicitation?

2. How is an invitation like or unlike solicitation?

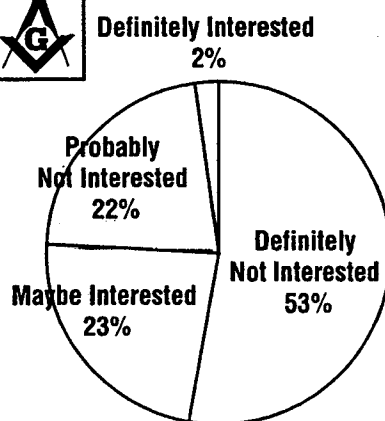
3. Which of these do you consider solicitation?

- Telling a man about the organization.
- Encouraging him to accept and consider a petition.
- Telling him that he would make a good Mason.
- Talking to his wife about Freemasonry.
- Asking him to consider what you tell him and invite his questions and interest.



What do we know about men who might join?

Actually, as Masons we have more information about our potential members – men who might be interested in joining – than most other organizations. More than the Elks, Moose and your local country club. In addition, we know even more about younger men – men between the ages of 35 and 55 because we've surveyed them as well. These two surveys, completed by reputable research firms, provide you with important information about not only who your potential members are but what it will take to be successful in encouraging them to join. You will learn this important data in this second and in the third ideas in this Guide.



We're sorry to report it's not all good news. As the graph shows, out of every 100 men you might meet, only about 2% are very interested and another 20% are somewhat interested. That means that nearly three out of four men are not interested. They give lots of reasons: too little time, not a joiner, can't afford it and other reasons.

When other data about these men were examined, we discovered some interesting facts:

- Men between 35 and 50 were more interested than men in their 20's
- Men with college degrees were more interested than those without
- Single men were more interested than married men
- Professional men were more interested than "blue collar" workers



Key Idea

If you are going to develop a program for membership development, the more you know about the man before you begin the development process, the more successful you will be.

Try This

1. Locate a copy of the Phase I research conducted by the Masonic Service Association and the research conducted by Lou Harris for the Imperial Shrine and add it to your membership development library.
2. Locate a copy of the Masonic Renewal Committee's *Membership Development Trainer's Kit* and preview the video. (See bibliography)

Notes:

Questions:

1. You will be more successful in developing new members if you target members by considering:

- Information you can discover on who is joining.
- Developing a profile of new members after a successful one-day class.
- Encouraging existing members to “invite” their friends to an open house.

How could you pursue this in your lodge?

2. Strategically, as the leader you could offer your newest members a great deal by developing a special orientation program and guiding your recent members through their first impressions. How would this orientation help your lodge?



What do we know about men who might join?



Remember, we said that men had definite ideas about the kind of organization they might consider joining. When Lou Harris asked 1,000 men about their concerns, their report was startling. Before you review these results, remember that as the leader of your lodge, you should consider these as “objections” from your future members not as “conditions” that they would insist upon. You’ll see what we mean in the data below.

- 75% said any organization that excluded their wife as a member was unappealing
- 70% said they would object to a required dress code or uniform
- Majority said they wanted to be invited to join
- 72% said they found memorizing materials not very appealing
- 88% found any organization that was racially exclusive unappealing



On the positive side, the research also pointed out potential opportunities.

- 92% said that the quality of the leadership was important in their decision to join
- 92% said the charitable efforts were important to their joining
- 88% said an image as philanthropic or charitable was important; 89% included outdoor and sports image
- 88% said modest fees for joining were important



Key Idea

On balance, any organization is viewed in light of both its positive and negative features. The role of leadership is to determine which factors are the strongest and to encourage the membership to use these positive features and benefits to help sell the organization. In effect, the salesmen in your organization do this every day. Ask them for help.

Try This

1. Review all of the available research to determine the facts about your future members.
2. Identify which are the most crucial as factors affecting your lodge.
3. Develop a list of potential benefits the lodge can offer that match the needs and expectations of future members.
4. Identify the significant negatives and determine how you will handle (or overcome) the objections.

Notes:

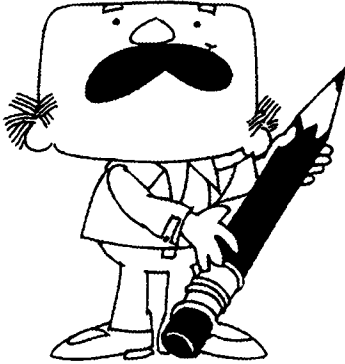
Questions:

1. There is a difference between an objection and a condition. A customer may say, "It costs too much." This is an objection. He may also say, "I have no money." This is a condition. You cannot overcome a condition.
When the research reported men said they would not join any organization where their wife could not be a member, what were they really saying?

2. If this is our rule as a Fraternity, how can we handle this objection?



What key benefits should we be stressing?



Enough about the negatives. What key ideas can we present that are appealing to men and their potential for joining? Listen up. Here are the things you as the leader in your lodge can stress. We're going to keep the list to the important four!

1. Stress the important benefit of meeting and making new friends, enjoying the company of other men and making new connections with like-minded men.
2. Stress the important role the wife can enjoy as a partner with her husband in many Masonic events and programs and how important the family is to the Fraternity.
3. Identify all of the ways the lodge is involved in the community and let the potential member know about his opportunities.
4. Demonstrate excellent leadership skills and show him how he too can be a leader.



Key Idea

By a significant degree, men who were not members said these were the four important reasons they might join. If you do not feel as though you are maximizing your opportunities in these four areas, do something about the deficiencies before you begin membership development. You will lose more than you will gain if you say you are involved in the community or with the family and, in fact, you are not.



Try This

1. Locate, review and study the following two publications from the Masonic Renewal Committee of North America: *101+ Ways to Improve Interest and Attendance in your Masonic Lodge* and *150+ Ways to Involve Your Lodge with the Family and in the Community*. (See bibliography)
2. Begin by completing the "fellowship audit" on the reverse side of this sheet.

Fellowship Audit

Give your lodge a score in one of the four categories in each of the 12 areas listed.

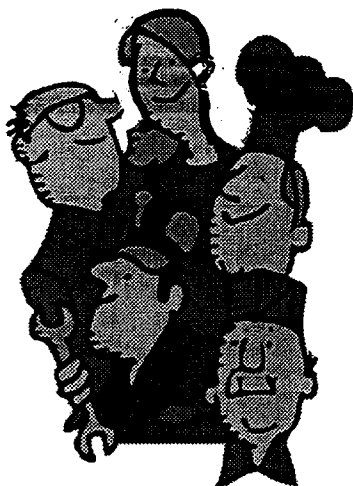
How well do you feel your lodge does in each of the following?

	Excellent	Very Good	Satisfactory	Poor
1. Greet each new member personally on the first night.				
2. Introduce him to someone his own age.				
3. Make sure someone stays with him.				
4. Let your members know fellowship is their job too.				
5. Ask about his wife and family.				
6. Include him in your group discussions.				
7. Ask his opinion on ideas you discuss.				
8. Set aside time for socializing.				
9. Make sure there are fun things to do.				
10. Put his photograph on the bulletin board.				
11. Ask a member to call him between meetings.				
12. Write a note to him and his wife saying thanks.				

Your goal should be to have the majority of your scores in the very good and excellent categories. Where will you begin to improve your fellowship?



Where are these men we want to join located?



The simple answer would be, "all around you!" And indeed this may be true. There are men interested in joining in every walk of life. They are your friends and your neighbors. They are friends of friends.

They attend events in the community, volunteer in the schools, and provide you and your family with goods and services. They include your doctor, dentist, lawyer and accountant, and they are married and single.

As the leader of the lodge, you should know that if members and customers are considered assets for an organization, then one prospective member can be more "valuable" than another for reasons that are important to your leadership and strategic to the success of your lodge.

Before you develop your strategy, consider these key ideas.



Key Idea

- Potential members from the professional ranks can bring important leadership skills that can be assets to the lodge. (Doctors, lawyers, businessmen, educators, engineers, etc.)
- Members who are more highly educated should improve the decisions made in the lodge if people will listen to them.
- Men with whom you have an established relationship are your best prospects.
- Location may have something to do with interest in joining.
- Rural lodges may have more success in appealing to potential members than urban lodges.
- There are negligible differences based on where you are located within the U.S. or Canada, but southern and western states have a slight edge.
- You will make more headway if you appoint a Membership Development Team.

Try This



1. Ask your team members to identify the names of men they know who might have an interest in discussing how they spend their free time. They need not have interest in joining at this time.
2. Use the chart on the back of this sheet to determine their "readiness" and your chances of success.
3. Develop a pool of potential members that is as large as possible and well defined.
4. Develop an approach tailored to each prospect.

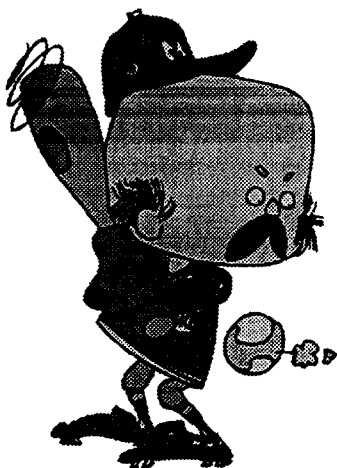
Readiness Assessment

Factors or conditions effecting joining	Contribute to his interest in joining.	Needs to be handled carefully by the lodge.	A serious deterrent to joining at this time.
Recent college graduate and active member of a fraternity.			
Former DeMolay whose father was a very active Mason.			
26 year old postman with a wife and family new to town.			
39 year old professional with wife and 2 kids with almost no free time.			
54 year old retiring teacher with grown kids.			
Retired Army officer with grown children.			
45 year old Catholic man active in the church and community.			
61 year old widower with no children.			

There are, of course, no right answers. Use these profiles of potential members to initiate a discussion with your membership team.



What role will your current members play?



It may have a lot to do with age! Masons in your lodge who are active and attend many meetings may, in fact, have a very small circle of friends and acquaintances outside of the Blue Lodge. Many have made all of their friends within the Craft and this is fine. However, it does limit them as messengers about the organization to other potential members.

In many successful lodges – lodges where members have met or exceeded membership development goals – the key seems to be in getting younger members to get their friends involved. To many of these men, the Fraternity is an extension of their life during college and the concept of getting together with other men is appealing and comfortable.

Therefore, you may want to have a strategy that is more directed towards younger, recent members. For those still in their twenties or early thirties softball or athletic events are usually an occasion where a group of several men attend or participate. These are usually very sociable events and there is typically great camaraderie among the participants. From this group and with these activities in mind, the idea of joining a fraternity is usually well within their comfort zone.



Key Idea

If you want your more youthful members to appeal to other members, you will have to first ask them to help, give them the tools and meet their expectations in terms of events and programs that are interesting to them and to their friends. Your current, active members may find these programs and activities at odds with their interests and expectations. As a result, your role as the leader will be more important than ever.

Try This

1. Set realistic new-member goals for the lodge.
2. Establish new-member teams among active members by age groups. Do some team training in membership development.
3. Host several young-members nights with events that include a sports or athletic orientation.
4. Assess your success by asking recent members how well the process for membership development you established worked in attracting and interesting them.

Notes:

Questions:

Consider asking your recent, youthful members the following or discuss the questions with your membership team.

1. What types of programs or events are most and least appealing?
2. How do you personally handle relationships with members who are not your same age?
3. What can the lodge do that is more appealing to you personally?



What do we mean by membership development?



Good question. A retail store, a law firm and a dental practice have patients, customers, and prospective customers. Organizations like American Express and Visa have different kinds of members and customers, but there are many similarities. These, together with the Girl Scouts, Elks, Promise Keepers and Masonry all depend upon volunteer joiners who take certain steps to become members. Potential members all have certain expectations or needs when they join. No organization can survive without paying special attention to these member needs. Paying attention to member needs *develops* and *retains* them as members, encourages their *participation*, motivates them to *refer* new members and asks for their *support*.

When the membership grows in numbers, the organization grows in importance. As a result, customer relations and membership development are important leadership behaviors.

American Express knows a lot about their important customers. Compare this information Amex has to what you know about your members.

date you first became a member	personal financial history
occupation and job title	travel record and frequency
major purchases by date	vendor selections and amount
dining patterns and habits	other family cardholders

From your purchasing and travel records they provide the following benefits based upon your membership and spending profile.

lost luggage insurance	accidental life insurance
car rental insurance	annual expense reports
vacation packages and incentives	airline reservation services
legal assistance 24 hours a day	account and billing help



Key Idea

Not every card-carrying Amex customer gets all of these benefits. Just those they need. They don't even have to ask. Providing benefits to existing and new members based upon their individual needs is what a membership development program is all about. Their satisfaction ensures they will remain a member and recommend the organization to others.

Try This

1. Imagine you were required to report to your members the benefits they received from being a member. Use the form on the opposite side of this page to record your findings and what to do next.

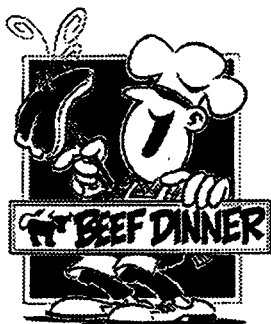
Member Benefits

Develop here a brief profile of three typical new members. Use different profile types.

Identify here the specific benefits each would receive.



How can we develop this man called a member?



Ok, let's get really practical! What can you do to develop this man called a member? Well, the key is to first understand his needs and why he joined. Then you develop him by providing things that result in satisfaction. It is just that simple.

We assume that men who joined love food and so we build food into many Masonic events. We seem to assume he likes repetition so many of the meetings are alike. We must assume that he likes ritualistic work because so many of the activities of many lodges are related to the ritual.



Key Idea

The lodge leadership has many alternatives that are closely related to the needs and expectations of members. We can develop any member – make him happier with his organization – if we try the following.

Try This



1. Get the information about your member into a computer in a form you can recall and use when you need it.
2. Ask every new member why he joined and what he expects from his membership.
3. Ask a member to do something that is in his area of interest and stated satisfaction.
4. Involve the member with men who have similar needs and interests.
5. Communicate at least five times with every new member in the first six months.
6. Use the phone to communicate with the member if he is reluctant to attend a meeting.
7. Make each new member feel very comfortable during the first several months after joining.
8. Develop communications that are expressly related to the spouse.
9. Involve the family in the lodge and make sure they understand the organization he has joined.
10. Make as big a deal as possible for each new member joining. For additional details on how, see the Masonic Renewal Committee's *101+ Ways to Improve Interest and Attendance in Your Masonic Lodge*.

Notes:

Questions:

1. Consider any organization you joined. How did (or didn't) the organization develop you as a member?
2. What opportunities did they miss?
3. This idea of *developing* a new member infers a process. As the leader, what do you consider this process is comprised of?



What role might incentives play?



Incentives for whom? For the new member? For the existing member who is helping you and your lodge or Masonic organization attain their development goals? The Membership Development Team? Obviously, incentives can be important for both.

Many entrepreneurial businesses have developed frequent buyer or frequent flyer programs that encourage existing members to attract new petitions.

At the lodge level, some jurisdictions are offering incentives to members who meet goals for new members. Others are looking at incentives that reward lodges who retain new members for a specified period of time – especially those who enroll as a result of one-day classes. Similar to the airlines' "Frequent Flyer" programs, members earn points for signed petitions they initiated. Friend to Friend and other programs offer financial incentives if they meet stated goals for new members.

There are some who claim this is a form of solicitation. Others say this is necessary to bring new members into the Fraternity. Properly used incentives can encourage a man to encourage a friend, business associate or relative to ask more about Freemasonry and about joining.



Key Idea

Leaders of Masonic organizations need to consider incentives like those described above, but they also need to understand the importance of other factors in encouraging members to take lodge growth goals seriously.

Try This

1. Develop a presentation that informs members of the lodge of the reality of membership development and the consequences of doing nothing. Many members do not know that in 2101, most lodges will be half their 1980 size.
2. Do the arithmetic on lodge finances assuming the lodge is half its 1980 numbers.
3. Consider developing lodge incentives that reward members who get new petitions and who provide guidance to the new members for the first year after they join.
4. Just publicizing those who have been active in member development may be enough. Recognition in lodge is essential.

Notes:

Questions:

1. Look around your lodge to determine who has been helpful in developing your newest members. Ask him:
 - What are your most effective ways of involving new members in the organization?

2. How far can you go in offering incentives?

3. Which are most available to you at this time?



What have we heard about one-day classes?



Most Masons have heard about jurisdictions that have held special one-day classes. These events are usually held over a weekend when large groups of men receive all three degrees and become Master Masons. After they become Master Masons, their education typically begins.

State leaders who have offered these classes speak glowingly of the reports from new members claiming how important the one-day class was to their interest and ability to join. Illinois more than doubled the number of new members by offering four one-day classes. Oklahoma and Washington, D.C. increased their membership by offering to re-enroll men who had not completed their three degrees. California, Texas, Michigan and a host of other states are considering similar actions.



Key Idea

The benefits are principally in reducing the amount of time it typically takes to become a MM in light of how difficult it is for busy men – including the desirable professionals – to find the time. Second, it reduces the amount of work that must be learned initially since the typical one-day class requires the candidate to learn only the obligations and frequently less than that.

The principal downsides are usually two fold. First, many lodges fail to follow up with the new member on his education as a Mason and they sometimes learn less about Freemasonry than most resulting in uncertainty and embarrassment in lodge. These men simply do not have enough information or encouragement to go further. Second, the lodge may not be ready to receive these new members having had little to do with their enrollment in the first place. Statewide one-day classes sometimes result in some lodges receiving new members but not having the motivation or the personnel to pursue them as members.

Try This

1. Determine what your lodge and your jurisdiction's position is with regard to one-day classes.
2. Use the Internet to contact lodges who have had one-day classes and discover what worked and what did not.
3. Develop a detailed plan for these one-day Masons paying particular attention to their Masonic orientation and making them feel welcomed and comfortable while attending lodge.
4. Consider the chart on the back of this page.

One-day Classes

Complete the following about one-day classes.

1. List here the benefits of a one-day class from your perspective as the leader of your lodge.

List here the drawbacks of a one-day class from your perspective as the leader of your lodge.

--	--

2. Identify the most serious drawbacks and list them here.

Identify a possible action to reduce or eliminate the drawback.

--	--



Who says we can't "recruit" new members?

The answer to that question depends upon your definition of *recruit*. Clearly outright solicitation is not in the cards for most lodges, so as the leader of your lodge you'll have to consider other means. We've already discussed a number of ideas in this Guide, but we'd be less than helpful if we didn't address this question in a way that proved helpful to your membership development goals.



Here are four strategies for increasing the chance that men will inquire about joining. See which will work best in your lodge.

Strategy 1 Get your lodge in the news

Lodges that make positive news and are active in the community – especially in the local schools – attract the interest of men who are looking for an organization in which they can feel proud.

Strategy 2 Go where the boys are

If you decide you want younger men, consider sponsoring a softball team or becoming involved with the PTA. Sports and leisure time centers have members just like the lodge and are fertile "recruiting" grounds.

Strategy 3 Let others know what you do in your spare time

How many times are we asked what we do and we're lost for words. Consider answering the question by stating proudly that you are involved with a wonderful group of men in a fraternity called Freemasonry. Be prepared to answer the next question, however, "What's that?"

Strategy 4 Don't forget your best friends

Including your son and his friends. We're not suggesting an outright appeal, but when men are curious about what you do, you have a perfect opportunity to give them information and inquire if they have ever thought about joining?



Key Idea

If you are proud and excited about your lodge and confident that your lodge is ready for new members, then it's your job as the leader to offer strategies to your members that will work. This Guide is filled with ideas.

Try This

Consider using the form on the back of this page to identify all of the "recruiting" opportunities you can offer your lodge.

Recruiting Opportunities

Sources of potential new members

Most appropriate way to approach
this source of potential members

Men with whom I work	
Men in my church/synagogue	
Friends, relatives, neighbors	
Others who share similar interests	



What can the lodge do to create wider appeal?

As the leader, you have to imagine your lodge and Masonic organization in the center of a group of potential members, their families and friends. If you could take a poll of all of these individuals to learn where the lodge stood in terms of its appeal, you'd be surprised at the answers.

Unfortunately, most lodges are relatively unknown among these groups including your potential new members. As the leader, you must recognize that by creating wider knowledge about the lodge and greater appeal, you substantially improve the joining process. Imagine an automobile manufacturer never telling anyone about the cars, where to get them, how much they cost and how they performed. No wonder no cars were sold.



Let's take the example of an organization that has great appeal to many men. The U.S. Marine Corps is an example of an organization with great appeal to many men including some who have no intention of joining. Comparing your lodge to the Marine Corps may seem silly, but comparing the community's awareness of the Corps and their knowledge of the lodge is very relevant and telling. For example:

The vast majority of men know where and how to join the Corps

They know the Marine battles and heroes

They can sing the Marine hymn

They know what a DI is and all about Parris Island

They know the emblem and the uniform

They know what happens when they join

They can state the benefits (and drawbacks) to joining.



Key Idea

The community needs to know more about Masonry, have a very specific understanding of what Masons stand for, and know how to join. Some lodges have never thought about this idea and need to. As a place to begin, consider asking your lodge to "Stand for Kids" and create actions and programs that support that statement. Your lodge will have instant appeal.



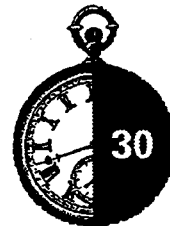
Try This

There is no better way to gain appeal than to get the lodge involved with the local elementary school. Young men are there with their children. Male teachers will be impressed with your contributions. For 50+ ideas on how to do this, see the MRC's *150+ Ways to Involve the Lodge with the Family and in the Community*.

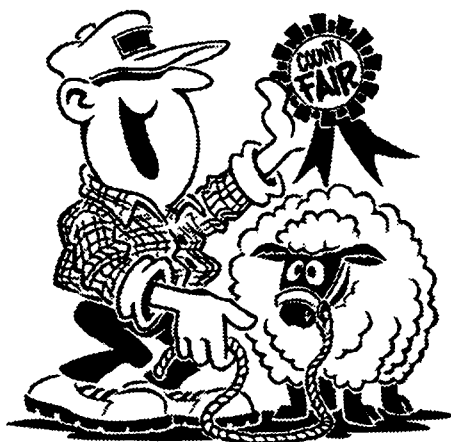
Notes:

Questions:

1. What strategic advantages can the lodge enjoy by partnering with the local elementary school?
2. With which other organization might the lodge gain additional strategic advantage?
3. How will your current active members react? How can you as the leader handle this?



What do you do when no one knows your name?



No one denies that the recognition of the Fraternity is not what it once was when nearly everyone in a community knew a Mason and about the Fraternity. Today, only 8% of all heads of households know the name of our Fraternity and only one of those can state a single feature of the Craft. Compare that to what they know about the Marine Corps.

It's no wonder that the membership goals are hard to achieve when so few people know who we are and what we stand for. As the leader of your lodge, you have a wonderful opportunity to change this. But words are not enough. Clearly, you will need the help of others in the community to get your message and your name more widely known. These next steps may appear obvious, but you need to make sure your lodge considers them:



- Improve your signage on your building and grounds and on the welcoming sign on roads into the community.
- Join with another volunteer group on a major project and make sure you get credit for your participation.
- Do something good and positive for the community on a consistent basis.
- Meet with the community reporter for a small local paper and let him know what your lodge is doing. Listen to his or her advice.
- Develop a lodge handout that explains who you are and what you stand for. Make it widely available in the community.
- Ask your members to tell others about the lodge's role in the community.
- If your lodge can afford it, buy awareness advertising in a local paper.
- Let people see the square and compasses; use bumper stickers and decals.



Key Idea

Your lodge cannot hope for its awareness to happen unless the leadership of the lodge assumes the responsibility for getting the lodge involved in the community in such a way that the community takes notice of what you are doing and in so doing learns what you stand for.

Try This

Develop a simple action plan for several of the bulleted items listed above. Appoint a lodge awareness team and ask them to increase the awareness of the lodge by directing activities they develop for one year. Use the form on the reverse side of this page.

Action Plan

Goal selected from items listed
as bullets on the prior page.

Actions the lodge must take to
achieve goal.

--	--



A case in point



Carey Bolster had been planning his year as the Master for two years and was determined to make a difference. He had asked the officers to hear his ideas but they were into their own plans and took little interest in his. He understood. He was amazed how few of his friends knew about the Fraternity and how those who did had many wrong ideas.

He decided to get the name of the Craft into the community papers at least once every other week for a year. He'd try other things but the papers looked like the easiest route so he decided to give this a try. He decided to begin with is installation and proceed from there.

A week after the event he sent a news release and his photograph in his Masonic dress to three local papers. Nothing. Not a word. Clearly something had happened. This was going to be tougher than he thought.

One of his friends on the faculty where he was an assistant principal wife was a PR person and he had a neighbor who was with the local paper. He decided to invite both of them to meet him for lunch one day and see if he could find out what happened.

After some small talk over lunch, he told them of his experience and asked them what happened. They responded almost too quickly. "Nothing happened. At least nothing fit to print!"



Key Idea

What the leadership of a lodge consider news and what the press or media consider news are typically far apart. Before you can begin to get coverage in the local press, you have to understand their needs for readers and advertising and take your lead from what they tell you.

Try This

1. Identify a community writer or two from the local press.
2. Put together a packet of information about Masonry and your lodge in particular.
3. Arrange to meet the writers for lunch. Discuss with them your ideas about coverage in their paper and ask them what will be of interest to their readers. Take note of how they speak of advertisers and readers even if you are concerned only about your image.
4. See additional ideas on the opposite side of this page.

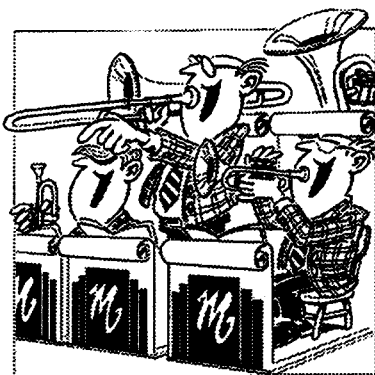
Media

The press, your local newspapers in particular, will have no interest in your lodge unless what you do is of interest to readers – interested readers see the paper's advertising and readers who become buyers keep papers in business. See how and when the local papers might be interested in Masonry.

Activity	Reason for press contact
Your installation as the Master of your lodge.	
Your granting of two \$100 scholarships.	
The small fire in your lodge kitchen.	
Your adopt a school program.	



How can you make his first experiences delightful?



Now there's a word you don't hear often especially used in the context of membership. But it's a powerful word and a goal for the leader of a lodge that cannot be overlooked. Masons have tried to find a better word to describe the benefits of joining but none says it as well as "delightful."

Think how good you feel when you are delighted with good music, a great meal or when you go to a concert or an event that delights you. Your feeling for the moment and for a long time is one of joy and surely you are anxious to pass this good feeling along to others with a strong recommendation or endorsement that they experience it as well.

Members become delighted with their decision to join when a combination of the following occur. These represent goals for every lodge.



- | | |
|----------------------------|-------------------------|
| Time is not wasted | Fellowship is real |
| Events are fun | Food is good |
| Value is received | Cliques disappear |
| Joining is easy | Friends are supportive |
| Meetings aren't boring | Leaders know their jobs |
| Wives like what we've done | Pride is a result |



Key Idea

New members will have some opinion of the organization they have joined. It may change over time – improve or erode – but they will have something to say about their decision. The goal of the artful leader is to make sure the initial feeling is one of delight. Plan for it and it can happen in your lodge.

Try This

1. Determine which of the factors listed above will be important in your lodge and to your leadership.
2. Define the way members will need to behave to achieve the results you want to happen.
3. Take an assessment from time to time by asking recent members "How are we doing?"
4. Let the members know when the results are what you expect.

[illegible]

1. How are you delighted as a customer? If you have purchased a car that delights you, describe below how or why you were delighted.

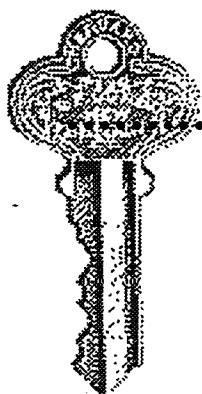
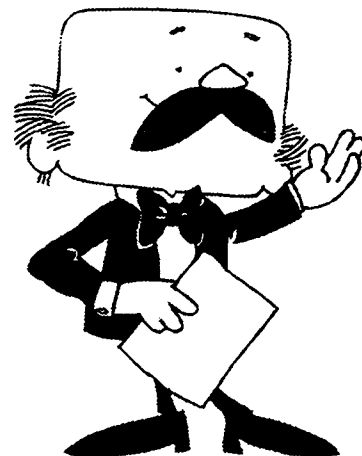
- 32

Guide 3 How do we locate, attract and receive men into the Craft?

Summing up

The three ideas in this Guide relate to one of the basic needs facing the leaders of almost all lodges: How to locate, attract and receive members into the lodge. Most lodges believe they do a good job of "receiving" a new member. Most new members say that once they have joined no one pays any attention to them. Obviously, the truth is probably somewhere in between these two ideas.

Your most recent member is, in many respects, your most valuable member. If he's satisfied, he'll tell one or two friends. If he's unhappy with the process, he'll tell everyone. All lodges need the goodwill that comes from a satisfied member.



.....
The key to successfully implementing the ideas in this Guide is that as the leader you understand that:

1. **Membership development is your responsibility.**
2. **Information about member needs must precede membership development.**
3. **Getting the lodge ready for members comes before any "recruiting" begins.**
4. **One-day classes solve only half of a problem for the lodge.**
5. **Communicating with new members is an essential element for satisfaction.**



We have suggested a number of resources that are available to leaders that will help them in achieving their goals. Here are a few possible choices.

- Develop a lodge membership team made up of your most recent youthful members.
- Encourage the team leader to develop his plans using one of the task or project planning forms in any of the MRC books mentioned in the bibliography.
- Read about the role of the leader in Max DePree's and Warren Bennis' books listed in the bibliography.
- Look for resources among your members to discover who might have experience in training and in facilitating group meetings.

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How to Use this Guide

The key word is *use*. This is the fourth Guide in a Handbook with six different titles. This is a Guide complete with things for you to do and you should plan to use it up. It's like a cookbook with recipes ready for you to prepare. Here too, feel free to add your personal touch.

There's nothing in here that you can't or shouldn't try. When you complete an idea or an entire page, we encourage you to mark your answers or responses in the book. Take pages out if you want to or copy them if that's helpful. Remember to look at the back side of each activity. There's even more help there.

Above all, we've tried to make the activities important and relevant to you and to your lodge.



A word about the time it will take

At the top of each page you will find a 60-minute clock with a portion shaded. The shaded portion indicates approximately how many minutes it will take you to complete each activity including the questions on the back of each page. You'll like the fact that you can complete an important activity in a very few minutes.

Teaching as You Go

Each Guide is designed to teach you some things about your membership and your role as the leader in membership development and retention. Some things. Not everything.



There are 75+ different things in the Handbook to consider, and 13 different activities in this Guide. You should feel free to pick those you feel are most important to your situation. We've taken the time to place a square and compasses on those which we feel are very important, so you may want to consider these worth your time and effort.

On the back of the page there's room for you to make your notes and one or two questions or activities that can add to your understanding. These might be fun to tackle with your friends, with other lodge leaders or with team leaders in your lodge.

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



What do you as the leader need to know about enrollment?



When a person walks into a store for the first time, he really isn't a customer. He's a prospect or prospective customer. His decision to buy and shop there may occur or he may find the store unattractive, the help unknowledgeable or untrained and go elsewhere. Converting a prospect to a customer – a candidate to a member – is a process of enrollment.

In a store, the manager is responsible for training employees in this enrollment process. In the lodge, the Master of the lodge, his leadership team, in fact all of the members have a duty and a responsibility in this enrollment process.



Enrollment begins when satisfaction occurs. If the lodge is clean and well lit, if members greet him and pay attention to him, if the meeting is well planned and focused – these and scores of other factors – help in his early enrollment.

Enrollment is important because the opposite of enrollment is disengagement. And we all know what happens when a new member becomes uninterested and detached.



...Key Idea

Enrollment occurs in stages. First impressions are lasting. Good impressions last a while. Bad impressions last longer. Each lodge leader needs to examine the first signs the new candidate receives about the lodge and determine if they create satisfaction, pride and enrollment. Taking corrective actions to eliminate distractions to enrollment are the responsibility of the leader.

Try This

1. Develop a checklist of the first ten things the new member notices when he first attends lodge. (Ask a recent member for help.)
2. Assess the current status of these ten factors and determine where they are on a scale of excellent or needing significant improvement.
3. Develop an action plan for each serious deficiency.
4. Check with a recent member to see how well you have eliminated a distraction.
5. Visit a store like Nordstrom, Saks or Home Depot and look at the little things they do to create favorable first impressions.

Notes:

Questions:

1. What is there about the entranceway to your lodge that creates a good/favorable first impression?

2. What is there about the exterior entranceway to your lodge that is attractive?

3. What actions can you identify as the leader that would improve the first impression?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



What should we do when he says he will join?



His decision to join – when he says yes and submits his petition – is telling the leadership of the organization that he has made a decision to become a member. Now some *right things* need to happen.

If the same man were to open an account at a bank, he might receive a small calculator, toaster or some memento saying “welcome.” In the lodge you probably don’t want to do this but there are some things you can do:

- Express your pleasure by sending him a letter welcoming him to the lodge.
- Send a letter to his spouse supporting his decision and offering her information about the organization he has joined.
- Meet with the new member and listen to the questions he has about the organization and about the lodge.

However, the real initiative the lodge needs to consider involves the many new and often strange things the candidate will experience as part of his initiation and receiving the degrees. Study the key idea below.



Key Idea

When 250 men who had completed their EA degree, but who had failed to progress further, were contacted to determine what happened, their responses were very important in helping an entire Masonic jurisdiction take new steps at improved enrollment. Here’s what they said:



- ✓ They were surprised at what “happened to them” during their initiation
- ✓ The initiation was “not what they expected”
- ✓ They were not prepared to “undress in public”
- ✓ “No one told them what would happen”

These are all potential negatives and need to be addressed very early in the joining process.

Try This

1. Explain in detail, one-on-one, what will happen during the initiation and why.
2. Avoid telling him crude or offhanded remarks about the initiation.
3. Have his recommender be especially sensitive to his questions.

[illegible]

1. What do you suspect a new member has “learned” during his petitioning, the investigation and in receiving the degrees?
2. Which of the things you have listed might contribute to his leaving because these new ideas or actions were not explained to him?

[illegible]

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Guide 4 How do you enroll a man as a member?
What are the critical first steps?

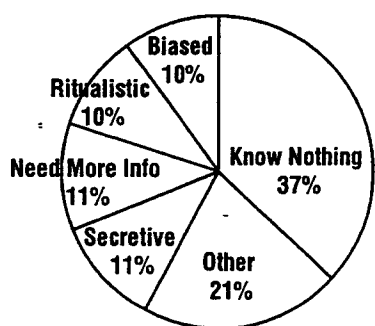


What ideas is he bringing to Masonry?



All new members bring perceptions to any organization they join. Most of these ideas are expectations of the benefits of joining: meeting new friends, good fellowship and fun, making a difference. If a new member's father was a Mason, he may know more than most but, unfortunately, this is not always the case. Other perceptions may be negative. In fact, many are.

If we were to look at his perception of the organization through the eyes of most who are not members but who are of joining age we'd discover some startling facts:



37% of all non-members know "nothing" about Freemasonry

Of those who knew the name,

10% say Masonry is biased and prejudiced

11% say Masonry is too secretive

10% say Masonry is too ritualistic or cultish

11% say they need more information before they decide

21% have other negative opinions



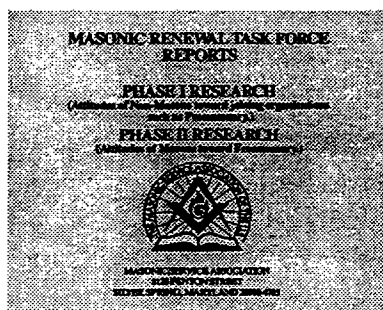
Key Idea

These are the ideas your newest members are bringing to the joining process.

- Only one man in four knows anything about Freemasonry and most of these know only the name.
- Those who have a positive image claim Masons are charitable, religious, family oriented and like kids.
- Still 45% could not name a single way in which the ideas of Masonry are similar to their own.

Try This

1. Review the Phase I and Phase II Research developed by the Masonic Renewal Task Force available through the Masonic Service Association, 8120 Fenton Street, Washington, DC 20910.



2. Make a list of the things a man knows that are potentially negative and develop a question and answer session with every new member to handle his positive and negative ideas about his new organization.

Notes:

Questions:

1. If you had 100 friends who were the adult male heads of households, only 8 out of the 100 could say what the square and compasses stand for. What can Masons do about that?
2. Strategically, why does it make more sense to work with the local elementary school rather than taking care of the elderly (or doing both)?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



What does his wife think about his becoming a Mason?



We have not met a married new member under the age of 40 who hasn't told us how important his wife is to his joining and satisfaction. In fact, the younger the couple and the more educated, the more likely the man and his wife have established a partnership which includes how each will spend some of their "free" time.

This partnership in no way diminishes the freedom of the man to join an organization or to pursue other interests. It does suggest that with the busy work schedule husbands and wives have and the longer than desirable commute schedules, even before they have a family the amount of free time is very scarce and important to both.



When a large sample of women were asked about their husbands joining any organization, here's what they reported:

- ✓ The majority encouraged their husbands to join an organization they knew and understood.
- ✓ The wife objected to organizations that took too much time.
- ✓ Most wives objected to organizations that were "secretive" or snobbish.
- ✓ Most wives objected to organizations that served alcohol at meetings.
- ✓ The majority wanted a role for themselves and their family.



Key Idea

All married men joining the Fraternity want the support and encouragement of their wives in joining. Part of this is their responsibility. Part is the leadership of the lodges. The lodge can do many things to support his enrollment. See the ideas below.

Try This

1. Write a letter to the wife when a man joins thanking her for supporting him and encouraging her interest in the lodge.
2. Host a family event that takes the needs of wives into consideration.
3. Put together a ladies info kit that includes information about the Fraternity and about the questions she may have.

Notes:

Questions:

1. Why has the role of the wife changed in the last 15 to 20 years?

2. How will the importance of the spouse be different for younger men than for those in their 60's and older?

3. How can the leadership of a lodge affect the opinions of the wives of younger members?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



A case in point



Here is a case study about a family typical of many interested in the Fraternity. Many Masons say this man would make a perfect Mason. Others say he is too busy. The most astute say, "If we can't enroll him, what good are we?" Read it and consider the questions on the next page.

Name: Jerome Buerger Occupation: Attorney
Age: 39 Status: Married, 2 children, ages 9 and 14

Jerry Buerger lives in Exton, a suburb of Philadelphia, PA. Exton is noted for its good schools and horrible traffic. No matter which route he takes, it takes Jerry more than an hour to get to his office on Broad Street in Center City. He has been with his firm for nearly seven years and, from nearly every perspective, he is working more hours today than he did five years ago. His caseload frequently involves travel, which has proven to be a hassle; air travel has become more expensive and his company frequently asks him to stay a Saturday night to access the cheaper airfare.

He has thought about the pace of his life and about making a change but that produces problems also. It would not be easy to replace his salary doing things he might like more and those kinds of jobs aren't easy to find. Besides, he needs to think about retirement which is not guaranteed by the firm; it will take partner-status to "insure" his retirement status. The prospect of more of the same for the next 25 years is not all that desirable. His own profession has been under "attack" lately as the public's opinion of attorneys is at an all-time low and he is weary of the "did you hear the one about the lawyer who..."

He is thankful that his marriage is stable and he is generally happy at home. The kids put many additional pressures on his time and on his wife's time. Sally is a social worker with a degree from Columbia and has established a career of her own of late in the county offices of social services. This frequently involves her in long days and work at home at night but fortunately no business travel. But the kids are active in Girl Scouts and Little League and they have to be driven everywhere. Jerry and Sally try to give them as much quality time as possible on the weekends and in the evenings, but they still spend too much time with the babysitter. Jerry estimates he has played golf about six times in the last year and he and Sally have not been away for two years.

Jerry's significant dissatisfaction is in the absence of quality time with his wife and for time to pursue friendships and leisure activities for himself.

The Case of Jerry Buerger

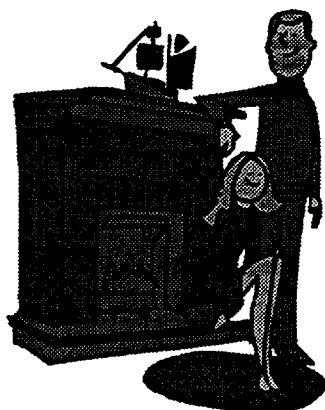
Questions:

1. Give several reasons why Jerry is a perfect candidate for Freemasonry.
2. What role will Sally play?
3. What role do their circumstances play in his need for joining?
4. Why would Jerry be an asset?
5. Why is he not a good candidate for the elected leadership of the lodge?
6. What single benefit would your lodge need to offer him if he decided to join?
7. Can Jerry be a satisfied member in your lodge?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



How can visiting a man in his home make all the difference?



When you visit a man in his home, two things happen? You determine his interest in Freemasonry and he determines if he wants to be a part of your organization.

Few families would invite you into their home if they thought they were being “investigated.” So as the leader of your lodge, consider changing the name and the intent of the visit to one of visitation orientation or discovery. Consider the visit as an opportunity for the family to get information about Freemasonry and an opportunity for you to gain additional insights into the needs of the man.

Here are a few behavior traits you as the leader of your lodge can encourage among the home visitation team:

- ✓ Make sure the wife is greeted warmly and is included
- ✓ Make introductions warm and personal
- ✓ Bring information you can leave behind
- ✓ Give a phone number either may call for more information
- ✓ Pay as much attention to the wife as you do to her husband

By following these and other ideas your visitation team develops, you'll make sure the visit to the home is as productive as possible.



Key Idea

The visit to the home may be the first chance the wife has to understand and evaluate the kind of organization her husband is joining. Having members of the home visitation team of the same age as the family they are visiting will help. Having prepared questions and responses in advance will make the meeting go more smoothly.

Try This



1. Use the Masonic Renewal Committee's video, “I've Heard the Name, What Does It Mean” in the home for added interest.
2. Write a thank you note following the meeting.
3. Develop a question and answer sheet of the most-frequently asked questions and use them during the visit.
4. Do an evaluation and debriefing activity after each home visit.

Notes:

Questions:

1. Arrange to meet with several families of recent members and ask the husband and wife the following:
 - How effective was the visit to your home as a means of introducing you to the Fraternity?
 - What could we have done to make our visit even more effective?
 - What can you tell us about your reaction to our visit that would enable us to do it better for the next candidate?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



How does fellowship fit into his satisfaction?



Ok, let's get down to the really critical things you as the leader can pursue. Of all of the reasons why your recent members have joined, none is more critical than good fellowship. Perhaps this has to do with his college fraternity, a team he belonged to, an early childhood experience with groups or just his natural inclination to have fun with other men. Fellowship is the key reason he joined and to overlook this is a mistake from which you may not recover.



We wish we could report that this fundamental behavior of a fraternity was being offered with quality in our lodges. Sadly, Masons across the U.S. agree that they seldom would give themselves more than a C- as a grade for the quality of fellowship they offer. So what's going on here?

It can all begin with leadership. If the leadership of the lodge considers meeting, greeting, and mixing with members an intrusion on their preparation for the meeting and, instead, meet in the corner by themselves, fellowship will suffer.



Key Idea

Good fellowship does not compete with the ritual. Men join for reasons related to making friends and having fun. Research shows that virtually no one joins for the ritual. When that is all he receives, it is fundamentally at odds to why he joined. He'll accept and perhaps enjoy the ritual, but not if he doesn't find his other needs met as well.

Try This

Here is a list of five actions your lodge can take to improve the level of good fellowship. Consider using the planning form on the back of this page to develop fellowship solutions that will help your lodge.

1. Mix with your members. Do your planning before the meeting.
2. Let your members know that good fellowship is their responsibility as well.
3. Publish photographs of new members with their names and something about them so they are not total strangers.
4. Have a function in the lodge that encourages people to mix.
5. Match a new member up with peers or those with similar interests.

Planning Form

Below are five goals for better fellowship. Identify the actions your lodge should take to make sure each goal is implemented.

Goals for Better Fellowship

Actions the Lodge Should Take

Make the new member's first visit to the lodge very interesting.

Involve the new member with members his own age.

Assign a coach or mentor to each new member.

Learn how happy and satisfied each new member is during his first 6 months.

Ask the new member's family how they are enjoying his membership.

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



How do we create a new member?



For the leaders of a lodge, this is really a very important question. It may also be one that you have not considered before. Some people believe that members or customers just happen – like they were born a member or customer. Not so. Customers become something different to an organization – just as members do – because of the actions of the leader and the behavior of the organization.

So when is a man a member? That depends upon many things including the individual. Generally speaking we could say that a man is a member when he is willing to refer his organization to another. That would certainly be a good measure wouldn't it? Or we could say that he is a member when he attends most of the meetings and pays his dues.

As Masons, we know that more than 90% of our members do not attend a meeting. The majority do pay their dues. Only about 10% attend regularly. So what's a member? Actually, we could develop classes of members:

Dues paying	Living out of state
Active and involved	About to be suspended
Inactive	Willing to recommend Fraternity

Clearly, we have men who fall into all of these groups. For the purposes of this Guide, we'd like you to consider the following definition:



Key Idea

A member is one who understands the goals of an organization and decides to support these goals through his active support, attendance and participation and who recommends the organization to others.

Try This

1. American Express, Visa, MCI, AT&T and a host of other for-profit concerns promise customers certain benefits for joining. Pick one of these with your team and identify the benefits they promise and determine how they deliver benefits to create member satisfaction.



2. Identify in order of most to least important the benefits we offer a man who becomes a Mason.

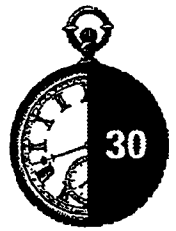
Notes:

Questions:

1. If your list of benefits is a bit weak or soft, how can you strengthen them in the future?

2. The Knights of Columbus offer members valuable insurance as a benefit of joining. What possible benefits could all the lodges in your jurisdiction offer if they decided to do so?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



What does the new member really need to know?



Leaders need to consider this question because so often it is overlooked. Ask a group of Masons this question and the answers will vary. What should leaders consider in terms of what the new member needs to know?

There's no right answer. Surely you will want him to learn the history, the signs and the grip of a Mason. In addition to these, there are three or four questions that will need to be asked to increase his satisfaction. You can read more about this in a wonderful book for Masonic leaders thousands of Masons have read and enjoyed. It is called *Leadership is an Art* by Max DePree, the former CEO of Herman Miller Corporation, the leading manufacturer of quality office furnishings and systems. He relates this special *need to know* in the same way an employee becomes enrolled in a corporation. He calls it his Employee Bill of Rights. You can change the word employee to member and it will mean the same thing.



- ✓ The right to be needed: To use my talents and gifts in the organization
- ✓ The right to be involved: To give input, have opinions, make a difference
- ✓ The right to a covenantal relationship: To make relationships that can handle conflict and manage change
- ✓ The right to understand: The mission, strategy and the direction
- ✓ The right to affect one's own destiny: To influence one's own future.



Key Idea

A new member needs to know that he has *a voice* in the organization and that he made a right decision when he joined. He needs to be able to support his decision when friends ask "why" and needs answers to his questions no matter how difficult.

Try This

1. Form a team of recent members and ask them what they needed to know that they found difficult to discover on their own.
2. Develop a printed Q&A of the most difficult questions and answers and make them available to the new Mason and to his home visitation team.
3. Consider dividing them into time periods so he doesn't get them all at once.

Notes:

Questions:

1. Do you still have questions about Freemasonry? If so, what are they?

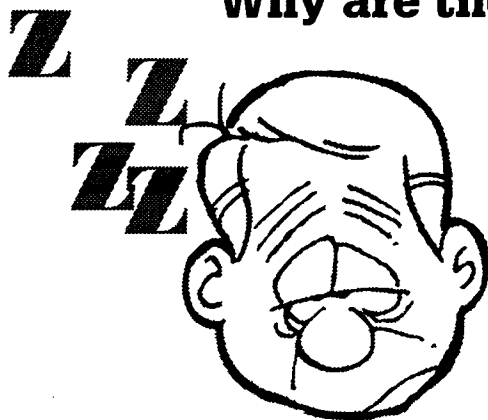
2. Most people believe the “why” questions are the most difficult to answer. Can you identify some “why” questions a new member might ask? As an example, “Why are Masons so secretive?”

3. Here is one for you to consider: Why has your lodge – or Masonry in general – been so reluctant to adapt to the needs of youthful prospects and members?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



Why are the first six months so critical?



This answer is fairly simple. We lose most of our members – either forever or for a long while – during the first six months. In fact, we retain so few active members from those we enroll that we need to consider the things we are doing and reexamine our current practices. Masons who have failed to return tell us why in no uncertain terms:



- Lodge was boring
- Nothing different happened
- The same people were there all the time
- I got tired of the ritual
- After you've seen one degree several times...

Leaders of lodges need to look at these comments in light of their own lodge and see that something is done to improve this situation. Clearly, ritual is not the problem. But Masons admit that the ritualistic work at lodge has “become the lodge” and has increased to the point where it has replaced programs that might help the lodge retain member interest and participation.

Men want to attend lodge and have fun, socialize and make new friends and connections. Long business meetings or repetitive degree work do not satisfy this member need. If the lodge can build fellowship into the meetings, there will be plenty of acceptance of the ritualistic work.

Many lodges have received permission to shorten the business meeting and eliminate the endless reporting in order to enrich the meeting.



Key Idea

During the initial six months, the lodge should endeavor to have the following occur.

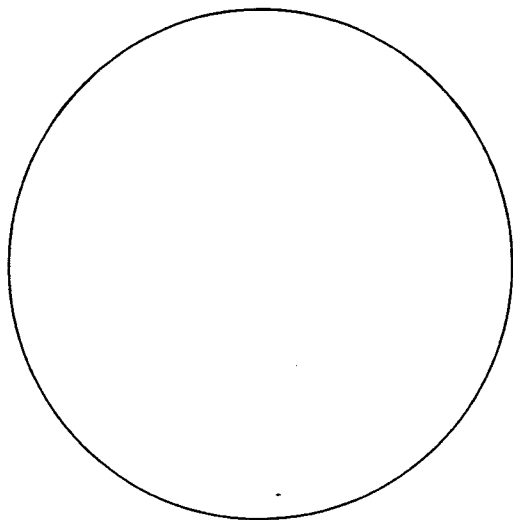
1. Offer degrees only at special meetings.
2. Develop programs that cause members to have fun.
3. Offer programs where he can bring his family or a friend.
4. Eliminate the perceptions that Masonry is filled with secrets.
5. Match promises delivered to promises made.

Try This

1. Develop a six-month score card of events offered and satisfaction received. Check this out with the new member and record your progress.
2. Complete the lodge event clock on the opposite side.

Questions:

During a typical lodge meeting – one where no degrees will be offered – graph the percent of time the lodge spends on each of the categories shown. Consider your findings by answering the two questions below. Begin your timer 30 minutes before your meeting officially begins.



Categories:

- Socializing and meeting with friends
- Opening and tiling
- Conducting the business of lodge
- Programs for members
- Guest speakers
- Closing the lodge
- Food and beverage service
- Other

1. What does your graph show that supports your intention to “delight” your members?

2. What changes in time management does your graph suggest?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



What role can mentors play?

Here is an idea you can initiate in your lodge immediately. It is simple and it works.

Identify someone in the lodge with whom the new member can become close because of similar age or interests. Ask the member to become the new member's mentor.

The purpose of the mentor is to help the new member feel at home in his lodge and to increase his levels of satisfaction. Mentors set examples for new members by being active, involved and setting high standards for fellowship and for fun. Mentors explain things that are happening in a non-threatening manner and promote the discoveries the new Mason is making.

Mentors may not understand their role without some help from you as the leader of the lodge. So give them a hand. Develop a mentor's handbook of four or five pages with the most frequently asked questions included and the most perplexing problem solutions offered.

On a football team, the starting quarterback, out of a game because of an injury or for another reason, frequently is seen carrying a clipboard, meeting with the coach and speaking with the quarterback in the game. His job is to serve as a mentor – sometimes as a coach – to help the man on the firing line do his job better. He considers himself as having done his job when his backup helps win a game.



Key Idea

Consider this. Effective mentors always increase new member satisfaction. Ask one of your regular members to accept the job as a mentor for only six months. Review your plan for mentoring with him and ask him to report occasionally on how it is going. Give lots of credit to mentors who meet their goals. They will have worked hard to achieve them.

Try This

1. Develop a list of the mentor's activities on the back of this page.
2. Develop a checklist of things you want confirmed with the new member.

Checklist

Identify the tasks you expect your mentor to
undertake with his new member. See example #1.

Date
Completed

Task 1 Pick your new member up at his home for the first
meeting and introduce him to several men his age in
the lodge. Take him back home and answer any questions
he may have.

Task 2

Task 3

Task 4

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



How do you know you're satisfying his needs?

This is an easy question. When he is present in lodge and active as a Mason. Well, there's more to it than that. But that's a start. Happy members come back to lodge and stay involved. Dissatisfied members vote with their feet!

The more difficult part of this equation is: How do you know when you are satisfying his needs when you don't know what his needs are in the first place? Too often leaders of the lodge have no idea of a man's needs. It's not on the application, it wasn't asked during the home visit and it wasn't asked when he first visited the lodge. So how's a fella' to know. You can't!

We can, and should, use your intuition and the research we have discussed earlier in this Guide. Both will be important to our understanding. The last Guide in this series addresses the topic of what to do when you're losing him, but here we are trying to be more positive.



Key Idea

When American Express discovers that your buying habits have changed and you're no longer using the card, their automated systems go into effect. Letters are sent to you. The phones ring with customer service people. New incentives show up in the form of coupons for additional savings. Rates may even go down. What do you do when you see a recent member is dissatisfied? Hopefully, you'll try the ideas below.

Try This



1. Ask for regular attendance reports for new members.
2. Check with the mentor to see what they know.
3. Ask their friends if there is something wrong.
4. Call the man at home to discuss his concerns.
5. Take corrective actions based upon what he tells you.
6. Ask him to assume a role in the lodge and become involved.

Notes:

Questions:

1. Why are your recent members leaving? Have you called them to find out why?

2. How many phone calls have you made to inactive, recent members? Do you know how positive that action can be?

3. As a lodge officer, how can you and your fellow lodge leaders increase the satisfaction of members in ways you have not tried before?

**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**



How do you handle ritual when that's not what he expected?

We've said more than once that the ritual is not the problem. But it can become the problem when it is all the lodge is doing and if it is the only exposure a new member has to a lodge. Here's a quick story of how the ritualistic work can be a problem.



Derek Grove was a young accountant working for a large firm mostly on corporate accounts. He spent most of January through May on the road with clients who demanded his time five or six days a week.

His father had been a Mason and he decided to join in December. That is when his troubles started. Almost at once he was told he would be in a school of instruction for his degree work. Sadly, there was no short version in his jurisdiction, and he was forced to learn it mouth to ear.

His travel, especially during tax season, from January through May, precluded his attending classes and he was not interested in giving up that much time anyway. Surely, there had to be a better way to do this.

It is pretty clear that Derek and Jerry Buerger and many men who are in the professions are going to need help if becoming a Mason requires long schooling, extensive memorization and a reliance on ritual.



Key Idea

Some jurisdictions solved this problem with one-day classes, reduced reliance on memorization and audiotapes and other materials to increase flexibility in learning. Others have taken special pains to really explain the ritual to the new member and to provide coaches when he is unable to give school a full effort. Regardless, ritual, which is not the problem, can become the problem if a member is too busy or uninclined to participate.

Try This

1. Try very hard to determine the new member's interest and awareness of the importance of the degree work to his becoming a member.
2. Be as flexible as you can in helping those who cannot meet the same schedule as other new candidates.
3. Be sensitive to the signals from the new member that he is not going forward.

Notes:

Questions:

1. What do you know about what other lodges are doing to improve the quality of the ritualistic work?

2. What can your lodge do to assist the new member who will have difficulty with the time required for his degree work?

3. What methods of improved instruction have you considered?

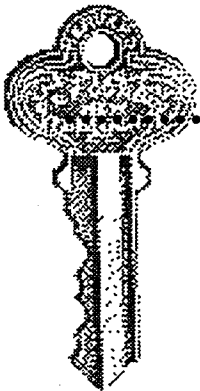
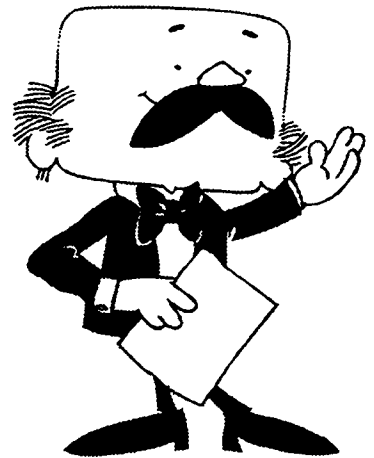
**Guide 4 How do you enroll a man as a member?
What are the critical first steps?**

Summing up

If you examine this Guide, you'll discover more than 40 different things you can do in the "Try This" section. This is added to the other things we have asked you to consider in the prior three Guides and there are two more Guides to go.

Is being a leader more work than you counted upon? Clearly, it is more than you can do alone. One of the choices leaders can make in this Guide is to put all of these activities under a team of three or four Masons with specific responsibilities for enrolling a man as a member.

Call it the Enrollment Team or whatever you like but consider asking them to complete at least these critical first steps.



- Capture a new member's needs as quickly as you can and note them on his application.
- Use the home visit to begin the enrollment process.
- Bring his wife into the picture as soon as you can.
- Remember how important time is to member satisfaction.
- Look for signs of satisfaction early and act quickly if they are missing.
- Assign a mentor to help him through the critical first six months.
- Communicate with simple thank you's as often as you can.
- Remember that as a member he too has rights.
- Take a lesson from the Big Boys on how to treat a new customer.

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How to Use this Guide

The key word is *use*. This is the fifth Guide in a Handbook with six different titles. This is a Guide complete with things for you to do and you should plan to use it up. It's like a cookbook with recipes ready for you to prepare. Here too, feel free to add your personal touch.

There's nothing in here that you can't or shouldn't try. When you complete an idea or an entire page, we encourage you to mark your answers or responses in the book. Take pages out if you want to or copy them if that's helpful. Remember to look at the back side of each activity. There's even more help there.

Above all, we've tried to make the activities important and relevant to you and to your lodge.



A word about the time it will take

At the top of each page you will find a 60-minute clock with a portion shaded. The shaded portion indicates approximately how many minutes it will take you to complete each activity including the questions on the back of each page. You'll like the fact that you can complete an important activity in a very few minutes.

Teaching as You Go

Each Guide is designed to teach you some things about your membership and your role as the leader in membership development and retention. Some things. Not everything.



There are 75+ different things in the Handbook to consider, and 12 different activities in this Guide. You should feel free to pick those you feel are most important to your situation. We've taken the time to place a square and compasses on those which we feel are very important, so you may want to consider these worth your time and effort.

On the back of the page there's room for you to make your notes and one or two questions or activities that can add to your understanding. These might be fun to tackle with your friends, with other lodge leaders or with team leaders in your lodge.



What you as the leader need to know



This idea of caring for members is very close to the ideas in the first Guide you completed. The key word here and the word that will cause you some difficulty is "care." We're not used to looking at our members as something we need to care for. Caring for a sick mother or an injured dog we understand. But caring for a member? That kind of caring just doesn't fit into the lodge picture.

So where does caring for members fit? Let's put the idea into more familiar terms. Caring for members is the same as customer relations – whoops, member relations – and it is the responsibility of the leader. Now, the leader may delegate this to others in the organization, but if you're losing members due to their dissatisfaction, then that's your problem and concern.



The need for customer care has never been greater. As men say they have less time available, and as their interest in joining becomes more difficult to determine, caring for a man who has made the decision to join is paramount. Businesses have discovered this and are approaching customers with a new urgency for quality. Customer service at Home Depot, for example, means you can not only get help with selecting your supplies, but with loading them, renting a truck and attending classes on how to install what you have just purchased. As a result, Home Depot's customers are among the most loyal and shopping there is an event.

When you're short on time, and who isn't, it's tough to consider giving more attention to a volunteer effort. But if you care about keeping your most recent members, you need to consider this your job as well.



Key Idea

Caring for your recent, active members is a winning strategy for the leader. You have already made the investment in time when he joined. The time you will spend keeping a new member satisfied is far less than the time you will spend trying to replace him with a new member.

Try This

1. Meet with the last five men who joined and ask them for feedback on their satisfaction during the joining process.
2. Develop a plan of action for the lodge to eliminate any two items that represent a serious problem in member relations.
3. Implement the plan in the lodge.

Notes:

Questions:

Caring for your members creates member loyalty. Loyal members are real assets to the lodge.

1. Identify three things you can do right away to increase the "caring" you extend your members. Do this by finishing a promise you intend to keep that begins with the following key action words.

☐ Phone

☐ Write

☐ Inquire

☐ Ask

☐ Thank

What do members say they want?



As the leader of the lodge, if you're going to care for your members, you better know where to begin and what they want. We're encouraging you to ask a lot of questions about this with each new member, but to begin the process, we're going to review what we already know.

Men who join have relatively simple needs.

- They want to meet new friends
- They want to have fun
- They want to feel proud
- They want to be well led
- They want a role for their family
- They want the lodge active in the community

In fact, they have said these things so often, we need to really listen to them and then take steps to prove we can do what we say. The best way to look at each of these needs is to use a form for each activity like the one below. There is a blank form on the back of this page. It's very simple. All you have to do is list the way you're doing each expectation today, give yourself a grade and, if the grade is below your level of satisfaction – say below a "C" – then you need to identify the corrective action. You may want to make a note of your strong "A's" as well so you can protect them.

Current member need	Grade	Proposed activity	New grade
Members want to meet new friends	c+	(your proposal)	



Key Idea

You may discover multiple problems or opportunities. The artful leader prioritizes those he wants to correct first.

Try This

Consider completing the chart on the back of this page for each of the areas of member satisfaction listed at the beginning of this page.

Activity Form

[illegible]



Who should be responsible besides the Master?



Good question! Customer relations – member relations – is the leader's job and he is responsible for the satisfaction of every member of a lodge. When a man sees a member beginning to lose interest, it is his duty to try and do something to stem the loss.

Unfortunately, we don't often know a Brother is having a problem because the man does not attend lodge and has no apparent friends in the organization.

Ideally, every lodge could appoint one member to develop a team responsible for membership development and member relations. It wouldn't be too hard to do and their tasks could be among the most enjoyable in the lodge. He'll need a team, help from the lodge Secretary and access to member records, besides that, the costs should be very minor. Their mission or charge should be:

To develop a program which identifies current levels of satisfaction among recent members and to recommend actions to achieve 100% member satisfaction.

This team should use the information developed in the prior activity as a starting point and move on from there.



Key Idea

Member satisfaction is so closely related to member needs that without a means for determining the needs of members, programs that result in satisfaction will be very illusive indeed. Remember, however, that your current active members are happy members – otherwise they would not be there.

Try This



1. Establish a lodge membership development team.
2. Identify the mission and goals for the team.
3. Develop a 90-day plan of action.
4. Implement your plan.
5. Review your progress at the end of 90 days.
6. Consider using the Action Planning Guide on the back of this page.

Action Planning Guide

Team goal

Actions planned

Complete Date

90-day progress report

Signed

Date



What role does communication play?



Effective communications are at the heart of member satisfaction. And do Masonic leaders do a good job in effective member communications? That will depend upon the Master, but as a rule, Masonic communications don't measure up to other communications received in the home.

Add to the problem of quality, the issue of frequency. It does cost money and takes time to communicate to every member. Especially when they don't respond to things you send to them. But this may be more of a problem of frequency and quality than it is a signal of their lack of interest.

Consider the trestleboard that goes to most Masonic members once each month. Usually it is a small 4" x 6" book with a cover that carries information about the upcoming meeting and Masonic events. Masons look forward to this and many read it even if they are not active. Generally speaking:

- The printing is too small
- The graphics, if there are any, are of poor quality
- The information is mostly about sick Brethren and committees
- It has very low appeal
- It's tough to find real news in some lodges



Key Idea

Masonic print communications that go into the home need to be at least as good as the other information the man receives. However, Masonic communications are frequently the poorest in quality the family receives.

Try This

1. Ask the communications department of a local college or university to assign an intern to assist you in the development of new communications using desktop publishing.
2. Begin with a simple project – like a flyer from the lodge – and progress from there.
3. Ask for a presentation to change the format of the trestleboard to a more attractive and readable format.
4. Develop a new design for the trestleboard and try it for a year.

Notes:

Questions:

1. For an example of a very attractive and readable format, consider the design and content of other newsletters or publications you receive in your home.

2. Copy a design you like. Ask members of your lodge for news. Specify the type of information or news you want to receive.

3. Ask the lodge Secretary to assist by providing newsletters he has received from other jurisdictions or from the community.



Which programs can make a difference?

We have only to listen to the reasons why men leave to discover what we should include in an effective customer-member relations program.



Men become Masons because they want to have contact and fellowship with other men.

Men become Masons because they want to belong to a prestigious organization that is well led.

Men become Masons because they want to feel good about involvement with the family and in the community.

Men become Masons to express their charitable intents.

If these ideas are true, then programs that address these needs are a first step in effective customer relations and the retention of our active members. By the same terms, we know that men who join can become inactive for clearly stated reasons as well. Here are the reasons they most typically offer:

Masonry was not what I expected.

Nothing happens in my lodge.

Meetings are long and boring.

It takes too much time.



Key Idea

Effective member relations need to consider both the positive and the negative and do something about both. The positives need to be sustained and strengthened. For every one of the points both positive and negative made on this page, an action plan needs to be developed and implemented.

Try This



Consider using the form below. A complete version with instructions is on the back of this page. Reproduce it and use it in your lodge.

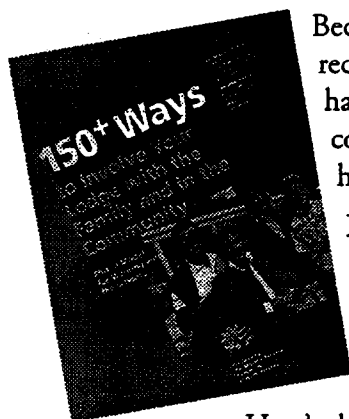
Existing Program	Current Program's Significant Weaknesses	Action Plan to Correct or Reduce	Correct by Date

Action Plan Form

Existing Program	Current Program's Significant Weaknesses	Action Plan to Correct or Reduce	Correct by Date



Why does the family play such an important role?



Because most men who become members are married, and many of the more recent members are recently married, the importance of the spouse and the family have increased in meaning. The impact of this fact is that lodges now need to consider the real partner relationship many recently married men and women have with one another and how this affects the man joining your lodge.

It is not enough to say the family is important. It will take a concentrated program to demonstrate this in terms the family will respect. The MRC's Guide, *150+ Ways to Involve Your Lodge with the Family and in the Community*, has, quite literally, 150 ways to do this. Selecting programs that are best for your members and your lodge is what leaders do.

Here's the reality of most youthful professional marriages:

- 84% of all marriages begin with both partners working
- It will take two incomes to purchase their first home
- Children in a family reduce the amount of free time by 60% or more
- Most married men have only 5 free hours a month
- Partnership agreements of some type are part of many marriages

The leader of the lodge, therefore, must realize that meetings that take up too much time, ritual work that requires long hours of school, and memorization that produces stress in the family are not going to be well received in most households.



Key Idea

Recognize that when the husband wants a night out to attend a lodge meeting, the wife may want her night out as well. This equality in time allocation will be very different from what's happening among your older members. Asking your older members to understand and make changes based upon this information will be difficult.

Try This



1. Review the first sections of *150+ Ways to Involve Your Lodge with the Family and in the Community*.
2. Identify one member to lead a team for family events planning.
3. Develop four family events to take place in one year and make a special effort to get the wives of your recent members to attend.
4. See the Family Event Planning Form on the opposite side of this page.

Family Event Planning Form

Lodge

Date

Team Leader

Overall Goal

	Action	Complete Date
Family Activity #1 Goal		
Family Activity #2 Goal		
Family Activity #3 Goal		
Family Activity #4 Goal		



Why is involvement with the schools a good idea?



You may wonder what an activity with the schools has to do with caring for members. Let's see if we can spell it out. Members want to be in a lodge involved in the community for the following reasons:

- They feel proud of the lodge's accomplishments
- They consider this their personal contribution
- Their wives "approve" of this involvement
- Their boss and co-workers approve of this involvement
- It's a good place to meet future members and make friends

There are virtually no downsides to this activity, so why not give it a chance? The answer to that question is, all too frequently, we cannot find the right role for the lodge and there are too few members to make a difference.



Key Idea

The lodge needs to partner with some other organization in order to maximize its effort in the community. This could include a volunteer fire company, another men's organization or the PTA from the local elementary school. Regardless, as the number of volunteers increase, the success rate goes up.

For a really spectacular opportunity, see the planning sheet for the School Involvement Planning Form on the reverse side of this page.

Try This



1. Study the Adopt a School Plan from the MRC's *150+ Ways to Involve Your Lodge with the Family and in the Community* or develop a plan for your own lodge with a local elementary school.
2. Consider offering the school 10 hours of volunteer time for each member of your lodge that you feel can participate.
3. Meet with the principal and the PTA and determine areas of need and lodge potential.
4. Develop a program and ask a member to chair a team for the lodge.
5. Implement your plan.

School Involvement Planning Form

A 12 MONTHLY ACTIVITY FOR THE LODGE

Lodge _____ Date _____

Team Leader _____

Overall Goal _____

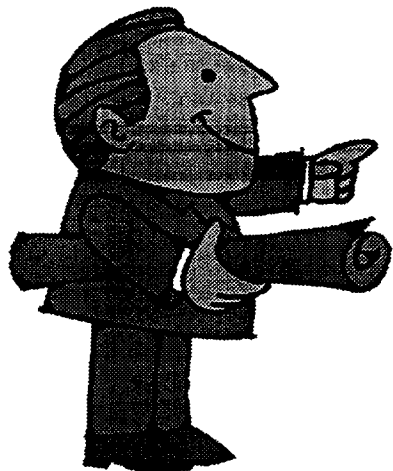
Name of Partner or School _____

Principal or Contact _____ Phone _____

Action	Start Date	End Date	Responsibility
--------	------------	----------	----------------



Case in point



Olympus Lodge #223 was struggling for a place in a community that had experienced an economic rebound after the Air Force base closed several years ago. They had turned the base into industrial parkland and businesses had flocked to the good values and great location. As a result, the town had grown and membership was actually on the increase. Many were younger men who had just moved into the community.

The leader of the lodge was at a loss on how to involve the membership in the community and give the membership something meaningful to do at the same time. One of his recent members approached him saying he was a vice principal in the local elementary school and the school needed help and asked how the lodge might assist. After listening for a while, the Master began to see that here was the perfect opportunity for the lodge to really make a difference.

He approached several of his line officers and asked their opinions. They were only slightly warm to the idea. So was the Secretary. The older guys were not excited about it either. What's going on here, he wondered? When he spoke to the younger members, men in their 30's, he was rewarded with some real interest. Was this an age thing, he wondered?

Was there really a role for the lodge in the community, and if so, would it be the kind of activity that only the younger men could enjoy? How would he find an activity that was interesting to all of the members and still have it mean something positive and right in the community?



Key Idea

Plans for the lodge's involvement in the community are just like plans for the family; not everyone will like your approach or your ideas. Still, if you can site the research as a compelling reason why the lodge needs to do this, your lodge can make real progress in this area as well.

Try This

Use the questions on the reverse side of the page to discuss the case and its relevance to the situation in your lodge.

Notes:

Questions:

1. Why would your older members be less interested in an elementary school than your younger members?
2. What benefits would your younger men get from the lodge's active involvement?
3. What difficulties might you encounter in contacting the leadership of a local school?
4. How might your success with urban and rural schools be different?



What can we learn about customer relations from Home Depot and Nordstrom?

THE HOME DEPOT *Nordstrom*

If you have ever shopped at Nordstrom or Home Depot you have a pretty good idea what customer relations and customer loyalty are all about. From the moment you walk into a Nordstrom store or into a huge Home Depot, you are amazed at the feeling of welcome you find there. These stores are very clean, well lit and professionally arranged. The man in the tuxedo at the Steinway is only one of the “make you feel welcome” techniques Nordstrom uses.

In addition:

- Every salesperson is ready to help every person
- Salespeople seem to like one another and get along
- Salespeople clearly know their stuff
- Typically the salesperson will go with you to solve a problem
- The focus on the customer is extraordinary



Nordstrom calls this “owning the customer” and they try to begin this process the very first time you enter the store. Home Depot knows that if coming to the store is an event, you’ll come back again and again. This focus on the customer is contagious, and powerful customer loyalty is the result. And the value of loyalty is immeasurable.



Key Idea

The behavior of the leader towards members is critical to customer satisfaction. The formula is simple: If customer benefits exceed customer needs, the organization creates positive member equity and considerable goodwill. By the way, the opposite is true as well. Look around you!

Try This

Imagine you are in charge of customer relations for your lodge membership. What are some right things you could do?

1. Know each member by name.
2. Have information about your member at your fingertips.
3. Call them when you have something good to offer.
4. Communicate with the family on special occasions.
5. Check frequently with members to determine your standing.
6. Never let a customer go away unhappy.

Notes:

Questions:

1. Upon what behaviors of the individual member would you base your measurement of member loyalty in a lodge?
2. What would you consider the minimal acceptable measure of customer loyalty for a lodge?
3. Where are you today in light of these standards?
4. What actions would be essential if you want to be considered as a lodge that takes care of its members.



Where does pride fit into member satisfaction?

Pride or feeling proud is the result an individual leader or member feels when a personal goal or a goal for the organization is achieved. Pride is but one of the possible feelings a member can have. If an organization has foolish practices, members can feel embarrassed or ashamed. Pride is an important member or customer satisfaction. Unless you have experienced it, you cannot imagine how proud the lodge leader will feel because the lodge developed a partnership with the school or achieved some other distinction in the community.

On the other hand, lodge leaders who do nothing for the community or family should feel that they have let the members down. More importantly, they have lost a powerful motivator for lodge attendance and participation not to mention member satisfaction.



Key Idea

The leaders of lodge have a choice to make: Do we pursue activities that create pride and thus increase member satisfaction and support, or do we continue on a path of noninvolvement and wonder where our members have gone?

Try This



When a group of Masons met not long ago with an editor for a Southwest newspaper, the editor was asked, "What one thing could Masons do that would generate instant appeal for the Fraternity?" The editor's response: "Do something positive for kids!"

Try these positive things Masons can do for kids.

1. Sponsor a sports team and become involved as volunteer coaches.
2. Work with teachers in the local elementary school as volunteer readers.
3. Promise to complete a fall or spring clean up of the school grounds.

When you have completed a major project, ask the local newspapers to carry a story about your activities and successes.

Notes:

Questions:

1. When was the last time you communicated to your members an action by the lodge that made the members feel proud?

2. Why are U.S. Marines so proud to wear the uniform? Upon what actions is their pride based?

3. Review your lodge's activities for the past 12 months or your plans for the future and identify actions that you feel when completed will result in real member pride.

What do you do with a satisfied member?



You can find the answer to this question in your own life by asking yourself, "To whom am I a good customer? Is it the local Sears store, a garage where I have my car serviced, my local church?" And then ask yourself, "How am I treated as a "special customer?" If the answer is "No differently!" then you may want to consider shopping or worshipping elsewhere.

Members who are satisfied with the programs offered by your lodge and with the quality delivery of benefits are very important assets to your lodge. As such, there are three important behaviors towards them you may want to consider:

- Recognize their contributions to the lodge in ways that are important to them. Regular thank you notes, special recognition for tasks completed, assignments to activities they enjoy, or a special recognition for his spouse will all reinforce the good feelings he has towards his membership.
- Consider making him an ambassador for the lodge responsible for working with a group of newer members to see that they have the good feelings he has towards his organization.
- Increase his satisfaction by continuing to ask about his interests and needs and make adjustments so that his involvement and his needs go hand in hand.



Key Idea

If you are an American Express cardholder, a frequent flyer or a good customer in a store, you only need to examine your monthly invoices to see how they care about your spending. Sure they want you to make more use of your card or their store, but we'd be very surprised if the incentives they stuff into your envelope don't match your typical spending patterns or the spending patterns of other folks just like you.

Try This

If you can, stop and speak with the manager or an employee at a Nordstrom or Home Depot near you. See if they will help you by answering the questions on the opposite side of this page.

Questions

1. How were you trained in good customer relations?
2. How have you personally benefited from this training?
3. How are you rewarded for your accomplishments?

Please complete the following based upon what you observed when you visited one of the stores mentioned or another store with very high levels of customer service.

**Describe the quality customer
service you observed**

**Indicate ways in which you could
adopt this in your lodge**



At \$45 a year, what can he expect?



Well, sooner or later you know we had to bring it up. We both understand that there is something downright wrong when an organization seeks so little financial support from its members. True, Masons give in many ways, and they give sums beyond their dues to the lodge and to charity. But the reality of the 21st century is that no lodge will survive on a dues structure that is based upon 1950 levels and has remained largely unchanged since.

One Mason of note said, "Why, I pay more for my paper to be delivered to my home each month than I do for my membership in the Blue Lodge for an entire year."

The basic items we purchase have accelerated by 600% since 1954. Dues that were \$35 per year should have increased by at least the rate of inflation since we need to purchase things with our dues collected. At a modest rate of change to keep pace with the annual rate of inflation, dues should have gone from \$45 in 1982 to \$125 to reflect an annual average increase of only 10% a year for the past 15 years.

Now, we know that it is difficult to go back and recapture our lost opportunities, but we need to look for ways in which we can add value to the services and satisfactions we provide members and to collect for increased satisfaction by increasing their dues modestly.



Key Idea

Masons are mostly getting *less for less*. Masonry should be a bargain because the members are really getting a bargain in much the same way they do with AAA or AARP. But the real challenge is to offer *more for less*. More value for members at less cost. This is possible when your membership is very large. Consider the benefits you get from AARP.

Try This

Imagine you could increase your dues by only \$10 next year. What value could you provide the members provided 50% of the gain were to go for a line item in your budget specifically allocated to membership development?

Use the form on the back of this page to complete your calculations and prepare your list of benefits.

Budget

Lodge Name

Number of dues paying members

a

Current dues per member

\$

b

Total *current* revenue (multiply line a by line b)

\$

c

Total *new* revenue (multiply line a by \$10)

\$

d

Total allocated to membership development
(divide line d by 2)

\$

e

Proposed Benefits to Members

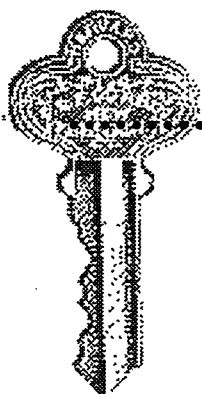
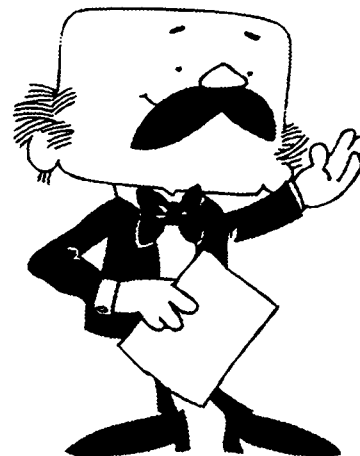
Amount Budgeted

Guide 5 How do you care for your members?

Summing up

Caring for members. What a great idea! Effective leaders spend a lot of time with their constituents, customers, members – whatever you call these most important people in your organization.

The key to making this fifth Guide work is to first understand that this is your job as the leader. Then to put into place activities and programs that make the caring process formalized in your lodge. By that, we mean that it needs to be a part of the culture of the lodge and occur automatically.



Here are the key points in this fifth Guide:

- **Membership satisfaction is another of the leader's jobs**
- **Men who join have relatively simple needs**
- **Others in the lodge can play an important role**
- **We can learn from American Express and other companies that take care of customers**
- **Effective communications is an important key – and many Masonic publications are very poor**
- **Assessing the current climate of the lodge is an important place to begin**
- **Family satisfaction can mean member satisfaction**
- **Developing a plan and budget is an important first step**
- **It costs too little to be a satisfied Mason**

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How to Use this Guide

The key word is *use*. This is the sixth Guide in a Handbook with six different titles. This is a Guide complete with things for you to do and you should plan to use it up. It's like a cookbook with recipes ready for you to prepare. Here too, feel free to add your personal touch.

There's nothing in here that you can't or shouldn't try. When you complete an idea or an entire page, we encourage you to mark your answers or responses in the book. Take pages out if you want to or copy them if that's helpful. Remember to look at the back side of each activity. There's even more help there.

Above all, we've tried to make the activities important and relevant to you and to your lodge.

A word about the time it will take



At the top of each page you will find a 60-minute clock with a portion shaded. The shaded portion indicates approximately how many minutes it will take you to complete each activity including the questions on the back of each page. You'll like the fact that you can complete an important activity in a very few minutes.

Teaching as You Go

Each Guide is designed to teach you some things about your membership and your role as the leader in membership development and retention. Some things. Not everything.

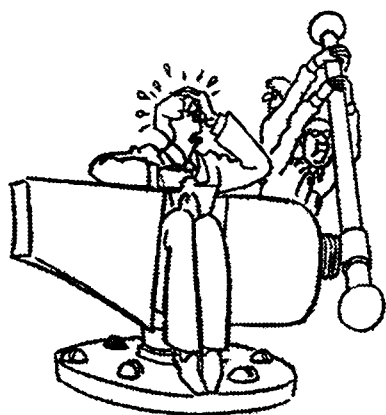


There are 75+ different things in the Handbook to consider, and 16 different activities in this Guide. You should feel free to pick those you feel are most important to your situation. We've taken the time to place a square and compasses on those which we feel are very important, so you may want to consider these worth your time and effort.

On the back of the page there's room for you to make your notes and one or two questions or activities that can add to your understanding. These might be fun to tackle with your friends, with other lodge leaders or with team leaders in your lodge.



What you as the leader need to know



If you have reviewed all of the materials in the prior five Guides, then you know that you have many different duties as the leader of your lodge or Masonic organization. You may recall in the first Guide that we said that membership development was your responsibility. In Guide 2 we said that membership satisfaction was your duty, and here in Guide 6 we're adding another important additional retention responsibility to your duty as the leader of the lodge.

Just as the manager of a store and the employees are responsible for the customers they gain, so are they responsible for the customers they lose. In some retail stores, losing a customer is a cause for dismissal. As the leader of the lodge or Masonic organization, you need to know that losing a member is your responsibility as well. It may not be your fault, but it is clearly your responsibility.

One of the right things you can do as the leader is to examine a list of those men you have "lost" over the last year or two and assess the reasons why they may have left your organization. Some answers may be simple: they moved to a different state. The more difficult findings will include that they left because Freemasonry "was not what they expected."



Key Idea

We won't make all Masons happy when we say this, but you may want to concentrate only on your recently inactive or "lost" members. After a few years of inactivity, members are in reality *lost* to the organization and the resources committed to renewing their membership could be spent more productively in gaining and retaining new members.

Try This



1. Ask your Secretary for a list of the names and phone numbers of all members who have joined over the past three years.
2. Determine which of these have become inactive.
3. If your list is not too long, contact each personally by phone and determine why their interests have waned.
4. Develop an action plan for each who gives you any sign that they might be interested in renewing their interest and becoming active once again.

[illegible]

1. How will you handle the concerns of some members if you fail to try and revive your members who have been inactive for years?

- 4



What can we learn from men we've lost?



Members who have lost interest in the Fraternity and stopped attending are powerful sources of important information you should have and use in planning for change in your lodge. Just as an employer may use an *exit interview* to ask a departing employee who quit to take a new job to find out where the company or management may have gone wrong, you can expect a departing member to give you valuable information if you will only ask.

In several jurisdictions, the leaders have done just that. The responses are so consistent that we would be foolish to say they do not apply to my lodge. The more correct response would be to say "Let's review these and see which are most applicable to our situation." Here are the facts.



Key Idea

- The vast majority (66%) indicate that Masonry was not what they expected. When asked to explain in more detail, they said they were not prepared for the initiation, it surprised them and they were uncomfortable. The initiation was very uncomfortable for many.
- They said that no one had told them what to expect and this made them uncomfortable and even embarrassed.
- To learn the ritual took too much time away from their family or job.
- The meetings they did attend were too long and boring. "Nothing happened."
- They were disappointed at the lack of effective leadership.
- Members were "cliquish" and aloof.

Try This



Before you can begin to take corrective actions, you need to get over the "shock" of reading a list of circumstances that can be very damaging to the lodge. What these members were saying is that most of the early stages of their membership were filled with negatives. Now it is true that your lodge may have handled these issues and made the appropriate changes, but if you have not, you should use this information as a place to begin your study of why men leave after joining. Consider:

1. Developing a more comprehensive explanation of the initiation and discussing it with the candidate before he experiences it.
2. Meeting with the candidate after each degree and handling his concerns at that time.
3. Asking him frequently during the first six months of his membership, "How are you doing and what questions do you have?"

Notes:

Questions:

1. Clearly, many lodges do not have these negatives and are doing many right things for their members. What are some of the right things you see happening in your lodge that helps retain members?

2. If you had a son about to join and wanted him to remain interested and active, what five steps would you consider essential for your lodge to take?



What do we do with this boredom thing?



Let's consider this one carefully because it is at the root of many of the difficulties the lodge is facing and the solution rests squarely with the leadership of the lodge.

Boredom comes from repetition and from sameness – characteristics of too many lodges in North America. Interestingly, the leaders of the lodge do not see this in the same light as the member because they are at least involved in some actions related to the lodge. Members, on the other hand, simply sit out there and take it.

The degree work, which admittedly does not occur at every meeting, even when it is done very well, becomes old hat and uninteresting to the men sitting on the sidelines. It may be interesting for those on the degree team, but for the members it is a time of sameness and some men may even doze off. The evidence is clear that it does not create sufficient appeal to keep men coming back to lodge.



Key Idea

The solution, therefore, must lie elsewhere. Here are the key ideas:

1. Every lodge meeting – special and stated – needs to be planned around an agenda that offers interest and involvement to members.
2. Good fellowship prior to the meeting is essential.
3. Programs that delight members are key to their interest.
4. Regular assessments of how well you reduce boredom help.

Try This

1. Consider any of the activities in *101+ Ways to Improve Interest and Attendance in Your Masonic Lodge*.
2. Appoint an active member to a lodge program team and work to develop a year-long agenda.
3. Test each suggested program against some quality measurement to see if it will “delight” your members.

[illegible]

1. List here the non-essential "behaviors" of your lodge that might result in bored members.

- 8



What are the telltale signs of losing interest?



You might think this is obvious, “he stops coming to meetings!” But there are some telltale signs some men display before this occurs.

Early in the process, during the time he is receiving his degrees, he will appear increasingly less attentive, resist making friends and appear removed from the process – sure signs that he is questioning what he has joined. He will be late for scheduled classes or miss more than others. He may become removed from the group and appear shy. He will show little interest in advancing to the next degree and may have to be “pushed” a bit to make the commitment. He may drop out of sight after the initial degree – then you’ll clearly see something’s wrong.

During the first several months after he has completed his degree work, he will avoid attending meetings, show no interest if he does and not volunteer for activities sponsored by the lodge. If he’s married, his wife will not make appearances at lodge events and he will not make new friends among the members. He will not respond to phone calls, answer letters and may say things to his friends about his decision to join.

After the first year, more than 80% of all new members fail to return to meetings and remain active in their lodge. 80% is a huge number and should be of concern to every Masonic leader. Something is happening that is serious and damaging to the lodge. In fact, these men are all but lost to the lodge and may never return. Think about all of the time and effort you put into locating this man and making him a Mason only for him to vote with his feet that Masonry is not for him and to disappear forever.



Key Idea

- There are right things you can and should do at each of these three stages.
- Failing to take action puts all membership development at risk.
- A man begins his dissatisfaction very early in the joining process.

Try This



1. Assign a mentor or big brother to each new member for a period of up to one year.
2. Ask each new member frequently about his continuing interest and satisfaction. Pay attention to what he tells you. Probe for additional details. Ask his wife if you’re not sure.

Notes:

Questions:

1. Why are we so concerned about our inactive members when it is so clear the lodge could never "handle" half of those inactive should they decide to return?

2. How much more important would your lodge be in your community if it could harness the volunteer efforts of 40% of the lodge members and pledged only 30 volunteer hours each for one year?



What can you learn from what the Shrine discovered?



In 1993, the Imperial Shrine wanted to find out why 22,000 members had been suspended for nonpayment of dues. This was an astounding number but “only” about 3% of the total 800,000 members. This is approximately the same percentage of decline the Blue Lodges were facing so it could be assumed that the answers to “why men were allowing themselves to be suspended” could also be applied to the Blue Lodge. The Shrine had been tempted to reduce the dues even further but the consultant recommended looking at the root causes and developing actions from there.



Key Ideas

- 40% of those called among a sample of 2,400 could not be contacted because they had moved and left no forwarding address. (Imagine American Express losing even 6,000 of its members because it had failed to keep its records current).
- 60%+ felt that the Shrine had not delivered on its promise of fun.
- 40% felt the leadership was ineffective and cliquish.
- A large number found it too difficult to get to temple, were too old or had experienced problems with their wife supporting their continued membership.
- Based upon the length of time before the suspension process was initiated, the consultant concluded that after only 5 years, most Shriners were on a pathway to suspension.

Try This



1. Contact your local Shrine temple Recorder and ask the recorder for a copy of the 1993 videotape produced by The Davis Consulting Group and Opinion Research Corporation on Suspended Shriners.
2. Use it in a planning meeting with your lodge officers and discuss its merits. The video also comes with a discussion guide. See if this is available as well.
3. Develop a list of three actions your lodge should consider as a means of stemming the types of losses you have been experiencing or losses due to situations like those facing the Shrine.

Notes:

Questions:

1. When was the last time you polled your membership to determine the accuracy of their files in the lodge's records?

2. When do you believe a new member first feels the need to stop participating and attending lodge?



What role does the costs of membership play?



Masonic leaders are often tempted to consider the costs of Masonry as a burden to joining. Among the early strategies, some leaders consider reducing the annual dues to some lower level hoping to reduce or eliminate the objections that *it costs too much to be a Mason*.

The facts, however, do not support this either among those men who are members or among those who are considering the organization. Therefore, any attempts to increase new membership and improve retention by financial methods are most likely ill advised.

The facts are that it costs less to be a Mason for a year today than it does to get your newspaper delivered to your home *for a month*! Therefore, reducing the cost is not as significant a strategy as *increasing the value* of membership.

Life memberships, so popular among some jurisdictions and in many lodges may offer what appears to be a benefit to the member, but this one-time payment often fails to take into account the costs of inflation and the increased costs of lodge operations in a declining membership.



Key Idea

The solution to declining membership, to the difficulties of locating and enrolling new members and in retaining new members once they have joined is *not related* to the costs of membership in the Masonic lodge. Look elsewhere for a strategy.

Try This



1. Review the date when invoices are sent to the home. If it's right around the holidays, consider changing the mailing date. (The bill for the Shrine dues was traditionally received either the day before or after Christmas).
2. Consider increasing the dues by adding value. (See the Case of the Considerable Lodge on the next page).
3. Do an analysis of the consequences of life membership and determine ways to cover the increased costs to the lodge over the average life of the agreement.
4. Develop a programmatic plan for the lodge and a budget and seek the support of the lodge to increase dues to support its implementation.

Notes:

Questions:

1. Imagine your dues for your lodge for a year are \$45. Not a lot in relative terms. List here other things you purchase that cost at or near the same amount.
\$ 45
\$ 45
\$ 45
\$ 45
2. Now identify the benefits you would expect to receive if the dues were increased to the following amounts:
\$ 50
\$ 75
\$100
3. How are the lists different? What would you expect happens to the value as your dues increase?



Case in point: The Case of the Considerable Lodge



Hiram Lodge #232 was looking for ways to increase membership and retain those they had. As an active lodge with some excellent youthful leaders, they had been successful in offering programs that members considered of some value. Still, the membership was neither growing as fast as they liked nor were the existing members as active as they might have been.

The leadership considered its options and decided that a bold idea they had heard about creating value at a national seminar on membership was worth considering.

As a result, the leaders viewed value as the operative word. "What can we offer a member that he considers of so much value that he will pay the amount and remain active with the lodge?" After much discussion, it was determined that the best effort was to lay out a program of events for the full year, spell them out in considerable detail and offer them to the members at a packaged price after the lodge had secured the discounts for a large group participation.

Their plans were ambitious: shopping trips to Chicago, theatre tickets, tickets to hockey and baseball games, elaborate catered meals, and the list went on and on.

The costs of dues that year was raised to cover these expenses to \$345. When members heard of the benefits, many paid the full amount immediately. Learning of the arrangements, friends of members sent in their signed petitions and joined. Wives were excited about the prospects of something happening. Events at the lodge promised to be first class.

Of course, there was grumbling among some of the older members who were not going to take advantage of the benefits of the higher dues and some arrangements were made for them. However, for a group of nearly 100 members, value for membership proved to be a winning strategy. Here's what the Master of Hiram Lodge claimed when asked about the success of the program, "We knew it was a right thing to do from the very earliest reactions. Our members wanted to be together – often with their wives – and have something happen that was first class. And they were willing to pay for the results. Is this for every lodge? Probably not. But is it right for a lodge with youthful leadership with members who like being with one another? Absolutely."

For a series of discussion questions concerning how you can use this case with your lodge planning team, see the reverse side of this case study.

Notes:

Questions:

1. What were the leaders of Lodge #232 risking by adopting this strategy?
2. If you tried this in your lodge, how would you handle the approval process?
3. Who in your lodge could help you package your ideas?
4. How do you have to handle those members who choose not to go along?

[illegible]

1. What were the leaders of Lodge #232 risking by adopting this strategy?
2. If you tried this in your lodge, how would you handle the approval process?
3. Who in your lodge could help you package your ideas?
4. How do you have to handle those members who choose not to go along?



A one-on-one and what you can learn



The most important solution to the question of “what happens if you lose him” is to take some action. Any action that shows you are interested in him as a person will be more effective than just letting him drift away. Imagine you called him on the phone. How would the conversation go?

WM: Brother Bob, this is Harold Carter, Worshipful Master of Comfort Lodge #223. How are you?

BB: I'm fine. Busy as the dickens but other than that OK.

WM: We've missed you at lodge recently and we've heard you're real busy, but I was concerned that you were not well or that there was something we might not have done to keep your interest in Masonry.

BB: No, it's just that I've been busy and not able to get out.

WM: Bob, is this a convenient time for me to ask you 2 questions about your interest and your membership? (If yes, proceed. If no, arrange a convenient call back).

BB: It's OK now. I've got a few minutes.

WM: We try to have a pretty good idea about why a man joins our organization and what he expects. Can you spend a minute or two relating to me what your expectations were when you joined and if they have changed at all since you submitted your petition?

BB: Well, I guess I joined because some of my friends were Masons and they said it was a neat organization. I didn't know much about it. My grandfather was a Mason and I thought it would be neat to meet some new guys about my age.

WM: Good. And what did you discover about the organization when you joined? That is, did it meet these expectations for meeting new friends and having some fun?

BB: Well, I've got to say that it wasn't what I expected. The initiation was pretty strange at first but my friends helped me through that. But I also found there were a lot of really old guys in the lodge and they seemed to pretty much get their way and so I'm not sure that there's as much in the lodge as I might have wanted. I know my wife won't be interested in going there with me if there are no women her age there. She'll get bored very quickly and that will be that!

WM: Yes, I can see that happening. Tell me Bob, have you made the new friends you expected to meet – men your own age and guys you could have fun with?

BB: Not really. I missed a few meetings and when I did get back half the guys I first met weren't there so I felt kind of left out. It wasn't tough, just different. And I really didn't see a lot happening in the meetings that was interesting to me. I mean why do we have that long opening, reading all of the correspondence...

See the reverse side of this page to discuss this dialogue with your planning team.

Notes:

Questions:

1. What was the attitude of the leader of Comfort Lodge to his member on the phone?

2. Why was it important for the Master to get Bob talking?

3. The Master had to make rapid decisions about the right things to offer Bob based upon what he heard Bob say. What questions were particularly effective in getting Bob to give the information?



What steps can you take when the signs first appear?



If you followed the dialogue in the last case study, then you know there are signals the members give that they're losing interest. Some people say members who are unhappy with the organization, vote with their feet. They simply don't come back. There's probably a lot of truth to this statement. Unhappy members don't support a volunteer organization. So what steps can you take if and when you learn the member is unhappy?

The right course of action for the leader of a lodge to take is to never let your customer – your member – get to the stage where he is unhappy. The other Guides in this Handbook have been directing you to take the kinds of steps to insure his satisfaction from the first time he learns about the organization so that his satisfaction is high from the very beginning. Here are six ideas you might want to try:



1. From the very beginning make sure your new member understands the organization he is joining, what Masons stand for and where he fits into the lodge he is joining.
2. Make him very comfortable with the routine of lodge, the words and grip that will be part of his recognition, the protocol of lodge and the way he addresses lodge and Grand Lodge officers.
3. Make sure he is at home and comfortable – never looking lost. Introduce him to a man his age and help him make new friends.
4. If he misses a meeting, ask a friend to call him and find out why. If he's new to the area, call him yourself.
5. Demonstrate your interest in meeting his needs by finding out what they are.
6. Ask him to help out in your lodge with something you have planned. Asking him to show an interest in the chairs may not be a right move this early in the process.



Key Idea

Even though he has joined of his own free will and accord, this does not mean we can ignore his needs. As a member he needs the nourishment of a sapling tree until his roots are fixed firm into the organization.

Try This

Consider developing a mini-action plan around any of the six points mentioned above and implementing these activities in your lodge. Use the form on the reverse side of this page.

Lodge Member Satisfaction Form

Stated Need	Lodge Mini-Action Steps
Make sure your new member understands the organization he is joining, what Masons stand for and where he fits into the lodge he is joining.	
Make him very comfortable with the routine of lodge, the words and the routine of lodge, the words and grip that will be part of his recognition, the protocol of lodge and the way he addresses lodge and Grand Lodge officers.	
Make sure he is at home and comfortable – never looking lost. Introduce him to men his age and help him make new friends.	
If he misses a meeting, ask a friend to call him and find out why. If he's new to the area, call him yourself.	
Demonstrate your interest in meeting his needs by finding out what they are.	
Ask him to help out in your lodge with something you have planned. Asking him to show an interest in the chairs may not be a right move this early in the process.	



How can we enlist others to save the man?



There are probably only three people who can effectively make a difference with a man who has begun to lose interest in the Craft. In reality, none of them will be really effective if the man has decided he doesn't want to be a member.



Let's begin with who can make the most immediate difference. **You.** As the leader of the lodge, you have the ability to make his membership meaningful, interesting and exciting. You and your members working together can overcome almost any objection. If he is moving, working the night shift, totally without resources or other conditions, you probably will need to consider other arrangements. But if he is too lazy or too bored, you can overcome these objections. This Handbook is filled with the "how's" to do this.



His **friends** can make a difference. His recommender, his buddies, those he has met since he joined and others with whom he is close in the lodge can take him aside and be helpful in resolving his concerns. It may be as simple as needing a ride or help explaining the organization to his wife and family.

His **family**: wife, children, father, mother and relatives who understand the organization and support his involvement can answer his questions and support and encourage his involvement.



Key Idea

The important consideration is that his continued interest and involvement needs to be "of his own free will and accord." Just as it was when he joined. Pressuring a man to come back to lodge or asking others to bring pressure will not be as effective as learning of his concerns and needs and taking actions to increase his satisfaction.

Try This

1. Try to determine the single most important reason for his loss of interest and activity.
2. Speak with a close friend or his wife to see where you may have missed an opportunity you can still salvage.
3. If you don't know where to begin, consider saying to this member, "Look, it seems we may not have handled your membership well up to this point. What is there that I can do personally that will make a difference in your decision to leave."

2. If this has happened to you with some other organization in the past, what tactics were especially helpful in getting your interest or attention rekindled?

1. What is there about the importance of personal contact between you and a "lost" member that can make a difference? When has this happened to you in the past?

Questions:

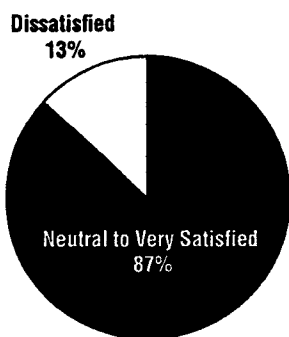
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Notes:



What do Masons say is the problem?

Interestingly enough, all the “wrong” things. When 1,000 Masons were surveyed about their attendance and what’s right and wrong with the Fraternity, the results were surprising and disappointing.



As the chart to the left shows, 87% of the members surveyed said they were neutral to very satisfied. Only 13% said they were very dissatisfied. Recall as well, that 89% had not attended lodge in three years. So it is very likely that the researchers speaking at random to only 1,000 men never spoke to an active Mason and most certainly never to a lodge officer.

When asked why they did not attend their lodge more regularly, most of the answers as seen in the chart below related to too little time. Note, however, that there were reasons other than time and in areas where the leader of a lodge can make a difference. According to research conducted for the MSA, members said they did not attend because:



Not enough time	75%
Too busy at work	72%
Too busy at home	71%
Little happens in lodge	62%
Little accomplished at meetings	55%
Leadership ineffective at meetings	52%
Can obtain benefits without attending	48%
Too much emphasis on ritual and memorization . .	40%



Key Idea

- While time is most often stated as a reason, dissatisfaction also stems from things the leader can control.
- Even though Masons could find fault with their lodge, most said they were very satisfied and had no interest in change.
- Masons appeared to be uneasy or ashamed that they belonged to an organization and did not support it with their attendance.

Try This

1. Locate and study the Masonic Renewal Task Force’s *Phase I and Phase II Research on Attitudes of Masons toward Freemasonry*. (See bibliography)

2. List your most successful here.

1. Consider this, a prospect for your lodge has just indicated that he is not joining because he is too busy. Develop five different responses to the "too busy" response and check them out.

Questions:

[illegible]

Notes:



What happens to members from the one-day classes?



It is clear that the one-day classes have become popular for two reasons. First, it typically shortens the amount of time it takes to become a Mason and eliminates the objection "It takes too much time." Secondly, it reduces the amount of memorization that is required before he can become an active member.

This latest way of dealing with membership development is not without risks. There are three:

1. Many jurisdictions do not do a very good job of informing the lodge of the new member they will be "receiving" and many of the lodges are unprepared and ill equipped to handle the influx of several new members at one time.
2. A number of older members resent the "short cut" these members are receiving and consider them second-class members and treat them accordingly.
3. The new member is not fully enrolled in his new organization. He is still just a number, and men have dropped out after their degrees because nothing happened and they were ill at ease as to what they had joined and become.



Key Idea

- Men who become members via the one-day class save time but become less enrolled in the Craft and hence are more likely to leave early or become inactive.
- One-day classes enable men with busy schedules to become Masons but they do so without the education and enrollment they require.

Try This



1. Develop a special kit for the member who enrolls via the one-day class. Send it to him at his home.
2. Host a special lodge orientation for members from the one-day class in the lodge with their families.
3. Follow more closely the activities and participation of members from one-day classes and be prepared to move more quickly on the first signs of dissatisfaction or loss of interest.

2. What existing publications would be helpful for the newest members?

1. If you were to construct a special kit for your members who join through a one-day class, what would you include in the contents and why would each element be helpful?

Questions:

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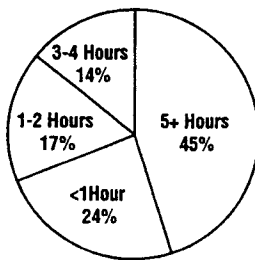
Notes:



Taking a look at the time it takes to be a Mason

It is no secret we live in very interesting times. We also live in very busy times. The average family has less and less time for leisure activities and even the amount of quality time a man and wife can spend together has decreased.

We have all heard Masons say "If they want to find the time they will!" And, to a degree, they're probably correct. But it is no secret that in more and more households both parents work and the length of their busy workday has been extended by more than 90 minutes from what it was only a decade ago. Drive time, car pools, day care centers for children have all extended the day well beyond the traditional 9 to 5 of yesteryear.



So when a man says he has only 5 hours a month or less to give to any organization he may join, we need to listen to this data even if we know he will make more time if he is satisfied. We can also take some other steps. A Mason working on the busy East coast cannot make a meeting that starts at 6pm. He's still on the turnpike and hasn't even arrived home yet.

Interestingly, the men in lodge who could consider changing the starting time for the meeting are mostly retired and can see no reason why he can't make the time when they can.



Key Idea

Among men under the age of 40 who were polled about their reasons for not being interested in joining any organization (including Freemasonry) their responses were amazingly revealing.

31% said they were too busy overall

14% said they were just not interested

10% said they were too busy at work

13% said they were too busy with family and other activities

68% of the reasons for not being interested were time related

Try This

1. Do an audit of how your lodge uses (and wastes time).
2. Take actions to reduce the amount of time it takes.
3. Go back and reread the case of Jerry Buerger in Guide 4 and his need for quality time.

3. Can you develop a way in which a man who actually has five hours or less can be an active Mason?

2. What type of member can we develop if he has only five hours a month to give?

1. No one has many extra hours to waste, why is it then that we always use time as a reason for not getting things done?

Questions:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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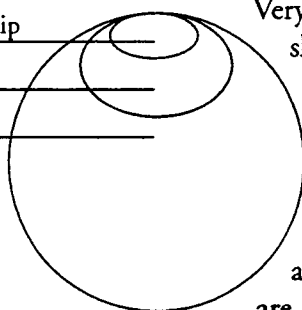


How do you handle members you haven't seen for years?

Lodge Leadership

15% Active

85% Inactive



Very carefully! Remember the joke about where does the 1,000-pound gorilla sleep? Anywhere he wants to. Look at the graphic to the left. It is a circle that represents all of the members of a typical lodge of 300 men. The next smaller circle is those men who are active – usually about 15%. The smallest circle represents those in the leadership. Among the larger circle there are members who have not attended lodge for years together with the recent members. Men who joined but became inactive only recently are most likely to be attracted back to the lodge. **Do you know who they are in your lodge?**



As the leader of your lodge, you have two fundamental choices if you want to attract men who have been inactive. First, you can try to reach everyone. Second, you can try to reach only those who are recently inactive.



Key Idea

From nearly every perspective, striving for the recently inactive – those who have been members three to five years or less – makes the most sense. The others, those who have been inactive for years, have been uninvolved with the organization for so long regaining their interest, while possible, would not be as an effective use of your scarce resources as either striving for the more recently inactive or, more correctly rebuilding with new members. As the leader, this may be one of the more difficult right decisions you will have to make.

Try This

1. Ask the lodge Secretary for a list of men who have joined in the last three to five years together with their names and phone numbers and their recommender.
2. Determine which are still active in the lodge.
3. Develop a phone team of active interested members and call each of those on the list who is inactive.
4. Invite them to a special meeting or dinner not necessarily in the lodge.
5. Discuss what it would take to get them interested in lodge and make notes of their responses.
6. Ask the group to meet you before and after the regular meeting.
7. Plan a special meeting, reintroduce your members and begin from there.

3. What is there about lodge that the active membership really enjoys and why is this a problem given your new focus on membership development?

2. If you heard from senior members that they were being left out, how would you counter this argument?

1. This strategy of selecting only the youthful, more recent members is difficult to sell to some older Masons who think we mean to leave older Masons out. How would this strategy be viewed in your lodge?

Questions:

[illegible]

Notes:

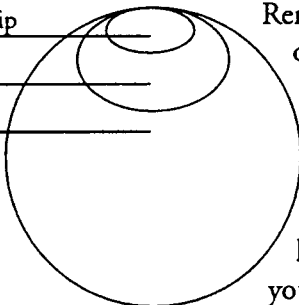


What can we learn from Sears that helps?

Lodge Leadership

15% Active

85% Inactive



Remember, we're looking at membership retention from the leader's point of view. That is, we're asking each of you to determine what are the right choices you can make with regard to retaining your members?

In the exercise you have just reviewed, we showed you a typical lodge made up of active and inactive members. We then asked you to remember that about 90% of the members of this lodge – and many lodges – have not been to lodge for three or more years. We then asked you what actions you might recommend.

Sears was facing a similar circumstance in the mid 80's when their stores were losing customers and the company was on the verge of going under. Sears examined its current customers – mostly men in their 50's – only to discover that most had not been in a Sears store for years and had decided to shop elsewhere. After many hours of discussion, Sears leadership made the difficult decision to not pursue its older, dissatisfied customers and to turn instead to more youthful men and especially women and invite them to, "Come see the softer side of Sears." Sears also reviewed the financial and marketing base for each of its stores and almost immediately closed several hundred.



Key Idea

It may be a tough decision, but as the leader of your lodge, you should consider rebuilding your lodge from men who are not yet Masons rather than trying to awaken and enroll those members who have left the lodge and not returned. This seems "Un-American" to many Masons, but logic dictates that it will be easier and more productive to work with men who have not lost interest and build your membership from there than to go to the inactive and dissatisfied and enroll them again.

Try This

1. Before you recommend this decision, spend some time with your membership rolls and your lodge Secretary.
2. Determine just how much difficulty you might have working with your inactive members.
3. Analyze the current interest of your recent members and compare your findings.
4. Interview your recent members and several inactive members at random. Compare your notes on the reactions of each and make your recommendations based upon your findings.

2. If you could develop this strategy, you would hear from some members that this was “unfair” to the older members. Can you develop reasons why this is, in fact, not unfair to them but strategically right for the lodge?

1. Why is this a particularly difficult decision for most lodge leaders to even consider?

Questions:

1

Notes:



How do members you lose create bad will?



You've heard the saying, "Make one customer happy and he'll tell someone about his satisfaction. Make one customer unhappy and he'll tell ten others about how he was treated."

When we lose a member because he did not get from his Fraternity what he expected, we cannot expect him to go silently into the night. Most often he is quite vocal about how he was treated, what he discovered, how bored he might have been or any of a number of reasons that suits his purpose of sounding off.

Masonry can ill afford to have men on the street saying things about how they were treated in a community where we need all of the help we can get. The result is bad will and bad impressions.



Key Idea

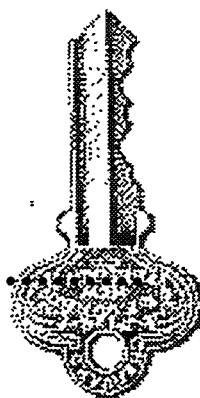
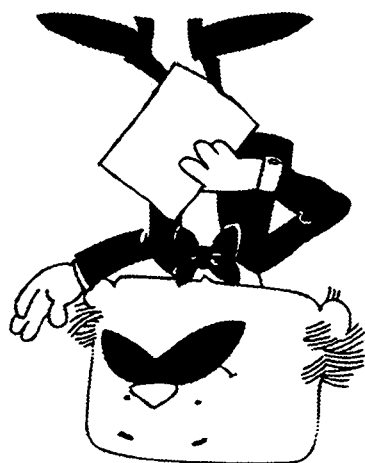
So, if a man is leaving for some reason and you do not feel you can help him change his mind and stay, at a minimum you should contact him and make his last impressions as favorable as possible.

Try This

1. Contact every man you hear is leaving or who has given notice that he intends to demit.
2. Use the time you have him on the phone to learn as much as you can about why he is leaving and what the leadership of the lodge could have done to change his mind.
3. Always leave the door open and invite him to return if he changes his mind.

Summing up

It may sound negative to end this Handbook with a section on losing members. But every enterprise that has members or customers has to have a contingency plan to handle those situations when a customer or member no longer appears satisfied and supportive of the enterprise. With the activities in Guide 6, we have offered leaders of Masonic lodges the following key ideas and suggestions:



- As the leader of a Masonic organization, membership retention is your responsibility.
- Members who leave the organization can provide valuable insights into the reasons why the organization is not fulfilling the expectations.
- Boredom and "sameness" are critical concerns in many lodges and the leader has to take action to eliminate both.
- The effective leader can tell when a member is not satisfied by observing his behavior – principally his attendance and aloofness.
- The Imperial Shrine has research that clearly defines reasons why men become dissatisfied and fail to renew their membership.
- Cost of membership – particularly the annual dues – is not in and of itself reason for most men to desert.
- The effective leader can learn a great deal by having a one-on-one with his members.
- Taking actions when the first signs of dissatisfaction appear is critical to changing his direction.
- Other members should be asked to solve retention issues.
- Phase II research completed by the Masonic Renewal Task Force gives vital information about why men are not happy with their membership.
- One-day classes present opportunities and challenges.
- Time plays a critical role in member satisfaction and interest.
- Members who have been inactive for years should be approached very carefully.
- We can learn about members by watching how businesses handle customers.
- Lost members can create significant bad will.

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