



# Elks Leadership Overview

for

MD, DE, & DC State Association



# Elks Leadership Overview



- What is a Leader? Manager?
  - Leader
  - Manager
  - Does Elkdom need both?
- Implementing Leadership
  - Strategic Vision
  - Planning
  - Critical thinking
- Elks Organizational Structure
  - Grand Lodge
  - State Association
  - Local Lodge
- So what's next for you?





# Leaders



- Leaders have followers
  - Leaders do not have subordinates - at least not when they are leading
  - Many organizational leaders do have subordinates, but only because they are also managers
  - But when they want to lead, they have to give up formal authoritarian control
  - To lead is to have followers and following is always a voluntary activity
- Charismatic, transformational style
  - Telling people what to do does not inspire them to follow you
  - You have to appeal to them – get their “buy-in”
  - Leaders with a stronger charisma find it easier to attract people to their cause
  - As a part of their persuasion, they typically promise transformational benefits, such that their followers will not just receive extrinsic rewards but will somehow become better people



**Leaders inspire – not demand**



# Leaders (con't)



- People focus
  - Although many leaders have a charismatic style to some extent, this does not require a loud personality
  - They are always good with people
  - Can have a quiet style that gives credit to others (and takes blame on themselves)
  - Very effective at creating loyalty
  - Leaders do not pay attention to tasks; in fact they are often very achievement-focused. What they do realize, however, is the importance of enthusing others to work towards their vision
- Seek risk
  - Leaders appear as risk-seeking
  - When pursuing their vision, they consider it natural to encounter problems
  - Leaders are more comfortable with risk
  - Leaders will break rules in order to get things done

**Leaders have followers – not subordinates**



# Managers



- Authoritarian, Transactional Style
  - Managers have a position of authority vested in them by someone
  - Their subordinates work for them and largely do as they are told
  - Management style is transactional, in that the manager tells the subordinate what to do, and the subordinate does this not because they are a blind robot, but because they have been promised a reward (at minimum their salary) for doing so
- Work / Task Oriented
  - Managers are paid to get things done (they are subordinates too)
  - Often within tight constraints of time and money
  - They thus naturally pass on this work focus to their subordinates
- Minimize Confrontation
  - Somewhat risk-averse
  - Avoid conflict where possible
  - Generally like to run a “happy ship”



**Managers have a role in Elkdom too!**



# Leader / Manager Comparison



Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Culture	Shapes	Enacts
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames



# Strategic Vision



- Definition:
  - Ideas for the direction and activities of an organization
  - Generally included in a document or statement so all members can share the same vision
  - Used as guide to help make decisions according to the shared principles of the organization
- Grand Lodge has a National Vision
  - Mission Statement
  - Constitution
  - Statutes
  - Rules and Regulations of the Order
- MD, DE, & DC State Association has a strategic vision to become more customer service focused to local lodges
- Local lodges must develop a 5-year plan to maintain a consistent strategic vision
  - Unique posture within Grand Lodge framework
  - Understand strengths / weaknesses
  - Enhances leadership cohesiveness



**Proper Planning Prevents Poor Performance**



# Importance of Planning



- Strategic Vision
  - Something that you imagine
  - A picture that you see in your mind
- Goals and Objectives
  - Near-term – very detailed with specific tasks / schedule
  - Mid-term – somewhat detailed with notional tasks / schedule
  - Long-term – few details with no associated tasks or schedule
- Team communication + buy-in = successful implementation
- Re-evaluate plan as required
  - Anytime
  - Mid year
  - Annually





# Critical Thinking – Fact Based / Data Driven



- Elements of Critical Thinking
  - Open-Minded Approach
  - Rational Considerations
  - Empathy
  - Self Critique
- How to Apply
- Common Uses



# Elks Organizational Structure



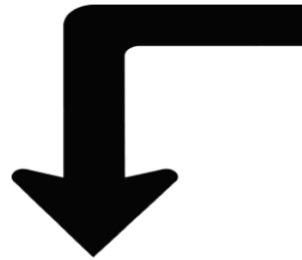
- Grand Lodge – Franchisor
- State Association
  - Views local lodges as customers
  - Strives to be constantly customer-service oriented
  - Promotes Grand Lodge Programs
- Local Lodge - Franchisee



**Addition detail provided at the Annual Elks Training**



# What is your role in Elkdom?



Local Lodge



State Association

Grand Lodge



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