



Facilitator's Guide

Mobilizing Members, Volunteers and Leaders in Community Organizations

Calling the Group to Action

Rationale:

To effectively serve the needs of people in a community, members, volunteers and leaders of community organizations must be mobilized to action. Mobilizing is the key component of a volunteer program and is the step in which service, leadership and action begin.

Program Goal:

To mobilize organizational participants toward action through appropriate engagement, supervisory, and motivation practices.

Program Objectives:

- Create personal interest in the organization or programs to engage individuals
- Develop skills in motivating members, volunteers or leaders to achieve organizational goals
- Determine how well the member, volunteer or leader is utilizing the available resources to perform their assigned task through active supervision

Pre-Program Preparation/Materials:

- Review *Strengthening Organizational Leadership with the GEMS Model of Volunteer Involvement: Generating, Educating, Mobilizing and Sustaining* (CLD2-3) to understand content and sequence for sessions.
- Read and make copies of *Mobilizing Members, Volunteers and Leaders in Community Organizations: Calling the Group to Action* (CLD2-8).
- Make copies of the Motivational Questionnaire (Learning Activity 2) online at: <http://www.ca.uky.edu/agcollege/4h/oldsite/gems/mopdf/Motivate.KJ.PDF>.
- Review and make copies of Member Interest Survey in *Generating Members, Volunteers and Leaders in Community Organizations* (CDL2-4).

- Download and print from the following websites:
 - » http://csi.ucdavis.edu/wp-content/uploads/2012/04/L12supervision_style.pdf
 - » <http://www.ageofmarketing.com/example-of-call-to-action-in-advertising>
 - » <http://www.orsanco.org/river-sweep>

Introduction:

Mobilizing is an important component of volunteer and community development; organizational participants must be mobilized in order for anything to be accomplished. The mobilizing category of the GEMS (Generating, Educating, Mobilizing, and Sustaining) Model of Volunteer Administration consists of three steps, including engage, motivate, and supervise. Engaging involves calling volunteers to action by appealing to individual interests. Motivating involves identifying and tapping personal interests, needs and stimuli. Supervising provides guidance for results and effective involvement.

Introductory Activity:

How Do YOU Mobilize Volunteers?

Facilitator Comments: Within our organization, mobilizing volunteers means encouraging them toward action. Specific steps include engaging, motivating and supervising. So I am posing the question "How are volunteers mobilized within your organization?" Take 3 minutes to write down ways in which we mobilize volunteers, which we will then share among the group.

This leadership curriculum was developed by Agriculture & Natural Resources (ANR) agents along with University of Kentucky specialists. Therefore, the examples used in the facilitator's guides are geared toward an ANR/Horticulture audience, such as Master Gardener groups. Please feel free to modify and reproduce the facilitator's guide for any appropriate educational or training purposes with other audiences.

- Have each individual write down ways in which they feel their organization mobilizes volunteers. (If participants don't have paper to write on, provide sheets of scrap or blank paper.)
 - Once it appears individuals have thought about and written down a few ideas, ask them to share with the group. (This can be done by asking them to come up and write ideas on a flip chart or whiteboard, or by simply sharing out loud.)
- Note:** If the group is sharing ideas out loud, as the facilitator you should write down ideas that are shared (either on a whiteboard or flip chart). This encourages a better discussion in the next few minutes.
- Talk about these questions:
 - » Do you think your organization is doing a good (effective) job in mobilizing volunteers? Why or why not?
 - » Are individuals given active roles within the organization? What type of roles?
 - » Have you seen the organization grow?
 - » Have you seen people leave the organization?

Engage:

Serving the Organization

The first step in mobilizing a member, volunteer or leader is to engage individuals and create a personal interest in the organization or its programs. While serving the organization is important, not all members of an organization will choose to serve by being a volunteer or a leader. Likewise, most community organizations could benefit by involving a broader group of volunteers rather than simply limiting the volunteer pool to the organization's membership.

Recruiting members, volunteers and leaders will be much easier and more effective if the following question is considered: "What roles or activities will engage new people in this organization?"

Objective 1: To create personal interest in the organization or programs to engage individuals

Learning Activity 1:

Activity:

- Lead a discussion with the participants.
- Show the Ohio River Valley Water Sanitary Commission (ORSANCO) website (<http://www.orsanco.org/river-sweep>) on the screen and talk about what the River Sweep program means to the commission.

- » Why was the "River Sweep" program created?
- » How did the Ohio River Valley Water Sanitary Commission create personal interest? Please provide specific examples.
- Break participants into groups of 3 to 4 individuals and pose this question:
 - » Now consider your Master Gardener (or perhaps your local Farmer's Market) organization. What roles/activities could engage new people within these programs?
 - » Give groups 3 to 5 minutes to brainstorm roles/activities that would draw in new recruits (create new interest in the program). Write them on the whiteboard or flip chart.
 - » Follow up with these questions:
 - What is your organization currently doing to engage members?
 - What could your organization begin/introduce that might engage more or new members?
 - Do you feel like you are an engaged member within your (chosen) organization? (This could be a rhetorical question – if you use it that way, have individuals think of reasons why (or why they don't) feel like an engaged member. The answers could be eye-opening).

Motivate:

Understanding Why We Do What We Do

Individuals are motivated to participate in volunteer activities for a variety of reasons. Organizational leaders or administrators of volunteer programs should understand the motives that contribute to beginning, continuing, and discontinuing volunteer service. Understanding what motivates individuals contributes to the success of recruitment initiatives. Understanding what keeps the people motivated helps the organizational leader and volunteer administrator enhance the experience of the individual and improves retention rates and longevity.

The three categories of human motivation include *achievement*, *affiliation* and *power*. Achievement motives are those that influence individuals to take pride in accomplishments and have a desire to achieve excellence. Affiliation motives influence people to be most concerned about their relationships with other people or groups. Power motives drive a desire for control or influence. Achievement, affiliation and power motives are important determinants of performance and success in work and volunteer service for community organizations.

Objective 2: To develop skills in motivating members, volunteers or leaders to achieve goals

Learning Activity 2:

Facilitator Comments: To determine which category of factors (achievement, affiliation, or power) motivates you, we are going to do the Motivational Questionnaire. (See: <http://www.ca.uky.edu/agcollege/4h/oldsite/gems/mopdf/Motivate.KJ.PDF>.)

Activity:

- Hand out the survey to participants.
- Give the participants 3 to 5 minutes to complete the survey to see what motivates them.
- Once everyone has finished, discuss the different motivational factors and why being motivated by different factors affects your volunteer experience. Ask this question:
 - » How could this knowledge be useful to other members?
- After discussing Ways to Motivate and Recognize Volunteers, ask this question:
 - » From your experience, which of these strategies work best for you? Why?
 - » Which strategies are less successful in motivating you personally? Why?
 - » Are there other motivators that haven't been mentioned that also work well for you?

Conclude this activity by expressing how important it is that we understand how we ourselves are motivated and that others may be motivated differently.

Supervise:

Helping Others to Be Their Best

During the supervising phase, organizational leaders and volunteer administrators should determine how well the member, volunteer or leader is utilizing the available resources to perform their assigned task. On-going guidance, support and advice from the volunteer program administrator, supervisor or another volunteer can help lead to a positive and productive experience.

Objective 3: To determine how well the member, volunteer or leader is utilizing the available resources to perform their assigned task through active supervision

Learning Activity 3:

Facilitator Comments: Consider your past volunteer experiences, in particular, about those who have supervised you during these experiences. Now reflect on the following questions:

- How do I like to be supervised?
- What supervision style is most effective with my personality?
- Can everyone be effectively supervised in the same manner?
- Can an individual be effectively supervised in the same manner all of the time?

Activity:

- Hand out the UC Davis Your Supervision Style fact sheet. Give participants a few minutes to read over it.
- Have the participants identify the supervision style they most commonly use (when they are acting as a leader, member or volunteer within their community group). Ask participants:
 - » Why is it important to know your primary supervision style?
 - » Do you think you could supervise differently if it would improve results?
 - » Do you think one of these styles works better when supervising volunteers? Why?
- Ask participants to pair up and fill in the table under the How to Overcome Barriers to Good Supervision section. Once everyone is finished, have different pairs present their answers. Discuss how to fine tune leadership and supervision skills.
- Finally, ask participants if they agree with what is listed under the A Good Supervisor section. Are there any characteristics or activities that are missing?

Conclusion:

Mobilizing adds the “hands” and “feet” to community organizations and enables and empowers its membership, leadership and volunteers to more effectively represent, lead and serve. The engagement of community-based organizations cannot happen without mobilizing volunteers, leaders and members to action.

Summary/Discussion Questions:

- Review the following quotes:
 - » “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” — Margaret Mead

- » “There is only us. There is only this. Forget regret, or life is yours to miss. No other road. No other way. No day but today.” —Johnathan Larson
- Discuss whether these quotes summarize the concept of mobilizing volunteers. How?
- Review the quote:
» “If you want to build a ship, don’t drum up people together to collect wood and don’t assign them tasks and work, but rather teach them to long for the endless immensity of the sea.” —Antoine de Saint-Exupery.
- Discuss how supervision and leadership is a key component of mobilizing volunteers along with engaging and motivating. Recap the importance of the styles of supervising volunteers.

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