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HOW TO ASK THE CORRECT QUESTIONS

Don't lecture! Ask the right questions! As a group facilitator, you must facilitate the activity or the workshop - not dictate your will (or lecture) on what they were to do, but "why".

You are encouraged to ask many questions and answer very few! You can learn to ask the right questions. Note the careful wording of the questions below and what purpose each question serves.

QUESTIONS DESIGNED TO OPEN UP THE DISCUSSION

1. What did you gain from this activity?
2. What do you believe is the basic problem?
3. Would anyone care to offer suggestions as to what information is needed to better understand the problems?

QUESTIONS DESIGNED TO BROADEN PARTICIPATION

1. Now that we have heard from a number of you, let's hear from those who have not yet contributed to the discussion. Following the activity, participation should not be a problem.
2. How do these ideas sound to those who have not responded as yet?
3. Can you identify other alternatives we should consider?

QUESTIONS DESIGNED TO LIMIT PARTICIPATION

1. To the dominating participant: We appreciate your contributions, however, it might be nice to hear from some of the others.
2. You have made several good recommendations and I'm wondering if someone else would like to contribute his idea?
3. Until we hear from all the participants, please hold your comments.

QUESTIONS DESIGNED TO FOCUS DISCUSSION

1. Where are we now in relation to our goal for this activity/discussion?
2. Let me see if I understand what you are saying...
3. Your comment is interesting; however, I don't believe it is focusing on the main problem before us.

QUESTIONS DESIGNED TO ENCOURAGE THE GROUP TO MOVE ALONG

1. Don't you believe we have devoted sufficient time to this problem?
2. Have we focused enough attention on this issue so we can consider other alternatives?
3. Considering the time allocated to this activity, don't you believe we should continue to the next question?

QUESTIONS DESIGNED TO HELP THE GROUP EVALUATE ITSELF

1. Does anyone have any feeling as to why we are blocked on this particular question?
2. Should we take a look at our original objective for this activity? What progress have we made in relation to our goal?
3. Now that we are nearing the conclusion of our time period, would anyone like to offer any suggestions as to how we might improve our chapter performance in the future?

QUESTIONS DESIGNED TO HELP THE GROUP REACH A DECISION

1. Am I right in seeing agreement on these points? (Give brief summary of the points at this time).
2. Since we seem to be moving toward a decision, should we not consider what it will mean if we decide the issue in this manner?
3. What have we accomplished in our discussion of this issue?

QUESTIONS DESIGNED TO CONTINUE THE DISCUSSION

1. Would someone review with us what we gained at our last meeting?
2. Since we cannot gain consensus at this meeting, what are the points we want to consider at our next meeting?
3. Would someone care to suggest how we might be better prepared at our next meeting?

DEBRIEFING

As a "Session Leader", you will need to be prepared not only to direct the activity or your session, but also to "debrief" the knowledge and skills to be learned and the application "back home". In fact, the debriefing is the most important part of your session.

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Standing in front of a group of young men and leading them in a discussion can be an intimidating experience. The tendency is to rush through the debriefing and quickly "teach" the group the "lesson" of the activity. Debriefing is an extremely important part of the learning process because it is an activity that allows people to mentally "step back" from an experience, understand its effect on them as individuals, analyze it on an intellectual level and determine ways of applying its underlying concept to other DeMolay and life situations.

Debriefing will allow the DeMolay participants to learn from each other. A potential problem is that without direction, this debriefing could become scattered and unproductive. The DeMolays thus remember only the activity and not the knowledge and skills it should help them to apply. This results in fewer insights, less learning and more dissatisfaction on the part of the participants.

Your primary role as a "Debriefing Leader" is to ask questions that get the young men to reflect on their own experience and the reports of their peers in order to produce responses which may be meaningful to the individual. As staff members, it is some times difficult to keep in mind that debriefing is not a process in which there are right or wrong answers. Remember: interpretation, finalization and incorporation are left to the individual as he implements the experience into his own personal meaning.

With this in mind, let's look at some techniques for successful debriefing.

DOMAIN OF QUESTIONS

Before developing your session's debriefing questions, it is important to understand what you want to ask. (What is the goal of the session?) Keep in mind that questions fall into three primary "domains" or areas of influence>

These domains are:

- A. Affective: Our emotions, feelings, insights, values and opinions. "Did this activity make anyone upset? "Bill, you seem to be really involved in this session, what was your gut reaction to its outcome?"
- B. Behavioral: Our skills, demonstrations, actions, coordination. "Can anyone demonstrate a good way to approach this situation?" "Mike, tell me what you do back home if you saw this happening in your chapter."
- C. Cognitive: Our thoughts, logic, analysis and knowledge. "What have you learned from this experience?" "Ken, what do you think this film was about?"

You must avoid asking the attendees to change to thoughts and theories when they are talking about feelings. However, do not be afraid to move on when you sense that the group is ready.

SEQUENCE OF QUESTIONS

When looking back on an experience, there is a natural progression:

1. What did we do?
2. What happened?
3. Why did it happen?
4. So what?

The kind of questions you ask should be ones which allow volunteers to answer these questions. The opening questions should be broad and allow for everyone to voice his thoughts or feelings. The focusing questions should be aimed at specific points of interest in the group. Ask for comparisons and contrasts: seek logical relationships. The concluding questions should ask where specific relationships can be applied to general situations.

A FEW TIPS!

Try to deal with the affective (emotional) domain early. It is important to be aware that many of our activities do arouse strong feelings. Sharing these feelings is a legitimate part of debriefing and should be encouraged. However, a "debriefeer" should never lose control of the present situation.

Ask open-ended questions, ones that do not have right or wrong answers.

Don't ask questions that can be answered "yes" or "no".

Keep track of major interests in the group. You can even take notes if you need to.

Don't be afraid of silence; give the group time to think and then respond before asking another question.

Paraphrase when you want more information; it is a non-threatening way to get more information.

Use personal examples; self-disclosure establishes a trust level in a group which enables members to respond to questions more openly.

VALUE OF ONE MEMBER

Ten little members, standing in a line.
One disliked the Master Councilor, then there were nine.

Nine ambitious members offered to work late.
One forgot his promise, then there were eight.

Eight creative members had ideas good as heaven.
One lost enthusiasm, then there were seven.

Seven loyal members got into a fix.
They quarreled over projects, and then there were six.

Six members remained with spirit and drive.
One moved away, then there were five.

Five steadfast members wished there were more.
One became indifferent, then there were four.

Four cheerful members who never disagree-
'Til one complained of meetings; then there were three.

Three eager members! What did they do?
One got discouraged, then there were two.

Two lonely members, our rhyme is nearly done.
One joined an athletic club, then there was one.

One faithful member was feeling rather blue-
Met with a neighbor, then there were two.

Two earnest members each enrolled one more-
Doubling their number, and then there were four.

Four determined members, just wouldn't wait
Til each one won another, and then there were eight.

Eight excited members signed up sixteen more,
In another six verses, there'll be a thousand twenty-four!

THE DEMOLAY EMBLEM

The Official DeMolay emblem was introduced in 1949 and was designed by Dad Frank S. Land, the founder of DeMolay. The emblem pin may be worn only by a DeMolay and no others. Every part of the emblem has a particular significance, which should be known by every member.



The CROWN is symbolic of the Crown of Youth and constantly reminds a DeMolay of his obligations and the seven precepts of his Order.

The TEN PRECIOUS STONES of the crown honor our Founder, Frank S. Land, and the nine youths whose ties of friendship drew them together in the formation of the Order of DeMolay.

The RED RUBIES honor those who have passed away and the PEARLS represent those living members of the original nine. When, as comes to every man, the final summons for each one of this honored group comes, a red ruby takes the place of a pearl.

The HELMET is emblematic of chivalry, without which there can be no fineness of character.

The CRESCENT is a sign of secrecy and constantly reminds DeMolays of their duty never to reveal the secrets of their Order or betray the confidence of a friend.

The five armed WHITE CROSS symbolizes the purity of your intentions to always remember the motto of the Order, "No DeMolay shall fail as a citizen, as a leader or as a man."

The CROSSED SWORDS denote justice, fortitude and mercy. They symbolize the unceasing warfare of DeMolay against arrogance, despotism and intolerance.

The STARS surrounding the crescent are symbolic of hope and should always remind us of those obligations and duties which one brother of the Order owes to another.



There are three obsolete DeMolay emblems. The first one was in use in 1919, the second from 1920 to 1931. The third from 1932 to 1948. The Supreme Council discourages their use now for any purpose. Today, these pins and emblems are recognized as denoting DeMolay of yesteryear.

QUOTABLE QUOTES

- Do things differently as a result of seeing things differently.
- If I always do what I've always done, then I'll always get what I've always gotten.
- I am going to act as if what I do, makes a difference.
- Even if you're on the right track, if you sit still, you'll get run over.
- Will Rogers
- The best way to predict the future is to create it.
-"The X-Files"
- If it is to be, it is up to me.
- Ted Nicholas
- Plans are worthless, but planning is essential.
- Winston Churchill
- Whatever the mind can conceive and believe, it can achieve.
- It doesn't matter how many times you stumble and fall down. What really counts is how many times you stumble and get back up.
- Don't let anyone or any thoughts rob you of your goals.
- You can get everything in life you want, if you will just help other people get what they want.
- Practice doesn't make perfect, perfect practice makes perfect.
- Vince Lombardi
- Whether you think you can or think you can't, either way, you're right.
- Henry Ford
- My secret to success is that I do one thing at a time.
- Winston Churchill
- Success is the peace of mind that is a direct result of self satisfaction in knowing you did your best to become the best you are capable of becoming.
- Jim Wooden
- There are no problems we cannot solve together and very few we can solve by ourselves.

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- It is most important to remember that leaders are developed and not born.
- You will never be a leader unless you first learn to follow and be led.
- A great leader never sets himself above his followers, except in carrying responsibilities.
- The best leader is the one who has sense enough to pick good men to do what he wants done and self restraint enough to keep from meddling with them while they do it.
- The character and qualifications of a leader are reflected in the men he selects, develops and gathers around him. Show me the leader and I will know his men. Show me the men and I will know their leader. Therefore, to have loyal, efficient followers -- be a loyal and efficient leader.
- Live your life, don't just spend it.
- Success is sweet, but usually it has the scent of sweat about it.
- Four little words that aren't heard enough are, "You may be right!"
- Never, never, never, never give up.
- Winston Churchill
- A leader's role is to raise people's aspirations for what they can become and to release their energies so they will try to get there.
- The truth is out there.
-"The X Files"
- DeMolay is life.
- Dad John Schuster

JACQUES DEMOLAY THE LAST GRAND MASTER

By Richard N. Arnold

Background

The purpose of the Crusades was the overthrow of Mohammedanism in the Middle East. A task that was militarily unsound, due to the great distances that had to be traveled to fight the enemy on his own territory. Yet, these events occurred in history. The reasons for attempting these great adventures can be explained by studying the conditions, which existed in Europe until the Eleventh Century.

This was during the time of the feudal system. Each individual belonged or owed services and property to a lord, who also belonged to an overlord, who belonged to a king or higher. Being part of the feudal ties, an individual had no liberties.

There were no governments, states or nations, as we know them today. Communication was also a problem. There were few main roads, no newspapers, and very few books and ships. Each section of the population was entrapped in his section of the world. For these reasons there were few universal ideals, no national spirit nor general understanding. Other than the church officials, no one could read or write, this included the kings.

These early people were universally ignorant and full of superstitions. Most were Christians, some of whom recently weaned from paganism and needed the miracle, offered by religion as the best hope for the future. For

reassurance, they also needed to touch and inspect the physical evidence to bolster their faith. They needed to visit in person and examine with their own eyes, the relics in the city made sacred a thousand years earlier, Jerusalem.

Times as they were, hopes for advancement were at an all time low. Whereas, there was always salvation of Heaven. But, to reach Heaven, one must escape sin, and there was an escape - by doing penance.

One of the favorite means of penance was to go on a pilgrimage. It was believed that if you visit the shrine of some saint, or go on a dangerous journey to some holy place, your sins would be forgiven in proportion to the difficulty of the trip. Many set out for Rome, the Holy See of the Church. And there were few, with the promise of martyrdom or sainthood, who ventured toward Jerusalem. This pilgrimage held supreme rewards - forgiveness of sin and in case of death, instant passage to Heaven.

By the middle of the Eleventh Century, Western Europe was rapidly leaving the darkness of the Early Middle Ages and outgrowing its need for the feudal system. A new age of commerce and trade was being born and with it the need for law and order to nurture expansion for trade and commerce.

Sweeping reforms in the Church created by strong Popes, such as Gregory VII (1073-1085) denote a general rise in the moral quality of society. Education of a secular nature was also on the rise. Underlying all this was Europe's economic recovery,

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which was due to a number of factors; such as increased farm and workshop output, and the birth of new towns and rebirth of old ones.

Increased population and improved farm technology made all of this possible. The result of surplus agricultural products was to free workers from subsistence farming and allow industry to profit by increased manpower. Land was cleared for more planting, forests disappeared, hamlets sprang up and in turn, became villages.

At the historic council at Clermont in Auvergne in November of 1095, the die was cast. Thousands came and in an open field the vast assembly heard Pope Urban II (1088-1099) give what one historian described as, "The most effective oration in recorded history". He urged the revenge for the Christians killed in the Holy Lands and return of the holy places of worship. In one tremendous upheaval of spiritual indignation, this mixture of people united to seize the Holy Land from the Saracen. Each was give a cross, from which the movement Crusade drew its name.

The battles were savage. Neither sex nor age was considered. No quarter was given! The brutality was characteristic of the whole succession of religious wars.

Jerusalem fell! The Holy City belonged to the Crusaders and all of Christendom rejoiced. In Europe, the zeal of pilgrimage soared anew. Crowds, of men and woman, boys and girls, pressed forward to the Sacred City - only to find that although

Jerusalem was in Christian hands, the Moslems still controlled Palestine.

The highways and byways leading to Jerusalem were unprotected. The ferocity of the Moslems seemed to increase with the fall of the City, and mutilated bodies and bleached bones of pilgrims soon became a common sight along the roadways. To add to the vulnerability of the pilgrims, thousands of Crusaders, their primary objective accomplished, returned to their own lands, thus leaving the countryside to the Moslems uncontested.

This was the circumstance that set the stage for the Knights Templar. The recognized the plights of the pilgrims and bound themselves in a holy brotherhood in arms, embracing a solemn compact to aid one another in clearing the highways and in protecting the pilgrims through the passes of the mountains to the Holy City.

The Founding of the Knights Templar

The Knights Templar differed from the Knight Hospitallers and the Teutonic Knights by being from their very beginning, a military Order. They were in the nature of a police force and were to become one of the most powerful organizations in the world.

They were organized by two young French Knights, Hugh de Paynes and Godfrey of St. Omer in the year 1118 AD. In 1129, they obtained the sanction of Pope Honorius, making them an official part of the Church's crusading system. Since their

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headquarters were within the palace of the Latin Kings of Jerusalem, which was also known as Solomon's Temple, they used it as their namesake.

This was the era of chivalric ascendancy. Much as outstanding athletes receive the hero-worship and admiration of the public today, so did those knights of old capture the hearts - and wealth - of the public of their period. This new Order already commanded the respect of the veterans of the Crusades, as many of its leaders had proven themselves in earlier battles. This respect increased by the efficient and valiant manner in which they rendered their services, first to the pilgrims and then to others in need. It was not long before the fame of these men had spread all over Europe. Pope Honorius II had appointed the white mantle as the garb of the Order, in contradiction of the black robes of the Hospitallers. In 1146, Pope Eugenius III added the red cross to be worn on the breast as a symbol of the martyrdom of the Order.

The Order of Knights Templar was divided into three classes with two additional groupings or supporting members: The Knights had to prove that they were from a Knightly family, that they were free of any family obligations and finally, that they were of sound mind and body. The Chaplains were allowed to join by order of Pope Alexander II in 1162. They were required to serve a novitiate of one year and to make the three monastic vows of poverty, chastity and obedience. Their duties were to perform all religious offices and to officiate at all ceremonies of the Order, as well as to write and read any

correspondence. Serving Brethren had only one condition to join that they should be born free and not slaves. Many of them were wealthy and of high position, although not of knightly birth. They performed all menial tasks of the household and fought under the Knights in the field. Affiliati were the persons of both sexes who were recognized by the Order, although not openly connected with it. They were admitted to some of its privileges, such as protection from the edicts of the Church. Donates were youths that their parents destined to become full members when of age.

The Grand Master of the Order was elected for life from among the Knights. He was required to live in the Holy Land, but after the loss of Palestine, he moved the headquarters to the Island of Cypress.

For many years, the Templars guarded the roads to the Holy Lands. However, in later years there were many setbacks for the Order. Many battles ensued and on October 18, 1244 the Moslem hordes swept down and captured the Holy City, which was never recaptured. Disaster followed disaster as hundreds of Templars were killed. Attempts to regain a foothold in Palestine were futile, and at the beginning of the Fourteenth Century, the Knights Templar were driven for all time from the soil of Asia.

These misfortunes in the East had not stripped them from their wealth and influence in Western Europe. The Knights Templars were not only the greatest fighting forces in the Crusades, but they were also the

shrewdest business combine of that period.

They were the almoners of monarchs; their preceptories were the storehouses of the national treasuries; their possessions yielded revenues that exceeded the income of kings; the nobility willed their wealth also increased as property to them. Because the Templars owed allegiance to no lord, and because they were pledged to take no money for themselves, the Knights Templars were entrusted with such treasures.

They operated much the same as banks do today. At first, this service was intended solely for the use of pilgrims. People journeying to the Holy Land did not desire to travel with the large amounts of money that was necessary for survival in the East. A deposit, therefore, was made at the point of departure and a note given from the master of the priory; which was redeemable at any priory in Christendom. Soon it was realized that there was an enormous advantage to this service. Merchants in London receiving goods from Acre would deposit the amount due in London on delivery and the shipper could receive payment through the Temple in Acre. Since the Holy Land had been lost, the Templars could concentrate their efforts on this less dangerous, but more profitable, enterprise. The Templars also became very influential factors in European politics.

However, good people had become weary of their growing power and wealth, especially in hard times when burly soldiers of the Templars went

about well fed and clad in linens and furs. As defenders of the Holy Land, they had been brave and noble figures, but they were not in favor when they rode afield to gather interest from a mortgaged hamlet, or to claim farms bequeathed to them.

For years, there had been rumors in circulation affecting the orthodoxy, the purity and the loyalty of the Order. It was believed by many that, on initiation, the neophyte was forced to disavow his belief in God, to spit on the crucifix and to swear obedience to the Grand Master's behest. The worship of a hideous idol was attributed to the Templars, as well as other blasphemous and shameless deeds. Because they held their meetings secretly in the hours before dawn, people said that they must have something to conceal no doubt, some evil and unholy ritual. Others blamed the Templars for the defeats of the battles in the East and whispered that they had been in league with the Saracens. Thus Europe crucified the Knight Templars, or rather, made them the scapegoats of the Crusades.

Jacques DeMolay was born in Vitrey, a small village close to the old city of Belfort, France around the year 1244 AD. He was accepted into the Order of Knighthood in 1265. He served as a Knight for 42 years. He was honored for his devotion to God, his bravery in battle, his unswerving fidelity to his trust and his honesty and integrity in all things. He was constituted the Grand Master of the Knights Templars in 1297, which office he held until his death 17 years later. He died a martyr, the last of the

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Military Grand Masters of the Order of the Knights Templars.

To better understand the events leading up to the death of DeMolay and the banishment of the Knights Templars from Europe, it becomes necessary to review some of the events in the years between 1285 and 1314.

European Political and Economical Climate

When Phillip IV (also known as Phillip the Fair - he was a very handsome man) became King of France in 1285, the stage of affairs of his country was far from encouraging. As a result of unnecessary war expenditures and previous mismanagement, his royal treasury was all but empty except for the pieces of paper denoting large sums of money owed to the Knights of the Temple. The financial needs of his state, which was expanding on all sides, drove him to seek all sources of revenue.

From 1295 on, Phillip steadily debased the royal currency. Not content with these measures, he drove the Jews out of the realm in 1306 and in 1311 expelled the Italian bankers, in each case confiscating their property. He taxed all of his subjects until they could pay no more. The people left one big step; because of the popular distrust; the fear of the Templars by the Pope; and most of all, because of their great wealth; King Phillip decided to use the power of the Church and attack the Templars.

Early in the year 1305, King Phillip held a secret meeting with Bertrant

DeGoth, Archbishop of Bordeaux, near the abbey of St. Jean D'Angely. The kingdom of France was the most powerful in all Europe and King Phillip, being a sinister and unscrupulous man, was able to have his way in all things but one. He could not outlaw the Knights Templar because the Church sanctioned them. He therefore made a bargain with Bertrand DeGoth. Phillip would cause DeGoth to be elected Pope, if he would use the power of the Church to accede to Phillip's demands. DeGoth, being of a very weak character and desiring the power and prestige of the Papacy, agreed.

King Phillip had planned this strategy for some time, and it is believed that he poisoned Pope Boniface VII, because Boniface had excommunicated the king from the Church. Nicholas of Treviso followed as Pope Benedict X. He died after eating a dish of poisoned figs. By fixing the election by the College of Cardinals, which had been packed with French Cardinals, Bertrand DeGoth was elected Pope Clement V in the year 1305. One of the first orders of the new Pope was to move the See of the Church from Rome to Avignon, France, where it remained for 71 years before returning to Rome.

The time for the destruction of the Templars finally came to pass. At first, Phillip concealed his sinister plans. He professed that he desired the Grand Master of the Templars to come to France to discuss a new Crusade. He even asked his intended victim to be the godfather of one of his children. Jacques DeMolay, the Grand Master, was also given other favors by the

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King. On October 13, 1307, King Phillip had DeMolay and all other Templars arrested and thrown into prison. Their great possessions were placed in Phillip's keeping and held at his disposal.

Now it was necessary to have witness against the Templars. It so happened that at this time there were two men in the dungeons awaiting death. One was Noffo Dei, who was expelled from the Order of the Knights Templar in 1295 for violating womanhood and other crimes. The second man was Esquiu de Floryan, also an expelled Templar for many violations. The king promised both men freedom and gold if they would be witnesses at the Inquisition against the Templars and to swear that all the accusations were true.

On the 12th of August 1308, Pope Clement V issued a Bull instituting the Inquisition. It was charged to conduct an examination at Paris, to inquire into the charges made against the Order of the Knights Templar. On September 14, 1309, the king issued orders for the arrest of all Templars in the kingdom on the night of October 13th.

The tortures of the Inquisition were used continuously to wring out confessions of guilt. The Inquisitors obtained only the evidence that they desired. The suppression of the Order followed throughout Western Europe. The alliance of the Pope and King of France gave the highest possible sanction to the robbery of the Templars' possessions everywhere. The spoiling of their goods was added to the defamation of their character,

while many brave men lost their lives under the most agonizing conditions.

On the 28th of May 1310, five hundred forty-six Templars appeared in a group to announce their defense of their Order. After a tedious examination, a few of the accused were acquitted, others were subjected to penance and more than fifty were condemned to be burned at the stake as heretics. They may have been confused and confessed under torture, but all denied their guilt at the executions. On April 3, 1312, Pope Clement V issued a Bull abolishing the Order of the Temple.

Jacques DeMolay, the last Grand Master of the Knights Templars, survived the downfall of his brethren. Pope Clement had reserved himself the task of trying the Grand Master with the purpose of further discrediting the Templars. The court was set up for the final hearing and judgment against the Templars and DeMolay.

Jacques DeMolay was in his mid-sixties in October of 1307 when he originally confessed to the Inquisition. These confessions made under torture were then read. Before Cardinal Albano could pronounce the sentence of life imprisonment, Jacques DeMolay interrupted with protest of innocence. The document, which contained the confessions, did not correctly represent the statements, which had been wrung out of him in the agonies of the torture chamber. This act of defiance restored the emaciated DeMolay with all of his early courage. Proudly he defied his persecutors:

"It is only right at so solemn a moment and when my life has so little time to

run, I should reveal the deception which had been practiced and speak up for the truth. Hear me: before heaven and earth and all of you for my witness, I confess. I confess that I am indeed guilty of the greatest infamy. But the infamy is that I have lied. I have lied in admitting the disgusting charges laid against my Order. I declare, and I must declare that the Order is innocent. Its purity and saintliness have never been defiled. In truth, I had testified otherwise, but I did so from fear of terrible tortures. Other Knights who retracted their confessions have been led to the stake, I know. Yet, the thought of dying is not so awful that I would now uphold my confession for foul crimes, which were never committed. Life is offered to me, but at the price of perfidy. At such a price, life is not worth having. If life is to be bought only by piling lie upon lie, I do not grieve that I must lose it."

The renouncement of the confession meant certain death for DeMolay as a relapsed heretic. The astonished Pope remanded the Grand Master back to prison, and adjourned the hearing until the following day. King Phillip was more interested in finishing his vengeance. Without consulting the Pope, he ordered DeMolay to be immediately burned at the stake. While the bells in the Cathedral of Notre Dame tolled at sunset on March 18, 1314, Jacques DeMolay and his companion, Guy of Auvergne, were burned at the stake on a small island in the River Seine.

It was recorded that DeMolay stared fiercely at King Philip and cried out, "You, Phillip, shall follow me before

the year is over. So will you, Nogaret. And you, too, cowardly Clement. Then we shall all meet before the tribunal of God and He shall be the judge."

Whether or not DeMolay actually said these words or not, there arose the popular impression that Jacques DeMolay had put a curse on King Phillip and Pope Clement. The death of each of the above principles is worthy of note. Following the death of DeMolay, was the sudden and unanticipated death of Pope Clement V at Roquemaure on April 20th, just 32 days later. Before the spring had passed, Guillaumen de Nogarte, Lord High Constable and second to Phillip in the overthrow of the Templars, became afflicted and forced to bed for a few days, where he expired. King Phillip suffered a terrible year of defeats and losses. While on a stag hunt, he was suddenly stricken with a heart attack, he died at Fontainebleau on November 29, 1314.

Death also came to Phillip's three brothers and with them ended the King's branch of the Capetian family. Noffo Dei was hanged for robbery and Esquiu de Floryan was slain in a drunken quarrel.

Conclusion

The documents of the trial itself fill several hundred pages, and it is almost impossible to determine today, whether the Templars were guilty as charged or that the confessions were untrue and were obtained through torture and fear of torture. The evidence is that the Knights Templar fought for their cause even to death. Most historians take the position that

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the Templars were victims of King Phillip who desired their wealth and feared their power.

A major point that is irrefutable, is that no Templar when burned at the stake shouted out his loyalty to any act of heresy or loyalty to any idolatrous faith at a moment where all hope was gone and nothing was to be lost by renouncing his Christian faith. In fact, the opposite was true, the records show many were protesting the innocence of their Order with their last breaths.

Other countries, including Spain, Germany and England absolved the Order of the Temple. Europe wearied at the conflicting judgments of the various Councils. Others were tired of the execution of those who had fought so hard during the Crusades.

Although the body of DeMolay became only a remnant of ashes on that historic day, the spirit and inspiration of the man; for whom the Order of DeMolay was named, remained to guide countless generations in the path of truth, tolerance, courage and fidelity.



TRIBUTE TO FATHERHOOD

The Order of DeMolay teaches many beautiful lessons, but none is more important than honor and true respect for parents. It is fitting, therefore, that before you leave this room, you should be called upon once again to stand before this altar in a few moments of special emphasis upon the virtue which has been given first place among the jewels adorning the Crown of Youth - Filial Love.

Our Order teaches many beautiful lessons honoring womanhood and we realize our important duty to our mothers, but we, as young men, also need to recognize that other bond of filial love which shapes our growing years - the bond of a son with his father. Tonight, my brothers, we dedicate this evening to our fathers - men who desire and endeavor to guide and mold their sons for the responsibilities of manhood which await them.

A philosopher once said that, "A son is the best assurance of immortality". It has also been inculcated that a father wants to leave the best part of himself to the world - his son. To be able to take your son by the hand when he is little; to lead him out into the spring; to show him the glories of God, the wonders of nature, to guide the way he will go; to be able to point with pride and say, "See this boy? This is my son." This is passing on a part of ones self -- a claim on immortality.

Growing up in a confused world, we often find it difficult to really communicate with our fathers. He doesn't seem to understand us, our society, our speech, our fads, our needs and our desires. We think him and his society wrong and unable to help us face our problems. Such was the very case in the founding of our Order, when Dad Frank Land saw a young boy groping for the guiding hand of a father. What our Order teaches us, our father teaches us also.

It was your father, who helped you form your own spiritual beliefs and the courage to live them everyday.

As you grew older, he taught you the importance of being a gentleman. That to be a real man you must show courtesy toward a stranger as well as toward a friend.

It was your father who was never happier than when he was your pal. It was he who told you that to be a friend is to be tried and true, and that no man, young or old, can enjoy a higher honor than to be valued as a friend and trusted as a brother.

He too pointed the way, saying that the best man is he whose word is as good as his bond, and through his actions, you have seen that it is the man who enjoys the esteem and confidence of his fellow man.

By his example you have seen that there is more to cleanness than a clean body; that the mark of a true man is cleanness in thought, word and deed.

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He too sought to prepare you to accept and carry out the responsibilities of the citizenship that awaits you. May you know the meaning of loyalty as your father has endeavored to teach you to be faithful under all circumstances.

My brothers, you received the Crown of Youth in the East - the station symbolic of the start of the day, or the start of human life. Your journey as a wearer of that crown is one which your father has already taken. As your father, he is trying to leave the best part of himself to you, his son - the most valuable gift - the knowledge of the lessons he received as a wearer of that same Crown of Youth.

Soon, your journey will come to an end, and your filial bonds will lessen. Some day, you too will be a father and then, to your mind will come the words that have served as a guide to your father:

"If we work upon marble, it will perish.
If we work upon brass, time will efface it.
If we rear temples, they will crumble to dust;
But if we work upon immortal souls,
If we imbue them with principals -
With a just fear of the Creator and love of his fellow man,
We engrave upon these tablets something which will brighten all eternity."

We have no tokens for you to take home as a symbol of your father's love. As you stand before this altar, you should recall the vows you took in becoming a member of our Order. The best token you can possibly give your father to show your love and appreciation is to strive always to live worthily of the vows you have assumed - promises to put into practice that which your father has endeavored to teach you.

When you go home tonight, take a moment, go to your father and show him your appreciation for all his love and care. Take his hand firmly in yours and say,

"Thanks dad, for all the help you have given me.
Help me further to be a better man.
Light my way as best you can.
May I, with your help, and the lessons of DeMolay,
Grow up to be worthy of your name."

DeMolay can ask no more of you than that you should endeavor so to live as to be worthy of your father's name.

THE MOTHERS' WATCH

She never closed her eyes in sleep till we were all in bed. On party nights when we were out she often sat and read. We little thought about it then, we were too young they say. How much our mothers worried when we children were away. We only knew she never slept when we were out at night. And that she waited just to know that we'd come home all right.

Why, sometimes when we'd stay out till one or two or three. It seemed to us that mother heard the turning of the key. For always when we'd step inside, she'd call and we'd reply. But we were all too young back then to understand just why. Until the last one had returned she always kept a light. For mother couldn't sleep until she kissed us all good night.

She had to know that we were safe before she went to rest. She seemed to fear the world would harm the ones she loved the best. And once she said, "When you have grown to women and to men. Perhaps I'll sleep the whole night through; I may be different then. And so it seemed that night and day we knew a mother's care. That always when we got back home we'd find her waiting there.

Then came the night that we were called to gather round her bed. "The children are all with you now," the kindly doctor said. And in her eyes there gleamed again the old time tender light. That told us she had been waiting just to know we were all right. She smiled the old familiar smile, and prayed to God to Keep, Us safe from harm through the years, and then she went to sleep.

NOTE: "The Mother's Watch" is a part of the Mother's Degree Ritual designed by Battle Green Chapter ODM, Post Office Box 432, Lexington, Massachusetts 02173. The Mother's Degree is not official ISC Ritual.

How to Earn the Past Master Councilor Meritorious Service Award

General Information:

The PMC-MSA was designed by Dad Land primarily to stimulate greater over-all efficiency in chapter operation. While the newly elected Master Councilor is the only one qualified to apply and achieve the award, he cannot do it alone. The requirements can only be met through the combined efforts of the entire chapter. For their efforts, the chapter will also receive a certificate recognizing their contribution for this achievement.

It is the Master Councilor; however, who must provide the leadership skills and incentives which will stimulate and inspire the chapter to success.

Application for the PMC-MSA

- A. Prior to the installation of his term:
 1. The Master Councilor elect must fulfill the following requirements to qualify for this award:
 - a. He must memorize the Master Councilor's portion in the *Ritual of Secret Work*.
 - b. He must prepare multiple copies of a printed calendar listing all events and dates planned for his term of office. (Note changes to the calendar are permitted as the term progresses.)
- B. Within **10 days** after his installation, the new Master Councilor must send a letter to the Executive Officer stating his intent to qualify for the PMC-MSA. **(Note – this letter must be in the hands of the League Administrator for his signature within the ten day time period! He will then forward this letter to the Executive Officer.)**
 1. The following items are to be included with the Letter of Intent:
 - a. The Master Councilor's plan for a successful term.
 - b. A copy of the term calendar. Single sheet only no copy of calendar pages
 - c. A copy of a Term Budget.
 - d. A statement that the ritual was memorized before installation.

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- e. Other information which the Master Councilor may deem important.
 - f. Signatures of the Chapter Dad and League Administrator.
2. A letter that is to be used to apply for the PMC-MSA is on the SCJ web site

During the term:

- A. Prior to the completion of the term, the Master Councilor must fulfill the following requirements:
 1. He must see that both Degrees of the Order are exemplified.
 2. All ritual ceremonies from the Ritual of Secret Work must be given by memory.
 3. The chapter must initiate its pro-rata share of its membership goal (6 new members). The Master Councilor can still earn the PMC-MSA if the chapter does not meet its membership requirements. During the next term, the chapter must initiate 6 new members **plus the number of new members** you also need. This is a total of 12 members for a 12 month period.
 4. He must hold at least one – social, civic service, Masonic service, athletic, and fund raising activity during his term.
 5. He must provide an activity for each Obligatory Day which falls within his term of office.
 6. He must establish a program which increases or maintains a high level of attendance at chapter meetings.
 7. All Form 10's must be reported with full remittance to the DeMolay Service and Leadership Center, and to the Jurisdiction Office within 10 days following the Initiatory or DeMolay Degrees.
 8. The Chapter's Advisory Council Registrations must be sent to the Jurisdiction Office **before** the delinquent date (December).
 9. He must show the YOUTH PROTECTION VIDEO at least once during his term (March or November).

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At the close of the term:

- A. The applicant must submit a second letter to the Executive Officer summarizing his term. (The Letter(s) to be used is found on the SCJ web Site)

PMC-MSA CHECKLIST

Prior to Your Installation:

- Memorize all Master Councilor ritual work
- Print and distribute a term calendar
- Submit PMC-MSA application to the Executive Officer via the League Administrator
- Ritual Statement
- Copy of calendar
- Your mailing address and chapter’s name
- Other information you deem important

During your term:

- Give all ritual work from memory
- See that both degrees are conferred at least once during your term
- Hold at least one activity for each of the following:
 - Social
 - Civic Service
 - Fund Raising
 - Masonic Service
 - Athletics
- Initiate a minimum of 6 new members
- Establish a program to increase or maintain attendance at chapter meetings

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- ❑ Provide an activity for each Obligatory Day during your term
- ❑ See that all Form 10's are submitted on time
- ❑ See that all DeMolay International and SCJ reports are submitted on time
- ❑ Show the Youth Protection Video (March or November) during your term

At the conclusion of your term:

- ❑ Submit the final request for the PMC – MSA to the Executive Officer via the League Administrator **within ten days of your outgoing installation.**
- ❑ Review and recap of your activities
- ❑ Explain what was successful and what needed improvement
- ❑ Do you need more time for the membership requirement?

Past Master Councilor’s Meritorious Service Award

- A. This is a complete recap of the term, including:
 - 1. Analysis of each activity, changes to the calendar, etc.
 - 2. Membership requirements.
 - 3. Attendance requirements.
 - 4. Ritual requirements.
 - 5. A statement of confirmation by the Chapter Dad
 - 6. Approval of the League Administrator.
- B. If you met all of the requirements for the PMC-MSA, then use the first letter. It must be received by your League Administrator within 10 days of your outgoing installation. This letter may also be sent before the end of the term, if all the requirements were completed so that the award could be made at the outgoing installation. Otherwise it **must be received by the League Administrator within ten days of the outgoing installation – no exceptions!**
- C. If you did not meet the membership requirements of 6 new members, but plan to help the next Master Councilor initiate 6 new members, plus the number of members for a total of 12 new members. Your League Administrator must receive this letter within 10 days of your outgoing installation. Use the second letter.
- D. A final letter stating that you completed the alternative membership requirement must be **received within 10 days of the date the requirement was met**. This means you have 10 days from the day the 12th new member is initiated.
- E. A recap follows the letters

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(TEMPLATE)

Mr. Victor Key
Executive Officer,
Jurisdiction of Southern California
303 W. Lincoln Avenue Suite 200
Anaheim, CA 92805

Dear Dad Key:

I would appreciate your consideration of this letter to be my application for the Past Master Councilor's Meritorious Service Award. I hope to have one of the best terms my chapter has ever enjoyed. If you have any questions concerning this application or any suggestions for improvement for my term, I would certainly like to hear from you.

I have enclosed a copy of my term calendar , budget and below is a statement from my Ritual Advisor that I have memorized my portion of the DeMolay Ritual prior to my installation.

Fraternally,

Approved:

Master Councilor

Chapter Dad/Chairman

(Print Name)

Chapter Name

Master Councilor's Address

City

Zip Code

Installation Date

RITUAL STATEMENT

I hereby certify that the above named DeMolay has committed to memory all the ritual pertaining to the Master Councilor prior to his installation.

Signed: _____

Title: _____

Approved: _____
League Administrator

Date Received: _____

BUDGET

Income

Membership Fees (6 X \$75.00)	\$450.00	
Donations	\$00.00	
Activities	\$00.00	
	\$00.00	
Total Income		\$0,000.00

Expense

Installation	\$000.00	
Rent (6 Months at \$00.00)	\$000.00	
Insurance (½ Annual Insurance Bill)	\$000.00	
ISC Form 10 Fees (6X35.00)	\$210.00	
SCJ Form 10 Fees (6X15.00)	\$90.00	
Activities	\$00.00	
	\$00.00	
Total Expense		\$0,000.00

Difference (Income-Expense)		\$000.00

(TEMPLATE)

Mr. Victor Key
Executive Officer
300 W. Lincoln Avenue Suite 200
Anaheim, CA 92805

Dear Dad Key:

Enclosed is a recap of my term as Master Councilor. Please consider it for your approval. I would appreciate your granting me the Past Master Councilor's Meritorious Service Award.

I believe that I had a good term and that I have met all of the requirements of the PMC-MSA. I hope the recap of my activities shows an improvement in my chapter.

Fraternally,

Approved:

Past Master Councilor

Chapter Dad

Name: _____

Date: _____

Address: _____

City: _____

Chapter: _____

Zip: _____

Date of Outgoing Installation: _____

Date Received by Administrator: _____

Approved: _____
League Administrator

Encl: Recap of Activities

PMC-MSA APPLICATION: RECAP OF ACTIVITIES

Name: _____

Chapter: _____

Installation Dates:

Incoming as Master Councilor: _____

Outgoing (PMC): _____

Activities:	Date:	Description:
Social	_____	_____
Fund Raising	_____	_____
Civic Service	_____	_____
Masonic Service	_____	_____
Athletics	_____	_____
Obligatory Days		
Education	_____	_____
Frank S. Land	_____	_____
Day of Comfort	_____	_____
Patriots Day	_____	_____
Devotional Day	_____	_____
Parents Day	_____	_____
My Government Day	_____	_____

Initiatory Degree

Name:	Date:	Form 10 Sent
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

DeMolay Degree:

Name	Date:	Form 10 Sent
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Other Requirements:

	Yes	No
Youth Protection Video shown:	_____	_____
Attendance at meetings:	_____	_____
Officer Ritual from memory	_____	_____
Advisor Certification on time	_____	_____

I hereby certify that all of the above information is correct and accurate.

Signed: _____ Date: _____
Chapter Dad

(TEMPLATE)

Mr. Victor Key
Executive Officer
300 W. Lincoln Avenue Suite 200
Anaheim, CA 92805

Dear Dad Key:

Enclosed is a recap of my term as Master Councilor. I believe that I have met all of the requirements for the PMC-MSA with the exception of the membership requirement.

I plan to help the new Master Councilor meet his membership quota plus additional members needed to meet my portion of the quota for a total of 12 new chapter members.

I will be writing you as soon as the 12th new member is initiated.

Fraternally,

Approved:

Past Master Councilor

Chapter Dad

Name: _____

Date: _____

Address: _____

City: _____

Chapter: _____

Zip: _____

Date of Outgoing Installation: _____

Date Received by Administrator: _____

Approved: _____

League Administrator

Encl: Recap of Activities

PMC-MSA APPLICATION: RECAP OF ACTIVITIES

Name: _____

Chapter: _____

Installation Dates:

Incoming as Master Councilor: _____

Outgoing (PMC): _____

Activities:	Date:	Description:
Social	_____	_____
Fund Raising	_____	_____
Civic Service	_____	_____
Masonic Service	_____	_____
Athletics	_____	_____
Obligatory Days		
Education	_____	_____
Frank S. Land	_____	_____
Day of Comfort	_____	_____
Patriots Day	_____	_____
Devotional Day	_____	_____
Parents Day	_____	_____
My Government Day	_____	_____

Initiatory Degree

Name:	Date:	Form 10 Sent
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

DeMolay Degree:

Name	Date:	Form 10 Sent
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Other Requirements:

	Yes	No
Youth Protection Video shown:	_____	_____
Attendance at meetings:	_____	_____
Officer Ritual from memory	_____	_____
Advisor Certification on time	_____	_____

I hereby certify that all of the above information is correct and accurate.

Signed: _____ Date: _____
Chapter Dad

(TEMPLATE)

Mr. Victor Key
Executive Officer
300 W. Lincoln Avenue Suite 200
Anaheim, CA 92805

Dear Dad Key,

I am pleased to announce that our chapter has initiated its 12th new member since the beginning of my term as Master Councilor. I request that you award me the PMC-MSA.

In addition to the members initiated during my term, the following have just received their Initiatory Degrees this term:

Name:

Date:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Fraternally,

Past Master Councilor

Chapter

LEADERSHIP I

I. Introduction

- A. True leadership is a positive, rather than a negative force, based on cooperation and mutual trust, not on coercion and fear. The essence of real leadership is the ability to obtain from each subordinate the highest quality of service that he has the capacity to render. Good leadership does not involve the exercise of authority through commands and the threat of punishment for non-compliance, nor is it related to the strength with which the commands are barked.

II. General Considerations

- A. All leaders will sometimes fail to observe the rules of good leadership, because no one can always remember all of them and no one has good enough self control to avoid mistakes.
- B. It has been argued that leaders are born, not made. It can be shown that different successful leaders may use quite different methods; however, this does not prove they were born leaders, but that their personalities are different. They have adopted methods which suit their personalities.
- C. Some leaders succeed in spite of obvious faults, because they are outstanding in other aspects. They could be better leaders if their faults were eliminated.
- D. No one is, nor can be, a perfect leader! But, ALL can become better leaders. Become conscious of as many of your shortcomings as possible and try to correct them. Take full advantage of every opportunity to practice good leadership!

III. Good Leadership

- A. Renders a Service - Leadership serves the interest of the whole activity as well as those of the individual, people are willing to follow a leader who helps them achieve a mutually beneficial and decided upon goal.
- B. Makes Decisions - Movement and progress are initiated and continued through a series of decisions. Indecisiveness results in no movement... only in waiting for someone who is both capable of making right decisions and willing to do so.
- C. Gets Action - The very nature of modern leadership requires persuasion; the response to the leader, measured by and in the actions of those being led is how action is gauged.

- D. Gets Results - The moment of truth in leadership is in the achievement of results. It is the guiding of human energy in a definite direction for a specific purpose. It is BOTH the aiming and shooting that determines whether or not you hit the target.

IV. Basic Steps in Leadership

- A. Planning - This is primarily a problem solving process, considering the alternatives, establishing relating facts in advance, in order to achieve certain results or goals.
- B. Organizing - Considering the job, the people and the place.
- C. Motivating - Furnishing others with the desire to perform in accordance with the plan. Leadership motivates; communication is the key to good motivation.
- D. Controlling - This is the following of the plan. The coordination, timing and supervision that provides the economy and efficiency that makes for a well organized activity. The leader provides the controls.

V. Establishing Good Leadership

- A. Leadership is established by winning the respect, confidence and loyalty of subordinates and the esteem of superiors. In a sense, the leader must be a salesman - for he must sell himself to others.
 - 1. How to earn respect: the leader must have the respect of his subordinates, for men will not give loyalty to, nor have confidence in, a man they cannot respect. Lack of respect for a leader may mean lack of respect for his instructions.
 - 2. Encourage free speech. No one can consciously want his subordinates to be a "yes man". But too many times subordinates are encouraged to say yes because of the attitude of the leader. Be sure to welcome suggestions and criticisms, consider them fully and if necessary, take corrective action.
 - 3. Finish what is started. Inaugurating a new plan or campaign involves doing several things.
 - 4. Obtain approval of superiors. Gain their experiences and suggestions. Evaluate to make sure the idea is feasible.
 - 5. Will it add to the work of the subordinates?
 - a. Will they be able to take the extra responsibility? Consider the appointment of extra committees.
 - 6. Will the new program change any of the existing programs?
 - a. Will it improve efficiency? Is the old program better than the new?

7. Trying the new program.
 - a. If possible, put the new program to a test before putting it into operation. Watch carefully for expected and unexpected results.
8. Starting a program and failing to follow it through has two ill effects.
 - a. Loss of time, effort and energy spent in developing it.
 - b. Permits subordinates to disregard instructions. It may cause them to disregard other current instructions. It conditions them to pay little attention to future requests.
9. Evaluation and follow up are necessary to win and hold respect.
 - a. Keep track of what is started and keep the project moving.
 - b. Evaluate for improvement as the project is progressing. Keep the project alive until it is completed.
10. Upon the completion of the project, evaluate it for improvement the next time.
 - a. Keep improving your activities.
 - b. It may be recognized that the project was not a good idea and you may not want to repeat it again.
11. Be business like in your dealings. This attitude will convey assurance that responsibilities are not being taken lightly. It is possible to be cheerful, pleasant and friendly and still be businesslike. On the other hand, levity or horseplay, particularly at inappropriate times, will cause loss of respect.
 - a. Men may be amused by clowns, but they will not invest them with the responsibilities of leadership.
12. Adequately supervise. Don't permit errors to grow. Clear up questions and misunderstandings at once. An uncorrected error repeated becomes the fault of the superior.
13. Be consistent. Don't change orders without due thought and then only when absolutely necessary.
 - a. Let others know exactly where you stand.
 - b. Let others know where they stand with you.

VI. Good Understanding of Subordinates Creates Good Morale

- A. Understand your co-workers. The better you understand them, the better you can help them. The fact that they selected you for their leader shows that they have confidence in you. By starting from this point, it shouldn't be too difficult for you to gain their confidence as a friend.

- B. Some of the most important facts of understanding people are often overlooked.
 - 1. People want to do good work.
 - a. Expect good work and conduct. Let your subordinates know what is expected from them and give them some help in getting started. Don't accept work that is poor in quality. Accepting a job that is poorly done is, in fact, approving it. Any work in the future will be just that much harder to correct.
 - b. Acknowledge good work by appealing to the basic human need to feel important.
 - c. Praise publicly. Praise that others can hear has extra value. It raises morale, standing, and self-confidence. Others are put on notice that good work is observed and this will encourage them in their own work.
 - d. Give credit for good ideas. Tell the individual and others. Make sure that superiors are aware of the origin of the idea and that the author receives due credit.
- C. Criticize constructively. If the work is not up to standard, explain what is wrong as well as what was right, to encourage a better effort next time. If criticisms necessary, pull the individual aside, DON'T CRITICIZE HIM IN PUBLIC.
- D. Morale is never a problem in an alert, progressive organization.
 - 1. High morale is never found in a slipshod, sub standard group.
 - 2. High standards alone will not produce high morale, but high morale is impossible without them.

VII. Ten Rules of Human Relations

- A. Speak to People. There is nothing nicer than a cheerful word or greeting.
- B. Smile at people. It takes only 14 muscles to smile and 72 to frown.
- C. Call people by name. The sound of his own name is music to anyone's ears.
- D. Be cordial. Act as though everything you do is a real pleasure.
- E. Be friendly and helpful. If you want to have friends, you must offer friendship.
- F. Be truly interested in people. If you try, you can like most people.
- G. Be generous with praise, but stingy with criticism.
- H. Be considerate of the feelings of others. Remember, the other fellow has rights, too.
- I. Be quick to give service. What we do for others is important.
- J. Add to this a sense of humor, a lot of patience and a little humility. You will be generously rewarded.

VIII. The Art of Delegation

- A. Delegation has been called "the secret of executive sanity". No matter how good an executive you are, your responsibilities will always be greater than your personal capacity to carry them out. The more you do, the less time you can spend on each item and on details. The more that can be delegated, the more involvement you have in the program and the more time per individual to spend on quality and details.
- B. There are two general problems with delegation.
 - 1. Under Delegation
 - 2. Over Delegation
- C. The skill of delegation is know when and how to concentrate those matters that are most important within the circle of the things that you handle yourself. Less important tasks can be passed along to others.
- D. Six Steps to Successful Delegation
 - 1. Pinpoint the task.
 - 2. Select the person.
 - 3. Make the assignment.
 - 4. Supply support.
 - 5. Check the program.
 - 6. Evaluate achievement.
- E. Five Basic Delegation Situations
 - 1. Routine tasks.
 - 2. Tasks for which you do not have time.
 - 3. Problem solving.
 - 4. Changes in your own job emphasis.
 - 5. Capability building.
- F. How to Delegate
 - 1. Give him the facts about the job.
 - 2. Explain the relative importance of the job.
 - 3. Tell him with whom he is to deal.
 - 4. Prepare him psychologically.
- G. How to Keep Control When Delegating
 - 1. Examine results.
 - 2. Control by follow up.
 - 3. Progress reports.

H. How to Create a Creative Climate

1. Set a value on ideas.
2. Spotlight the areas of challenge.
3. Show your willingness to help develop their ideals.
4. Do not freeze anyone out.
5. Reward the successful ones, but encourage the others, too.
6. Emphasize the benefits.

I. How to Constructively Criticize

1. Focus on the act, not the person
 - a. An error has been committed. Good people have made the same mistake in the past.
 - b. The error can be corrected by doing this, this and this.
2. Be specific about the error.
3. Be specific about the remedy.
4. Choose the right time and place.
5. Use a friendly manner, humor is usually out of place.
6. Follow up.
 - a. Reassure him that you are in his corner. Give the opportunity to ask questions.
 - b. Compliment corrective actions and encourage for better performance.

IX. Your Example

A. Leadership and understanding are important, but the example you set is probably the most important of all. The leader, by his attitude and conduct sets the style for his followers. A leader who is irregular in his habits, late for appointments, careless with facts, or bored in his attitude, will have all this reflected in his subordinates.

1. A leader must do what he expects others to do.
 - a. He avoids obvious wrongs, such as misuse of supplies and equipment.
 - b. He sets the example for good work habits: promptness, dependability, and courtesy.
 - c. He sets the example for good personal habits: neatness, in both dress and appearance, personal hygiene, language and conduct.
 - d. He exhibits personal integrity. Integrity is the observation of principles of conduct which are NEVER subordinated to expediency. Before a man can lead others, he must learn to control himself.

LEADERSHIP II

Contrary to the old saying that leaders are born, not made, the art of leading can be taught and it can be mastered. What are the qualities we are trying to evoke? The following are the characteristics that are fundamental to leadership.

CONFIDENCE: If a leader does not believe in himself, no one else will. But confidence must be acquired. At every stage, there must be a steady build up of assurance, a conviction of competence based on training and the gradual accumulation of experience and skill.

Two thousand years ago, Hannibal believed that he could lead an army of 60,000 men and scores of elephants over the Alps through blinding snowstorms to attack the Romans, in the most daring march in military history. That confidence in himself was planted by his father, the great Carthaginian general, Hamilcar, who trained his son in tactics and strategy, until as a combat leader, Hannibal had no equal in the ancient world.

ENERGY: A leader must be willing to do everything he asks of his followers, and more. He must be able to work harder, concentrate longer, face the extra danger, carry the extra burden and go the extra mile.

This energy comes from within. John Wesley, founder of Methodism, was a frail little man, only five feet, four inches tall. But every morning he rose at four, delivered his first sermon at five and was on the road by six. Every day he traveled 60 or 70 miles on horseback, preaching to anyone who would hear him. At night, he sat up writing books or composing hymns by candlelight. In all his 87 years, he never once spared himself and men loved him and followed him because of it.

TIMING: This is a combination of alertness, imagination and foresight. "No man thinking thoughts born out of time", wrote Woodrow Wilson, "can succeed in leading his generation." Wilson's own career was dramatic proof of this. He led the United States into World War I when the country was ready for it, not before. But later, when Wilson pressed for U.S. participation in the League of Nations, the country was not ready and his effort ended in crashing failure. Same leader, same country - but wrong timing.

CLARITY: A leader must be able to reason logically, weigh alternatives, make decisions - and then convey his thoughts lucidly. "The man who can think" said Pericles, "and does not know how to express what he thinks is at the level of him who cannot think."

TENACITY: This is the capacity to hang on five minutes longer. The leader not only must have this ability himself, he must also inspire it in others. Perhaps the greatest leader of our time was Sir Winston Churchill, who never flinched from telling his people of the truth, even when the truth was appalling. One of them said of him, "I doubt if any man in history has ever made such grim utterances, yet given his people such a feeling of strength and exuberance - even cheerfulness." One of Churchill's greatest speeches was, "Never give up. Never. Never. Never. Never."

BOLDNESS: This strong and virile characteristic is akin to courage, but more dynamic. It reveals itself in a willingness to take chances, a readiness to experiment, a soaring optimism that rejects and despises the thought of failure. Leaders of the first rank always have it. Andrew Jackson bristled with it. Theodore Roosevelt reveled in it. He said, "Far better it is to dare mighty things, to win glorious triumphs, even checkered by failure, than to take rank with those poor spirits who neither enjoy much nor suffer little because they live in the gray twilight that know not victory or defeat."

CONCERN: Experience teaches that men will never follow anyone unless they feel that he really cares about them and their problems. George Washington endured the miseries of Valley Forge with his men, sharing every hardship. Indeed concern for others is a sign of imagination and vision, two key ingredients of leadership.

MORALITY: A stern code of ethics, a strong sense of personal morality, "obedience to the unenforceable", these are qualities a leader must have at the core of his being. This is why DeMolay stresses duty and honor - love of God and Country. Without a firm moral base a man is too unsure of himself to be an effective leader.

FAITH: Above all, a leader must believe in his people, as well as in the goal toward which he is leading them. Napoleon's confidence in the valor of his troops never wavered. Once, at the siege of Toulon, he ordered a battery of cannon placed in such an exposed position that his staff objected. To man the guns was suicide, they said; no soldier would do it. Napoleon ordered a placard printed to be put with the battery, "The Battery of Men Without Fear". Those guns were always manned!

Let no one think that being a leader is easy. Often it is a lonely and difficult business. As Nietzsche said, "Life always gets harder toward the summit -- the cold increases, the responsibility increases, and there is never a guarantee of success."

But the rewards are enormous for those who will strike for the summit, who will take the risks, dare the unknown. "Happiness", wrote President Kennedy, "lies in the exercise of vital powers along the lines of excellence in a life affording them scope." This is the kind of happiness a leader seeks and often finds. If enough of us understand this, and live by it, the future of DeMolay and our nation will be secure.

Is there a "success personality" -- some winning combination of traits that leads almost inevitable to achievement? If so, exactly what is that secret success formula and can any one cultivate it?

A number of traits occur regularly among top achievers. Here are five of the most important.

1. COMMON SENSE: This is the most prevalent quality possessed by top achievers. To most, common sense means the ability to render sound, practical judgments on everyday affairs. To do this, one has to sweep aside extraneous ideas and get right to the core of what matters. The key ability for success is simplifying. In conducting meetings and dealing with regulations, reducing a complex problem to its simplest terms is highly important. Is common sense a trait a person is born with, or can you do something to increase it? The answer is common sense is a leadership trait that can definitely be developed. This may be accomplished by observing common sense in others and by learning from their, and your own, mistakes.

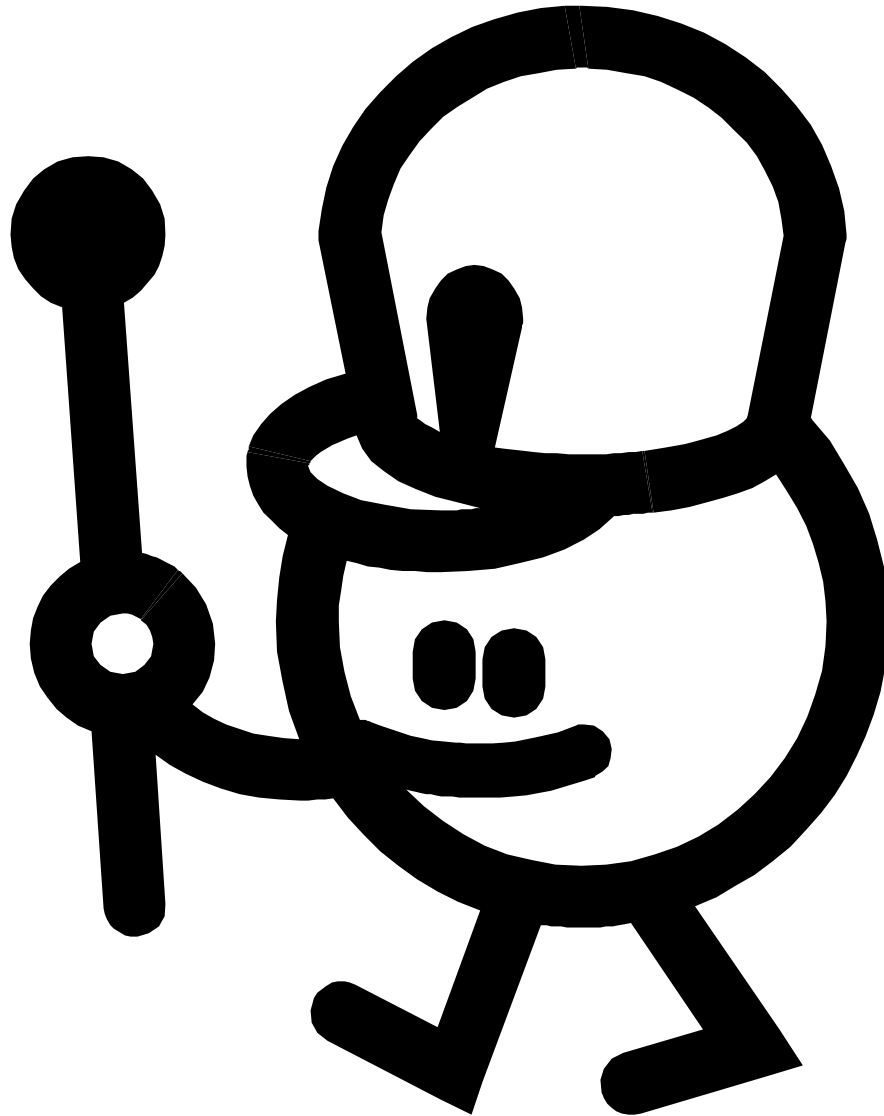
2. KNOWING ONE'S OWN FIELD: After common sense, specialized knowledge in one's field is the second most common trait possessed by successful people. People who are going to be good managers need to have a practical understanding of the crafts of their business. This may be obtained by practical, on the job training, specialized education and training, and observation of others. "Nothing helps success more than knowing what you're doing. It reduces risks and works like an insurance policy for your own ability." Once obtained, specialized knowledge isn't something you should take for granted. The learning process continues even after major peaks have been scaled. "To achieve success, you need to want it -- then you must work to keep it."

3. SELF RELIANCE: Top achievers rely primarily on their own resources and abilities. Self-reliance is not how you feel or how good you are; rather, it's whether you have the gumption to take definitive action to get things moving in your life. It includes plain old willpower and the ability to set goals. All leaders have clear goals for their lives and careers. Willpower encompasses the ability to be a self-starter and to persevere after a project has begun.

The formula for success is not only pride in what you do, but also the guts and stamina to work the hours required to accomplish the objectives.

4. GENERAL INTELLIGENCE: This is essential for outstanding achievement because it involves your natural ability to comprehend difficult concepts quickly and to analyze them clearly and incisively. Recent studies suggest that many types of intelligence cannot be measured with usual methods, such as IQ tests. General intelligence consists of elements besides IQ; including general knowledge of many subjects, an extensive vocabulary, and good reading and writing skills. "An inquiring mind and broad ranging interests are fundamental to success."

5. THE ABILITY TO GET THINGS DONE: Efficiency in accomplishing your task. There are at least three important qualities of leadership which helps them to get the job done: organizational ability, good work habits and diligence. The success formula is: "Sheer hard work, tenacious work, with the ability to pace oneself." Besides the five listed above, there are other factors that influence success: leadership skills, creativity, relationships with others and of course, luck. But common sense, knowing your field, self-reliance, intelligence and the ability to get things done, stand out. If you cultivate these traits, chances are you'll succeed.



HOW TO PLAN AN ACTIVITY

INTRODUCTION

Quality chapter activities are the most important part of a chapter's program. Without activities, the members will quickly lose interest in DeMolay. The following activities barely touch on the many events your chapter can have during your term, but they are the minimum requirements you will need to plan for the PMC-MSA.

ANNUAL ACTIVITIES

A. Obligatory Days:

1. Frank S. Land Day - A day convenient to the chapter near November 8th.
2. Day of Comfort - Either at Thanksgiving or Christmas Time.
3. Patriots' Day - During the month of February.
4. Devotional Day - Sunday nearest March 18th.
 - a. SCJ Devotional Day at Magic Mountain.
5. Parents' Day - Between May 1st and June 20th.
6. My Government Day - During the month of July.
7. Education Day - During the month of April.

B. Civic Service Projects

Civic service activities include all those projects the chapter performs as a service to the community, state or national government, or to some charitable organization. They provide the opportunity to do public service and create goodwill and a favorable public image for your chapter and the Order of DeMolay.

C. Fund-Raising Projects

Every chapter has the need for a certain number of fund-raising projects in order to exist. The success of these projects depends on proper planning and publicity. Before deciding upon any new project, be certain that it is right for your location. Planning for most projects should be left to the councilors, Advisors, and older members. New members should be included to gain experience to help them take over in the future. Publicity is an absolute necessity for EVERY fund raising project!

When certain projects prove successful, your chapter should retain them on an annual basis.

Your chapter's Mothers'/Parents' Club can be the biggest booster for the chapter when it comes to raising money. Never pass up their assistance.

D. Social Activities (FUN Programs)

A well-rounded chapter must have a moderate number of social activities. Many of these programs will include girl friends, Jobs Daughters and/or Rainbow Girls. If the girls in the area are sold on DeMolay, and anxiously look forward to your chapter's activities, then they are going to affect the desire of their friends and brothers to join your chapter. This will also keep their DeMolay boy friends active.

Depending on the general age of your members, you will also need several stag activities to meet the needs of your younger members.

E. Athletics:

The chapters in this jurisdiction are fortunate to have a well-rounded program of athletics as provided through its Leagues. Chapters can supplement this program with other athletic activities provided they are NOT EXCLUDED by the DeMolay insurance carrier.

HOW TO PLAN A TERM PROGRAM

I. INTRODUCTION

As Master Councilor of your chapter, you must fully understand the need and method of planning a chapter's activity program for your six months in office. Your chapter's success depends upon this skill and your goals during the term. This will also result in a more effective term with many active members as an added benefit.

In planning a program, it is important that every element of the chapter has a part in the decisions. The councilors should be the leading factor in suggesting specific activities, with the members making general suggestions and the Advisory Council helping to shape and improve the program.

The following material will serve to guide you in preparing your term as Master Councilor. It should be used as a check list, to guide you with ease. If it is followed, you should have no problem in planning or carrying out a highly successful term. Remember....a term calendar is part of the PMC-MSA requirements.

II. PROGRAM PLANNING (Success depends on the 7P's)

Here are a few basic guide lines for planning any event -- especially fund raising activities:

- A. Plan well ahead!
 - 1. Enlist the assistance of ALL MEMBERS, PARENTS, and AND ADVISORS!
 - 2. Assign responsibilities.
- B. Be sure that the activity does not conflict with other events: School; city, other chapters, the League or Jurisdiction.
- C. Give the event lots of publicity.
 - 1. Chapter, League and Jurisdiction publications.
 - 2. Other news media.
 - 3. Signs in the meeting place.
 - 4. Announcements or flyers in other Masonic related organizations.

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D. If a fund raising event - SELL IN ADVANCE!

1. Allows you to plan for needed supplies.
2. Guarantees sales in advance of the event.

III. CALENDAR PLANNING

A. Gather information:

1. From chapter records:

- a. Age - Plan specific activities for your age group.
- b. Schools attended - avoid conflicts with school programs.

2. Financial:

- a. Current chapter assets - some activities need chapter funds.
- b. Known chapter expenses - money for other causes may not be used for your activities.

3. Community activities - avoid conflicts with community activities or perhaps your chapter can become a part of the community program.

B. List regular or annual events

1. Chapter:

- a. Meetings
- b. Social activities
- c. Civic service projects
- d. Athletic competitions
- e. Masonic events
- f. Fund Raising

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2. League and Jurisdiction:

- a. Athletic Competitions
- b. Ritual Competition
- c. Social
- d. Conclave
- e. Devotional Day
- f. Membership Class
- g. Councilor Camp

3. Supreme Council:

- a. Obligatory Days
- b. Athletic contests
- c. Postal programs
- d. Report deadlines
- e. Leadership conferences

C. Planning Steps

1. Make up a calendar:

- a. Use information gathered above.
- b. Add National and State Holidays.

2. Analyze the basic program:

- a. Consider the total number of activities.
- b. Note their placement during the month.

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- c. Is there variety?
 - 1. In events?
 - 2. In age appeal?
 - d. Does the calendar meet the PMC-MSA requirements?
 - 3. Correct shortcomings:
 - a. Add or delete activities.
 - b. Improve variety in activities.
 - c. Make sure that QUALITY is part of the planning.
 - 4. Recheck the program:
 - a. Select the type of program for each activity.
 - b. Vary them when needs require.
- D. Calendar Preparation: (Check off items when completed)
 - 1. List all regular chapter and Advisory Council meetings.
 - 2. Enter all known Jurisdiction and League dates.
 - 3. Review questionnaire and determine desired chapter events.
 - 4. Enter traditional chapter activities.
 - 5. Note conflicting activities (school, community, etc.)
 - 6. Establish membership programs and degree nights.
 - 7. Plan at least one activity for each of the following: (PMC-MSA)
 - a. Social
 - b. Civic Service
 - c. Funding Raising
 - d. Masonic Service

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8. Athletic competitions

9. Obligatory Days

10. Deadlines:

a. Newsletter

b. Jurisdiction

c. League

d. DeMolay International

e. Form 10's

f. Annual reports, honors, etc.

g. Pre-planned publicity

h. Conclave registration.

i. Councilor Camp registration.

j. Other

11. Public Relations:

a. Masonic related organizations.

b. DeMolay Month

c. Educational programs

E. Finalize your calendar with your other two councilors and the Chapter Dad, then have it approved by the membership and Advisory Council.

F. Print the calendar in multiple copy form for distribution to your chapter membership. (PMC-MSA requirement)

HOW TO RECRUIT AND RETAIN MEMBERS

INTRODUCTION

Before you think about membership, take a few seconds to determine your own mental attitude regarding the Order of DeMolay. How do you feel about DeMolay and your Chapter? If you do not believe that DeMolay is the greatest organization in the world for young men or if you are not sold on your chapter and its value to the community, you will have a hard time selling others on DeMolay.

DeMolay is a first class organization and you need to believe that. You should enjoy working with the members and advisors of your chapter have pride in being associated with DeMolay. It stands to reason that getting someone to join, to share the feelings of brotherhood, and to enjoy the experience offered by our various programs should be an easy task. Yet it seems that we all have problems approaching others and asking them to join.

The following information will help you to obtain the membership that DeMolay needs to survive and for the benefit of those new members and your community.

REASONS FOR MEMBERSHIP CAMPAIGNS

- ❖ Without new members, mathematically, DeMolay will cease to exist in 9 years.
- ❖ 60 to 70% of the entire chapter membership may not attend on a regular basis.
- ❖ It provides a focus on obtaining new members within a short period of time.

SOURCES FOR NEW MEMBERS

- ❖ Senior DeMolays and current members
- ❖ YMCA and local Parks and Recreation Centers
- ❖ Boy Scouts, Boy’s Clubs, etc.
- ❖ Junior and Senior High Schools
- ❖ Church Youth Groups
- ❖ Masonic Groups

FOUR BASIC APPROACHES TO MEMBERSHIP

1. The Individual Approach: This is the oldest and perhaps most productive approach. It is how DeMolay started and the method Dad Land most recommended. Each DeMolay contacts those young men he knows in school, church, sports programs, etc. Then HE ASKS THEM TO JOIN. It is that simple.

This requires the member to be knowledgeable and articulate concerning DeMolay. Most important of all, it requires him to be willing to sell his friends on DeMolay. One has to expect that not everyone he asks will want to join, and therefore one will never be 100% successful. But the more people he approaches and asks, the better his potential to succeed.

2. The Prospect Party Approach: It is best held in a private home but can also be done at the Chapter's meeting location. You should try to have 3 to 6 prospects and their parents attend along with several knowledgeable members, advisors and the Chapter Sweetheart.

Have the Sweetheart greet them as they come and in and make them feel comfortable. One of the members will then make a presentation about DeMolay and the particular Chapter. Don't make this presentation too long; try to keep it under 15 minutes. Several resources are available from DeMolay International, such as the pocket sized CD on membership, that can be useful.

After the presentation, serve refreshments and make sure that everyone talks to the prospects and parents and answers any questions they may have. Have Application forms available and pass them out. Follow up with prospects who do not turn in an application that night. This kind of party should be held regularly and can have about a 50% success rate.

3. The Special Team Approach: Using this approach, the chapter organizes a team of one advisor and two members who are good speakers and knowledgeable about DeMolay. The Chapter members supply names of possible prospects and the team will make an appointment with them at their home with their parents.

The team should come to the home neatly dressed and explain that they are there because the prospect has been recommended for membership in DeMolay and they would like to invite them to join. After a short time talking to the prospect and parents together about DeMolay, the advisor should take the parents aside and explain to them about how DeMolay can benefit their son. At the same time, the members will be talking about the fun that can be had by joining.

Have an application available for them to possibly complete that night. If they are not yet ready, check back with them within a couple days. This approach is highly dependant upon ability of the team and quality of prospects but can have a success rate as high as 80%.

4. Ten Most Wanted List: Collect ten names of prospects most wanted by the chapter. Make copies of the names and give every member a copy. Every time a member sees one of the prospects on the list, he approaches him and tells him how the chapter members want him to join, or that his name was brought up in a meeting and how they thought that he would make a great member, etc.

After several members have talked to him about this, the prospect will usually start asking questions and ask to join. This approach must be a concentrated effort of the Chapter; having only one or two members talk to the prospects will not have the desired effect.

SELLING DEMOLAY

Membership

- You are a potential DeMolay salesman
- You can reach a level of confidence and ability
- You can be a number one salesman
- Selling is not merely telling but telling correctly

Organize Your Sales Effort

Organization

- Get your act together
- Have a definite plan for success
- Know what you are going to say
- Know who you are going to say it to

Keep it Simple

Confidence

Sincerity

- Believe in DeMolay

Look and act like a DeMolay

- You are a professional selling the good points of our Order, arrive neatly dressed.
- Make your best first impression. Show him that you care and that he is important.

Ten Steps to Membership

1. Introduction
 - Introduce yourself
 - Remember the concept of DeMolay may be unfamiliar to the prospect
2. The Pleasantries
 - Have a warm personality
 - Start with “small talk” to start the conversation
3. Statement of Purpose
 - You are there to talk about DeMolay and your Chapter
 - Furnish enough information for them to make a decision
4. The Explanation
 - Your talk should not last longer than 30 minutes
 - Don't get too involved in the details- Keep it Simple.
5. Tell Them...
 - The purpose of DeMolay
 - Its founding
 - About your Chapter
 - Current activities
 - What DeMolay means to you
6. Prospects are interested in...
 - Fun
 - Sports
 - Friends
 - Status
 - Advancement
7. Parents are interested in...
 - Adult Leaders
 - The purpose of the organization
 - Cost
 - Time involved
8. Questions
 - Ask them if they have questions
 - Listen to what they have to say
 - Be ready with correct answers
 - Ask them questions that can be answered “yes”, keep them in a positive frame of mind
9. The Close
 - Get them to complete the application and obtain the fees
 - Explain what will happen next
10. The Exit
 - Thank everyone and leave

Nine Secrets to Sales Success

1. Have Confidence
You can not achieve positive results with a negative attitude
2. Look Sharp
DeMolay is a first class organization. Look and act the part.
3. Be Organized
Think about what you want say
Have your materials, photos, CDs and other items prepared
4. Be Sincere
5. Be Enthusiastic
6. Keep It Simple
7. Don't Be Afraid
Don't let a no response discourage you, keep on trying
8. Take an advisor with you to talk to the parents
9. Limit your time.
People are busy, don't waste their time

Information your prospect may want to know

1. What should I know about DeMolay?
It is a fraternal organization, like college fraternities, but for a younger age group, 12 to 21.
You must believe in God, but are free to choose your own religion.
There is no hazing or horseplay during the ceremonies and parents are encouraged to attend.
We provide wholesome activities with the purpose of helping good young men become better citizens through effective adult leadership and worthwhile associates.
DeMolay is sponsored by Masonic organizations.
DeMolay is fun
2. Who was Jacques DeMolay?
The last Grand Master or leader of the Knights Templars.
He was burned at the stake in 1314 for refusing to betray his organization or his fellow soldiers.
3. How and when was the Order of DeMolay started?
In 1919, in Kansas City, Missouri, by Frank S. Land.
We have over 80 years of heritage.
Famous Senior DeMolays include Walt Disney, John Wayne, and Dan Rather.

4. What do you do in DeMolay?

Athletics

Fund raising activities to support the chapter

Community and Civic projects

Masonic relations activities to support our sponsors

Whatever the members want to do as long as it is consistent with our standards

Start Your Own Crusade for Membership



DeMolay International

How to Plan an Installation

Installation Planning Guide

DeMolay International “How to” Book

Introduction:

It is the desire of the Order of DeMolay to make the Installation Ceremony as impressive as possible in order to keep it enjoyable for all those attending. The Installation Ceremony is probably the best public relations tool that your chapter has to offer. It is one of the first opportunities that many non-DeMolay and non-Masonic people have to observe your chapter in action. Because of this importance, it deserves careful and detailed planning to make the best impression that is possible. A proper presentation can make new friends for your chapter and promote DeMolay in your area. By following a few basic steps, your chapter can put on an installation that will long be remembered by those attending.

Keeping your audience in mind, remember that some of those attending don't know what is happening. They only know they came to see someone installed in a particular office. Their focus is on that particular person. The chapter needs to keep their interest on the rest of the program, and not to take up their time with things which may be uninteresting to them or even boring. The Master Councilor is the person that is probably enjoying the spotlight, but he should remember that the purpose of the installation is for all of the officers in the chapter.

Installations should be held to a maximum time of 90 minutes, but a shorter program is even more desirable.

USING THIS PLANNING GUIDE:

This Planning Guide is divided into several sections that will allow you to plan a successful installation. The more time you have before “your” installation the better it will be! It is important that you read the entire Installation Planning Guide so that you can make use of its information.

Resources:

Besides this guide book, there are other resources for helping you plan your chapter's installation. The following individuals may be helpful for advice and assistance:

The parents of the future Master Councilor, especially his mother, should be given a copy of this Guide. Mom and Dad, especially mom, are the people that will be doing most of the leg work before the big night.

The Chapter's Advisory Council may be working with the family or it may choose an advisor to be its liaison. This individual is also the contact to help with making sure that the rules of DeMolay are followed, and to assist with suggestions to make things operate smoother. One of the first things to be done is to have someone from the advisory council **reserve the meeting place for the installation.**

The outgoing Master Councilor and his mother are also very valuable sources of information. Remember they just went through this six months ago. Your chapter should have a list of resources such as printers, florists, trophy stores (for gavels), how many flowers and what kind to buy, guest books, etc. If you don't have such a book, start making one for your successor.

The Mothers' or Parents' Club are a source of refreshments, decorating ideas, and help the day of the installation. There is usually someone in the club that has many ideas, and suggestions – use her help!!!

DEMOLAY REQUIREMENTS:

All officers should be proficient in their portions of the ritual before they may be installed.

No officer may be installed by proxy.

Each member of the Installing Team is to be proficient in the ritual work for his part of the ceremony.

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INSTALLATION TIPS:

Floor Work:

A moderate-slow pace should be used when moving about the chapter room.

You should walk and stand with an erect posture – head up, not looking down at the floor.

Corner should be squared, not just ambled through.

During the installation, each officer should rise when his name is called and remain standing until seated by the Installing Officer.

Marshaling:

Proper marshaling is as follows:

When escorting one, the Marshal, with his right hand, grasps the left wrist of the person to be escorted.

When escorting two, the Marshal takes grasps the left and right wrists of the persons to be escorted.

When escorting three or more, one is escorted at the Marshal’s right, the others file in behind and form a line following the Marshal. (If possible, try not to escort more than two at one time.)

Proper marshaling of females (sweethearts, princesses, mothers, etc.) is as follows:

When escorting one, the Marshal offers his right arm.

When escorting two, the Marshal offers both arms.

Do not escort more than two females at one time.

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Miscellaneous:

Officers are reminded not to hold their robes over their knees, but let them fall naturally to the side.

Planning Schedule:

NOW – THE BASICS:

These are the things that need to be done as soon as possible!

If you are Junior Councilor or Junior Councilor elect, you have a greater time period in which to accomplish everything that you will need to do that will result in a more successful installation. You have plenty of time to visit other chapter installations. This will enable you to gather ideas for your installation. Observe what you notice as to the good or bad points about their program. You can see for yourself how well each installing team member does his ritual. By choosing your installing team early, you can choose the best team for your installation. By attending other chapter installations, you are building friendships with those you visit and they will feel obligated to attend your installation.

Set the date of your installation. Check around to find dates that does not conflict with other installations or activities in your League. This will help avoid a shortage of installing officers, and will increase the attendance. Also try to avoid school holidays, or conflicts with Job’s Daughters or Rainbow for Girls Installations.

THREE TO SIX MONTHS BEFORE INSTALLATION:

If you are Senior Councilor or Senior Councilor elect, you still need to do the basics for having a great installation, but you have less time to accomplish all of the tasks above. (Remember...it still can be done!)

Ask those you want to be on your Installing Team! One of the problems of asking someone to be one of your installing officers is that he may forget that he has accepted, and you didn’t get a way to remind him to come. You can prepare **two 3 x 5 cards for each of the installing officers you select:**

On the first card:

List the **Installing Officer part** you want him to accept.

Secondly **your chapter name.**

Thirdly, the **Installation Date and time.**

Lastly, **your name and phone number** where he can reach you if there is a change of plans.

Give this card to him!

On the second card:

List the installing part.

Get his name, and telephone number.

Have him list his: Titles, honors and awards

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ONE TO TWO MONTHS BEFORE INSTALLATION:

If you are Master Councilor elect, you should have almost everything in place and are just about ready for the “big night.”

Set the date, time and place for the officer installation practice. It is usually held the morning of the installation. After the practice, you can set up and decorate for the evening’s program.

As soon as you are elected Master Councilor, call each of your Installing Team members to reconfirm, and to get the correct spelling of their names, and what honors and titles they want in the program!!!

If you have not done so, invite someone to be your “Master of Ceremonies”. It is his sole responsibility to welcome everybody in attendance to the Installation and to thank them for their continued support of DeMolay. He needs to know that this installation is for the whole chapter and for all of the officers, not just the Master Councilor. He should not praise any particular member of the chapter! He also does not need to explain the purposes of DeMolay, as this is part of ritual. A brief mention of the chapter’s accomplishments is acceptable. His remarks should be complimentary, general and brief.

There are others that you will need to be a part of your installation. Make arrangements for entertainment. Ask people to be ushers, flower girl, and guest book girl. Ask or hire a DJ, etc. for the reception following the installation. Make sure that you have advisory council approval for any expenditure.

Ask a capable pianist to be your musician. The pianist should be instructed as to the appropriate music to be played and its timing with floor movement. No music should be played during any speaking parts. Soft music may be played while guests are assembling.

Invitations:

Even before you are elected Master Councilor, you can have your invitations prepared to go to the printer. The night of elections, you can finalize all of the names on the invitation (this usually involves adding the name of the person who is elected Junior Councilor). Invitations should be pre-approved by the chapter advisory council and League Administrator.

The invitation must include the chapter name, the date, time, and place of the installation. It must also include the names of the Master, Senior and Junior Councilors elect, and the name of the retiring Master Councilor. The name of the Chapter Dad is optional. It is also important to include the dress code for the installation.

A sample invitation is included at the back of this Planning Guide.

At the time that you take the invitation copy to the printer, you should ask for the envelopes. They can be addressed while waiting for the invitations.

Some chapters print their invitation using a computer thus saving time and money.

Mail your invitation as early as possible so that the other chapters will have time to read them at their meetings. The advisory council may approve the mailing of a flyer prior to elections in order to announce the date. You can also e-mail invitations.

Please be aware that there should not be any reference to this being a public installation, nor that the public as a whole is invited. The term “open to guests” may be used. In other words, all friends of DeMolay are cordially invited.

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Mailing List for Invitations:

Executive Officer

Jurisdiction Master Councilor and other Jurisdiction Officers
Jurisdiction Dad Advisor
Members of the Jurisdiction Advisory Council – optional

Other DeMolay Chapters

Special invitations to friends and relatives of the Master, Senior and Junior Councilors.
Members of the chapter advisory council – optional
Members of the Parents’/Mothers’ Club – optional
Parents of the officers or to all parents of members – optional

PROGRAMS:

Take a copy of the approved program to the printer. **Please request a “proof copy” to be checked by the Chapter Dad for accuracy. NOTE:** Many chapters are using word processing or publishing software to print their programs.

The program may follow local chapter customs, but it should include the evening’s program, the Master of Ceremony, a list of the advisory council, the Installing Team, chapter officers and their positions, acknowledgements, and the list of the abbreviations for titles, honors, and awards. A sample program is given in this Guide. **Please note that active DeMolays may use all of the honors and awards on the program. Adults may only list their highest DeMolay honor or award.**

THINGS TO BUY:

Make arrangements for appropriate presentations such as the Past Master Councilor’s Pin and Past Sweetheart’s Pin (these are usually obtained by the advisory council).

GAVEL:

The Master Councilor’s Gavel is usually purchased by the parents of the Master Councilor and presented to him under the “PRESENTATIONS SECTION OF THE INSTALLATION”. The Master Councilor elect should inform his parents that they will be making this presentation, and that a suitable gavel is obtained and engraved:

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Sample Gavel Inscription:

Name
Master Councilor
Chapter
Date of Installation

FLOWERS:

Flowers such as bouquets, for the Sweetheart, Princess(es), and the retiring Sweetheart and Princess(es) may be ordered in advance. Flowers for Master Councilor’s mother – optional. You will probably need corsages for the Guest Book Girl, pianist, and other girls and ladies who are helping with the installation. Boutonnieres will be needed for the Installing Team, advisors, Master of Ceremonies, and ushers – optional. Please note: use your chapter’s Installation Handbook, and if your chapter doesn’t have one, use the resources listed above for suggestions.

Provide the Flower Girl with a correct list of those who are to receive a flower from her.

GUEST BOOK AND INTRODUCTION FORMS:

The Master Councilor-elect may provide a guest book for everyone who attends to sign. This will be a source for memories of the installation. A guest book attendant who can greet those attending, have them sign the guest book, and fill out introduction form, is a real plus for the evening.

SEE SAMPLE INTRODUCTION FORMS AT THE END OF THIS GUIDE BOOK.

Each individual who signs a form indicates that he or she wishes to be introduced. They should be instructed to print their information clearly. Enough pens should be available so that more than one person at a time can be working on their form.

These forms may be picked up by the Chapter Dad immediately before the program begins.

Try to estimate how many forms you will need in each category, but plan for a few extra just in case.

Make sure the presiding officer of the sponsoring body or from his representative has signed an introduction form.

CAKE:

You may want to order a special sheet cake with the name of the Chapter on it. It needs to be picked up the day of the installation.

TWO TO FOUR WEEKS PRIOR TO INSTALLATION:

Confirm all details – including ushers, musician, after installation entertainment, refreshments, decorations, flowers, etc.

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THE WEEK OF INSTALLATION:

Pick up programs at least three days before the Installation.

Re-affirm the delivery or pick up time for the flowers.

Go over the program with the Chapter Dad to make sure YOU know in which order things are happening, and to cover any last minute details. Plan escorts and introductions. Coordinate who will be doing what during the installation.

Pick up gifts, gavel, awards, etc. (Who is responsible for picking up each of these?)

Pick up decorations.

THE DAY OF INSTALLATION:

Pick up cake for the reception. Place it in the refrigerator.

Pickup flowers for the installation. Place them in the refrigerator.

Be sure that the new officers are told what time installation practice is to begin, and then start on time. If possible, have the Installing Officer and Installing Marshal at the practice. Explain each person's responsibilities for a smooth practice and smoothly run installation.

Set up the chapter room for the installation. It can also be used for the practice.

The ushers should be instructed in the proper manner and time to remove the chairs of the newly installed officers. (The chairs are usually removed when the officer is being escorted to his station.)

After the practice, you can decorate for the reception.

SET UP:

Make sure there is a table and chair for the Guest Book Attendant.

Enough seats should be reserved for the parents and guests of the Master Councilor elect. The advisory council may sit together or choose to sit with their families. If they sit together, then seats must be reserved for them. Escorted Sweethearts, Princesses (including chapter League, and Jurisdiction) will need reserved seats in the North.

The Monitor of Ceremonies is the official standard for all non-secret ceremonial work of the Order. It presumes the existence of ideal conditions for the presentation of the work. In those instances in which the chapter room or meeting hall imposes physical limitations, the chapter may make the adjustments necessary, so long as they adhere as closely as feasible to this official standard.

The chapter set up is per the Monitor of Ceremonies, and you should have a place for every officer that will be installed. You will also need to have seats for the Installing Team. This means an extra chair in the West, South, by the Senior Deacon, and two extra chairs by the Chaplain.

The chairs should be set up according to the picture in the Monitor of Ceremonies. If you do not have a full corps of officers, then an appropriate triangle set-up may be used. The Installing Officer is a good source of help in setting up this modified triangle.

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Seating Arrangement for the upper landing of the East is as follows:

NORTHEAST

(DeMolay)

JO RMC

CENTER

(Podium)

IO MC CD

SOUTHEAST

(Adults)

EO MOC SBH ISC

JO – Jurisdiction Officer(s)
RMC – Retiring Master Councilor
IO – Installing Officer
MC – Master Councilor
CD – Chapter Dad
EO – Executive Officer
LA – League Administrator
MOC – Master of Ceremonies
SBH – Head of Sponsoring Body
ISC – Members of Supreme Council

POSITIONS OF OFFICERS IN TRIANGLE:

MC
SC CH JC
SD SB SCR JD
SS OR TR AL JS
MAR 7P 6P 5P 4P 3P 2P 1P SEN

Remember... The Monitor of Ceremonies allows for the officers to be installed in reverse order, in which case, the triangle above would be reversed – the last line would be first with the Master Councilor being installed last.

Final Check – See that everything you need is present:

Charter
Flag in flag stand on Northeast side of the East
Bible and Bible Marker on the Altar
School books in the East
Gong – placed at the Senior Councilor’s station
Gavel in the East and West
Seven **working** candles
Officers’ Jewels (optional) on Northwest side of altar
Monitor of Ceremonies for prompter
Flowers
Awards and gifts
Entrance lists
5 x 8 pre-labeled Introduction cards, Guest Book and Attendance Register

THE NIGHT OF INSTALLATION:

Make arrangements for someone to operate the lights during the installation prayers, and for an advisor to be prompter.

Don’t forget to bring the flowers, gavel, guest book, introduction cards, etc.

Ask the officers, Installing Team and advisors to arrive at least one hour early. This will provide adequate time for pictures and last minute arrangements.

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The Flower Girl should arrive early and be prepared to distribute the flowers and boutonnieres to the people on her list.

The Guest Book Attendant should also arrive early so that she can welcome the guests, have everyone sign the guest book, and help those who are going to be introduced with the Introduction Cards. (Note the cards should be available by category – see above.)

The Chapter Attendance Register must be available for all DeMolays, advisors and Masonic guests to sign. It should be placed apart from the guest book – NOTE officers should sign in their old officer positions.

THE INSTALLATION OF OFFICERS:

Have the musician begin playing about 15 minutes before the stated time of the installation.

START ON TIME!!!

ESCORTS:

- ❖ The Retiring Master Councilor and Chapter Dad are escorted to the East by the Installing Marshal. (They will introduce each other.)
- ❖ The following are escorted by the Installing Marshal to the altar under the direction of the Retiring Master Councilor who will also introduce the guest and will indicate where the guest is to be seated.
- ❖ Master of Ceremonies is escorted to the East for introduction
- ❖ The Escort List should consist of those being escorted by name and title. Make three copies of this list – one for the Retiring Master Councilor, one for the Installing Marshal, and one to be posted at the door.

Honored Guests are escorted to the Altar for introduction, and then to the location as indicated: The Retiring Master Councilor will welcome each guest and invite them to proper seats.

Jurisdiction Officers	East
Head of Sponsoring Body	East
Members of the Supreme Council	East
Honorary	
Deputy	
Emeritus	
Active	
If attending: (3raps)	
Grand Master of Masons	East
Grand Master of DeMolay	East
Executive Officer	East

- ❖ Entrance of the Installing Team by direction of the Retiring Master Councilor.

The Retiring Master Councilor will introduce the Installing Officer who will introduce the remainder of the Installing Team. The Installing Officer will seat them with 1 rap.

- ❖ Entrance of the Chapter Officers by order of the Installing Officer and under the direction of the Installing Marshal. They enter the triangle of chairs and are seated by 1 rap.

Line Up of Chapter Officers

North Door

**Master Councilor
Senior Councilor
Standard Bearer
Senior Deacon
Treasurer
Orator
Senior Steward
Marshal
5th Preceptor
6th Preceptor
7th Preceptor**

South Door

**Chaplain
Junior Councilor
Scribe
Junior Deacon
Almoner
Junior Steward
Sentinel
4th Preceptor
3rd Preceptor
2nd Preceptor
1st Preceptor**

- ❖ The Installing Officer gives the gavel to the Master of Ceremonies for the Address of Welcome. As stated above, his remarks should be limited to 3 – 5 minutes. He should welcome everyone and thank them for coming. He then returns the gavel to the Installing Officer.
- ❖ The ritual portion of the ceremonies starts now. The ritual must be followed as written in the Monitor of Ceremonies.
- ❖ The Opening Prayer is given by the Installing Chaplain during the ritual ceremonies.
- ❖ The optional Installing Orator’s part may be given at this time. (The ritual may be found at the end of the Planning guide.)
- ❖ After the Proclamation, the Installing Officer will hand the gavel to the new Master Councilor. If it is near 9 PM, he will begin the Nine O’clock Interpolation and will direct the Installing Chaplain “you will lead us in prayer.”
- ❖ If the ceremonies are NOT near 9 PM, then the ritual portion stops, and the Master Councilor moves on with the Installation of the Sweetheart and Princess.
- ❖ The Nine O’clock Interpolation should be given on or about 9 PM. If the ceremonies will be ending about 9 PM, then it can be used as the closing prayer.

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The Advisory Council Installation (optional) may now be performed using the ritual found in the Monitor of Ceremonies.

PRESENTATIONS: (Keep them as short as possible)

- ❖ The Past Master Councilor’s Pin is presented to the retiring Master Councilor by the Master Councilor.
- ❖ The Master Councilor’s Pins is presented to the new Master Councilor by the Retiring Master Councilor.
- ❖ Gavel to the Master Councilor is presented by a relative of the Master Councilor.
- ❖ Trophies as Best Preceptor, Best Officer, DeMolay of the Term, etc. (Optional)
- ❖ Other awards such as FMA, BHK, RD, Chapter Ritual and Officer Trophies, or Hats Off Awards, may be presented at this time.
- ❖ All other presentations such as mascots and any other special gifts should be reserved for the reception following the ceremonies.

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INTRODUCTIONS:

As much as possible, **NO ONE SHOULD INTRODUCE HIMSELF**. All introductions are to be made by the Master Councilor. Individuals should be introduced **ONLY ONCE**, at which time all of their titles and honors are given.

Use complete titles, **NOT** just initials. **ASK THE AUDIENCE TO HOLD THEIR APPLAUSE UNTIL AFTER EACH CATEGORY HAS BEEN INTRODUCED!!!**

Introductions should be in the following order: See Sample at end of guide.

Master Councilor introduces his family and guests.

Master Councilor introduces the Senior Councilor who introduces his family and guests.

Master Councilor introduces the Junior Councilor who introduces his family and guests.

Sweethearts and Princesses not previously introduced (if applicable)

Past Sweethearts and Princesses of this Chapter (if applicable)

Honored Queens, ask to introduce officers present

Worthy Advisors, ask to introduce officers present

ACTIVE DEMOLAY: Include all titles and honors in the following order:

Master Councilors

Past Master Councilors

Representative DeMolays, FMA, BHK.

Parents’s/Mothers Club introduce President who will introduce others.

Adult Presiding Officers of Masonic Related Bodies

Grand Lodge Officers

DEMOLAY HONORS:

Include all honors with the introduction.

Cross of Honor

Chevalier

Honorary Legion of Honor

Legion of Honor

Advisory Council – Introduce Chairman and he will introduce other members.

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REMARKS:

Present the following dignitaries. DeMolay dignitaries should know to introduce their officers/staff and give their remarks.

Head of Sponsoring Body ask if he has any remarks

The Jurisdiction Master Councilor (or his representative if Jurisdiction Master Councilor is not present).

Executive Officer

ACKNOWLEDGEMENTS: Make sure that you thank the following:

Installing Team
Advisory Council
Your chapter officers
The Parents'/Mothers' club
Musician - soloist
Flower Girl
Guest Book Attendant
Ushers
Hosts/hostesses
Master of Ceremonies
Your parents
Those who helped with set-up, etc.
Everyone for attending

When all acknowledgements are complete, excuse the reception personnel.

CLOSING:

The Master Councilor hands the gavel back to the Installing Officer for the Closing Prayer by the Installing Chaplain. (If the Nine O'clock Interpolation has not been given, it can be used for the Closing Prayer.)

The Installing Officer will give two raps for the Chapter Officers to rise and will announce the Chapter Officers will now retire.

The Officers may retire in the triangle formation following the ritual for the closing of the chapter, **or** they may use a “Grand March” led by the Marshal. This include the Present and Outgoing Sweethearts and Princess(es). (If applicable)

The officers will need to KEEP QUIET as the ceremonies are still in progress.

The Installing Officers resume their stations. The Installing Officer closes the chapter as per the Monitor of Ceremonies. He raps twice and announces that the Installing Team will now retire. After the Installing Team has departed, the Chapter Dad will announce the ceremonies have concluded and invite all to join the chapter for the reception. He closes with one rap.

Oration for Installation

To Be Given By The Installing Orator

We meet here in the name of one who died as a hero and martyr to the cause of God and his Brethren. You are all familiar with the Crusades of the Templars. King Philip the Fair, of France, and Pope Clement the Fifth unsparingly applied tortures of every description to make the Templars forsake the teaching for which they stood. For a time Pope Clement resisted the bloody and avaricious scheme of King Philip to destroy the Templars, but he was a weak old man, owing the Papal Throne to the King. His resistance was worn down and many frightful persecutions marked the closing years of DeMolay and the Order of the Temple.

Thousands of the Templars were thrown into prisons and dungeons for years, and here many died of disease and starvation. Still others were turned loose to wander the world with mutilated bodies. The last scene of this dreadful tragedy was yet to be enacted. The four most noble victims were reserved for the last: Jacques DeMolay, the Grand Master, and his three preceptors: Guy of Auvergne, Hughes de Peralde, and Godfrey de Goneville, were led out on a platform which had been erected in front of Notre Dame Cathedral to denounce their Order and sell their honor for their lives. So-called confessions were read to them; their assent was required.

Two were silent and were condemned to prison for life, but Jacques DeMolay, raising his arms bound by chains toward Heaven, and advancing to the edge of the scaffold, declared in a loud voice that to betray the Templars and say that which was untrue, was a crime both in the sight of God, and man. They were then led back to prison.

King Philip was informed of the occurrence and in his blind fury order Jacques DeMolay and Guy of Auvergne to be burned at the stake immediately. This took place at two o'clock in the afternoon, for the executioners of the King, being fearful of the people, hastened DeMolay and his Warden to the stake, which had been erected on an island near the Cathedral.

Small fires were kindled at their feet, and soon there were entirely surrounded by great flames. This Hellish torture was borne with fortitude and resignation, without cries or groans. At length DeMolay, looking at the crowd before him exclaimed, "You who behold us perish in these flames shall decide our innocence. I summon Pope Clement the Fifth within forty days, and King Philip the Fair within twelve months before the just and terrible throne of the Ever Living God, to render an account for the blood they have so unjustly and wickedly shed."

The fires burned lower and lower, and in time became extinguished. The mortal parts of Jacques DeMolay and Guy of Auvergne had been reduced to ashes. The spirits had returned to God, who gave them.

The fate of King Philip and Pope Clement the Fifth is not unworthy of notice. One month after the horrible execution of DeMolay, Pope Clement went to his grave. His dead body was placed at night in a church which too fire and the remains were entirely consumed. Before the close of the same year, King Philip died of a lingering disease and the criminals who sought to discredit the Templars went to face the Supreme Judge of all man's deeds.

(SAMPLE INVITATION)

**Success Chapter
Order of DeMolay**

Invites you to attend their Semi-Annual

INSTALLATION OF OFFICERS

**Saturday Evening
March 19, 200*
8:00 in the Evening**

**Great Town Masonic center
1413 Main Street
Great Town, (State)**

**John Smith
Master Councilor Elect**

**Rob Brown
Retiring Master Councilor**

**Jim Jones
Senior Councilor Elect**

**John Doe
Junior Councilor Elect**

Reception and Dance to Follow

**Dress: Coat and Tie – Gentlemen
Dress or Pant Suit – Ladies**

(SAMPLE PROGRAM COVER)

Success Chapter
Order of DeMolay
Eleventh Semi-annual
Installation of Officers

Saturday, November 9, 2002
Seven-thirty PM
1234 Blank Street
Your City, Your State

John Smith
Master Councilor-Elect

Victor Key
Executive Officer
Jurisdiction of Southern California
Active Member
DeMolay International Supreme Council

Sponsored by:
Your Masonic Lodge #819

(SAMPLE PROGRAM PAGE 1)

Program

Entrance of Chapter Advisor and Retiring Master Councilor

Dad Roy Millender, LOH
Rob Brown, LK, RD, FMA

Entrance of Master of Ceremonies

Mr. Albert Barr
Master Your Masonic Lodge # 819

Entrance of Honored Guests

Entrance of Installing Team

Entrance of Chapter Officers

Address of Welcome

Opening

Installation of Officers

Presentations

Introductions

Closing

Reception and Dance to Follow

SAMPLE PROGRAM PAGE 2)

Installing Officers

Installing Officer

Kirk Rowdy

PMC-MSA, RD, Chev, KT,
(Success Chapter)
Past President Your League

Installing Senior Councilor

Matt Thompson

PMC, RD, KT, LK
(Success Chapter)

Installing Junior Councilor

Justin Phillips

Master Councilor
(Another Chapter)

Installing Senior Deacon

Robert Hall

PMC, RD, LK, FMA
(Beach Chapter)

Installing Chaplain

Brian Niles

PMC-MSA, RD, KT, BHK
(Success Chapter)

Installing Marshal

Randy Lowery

PMC, Chev, RD, BHK
(Success Chapter)
Past President Your League

(SAMPLE PROGRAM PAGE 3)

Elected Councilors

Master Councilor	John Smith
Senior Councilor	Jim Jones
Junior Councilor	John Doe

Appointed Officers

Senior Deacon	Vincent Spurley
Junior Deacon	Tony Jeanson
Senior Steward	Casey Left
Junior Steward	Sean Schuster
Marshal	Brandon Reed
Sentinel	Ralph Barr
Chaplain	Johnathan Nichols
Scribe	Rob Brown, PMC
Standard Bearer	Denis Taylor
Treasurer	Thomas Decker
Almoner	Kyle Peterson
Orator	Matt Peterson
1st Preceptor	Val Ramirez
2nd Preceptor	Sal Hepatica
3rd Preceptor	Michael VanGogh
4th Preceptor	Eric Hall
5th Preceptor	Charles Windsor
6th Preceptor	Harry Figueroa
7th Preceptor	Andrew Gabriel

Sweetheart Elect

Miss Inn Formation

Princess Elect

Miss Cinder Ella

(SAMPLE PROGRAM PAGE 4)

Thanks to the Following:

Musician

Mr. Victor Borge

Photographer

Dad Michael Angelo

Hostesses

Mrs. Emily Post

Mrs. Scarlet O'Hara

Guest Book

Miss Marilyn Monroe

Past Honored Queen

Bethel 103

Programs

Miss Sarah Barton

Past Worthy Advisor

Palomar Assembly # 7

Miss Clare Luce Boots

Past Honored Queen

Bethel 103

Sweetheart and Princess Sashes

Mom Betsy Ross

Corsages and Boutonnieres

Mom Sally Goodguy

I would like to thank each of you for attending our Chapter's Installation this evening. It means a lot to all of us. I would also like to give a special thanks to the Advisory Council, the Parents' Club, and to my parents who did so much to help me put this evening's program together.

**Fraternally,
John Smith**

DeMolay Honors and Awards

Legion of Honor	LOH
Honorary Legion of Honor	HLOH
Cross of Honor	COH
Chevalier	Chev.
Member of Knighthood	KT
Meritorious Service Award	MSA
Representative DeMolay	RD
Lamp of Knowledge	LK
Founder's Membership Award	FMA
Blue Honor Key	BHK
Pink Honor Key	PHK
Master Councilor	MC
Past Master Councilor	PMC

Advisory Council

Chairman

Dad Jack C. Penny, COH

Chapter Dad

Dad Roy Millender, LOH

Ritual

Dad Ronald McDonald, COH

Secretary

Dad Froman Barrett, HLOH

Membership

Dad Michael Smith, Chev.

Members

Dad George Pace

Dad David Brown, COH

SUGGESTIONS FOR PRESIDING OFFICERS

The first principle of being a successful presiding officer is to use authority without anyone being conscious of it.

Keep cool! Never become embroiled in a chapter argument. Any presiding officer can table a question to another time, if an argument becomes "too Hot"; or an even better suggestion is to appoint a committee to investigate the problem.

Use the gavel sparingly! If you have to rap the gavel on someone -- do it with tact and diplomacy. Learn all of the real uses of the gavel and DO NOT OVER USE IT!

You were elected as an administrative officer; learn to be one! Don't take on all committees, etc., yourself. Delegate some of the work and responsibility to your Senior and Junior Councilors.

Give good, careful and complete instructions to all of your subordinates. No one works as well, and no one has fewer excuses for not doing a good job, than he who is carefully instructed. Remember... organize, deputize, and supervise.

Represent your chapter and the best interests of DeMolay! As the chief officer of your chapter, you are in the "public eye" and you should conduct yourself accordingly. At all League meetings, and the Jurisdiction Congress Sessions, you should express the will of your chapter in voting for its best interests and NOT because of personal friendships.

You need to be a "good sport", a non-partisan judge, a thinker in terms of how your actions and the actions of your officers and members will affect the chapter and the Order of DeMolay. Being "one of the guys" in a passive sense means being a poor leader -- swayed this way and that -- not abiding by the laws and customs of the fraternity. In reverse, being a "high hat" means never listening to advice from anyone. Try to learn the happy balance between the two.

Make a "second father" out of your Chapter Dad. Share your problems with him and use his experiences to solve them. Also let the Advisory Council in on your plans. By planning in advance, you can obtain their help and judgment. This will also allow them to schedule their time to be with you at your activities.

Prepare your agendas in advance of your meetings! Parents and members will appreciate being able to get home early after chapter meetings. It also shows that you are a real organizer -- the mark of a true leader.

Don't spring a last minute request for refreshments on your Parents'/Mothers' Club. Give them a break too! Let them know in advance your plans for dance, parties, etc.

Plan your term in advance and have it approved by the Advisory Council. It must include a budget for financial support of your plan. Remember, failing to plan is planning to fail.



SEVEN STEPS TO SUCCESS

There are many ways to have a successful term as Master Councilor. Hopefully, success for you will be that warm feeling you will get when the term is over, and your Chapter is in some way better off than it was because you were its Master Councilor.

It doesn't have to be a large change for the better. Perhaps the good you do as Master Councilor will not be fully realized until time has passed, and there is even the possibility that you will never know all that you have accomplished. But the term will be a success if, when you are done, you have a feeling that you did the best that you could do.

To help you, the following seven steps for success are recommended. They are probably not complete, nor are they all-inclusive, but they are a start:

Step One:

Get a sense of the history of the Order of DeMolay. First regarding its development from the beginning and, second, know the history of your own particular Chapter. In 1994, the Order of DeMolay celebrated its 75th Anniversary, and a lot of information was available. Your Advisory Council and records of your Chapter can fill you in on your chapter's history. You really need to know some of this information before you can plan on where you want the Chapter to go during your term. You will also find a rich source of ideas for programs and plans for your term.

Step Two:

Give a lot of thought to your officers. Choose the best that you can. Don't worry about offending someone by not reappointing him to office. Change is good. Look for Officers you can work with -- someone who will care about the job and will be willing to help you to accomplish what you want to accomplish. He needs to learn the ritual for opening and closing.

Step Three:

Set your goals with the help of those carefully chosen Officers. Do some thinking and then write down what you think your Chapter should be trying to accomplish. Next, think of several ways that these goals could be accomplished. After you have some possible goals in mind, call a meeting of your Officers to discuss these plans. Invite interested members to the meeting. You may have overlooked someone, and by opening up the meeting to others, an interested member may be found who will be a sparkplug for some of your ideas.

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Go over your list of goals and suggest others. Take suggestions from the group. Drop those that do not seem to have support. The main idea is to get the discussion going and allow the ideas to begin to come.

Possible goals could be:

1. Increase membership involvement in the chapter.
2. Perform a community service.
3. Increase fellowship activities.
4. Serve the membership.
5. Increase efficiency of operations.

Next, list possible activities for the year and coordinate them with the goals. The activities are to fulfill your goals; some activities will help to fulfill more than others. Keep the discussion open and free. You are doing three things here: You are stating the goals and proposing a plan of action to accomplish them; you are involving your Officers and members and getting them to invest in your goals and plans; and you are getting them to make your goals and plans their own. You will be surprised at what this can accomplish.

Don't be afraid to change these goals as you discuss them. They are not chiseled in stone and are often, not the only goals you can accomplish, nor are they the only ways you can accomplish them. The important thing is to have goals and a plan for achieving them and, most importantly, to have the help and support of your officers and members in accomplishing them.

Step Four:

Follow through. It all too often happens that the best laid plans go awry. At this point you have been a leader. Now you must become a pusher. This is the hardest for some people. Many a time the plans for the term were well laid out, and sounded terrific. Then when the term is over and you look back, nothing was done. Why? Because no one got behind the group and pushed. It is not enough that we say we should do this or that. We have to push to see that the job gets done. This doesn't mean doing it all yourself. You are trying to get some good done for your Chapter and doing that means involving as many as you can in achieving your goals. Everyone must be pulling together or the organization will not grow, nor will there be any long-range good to come from your term. PUSH -- call the members up and remind them that they have a job to do and see that they do it. Hound them until they also feel that sense of accomplishment -- they will feel much better about it if they do it themselves.

Step Five:

Praise. Giving praise for a job well done is a terrific morale builder! This does more to make a person feel good about himself than anything else you can do. This will also guarantee you more friends when you leave office than when you went in.

Step Six:

Along the same lines as Step Five, is to avoid the negative. If by chance you get an "againster" in the group, do everything you can to combat his negativity with positive statements. There is nothing that can hurt more than the guy who is always against what the others want to do and who put everything down. This attitude soon spreads to others and you'll find that nothing gets done. You must constantly be on the alert and work to make it positive.

This is not a easy job. Turning negatives into positives is something you really have to train yourself to do. When some says, "No we can't," you must reject that thought and say, "Yes we can," as loudly as you can, even if that loud shout is only a mental one. Feel good about things instead of bad. Drive out the negative and replace it with the positive. This leads directly to the seventh step.

Step Seven:

Generate enthusiasm. Along with fighting negativism and praising and pushing, make everyone feel that what they are doing is fun and let them know that you would really miss them if they weren't helping. Do this sincerely. They are your Brothers. Your goals will be accomplished by and through their efforts. You won't be able to do it alone.

The future of your Chapter can be greatly affected by you and your Officers. Make that future a bright one so that at the end of your term you can look back with pride and feel that you have really earned the accolade,

"Well done, thou good and faithful servant."

How to Organize Committees:

Introduction to Committees:

The primary idea of a committee is to make chapter meetings more organized and interesting. Properly functioning committees are the secret of short, interesting chapter meetings. When a committee thoroughly examines a problem and plans an activity it shortens the chapter meeting time. A good committee report will answer the “who, what, why, where, when, how and how much” of each activity.

Committees should meet as often as necessary to accomplish their purpose. Committee reports in chapter meetings should be short and to the point.

The Master Councilor appoints all chapter committees with the approval of the Chapter Dad. The Master Councilor is automatically a member of each chapter committee. An advisor should be assigned to work with each committee.

Chapter committee chairmen are responsible for the planning and staging of a project or activity. They need to be enthusiastic, dependable workers, who have been chosen because of their abilities. Their past performance should be an indication of their abilities.

General Rules for all Committees:

1. Chapter committees should be kept small in number to cut down on the debate within the committee meetings. Chapter members should have the opportunity to present their views to the committee for consideration.
2. The first person named is the chairman of the committee.
3. A Quorum for a committee is a majority of its members.
4. Soon after a committee is appointed, the chairman should call a committee meeting.
5. Committee meetings are informal. The chairman may participate in the discussion. However, his main purpose is to make sure the committee functions properly and stays focused.
6. Committees usually do not keep minutes, but the committee may keep notes for its records.
7. Committee reports should be given to the Master Councilor with a copy to the Chapter Scribe.

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8. If the committee report contains a request for action, the person giving the report should be prepared to make a motion for that action. The Master councilor should be told in advance that the committee will have a motion, and who will be making it.
9. Committees cannot commit the chapter for anything.

General Committee Considerations (Not all of the following will be needed by every committee):

1. Site: Indoors or outdoors? Reserve the location for the date of the event, and get the rental costs.
2. Facilities checklist; Stage, decorations, checkroom, rest rooms, dressing rooms, regular and special lighting, sound equipment, signs, telephones, first aid equipment and parking.
3. Regulations: Fire, safety, police, health, licenses, legality, taxes, insurance, permits, and contracts.
4. Equipment: Chairs, tables, props, score cards, programs, maps, ballots, and ballot box.
5. Merchandise: Tickets, pricing, packing supplies, sales, books, and pens/pencils.
6. Money: Cash boxes, necessary change, table/booth, chairs, cashiers, distribution for pre-sales? Are tickets available at the door?
7. People: Chaperons, ushers, hostesses, models, extra helpers, advisors.
8. Food Service: Who is in charge of buying and preparing? What is to be purchased and where? Who is serving, who is in charge of decorations and paper goods?
9. Awards and Flowers: Who selects wording on trophies, who purchases, and when are they to be picked up? Who is picking them up?
10. Extra Attractions: Tie in attractions, details of their placement and operations.
11. Publicity: Promotional; materials, newsletter articles.
12. Leftovers: Who is responsible and what is to be done with them?
13. Clean Up: List the things the clean up committee is to do. What to do with lost and found items, who is on the clean up committee?

14. Finance: When and where to turn in money, accounting for the tickets and ticket sales, payments of bills and completion of financial reports.
15. Thank You: List of those who are to receive special thank you notes, those who are to be thanked at the event and those who are mentioned in the committee report.
16. Records: What reports are needed from the sub-committee chairmen, and what is to be filed in the completed report? Who gets the final report? All records and reports of past activities should be available to each new committee chairman.

How to Chair a Committee Meeting:

1. Develop a written agenda.
2. Define ahead of time the problems and objectives of the committee. Ask what the situation is and what is the committee supposed to accomplish. The chapter committee’s job will be easier if their responsibilities are explained to them in detail by the Master Councilor.
3. Calling the meeting: Make sure that all committee members know where and when the committee meeting is to take place. Give them enough notice to avoid time conflicts. The meeting place should be somewhere accessible.
4. Keep the meeting atmosphere relaxed.
5. Allow everyone to arrive and have the opportunity to “check in” and converse for a few minutes.
6. Call the meeting to order.
7. Define the objectives of the project to the committee members.
8. Keep focused on the objective. Try to stay away from tangents. Goofing off during the meeting will cause it to last longer. Goof off later!
9. Set the pace: Not too fast, but defiantly not boring.
10. Intervene on occasion to summarize. This helps the group to remember what it has done, and allows the committee members to focus on the remaining task.
11. Create breaks if the meeting lasts more than an hour.

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12. Make sure decisions are made after all member of the committee are able to participate in the discussion. Do not push your won wishes on the committee.
13. Announce when goals have been achieved. Do no allow the group to continue after is has produced the desired result.
14. Thank and reward those members who were the most helpful. We all like praise and will work harder next time if our efforts are recognized.
15. If things need to be done before the next meeting, assign them are ask for volunteers. Often nothing happened because everyone assumed someone else would do it.
16. Have refreshments or something fun to wrap up with. This way everyone leaves feeling good and knowing his time was well spent.

Chapter Standing Committees (Required by DeMolay International):

1. Sick:
2. Auditing:
3. Finance:
4. Entertainment:
5. Membership:

Special Committees:

Special committees are appointed to perform a certain tasks or chapter operation. Examples include, but not limited to:

1. Publicity and chapter newsletter.
The purpose of the Publications Committee is to inform, to unify and to inspire the chapter member within the chapter. It is to promote the chapter, its activities, as well as DeMolay International, the League and jurisdiction through regular publication of a chapter newsletter. It also sees that chapter information is forwarded to the jurisdiction web page.
2. Obligatory Observances (One committee for each observance).
3. Masonic Relations.
4. Athletics
5. Chapter Relations
6. Civic Service
7. Fund Raising (See Chapter Three)
8. Social
Chapter Sweetheart Dance: This can be a fund raising activity for the chapter, as well as honoring the chapter sweetheart. It is a great opportunity to present a quality image to the public who attend. Extra effort should be made to make this event outstanding.
9. Activities
10. Education and Career Guidance
11. Program Planning
Its function is to make sure that the chapter has a balanced activity program. It also makes the selections for the committee chairmen to oversee the activities. This committee is composed of the three councilors and Chapter Dad.
12. Conclave
The purpose of the Conclave Committee is to promote the SCJ conclave to the chapter members. It is to plan chapter spirit activities for Conclave, and for coordinating the chapter for any campaigning at Conclave.

Costs and Budget:

It is important for each activity the committee considers the costs and budget for any events it recommends. The committee report should be accompanied by an accurate cost breakdown in as much detail as possible.

Committee Reports:

All of the details of the committee report should be finalized at the committee meeting BEFORE the report is presented at the chapter meeting. It is very embarrassing for the committee to have missed any details of the report.

1. Reports should be brief, concise, and in writing.
2. The reports should summarize the WHO, WHAT, WHERE, WHY, HOW, and HOW MUCH.
3. The committee report must be approved by the committee advisor or Chapter Dad, and then given to the Master Councilor.
4. The committee should be ready to make any motions for chapter action.

HOW TO FORM BUDGETS

I. INTRODUCTION

Prior to the new term, the Master Councilor-elect is required to submit a budget for his upcoming term. The goal of a term budget is surprisingly simple -- The bottom line must be equal or greater than zero!! Another major point that should be remembered concerning budgeting is that budgets are only the best estimates made from information available when the budget is created. As time for the budgeted event comes closer, the dollar figures will undoubtedly change.

To prepare a budget, the incoming Master Councilor must first prepare his calendar to be able to account for any and all activities planned for his term.

II. PREPARING YOUR BUDGET

A. Determine all fixed yearly chapter expenses. Consult with your Chapter Dad and/or Financial Advisor to determine the yearly costs for rent, insurance, SCJ and League fees, athletic events, etc.

B. Review costs for planned activities. List anticipated expenses and incomes for each activity that you have planned on your calendar. Remember that these numbers will change and that you are NOT restricted to what you estimate in your budget.

C. Finally, total your expenses and incomes. Subtract Expenses from Income. If the amount is greater than or equal to zero, you're done! If not, review your estimated numbers for each planned activity. If you can make changes to correct your final total, then do it now and then repeat steps C & D. If the estimated numbers reflect a deficit, you may need to plan another fund-raiser, cancel one of your planned activities, or have the members pay for the activities instead of the League. This decision is ultimately up to you, but it is suggested that you consult with your Chapter Advisors.

HOW TO EFFECTIVELY SET GOALS

I. GOING FOR YOUR GOALS

What goals have you set for yourself? If you don't have an answer, you're not alone. Surprising? Not really! Many of us don't know how to set any type of goal, be it career, or for our success in DeMolay. We're constantly reacting to daily pressures, school/job stress, family needs -- instead of acting. Because setting and reaching goals involves change, it seems frightening. So we stay with our comfortable and familiar routine.

The truth is that change is rejuvenating, if you plan for it. The following steps will help you form and work toward your goals:

A. Plan carefully. Before you can reach goals, you have to set some to reach. Set high goals and include a time frame to keep you on track. Write down what you feel is a major goal, such as earning your PMC-MSA, and why you want to achieve it. Then break it down into smaller, attainable, short-range goals, with a time frame for achieving each one. You'll feel successful as you achieve those smaller goals on the way to achieving your major goal.

B. Be confident. You can become whatever you believe you can become -- you just need self-confidence. (Remember... you are capable of success.) Your self-confidence will grow as you meet your goals. Think about how good you feel about past successes, and imagine future ones.

C. See yourself successful. Not only can you build confidence through mental imaging, but you can also improve your abilities.

You can use mental exercises to imagine success. Close your eyes and imagine a motion picture of yourself reaching a goal you've set. Keep the picture detailed. What are you doing? Where are you working? Who are you talking to? This exercise can build memories that to your nervous system are equivalent to actual experiences.

D. Expect to work. Nothing worthwhile comes easy, so be prepared for hard work. Although you can fantasize about fulfilling your goals, you must act to achieve them.

Explore your career options by reading about different jobs and talking to people in various fields. Find out what steps they took to get where they are.

E. Overcome obstacles. Finally, believe that you deserve to reach your goals. Along the way, you may have to deal with unexpected events that will cause you to postpone or lose sight of your goals. But whatever the situation, remember that eventually it will pass and you'll be able to get back on track.

By setting goals for yourself, you plan where the future will take you -- where you want to be. And in time, with confidence and hard work, you'll get there!

II. DREAM SHEET

A. Write down everything you ever wanted to do, be, and/or have:

1. Don't be judgmental!!
2. Let your mind run free!
3. Include all details!
4. Include:
 - a. Travel and Vacations;
 - b. DeMolay;
 - c. Automobiles;
 - d. House;
 - e. Career;
 - d. Friendship;

B. After 24 hours, review your dream sheet and write why you want each one in a short sentence. If you can't write one short sentence for an item, concentrate on those for which you can.

III. SEVEN STEPS FOR GOAL SETTING

- A. Identify your goal.
- B. Set a deadline for achievement.
- C. List the obstacles to overcome.
- D. Identify the people & groups to work with and to help to achieve your goal.
- E. List the skills & knowledge required to reach your goal.
- F. Develop a plan of action.
- G. List the benefits of the goal. What's in it for you?

IV. PERSONAL EVALUATION

A. Rate your self on a scale from 1 to 5 (5 being excellent) on each of the following categories:

1. Physical -- appearance, medical check-ups, exercise programs, weight control, nutrition;
2. Family -- listening habits, forgiving attitudes, good role model, time together, supportive of others, respectful, loving;
3. Financial -- earning, savings and investments, budget, adequate insurance, charge accounts;
4. Social -- sense of humor, listening habits, self-confidence, manners, caring;
5. Spiritual -- inner peace, sense of purpose, prayer, religious study, belief in God;
6. Mental -- imagination, attitude, continuing education, reading, curiosity;
7. Career -- job satisfaction, effectiveness, job training, understanding job purpose, competence.

V. GOALS

A. Look at the ratings in the previous section and determine which of them need improvement. Also, look at your dream sheet and see if any of these will help to improve the above areas. Combine your areas of improvement with items on your dream sheet to establish your goals. Select at least 2 goals to work on each day.

B. When selecting your goals, be sure that the following questions can be answered positively for each goal:

1. Is it really my goal?
2. Is it morally right and fair?
3. Are my short-range goals consistent with my long-range goals?
4. Can I commit myself emotionally to complete the project?
5. Can I visualize myself reaching this goal?

C. Periodically re-evaluate your goals. When one is reached, replace it immediately. Remember that your emphasis on certain goals may change, so it is critically important to review your list regularly, perhaps on the 1st of each month.

VI. BENEFITS

A. What you get when you achieve your goals is not nearly as important as what you become when you commit to achieving your goals.

1. If you are committed, these benefits are yours:
 - a. Know, be, do, and have more;
 - b. Use your mind and talents more fully;
 - c. Have more purpose and direction in your life;
 - d. Make better decisions;
 - e. Are more organized and effective;
 - f. Do more for yourself and others;
 - g. Have greater confidence and self-worth;
 - h. Feel more fulfilled;
 - i. Are more enthusiastic and motivated;
 - j. Accomplish uncommon projects.

B. Also keep in mind that you cannot reach major objectives on your own. You must get other people involved to help you. Don't become frustrated. If the outlook is bad, try the up look!

HOW TO MAKE IT WORK!

I. INTRODUCTION

What happens when you return to your home Chapter? Here in this book, you have been exposed to many new ideas, concepts and feelings about the Order of DeMolay. How can you best put them into action in your Chapter? You will need to use a great deal of tact when dealing with your Advisors and the other members of your chapter.

In your camp Chapters, your leadership role has taken many different forms, (silently and openly). All of these roles have taught the fundamentals of leadership whether or not you've been in charge or just a participant. You should have been observing the reactions of different personalities and have experienced a variety of opinions on how things should get done. Living with someone is an in depth lesson in getting to know that person at his best, and worst.

We hope that you have experience certain fundamentals on running DeMolay programs and where to find sources from which you can obtain additional information. We have stressed the importance of good communication in everything that you do. Lastly, we hope that you have learned TEAMWORK AND FRATERNALISM. This was accomplished with individuals, for the most part, you didn't even know last week.

II. YOU! ARE THE KEY TO MAKING IT WORK, NO ONE ELSE CAN!

A. It is you that has changed:

1. You have new ideas to use.
2. You have new skills.
3. You have new enthusiasm of the Order of DeMolay.
4. You have a better understanding of what DeMolay has to offer.

B. However, nothing has changed at home!

1. Same people.
2. Same problems.
3. Same "old" ideas.

III. YOU ARE NOT AN EXPERT

A. BE TACTFUL, AND DIPLOMATIC when presenting new ideas. Don't give others the impression that you're an "overnight expert." Especially Advisors! You might seek private meetings with your Advisors to talk to them about what you have learned and your ideas for the Chapter.

B. An expert is one who has all of the answers and can solve all of the problems. You are unable to do that; however, you are better informed! You are a resource with new ideas, skills, understanding, and enthusiasm.

IV. WHAT TO DO

A. Meet with key people in your Chapter (Councilors, Advisors, others) as soon as possible after you return home. Share what you have learned with them.

B. Review the contents of this notebook and other materials. It is important how you relate the material -- don't just open the book and say, "Here it is!"

C. Share your enthusiasm for DeMolay. Remember.... they may not understand what you have experienced, and you may need to develop their love for the fraternity.

D. Help in setting goals for your Chapter.

E. Develop a plan to obtain your goals.

F. Remember...to continue to be a resource, NOT AN EXPERT!

V. THE CHALLENGE OF LEADERSHIP

A. Returning Home:

1. Have enthusiasm!!!
2. Have your personal goals firmly established.
3. Have a positive mental attitude.
4. Have dedication to your purpose.
5. DO IT!

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- B. Report on your experiences.
 - 1. Become an enthusiastic salesman.
 - 2. Use your notebook as a guide to help explain what you have learned.
 - 3. Tell your chapter.
 - 4. Tell your Advisors.
 - 5. Tell your members.
- C. Your attitude is vital:
 - 1. Don't just talk about leadership -- Show it! Practice it! Lead By Example!
 - 2. Share your knowledge.
 - 3. Train and educate others.
 - 4. Promote Councilor Camp.
- D. How to accomplish your goals:
 - 1. Discuss your plans with others so that they can share your enthusiasm.
 - 2. Don't worry about who gets the credit, as long as it benefits DeMolay and your chapter.
 - 3. Aim for immediate short range goals to show results -- such as more RD's and L.C.C.'s.
- E. Review progress:
 - 1. Feelings of great enthusiasm may quickly fade.
 - 2. How are you doing six months after camp?
 - 3. People are expecting you to provide ideas and support -- don't let them down.

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F. Understanding:

1. New ideas sometimes "scare" people.
2. Be sure to present your new ideas so that they are accepted.
3. Understand all points of view.
4. You are now a disciple of Councilor Camp, it is your task to spread the word to others through your every action

