

RENEGADES ENROLLMENT GUIDELINES AND REQUIREMENTS

The "Four Balls of Enrollment"

1. **Find a man you care about.** - I believe this can/should be expanded to read "Find a man to care about." Perhaps the first man we need to care about is ourselves. How are we actually doing in our own lives? Are we getting what we need from ourselves, our team, our work, our relationships with wives, significant others, families of origin, etc.?? One of the first tasks to complete around enrollment is to look closely in the mirror and see who is looking back. How recently have we taken "a cold shower" and waked up to how effectively we are attacking life and how valiantly are we fighting our battles? We need to know these things before we answer the call to the battle of enrollment. This should not be misinterpreted to mean we have to have it all together before we can enroll, but it does mean that we need to know where we are so we can communicate that authentically to our enrollee. And, to invest the time, emotional energy and work it takes to complete (or even get seriously started at) this task is a reliable indication that we care about ourselves. The enrollment process demands that we "get inside" of another man's life and find out where he really is. It can be (but, doesn't have to be) a very difficult to ask a man to trust you and do something that you won't tell him much about, that includes spending/investing \$750-800, going to another city 1000 miles away, being away from his family, life, etc., and most importantly - doing things differently than he "always/usually does". If we don't find a place/way to actually care about another man, it can (and often does) become a rather large hassle trying to pin a man down to the level of commitment required to complete the Weekend (This represents some of the perceptions of negative kinds of experiences of which men (old and new to the Renegades) are afraid). In reality, Enrollment becomes much easier, both for the enroller and the enrollee, when actual caring for the enrollee exists. The enrollee "gets it" that you have what you believe to be his best interest at heart. It allows you both much more latitude to operate from this fundamental base of caring. Many men may never have experienced this level of caring from another man and may be very uncomfortable accepting it. This caring can be a direct example of one of the benefits available to an enrollee from taking the Weekend (and more importantly, being in relationship with another man). And, it happens before he even does the Weekend. There are a lot of ways to show your genuine caring for another man (IT HAS TO BE GENUINE), but you are not going to get very far with any man without caring about him. He will say things like "you're trying to sell me something", etc. if you let the focus drift away from the base of caring that you establish within yourself. Don't forget this, especially if/when he starts wiggling around stepping up to a commitment, keeping appointments with you, getting intimate with you (telling you what's *really* going on with him), etc.
2. **Drop your mask.** - The time honored and cherished man's tradition of shaking hands began as showing another man that we had no weapon in our dominant (for most men,

except lefties) hand. The same process has to happen, figuratively, for enrollment to be successful. The man has to know that you're willing to be vulnerable with him before he's going to show his real self to you. Remember, that a lot of us have been taught from birth that real men don't cry, show their emotions, whine about their problems, or even let someone else know that anything may be less than perfect in their lives. Men have traditionally been rather competitive and it may be very threatening to let another man in. Another way of stating this "ball of enrollment" is **TRUST MUST BE ESTABLISHED**. If you fail to penetrate a man's shell, he will never enroll or if he does he won't complete the Weekend. The absolute best way of getting a man to let you in is to let him in. Share your life with him. Don't expect him to believe that you have it all together. Let him know where you aren't being the man you always wanted to be, and then show him what action you are taking about it. Let him know from whence your strength and power come. Create the opportunity to endorse the Sterling way of living your life. Let him know how much being on a team adds to and magnifies your efforts to be the man you always wanted to be. **LISTEN, LISTEN, LISTEN, and LISTEN some more!** A man will tell you how to enroll him. Enrollment is not only testifying, speaking and getting him to see your point of view. If you get the process of sharing started a man will join in with you (if you allow him the space) and in some cases he'll enroll himself. We're not trying to prove to any man that we're tougher, meaner or can talk faster than they can. We need to open the space for a man to safely expose himself and then show him that we care about him and, if it's appropriate, we have one tried and proven method of accessing his power and marshaling his own forces to more successfully combat his demons.

3. **“Don’t do it alone.”** - There is always more power available from more than one man. Synergy is a concept that basically suggests that when you have more than one force at work, the result is often more than just the sum of the effects. Men can build upon other's strengths and accomplishments and victories and each come away with much more than would have otherwise been available. Picture a relay race where no one man can win it alone. The baton must be passed from one competitor to another for it to succeed. The Open House is the “perfect” opportunity to re-create the experience of the Weekend. We can recall the experience of 200+ men being engaged in the process of finding out about themselves. There were men speaking things that they had never spoken to anyone, much less 200 other men. There were men coming out of all kinds of closets, realizing that there were new and more effective ways to be in relationship with everyone else in their lives, including themselves. This grouping of men, in and of itself, provided an environment that promoted men getting real. We speak a lot about “doing what works”. It has been proven repeatedly that groups of men being men with each other works when it comes to letting down the walls a bit. If you can't get a man to an open house, take another man from your team with you. Or, take another man from another team if that works better for you and the enrollee. Call the enrollment manager. Call your enrollment team representative. Do whatever it takes to figure out a way not to do it alone. If men could successfully “do it alone”, there would be no need for teams, armies, companies, etc. Men would have done everything alone. They don't!

4. **“Don’t quit.”** - Many men have reported taking years to successfully enroll a man. Sometimes men are just not in the right place to be able to embrace the task of becoming the man they always wanted to be. That doesn’t mean they will never be there. Also, men will frequently put up all kinds of “red herrings” to distract you away from honing in on where they need help in their lives. (Remember, a man doesn’t have to be broken to need the Weekend. The Weekend isn’t a place to get fixed. It can help a man at the top of his game just like it can help a man that is “downstairs”.) Lots of times we have to be creative to find a way deliver the Weekend to them. We can often look and see when we feel like quitting or giving up on a man, and there we might find where we feel like giving up on ourselves. The time to give up on ourselves is never. Roseann Roseanadanna said “Where ever you go, there you are”! Need we say more?

Where/When do you stop?

If you accept the Renegades premise that when we successfully enroll and sponsor another man to complete the Weekend, we successfully confront and master our own demons - then one theoretically should never stop. The issue is: “Where do you stop with yourself?” Do you stop when things get difficult or do you stop when you don’t understand what’s going on? Do you go the extra mile to find out what is really going on with yourself? Do you ask for help? Do you speak frankly with your team or do you make them really dig to find out where you’re hiding? One of the concepts that one of the Iowa divisions shared with us was to “puke on demand” or in other words get to the point. Put it all on the table and let your teammates mentor for you. **TRUST THEM!** But you can’t stop short and expect the process to work. It won’t. So, when your potential Open House guest starts making excuses as to why he can’t come or, you have to decide whether or not to stop. The trick is to see if you can identify with the excuses he is giving you or check your memory and find out if they sound familiar to you. Perhaps you have used them in the past? **THEN YOU HAVE TO GET IN YOURE GUT - TAKE A COLD SHOWER - WAKE UP AND GET GOING - HANDLE YOUR OWN ISSUE!!!** Then, find a way to get him into his gut - a place to trust you, since you are able to be trusted.

How to complete an enrollment (before the sponsorship starts)

This part of the enrollment process involves several different steps:

First, you must go over the unalterable commitment part of the enrollment and you need to really get it in your gut that the man really understands what an unalterable commitment is. This may take the form of questioning him a bit and asking him “What would stop you from keeping your commitment and completing the Sterling Men’s Weekend?”. You may have to ask him more than once, because generally men will say “Nothing!”. However, they often have not taken the time to really examine the possibilities that may materialize in their life. Anyway, it is a good idea to take care of this one early - be sure it doesn’t come back and bite you in the butt.

Second, you must capture all of his personal information, i.e. Name (First & Last), Address, City, State, Zip, Telephone Numbers (Home and Work), Enrollee's Age, Number of Children, Occupation, Marital Status, If married, how long?, If not married, in a relationship?, Any serious psychological or medical conditions they (Boston) should know about?

Third, you must write up the three major changes that the enrollee wants to have occur in his life as a direct result of taking the Sterling Men's Weekend and what he would like to teach other men. As well, he must note which of the three changes is most important to him. ***The team captain of each team will be responsible for ensuring that the three changes are completed at the time the enrollee enrolls, be this an open house, runt or through any other means. As well, each enrollee must be called in within 48 hours of his enrollment. Once the calling in process has begun (the first call - to Enrollment Central - has been made within 48 hours of the enrollment), it must be completed (the sponsor must be cleared by Miglionico (as of today) within five days. NO EXCEPTIONS!! The reason for this is that we have been a bit slack about calling our enrollments in and getting our men's places reserved in the Weekend. (Also, impeccable sponsorship begins with doing an impeccable job with ALL of the details of enrolling a man. He will get it that you are living the weekend by being impeccable in the carriage of your duties and will likely be more willing to follow your example. Got it?)

Fourth, (this is the current information as of this writing - 11/24/94): Both the sponsor and enrollee are required to be present (either physically or via a conference call or extension phone) during the call in of the enrollee's application. At the completion of the call the sponsor should capture a registration number from the man at Enrollment Central. This number should be used in any reference to the enrollee and the current weekend and placed in the "For" section of any checks mailed for payment of tuition or registration fees. Then, within 48 hours of receiving the registration number, the sponsor must call either David Butler or Ken Malloy in Iowa and be informed as to whether or not the enrollee has been accepted into the Weekend. The primary task of these men during the call is to be sure that the sponsor knows whether or not the enrollee has been accepted into the Weekend. If you are unable to reach the man you have called, you must leave a message indicating when and at what number you can be reached. Be clear on this point: **UNTIL YOU HAVE BEEN TOLD THAT YOUR ENROLLEE IS IN THE WEEKEND, HE IS NOT!!**

Special Note: There will be a Workshop to teach team captains and others required or interested in learning how to clear changes during the Leadership Meeting before the January Renegades meeting.

Open Houses/Runts

Hopefully, all Renegades members know what an open house is. In case not, An Open House is an enrollment event sponsored by one or more teams , during which the team members re-create as much as possible of the feeling(s) that are present during the Sterling Men's Weekend. When this is done effectively, the guests find the Open House a safe place

to explore whether or not the Sterling Men's Weekend is right for them. When this is done successfully, the guests enroll. There are as many ways to prepare for, plan, and conduct an Open House as there are teams. The only "right way" to have an Open House is to do whatever it takes to ensure that it is successful. Period.

A "runt" is a concept and name that was passed on to us from one of the Iowa divisions. It is when two or more men get together for the purpose of enrolling a man that is otherwise difficult to get to an Open House. "If you can't take Mohammed to the mountain, take the mountain to Mohammed." To quote someone. Typically, you will want to plan and schedule the runt with a member of your team (or another team if that is what works for you and the guest) that has an easier time with enrollment than you do. Obviously, you will want to schedule the runt to accommodate the guest's schedule, since you haven't been successful in getting him to a regularly scheduled Open House. **DON'T LET THIS BE A BACK DOOR FOR YOU TO IMAGINE THAT YOU ARE SOMEHOW DIFFERENT ABOUT ENROLLMENT. DON'T BUY YOUR OWN BULLSHIT!!! DO YOUR ABSOLUTE BEST TO GET YOUR GUESTS TO OPEN HOUSES BEFORE YOU EXPLORE RUNTS. IT IS GENERALLY A MORE POWERFUL EXPERIENCE FOR THE GUEST TO BE PART OF A SUCCESSFUL OPEN HOUSE!!!**

Team Standards/Commitments

It is recommended that the team captain of each team (at the beginning of his term(s) as captain) review the team standards to ensure that they accurately reflect the team's position and commitment to enrollment. (Remember, the primary reason for the existence of the Renegades is to **ENROLL MEN INTO THE STERLING MEN'S WEEKEND!!**) Each member of the Renegades has agreed, as part of his interview process, to uphold the standards around enrollment, including to sublimate everything to the mission of enrollment. This means put everything else second. It will help your team and the members of your team to clearly understand what the team's enrollment standards are and strictly enforce them. If they are too weak - strengthen them. If they don't exist - create them. If you need help - ask for it. **NO EXCUSES!!**

Effective Targeting

Targeting is about setting a goal. It is not about ego. The team can plan around a goal, it cannot plan around ego. Ego is hollow, a goal is substantive and gives you something to work for and look forward to. Each man needs to look inside himself and see what is going on there and figure out how much realistic time and effort he is willing to and can devote to enrollment during the period. Then, he can measure that against his personal standards, the team's standards, the Renegades' standards and see how he stacks himself up. If it is not up to his personal best, he should take action and explore it with his team's enrollment representative and/or his team and team captain. This is not something to be stepped over and hidden. It will eat you up and result in your leaving the team and the Renegades. It is like cancer; if you ignore it, it will kill you - on some level or another. Figure out what you can commit to - a real commitment!! And make it happen!!!

The Enrollment Team

The Renegades have adopted a practice of having one member from each team serve on the enrollment team. The purpose of the Enrollment team is to have one man directly responsible for helping each team achieve a win around enrollment. Each member of the Enrollment team reports directly to the Enrollment Manager at least once each week, more if necessary. Each Enrollment team member is responsible for knowing the schedule of all Open Houses for his team, the number of confirmed guests for each Open House (at least a couple of days before the Open House), who is leading the Open House, clearing the Open House Leader the day of the Open House and reporting the results of each Open House to the Enrollment Manager. The Enrollment team member should have the results of each Open House reported to him immediately at the conclusion of the Open House. From time to time there will be conference calls arranged between some or all members of the enrollment team and the Enrollment Manager. The purpose of these calls will be to utilize the synergy potential of having more than one person solving problems as well as to build team spirit (or operational efficiency). Each Enrollment team member shall prepare a report (the format of which will be provided) and fax it to the Enrollment Manager on Monday of each week.

The Enrollment Manager

The Enrollment Manager assumes the responsibility for the success of the Renegades reaching the enrollment target set for the period. The Enrollment Manager communicates directly with the Regional Enrollment Manager or the Wasteland Enrollment Manager (whichever is specified by the Division responsible for the Renegades). He has been given absolute authority to do whatever necessary to assure the accomplishment of the target. Occasionally you may be asked to go past your comfort zone to reach a concept or make a breakthrough around enrollment. Once again, the key to the success of the request may rest with your being able to trust the Enrollment Manager and give your best effort to be engaged in the particular process. A large part of the success of the Sterling processes is based on trusting our gut as men. There has been very little written (who knows how far this may go) as most of this is handed down man to man as a tradition. Often times we may feel as though we're really out on a limb (and we may be) but ours is to "trust the process" and give our all. Most of the time we succeed at what we dedicate ourselves to.

The Leadership Team - in Support of Enrollment

This concept has arrived, again borrowed from Iowa, to help those responsible for producing enrollments get what they need. The theory is that the fellow team members of the enrollment manager, the sponsor manager and the coordinator cannot adequately support the men to do an impeccable job --no matter what the cost- in all cases. There is no attack on any team members here, only an effort to be sure that the leadership of the Renegades operates up to maximum efficiency at all times. One of the other tenets here is to involve as many men as possible in leadership. The more men that are engaged, the easier the process. The more men to carry the weight, the easier the weight is to carry.

This is another reason that we use the concept of TEAMS rather than groups, etc. When our teams operate as teams, each man has a task, a pride, an opportunity to perform impeccably, to express his personal way, an opportunity and reason to compete honorably (if only with himself). Thus we have begun to have leadership meetings to suggest the best ways to accomplish our goals. These meetings are an opportunity to brainstorm in an abbreviated format, so that things can move quicker and effective MANAGEMENT can take place.

Enrollment as a Direct Reflection/Result of living The Sterling Men's Weekend

It is simply true to say that if we are really living the Sterling Men's Weekend in our lives, we will enroll men. They will see a glimmer in our eye, a quickness in our step, an ability to ask for help when we are down, a desire to be in relationship with other men, a realization that men want and need things that only other men can give them, or something that will ATTRACT them. The process is then much easier than trying to arm wrestle a man into doing something that he doesn't want to do.

Live the Weekend at all costs. It will pay rather than cost!!! Kick Ass!!!