

THE SHOWALTER GROUP, INC.  
ROOTS OF SUCCESS  
The Resource for Grassroots and PAC Productivity  
www.showaltergroup.com

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Volume 6

Issue 1

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**In this Issue:**

- Recognizing Your Stars
- Innovate to Motivate Keepers
- New Amyism!



Amy Showalter  
Grassroots and PAC  
Productivity Expert

- The Ultimate Motivator
- Amy's collaboration with Southwest Airlines featured in the Dallas Business Journal

Tips  
Booklet!



"Beyond Fundraisers and Fly-Ins How to Keep in Touch With Your Legislators All Year."

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**Amyism #45**

**Motivation:** Instead of shopping for lightening bolts and trinkets to motivate your advocates, analyze the context of your legislative *and* organizational situation. Develop strategies and tactics based on your current context, not on what is most expedient or convenient.

**Innovate to Motivate Keepers**

The annual Innovate to Motivate Conference for Political Involvement Professionals that I co-created and produce always spawns "keeper" tips. Our high-altitude faculty still keeps me leaning forward in my seat taking notes. My picks for Innovate to Motivate 2004 Keepers are: (Read the whole article on page 3.)

*"Our consultation was so worthwhile! I learned more about grassroots from you in one day than I have all the years on my job."*

Kate Rooney  
Vice President  
Retail Association of Massachusetts (formerly)



"Pitching for PAC:  
Using Public Speaking  
Secrets to Raise  
Awareness and  
Cash"

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**Recognizing Your Stars**

In the spirit of grassroots and PAC member recognition, as well as my small way to help the economy by promoting retail engagement, I am starting a new column featuring items that may be useful as you recognize your volunteer advocacy and PAC luminaries. Read the whole article on page 4.

**The Ultimate Motivator**

Motivation is the number one topic of concern to most grassroots and PAC leaders. Just the mention of how to solve the "M" dilemma guarantees rapt attention. My observation is that many government affairs professionals are shopping for lightening bolts when it comes to motivational strategies; however, it's combination of strategies and tactics that motivate within the context of your organization. What motivates at one association or corporation may not garner attention at another. Read the whole article on page 4.

Research-  
Based  
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Tool/Workshop  
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The Showalter  
Group's  
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Grassroots  
Benchmarking  
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### About The Showalter Group, Inc.

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To book Amy Showalter to speak at your next meeting, or to inquire about our grassroots or PAC consulting services or other products, contact us at:



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## Innovate to Motivate 2004 Keepers

The annual Innovate to Motivate Conference for Political Involvement Professionals that I co-created and produce always spawns “keeper” tips. Our high-altitude faculty still keeps me leaning forward in my seat taking notes.

### My picks for Innovate to Motivate 2004 Keepers:

“The biggest mistake is when the wrong person extends the invitation. Staff relationships trump your organizational hierarchy.”

“Stating an elected official is “invited” on your event invitation is inappropriate. It’s basically using him or her to sell your event. If they can’t attend, they have to explain to their constituents why they aren’t there. ”

From “Secrets from the Inside: Putting Your Facility at the Top of an Elected Official’s List”

Renee Walker, Manager, Government Relations  
Kelly Services, Inc.

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“Every organization should have someone who keeps a historical record of their opponent’s statements. If I asked you who your organizational historian is, would you know?”

“Influence is a constant process. One organization moves, and the other has to alter their tactics based on that action and the current context. It’s never a single-strategy solution.”

From “The Propaganda Playbook, Part One and Two”

Kelton Rhoads, Ph.D., Director  
Working Psychology

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“It is humanly impossible to do what technology can. Realize and accept your human speed limits.”

“Set boundaries by checking email and/or voice mail only two to three times a day, and use voice mail and/or your out-of-office function to let people know your schedule.”

From “Conquering Information Overload – How Not to be Pushed by Paper and Email”

Abby Marks-Beale  
Corporate Productivity Specialist  
The Reading Edge

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“We make sure our volunteers take immediate activity after we train them, rather than waiting for something to happen to use their new skills.”

“None of our results are an accident. The tweaking and improvement process is constant.”

From “Maximizing Your Productivity Through Your Grassroots Volunteers, PAC Board Members, Contributors, and Yes, Even Your Lobbyists”

Glen Caroline  
Director, Grassroots Division  
National Rifle Association Institute for Legislative Action

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“Everyone wasn’t happy with our new member involvement program. We had to challenge our own assumptions as we gave our members more autonomy.”

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own assumptions as we gave our members more autonomy.”

From “Maximizing Your Productivity Through Your Grassroots Volunteers, PAC Board Members, Contributors, and yes, Even Your Lobbyists”

Tiffany Adams, Vice President, Public Affairs  
National Association of Manufacturers

I’ll share more motivating words from our 2004 Innovate to Motivate Conference in the next Roots of Success!

## Recognizing Your Stars – Things I Love

In the spirit of grassroots and PAC member recognition, as well as my small way to help the economy by promoting retail engagement, I am starting a new column featuring items that may be useful as you recognize your volunteer advocacy and PAC luminaries.

In your pursuit of the perfect gift, do *not* make the prevalent mistake of believing that gifts prompt motivation. Gifts serve as a way to thank people, nothing more. I do not believe (and the social science research shows) that people are motivated by receiving a CD or tickets to a sporting event. However, it is our obligation to recognize them for their contributions to the organization.

The research also reveals that the more personal, significant, and unexpected your gift, the more impactful it will be.

In that spirit, here’s what I found this quarter. . . .

It’s not new, but the book, *America 24/7*, is a photo compilation of pictures taken by professional and non-professional photographers that capture Americans in the course of their everyday lives. You can obtain a personalized cover page for only \$5.99 extra. A picture of your star grassroots advocates, PAC members, etc. makes it personal. Go to [www.mycustomcover.com](http://www.mycustomcover.com) for complete ordering information.

It’s an election year, so why not give an Honor Gift in the name of your best volunteers to Project Vote Smart. Project Vote Smart is a non-partisan voter education service aimed at creating an informed, educated electorate, a goal we all can support! [www.vote-smart.org](http://www.vote-smart.org).

## Trust – The Ultimate Grassroots and PAC Motivator – Part 1

Motivation is the number one topic of concern to most grassroots and PAC leaders. Just the mention of how to solve the “M” dilemma guarantees rapt attention. My observation is that many government affairs professionals are shopping for lightning bolts when it comes to motivational strategies; however, it’s combination of strategies and tactics that motivate within the context of your organization. What motivates at one association or corporation may not garner attention at another.

Nevertheless, trust, both structural and personal, is a critical factor in any attempt to motivate belief in and action for your cause. Steven Covey said that “Trust is the ultimate form of human motivation.” Trust is paramount to motivating paid workers, so one can deduct how critical it is to motivating those who have no paycheck at the end of their volunteer tenure.

Trust between your “varsity” advocates and your staff, trust between your PAC recruiters and staff, and between state chapters and national associations is vital to achieving our goals in the public policy arena.

Essentially, trust means that we have the other person’s interest at heart. Whatever it is that we are asking them to do, we must be able to demonstrate that it’s in their interest, as well as the interest of the association or corporation, to cooperate. It takes years to build, and can suffer serious damage in an instant.

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We'll explore the common obstacles to trust and how to overcome them.

## Regular Grassroots and PAC Underperformance

Success motivates. People want to be on a winning team. I always ask excellent grassroots leaders why they volunteer so much of their time to their organization's cause. I hear the following choruses:

"I thought we could win"

"I saw our victories and wanted to be on a winning team"

"I heard the organization has a good reputation"

If your organization usually fails to meet its grassroots and PAC goals, your potential volunteer pool likely won't want to be on that team, and won't be motivated to act when you need them.

In life and business, it's vital to *mind the pattern*. If your PAC or grassroots community has a pattern of sporadic results in recruiting, calls to action, attendance at meetings, and so forth, seek answers from the customer, your volunteer, and get outside help to objectively assess your plans and regroup, if necessary.

## Misplaced Loyalty

Whether it's defending your advocates to badly behaving legislators, or helping them navigate internal organizational land mines, we must demonstrate loyalty to engender trust.

Unfortunately, I still hear stories of legislators who treat grassroots advocates worse than their mother-in-law. Many of us have witnessed condescending behavior and overt animus toward constituents during our Capitol Hill and State House lobby day events.

We can't prevent lousy legislator behavior, but we *can* defend our advocates when we witness the behavior, as well as when we hear more than once of an offending legislator misplacing her anger on our well-meaning grassroots volunteers. Misplaced loyalty to the legislator rather than the advocate breeds mistrust.

I understand that a lobbyist has to placate the offending legislator. However, there's no compelling reason why a grassroots or PAC manager has to do that. Their loyalty must be to their volunteers. We must pay attention to this dynamic. This is serious. My four-year research project with active, productive grassroots and PAC advocates revealed that the *number-one reason* they disengage from advocacy is "*disappointing legislator behavior*," also known as "legislators behaving badly." If your organization is luxuriating in an abundance of motivated advocates, don't take my advice. If you want to retain your productive advocates longer, defend and protect them against badly-behaving lawmakers.

We must be their bulwark with churlish legislators. It's almost as if we are the co-dependent enablers, aware of the negative interaction, but encouraging people to come back and try again at the next lobby day event. Our advocates are busy people. *Why* would they sign up for that duty?

We must also protect them from organizational discouragement. Jim Lorimer, former Vice President of Government Relations at my grassroots boot camp, Nationwide Insurance, exemplified stellar loyalty. On a couple occasions our state CAP (Civic Action Program) Chairpersons' immediate supervisors tried to prohibit their attendance at our annual Washington, D.C. CAP training conference. Without hesitation he would call or write the manager and "bring the situation to the manager's way of understanding." The CAP leaders always made it to D.C.

They knew that we would support them. Out of over thirty state CAP Chairpersons that I was privileged to work with, only one refused to cooperate with Action Call requests, etc. I attribute this to the solid loyalty we exhibited. They trusted us to go to bat for them and they in turn advocated for themselves and the company.

## Direction Changes

The insidious impact of frequent grassroots and PAC direction changes is why I preach the necessity of a grassroots and PAC *community* or *program* within an organization. Campaigns most definitely have their purpose, but they can reduce motivation in the long term *unless* community is

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created from them.

Our advocates will tolerate change, but not ambiguity. I'm thrilled to hear about organizations that are revitalizing the grassroots and PAC communities. However, the fact that they have to "revitalize" means that the effort stalled; the program blended into the organizational woodwork. This impacts our ability to motivate our team for future battles.

How do your advocates and PAC leaders know that this "revitalization" isn't just another two-year attempt (or more commonly, an election year attempt) at political involvement, only to be mired in organizational adminisphere changes when the new department head is named, the merger is completed, the election is over, and so forth?

To increase your trust quotient, and thus motivational quotient, develop a *sustainable* grassroots and PAC community with structure, norms, and social capitol.

## Failure to Trust Others

Perfectionists have a tough time with this. They can't trust their volunteer advocacy and PAC leaders with meaningful tasks and their volunteers become disengaged. Because this is so critical to motivation, I asked Glen Caroline, Director of the National Rifle Association's Institute for Legislative Action and Tiffany Adams, Vice-President of Public Affairs for the National Association of Manufacturers, to speak at my annual Innovate to Motivate conference.

Glen and Tiffany's organizations give their volunteer leaders *responsibility* for strategic and tactical assignments. From conducting district voter registration drives and "get out the vote" drives, to reviewing and editing manuals, their volunteer leaders know that their skills are valued to the staff personally and to the organization as a whole.

Not coincidentally, both the NRA and the NAM consistently appear on *Fortune* magazine's "Power 25" list of the most powerful lobbying groups in the country.

Are you using the power of delegation, which implies trust, to motivate?

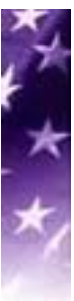
*In part two of this article, I'll reveal why your reward system, inconsistent messages, negative communications, and lack of gratitude erodes trust and hence, motivation.*

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