

**Final Report of the Area Inventory Ad Hoc Committee**  
Delivered to the Western Ontario General Service (W.O.G.S.) Area Assembly  
March 22<sup>nd</sup>, 2015

I am an alcoholic and a grateful member of the New Celebration of Life Group in Fergus, Ontario, and have the honour and privilege of having served as the Panel 52 Delegate to the General Service Conference from Area 86 (Western Ontario). My name is \*\*\*\*.

The Ad Hoc Committee on the Area Inventory was comprised of the following individuals;

\*\*\*\*\* , District Committee Member (D.C.M.), District 8  
\*\*\*\*\* , District Committee Member (D.C.M.), District 25  
\*\*\*\*\* , Past Delegate, Panel 62 Area 86 (Western Ontario)  
\*\*\*\*\* , Past Delegate Panel 52 Area 86 (Western Ontario)

about whom I think it could be fairly said that we were each humbly honoured, as well as initially overwhelmed, to be entrusted with the task of sifting through the responses to the Area Inventory.

When the Inventory questions were removed from the Area website at midnight on the 31<sup>st</sup> of December, 75 responses had been submitted. A handful of these responses were duplicated, and one was a test submission, resulting in there being 68 valid responses to the questionnaire.

The first order of business was to compile the responses into a workable format for discussion and review, and the resulting document is about 60 pages of single-spaced text and an accompanying 1-page spreadsheet. It was at this point, I think, that we were all feeling overwhelmed by the enormity of the task ahead of us.

It was our intention to meet three times, but due to weather we were only able to get together twice. Both of these meetings took place in Orillia, upon the conclusion of meetings of the committee organizing the upcoming multi-district Co-operation with the

Professional Community (C.P.C.) Open Forum to be held in Orillia in April, thereby minimizing costs to the Area. We were also in contact by email as well.

Prayer to invite God to join us in reviewing our inventory.

In order to effectively present this report to the Assembly, we felt it best to group the questions in terms of topics.

The topic groupings are:

1. Attendance at Assemblies
2. The Area Committee
3. Area Finances
4. The Area Assembly
5. Assembly Location and Accommodations
6. Area Issues.

### **Assembly Attendance**

Over two-thirds of those responding attended their most recent Assembly in 2014. This seems to indicate that the information gathered is current in its relevance.

Unfortunately, it was not readily apparent from many of the answers whether respondents had attended one or many Assemblies, so it is difficult to gauge the overall experiential depth of the responses.

### **The Area Committee**

## ***II. Do you understand the purpose of the Area 86 Committee and how it fits within the Alcoholics Anonymous (A.A.) Service Structure?***

Most respondents indicated a good working knowledge of the Area level of service including:

- The communication linkage function (the connection to A.A. as a whole for our area).
- The Area's role in safe-guarding the Traditions and Concepts.
- The Area's responsibility to promote unity within the districts and groups
- The Area's training and educational function (e.g. workshops at Assemblies and at local functions).
- The Area's role in reinforcing our primary purpose to pass on our message to the still-suffering alcoholic.
- The Area's role in fostering growth in the program.

The role of the Area in safe-guarding the integrity of A.A.'s message in our literature was not mentioned by anyone.

### ***III. What do you feel the Committee is doing well? In what areas of Service does the Area 86 Committee need improvement?***

Most felt that the committee is doing well in its role as the communication linkage between the General Service Office (G.S.O.) and the districts. Responses also indicated that the committee is creating and sustaining a sense of inclusiveness and unity not only within our Area but also with the G.S.O. and the General Service Conference, and that having someone different from G.S.O. at each assembly is a good informational and spiritual tool. Some of the highlights mentioned were:

- the quality of committee reports
- the sharing of duties at district round-ups, conventions, and service days
- improved communication by the Area Chair.

Opportunities for improvement were identified in the following areas:

- Accountability and transparency.
- More effective use of the website as a communication, information, and education tool.
- The use of more "by the book" explanations at Area Assembly workshops.

- Being present, friendly, and welcoming to new participants.
- Having the Area 86 Committee more present in and amongst the groups.
- Conflicting dates between Area events and local events.
- Improved communication skills so that presenters don't come across as condescending.

Problems were identified as follows:

- The move to a paperless organization, about which one member said “*meet us where we are at, not where you want us to be at.*”
- Redistricting and educating our DCM's about the ideal size (both geographically and by population) of districts.
- Abuse within the program. (*13<sup>th</sup> stepping, financial abuse, harassment, etc.*)
- Gender inequity at the Area Officer and Area Sub-Committee levels
- Over-representation of the Hamilton area in our elected positions.

***V. Does the Area 86 Committee listen and/or communicate well with the Membership it serves?***

Responses to this question indicated that communication is effective at Area Committee Meetings and Assemblies, but that from there to the groups things are breaking down. It was also noted that there is little communication between meetings and assemblies.

Most felt that the breaking down of the communication system is happening at the synapses between the District and the Group, as well as between the Group and the A.A. member.

***VI. Does Area 86 provide a communication link between General Service Office (GSO) and the Groups?***

Respondents used this question as an opportunity to more fully explain the system breakdown. Comments included:

- *By its' structure Area 86 communicates with a DCM and he/she decides what is important enough to forward to Group General Service Representatives (G.S.R.). . . . the GSRs in turn filter what they receive before presenting it to those who show up at a Group Business Meeting.*
- *Many DCM's do not understand that it is their responsibility to share ALL emails with their Alternates and forward any information they receive to the GSR's and the rest of the District committees in a prompt fashion.*
- *As a group member, I've seen but a small fraction of the information I get going directly to the groups.*
- *Agenda items of special concern or extra sensitivity need to be communicated first-hand by the Area 86 Committee at the group level.*
- *More work needs to be done to help District understand what Area Sub-Committee Chair-people can do for Districts.*
- *There is a lot of negativity at the group level toward service.*

**VII. How is Area 86 doing in encouraging interest in General Service? Does Area 86 attract and keep members interested in Service at assemblies? Why or Why not?**

Answers to this question revealed some interesting information about all levels of service in Area 86.

Firstly, most felt that the Area Committee itself was doing its best to encourage interest in General Service. People liked the practice of inviting GSO staff and trustees to our Assemblies, and saw participation of present, and especially past, committee members at District Service Days as a boost for encouraging interest and activity in service. The service message shared by committee members at Round-Ups and Conventions was noted also.

Interestingly, someone pointed out that we do not appear to be expecting the Area Assembly to grow in size because we only have enough room on the sign-in sheets to accommodate three visitors from each district.

Some opportunities for improvement at the Area level were:

- Publication of a repertoire of service experiences communicated in a more intimate way, perhaps a chicklet on the website like "Stories of Service Experience"
- Focussing on Concept 4 Participation (*don't just allow participation, ask for participation.*)

Secondly, the Districts hold more opportunity to attract non-participating GSR's, first to District meetings and then to Area meetings, and it was noted that Districts should be holding at least one Service Day each year. Here, again, people identified a "great disconnect" between groups, individual members, and "Service work" at District and Area levels, and noted that there is "tremendous apathy" towards service at the District and Group levels. Some wondered if this might be overcome with more "invited" activity by the Area Committee members in the Districts.

Thirdly, it was suggested those who represent the groups need to be more proactive with regard to generating interest in service. Many pointed out that failing interest in the service of Alcoholics Anonymous is directly related to poor sponsorship. It was also noted that there are many old timers who have little appreciation for the service structure of AA and their negativity can prevent newer members from taking an interest. One of the problems identified as an impediment to group participation at Assemblies was cost, while another was location. Many noted that attendance seemed to be better when the Assembly was more centrally located.

Some more serious problems were also identified by people responding to this section of the inventory.

- We need to find ways to encourage more participation of women at the Area level.
- Dominant personalities can drive people out of service by having agendas to suit their own needs.

- Personalities and cliques exist at area. If you are in one of these you are encouraged to stay in service.
- "Turn offs" seem to result from personality clashes and from individuals who become too driven and forget that 'the highest we ever get is sober'.
- If the (people at) the head table are not showing interest, or are absent, or do not appear to be working together well, it turns prospective service members off. Nothing deters like fighting and criticism.
- Not everyone has political ambition, and when they get involved, they feel like targets for ridicule.
- Many may be intimidated that (service and Assemblies) are for GSR's only.

Fortunately, people also pointed us in good directions as well, noting that the best ways to encourage and maintain interest in service are:

- A. Focus on education about the importance of participation in the various levels of service
- B. Communicate the joys of service
- C. *Remember that interest in service is always transmitted through personal contact, and through leadership reflecting love and tolerance, and by demonstrating our own growth through service.*

### **Area Finances**

#### **VIII A. Do you feel Area 86 provides a clear understanding of the Areas financial needs and encourages Groups/Districts to voluntarily contribute to the Area financially?**

Most indicated that the Area does a good job of providing a clear understanding of the Area's financial needs, but there were some alarming trends pointed out in a number of answers.

First among these was the concern that this information is probably not communicated to the Groups and Districts, again underscoring a critical breakdown in the

communication chain. Some felt that the responsibility for improving this communication rested with the DCM's. Others felt that low attendance by GSR's at the Assemblies and the fact that some GSR's are not presenting "Assembly Reports" at their business meetings, were presented as other communication problems.

Secondly, some answers indicated that we are not effectively educating the Fellowship about how A.A. finances work. For example, one person stated that "*I have never encountered any suggestion at the service level to have groups contribute to the area directly.*" Given that all of this information is presented in the pamphlet literature about A.A. finances, the possibility exists that we are not making effective use of the tools we have at hand.

Thirdly, some questioned the effectiveness of the Area's financial reporting, while others questioned the necessity of some of the Area's expenses. It was noted that it is important to "keep it simple" when reporting about finances, and some were concerned that "*we are being asked for more than we are able to give.*"

Some of the suggestions put forward for dealing with these concerning trends were:

- Encourage use of the "green card"
- Prepare and encourage participating GSR's and Alternate GSR's to educate and set a good Service example to non-participating group.
- Inviting the Area Treasurer to District meetings to give presentations on A.A. finances.
- Workshops on "self-support" early in the term.

**VIII B.** *Does my Group support Area 86 financially?*

**VIII C.** *Does my District support Area 86 financially?*

Most answered affirmatively to these questions. The questions also stimulated people to go back to their districts and groups to ask the question.

## **Area Assemblies**

### **IX A. Frequency of the Area 86 Assemblies and Area 86 Committee meetings.**

Most respondents felt that the frequency of Assemblies and Committee meetings in Area 86 was good. There was some concern expressed about the frequency of Area Committee meetings, with many questioning the necessity of having three each year.

A couple of people thought that an annual Assembly would meet the Area's needs, and one person thought we should have four Assemblies each year, but by and large most were happy with the frequency of Assemblies.

People did express some thoughts about the Pre-Conference Assembly format, with comments ranging from "the pre-conference assembly is a great idea that has taken time for people to understand" to "the pre-conference assembly does not really do what it was intended to do."

### **IX B. Format of the Area 86 Assemblies and Area 86 Committee meetings.**

People were, for the most part, satisfied with the format of the Assemblies and Committee meetings. Concern was expressed about Saturday at the Assembly being too full and too long of a day. Others were concerned about the sub-committee workshops at pre-conference assemblies not being clear on delivering a split program, and suggested that pre-conference matters in workshops be "clear, concise, and remain in a given time limit."

One interesting suggestion was that we schedule a round table discussion workshop with a topic from and participation by GSR's. Another was that we have a question and answer session at the end of the Delegate's Report.

There were four major concerns voiced, those being:

- There is not enough time and opportunity for people to ask questions and voice concerns.

- The Ask-it-Basket session is scheduled for too late in the day and should be moved.
- The business portion of the meeting should be held earlier so that people are more focussed on the issues at hand rather than on departure.
- When elections are held as the last order of business, we don't get an accurate representation from the Fellowship because so many people have such long travel times to get home that they have to leave before elections are concluded. It was felt that elections could be held on Saturday.

### ***IX C. Agendas for Meetings and Assemblies.***

Feedback about the agendas was largely positive. The most serious concerns expressed were:

- That the Area start using the area website to post a generic version of the agenda with personal identifying information removed.
- Conflicting times for related workshops
- Agendas need to be the sole responsibility of the Area Chair without undue influence from other members of the committee and from Past Delegates in order to avoid tampering.

### ***XI. Are the Area Assembly and Area Committee Meeting agendas informative and easy to understand? Would you to see anything done differently?***

Most of the responses to this question were again favourable. Some did not like the use of last names on the agenda. A couple of people wanted to see more involvement from DCM's and less from Past Delegates. Other people enjoyed the participation of Past Delegates.

People felt that during the business portion of the meetings motions should be better explained in order to avoid confusion and "rushing", with greater emphasis placed on clarification and specific background information to better inform the voting body.

Some interesting suggestions were put forward in this section of the questionnaire, such as:

- The addition of an introductory session, to be held preferably at the beginning of the assembly where the basics of the assembly weekend could be explained.
- The addition of a procedural workshop before the business.
- The addition of "Ask-it Baskets" in each workshop for collecting questions which would then be answered at the "Ask-it-Basket" session.

***XII. Does Area 86 provide workshops and learning opportunities that are beneficial to the members it serves?***

Again, there was a lot of positive feedback here. Opportunities for improvement included:

- A bigger variety of topics.
- More clear cut job descriptions for the various service positions.
- More focus on "How do we do this?"
- Have an evaluation sheet at the end of each Assembly to offer attendees the opportunity to give feedback directly.

Suggestions for workshops included:

- Sponsorship.
- The True Spirit and Benefits of Rotation.
- Telephone Answering Service
- Group issues and how to solve them. (e.g. gossip: what it is & how to prevent it.
- Self-Support

There were plenty of other suggestions as well, and some people mentioned wanting to see more role-playing of various scenarios at workshops.

The most serious concern expressed about workshops at the Assembly was the closed, *in camera*, nature of workshops like the DCM session. People felt that the DCM workshop should allow for more of a teaching opportunity about the role of DCM, resulting in better-prepared District Committee Members, and that meeting “*behind closed doors*” works against transparency in service.

***XV. Do you feel all members are given the opportunity to ask questions at Assemblies? Is improvement needed? Why or Why not?***

Most people felt that there was ample opportunity to ask questions at Assemblies, noting that the balance between soliciting input and keeping the meeting moving along is critical. It was noted that the Area Committee is “very vocal” about encouraging people to set aside their reluctance to “go to the mike”. Although some of the stronger voices and personalities do intimidate some from speaking, the set up at the mike is a good one.

Suggestions for improvement included:

- Reminding people to keep it short.
- Creating a spot on the agenda to allow new GSRs given practice in speaking.
- Reminding DCM’s about their educational role in A.A. service.
- Explanation of the 'Ask-it-Basket' at the start of the session.
- Relocating the Ask-it-basket to encourage members to contribute questions without interruption of the meeting.
- Setting up someone to assist people with wording their questions for the Ask-it-Basket.

Major concerns expressed were:

- Asking questions over and over until discussion becomes between just a few members.
- People seem frustrated others don't understand. A sense of humility and patience must prevail.

- *When members ask for clarification around motions I have sometimes gotten the sense 'they are holding up time' albeit that it is hugely important to vote as an informed group conscience.*
- Impatient members who call the question too soon are cutting off what could be a healthier more informed group conscience.

### **Assembly Location/Accommodations**

#### ***X A. The Hilton Hotel.***

Reponses were varied. Some liked the hotel, others didn't. Some want to move the Assembly, some want to keep the Assembly where it is, and still others want to rotate the Assembly through the Districts.

Probably the most major concern expressed was about London not being a central location in the Area, but making any sense around the responses to that issue was difficult and was complicated by the fact that we had no information about where respondents resided.

#### ***X B. Comfort and set up of the main assembly room and workshop/break rooms?***

Most people were satisfied with the meeting rooms. Comments centred around the comfort of the chairs, spacing between seats, lighting issues, climate issues, and finding a way to better situate the voting members of the Assembly to facilitate counting.

#### ***X C. Is the Sub Committee display area conveniently located?***

Most people thought that the sub-committee area was well done. Some felt that a better job could be done in drawing people's attention to the displays, and some thought the registration area required more space.

***X D. Does the Hilton hotel provide adequate services for members with special needs?***

Many responded simply yes, no, or I don't know. Of the people who identified as "special needs" respondents, all indicated that the hotel provided adequate or better than adequate services.

One suggestion was to have this question asked at each Special Needs workshop, with the results recorded and forwarded to the Area Chair.

**Area Issues**

**XIII. As an Area do we have any practices that may be perceived as exclusive rather than inclusive?**

Eleven exclusionary practices were identified in this section of the survey. They are:

1. Gender Inequity.

- A lack of women being to area level service positions. Someone noted that *"It seems old school to always see women in "secretary" roles. We need to be more cognizant of this if we are going to attract younger people."*

2. Cliques

- Many pointed out that cliques are harmful and discouraging to those who might want to get involved.
- Some mentioned that we seem to have gotten away from the time-honoured practice of meeting people at the door to shake hands and say "Welcome."

3. Finances

- Some respondents pointed out the *"many groups cannot afford to send their GSRs and suggested that we are therefore not practicing unity and being inclusive if those groups are not helped with funding."*
- Others noted that *"Certain individuals are put on pedestals because they are good at public speaking, have a nice car, house and job. Similarly, some people*

*without cars, jobs and houses are not supported equally. Sometimes they are actually excluded.”*

4. Banquet

- No vegetarian options at the banquet.
- Cost of the banquet.

5. Special Needs

- Assemblies are set up for healthy, mobile people who do not have disabilities such as hearing, visual impairments.

6. Race, Colour, Creed

- Very few non-caucasian people are involved in service.

7. Computer Access/Skills

- Those without computer access can be excluded.

8. Jargon

- The term 'panel' may be important to the inside 'clique' but means little to newer members and attendees at Assemblies.
- Abbreviations (e.g. GSR, DCM, PI, CPC).

9. Experience

- From the perspective of a first-timer, it is overwhelming.

10. “The Mountaintop”

- Someone suggested that each of the Area Officers give a quick personal history at the area assemblies, since not all of the G.S.R.'s have met them before.
- The demeanour of some Area Committee members can be perceived as exclusive.
- The need for the Area Officers to meet a day ahead of assemblies was questioned.
- The Area Committee must make an extra effort to convey that we are inclusive.
- The practice of having *only* Past Delegates doing Ask-it-baskets, GSR School, etc. was seen to be exclusionary.

11. “Information Deprivation”

- It does not seem to be common knowledge in the Fellowship that *any A.A. member* can attend an Assembly.

- Minutes of Assemblies and Area Committee Meetings are scarce. Why not publish them on the web site like Area 83?

***XIV. Is the Spiritual principle of Anonymity practiced at the Area Assemblies and Committee meetings?***

As usual in discussions about anonymity these days, there was mention of “*a certain gentleman from Oakville*”, but most discussion focused on the use of last names on the agenda, a concern that seems to be counter-balanced by the practices of removing the Agendas from the room at non-Assembly times, and of removing last names from information posted on the website.

Responses showed that for the most part Area 86 is solidly grounded in the practice of the spiritual principles of anonymity. While some misunderstanding and misinterpretation of the Anonymity principles in Alcoholics Anonymous does, and probably always will, exist, I think we can rest assured that with continued education of our Fellowship, the practice of these principles will continue in Area 86, as evidenced in this quote from one of the responses;

- *The Spiritual principle [doing for others with no thought of self] is always present. We do need to keep in mind, though, that we cannot help anyone if we can't get in touch with each other. Too many people confuse the word anonymity with secrecy. This is not a secret society!*

and in this short, but succinct, quote from another response;

- *Good question but difficult to discern. Rotation should help.*

***XVI. Are you aware of the Area 86 Newsletter called Focus? Tell us about its value to you.***

Responses to this question were very positive. Most of the people who answered in the affirmative had good things to say about “Focus”. One person felt that it is a perhaps unnecessary expense. Suggestions for improvement were getting more people involved

with writing articles, and arranging for wider distribution within the Fellowship, perhaps by means of the Area website.

**XVII. *Do I understand the value of my service in the growth of AA?***

Most of the responses here indicated solid, mature understanding of the value of service, both in our personal lives, and in our communal lives. Two serious concerns were expressed. Those were:

- Concern about the stagnation (in service) of members in my district
- *“I am unsure that we really, as an Area, have a vision for A.A.s growth. We seem stuck on the status Quo.”*

**XVIII. *Is past Delegate participation important to you and Area 86? Why or Why not?***

Responses to this question indicated that the Area is overwhelmingly in favour of continued participation of the Past Delegates in Area 86. Their knowledge and experience is seen as a tremendous asset to service in Western Ontario, and much appreciation for their continued willingness to attend and share was expressed. The value of their standing as ex-officio, non-moving, non-voting members of the Assembly and the Committee was affirmed by many.

**The Good:**

Some of the more positive comments about the participation of our Past Delegates included:

- *“They have been a huge wealth of knowledge for me and have also inspired me.”*
- *“We need to learn from our mistakes. We don't have time to make all the mistakes again.”*

- *“I’ve been to two assemblies and I swear that at least once in both, a big issue was being batted around, a past delegate stood up and gave information that put the whole issue into a context that made the issue much easier to handle.”*
- *“A tribe needs its elders”*
- *They “help smooth the transition from one panel to the next.”*
- *“We would be wasting a great investment if we were to not take advantage of our past delegates’ experience.”*
- *“They are funny, generous, [they] care, and [it] makes me feel better knowing they care enough to continue to contribute.”*
- *“I believe it adds a continuity of message from the past to help the present committee make informed decisions.”*
- *“Their knowledge of what is important and what works in Area 86 goes beyond the adherence to the SOPs.”*

That was the carrot. Here comes the stick.

Along with the trust that we place in our service leaders comes immense, sometimes awesome, responsibility. It is a responsibility that we all strive, and sometimes struggle, to meet.

It will come as no surprise to anyone, I hope, that along with these glowing remarks, members of Alcoholics Anonymous in Area 86 took this opportunity to point out some of the areas in which our Past Delegates are failing us, sometimes miserably, and sometimes, perhaps, without even being aware of their failures.

As with any inventory, the intent here is not to point fingers, or to lay blame, but simply to bring out into the sunlight of the Spirit those “defects of character which stand in the way of our usefulness to God, to our-selves, and to our fellow man”, and so here are the words of our fellow A.A. members:

## **The Bad:**

- *“There is a marked difference in the knowledge and abilities of past delegates and their ability to “convey the service message”. Sometimes ego seems to get in the way.”*
- *“I have a concern about the fact that Past Delegates will keep increasing and thereby the expenses would keep increasing unless an older one drops off after a period of time.”*
- *“The delegates should let the area make their own mistakes sometime too. They have value in their opinion but [they] also like to be popular.”*
- *“Often the Past Delegates direct a good outcome, however, the good is the enemy of the best, and the Past Delegates need to allow for discussion from newcomers and the minority voice.”*
- *Their opinion has value, although in the past, some rendered their opinions with far more humility.”*
- *“I hope that they do not try to use their personal opinions, but rather only their knowledge for the good of AA.”*
- *“When all of them are speaking at the microphone, it can be intimidating to the current sitting committee and to new people who are already scared of the microphone.”*

## **The Ugly:**

- *“Past Delegates need to put their egos and personalities aside and lead by example.”*
- *“Past Delegates should not continually try to control and sway the voting members by using the microphone to shame anyone who dare speak in opposition.”*
- *“I hate to see the bickering that goes on between them. If they think it isn't apparent they are mistaken!”*
- *“To be belittled or criticized has a huge impact when it comes from a past Delegate.”*

It is my hope that our Past Delegates, myself among them, can take these heart-felt words from our fellow A.A. members under advisement, and find ways to “clear away the wreckage”, to make amends where needed, and find the courage to change where necessary, so that we can place the common welfare of our Area, and of Alcoholics Anonymous as a whole, first.

#### ***IV. What is meant by Leading by Example? What are qualities of a good Service leader?***

One of the principal functions of the service structure in any Area is the education of our Fellowship itself about Alcoholics Anonymous. If ever you want to know just how much work we have to do in this avenue in Area 86, just go to any discussion meeting and suggest Leadership as the topic for discussion that evening.

Invariably, you will hear that A.A. has no leaders; this in spite of the fact that the first two words of the second sentence of Tradition Two, in its short form, are “Our leaders”, which would seem to me to suggest that there are leaders in Alcoholics Anonymous.

And that is, in fact, the case. Sponsors are leaders. The Chairperson of a meeting is a leader. General Service Representatives are leaders. But they are all leaders of a sort different than we are used to seeing. These are leaders who lead by serving.

There is also the type of leadership that is described in Bill’s essay on Tradition Two in “Twelve Steps and Twelve Traditions”, where he writes about the evolution of a group, and the ways in which a group’s old-timers become the “elder statesmen” of the group, that “still small voice within”, or the “chamber of sober second thought.”

And in Concept Nine of “Twelve Concepts for World Service” Bill writes about the special type of leadership that Alcoholics Anonymous needs and requires of those who will serve.

It became plainly evident in trying to put together from your responses the type of leader we look for in Western Ontario, and in trying to describe the ways in which we expect our leaders to lead by example, that the old story Bill told about “Rule 62” when writing

