



THE **SHOWALTER** GROUP, INC.

ELEVATING THE PERFORMANCE AND RESULTS  
OF POLITICAL INVOLVEMENT PROGRAMS

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## About Amy Showalter



Amy Showalter established The Showalter Group to help organizations elevate the performance and results of their PACs and grassroots advocacy programs. Over 85% of her long-term consulting clients have experienced an increase in budget, staff, PAC contributions and senior management recognition after collaborating with Amy.

She has delivered over 300 workshops and keynotes to over 25,000 grassroots advocates, PAC contributors, and PAC boards of directors, government relations staff, and non-profit volunteer leaders about how to maximize their political and civic influence. For nine years she directed the efforts of the highly acclaimed Nationwide Insurance Civic Action Program (CAP). During her tenure, over 2,000

public affairs professionals across the country ranked Nationwide's program as one of the top two corporate grassroots programs in the country. (Ed Greffe and Martin Linsky, *The New Corporate Activism*)

Over 130 of her articles have been published in external media and organizational publications, including over 30 columns published on Forbes.com and Bloomberg Government. She has been cited in over 900 media outlets, including the *The Hill*, Politico, CNN Money.com, Foxnews.com, CNBC.com, and Roll Call. She is the author of "The Underdog Edge: How Everyday People Change the Minds of the Powerful . . . and Live to Tell About It." (Morgan-James) and "The Art and Science of the BFF: 105 Ways to Build Relationships on the Hill, at the State House, and in City Hall", which has sold over 16,000 copies. Amy also is the Executive Editor of *Creating and Managing an Association Government Relations Program*, published by the American Society of Association Executives.

Despite not being a registered lobbyist, Amy was named to the National Institute of Lobbying & Ethics "Top Lobbyists" list in 2021 for her innovations that equip clients to apply scientific influence principles to their advocacy challenges. TSG's Velocity Research & Data Analytics service won a 2022 Reed Award for "Best Innovation in Fundraising, and The Society for Advancement in Consulting awarded her the 2021 Corrie Shanahan Memorial Award for Creativity and Innovation in the consulting profession.

She has served as a guest lecturer at the University of Texas at Austin's LBJ Graduate School of Public Affairs, where her "Underdog Edge" book was on the LBJ's Graduate School curriculum, as well as George Washington University's Graduate School of Political Management, Kent State University, and as a faculty member of the U.S. Chamber's Institute for Organization Management.

Amy has served on the boards of numerous organizations that promote the professionalism and stature of the government relations profession, including the National Institute for Lobbying and Ethics (NILE), ASAE's Government Relations Section Council, the Washington Area State Relations Group, and co-founded and produced, for 20 years, the Innovate to Motivate© conference for political involvement professionals.

Amy has a BA in Political Science from Wright State University and an MSA from Central Michigan University.

She and her husband, Randy Boyer, reside with their dogs Eli and Finn in the greater Cincinnati area. Finn is a registered Pet Partners® therapy dog. He and Amy are regular visitors at the Cincinnati Ronald McDonald House and the "Barks and Books" reading program at the Clermont County Library.

# The TSG Approach

We know that advocacy and PAC results are a team effort. You'll never hear us say that "We raised thousands of dollars for a PAC" or "We won the issue" because we believe in client collaboration as we jointly diagnose and prescribe evidence-based interventions.

Because our approach to each client challenge is highly customized, you may not be aware of various services we provide. Let us help you uncover not only your challenges, but your advocacy, PAC and influence potential.

## Evidence-Based Approaches to Raise Your Advocacy, PAC and Lobbying IQ (Influence Quotient)

We have utilized research and data-driven methodologies to PAC, grassroots and public affairs challenges long before the current popularity of data driven advocacy, because we know that it gives you an influence advantage in the competition for hearts and minds.

**Velocity Research and Data Analytics** - Our award-winning research methods give precise insights on the best messages, messengers, and mediums for your particular influence challenge, making your outreach less of a guessing game and more evidence-based. Simple methods of research are available via your social media and web analytics that are built into the platform you are using. Everyone is using those methods, so you don't have an advantage. The competitive advantage comes from investing in more timely research, with deeper analysis. Typical client research results uncover an average of eight independent variables that **predict** what leads your population to contribute to your PAC, engage in grassroots, raise more PAC funds, become a more engaged association member, or a more productive staff member. Our PAC clients report that implementation of our research findings leads to not only improved fundraising results, but to fundraising **velocity**. The research analysis and our recommendations gives you a **communications** strategy, because you know the messages, messengers and mediums that **predict engagement**.

**Narrative Development, Testing and Delivery Coaching** - We use social science methods to develop and enhance narratives that get traction with your target audiences. Our highly acclaimed story coaching, whether delivered privately, in a classroom or virtual setting, gives confidence and clarity to your stakeholders responsible for sharing your story — whether they are government relations staff, organization executives, or advocacy/PAC volunteers.

***"I volunteer as a PAC Champion, and share my PAC story with peers to help fundraise for the IP PAC. I felt like I was hitting a wall with my story, so I reached out to Amy and she practically made herself available immediately to listen and provide great direction and feedback. She was able to give purpose to my story and most importantly, made me feel confident that the story is meaningful. What a great resource!"***

**Andrew Argoblast**  
**International Paper**

**Issue Frame Creation and Testing** – Many "good ideas" don't get traction because they are not persuasively framed; the frame anchors the perception and thus the acceptance of an idea. Applying scientific influence principles and / or your custom research findings, we create, modify and package ideas so that they are as attractive as possible to your internal or external audiences.

**Scientific PAC Ambassador Analysis, Evaluation and Recruitment Tools** - Using our Velocity Research methodology, we analyze your PAC Ambassador / Champion fundraising results and behaviors to create a customized set of best practices for your peer-to-peer or staff fundraising efforts.

## Scientific Influence Quotient (IQ) Audits

We have combined our knowledge of the science of influence and our extensive understanding of the challenges facing today's government relations professionals to create our unique Influence Quotient Audits. An IQ Audit is a "checkup" of your internal or external writers for the organization or individuals.

**Credibility Quotient (CQ) Audit** - A high CQ is essential in our world of hyper-abundant content and noise. Our CQ Audit is based on over 30 years of peer-reviewed social science research that contain the core of modern influence research. We will review your communications materials for over 15 important credibility components, also taking into consideration the hostility and skepticism of your audience. You will receive a CQ score, report and/or presentation with the findings and our recommendations for improving the credibility of organizational spokespersons and any communications you wish to audit.

We examine your communications for over 60 peer-reviewed influence techniques (context, altercasting, inoculation, consensus, scarcity and metaphors, to name just a few of the 60), as well as correctly employed tactics, influence errors, and potential influence tactics that are underutilized.

This can include your legislative testimony, advocacy or PAC websites, podcasts, group presentations, PAC or charity fundraising drives, social media posts, and even your association membership campaign communications.

**Authenticity Quotient (AQ)** - Are you and your organizational communications "for real?" How do you know? All audiences crave authenticity, and the Millennial and Gen Z audiences demand it. We have isolated the 12 scientific elements of authenticity and by reviewing the communications of your choice, can assess your current Authenticity Quotient. You will receive an Authenticity Quotient score, and we'll teach you and your team how to become more authentic spokespersons as well as increase the authenticity of your organizational communications.

***"Well, Amy and her team are the first people I think of when I get a new idea to see if they have already done it. She produced a workshop for her loyal fans and many new ones in D.C. where Dr. Rhoads spoke on the science of authenticity, which may have been one of the most ground-breaking and timeliest ever, considering forces in society in 21st century America."***

***Alan B. Smith Senior  
Senior Fellow / Midwest Liaison  
R Street Institute***

## Amyism #69

### Grassroots Motivation

"Are you recognizing victories or behaviors? One key to motivation is creating an environment where the desired behavior, regardless of the result, is recognized."

- Government Relations (PAC, lobbying, advocacy) metrics design and monitoring
- Strategic planning facilitation for government relations staff and volunteer leaders
- Competitive influence landscape analysis
- Government relations customer service satisfaction research & analysis
- Volunteer and stakeholder motivation and persuasion training
- Motivational team leadership skill development

#### **Customized staff, advocate and PAC leader training workshops (virtual or in-person):**

From Activity to Achievement: Next Level Government Relations Metrics that Matter

It's What You Say and How You Say It: Persuasive Presentation Skills for Government Affairs Staff and Volunteers

Telling a Better Story: How to Use the Persuasive Power of Narrative for PAC & Advocacy Allegiance

Get Real: How to Harness the Science of Authentic Personal and Organizational Communications

The Underdog Edge: What It Is, How To Get It, and Why You Need It For Persuasion Success

Till Death Do Us Part: How to Build Relationships with Your Legislators

How to Be A Motivating Grassroots and PAC Team Leader

The Purposeful PAC: Using the Science of Influence for Positive PAC Involvement

The Grassroots Influence Pulse (GRIP®): The Trends and Tactics That Predict Legislative Results  
*(proprietary TSG research findings)*

How to Communicate and Build Trust with Hostile Audiences. . . and Live to Tell About It

Message Framing: Capturing the Pre-Persuasion Battleground

The Seven Deadly Sins of Influence Campaigns

Why Winners Win: How Fortune's "Power 25" Find, Keep and Motivate Quality Grassroots Volunteers  
*(proprietary TSG research results)*

Persuasion Tactics that Change Legislators' Minds  
*(proprietary TSG research results)*

Avoiding the Unintended Consequences of Influence Campaigns

From Online Chatters to Doing What Matters: How to Get Your Stakeholders Off Their Computers and On the Streets

# Improving Advocacy and PAC Infrastructure, Influence and Communications

## Amyism #81

### The Premise is Paramount

"Organizations love to talk about their strategy because it conveys that nothing they do is random. However, basing your PAC, advocacy or communications strategy on an untested, evidence-free premise is just that - a 'random plan' rather than a 'strategic plan'. The premise is the holy ground, because an untested premise leads to the wrong strategy, the wrong tactics, and ultimately, a failed outcome."

- Advocacy and PAC website editorial calendar and content creation
- Advocacy strategic plan facilitation and development
- PAC and advocacy campaign communications
- Executive PAC and advocacy communications
- Social media content creation
- Key contact program design and launch communications
- Grassroots advocacy training for staff, key contacts, executives and board members
- Government relations staff and volunteer strategic planning facilitation and reports
- Motivational grassroots keynote speeches
- Grassroots incentive program design
- Grassroots Influence Quotient (IQ) Audit
- Advocacy staff strategic planning manual development
- Grassroots program management
- Advocacy website design
- Creation of grassroots collateral materials
- Key contact program establishment
- Coaching for government relations staff
- Grassroots program audit
- Grassroots program establishment - Internal and external communications, editorial calendars and content on demand

Government Relations, advocacy and PAC professionals are charged with changing minds. It's the ultimate success metric. We incorporate evidence-based, scientific influence principles to all of our client collaboration options to maximize your persuasion results. Whether you are starting a new grassroots program, initiating a grassroots campaign, PAC fundraising drive, or lobbying legislators, you need to know what your audience believes and create an influence strategy to win their hearts and minds. That is best accomplished through robust research and translating the findings to actionable plans.

We have been hired to galvanize the staff and stakeholders of major corporations, associations and nonprofits to advance their cause through the legislative process, including:





# Creating & Maintaining a Purposeful PAC ®

## Amyism #84

### **Developing Your Advocacy and PAC Leaders Evangelism Quotient**

"Government Relations staff cannot, and should not, serve as organizations' primary advocacy and PAC evangelists. Every advocacy and PAC leader has a "why" regarding their engagement. It's our job to find it, bring it to life, and teach them how to communicate in a compelling way."

- Peer to peer fundraiser performance analysis & improvement
- Velocity PAC research and data analytics
- PAC communications influence quotient audit
- PAC strategic plan facilitation and development
- PAC campaign strategy and plan development
- PAC peer to peer and staff fundraising training - communications and narrative development
- PAC fundraising communications and collateral
- PAC contributor communications and editorial calendars
- Executive PAC communications
- Establishment of PAC metrics

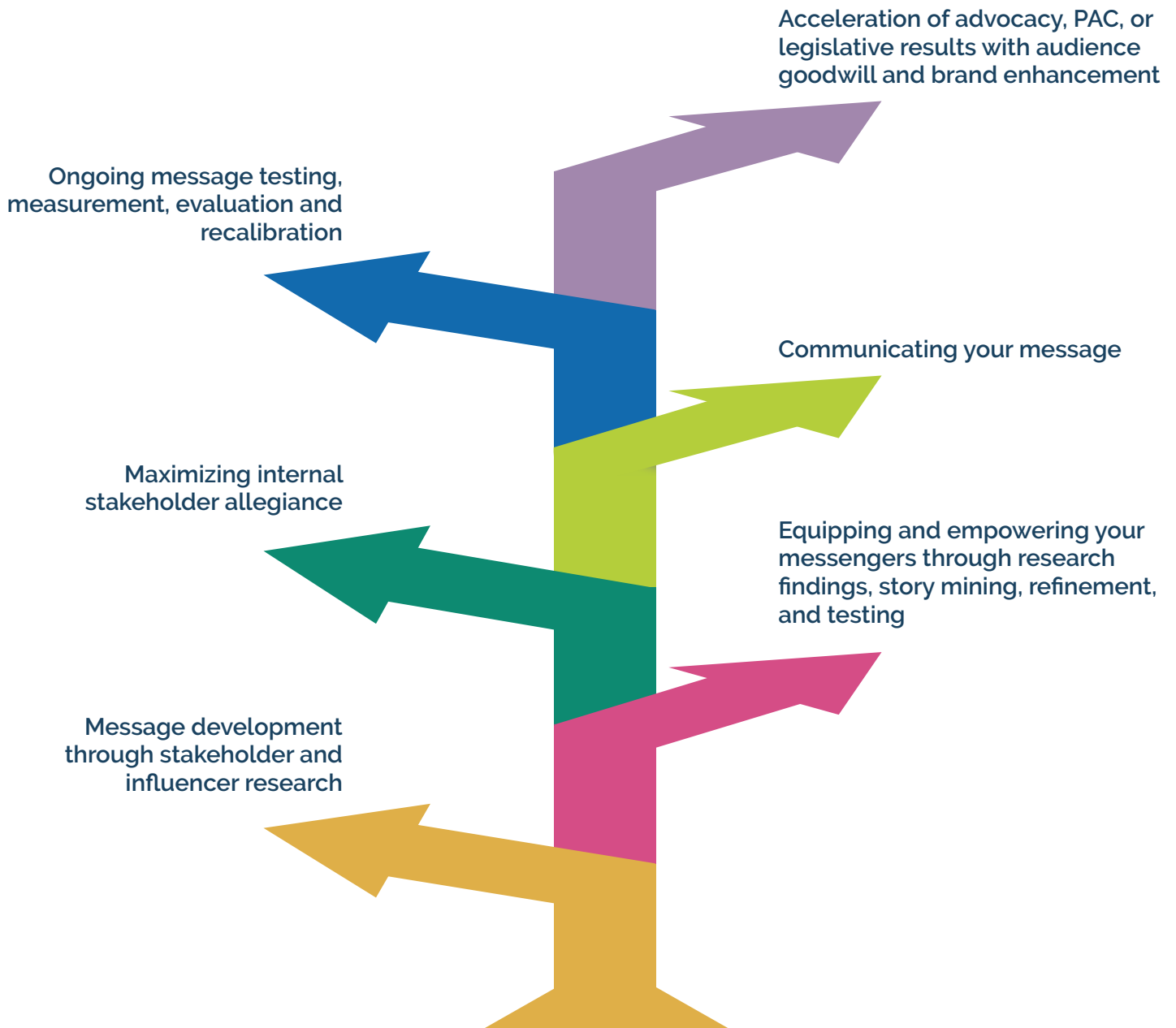
## **Coaching for Government Relations Staff**

- Personal credibility enhancement
- Persuasive presentation skills
- Thought leadership
- Team leadership and conflict management strategies
- Elevating communications and influence skills



## Improving Your Advocacy, PAC and Lobbying IQ

It's common to face an influence challenge and revert to the strategy and tactics that were engaged in a previous successful (or even unsuccessful) effort. The problem is that your influence prospect, your influence context, and your potential messengers have changed in today's hyper-competitive influence environment. If you want to multiply your success, achieving your desired influence result requires a methodology based on evidence.



## What our clients are saying....

**Consistent PAC growth despite industry conditions** - "At International Paper, our culture encourages us to harness the best data and processes available to improve our results. I believe it is important to consistently assess the attitudes of our PAC contributors and non-contributors so that we can adjust our messaging accordingly. We have collaborated with Amy and Dr. Rhoads for years because their approach works! It's not generic research but highly collaborative, customized, and with a rigorous, unique analysis methodology. Our PAC has consistently grown despite the ups and downs of the global economy and industry conditions. Amy and Kelton keep us sharp, challenged and motivated. We couldn't do it without them."

*Meaghan Joyce  
Senior Manager, Political & Advocacy Strategy  
International Paper*

**New methods for PAC results** - "I interviewed many PAC consultants who told me what I already knew that we "needed a peer to peer campaign" (which we had executed in the past). Amy knew that the challenges went beyond basic PAC recruitment tactics and common off the shelf solutions. She integrated a scientific approach to uncovering the reasons our PAC eligibles do and don't contribute to the PAC. We now know what works and what doesn't when communicating about the PAC, as well as how to build goodwill with our contributors."

*Ken Hiscoe  
Director, U.S. Government Relations & Corporate Affairs  
Pfizer, Inc.*

**Working with Amy jumped started our program in both time and impact** - "It would have taken months, possibly years, to reach the same level had we attempted to launch the initiative without Amy's help. Her experience and ability to understand our organization's needs and translate it into action made all the difference. Within 10 months, we have registered more than 5,000 active and engaged advocates."

*Annie Peters  
CEO  
Pet Partners®*

**No one else can do what Amy does** - "As we built the foundation of our new grassroots program, we knew our franchisees would be the most valuable part of it. Amy kept them engaged, provided hands on coaching and new tactics to help them be successful at influencing policymakers and their franchise colleagues. No one else can do what Amy does because she understands corporate and political realities as well as how to bring out the best from our grassroots leaders."

*Mary Schell  
Chief Public Affairs Officer  
The Wendy's Company*

**Valuable insights and engaging charisma** - "Hundreds of green building advocates across the country are now superbly equipped to navigate the policy process and successfully influence policymakers thanks to Amy Showalter and her invaluable insights and engaging charisma. She uniquely inspires and informs our advocates."

*Jeremy Sigmon  
Emerald City Collaborative Advocacy Manager  
U.S. Green Building Council*

**Unparalleled credibility** - "Amy's expertise was perfect for our situation. Her passion and credibility are unparalleled."

*Connie Tipton  
CEO  
International Daily Foods Association*

## What our clients are saying....

**Likable, trustworthy and entertaining** - "The AANA has worked with Amy for three years now, and she never disappoints. She is a phenomenal speaker who our members find likable, trustworthy and entertaining. Amy includes personal experiences and stories into her presentations which help to convey advocacy topics she drives home. Her knowledge and work on grassroots advocacy and expertise in PAC contributions help our members become energized and ready for the years ahead. Amy also adds a personal touch to her presentations by reaching out to our own members directly to obtain information on topics that are near and dear to our profession's heart. Amy has been extremely flexible with the COVID-19 pandemic and has worked with our ever changing formats to accommodate our needs either virtually or live. We look forward to having Amy back in coming years!"

**Jennifer M. Varhalla**  
*Manager, Professional Development*  
*American Association of Nurse Anesthetists*

**Fundraising results ahead of previous year** - "Although we have the largest PAC in our industry, today's political climate requires that we have the most accurate information as possible regarding how our members think about political engagement and PAC's. Amy and Kelton's research methodology helped us adjust our PAC messages to gain engagement from new and younger CIAB members, which is critical for any association wishing to expand their pool of contributors. Despite a difficult economic environment, our fundraising results are ahead of last year at this time."

**Gracie Gerlach**  
*Vice President, Business Development*  
*and Associate General Counsel*  
*The Council of Insurance Agents and Brokers*

**High Level of data analysis** - "I wanted to follow up and let you know what a great success the research study you oversaw has been. I've been asked to present to my state peers insights on what we found through your high levels of data analysis. In addition, the resulting PAC contribution scorecard and rankings were presented to our Trustees and the feedback has been incredible. This has resulted in the most educated, informed and engaged trustees we have seen."

**Scott Williams**  
*CEO, Ohio Realtors ®*

**Reached PAC goal a year early** - "We received great feedback on the narrative messages that you helped us create, especially your coaching on how our executives can use their personal stories to encourage more PAC participation. We surpassed our goal and reached it a year in advance! We are so excited to have elevated the PAC to new levels and brought so much awareness to the PAC and to our Government Relations Department. It was wonderful to work with you"

**Cassi Baker**  
*Vice President State Government Affairs, Cardinal Health*  
*Greenwich Biosciences*

**She makes it comfortable for participants** - "Amy's presentation skills advice on controlling the conversation and up-to-date concepts were extremely useful. She makes it comfortable for participants to try new techniques in real time. I would definitely recommend her presentation skills class to anyone looking for an opportunity to polish their skills. I wish the class was longer."

**Shelia Goffe**  
*Director Government Affairs*  
*American Kennel Club*

**Knowledge and research helped identify ways to engage a new generation of donors** - "One conversation with Amy was all it took to get me re-energized, re-focused, and incredibly motivated to hit the ground running. She shared ideas that I had never thought of while providing tangible ways I could put some of my own thoughts into action. Her knowledge of the association and PAC worlds is second to none - and her research and knowledge also helped me identify trends and ways I can engage a new generation of donors. It was such a refreshing conversation. I am grateful I have someone like Amy to challenge and guide me and who helps me grow professionally and take my work to the next level."

**Brittany Thune Lindberg**  
*Vice President - Development*  
*Council of Insurance Agents and Brokers*

## What our clients are saying....

**No one has written or taught more on advocacy and PAC metrics** - "Amy was the one who first inspired me and countless others to think about government relations, PAC and grassroots metrics. That's just how Amy rolls, she's often the first to think, really think, about complexities in the PAC and grassroots industry. No one has taught or written more on the topic. Her Innovate to Motivate (I2M) conference is one of the best around."

*Tim Teehan  
Vice President of Public Affairs  
Data Axle*

**Research-based approach aligns GR, corporate and franchisee cultures** - "We went from no PAC to raising over a quarter of a million dollars in our first election cycle. Most important, her research - based consulting approach allowed us to align the government relations function with the corporate and Franchisee community cultures. As a result, we have a strong foundation of corporate and Franchisee cooperation with our government relations work. We've been recognized for our leadership on key industry issues, and most important, more legislators seek out our opinion on issues important to our industry."

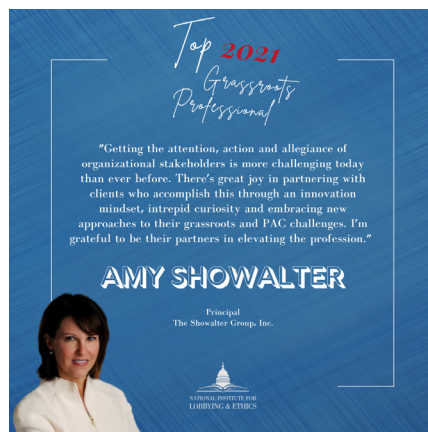
*David Langefels, Vice President, Risk Management & Government Relations  
Buffalo Wild Wings*

**Every time I hear her I learn something new** - "I've heard Amy speak several times, and every time I hear her I learn something new that I can apply to my work. As a result, we asked Amy to deliver workshops on the science of relationship-building to our member hospital executives. They are accustomed to a high level of content and motivation, and Amy did not disappoint."

*James Iacobellis,  
Vice-President, Government Relations  
Connecticut Hospital Association*

**She meets you where you are** - "Amy's direct consultation was precisely what we needed to target and prioritize action items that are essential to starting a grassroots program. That is what is so great about Amy! Whatever the status of your grassroots program, she meets you where you're at and gives you the tools and direction to build the kind of grassroots results that will enhance your ability to share and influence public policy. As a result of our collaboration, the President of our company thought our advocacy program was great. And, our action call participation rate jumped from 7% to over 22%."

*Andrew Weikert  
Government Affairs Liaison  
Auntie Anne's, Inc.*



*2021 Creativity and Innovation Award  
Corrie Shanahan Memorial Award  
for Advancing Consulting*