

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

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Amy Showalter
Grassroots and PAC
Productivity Expert

- What They Say About TSG's Influence Workshop
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Amyism

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Advocate Participation:

"Allegiance to your cause isn't an entitlement. The organizations that foster an emotional allegiance strategy will have more committed, fervent advocates than those who ineptly assume that a dues payment or a paycheck equals commitment."

"Amy's counsel as we developed our program has had lasting results. In fact, a recent employee grassroots campaign on major federal legislation resulted in over 13,000 personal letters to Members of Congress, helping to save our company millions annually. Our contribution to the success of the campaign were noted by our company leaders. I attribute this to the solid organizational foundation and implementation strategies that we learned from Amy. "

*–Susan Goodman, Director
Legislative Awareness
Southwest Airlines*

How to Avoid the Tripping Point and Maximize Your Advocate Hill and State House Visits

Grassroots advocate Hill and State House visits are a necessary activity for groups who are serious about impacting the legislative process. Why don't these opportunities create raging grassroots thunder dogs? Why don't the visits result in converted legislators?

Read the entire article on page 4.

"I credit you, in part, with helping me to be prepared for my new responsibilities. The trainings I have participated in with you, the resources on your web site and just generally being able to observe how you carry yourself in your role, have all influenced me greatly over the past several years. So thank you, and keep up the outstanding work!"

*Maureen Cassidy, Vice President, Advocacy
American Heart Association, Greater Midwest Affiliate*

New Consulting Case Study

A Fortune 100 company with a strong international brand wanted to rejuvenate their internal PAC and grassroots programs. Previous efforts to encourage employee communication with legislators were sporadic. Key Contact communications, as well as Action Alerts, were usually spontaneous. There was no strategy to recruit and develop Key Contacts. As a result, an employee mobilization on a critical free trade issue created an employee backlash toward the company's public policy positions. Read the whole article on page 3.



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

**CD's Now
Available**

Order at www.showaltergroup.com/products/

CD's Available: "Pitching for PAC: Using Public Speaking Secrets to Raise Awareness and Cash"

Amy's TeleClass with guest expert Vickie Sullivan revealed what you must do beyond Power Point presentations to leverage each PAC recruitment presentation. Find out:

- a process for leveraging every speaking opportunity for more PAC contributions
- three strategies to make sure your speech generates more contributions
- why public speaking is a powerful fundraising tool
- the difference between speaking well and speaking effectively
- why audience members are attending your meeting (and how to use their agenda to your advantage)

"The concept of having "conversations about conversations" was interesting. . . I will share this concept and other ideas with my colleagues as we map out our strategy."

—Ken Maestas

*PNM Communications Group
Albuquerque, New Mexico*

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Tips Booklet!



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

See sample at
www.showaltergroup.com

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About The Showalter Group, Inc.

The Showalter Group works with associations and corporations that want to increase their grassroots and PAC productivity. We provide highly customized solutions via grassroots consultation, public affairs staff and volunteer training, coaching for public affairs staff, keynote presentations, and grassroots project management.

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:



The Showalter Group, Inc.

250 East Fifth Street
1500 Chiquita Center
Cincinnati, OH 45202

513.762.7668
Fax: 513.553.9777
amy@showaltergroup.com

Research- Based Benchmarking Tool/Workshop

—
**The Showalter
Group's
Fortune
"Power 25"
Grassroots
Benchmarking
Inventory**

Check it out at
www.showaltergroup.com

TSG's Influence Workshop

The *science* of influence has moved from "How can I persuade someone?" to "How does my prospect become persuaded, and how can I tailor my request to their point of view?"

TSG conducted a lobbying influence workshop for corporate members of the American Chemistry Council. The following are comments from the professional lobbyists in attendance who make a living influencing legislators and staff. Did they learn anything new to apply to their work?

"I found most valuable my new understanding of the stages we must go through as we approach our persuasion targets."

"The entire workshop was great! I especially enjoyed Kelton's "Troubleshooting Influence" section."

"Amy and Kelton did a super job. Their use of humor was good. This will improve how I work, and I will share it with my colleagues."

"I found most valuable the section on how to approach an influence target whose mind is closed to my point of view."

"This made me realize that we can target messages to our audiences using a systematic, accountable process."

TSG provides custom influence workshops for all levels of government relations professionals. We can customize the content based on your most pressing public policy issues. Call us at 513 762 7668 for more information, or email Amy Showalter at amy@showaltergroup.com

Consulting Case Study

SITUATION

A Fortune 100 company with a strong international brand wanted to rejuvenate their internal PAC and grassroots programs. Previous efforts to encourage employee communication with legislators were sporadic. Key Contact communications, as well as Action Alerts, were usually spontaneous. There was no strategy to recruit and develop Key Contacts. As a result, an employee mobilization on a critical free trade issue created an employee backlash toward the company's public policy positions.

Existing PAC recruitment efforts were concentrated among senior executives and the sales force. Letters from senior management to select eligible employees were used to recruit new PAC members. However, the organization wanted a 100% increase in PAC receipts. Several critical legislative issues were looming that would have effectively decimated a major product line. The lobbying team knew that they needed to aggressively recruit members of their sales team to serve as Key Contacts with specific Members of Congress.

THE TSG SOLUTION

Our consulting interventions included, but were not limited to:

- designing Key Contact role descriptions;
- counseling staff on protocol for recruiting, developing and interacting with Key Contacts;
- advising staff on the best Key Contact education and communications strategy, as well as a broad-based employee education and communications strategy;
- collaborating with staff on appropriate grassroots program activities;
- evaluating existing PAC recruitment communications for their scientific influence quotient; and,
- coaching staff for their senior management presentations regarding the new grassroots program.

RESULTS

Current results include:

- motivated, proactive Key Contacts who are influential in their communities and with Members of Congress;
- a disciplined communications system to employees who are now more likely to contact their elected representatives without resentment or backlash to the company;
- Key Contacts who clearly know their responsibilities and the appropriate activities they should engage in to persuade legislators to the company's public policy positions;
- less staff time spent reviewing issues with their Key Contacts, and greater confidence in their ability to articulate company positions to Members of Congress; and,
- a system to recruit new Key Contacts before legislative action is imminent.

"We hired Amy because of her extensive knowledge of how to create sustainable grassroots and PAC programs. My staff was very comfortable working with Amy. As a result, they quickly organized a new Key Contact network, started a headquarter office grassroots program, and are gearing up to increase our PAC's visibility and contributions. Our team now has the confidence and knowledge to maintain these programs."*

*Contact information available upon request

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The Showalter Group works with corporations and associations that want to increase their grassroots and PAC effectiveness. 513–762–7668

How to Avoid the Tripping Point and Maximize Your Advocate Hill and State House Visits – Part One

Grassroots advocate Hill visits are a necessary activity for groups who are serious about impacting the legislative process. Why don't these opportunities create raging grassroots thunder advocates? Why don't the visits result in converted legislators?

To make an impression with our advocates and legislators, we must go beyond the stultifyingly boring "dos and don'ts" of legislative communications and empower our advocates to *influence*, rather than *present*, the organization's position and their personal story to their legislator. However, many groups stubbornly cling to the tired ways of advocate development without respect for the *calling*, *managing expectations*, and *the science of influence*.

Our observations and knowledge of the science of influence reveal how your group can avoid "the tripping point" and leverage your Hill visits for accelerated grassroots momentum.

Respect the Calling

We are completely convinced that one reason advocacy development tactics, and hence, Hill visits fall short is because, in addition to the ubiquitous legislative update disguised as a motivational tactic, we use a "one size fits all" advocacy development approach. This neglects the *calling* of the particular profession or trade. Each trade association or corporation requires a different advocacy development approach based on the talents and skills that draw the advocate to their chosen profession.

For example, when a hospitality-related industry hired us to prep their advocates prior to their Hill visits, we asked the staff about their specific advocacy challenges. They stated that their members were chemically incapable of asking for their legislator's vote. The reason for their reticence was the *calling*. Hospitable people are generally conflict averse. And people who are conflict averse tend to avoid using heavy-duty influence tactics. That's OK. There are lots of tools in the influence toolbox, many of which work well for people who don't like to apply inordinate pressure.

Contrast this with medical professionals, who are readily given authority in their daily work. It's uncommon for anyone to challenge their directives. When we work with them, we take a very different approach. They have vastly different perspectives, expectations, and communications styles than the hospitality folks. To maximize their impact, the development skills imparted are

We have witnessed salespeople who have qualified for Million–Dollar Roundtable recognition become mute before their Member of Congress. World–class scientists have gone full–speed sideways into legislator meetings and leave dejected. We would never approach a group of doctors the same way we would approach chemists, or public health advocates, or financial planners. The callings are too diverse to pull something off the shelf. To maximize their impact, we must build their communications and influence skills from the strengths innate in their calling.

Manage Expectations

I was reminded of expectations on a recent visit to my hand surgeon. I am always trying to convert individuals to be more politically active. This treatment is especially meted out to any and all medical professionals she encounters, since I have to endure interminable office wait times. I'll never forget the comment of my hand surgeon when he confessed that he had attended numerous Capitol Hill events. I asked him how he would evaluate the experience. He testily replied, "Well, it seems like a waste of time when I had to talk to a young guy with slicked back hair who didn't know anything about the issue. I don't know if I'll participate again."

"I wasn't surprised at the situation, but I was disappointed for him that he found the experience to be such a waste of time. We know that our advocates will likely with Congressional staff, rather than their Member of Congress, during their Hill visit. **From a scientific perspective of influence, this is a prescription for advocacy failure.**

When a young person is being persuaded by an older, experienced, and even more successful person (as are most individuals who have the time and money to attend these events), the advocate is at an immediate disadvantage. There is virtually no similarity, little liking, and even less trust, all of which the scientific literature reveals are essential to successful influence.

I've even had advocates ask me, "Is it normal that my Congressman isn't able to see me? I have held two fundraisers for him in the last few years. His staff told me it didn't matter, he was too busy to see me." Besides the fact that this office likely learned management supervision from the Enron school of management, this situation is an example of the disconnect between young staff and older advocates. To enhance our effectiveness, we must know the science behind influence and apply it to our persuasion opportunities.

In Part 2, we'll reveal how to take your advocates to higher ground by employing the science of influence during their Hill and State House visits.

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The Showalter Group, Inc. works with organizations
to improve their grassroots, lobbying, and PAC
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