



Provincial Grand
Lodge of Lincolnshire

Mentoring Strategy

“ Therefore, when we build, let us think that we build forever. Let it not be for the present delight, nor for the present use alone. Let it be such work as our descendants will thank us for.

John Ruskin



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INTRODUCTION

Mentoring is one of the most powerful personal development tools available to forward looking organisations the world over.

Freemasonry is no different to any other progressive organisation.

Mentoring is certainly not new it can be traced back to ancient Greece, the word 'Mentor' being the mythical advisor to the son of Odysseus.

It is simply a process where an individual can pass on knowledge, skills and experience to a less experienced person.

Mentoring is widely used in the business world as part of a person's career development and in architecture, the basis for our art.

In Lincolnshire we are trying to map that process into the fundamentals of our daily Masonic lives in order to maximise the benefit and enjoyment Brothers achieve from their Masonic careers.

In order to emphasise the importance of the Mentoring role, The United Grand Lodge of England (UGLE) has authorised a change in the Constitution to permit the appointment, as a 'Collared Office' of a Lodge Mentor by every Lodge. To be truly effective, Mentoring must first have the support of the Lodge as a whole and have the right person in post. Being a Mentor takes a special type of mindset and approach. In support of this the Province recommends that the collar should only be awarded to those Brethren whom the Worshipful Master believes possesses the appropriate skills and attributes to fulfil the role effectively.

Entering Freemasonry can be a daunting and, often, overwhelming time. The very nature of our organisation often leads men to join us, with little, or even no, idea of what is fully expected of them and what they can gain from membership. A number of new initiates may consider resigning prior to

collecting their Grand Lodge certificate. All lodges have a duty to welcome newer members warmly and that members have a continual sense of belonging.

The **Lodge Mentor** has a vital role to play, as it is his responsibility that the Mentoring process is not only implemented, but that it also works effectively in his Lodge. The Lodge Mentor co-ordinates the allocation of an appropriate Personal Mentor for every Candidate and continuously supports and monitors their progress.

A **Personal Mentor** should be there to guide, answer questions and help develop members' knowledge, especially during their formative years and even thereafter.

A Personal Mentor in no way takes the place of a Proposer or Secunder (Sponsors), though very often the role of Personal Mentor will be conducted by one of them. However, there are occasions when they may not be suitable due to inexperience or another valid reason. It should be noted that sponsors continue to play an important role and should continue to provide support and guidance throughout a candidate's journey in Freemasonry.

The future of Freemasonry is in the hands of our newer Brethren but in whose hands are they? Who is shaping those that will shape the future of the Order? As a Mentor, be it Lodge Mentor or a Personal Mentor you will not only be helping your charge to embark on a full and enjoyable career in Freemasonry, at the same time you will also be safeguarding the future of your Lodge and our Institution.

Most importantly, we should all try to make sure that Mentoring is done in good heart and with fun.

Mentoring exists to help develop good Freemasons, extend our researches and support a Lodge.

Mentoring can be described as the mortar that helps bind us together and when it works well, this is to the advantage of the Candidate and the Lodge.

The Lodge and Personal Mentor is in the enviable position in making that happen.

SCOPE

All members may benefit from Mentoring, whether newly initiated or established members as they progress in their respective offices and roles. Mentoring is passing on skills, knowledge and experience regardless of the age or stage of the Mentee involved.

Mentoring is no longer a 'stand-alone' process, it is now inextricably linked to the UGLE Members' Pathway initiative. The Lodge Mentor should now work closely with the Lodge Membership Officer - if appointed by the Lodge. The 'Pathway' consists of eleven steps and steps 7 to 10 are the responsibility of the Lodge Mentor. Step 11 is identified as the responsibility of the Province, but the Lodge Mentor has an important role in this step to help retrieve members that may have left or no longer attend for a variety of reasons. It is therefore important that members of the Lodge, and especially, Personal Mentors, are familiar with the 'Pathway' project. It ensures all brethren involved understand the structure and process to follow to support the Brother and the Lodge.

There is a wealth of resources available to aid the Mentoring process. Examples of these are listed in the Provincial Mentoring Booklets. In particular, the UGLE repository of information website 'Solomon' has a wealth of quality resources which can be used for personal study or shared in Lodge or at Lodge of Instruction/Improvement.

- Nuggets
- Papers
- Presentations
- Demonstrations & videos
- Quizzes
- Q&A

By using these resources Mentoring can often be a catalyst to assist the development of each and every Brother. It could support therefore the strengthening of a young Lodge or the rejuvenation of an established Lodge.

STRATEGY STATEMENT

AIM

To maximise the benefit and enjoyment of each Lodge member as they make continuous progress during their journey in Pure and Ancient Freemasonry

By ensuring that members in each Lodge and throughout the Province are better able to:

UNDERSTAND the Principles of our excellent Institution

Be fully INVOLVED and can more easily participate in the activities of their Lodges and the Province,

Take more ENJOYMENT from their journey as they develop their Masonic careers in the Three Degrees and the Holy Royal Arch

Feel a stronger sense of BELONGING in their Lodge so that:

They become lasting, committed and contributing Freemasons

OBJECTIVES

1. To promote with clarity the importance of the Mentor's role and the impact they can have, both in their Lodge and across the Province
2. To support the Lodge as they make sure the right people are appointed in the role of Mentor
3. To position and empower Lodge Mentors as senior members of their Lodge
4. To give direct personal support to each Lodge Mentor in their role under the guidance of the Provincial Grand Mentor.
5. To make direct connections with other roles in the Lodge and promote a team approach to guiding Masons along their chosen career path
6. To engage with Lodge Liaison Officers so that they are better able to give close quarter support to both the Lodge and Personal Mentors
7. To direct the experience, knowledge and resources available throughout the Province to the Lodge and Mentors to ensure they have all the resources they need to be fully effective in their role, including Provincial Mentoring Booklets, 'Initiate's Guide', 'Solomon' UGLE repository of information, training and personal development.

PROCESS

1. That this Strategy shall, as appropriate, be delivered in support of the current overarching UGLE Strategy and Lincolnshire Provincial Priorities.
2. That the Mentoring Programme is driven by the Province via the Provincial Grand Mentor, who will ensure a co-ordinated approach to the Programme throughout the Province.
3. That each Lodge is required to appoint a Lodge Mentor. This would preferably be an active member of the Holy Royal Arch Degree, as these Brethren are in a stronger position to advise a Candidate in completing his journey in Pure and Antient Masonry. He will co-ordinate the Mentoring function within the Lodge, and that his name and contact details are to be notified to the Provincial Grand Secretary and the Provincial Grand Mentor, by the Lodge Secretary.
4. That the Provincial Grand Secretary and the Provincial Grand Mentor each maintain a record of the name and contact details of the Lodge Mentor, as notified to them by the Lodge Secretary.
5. That the Provincial Grand Secretary provides, as and when required by each Lodge Mentor, appropriate copies of the Mentoring Booklets.
6. That the Lodge Liaison Officer ensures in conjunction with, and via the Lodge Mentor, that the Lodges for which he acts as the Liaison Officer, operate and conduct the Mentoring Programme in accordance with the Mentoring Strategy and with the guidance of the Mentoring Booklets.
7. That the Lodge Mentor engages with the Lodge Royal Arch Representative to promote and maintain an awareness of the Holy Royal Arch amongst those Brethren who are not yet Companions.
8. That as necessary and as appropriate the Provincial Grand Mentor will engage with the Provincial Co-ordinator for the Lodges of Instruction/Improvement (LOI), to ensure that they are conducted in accordance with the Aim of the Strategy Statement.
9. That the Provincial Grand Mentor shall ensure that an Annual Report on the state of the Provincial Mentoring Programme is prepared for the Provincial Grand Master.
10. That the:
 - a) Provincial Grand Mentor,
 - b) Lodge Liaison Officer,
 - c) Lodge Mentor,
 - d) Personal Mentorseach carry out their duties as specified under their respective 'Roles & Responsibilities'.

ROLES AND RESPONSIBILITIES

Provincial Grand Mentor / Co-ordinator

Purpose of the role:

- To oversee and support Mentoring within the Province.
- To promote a planned approach to Mentoring so that all new members receive the information, personal contact and encouraging support appropriate to their individual needs.
- To support Lodge Mentors/Coordinators within Lodges

Reporting to:

- Designated Assistant Provincial Grand Master

Support:

The Improvement Delivery Group Membership Group has oversight of Mentoring on behalf of UGLE and is responsible for organising support for Provincial Mentors.

Measure of success:

- Retention of new members in Craft within Lincolnshire to have increased within one, three, five and ten years of joining.

Responsibilities:

- To prepare and agree with the Provincial Executive a local Mentoring strategy and objectives.
- To promote and encourage the adoption of planned Mentoring in all Lodges.
- To identify and share best practice in Mentoring around the Province.
- To produce local support materials (e.g. welcome letters, Initiate's Guide, etc).
- To organise regular Mentoring/educational training sessions for Lodge Mentors, Mentoring Co-ordinators and Personal Mentors. The focus being decided by the established need at the time
- To establish support groups, to facilitate networking between Lodges
- To work with other Brethren at Provincial and National level, to arrange new members' meetings and networking events.

- To promote "supported visiting" so that new members are accompanied on visits to other Lodges.
- To maintain an up-to-date database of Lodge Mentors/Co-ordinators.
- To support newly invested Lodge Mentors/Co-ordinators.
- To monitor the progress and effectiveness of Mentoring in Lodges
- To report to the Provincial Executive on successes, problems and initiatives.
- To provide the Provincial Executive and others with the necessary material to promote the scheme.
- To collaborate with the Learning & Development team in the development of appropriate activities and programmes in support of Mentoring
- To liaise and support the Provincial Membership Officer (PMO) in the implementation and delivery of the 'Members Pathway', with particular focus on steps 7-11
- To work as part of a national team, collaborating with other Provinces and co-ordinated by the IDG Membership Group on behalf of UGLE, to assist with the development of suitable supporting materials and to identify and share best practice.

Skills and qualities:

- Knowledgeable and experienced in Freemasonry
- Respected by others
- Able to inspire confidence
- Open, inspiring trust and confidentiality
- Encouraging, helping others to value their own work and development
- Focussed in approach, sharing clear aims, goals or objectives
- Has stimulating ideas and is interested in discussing the ideas of others
- Supportive of and adaptable to change – personal and institutional
- "Customer service" skills
- Able and willing to give time to the role
- Adopts a coaching rather than instructional style

Lodge Mentor / Co-ordinator

Role:

- To implement and co-ordinate Mentoring within their Lodge.
- To promote a planned approach to Mentoring so that all members receive the information, personal contact and encouraging support appropriate to their individual needs.
- To help new members to enjoy their Freemasonry and derive satisfaction from it, so that they become lasting, committed and contributing members.

Reporting to:

- The Worshipful Master. Supported by the Provincial Mentor and his team.

Measure of success:

- Retention of new members in the Lodge to have increased within one, three, five and ten years of joining.

Responsibilities:

- To promote the use of structured Mentoring with the Lodge
- To identify and allocates a suitable member to be each new Candidate's personal Mentor (being the Candidate's proposer or seconder if they have the experience, skills and availability)
- To identify other Brethren within the Lodge whom it is thought may benefit from the Mentoring Programme and allocate a suitable Personal Mentor
- To provide each Personal Mentor with the information, guidance and support that they may require
- To arrange for Personal Mentors to receive the training and support offered by the Province
- To arrange for the supply of support materials (e.g, welcome letters, Provincial booklets, Initiate's Guide, etc) for Personal Mentors and new members

- To encourage other members of the Lodge to support Personal Mentors
- To organise/support Lodge events and activities aimed at supporting new members
- To monitor the allocation of Personal Mentors and makes appropriate changes as required
- To liaise and consult with the Lodge Liaison Officer as necessary
- To monitor the success of Mentoring and prepares and submits an Annual Report before the end of the calendar year for the Provincial Mentor
- To liaise and support the Lodge Membership Officer (LMO) in the implementation and delivery of the Members' Pathway, with particular focus on steps 7-11
- Liaises with the Provincial Mentor and members of his team as necessary.

Skills and qualities:

- Preferably an active member of the Holy Royal Arch to better enable him to advise master masons to complete their journey in Pure and Antient Masonry
- A respected member of the Lodge
- Knowledgeable and experienced as a Freemason
- Who knows members well, including individuals' strengths and capabilities
- Approachable, encouraging and supportive to Personal Mentors
- Able and willing to give time to a number of Personal Mentors
- Well organised to enable him to effectively fulfill his role
- Resourceful – able to identify and obtain relevant materials and make useful contacts
- A good communicator.

Personal Mentor

Role:

- To ensure that an assigned new member receives the information, personal contact and encouraging support appropriate to his individual needs.
- To help the assigned new member enjoy his Freemasonry and derive satisfaction from it, so that he becomes a lasting, committed and contributing member.

Responsible to:

- The Lodge Mentor/ Co-ordinator.

Measure of success:

- Retention of allocated new members in the Lodge

Responsibilities:

- To build a supportive Mentoring relationship with a new Candidate prior to joining and his Initiation
- To provide the Mentee with the information (such as Provincial Mentoring Booklets), personal contact and encouraging support that he needs; in a manner that that is suitable and appropriate to his needs
- To ensure the Mentee is introduced to other Brethren and mixes well with others at the Festive Board
- To meet with the Mentee outside of the Lodge to discuss Freemasonry and his enjoyment and experience of the activities
- To prepare the Mentee for future ceremonies
- To answer and encourage questions.
- To explain aspects of Freemasonry to him; its structure, officers, symbolism, ceremonial aspects or take him to a brother who knows the answer.
- To help him to find answers to questions, consider using 'Solomon' – Seek & Learn: About Freemasonry section
- To encourage him to register with 'Solomon', UGLE's online repository of learning materials
- To demonstrate the correct manner of saluting and firing (where appropriate)
- To help him reflect on and learn from ceremonies
- To accompany him to visits to other Lodges

- To sit with him at Lodge meetings and at Festive Boards, so that he is not alone when having left the Lodge room
- To help the member to learn the Ritual, its words, meaning and any movement in the ceremonies, as he progresses in the Lodge
- To encourage the member to play a full and active part in the life of the Lodge, both ceremonially and socially
- To actively seek feedback from the member and monitor his interest, involvement and commitment
- To adapt his own approach to Mentoring to enhance the member's enjoyment of and commitment to Freemasonry and the Lodge
- To introduce him to the Holy Royal Arch Representative and encourage him to consider joining the Holy Royal Arch, at the appropriate time, to complete his journey in Pure and Antient Freemasonry
- As the member progresses, if appropriate to consider a handover to a new Personal Mentor to further develop his career in Freemasonry. E.g. a Past Master if the brother is about to become WM.
- To liaise with the Lodge Mentor/Coordinator

Skills and qualities:

- Desirable to be an active member of the Holy Royal Arch
- Knowledgeable and experienced as a Freemason
- Capable of clearly explaining aspects of Freemasonry in simple terms and everyday language.
- Able to use questions to encourage enquiry and develop understanding
- Encouraging and supportive to others, especially new members
- Able and willing to give time to a new member
- Resourceful – able to identify and obtain relevant materials and make useful contacts
- A good observer – aware of positive and negative non-verbal communication and interactions between people
- A good listener

The Lodge Liaison Officer (within Mentoring)

Purpose of the Role:

- To ensure that the Mentoring Programme is fully adopted and effectively implemented in the Lodges for which he has responsibility. Being particularly mindful to be at hand to support new Lodge and/or Personal Mentors.

Reporting to:

- Designated Assistant Provincial Grand Master supported by the Provincial Mentor and his team.

Measure of success:

- Retention of new members in Craft within Lincolnshire to have increased within one, three, five and ten years of joining.

Responsibilities:

- To ensure that the Lodge Mentor and the Personal Mentor(s) carry out their duties in accordance with their roles, and the guidance of the Provincial Mentoring Booklets,
- To liaise with the Lodge Mentor, Personal Mentor(s) and Mentee(s) to monitor the Mentoring progress and offer guidance as may be required from time to time.
- To review, comment and sign off the Lodge Annual Mentoring Report prepared by the Lodge Mentor, prior to its submission to the Provincial Grand Mentor.
- To liaise with the Provincial Grand Mentor as may be necessary from time to time

Mentoring Structure

