

Invite and Invest

Volunteer Recruitment, Leadership Building and Caregiving System

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By using the Invite and Invest system you can recruit hundreds of new volunteers in just the first few weeks. Once implemented, the systems that develop leaders will multiply your number of volunteers quickly from within. Encouraging your volunteers to take ownership of the positions they hold will increase the effectiveness of your department beyond your expectations. Servant leadership and caregiving attitudes will promote unity and personal growth for your volunteers and create a thriving and exciting team environment. A cohesive force of effective volunteers can get out the vote and that is what wins elections!

1. Event Recruiting

Attend an Event:

Initially, attend a conservative event such as a Tea Party gathering, conservative speaker event, Town Hall meeting, conservative book signing, Republican fundraising event, etc. The best events are the ones where people have to wait in line because people in lines are stationary, relatively quiet, and not busy. Arrive at the event two hours early. (When you are done recruiting you have the benefit of attending the event.)

Recruit by Personal Invitation:

Start by inviting the first person in line and work your way back. This way you will be able to keep track of who you already invited. Say something like: "Hi! I would like to personally invite you to come volunteer with me and be a part of my team!" If you are outgoing try something like, "Hello Great American, let's work together to take our country back, we need you!" Always personalize your statements, be friendly and encouraging, smile, and make eye contact. Because people attend events with their family and friends, the people who came to the event together will huddle around you to listen.

You can always bring a few of your most friendly, social, and committed leaders to recruit from the line as well. This is especially beneficial if you do not have an outgoing personality. Additional recruiters will also be helpful if you are attending a large gathering of 300 conservatives or more.

Place your Contact Information in their Hands:

Immediately following each personal invitation, hand your potential volunteer a handout with your contact information on it. Make your handout on a half of sheet of brightly colored paper and design it to look appealing, professional, and simple. The less you write the better. Across the top it should read "Volunteers Needed" and include "Walk-ins Welcome." This will significantly improve the response you receive.

The next time the people you invited hear something irritating on the news or have a political debate with someone, they will likely call you or show up at your office as a walk-in. Mission accomplished! Wow, you have new volunteers and you never made a call, sent an email, gathered contact information, or wasted your time groveling. Best of all, you have a person you know for a fact seriously wants to volunteer. After all, he or she contacted you!

Example of an effective handout:

Volunteers Needed

Come help get out the vote for _____.

Walk-ins Welcome

Open 9am - 9pm every day.

7710 Rampart, 89134 (Located on the northeast corner of Rampart and Main St.)

Ask for [your name] when calling headquarters at 293-1275 Ext. 206

Your email:

Your cell:

Bring your family, co-workers, friends, and neighbors!

Get the Contact Information of Potential Leaders:

While recruiting at the line you will want to obtain the contact information of people you discern to have exceptional talent and leadership skills. Explain to such people that your department has leadership positions and that you sure could use their talents. Talk with them and answer their questions. If you spend a little time with these people you have a better chance of recruiting them. Four minutes usually does the job.

Make a form (preferably from a ½ sheet of paper) so the volunteers can write their contact information down. Put across the top of your form something like "Commitment Slip" in large font. The sentence right above his or her signature should read something like, "I commit to volunteer at the Tea Party Headquarters." Put your Commitment Slips on a 5x7 clipboard with an attached pen so people have something to write on. Make quick notes on their Commitment Slip so later you can recall the information they shared with you. This method takes extra time and requires you or one of your volunteers to call those who have committed. Always call within twenty-four hours of receiving a potential volunteer's commitment. You could recruit 6 people in the time it takes to gather personal

information, but sometimes it is worth it. (Use this method when recruiting at smaller events whose attendees are predominately professionals.)

Example of an effective Commitment Slip:

Commitment Slip

Name: _____

Cell: _____

Home Phone: _____

Work Phone: _____

Occupation: _____

Email: _____

I commit to volunteer at the Tea Party Headquarters.

Signature: _____

When Someone Says No:

When someone tells you “no,” don’t take it personally. Smile and say something like, “It sounds like you are making a wise decision not to commit at this time.” If he or she is extra friendly still give them a handout and say something like, “Just in case your time is freed up, here is my contact information. I would love to work with you.” When people say no, avoid statements like, “If people don’t start volunteering our country is doomed!” When someone declines because they are already volunteering in a conservative group, thank them for their contribution and move on.

Success:

The number of people at the event at which you recruited will affect the number of people who will contact you. You could have anywhere from a few to more than 150 potential volunteers contact you over the subsequent few weeks. You produced these results because you extended a personal invitation to like-minded people. It is amazing how people respond positively to a friendly personal invitation. That is why this manual is filled with the recommendation that you personally invite.

A word of caution: The above recruiting system is so effective it would be easy for you to become dependent upon it. If you do not implement systems that retain volunteers, you will experience the vicious cycle of new untrained volunteers recruited at events entering your front door, while trained volunteers exit. It is a cruel cycle that will cause you to work significantly harder, with fewer results and less rewards.

2) Get Organizational Systems in Place

Wisely Select and Start Training your Apprentice:

The goal of training an Apprentice is to duplicate yourself, develop a leader, provide better caregiving to your underlings, make a close like-minded friend, model teamwork, and provide your department with more stability and organization. The advantages are endless. This will be a special relationship so choose someone who you especially like with incredible gifts, talents and commitment. If you prefer, choose an AM Apprentice and a PM Apprentice. Just make sure you have an Apprentice available all day.

Offer your Apprentice ownership of the position by delegating real responsibility and authority, not just tasks. Your peers within your organization will know who the department head is and who the Apprentice is, but it should not be as obvious to the other volunteers once your Apprentice is trained. Leaders who delegate real responsibly are the most successful.

Personally invite your existing leaders to recruit and train their own Apprentices as well. Besides the benefits of having all of your leaders now training new leaders, you get the advantages of getting your key people into mini teams/small groups. If you personally invite each of your leaders to get Apprentices, they will receive your invitation as a compliment and be more motivated.

The Apprentice position is a non-threatening way for individuals to take the first steps toward leadership. Apprentices alone will expand the growth, dependability, efficiency, and reach of your department. Your current leaders are going to quickly develop the new leaders you are going to need as your number of volunteers expands. Before being promoted, Apprentices should recruit and train their own replacements for their current position.

As this system gains momentum a multi level recruiting and training system that effectively produces trained leaders will be created: your leaders recruiting and training their Apprentices, and the soon-to-be-Apprentices recruiting and training their replacements. Again, leaders who delegate real responsibility are the most successful.

Develop an Organizational Flow Chart:

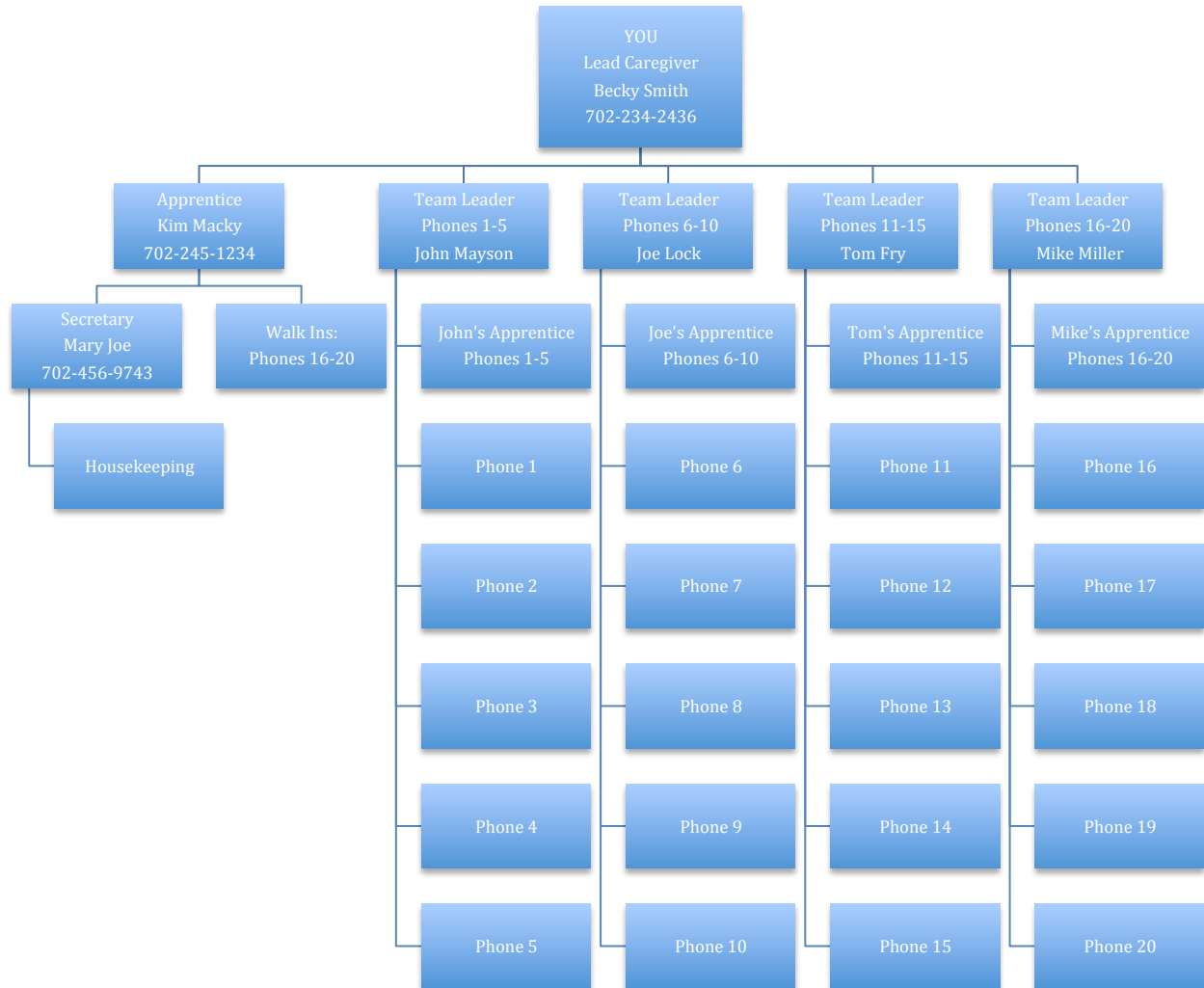
If you have your Apprentice already, the two of you can work together to develop an organizational chart and have it done in less than an hour. Your chart will help you in multiple ways and is one of your most important tools. For now it will help you get organized and visualize and develop a plan to move away from central control, towards delegating responsibilities.

Your chart should look professional and reduce your department's assigned task into multiple smaller doable tasks. Incorporate walk-in positions, entry level positions, mid-level positions, and even high level positions that oblige the volunteer to accept an enormous amount of responsibility.

Example: It is your job to staff the Call Center. Break the tasks down into smaller doable tasks. You have 25 phones and the Call Center is open for 12 hours every day. $25 \text{ phones} \times 12 \text{ hours} = 300 \text{ phone-hours to fill per day}$. $300 \text{ phone-hours} \times 7 \text{ days} = 2,100 \text{ one hour slots to fill each week}$.

Next, you and your Apprentice can work together to develop a strategy that delegates *all* of these smaller tasks into positions that requires different levels of commitment and responsibility. The chart below is only a suggestion and can be changed in many different ways.

Example of an Organizational Flow Chart:



Your Organizational Chart is like a picture that instantly helps you and everyone else identify staffing strengths and weakness. The contribution gained from the visual picture the Flow Chart creates is amazing. Very quickly people start moving from the bottom level (drop-ins) to mid level positions to higher positions. As this catches on you will have a second system in place to grow leaders.

It is thrilling to watch a beginner who started at the bottom of the chart, grow in his or her confidence and develop into a significant contributing member of your team.

Leaders who delegate, promote personal growth in the lives of their volunteers. When volunteers are growing personally they will rarely quit.

People who progress up the Flow Chart into high leadership positions like Team Leader by choice choose all of the responsibilities associated with such a title. Naturally, Team Leaders will be responsible for organizing, recruiting, staffing, scheduling and caregiving of their own teams. You will delegate authority, so the new leaders will have the power to choose how they successfully accomplish the mission. Your job is to be there for each Team Leader and personally teach your new leader how to recruit and how to succeed, as he or she needs you. The point is, your need to recruit at events just to bring in warm bodies will diminish and eventually be eliminated, because you are investing in people and developing self-reliant dynamic leaders.

Everyone in your department will in effect be a member of two small teams, one that he or she receives support from, and one team that he or she provides support to. For example: You, your Apprentice and your Team Leaders will be a team that encourages one another and offers a peer group, while each of Team Leaders will be growing and nurturing their own teams under them. There are too many benefits to mention here.

3) Department Procedures

Give your Volunteers Ownership of their Position:

Give your volunteers ownership by allowing and even encouraging them to have their own vision and to use their gifts, talents and preferences to accomplish the tasks associated with the position they choose. If you require your volunteers to be robots simply following your mandated job descriptions and fulfilling your visions, you will always have a volunteer shortage. Ownership produces liberty as opposed to suffocating personal incentive. When you give people a paycheck you can dictate their actions, but managing and motivating volunteers requires a different approach. (See examples of how to promote ownership in your department in the next section.)

Check in, Inspire and Delegate:

When a new volunteer first comes in, get his or her name, all phone numbers, email, and occupation into your database immediately. Include any notes that will help you recall information later. Make a note if he or she is unemployed or retired because such people usually have time to spare. Make sure you give your new volunteer your and your Apprentice's contact information.

During check-in, take 1 minute to inspire your new volunteers by helping them visualize your department's larger collective vision. For example, if you are the department head over the Walking Center explain why the Walking Center is so important. When your new volunteers understand the importance of volunteering in your department, they are more likely to make a bigger commitment and be faithful.

Next, show your new volunteer your Organizational Flow Chart and point out and explain your different staffing needs. Spend 2 minutes vision casting about how he or she might accomplish the tasks associated with each position.

Let him or her decide where they want to be placed and how much responsibility he or she wants to accept. Have each person write his or her name on the Flow Chart in the position they chose. A volunteer's passion grows when he or she serves in the area of their choosing and giftedness. Usually new volunteers start in a position below their capabilities, but you have already planted the seed for their promotion and enforced it with a visual chart.

Wrap up your meeting by encouraging them to use their gifts, talents and preferences to fulfill the obligations of the position they just chose from the chart. This gives them ownership and their ownership will increase the effectiveness of your department.

Take 30 seconds to explain where the bathrooms and the coffee are located. If applicable, tell them that your refrigerator is always stocked with soda and that they should help themselves. Include all of this kind of information that gets your new volunteer acquainted and comfortable with their new work environment. Check-in should take 6 minutes or less.

Sometimes you will get a new volunteer that wants to be told exactly what to do. When this happens just make their decisions for them and assure them that you and your Apprentice (Use his/her name) are there to answer questions as they arise.

4) Caregiving

Be A Leader your Volunteers will follow by Properly Caregiving:

A) The best way to motivate volunteers to respect your leadership is to serve them humbly. This will be challenging at times. Try telling yourself daily, "They are my superiors and I am here to serve, honor and nurture them." This will help you keep your attitude in check. You can be the boss of five people or the servant leader of two hundred or more. Your attitude and mindset affects the effectiveness of your leadership, so it is wise to continually ask yourself a few questions like, "How can I better serve and care for my volunteers with real action?" "How can I nurture and grow my volunteers personally and as leaders so they will be blessed by this experience?" Before making decisions ask yourself, "How will the decision I am about to make impact my volunteer's personal vision and emotional stake in this department?"

When your number one priority is to serve the best interest of your volunteers, they know it and they love you for it. You gain their friendship, trust and admiration and these blessings go along way towards getting and keeping the positions on your flow chart filled.

B) Respect your volunteers' time. Never force them to wait on you. Have them contributing from the minute they arrive. Your Apprentice can help you achieve this ambitious goal.

C) Regularly express how much you appreciate them and their involvement. Tell them how blessed you feel to have them in your department, but only give compliments you really mean. Always smile and say thank you.

D) When they arrive acknowledge them. When they are ready to leave walk them to the door and say something like, "Bye, thanks for all you do, see you tomorrow."

E) Always return your volunteers' phone calls and emails the same day. If something is bothering them take care of the issue. Don't let it fester.

F) Show them honor by introducing your high achievers to your boss and make it clear in front of everyone that your department is prospering because of them.

G) Stay in the area where your volunteers serve but never stand around and watch them work. If you have a few minutes of down time serve everyone coffee and drinks. Small acts of kindness like this will do wonders for your volunteers' morale.

Your job is to make your volunteers' experiences enjoyable. You do this by keeping them engaged, facilitating friendships, cultivating their passion, giving them ownership, and developing their leadership skills and blessing them personally. Winning elections will be the natural byproduct of thriving volunteers! If you treat your volunteers the way this section describes, your volunteer retention rate will skyrocket.

5) Managing your Department

Discipline:

When problems arise only assert authority privately and as a last resort when all of the better alternatives fail, but still be gentle. For example, try to use wording like this, "You make such a valuable contribution here and I really appreciate all that you do. Is there a way you and I together can figure out a way to diffuse your anger when you get a left wing wacko liberal on the phone? I know libs can be really frustrating!" This actually occurred and the volunteer and the leader agreed that the leader would gently pat him on the back to signal that he was starting to get out of control, it worked! Sometimes comedy works well too.

Stealing Volunteers: As your department becomes a beehive of activity, other department heads take notice. Your volunteers are the fruits of your labor that you earned by inviting and investing. Never allow another department head to take the fruits of your labor. If you allow volunteers to be taken, every department head will be recruiting from your department.

Expect other department heads to walk into your department and simply try to take one or more of your valued volunteers; it will happen multiple times. Remain calm and explain that you are about building teams and your volunteers can only build relationships by serving together. Losing volunteers creates turnover in your department. Turnover is a cancer that negatively impacts your team in too many ways to mention here.

Within your own department the same rule applies. Do not allow your Team Leaders to help themselves to other Team Leaders' volunteers and break up teams. This one rule will eliminate so much conflict, promote a good work ethic, insert a little healthy competition, and help you identify which one of your Team Leaders needs your support and training instead of masking the problem.

6) Ways to Expand your Volunteer Base From the Inside

The Gift that Keeps on Giving:

In every room, especially a high traffic work area in your department, keep a three-inch stack of the half page handouts you already created containing your contact information, the one you distributed at the events. Always keep your stack at least one inch high because someone may want 50 and won't be able to take what they need.

A) Once your initial growth is fully under control, start personally inviting and teaching everyone to recruit his or her family, friends and neighbors. Again, a personal invitation works best. Say something like, "Imagine! If everyone here simply recruited one person, our team would double in size!" or "You walked door to door for three hours today and that's awesome! If you get one of your friends involved for a few hours, that's just like you walking six hours!" The idea of expanding motivates them. Put ten handouts in their hand and point to your three-inch stack of handouts. Tell them to just take as many handouts as they need whenever they need them. Conclude with something like, "I can't wait to meet your family and friends!" Once your volunteers are serving with their family, friends and neighbors, your retention rate will improve even further.

Your existing volunteers are great recruiters because they are enthusiastic enough to volunteer. They can share their personal testimony about their experiences serving in your department and answer questions. Remember, you recruited your volunteers with the same handout, so they have already seen you model the personal invitation technique, so there is no training or learning curve. Once your existing volunteers get the mindset of recruiting and expanding, they don't just recruit once; they continue to recruit over time. All of the caregiving, kindness, and respect you have shown your volunteers are about to pay off in additional ways.

B) If your organization has a department for Walkers, ask the department head if he or she would be willing to put one of your ½ page handouts in the information packets they leave with people. If he or she says yes make a huge stack and give it to them that day.

C) Ask your volunteers individually if they would be willing to go through their phone's contacts and send a mass text inviting their contacts to volunteer (the ones they know are conservative). If they agree, have them do it immediately. Hand them a piece of paper with prepared suggestions of what you would like them to communicate in their text. (This will expedite the process.) Example: "I am volunteering with the Tea Party at 89 Main St. and loving it and would like to invite you to join me. Drop-ins are welcome or call Cheryl @ 345-2492 for more info." Invite your volunteers to follow up that evening with a personal call to their invitees and to give you an update tomorrow.

D) If you have one, get to know the Event Coordinator in your organization, he or she will be a great resource. Get on their email list. They have a list of contacts a mile long and can get you passes into events, even events you might not otherwise know about. This information can help you more wisely select the events at which you want to recruit.

Second Tier Event Recruiting:

As soon as you identify a Team Leader who has volunteer shortages, take him to an event and teach him how to work the line and recruit his own volunteers. On your handout change the "Ask for [your name]" to "Ask for [your leader's name]." The personal relationship between your leader and his prospective volunteers starts when he personally invites them to join his team. Once your leader has worked hard to recruit his volunteers, he will have personal incentive to do the team building and caregiving required to keep his volunteers. Observe your leader's caregiving and ensure that it is solid. Avoid the trap of just handing out volunteers to an underachieving upper level leader. Instead, invest in the leader by helping him become self-sufficient by giving him the knowledge to succeed on his own work ethic.

The event recruiting described in the first section was only designed to get a large number of new volunteers into your department. Once you have the other systems described in this manual in place, you will have ample volunteers and your Team Leaders will do their own recruiting, when the need arises. You are building and growing team leaders and your efforts will bless you, your volunteers, and the entire movement for years to come.

Volunteers should never be recruited by one person in a department and then distributed because there are all kinds of unintended consequences. Avoid the trap of centrally recruiting and centrally distributing volunteers because this will cause shortages.

Replace Yourself Strategy:

If your and your Apprentice's day is filled with tasks other than caregiving, you won't have the time you need to properly care for your volunteers. In order to properly take care of your volunteers, you and your Apprentice will need to work together to incorporate the "Replace Yourself Strategy." This is not the Apprentice Program of duplicating yourself you initially implemented or the Recruiting Program that promotes growth both externally and from within, but a mind-set designed to get you and your Apprentice focused on freeing up your time.

In order to manage the imperative leadership responsibilities like making personal invitations, instructing how to recruit, helping, overseeing, and motivating your volunteers, you and your Apprentice will need to free up your time. If you are meeting all of your real responsibilities, you will be building relationships with your volunteers and creating a vibrant community. The goal is to free up your time by delegating your managerial tasks that are not people focused.

If your tasks include printing reports for your boss, backing up your database daily, and sending files to corporate headquarters, create a new position on your flow chart and delegate those tasks. Again, leaders who delegate real responsibility are more successful.

The "Replace Yourself" mission is extremely difficult to conquer, but amazing when completely implemented. It will be helpful if you and your Apprentice agree to hold one another accountable.

Revolving Door Syndrome:

If you do not relinquish your tasks and become people-focused your retention rate will drop and you will suffer from the "Revolving Door Syndrome." New untrained volunteers recruited at events enter, while trained volunteers exit. This is turnover, and

turnover is a cancer. Turnover will destroy everything you have worked for. The importance of avoiding this trap cannot be overstated.

Investing in People will Produce Results You don't Expect:

When your time is free of clutter and instead spent investing exclusively in people, your job and the contribution of your department will become more amazing than you ever dreamed possible. Volunteers are people and people are amazing.

What to do with Your Surplus of Volunteers:

The problem with a surplus of volunteers is that surpluses seem self-perpetuating. The more vibrant your department becomes, the more people want to be part of it.

A) You can start by asking your Team Leaders if they would like to expand their flow chart, by creating additional positions to delegate more responsibility. They would probably want to move people up their own flow chart and create an entry-level position. **B)** Assuming the volunteer is willing, you can give a brand new volunteer that has never served in your department to your peers. You will be amazed how fast you go from stingy to hero. **C)** Assuming it is approved by your boss, you can expand your department by starting another operation. (There are always needs.) **D)** You can refer them over to corporate or to another organization. **E)** You can take their contact information and tell them you will call them when you have an opening.

7) Conclusion

Use This Manual to Find the Root of your Volunteer Shortage:

Surely there are many awesome things about your department that do not need to be changed. The purpose of this manual is to be a basic guideline, not to scrap your entire existing program. Use judgment when making changes. For example, you might currently have a different but successful organizational structure already in place that may need only minor adjustments or none at all.

Additionally, the order in which the principals above are listed is not necessarily the order in which you should introduce them. For example, if you do not have existing leaders, or only a few who are over worked, you won't want to incorporate the Apprentice concept right away.

Every program is different and has volunteer shortages for different reasons. It is impossible to anticipate every problem or adjustment you may need to make while trying to address the reasons for your volunteer shortages.

Easier Said than Done:

Getting organized and losing weight are easier said than done, and so it is with the Invite and Invest system. Knowing what to do and actually doing it are two different things. So, don't get discouraged if you are initially met with limited success.

At first it is a lot of work. You might be tempted to take shortcuts, but don't. The results are worth it. You can do it!