



LEADERSHIP DEVELOPMENT COURSE

Grand Lodge Committee on Leadership Services F. & A. M. New York

MOTIVATIONAL SKILLS AND TEAM BUILDING

There are a variety of skills necessary for a leader to possess and use in order to provide the impetus for others to want to perform a task. The leader cannot make a person do a certain job, but can provide the proper environment so that the person will want to perform in the manner the leader envisions. The objective is to achieve the desired results.

When building a team to accomplish specific goals, it is extremely important for the team leader to obtain from the team members a willingness to meet the goals accepted or developed. An effective team leader is efficient, open minded, enthusiastic and people oriented. The skills needed by the team leader to accomplish the team goals are:

1. **Ask for performance.** Describe how the job needs to be done. Then ask the person to do it that way. Get a commitment from the person to do the job until the expected results are obtained.
2. **Use personalized reinforcement.** Never take anyone or any work done for granted. Thank the people for doing the job. Praise them for each time they accomplish a milestone. In order to personalize your comments to the individual, it requires that you find out what works with each person. What works for one may not work with another.
3. **Build relationships.** You should develop a rapport with each person on your team. You should treat everyone with respect. Trust each person's instincts to do the job. Maintain communication with each individual and with the team.
4. **Understand their point of view.** Make a habit of listening to their ideas and asking their opinions before giving directions or offering advice. When you listen with an open mind, people are more likely to cooperate and act as a team.
5. **Model what you want.** Meet the goals you've set by using your time efficiently and with the same urgency you would expect of those on your team. Show everyone on your team, by your actions, that the job really does matter, that quality results are important and the deadlines are real.
6. **Expect and accept good performance.** Demonstrate that the standards set are important to the individual, the team and to yourself. Help individuals, through friendly and constructive counseling, to seek excellence. Remember, "It is better to aim for 'Excellent' and hit 'Good' than to aim for 'Good' and hit 'Average.'"
7. **Inspire a Shared Vision.** What you want to achieve must be communicated to each member of the team in a clear manner. Each person has to understand the vision and be willing to persist in achieving the goal.



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8. **Empower the members.** Give the members of the team important work on critical issues, provide discretion and autonomy over their tasks and resources while giving visibility and recognition for their efforts. This process creates a sense of ownership by integrating responsibility and pride.
9. **Keep everyone informed.** The more the members know about what is going on in the organization the more they will extend themselves to take responsibility. Armed with information, the member's creative energies can be harnessed to achieve extraordinary results.
10. **Be Persistent and Realistic.** Set realistic goals and see them through to completion. Be able to recognize real and imaginary obstacles and develop solutions to get past them. Help others to overcome their obstacles. Know that patience is vital in persistence.
11. **Have a Sense of Humor.** Have fun and turn routine tasks into enjoyable experiences. Help others to keep everything in a proper perspective. Be self-accepting and laugh at yourself when necessary. Remember " If you take yourself too seriously, no one else will."
12. **Be Ethical.** Have a sense of fairness and justice when dealing with team members. Value the rights of others and respect the rights and values of your team members. Be loyal and conscientious in your work while expecting the same from others.

Planning and Goal Setting -

Effective planning and work coordination can provide tremendous benefits for you and your team. People are most effective and become truly empowered when objectives are clearly defined. Alternatives and risks should also be considered as part of the planning process.

Therefore, the first step in the planning process is to develop clearly defined goals. Clearly defined goals provide a focus for everyone on the team and give the members a purpose, direction and a sense of confidence in the team. These goals allow for the team members to make decisions and remain on course based on the tasks each must perform to achieve the steps leading to the goal. Plan small wins that promote consistent progress and build commitment.

It is important to recognize that the team has to turn general goals into reasonable, clearly measurable objectives. The team needs to be able to quantify and qualify each objective within the scope and capability of the team.



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Typical goals for a Masonic lodge may be to increase attendance, increase membership, promote family involvement, provide community service, etc. None of these goals can be achieved unless there is specific emphasis on making and training Freemasons to understand the **POWER OF THE CRAFT**. Perhaps the first goal should be to Educate, Inspire, Excite, Interest and turn On the membership about the **POWER OF FREEMASONRY**. From that point on all else will fall into place.

There are three specific measures that can be applied for measuring the objective. Each goal or objective can be measured in terms of quantity, time and qualifying statements. Most understand quality and time. Qualifying statements apply to any specific set of conditions that may affect achieving the objective. Only when the objectives of each goal are clearly defined in terms of quantity, time and qualifying statements will there be sufficient information to know if the team achieved them.

Planning Process:

- * Determine purpose.
- * Establish a clear goal.
- * Obtain information
- * Analyze all factors.
- * Formulate assumptions.
- * Write the Plan.
- * Assign Responsibilities.
- * Determine budget.
- * Establish the timetable.
- * Establish measurement criteria.
- * Review Progress.
- * Resolve problems and make corrections.
- * Review the Plan and make necessary changes.
- * Review, Review and Review until goals are met.



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When planning keep in mind that your planning should be driven by your values and vision, not by technique. Involve in the planning process as many as you can of the people who will be involved in implementing the plan. Always remember that empowerment and commitment are increased through choice and being involved in the planning process increases people's discretion over what they do. Break the plan into manageable chunks, naming events and milestones. Get the team members to visualize the events, milestones, tasks and objectives needed in order to reach the goal and their subsequent success as a team.

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The Bennis book is terrific and is a must reading for anyone who desires to undertake a leadership role.