

# Hiram's Lighthouse



PROVIDING MASONIC *LIGHT* FROM TORONTO EAST DISTRICT

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**Grand Lodge Website**

[www.grandlodge.on.ca](http://www.grandlodge.on.ca)

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***Nullius in verba***

**... by the Lighthouse Beam**

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Hiram's Lighthouse - September 1, 2019

**Grand Lodge Merit Award Winner for District Newsletter 2008**

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Brethren,

I hope this message finds both you and your families in good health. Labour day is approaching and the quarry awaits our labour.

Sadly, this August we lost a great Mason, R.W. Bro. Robert A. Johnston, with 69 years as a freemason. Initiated into Dentonia Lodge

March 1950, elected D.D.G.M. 1978-1979, he affiliated with West Hill in 2000 and was Master of West Hill in 2014. Received the Grand Masters Service Award in 2014-2015. On behalf of the family, I would like to thank all the brethren that attended the Memorial Service for our brother.

August 20 was the reception for the new Toronto East District DDGM at The Quaker Meeting House. It was a humbling experience; I want to thank The International Order of the Rainbow Girls, Toronto Assembly No. 2 for their assistance and Canada Lodge for making all the arrangements. I also want to thank everyone in attendance for making it a day that I will never forget.

On August 24 was held the annual Senior Wardens Corn Roast & B.B.Q was held. We had a good turn out and with the leadership of Bro. Alek Lemajic and the hard work of all the volunteers they raised over \$1,800.00 for WindReach Farms. I would like to congratulate Bro. Lemajic and the volunteers.

Over the summer some of our lodges have moved and others are still in the process of doing so. Please check the District Trestle Board for details. We have four installations in September as follows;

- Sept. 12<sup>th</sup> 6:00pm Coronati in Whitby Temple
- Sept. 17<sup>th</sup> 6:30pm R.J.R.R. in York Temple
- Sept. 19<sup>th</sup> 6:30pm Alpha Tuscan in Chisholm Temple
- Sept. 21<sup>th</sup> 11.30am. Acacia in Chisholm Temple (last time)

As mentioned in my August message T.E.D. will host a Grand Lodge of Instruction for Master Masons, in attendance will be M.W. Bro. Donald H. Mumby, Custodian of the Work along with his team of Grand Lodge Officers lead by R.W. Bro. Gordon Crutcher. This is an event that will be extremely helpful for all Lodge Officers. It will take place at the Whitby Masonic Hall on September 24, 2019 with refreshments and registration from 6pm to 6:59pm and Lodge at 7pm. Dress will be casual, regalia will not be worn, bring your current Book of the Work, a pen and note pad.

Our first District meeting will be on Saturday September 28, 1019 at the East Toronto Masonic Temple (Chisholm). There will be refreshments starting at 10:30am and the meeting will begin at 11:00am. Please come out to meet and support your new district chairmen, your input will be greatly appreciated.

Brethren, I am looking forward to personally greeting all of you at one or more of our upcoming events.

May the Great Architect of the Universe continue to protect and guides us in all our endeavours.

Fraternally,

R.W. Bro. Gilbert L. Carreiro  
 District Deputy Grand Master  
 Toronto East District

**Events Calendar**

# Official Visits Sept 2019

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	2	3	4	5	6	7
8	9	10	11	12 Coronatf 520 6:00PM	13	14
15	16	17 RJRR 494 Early Banquet	18	19 Alpha Tuscan 384 Early Banquet	20	21 Acacia @ Chisholm 11:30AM
22	23	24	25	26	27	28
29	30					

## EVENTS

**Education**  
 Mechanics of the Work  
 Sept 7,14,28  
 8:30 AM Toronto East Temple

**Education**  
 Grand Lodge of Instruction  
 Sept 24  
 Registration 6pm Lodge 7pm  
 Whitby Masonic Hall

**Other Events**  
 TED Business Meeting Sept 28  
 10:30 AM  
 Toronto East Temple

[Click Here to Print Calendar](#)

**...Now here's a Lodge in**





**Grand Lodge of China  
No. 10 號, Lane 201, Section 2,  
Chang'an East Road,  
Zhongshan District,  
Taipei City,  
Taiwan 10491**



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**Around and About**  
(News & Notices)

**Saturday Morning Class, September and October, 2019**

Time to welcome and invite you all back to the Fall sessions of the Saturday Morning Class. This new season sees a change in the official name of these classes to “The Worshipful Brother John Armstrong Lodge of Instruction”. At the last meeting of the class in March we hosted and feted John Armstrong to celebrate the fact that he was one of the principal founders of our beloved academy of learning and sharing. He gave us a bit of the history of the first assemblies over two decades ago, so to honour his contributions a motion to change the name was unanimously approved and adopted.

And second change is necessary and sees us with a brand new Assistant. Since our former Facilitator, the now Right Worshipful Brother Gilbert L. Carreiro has

ascended to the throne of Toronto East's District Deputy Grand Master, he has been replaced by a very active Brother from the Don Valley District, Worshipful Brother Allister Ttooulias, the IPM of St. Andrews #16 and the President of the Don Valley Warden's group. I invite you to come out and meet him and see if you can stump him. Good luck with that Laddies!

So if you want to share in our class' camaraderie and fellowship, whether you are a lodge officer, Entered Apprentice, Fellowcraft, new Master Mason or even a 'Rusty Mason' desiring to get back at it, please come out and let us help make you comfortable with your ritual work.

As per usual we will meet on 6 Saturday mornings commencing on the 7<sup>th</sup> of September. The first one will cover the Installation ceremony with openings and closings, the Grand Honours, calling on and calling off, and the little differences from a regular lodge meeting. This should help us get the rust, dust and cobwebs knocked out of our memory banks and ready for another season.

The second one, on the 14<sup>th</sup>, will highlight the duties of the office for each Officer thus giving the newly invested officer a leg up for his new Masonic year's work.

We will not meet on the 21<sup>st</sup> as we must allow for Acacia Lodge's Installation on that Saturday.

The 28<sup>th</sup> will see us go over the first degree in detail for every officer involved in that degree.

I will be canvassing the participants for their preferences of what next to cover, then announce the plans for October the 5<sup>th</sup>, 19<sup>th</sup> and 26<sup>th</sup> in class and as well in the October issues of District Newsletters and with an update for the East Toronto web site.

So since this is a learning experience, please bring your Black Book of the Work and your red book of the Guidelines for Lodge Officers to use as immediate reference.

So in review we will meet on the 7<sup>th</sup>, 14<sup>th</sup> and 28<sup>th</sup> of September and the 5<sup>th</sup>, 19<sup>th</sup> and 26<sup>th</sup> of October.

This all will take place at the East Toronto Masonic Temple at 13-15 Chisholm Avenue from 8:30 a.m. for socializing, coffee and doughnuts. Classes will commence at 9:00 a.m. and run until noon.



If you'd like to get more information, please feel free to call, or preferably e-mail me, Dennis Rankin at 416-691-1704 or [kdrankin@pathcom.com](mailto:kdrankin@pathcom.com).

Too you could call Allister at 416-575-3149 with his e-mail address of [allister.ttooulias@gmail.com](mailto:allister.ttooulias@gmail.com), or Bob Steenson, who will be back with us, at [bob.steenson@ontarioair.com](mailto:bob.steenson@ontarioair.com).

Fraternally, Your Brother,

Very Worshipful Brother Dennis Rankin

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## **This Month in History**

### **Labour Day - The Holiday Canada gave the World**



**First Monday in September 1894** Labour Day, the first Monday in September, has been a statutory holiday in Canada since 1894

The origins of Labour Day can be traced back to April 15, 1872, when the Toronto Trades Assembly organized Canada's first significant demonstration for worker's rights. The aim of the demonstration was to release the 24 leaders of the Toronto Typographical Union who were imprisoned for striking to campaign for a nine-hour working day. At this time, trade unions were still illegal and striking was seen as a criminal conspiracy to disrupt trade.

**September 2, 1930** - French aviators Dieudonne Coste and Maurice Bellonte made the first non-stop flight from Europe to the USA.

**September 4, 1609** - The island of Manhattan was discovered by navigator Henry Hudson.

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Please take the time to log in and review the new Grand Lodge website.

[www.grandlodge.on.ca](http://www.grandlodge.on.ca)

## Nature & Science

# Attracting and retaining the right talent



The best workers do the best and the most work. But many companies do an awful job of finding and keeping them.

## Why is talent important?

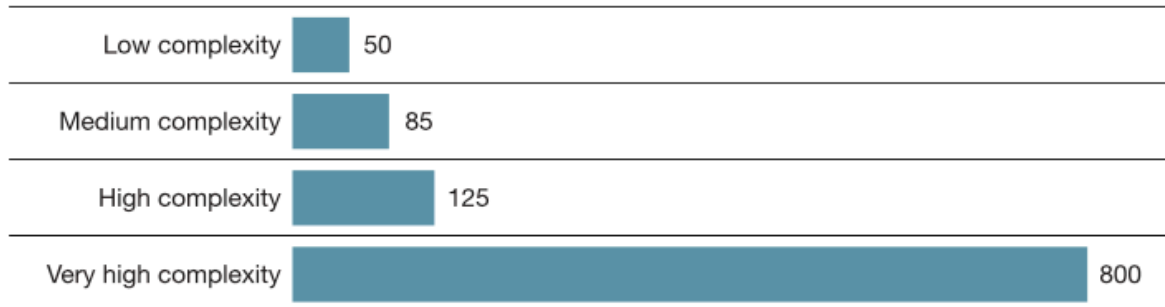
## Superior talent is up to eight times more productive

It's remarkable how much of a productivity kicker an organization gets from top talent. A recent study of more than 600,000 researchers, entertainers, politicians, and athletes found that high performers are 400 percent more productive than average ones.<sup>2</sup> Studies of businesses not only show similar results but also reveal that the gap rises with a job's complexity. In highly complex occupations—the information- and interaction-intensive work of managers, software developers, and the like—high performers are an astounding 800 percent more productive (Exhibit 1).

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The relationship between quality of talent and business performance is dramatic.

Productivity gap between average performers and high performers, by job complexity, %



McKinsey&Company | Source: "McKinsey Global Survey: War for talent 2000," refreshed in 2012

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## Great talent is scarce

The term "war for talent" was coined by McKinsey's Steven Hankin in 1997 and popularized by the book of that name in 2001.<sup>6</sup> It refers to the increasingly fierce competition to attract and retain employees at a time when too few workers are available to replace the baby boomers now departing the workforce in advanced economies.

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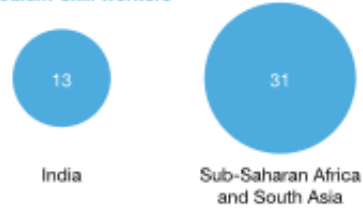
Almost one-third of senior leaders cite finding talent as their most significant managerial challenge.

Predicted shortage of talent by 2020, millions

High-skill workers

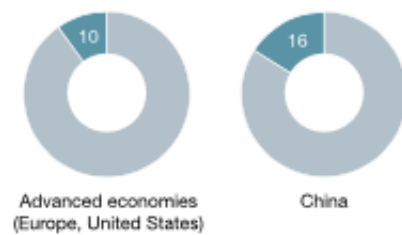


Medium-skill workers

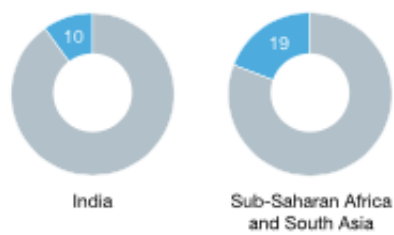


Predicted shortage of talent by 2020, % of total demand

High-skill workers



Medium-skill workers



McKinsey&Company | Source: The Conference Board

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## Most companies don't get it right

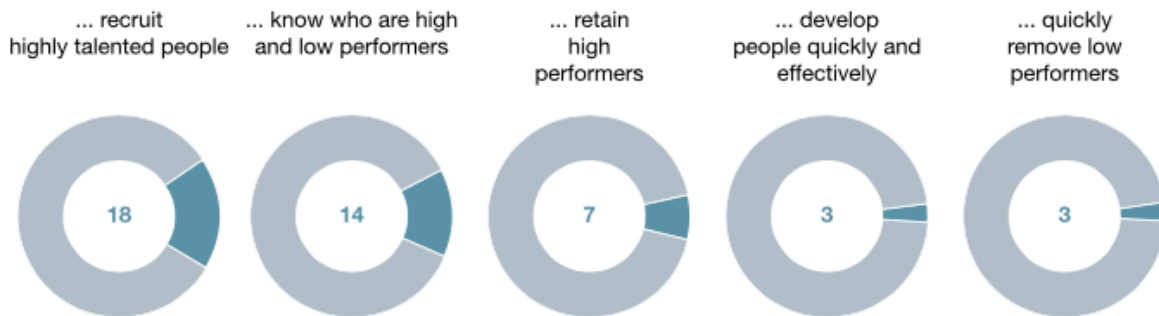
Since business leaders know that talent is valuable and scarce, you might assume that they would know how to find it. Not so (Exhibit 3). A whopping 82 percent of companies don't believe they recruit highly talented people. For companies that do, only 7 percent think they can keep it.<sup>10</sup> More alarmingly, only 23 percent of managers and senior executives active on talent-related topics believe their current acquisition and retention strategies will work.<sup>11</sup>



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A whopping 82 percent of Fortune 500 executives don't believe that their companies recruit highly talented people.

% of Fortune 500 executives who agree that their organizations ...



McKinsey&Company | Source: "McKinsey Global Survey: War for talent 2000," refreshed in 2012

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## What are the big ideas?

### Focus on the 5 percent who deliver 95 percent of the value

Some employees disproportionately create or protect value, and not all of them are obvious. A navy, for example, should obviously ensure that it has the best and brightest people commanding fleets of nuclear submarines. Equally, however, it should ensure that it attracts superior talent to the role of the IT-outage engineer, who prevents catastrophes for the crew, the environment, and humanity. In a world of constrained resources, companies should focus their efforts on the few critical areas where the best people have the biggest impact. Start with roles, not processes (which create generic solutions that don't meaningfully improve results) or specific people (who might help you in particular situations but don't build institutional muscle).

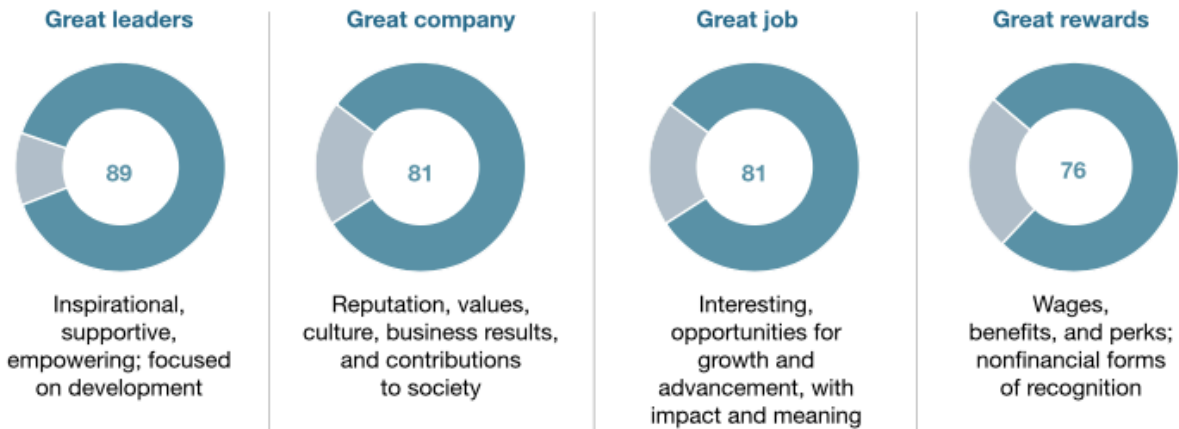
### Make your offer magnetic—and deliver

Leaders know the term "employee value proposition," or EVP: what employees get for what they give. "Gives" come in many flavors—time, effort, experience, ideas. "Gets" include tangible rewards, the experience of working in a company, the way its leadership helps employees, and the substance of the work (Exhibit 4). If your EVP is truly stronger than the competition's, you will attract and retain the best talent. But for three reasons, few companies have EVPs that meaningfully help them win this war:

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One of the four elements most valued by top talent should be a source of distinctiveness.

% of employees satisfied when their companies deliver



McKinsey&Company | Source: "McKinsey Global Survey: War for talent 2000," refreshed in 2012

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## Technology will be the game changer

Michael Lewis's book *Moneyball*<sup>17</sup> pits the collective old-time wisdom of baseball players, managers, coaches, scouts, and front offices against rigorous statistical analysis in determining which players to recruit. Analysis wins, changing the game forever. Could the same be true for recruiting top talent?

When the National Bureau of Economic Research looked into this, it pitted humans against computers for more than 300,000 hires in high-turnover jobs at 15 companies. Human experience, instinct, and judgment were soundly defeated: people picked by computers stayed far longer and performed just as well or better.<sup>18</sup>

## How do I make it happen?

The new leader of a major US public institution had a mandate for change. Her department failed to meet the budget for five years, The leader felt she knew what had to be fixed, but she didn't have the talent. There was no quick fix—

### 1. Aspire

In the leader's words, a team was commissioned to "fix the leaky bucket, and fill it with the finest stuff imaginable!"

### 2. Assess

With the priorities established, the team took a deep dive into the current mess. What did recruits in each target segment care about? How did the institution compare with their other options? Why were people in

key roles departing? Which current approaches were and weren't working? Using interview techniques to get behind superficial answers, the team gathered qualitative data

### 3. Architect

The working team recommended two discrete career paths, for generalists and specialists. The role of general managers would be adjusted to let them play more of a coaching (rather than a coordination) role.

### 4. Act

The leader and top team led from the front—for example, by personally attending the newly overhauled top-talent development programs—to communicate the importance of making the target EVP real and vibrant. She quickly became known for asking two questions in every performance dialogue: “what are your top five to seven priorities?” and “who are your top five to seven most talented leaders?” People learned that there should be a match between the answers.

### 5. Advance

The results appeared quickly: employee engagement shot up and attrition declined, especially among the most recent hires. Acceptance rates started improving, and employees became a powerful recruiting source. HR launched “choose who you want to work with” campaigns and made the most dynamic leaders and specialists “recruiting captains” for key campuses and career fairs.

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# ScienceDaily<sup>®</sup>

People's energy in the workplace is key to staff retention

People who energize their work colleagues are less likely to voluntarily leave an organization – unless they are high performers, suggests new research. The work suggests that being fired is not necessarily down to poor performance or not being a good fit; it may be because an individual dampens the energy of those around them. These findings could help companies to reduce their staff turnover, which represents a huge cost both in terms of replacing people and organizational performance.

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## 10 Ways to Keep Employees Happy

The pull and tug of managing employees' happiness is like a game of blackjack. As the metaphorical dealers, employers carefully scrutinize what's on the table and hedge their bets accordingly. They must satisfy the bottom line while retaining the best and brightest around. At the same time, workers don't want to settle for a low hand. But demanding too much may get them axed.

Who wins after the cards are dealt? On the employee side, the Harvard Business Review wagers its chips on the upbeat crew [source: [Fleischauer](#)]. The team players who contribute cheerfully around the office have the greatest chances of surviving lay-offs.

10. Offer Flexible Work Options
9. Practice Open Communication
8. Pencil in Face Time
7. Recognize Success
6. Set Clear Goals
5. Explain the Big Picture
4. Provide Career Growth Opportunities
3. Give Employees Respect
2. Provide Consistent Feedback
1. Build Trust

Leadership Development



Five Ways to Retain Employees Forever



1. **Responsibility.** Show your employees you trust them by giving them responsibilities that allow them to grow. Encourage them to gain new skills. Provide ample continuing education opportunities. Hire from within wherever possible, and give generous promotions at appropriate times.
2. **Respect.** Employees want to know they are respected and appreciated. As the saying goes, people may readily forget the things that you said, but they will always remember the way you made them feel. Many workplace legends are built around the horrific things weary and stressed-out managers said or did. But if managers make it a priority to show outward respect for employees on a regular basis, it will lead to a strong and enduring workplace culture as well as positive experiences and memories that they will never forget.
3. **Revenue-sharing.** Tie a part of your employees' wages to the company's performance. This will align their interests with the company's revenue and profit goals and will serve as an inherent incentive to stay with the company as it grows. By making the fixed cost of payroll inherently more variable under differing business conditions, you can make your company more resilient and agile, while also treating your employees exceptionally well.
4. **Reward.** The rewards you give your employees should speak to their emotional needs and should go beyond their monetary compensation. Recognition in front of the company, company and department parties, service projects, lunches with the boss, logo clothing, handwritten notes, etc., can all contribute to the positive culture of the company and can be good morale builders as well.
5. **Relaxation Time.** Be generous with time off. Despite the hard economy, provide sufficient time for sick days, family vacations, new babies, etc. Pacing workflow can be highly beneficial to enduring employee relationships. You should expect and even demand high-quality performance, but it is unreasonable to expect a continual level of pressure at 100 percent. Allow employees the chance to catch their breath from one assignment to the next with the help of team-building activities or mini break periods over the course of the day.

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**Nullius in verba**

# SECTION 4

## BROTHER 2 BROTHER



### Retain

*"This principle provides guidance to lodge leaders in the development of the Mason who has been a member for less than one year"*

### Revitalize

*"This principle provides guidance to lodge leaders in the development of the Mason who attends lodge on a regular or irregular basis"*

### Renew

*"This principle guides the lodge leadership through the process of encouraging a Brother to more see the light of masonry"*

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"Good coaching is good teaching and nothing else."

-Pat Conroy



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... by the Lighthouse Beam



Excellent interview, critical insight into the mind of a coach who knows his team and his program.

**COACH** [John Gordon Groce](#)



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## Administration

**NOTICE:** Hiram's Lighthouse is currently looking to expand its Editorial Board, should you or someone you know be a good candidate, please contact the editor at [hramslighthouse@gmail.com](mailto:hramslighthouse@gmail.com) with a brief bio.

### **ADMINISTRATION:**

Hiram's Lighthouse is your newsletter. It is published on the last day of every month. If Hiram's Lighthouse does not have the content you would prefer, it is because the editor does not have that content available. If you want something more, please submit it. Please feel free to offer suggestions, submissions for ... by the Lighthouse Beam, book and film reviews, and topics of Masonic interest.

We also ask all Secretaries and Worshipful Masters to inform their lodge members of the existence of the newsletter and how to subscribe to it.

Anyone wishing to get on the subscription list should personally send a message to [hramslighthouse@gmail.com](mailto:hramslighthouse@gmail.com) including your full name, lodge and lodge location with a subject of Newsletter.

To get a notice into the newsletter at least one month before the event, send a message to [hramslighthouse@gmail.com](mailto:hramslighthouse@gmail.com) with all the information and we'll run it every month until the function is past.

Moving? Changing service providers? Remember to send in your new snail-mail and email addresses to both your lodge secretary and Hiram's Lighthouse - [hramslighthouse@gmail.com](mailto:hramslighthouse@gmail.com)

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