Planning
More Member
Interest and
Participation
PLANNING . . .

A "ROUND ROBIN" TRAVEL ENTERTAINMENT

*How the Presiding Officer can keep her officers in touch with each other throughout the summer months.*

From the time the Presiding Officer is installed until her efforts are interrupted by the summer recess, she constantly works towards achieving a sense of unity and oneness among her officers. This unified feeling that exists among a group of officers is what lifts the work of the Lodge out of the classification of perfunctory performance and into the realm of meaningful interpretation. It is this esprit de corps that contributes in a significant manner to the conferring of degrees in a vital and rewarding fashion.

Many of the Presiding Officers wonder what will happen to this very fine relationship if it is not nurtured with the genuine warmth and interest necessary to the maintaining of any real and lasting friendship. But there are ways of keeping the mutual interests alive and vibrant through the period when there are no regularly scheduled meetings.

We are all familiar with the old saying that all work and no play makes Jack a dull boy. Our lodge members have a pretty clear picture of what the Jacks and Jills who are our officers are like at the work of their various offices but few of them have a picture of what they are like at play. If the lodge members see only one side of the picture they may conclude that our Jacks and Jills are dull boys and girls. Nothing could be further from the truth, for usually our Jacks and Jills are those energetic well-rounded individuals who have many interests, consuming hobbies, and numerous friends and acquaintances. By
acquainting the Lodge at large with the face on the other side of the coin, you will strengthen the feeling of close association with which your membership regards its officers.

Of course, there are many things which one may do to accomplish this purpose, but one of the most practical and interesting of these is to have a Round Robin. At your last meeting with your officers, explain the Round Robin. The Presiding Officer writes a brief note to one of her officers who is going on her vacation early. She asks her to write a brief account of her trip and mail it to the next officer on the list. Each officer is asked to dash off a few comments about the summer's activities and mail the whole letter to the next officer on the list. The last officer adding her remarks mails the completed report of activity to the Presiding Officer.

At your first get-together in the fall, the hum of conversation will amaze you. Instead of the stiff, and frigid atmosphere of a group of people who don't know what to say to each other, you will hear such remarks as, "How did you like this place or that place?". Or, "Did you by any chance get to have dinner at So and So's?". Or, "How is the new addition to the house coming along? Did you and Fred really do that all by yourselves?".

When the Lodge convenes in the fall, keep the ball rolling. At one of your early fellowship periods, you might like to read some especially amusing anecdotes, and then start on the Lodge itself. Remember that most people who have had a delightful trip or some other satisfying summer experience are really very anxious to "tell the world about it." Remember, also, that they seldom get the chance. Speak to some of your members ahead of time and ask them if they would contribute to the evening's entertainment in this fashion.
A little ingenuity on your part can really turn the summer's activities into a fun for all affair. If you have a potential master of ceremonies among your members, let him be the Ed Sullivan or Walter Winchell of the evening. If the Ed Sullivan personality appeals to you, introductions may be made in his personalized style. "Ladies and gentlemen, tonight, in our audience, we have with us that noted traveler and lecturer, Brother (or Sister) Jones who has just returned from a first hand tour of the intimidating depths of the Grand Canyon. Brother Jones, will you give us a few highlights of your adventures?". Or, if you think the Winchell approach would be more fun, try introductions like, "Flash—flash—flash, and now we turn to the eminent politician, that man of affairs, the local statesman of stature, who will give us the inside report on the United States Capitol Building in Washington."

If the Presiding Officer and her Master of Ceremonies get together and plan introductions that are humorous and all in the spirit of good fun, you can count on a social period that will appeal to nearly every one.

Before the meeting starts, if you find a group of your sideliners sitting side by side in stony silence, recognize it as an excellent opportunity to give them a preview of the evening's activities and a conversation starter as well. Give them your Round Robin to share and they will have something of interest to talk over in a matter of minutes.
PLANNING . . .

A "SPARE-TIME" DISPLAY

Developing short-range interests of your members into long-range projects.

A knowledge of what the members do in their spare time can be very valuable information to the presiding officer. Through the using of this information to advantage, the officer may accomplish some very gratifying results.

For example, the area just outside the lodge room is often bare and uninteresting. This is an excellent spot in which to display the spare time accomplishments of the members and at the same time add to the attractiveness of the entrance area. Perhaps, in order to start this nice custom, the presiding officer might invite someone who she knows has completed many nice pieces of needlework, such as lace table cloths, crocheted dolls, linens or laces, to provide the first display. After the first display has been made, the officer will be advised of other members who are proficient in China Painting, Pottery, Ceramics and numerous commercial craft hobbies.

Not only does this display highlight the entrance, but it also provides an excellent conversation piece. Members who otherwise would find no occasion to become acquainted have a ready-made opportunity to serve as a starting point for a conversation. This, then, furnishes an excellent impetus to the promotion of friendships among members who find that they share common interests outside of the chapter room.

In addition to this, the spare time activities of the members, when given a place of distinction such as this, provide an excellent means of including increased numbers of members in
active participation. It is a way in which more members can make a worthwhile contribution in a very nice way. It helps to re-establish the sense of "belonging" and the sense of the "appreciation for the individual" which characterizes our endeavors.

Properly handled, the display table may result in special interests in other respects. Possibly, should several members have a particular interest in crocheting, they may be prevailed upon to make a very nice cloth to augment the chapter's "tea" or "party" service. The alert officer will make the most of opportunities to turn short range interests into long range projects.

Even should no such long range project develop immediately, the Spare Time Display will certainly add to the interest of the entrance area, include more members in active participation, and give the members of the chapter a new awareness of each other.
PLANNING . . .

A TIME PLEDGE CARD

The presiding officer is constantly harassed by trying to locate someone to give his or her time so that necessary activities may be gracefully accomplished. The Time Pledge card system provides the presiding officer with a reservoir of members who have pledged time in which they will serve.

Just before the sunshine collection is taken Time Pledge cards are distributed quietly by the officers in the North and the South. The presiding officer asks if, while she holds a sand glass timer high enough for all to see, the members will maintain complete and absolute silence. This seems like an incredibly long time. "Although it was just a minute, and really not very long, many things could have been accomplished/" There will be scarcely a member present who will admit that he or she cannot afford one minute a day for service to the Order. Ask the members to sign the pledge cards and deposit them in the collection basket.

TIME PLEDGE CARD
I hereby pledge one (1) minute per day for a period not to exceed two (2) months to serve my lodge. This time may be redeemed for any lodge activity by the presiding officer. Should circumstances prevent the fulfillment of my contract, I assume the responsibility to locate a substitute.
Signed __________________________
Phone ______________________
PLANNING . . .

TO HAVE A FRIENDLIER ATMOSPHERE

A helpful suggestion for aiding the passive sideliner who does not seem to respond to the ordinary friendly gestures.

In our work we do make a constant and conscientious effort to be genuinely friendly as individuals and as a group. However, we sometimes are baffled by the sight of some of our members who seem somehow alone, apart from the group, and distant.

With these individuals it is sometimes easy to shrug the shoulders with a feeling of, "Well, so-and-so is really hard to get to know." Those, however, who are constant observers of human nature, those who really want to befriend the friendless are somehow still uneasy in the presence of these unreachable individuals.

What can you do with a member who constantly attends the lodge meetings and resists all the usual friendly overtures? You can begin by recognizing the fact that this member is publicly announcing her need for friendship and genuine good fellowship by just sitting on the sidelines. When all your best "conversation starters" fall flat and your most enthusiastic energizers are met with a non-committal acknowledgment, you can use your X-ray vision.

You can look behind the icy, reserved, sometimes formidable front, and see that somehow, for some reason, perhaps even a tragic one, your fellow member cannot respond to your gestures in like kind. You might try assigning one of your understanding members to be a silent partner for this member.
Perhaps, just the comforting knowledge that someone noticed her will do the trick. But, don't give up with just one try. Line up your friends and past officers and continue the treatment. Sooner or later, your warm hearted generosity will prove to the member that every member of the group is an important and needed link in our truly radiating friendship circle.
TO CONTACT ABSENT MEMBERS

Presiding Officer must constantly strive for increased attendance through persistence and novel devices.

The Presiding Officer must make a constant effort to keep her attendance at a high level. If one project to increase attendance does not have the desired results, perhaps another will. One thing you can do is to send the "Sorry to Have Missed You" card or letter.

First list your roster of members on ruled and columned paper and make yourself an attendance sheet. Check your register against the roster. When the member misses two successive meetings, it's time to do something. Spend a little time before you begin your year, or find a few minutes if your year has already begun and prepare several card ideas. Designate the cards as Set 1 or Set 2. When you send out one, mark it in the space opposite the name and you will avoid duplication if you need to send a card to the same member twice.

SAMPLE FOR CARD 1

Looked all over, high and low,
Couldn't see you anywhere at all
Just wanted you to really know
We missed YOU at the Masonic hall.

SAMPLE FOR CARD 2

We hope that you're not sick
Or burdened with some care  
We hope at our next meeting  
We'll find you seated there.

If this fails, then you may like to try another postal reminder idea. Cut a yellow basket using light weight construction paper. Place your pattern on the fold so that you can really insert a little note or card. Decorate it with a gummed seal of the lodge.

A-tisket-a-tasket  
Inside this yellow basket  
Is a message for our sister  
'Cause, really we "mister"!

Next meeting date ________________________
Time ________________________
Place _________________________________

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RECOGNITION OF EACH YEAR'S INITIATES

The officer is often perplexed with the problem of "How to Get Inactive Members Active." Try turning back the clock as a device to interest the inactive group.

Put the spotlight on the members who were initiated in any given year, for example, 1945. Invite those who were initiated during this year by telephone. Provide a seat of honor for them in the lodge room. You can do this by roping off a group of seats and marking the section with a large "1945" placard. If you start with the candidates of ten years ago, you can feature the candidates of one of the preceding years once a month throughout your term.

If you wish, furnish "1945" name tags for the rest of the members. During the course of the meeting, describe the status of the lodge this year, how many members the lodge had at the time and what the outstanding contribution of the fraternal year was. Then, list the service of the 1945 initiates, how many Presiding Officers came from the group, how many other offices were filled by this group of candidates, and what Grand office honors came to the lodge through the service of these members.

This will give you an opportunity to give recognition to many who may have thought that their past services had been forgotten. This will prove to other members that their attendance is particularly important and that opportunities for service and active participation still await the willing member.
(The very small lodge may wish to turn the spotlight on the initiates of several years in order to have a large group of members.)
PLANNING . . .

THE STIMULATING VALUES OF A STUDY CLUB

*Helping guide the growth of a study club can be a challenging situation to the alert Presiding Officer.*

One of the responsibilities of the Presiding Officer is to participate in and stimulate the activities of the study club associated with her lodge. On the surface, this may appear to be a very simple undertaking, but some thoughtful consideration may prove that this phase of the Presiding Officer's activities may be one of her most exacting and demanding efforts.

To begin with, study clubs usually have a solid core of very serious biblical students who serve as the impelling and sustaining force of the group. They have more than just a casual interest in the original material from which each of the ritualistic lessons were extracted.

As a matter of fact, the Presiding Officer whose breadth of interest has outstripped the depth of her research may, on occasion, find herself completely nonplussed by the intricacies of the involvement of the various members. Over a period of years, these faithful and conscientious members may have amassed a volume of knowledge that is genuinely astounding. Should the Presiding Officer find that she is a rank amateur in some phases of the serious study of the lessons, she would do well to listen and learn and contribute positively whenever possible. To attempt to assume the reign of leadership in this group would surely be unthinkable. The Presiding Officer who has evaluated herself honestly and accepted the honor of the highest office without feeling compelled to be the highest
authority on every issue will be completely at ease in this situation.

On the other hand, the Presiding Officer may find that she has a study group composed of interested, even intense, students who realize that there is much to learn but have not the slightest idea of how to go about learning it. As a result, this type of group may find itself completely bogged down and wasting many precious hours of discussion time in very ordinary arguments over differences of opinion. The Presiding Officer who finds herself in this type of group will find that she has an immensely rewarding but difficult responsibility.

To begin with, many very fine books on the lore of our lodge work are available. These, of course, will help. But, when all of the obvious avenues of exploration have been exhausted, what then? This is the point at which the Presiding Officer will endeavor to direct the efforts of the group into more stimulating directions.

The Presiding Officer might like to begin by suggesting that the story of Adah is not the only lesson in which a veil figures prominently. In the book of Ruth, Boaz asked Ruth to hold out the veil she was wearing that he might pour some grain into it. Some of you may have noticed that this veil is referred to as a mantle in the Revised Standard Version of the Bible. The question is obvious. Does the veil in the story of Adah signify the same thing that the veil in the story of Ruth signifies?

The Presiding Officer who is striving to stimulate the group into a more rewarding type of exploration should by no means answer the question for the group. With astute questioning she may be able to help the members to clarify their thinking on
this question in such a way that they will be able to work on the question in the time that elapses before the next scheduled meeting of the group.

The investigations of the group will bring about some important understandings. First, the group will realize that the veil worn by Adah was doubtless of a sheer material as it was worn over the face. It would hardly serve as a container for a quantity of several measures of hard kernels of grain. Secondly, the veil as it is used in the story of Adah, is representative of something tremendously important in our lives as well as in that of Adah's. The veil represents a barrier, any barrier, material or spiritual, which prevents the individual from a true understanding of God. Further the veil in the first of our lessons connotes to some extent the modesty and innocence of a pure, innocent young girl.

However, the veil in the Story of Ruth represents none of these things. Rather it points the way to a closer scrutiny of what is known of the wearing apparel of women of this era. To help the student in this regard, in addition to what archeologists have detailed for us, one may observe segments of the world's civilization which today closely parallel the cultural level achieved by the Hebrews and other groups of Ruth's era.

Today certain tribal groups live socially and economically much as did Ruth and her contemporaries. While the thoughtful investigator may earnestly long for a steadily improving standard of living for these peoples, he will also recognize the fact that their way of life has brought reality and comprehension to some things which might otherwise have remained obscure. It was the custom in some eastern and Asiatic countries for individuals to wear a veil or mantle which was five or six yards long and about one to three yards wide.
This lengthy garment served as protection from blazing mid-day sun and the penetrating cold of mountain and desert nights. Frequently this veil was used as an ever-present container for transporting goods and possessions of a great variety. Both common sense and research lead the student to a recognition of the differences in the meaning of the two veils under consideration.

At this point the Presiding Officer should be alert for signs of leadership from within the group itself. In the course of their investigations, doubtless some will have uncovered fascinating bits of information about the women of Ruth's time. They will be amazed at what, to us, seems a fantastic use of jewelry.

But, the Presiding Officer will make the most of her opportunity to emphasize a very important fact. The more the member knows of the times and customs of any of the heroines, the more she can appreciate how she gave us our enduringly fine lessons.
PLANNING . . .

ON MAKING THEM WANT TO COME

During the past twenty years, great amounts of money have been spent in the all-important area of human relations. Researchers are delving into the complex issue of how people get along with each other.

At the first glance, this might seem like an insignificant area as compared to the missile and ballistics investigations but a second look convinces most people that people can be pretty explosive!

Industry and business concerns have long been aware that good human relations within an organization pay big dividends when the profit and loss figures are tallied. People work harder, produce more, and maintain a higher quality product when the individuals with whom they associate are likeable, friendly and congenial.

The business and industrial world knows that good human relations are the same as money in the bank.

In a way, leaders of our organization are faced with problems which are much the same as those faced by leaders in the business world. Of course, we do not have a product in the usual sense of the word, but I think that everyone will agree that we do produce results. And like our business contemporaries we have to work with people in order to get this end result.

Our final result is a little difficult to measure. It is hard to judge whether we have accomplished our purpose with each
individual member. Only the individual member can tell us whether he has gained any new understandings as a result of his participation in our meeting. It is hard to tell whether the friendships among the various members have been stimulated and strengthened. We may never know whether ideas and beliefs and understandings have been assimilated by the members so that their lives are richer for their fraternal experiences.

Difficult as it is to evaluate our efforts, we can do some very critical assessing of the conditions which are conducive to producing the results we want. For example, we know that space is extremely important in the area of good human relations. If, for instance, the attending membership is very small, careful attention must be given to the arrangement of chairs both during the lodge meeting itself and during the fellowship period which follows. Sometimes, rather than take down rows of unnecessary chairs and store them temporarily someplace else, leaders permit the meeting to be held when the sidelines are banked with rows and rows of unneeded seats. As the members come in these present a most depressing spectacle. It looks as if no one had come at all. If the unwanted seats had been removed, and a reasonable number of chairs had been arranged, the opposite effect could be achieved. Suddenly the attendance looks very good because nearly every seat is filled!

During the fellowship period, small lodges must be very careful about the arrangement of tables. If possible, it is nice to screen off one corner of a large recreation area with movable screens. Otherwise, members are likely to take their refreshments and seat themselves over such a widely scattered area that conversation is limited and difficult. If screens are not available, the area to be used can be designated with crepe
paper ribbons. Large memberships pose exactly the opposite problem. If there are never enough seats arranged and some poor unsuspecting individual is constantly obliged to rise and set more chairs or members are obliged to stumble over previously seated members to reach a seat a dozen places from the aisle, people are bound to feel aggravated, irritated and annoyed. If we are to accomplish our purposes we must remove the conditions which produce exactly the opposite result.

Some Presiding Officers have been reluctant to arrange for official hostesses or greeters. They suggest that this is unnecessary as everybody knows everybody else anyway. However, unless leaders take the responsibility for seeing that every individual is welcomed, it is entirely possible that more than one member will come to the meeting, stay throughout its duration, and leave without ever having spoken to anyone.

A member may come in and be seated just as the deliberations begin, walk out behind the officers amidst the crowd of members, and make her way to the coatroom and leave. This is exactly the kind of thing that we earnestly wish to avoid.

Unless Presiding Officers arrange for a regular procedure for welcoming members they will regularly miss the opportunity to be a friend and extend fraternal hospitality to the attending membership.

Presiding Officers can produce the conditions which are conducive to good human relations among the members. They can arrange the physical properties of the lodge and recreation room so that the members feel that their presence was expected and appreciated. They can arrange the facilities for
refreshments so that small intimate groups of individuals can visit and become better acquainted.

And, most important of all, Presiding Officers can make sure that every member receives a personal, warm and friendly greeting every time she attends a meeting.
PLANNING . . .

HOW MEMBERS SHOULD FEEL A SENSE OF SATISFACTION UPON ATTENDANCE

Leaders of organizations everywhere are distressed with the problem of trying to keep the attendance level at a point which seems reasonable for the group. This is a real concern not only of lodges but of community organizations of all descriptions.

GROWTH OF ORGANIZATIONS

During the last fifty years, the average American city has had a phenomenal growth of organized community groups. There are such typical groups as Rotary, Kiwanis, American Red Cross, political organizations, Mothers' Clubs, Book Guilds, philanthropic and civic groups of every description, and business and professional organizations as well. Lodges are competing for the time of individuals who belong to several organizations, most of which also have ideals and goals of a very commendable nature.

Regardless of how the leader personally feels about the matter of lodge attendance, it is necessary that the leader take a very objective view of the whole matter. First of all, leaders must realize that near perfect attendance is not a reasonable objective. There are many reasons why this is a fact.

Secondly, leaders must realize that members who are affiliated with several organizations will attend whichever organization which seems to need support at the moment or that one which seems to give them the most satisfaction.
Clearly, the problem of improving lodge attendance, then, is centered about two main issues. First, the member must feel that the organization needs the support which he alone can give. Secondly, the member must experience a real sense of satisfaction as a result of his attendance at the meeting.

Many efforts have been made to consolidate community groups so that there would not be so many demands on individual's time, especially when the objectives of several organizations either overlap or could feasibly be combined to everyone's advantage. Unfortunately, these efforts have not proven successful, and communities are confronted with so many organizations that attendance at most of them suffer from conflicting meeting nights, too many benefits and suppers, and a host of other worthwhile but overly-numerous activities.

However, lodges have one advantage which sometimes does not receive the emphasis which it deserves. Amid the complexity of over-organization, lodges emerge with distinctive clarity. Lodges deal with the individual and his moral and spiritual development in an effective way. To comment that the community benefits from the efforts of lodges in this area is an oversimplification of a meritorious and significant service.

Leaders, however, could take more time to help members realize just what kind of rewards active and participating members can achieve. But before the leader can accomplish this, the leader must achieve a thorough understanding of the structure of the organization which she is attempting to direct.

Axiomatically speaking, leading one's group successfully is understanding one's group thoroughly. Philosophical as this
may seem at first, there is a refreshing practicality about this statement.

Leaders of organizations quickly come to the realization that a membership, whether it be one of a fraternal organization or that of some other organized body, is composed of three major categories of individuals. These major groupings of individuals may be characterized by a whimsical but descriptive nomenclature, The Working Group, The Wavering Group, and The Wanting Group.

**THE WORKING GROUP**

Any one who has been a member of several organizations is aware that there is always a group of faithful, hard-working individuals who may be relied upon to do whatever may be currently needed at any given moment. Usually, these individuals are steady, sincere persons who assume more than their share of responsibility for the simple reason that no other individuals step forward to volunteer their services no matter how desperately assistance is needed and in spite of the fact that the goal being striven for is both worthwhile and urgent.

In fact, the Working Group of individuals is called upon occasion after occasion and year after year until leaders feel a genuine embarrassment when necessity obliges them to request assistance again from these same people.

**THE WAVERING GROUP**

It is indeed the rare leader who does not feel a certain sense of exasperation when repeated efforts to involve the members of the Wavering Group in urgent projects fail. The Wavering Group has certain characteristics which identify it just as the
Working Group has characteristics which identify it. Individuals who belong to the Wavering Group attend the meetings when it is convenient to do so, when someone else is attending whom they would like to see, or, perhaps, when "the spirit moves them to do so."

Members of the Wavering Group can be prevailed upon to assist with a project under certain specific conditions. A wise Presiding Officer will make careful note of when and what kind of projects entice certain members of the organization to participate when they ordinarily do not do so.

For example, certain groups or certain individuals may participate in activities when there is only a small group of persons involved. Certain types of members enjoy working with a small group of fellow members on a short or onetime project but have no interest whatsoever in working with a large group over a long period of time.

For example, members who will do nothing to assist with a large reception for a visiting dignitary may, on the other hand, work very willingly on a committee of a few members who package and box donations for fraternal homes or orphanages. Still others, who never show up to assist with the preparations for group activities may be successfully interested in participating from their own homes as a separate member of a telephoning committee.

Happily enough, members of the Wavering Group may be won over, gradually, to the Working Group if Presiding Officers are astute enough to win them over. This process of winning people over to more active participation is really a reflection of the Presiding Officer's skill in handling people.
The Presiding Officer must begin with a basic premise that she will accept people as they are, and with what they have to offer, and on the terms which the individual wishes to offer the contribution. The Presiding Officer must give up the point of view which is characterized by such very natural feelings as, "Well, I'd think so-and-so could spare a little time to do this or that!", or "It really wouldn't hurt her to do something once in a while!".

There is nothing that kills a member's desire to participate than a grudging, half-hearted acknowledgment of a service, however small and insignificant.

Admittedly, there are times when Presiding Officers are sorely tried. Members offer belated apologies, ill-timed suggestions and services, and worst of all, benefit the Presiding Officer with the gems of wisdom won from the safe position of hindsight. What the Presiding Officer does under such conditions may well determine the extent to which she is able to involve the Wavering Group into a growing and active Working Group.

For example, a member of the Wavering Group may reasonably be expected to show up at the Presiding Officer's home the day after a much publicized bake sale bearing a small plate of cookies in her hand. After months of "do nothing at all," the spirit of cooperation has prodded this usually inert mass of humanity to action. To give this member credit, she arrives early enough (so that her donation will be in plenty of time), only to find the Presiding Officer still in her housecoat and the breakfast dishes inelegantly disarrayed on the kitchen table.

Now, the Presiding Officer has two choices. She can adopt a "too little, too late" attitude and take this opportunity to set the member straight. She can certainly, if she is heedless
enough to do so, take this occasion to let the member know that if she, as well as a lot of other members, had kept their wits about them and made their donations when they were supposed to that the anticipated goals might have been achieved. She can let the member know that just because she and a number of other people failed to give the needed support it will be necessary to have another bake sale in a few months.

Or, the Presiding Officer can adopt a "better late than never" attitude. She can tell the member that she is really very sorry that there has been some confusion about the date of the bake sale, and, although the sale had been held yesterday, the Presiding Officer will put the cookies in the freezer for the Inspection Night refreshments. She can tell the Tardy Bake Sale Participant that the cookies would have been much in demand but that they are just exactly what is needed for the cookie trays at the forth-coming occasion.

Obviously, should the Presiding Officer give vent to her very natural exasperation with the member, this Wavering member will slip over into the Wanting Group and leave with the very definite impression that it does not pay to try to do anything for that Presiding Officer anyway and she's sorry she tried even if she was too late.

On the other hand, a gracious face-saving acceptance of the belated contribution will send the Wavering Member homeward with the distinct impression that the Presiding Officer is always so appreciative of every little thing that it is really a pleasure to do things for the lodge now that she's in office.
With patience, skill, and a face that never gets tired of smiling at people, the Presiding Officer is always building a growing Working Group from her Wobbling Waverers.

THE WANTING GROUP

Finally, the group of individuals we have characterized as the Wanting Group are far more difficult to deal with than the Wavering Group. The Wanting Group has been so named for the simple reason that they seem to be wanting in any interest or enthusiasm. Efforts to work with this group frequently fail for the equally simple reason that the Presiding Officer attempts to reach this group under conditions where it is impossible to reach them.

First of all, the Presiding Officer has to admit to herself that the members of this group seldom come to scheduled meetings. Usually, the Presiding Officer prepares a well-timed appeal to the membership enlisting participation and support. However, when she delivers her remarks to the membership at the next meeting, the members for whom she has designed her remarks are not present. The only ones who receive the benefit of her remarks are the members who do not particularly need it.

In spite of the fact that the Presiding Officer is dimly aware of this, she doggedly persists in delivering her remarks. Somehow, this makes her feel better momentarily. At least she has it off her mind and she has let everyone else know that she is aware that some people, not to mention any names, are not doing a fair share of the work.

Some of the Presiding Officer's staunchest supports may give the nod of approval, but most of the members are just a little bored or annoyed with this approach. Further, if Presiding
Officers are strictly honest with themselves, this approach is something that really should not be forthcoming from the East. There must be another more suitable and successful way to work with the Wanting Group.

If the Presiding Officer really wants to get results from the Wanting Group she has to be able to admit what does not work. Mass appeal from the East is obviously not the answer as the members of this group do not attend the meetings.

What happens to programs and postal cards mailed to these members is something which may be speculated upon but never proven. Perhaps the Wanting Group reads them and perhaps they do not. We do not know. What we do know is this. Frequently, mailed reminders have little if any effect upon this group. But, there is still hope. There are things we still have not tried.

**REHABILITATION**

Presiding Officers must admit that the members of the Wanting Group joined the organization because they wanted something from the lodge. Somehow, somewhere along the line, these people did not find what they were seeking. What this certain something was, the Presiding Officer does not specifically know. But the Presiding Officer does know this much. The members of the Wanting Group really wanted to become members or else they could not have joined the organization in the first place since this desire is one of the basic requirements of the organization. Secondly, a little sleuthing will give the Presiding Officer the names of the sponsors of this member.
With this information, the Presiding Officer is now in a position to start a long, slow process of membership rehabilitation. A casual conversation with the member's sponsor may result in a re-awakening of a temporarily dormant friendship. Perhaps the original sponsor can be prevailed upon to dash off a cordial, casual little note something like this,

Thursday------

Dear Mary,
I was just thinking that it has been a long time since we had had a visit with each other—would love to stop and pick you up on the way to the meeting at the lodge next Monday. I'll be driving past your house about 7:15—do hope you can come along,
Fraternally yours,
Jane Robbins

This takes some basic understanding into consideration. First of all, the sponsor probably knows the Wanting One reasonably well. Secondly, the recalcitrant member probably knows, admires, and respects her sponsor and enjoys her company.

With nothing more than this, the member under question wanted to join the organization. Whether the member was not swept into the life stream of the organizational activity, or whether she never became sufficiently acquainted with other members to continue participating, or what exactly happened we do not know. Perhaps, the member herself does not even know. All we do know is that something happened or did not happen and the member lost her original interest in the organization.
When the Presiding Officer embarks on this course of action she is retracing the original path of the member in the hope that the omissions or commissions of the member's initial introduction into the organization may be compensated for on the rehabilitation attempt.

If the lodge has quite a number of such non-participating members, it is clearly impossible for the Presiding Officer to undertake all of this rehabilitating work herself. But, the Presiding Officer can create a committee either from the active membership or from the present officers for the specific purpose of activating the inactive members.

There are some pessimistic individuals who suggest that the effort to reclaim the disinterested membership is a waste of time. These individuals feel that it is just as well to forget them and do something about getting some new members who will be more interested anyhow.

This, it would seem, is a very short-sighted attitude. In the first place, if the organization has a high percentage of initiates who never become active, it stands to reason that something causes this high percentage. If this has happened consistently over a period of time, it is reasonable to predict that the high percentage will be maintained unless the conditions which cause this high fall-off of interest are altered.

**OVER-COMING POST-INITIATORY INERTIA**

The Presiding Officer can make no more lasting contribution to the continuing well-being of her lodge than to discover
through patient and painstaking work what things cause a lack of interest in new members. Only through working with the members who have failed to get from the organization their anticipated satisfactions and from whom the organization has failed to derive any appreciable benefit, will the Presiding Officer be able to discover what causes post-initiatory inertia.

When the Presiding Officer discovers what things caused a lack of interest and enthusiasm in the Wanting Group, she will have the necessary information to prevent a continuing recurrence of this situation. In addition to the salvaging disinterested members of the past years, the Presiding Officer can offer the organization a future for its incoming members that is more promising that it has even been before.
PLANNING . . .

A GENTLE REMINDER

If your lodge sends postal cards to its membership reminding them of meeting dates, try to make the reminder different or distinctive in some way.

So much advertising, soliciting, and postal communications of all kinds are delivered to people each day that all mail begins to look alike after a while. Use your ingenuity to make your card stand out.

Try putting a bold red stripe down the reverse side of each card. You can do this in less time than it takes to tell about it. Hold a packet of cards in a neat pile on the table. Spread the cards so that the ends are about one-fourth of an inch apart. Cover the last card with a card board. Paint the exposed ends with bright water paints and let them dry. Or you may take a gummed star and paste one on each card. When the stencil for the cards is cut, make the arrangement as attractive as possible.

You might like to make up little jingles to announce the dates of the coming meetings. If you sit down and juggle your words around you can make up a jingle for any occasion. Print the dates of the meetings along the border.

SEPTEMBER
Summer is fast coming to a close
The trees are laden and bright
And the Eastern Star will be shining
At seven-thirty this Monday night.

NOVEMBER
Just a friendly little reminder
With the hope that you'll remember

33
That all the sister and brothers
Will meet the "sixth" of November.
ON USING COMMITTEES EFFECTIVELY

Many Presiding Officers find that working with committees is a very exasperating process. There are several things which Presiding Officers can do to help make working with committees more enjoyable and more rewarding as well.

DEFINE EXACT PURPOSE

First, a committee should be formed for a specific purpose and for a specific period of time. If a committee is formed to handle all Fund Raising, for example, the committee may, in the course of the year, become very powerful and tend to dominate the activities of the organization.

On the other hand, if a committee is formed for the purpose of providing funds for Philanthropic Endeavors, that is, the subscription to the Red Cross, Community Chest, or whatever activity has been selected by the membership, the committee has the sole purpose of raising a specific amount of money for a designated purpose.

When the committee has accomplished its purpose it should be dissolved. Other projects which need a committee should have a new committee composed of different individuals appointed to accomplish this purpose. In this fashion, neither individuals nor groups acquire an exaggerated sense of importance.

Too often, committees become standing committees with an unchanging membership. When this happens, sometimes
powerful cliques are formed which do not always operate to the best advantage of the organization.

The first provision for using committees effectively is to define the exact purpose of the group and establish the duration of time in which the committee is permitted to act.

**COMMITTEE SHOULD WORK OUT PROBLEM**

Secondly, the findings of the committee should be respected. Once the committee has been advised of the area in which it is proper for them to operate, and has been given the exact problem with which they are to be concerned, the committee should be free to work out the problem.

It is unfair to give the committee the authority to work out a problem and then refuse to let them go about this work as they see fit. Once the committee understands what the organizational policy and restrictions are, the Presiding Officer should not continually interfere with the efforts of the committee.

Should a committee be appointed to investigate the various aspects of a problem, the results of their investigation should be carefully considered. The recommendations of the committee as well as their considered suggestions should be acted upon by the membership or the Presiding Officer.

If the Presiding Officer appoints a committee for a specific purpose and the committee responds by working diligently on the problem and does come back to the organization with specific proposals, their efforts should not be ignored.

Too often committees work on given problems only to find that the Presiding Officer has since made a decision on the
matter without the benefit of the committee report. Nothing can
der the enthusiasm and destroy the willingness of the members
to participate as committee members more quickly than this
type of action on the part of the Presiding Officer.

Presiding Officers will find that the proper use of com-
mittees will facilitate the work of the organization, help to
utilize the capabilities of the members, increase the individual
member's sense of responsibility, and lighten the load of the
official leader.
PLANNING . . .

ON LEADERSHIP THROUGH LISTENING

Quite properly Presiding Officers are concerned with what they are going to say and how they are going to say it. What Presiding Officers say and how they say it is very important indeed. However, so much attention is focused on this process of the what and how of speaking that we sometimes overlook the importance of listening.

Presiding Officers who develop the habit of listening intently and intelligently are practicing the age old art of keeping an "ear to the ground." What the members are saying can tell the Presiding Officer what the members are thinking, can help the Presiding Officer to evaluate the effectiveness of her program, and make her aware of problems and dissatisfactions that might otherwise never come to her attention.

CLUES COME FROM MEMBERS

Members of an organization can provide helpful clues for the Presiding Officer who listens to what is said with the object in mind of finding out what they enjoy and what they dislike. For example, members of an organization will be heard to say, "Remember when Sister--------was in office, we had more fun at that Masquerade than I ever had in my life. I never knew Jane Smith could be so much fun." The alert Presiding Officer will interpret this as an appreciation for social affairs in which the members could lose themselves in fun and foolishness.

On other occasions, members will be heard to comment, "I have more nice favors and mementos from Sister -------- --------- year than I have from any other year. Every now and
then I still get out that verse she had printed for Obligation Night and read it over." The Presiding Officer will take note that at least part of her membership treasures appropriate mementos of revered occasions.

On the other hand, the Presiding Officer might hear such remarks as "You'd think so and so was a Brigadier General since she became Chairman of the Ways and Means Committee." The Presiding Officer will make a note that here is a member who is probably anxious for an opportunity to serve the organization in a meaningful way. At the next possible opportunity, she will try to include this disgruntled member on an activity where her interest and enthusiasm can be constructively used.

SYMPATHETIC LISTENING AND ACTION

There are other kinds of listening which leaders everywhere find are all a part of the responsibilities of the leaders. The aspect of listening to people's troubles, of being a sympathetic and willing listener, can prove to be the Presiding Officer's secret of success.

When an officer comes to the meeting, obviously tense and distressed, the Presiding Officer will make every effort to let this member express herself before the meeting commences. Perhaps the ill-at-ease officer has illness in the family, worries or anxieties which she has had no opportunity to discuss with anyone. Until this individual has an opportunity to unburden himself to some degree it is hardly likely that he will be able to give his best performance during the course of the meeting. A friendly, interested expression of concern by the Presiding Officer may lead to the discovery that a family member is ill at home.
The alert Presiding Officer can suggest that one of the members who is on the welcoming committee or on the refreshment committee can make a call to the Officer's home while the meeting is in progress to determine if all is going well. Should there be any need for the officer to return, she may rest assured that this message will be conveyed immediately and her departure arranged.

This type of consideration and thoughtfulness on the part of the Presiding Officer can help to relieve the troubled fellow officer of her worries and leave her free to participate wholeheartedly in the important activities of the office which she holds.
A PROGRESS REPORT

Today, the American public, of which our membership is an important part, has been bombarded with advertising propaganda which has made the public very much aware of the importance of the personal touch. Telephone operators are schooled to add an element of personal interest in their contacts with the public. They are quick to express regret that a call was not completed.

Sales of appliances are accompanied by personal visits from home demonstrators. In an age in which many operations are completed automatically, industry has been quick to capitalize on opportunities to contact the public on a personal face to face basis.

The public does not want to be treated impersonally, automatically, and without respect for individuality and personal differences.

WE HAVE A VERY IMPORTANT PRODUCT

In a way, our membership is very much like the consuming public in general. From a purely objective viewpoint, the organization does have a product, in the same way that churches supply the church-going public with something which is needed and desired. Of course, we are not selling anything but we are supplying our membership with something which is a much needed ingredient in our lives today. We are supplying the membership with much needed opportunities for fellowship and priceless experiences designed to fortify the individual's faith in his Maker. However, our members have become
accustomed as a consuming public, to being treated on a personalized level. The far sighted leader makes the most of every opportunity to make individual contacts with her members.

**USE A "PROGRESS REPORT"**

One device which many organization leaders use with very fine success is the "progress report." In essence, the progress report is a letter, posted to each member, which brings them up to date on the activities of the period just past and advises them of events scheduled for the coming period.

This informative letter takes advantage of two important principles. First, people enjoy belonging to a successful organization, and they enjoy knowing just how successful the groups they belong to are.

Presiding Officers realize that it is indeed the rare members who never miss a meeting. Thus, a member who works long and hard on a given project may miss the meeting where the report of this project is given.

Members who are absent for periods of time may be totally unaware of some of the major undertakings of the Lodge. Further, people enjoy seeing events which they have helped to sponsor actually put "into print."

Secondly, leaders of organizations have an obligation to keep the membership continuously informed of the activities of the group. While it is true that these activities are all discussed at one time or another within the confines of the Lodge, this does not mean that a bigger and better job of informing members of things they really wish to know can not be done.
TIMING OF REPORT IMPORTANT

The progress report should be "timed" advisedly. Late in August, or early September, makes an excellent time for the delivery of the letter. It can serve as a strengthener for the "tie that binds" during the period when there are no scheduled meetings. It can also serve, at this time, as a reminder of the first fall meetings and provide the member with a calendar of meetings and special events. This calendar may be enclosed separately on a wallet size card if funds permit.

These letters may be duplicated or mimeographed at a very nominal fee if there is a machine available. While there is some expense involved, the results, in terms of good will, interest, and increased attendance are very rewarding.

A sample letter has been included to provide leaders with an example. The size and activities of the Lodge will determine the contents of the letter or "progress report." The tone should be personal, friendly, and complimentary.

Greetings from the Officers

Just as the summer season draws to a sunny, happy close our thoughts turn once again to the activities of our own Lodge.

This year, our membership has steadily risen, and we are happy to welcome to our midst, Sisters---------,--------, and ---------, and Brothers -------- and --------- . It is grand to have you all as fellow members and we are looking forward to seeing you on the sidelines this coming autumn season.
Throughout the winter months our members have been working to acquire sufficient funds to purchase a piano for the recreation room at the Retirees' Home. Our service groups, through bake sales and candy sales, have amassed a grand total of $153.27 towards this goal. Congratulations! Those of you who can contribute to these undertakings will be interested to note that October 5 is once again "Bake Sale Day." We are indebted to Smith's for providing us with space for this event. Remember! October 5, from 9 a. m. to 5 p. m., we shall be trying to purchase a full set of ivories for the keyboard!

At the summer conclave of the Rainbow for Girls, our own girls from--------- Assembly (you remember our own Sister Johnson is Mother Advisor this year) took first place in the Drill Team Contest. These young women are always appreciative of our support so you will want to make a note of their first meeting at our Temple, September 7, seven-thirty.

We shall be looking forward to seeing all of you at our first fall meeting, September 9, at 8 p. m. Sister---------and Brother ---------are going to show us a filmed report on their travels to Central America. During our fellowship period we shall answer the question "How far away did you get?" There will be a special token in store for the member who went to the most distant place.

Fraternally yours, THE OFFICERS