

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 all begin.

Program Goal:

Organizational participants will be mobilized in order for anything to be accomplished by being engaged, motivated and supervised.

Program Objectives:

- To create personal interest in the organization or programs to engage individuals.
- To develop skills in motivating members, volunteers or leaders to achieve organizational goals.
- To 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 the "Strengthening Organizational Leadership with the GEMS Model of Volunteer Involvement" (CLD2-3) fact sheet to understand content and sequence for session.
- Read and make copies of the *Mobilizing Members, Volunteers and Leaders in Community Organizations*.
- Review and make copies of *Member Interest Survey* in "Generating Members, Volunteers and Leaders in Community Organizations," CLD2-4.

Introduction:

Mobilizing is the all-important component of volunteer and community development that the program coordinator has been working toward. After devoting considerable time, energy and resources to generating and educating new recruits, they are actually mobilized to perform the role for which they have been selected. All too often, coordinators of community volunteer programs are in such a hurry to engage new recruits that insufficient time is spent generating and educating them. 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: **engage**, **motivate** and **supervise**. Engaging involves calling them to action by appealing to individual interests. Motivating involves identifying and tapping into personal interests, needs and stimuli. Supervising provides guidance for results and effective involvement.

Introductory Activity

Connect Learner to Content:

Ask participants to make a list of organizations that they belong to or have been a member of over the years. While they are thinking, share some of those you belong to (PTO, Homemakers, Church groups, Rotary, Lion's Club).

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Ask a few participants to share organizations that they belonged to and now no longer are a part of.

Have participants think back on why they no longer belong to that organization.

- Were they there because the group wanted to increase membership?
- Were they given an active role in the organization?
- Do they no longer belong because their role was not needed?
- Did their personal interests change and no longer matched the organizations' goals?

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

“The initial step in mobilizing a member, volunteer or leader is to *engage* individuals and create a personal interest in the organization or its programs. After newcomers have been generated and educated, they are given the opportunity to *engage* in the task or activity they have been selected to perform and need to be given the tools to do so.”

Learning Activity 1:

Think of our homemaker organization. What roles or activities will engage new people in this organization or program?

Let's role play or think through this scenario:

We have just had our homemaker recruitment drive. It was a huge success and we now have 20 new members-at-large. How will we engage those new members to be actively involved in our organization? What tools do we have in place to gauge their interests? Refer to Member Interest Survey in “Generating Members, Volunteers and Leaders in Community Organizations” (CLD2-4).

Objective 2: Develop skills in motivating members, volunteers or leaders to achieve organizational goals

“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. Determining these unique personal motivators and expectations can contribute to providing volunteers,

members and leaders with a satisfactory and rewarding experience. The three categories of human motivation include **achievement**, **affiliation** and **power**. Achievement motives are those which influence individuals to take pride in accomplishments and have a desire to achieve excellence.”

Learning Activity 2:

To determine which category of factors (achievement, affiliation or power) motivates you, consider the answers to the following questions:

- What type of service role do I prefer: accomplishing a task, serving on a committee or being in charge of a group?
- What type of recognition do I most prefer: Being recognized for my contributions and accomplishments, recognized for belonging to and participating in the group, recognized for my leadership qualities?

Let's take a moment and identify what motivates you:

- Distribute the volunteer assessment form: VAA Gems Toolbox. Have each individual take the assessment and score their volunteer motivation preferences. Divide into groups according to dominant motivators and discuss characteristics of each category.
- How do we identify what motivates the members of our homemaker organization? Examples would be:
 - » I enjoy being the chairman of a committee or group (**power**).
 - » It is important to me to be recognized for my accomplishments or contributions (**achievement**).
 - » I enjoy being part of group or club and the fellowship and relationships that membership provides (**affiliation**).

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

“The needs, skills and knowledge of the individual volunteer will demonstrate how much and how often supervision is needed. On-going guidance, support and advice from the volunteer program administrator, supervisor or another volunteer can help lead to a positive and productive experience. A good supervisor is an enabler of human resources. The supervision process needs both an individual who receives

responsibility and a supervisor who must be willing to delegate responsibility to another.”

Learning Activity 3:

Not everyone can be an effective supervisor. Consider 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?
- What barriers do we see in our homemaker organization in regard to supervising?

Summary:

The engagement of community-based organizations cannot happen without mobilizing volunteers, leaders and members to action. No matter what the membership roster of an organization shows, without engaged, mobilized members, volunteers and leaders, the benefit and outreach of the organization cannot be extended to audiences and communities.

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