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How to Motivate Your Members to Serve Their Association Better



By John S. Jenness

A CONVERSATION I HAD with one of the members of the board of directors of the American Society for Training and Development last year, while I was serving as President of ASTD, sticks in my memory.

I can't forget that particular conversation, because what that board member told me points up a serious challenge, it seems to me, to a great many professional societies and trade associations, if not to all of them.

That challenge is how to motivate the members of the association to take a more active part in the work of their association—and to plan a larger role in making their membership worth the cost of their dues.

During our conversation the board member told me that, on a plane flying from one of his company locations to another, he happened to be sitting next to a man who had recently joined our association, the American Society for Training and Development. The man mentioned to him that, al-

though he was a member, he was not active in the society in any way.

The member lived and worked in a city served by one of ASTD's large and active chapters. But the reason he gave for his own complete inactivity came out in these words: "No one from the local chapter has ever contacted me."

As President of ASTD at that time, and as an individual who believes in the effective role of the professional society in the development of human resources, I was disturbed by that statement. I still am.

No sense in not volunteering

"Don't ever volunteer" might have made sense in the army. But in an association, when individuals pay their dues, they have already volunteered. They should be active; they should be a part of things. No one has forced them to join. Why, then, should they not want to make the most of their volunteer status?

Associations often have serious problems each year finding volun-

teers to staff committees and to develop effective programs.

Nonvolunteers come to one meeting, review it almost with disdain, pontificate, "No interest to me at all," and then retire back to the sidelines to criticize—and to be too busy to accept any task to serve.

Turn the question around

It is time that association members stop asking, "What is the association doing for me?" and turn the question around, "What can I do for the association?"

As an association professional, your success depends in large measure on your ability to structure broad individual activity within your membership.

The challenge comes down to this: How can you get your membership to recognize and appreciate

the benefits which accrue from volunteering to play an active role?

This, as I see it, calls for a continuous, two-part educational process on the part of the association executive. I call it a process, rather than a program, because it is more than a program—it involves developing a philosophy, creating a state of mind, in your association.

First of all, you have the responsibility to educate your members not to expect something for nothing nor to expect everything in return merely for the payment of dues.

Years ago Hank Viscardi established Abilities, Inc., in Albertson, New York. Abilities, Inc., employs only men and women whose serious handicaps make them unemployable by most other companies.

Hank Viscardi's favorite epigram contains a wealth of truth: "There

is no such thing as a free lunch."

To me, that applies to association membership and to the matter of volunteering.

It is the responsibility of the association executive to educate each member to realize that there is no such thing as a free lunch, that when a member pays his dues he incurs an obligation to contribute, by his efforts, to the good of all—and that the more he puts into the association the more he gets out of it.

Show your members what to do

Second, you have the responsibility, as the association executive, to impress upon your members the fact that, although there is no such thing as a free lunch, the association does make needed help of all sorts available to the member who

Ways Your Members Can Increase the Value of

Here is a list of questions to stimulate your thinking as to ways in which you can show your members the value of their membership — and the importance to them of volunteering to take a more active part in the work of their association.

1. When your members have a problem, do they:

- Call people they know through local association meetings for suggestions?

- Check under the company listings in your directory for members in their industry and call them?

- Check through back issues of your publication for articles relating to their problem?

- Check with the editor to see if other articles are in the files?

- Check with a staff member for suggestions on either the topic itself or for names of others who might help?

- Talk about this problem at the next meeting?

- Check the programs at the annual conference and other meetings to see if it will be covered, directly or indirectly, there?

2. Before your members go to

one of your association meetings, do they:

- Plan in advance to talk about specific professional topics?

- Make a date to talk with someone before, at, or after the meeting?

- Anticipate how they can apply the speaker's topic in their organization?

- Anticipate questions which others there may ask about their programs and activities, so they can make a real contribution?

- Consider how the meeting will add to their self-development?

- Plan to volunteer for an assignment to help the local unit function?

3. When a member telephones another of your members with questions or problems, do they:

- Forget to call them back with the data promised?

- Cut the callers off, politely, because they have so many problems of their own that they don't have time to get involved in others' problems too?

- Talk down their noses because the problems are so simple that "all real professional

members" should know the answers?

- Remember that other members volunteered to take time to help them solve their problems?

4. When a society officer asks members to serve on a program or on a committee, do they:

- Automatically turn it down because they're too busy?

- Evaluate the amount of time involved and reluctantly ask to be considered next year because they really are too busy this year?

- Recognize the opportunities for individual growth different from those open within their organizations?

5. When your members feel out of touch because of no local activity or because the membership chairman hasn't called them, do they think about what they can do about it?

- Can they call the head of the nearest local unit, listed in the directory, and volunteer?

- Can they call a group of friends to meet informally for lunch and talk about things? (Many new local units have been formed by such volunteers; gradually more and more indi-

knows how to go about getting that help, and to warrant it.

Phantom members do no good

As an association grows in size, it becomes easier and easier for its members to become phantom members—names on the roster, but never seen or heard from.

Such members may be satisfied that they are getting all they want from their dues. But, in reality, they are shortchanging both themselves and the rest of the membership.

One way to prevent this is for the association executives to keep on educating the members to become involved in the programs and projects of the association, to participate in its affairs—to be active and constructive volunteers in the work of the association.

Their Membership

viduals were invited to “lunch and talk” until a nucleus of a solid unit existed.)

- Can they get a unit in another part of their state or region to volunteer to help their small group form a satellite or sub-unit until it develops enough strength to become independent?

- Can they ask the national office for a complete package on how to organize a new unit?

6. In summary, where does your association fit into the individual goals and growth plans of your members?

- Are they members only because their companies pay their dues and meeting costs?

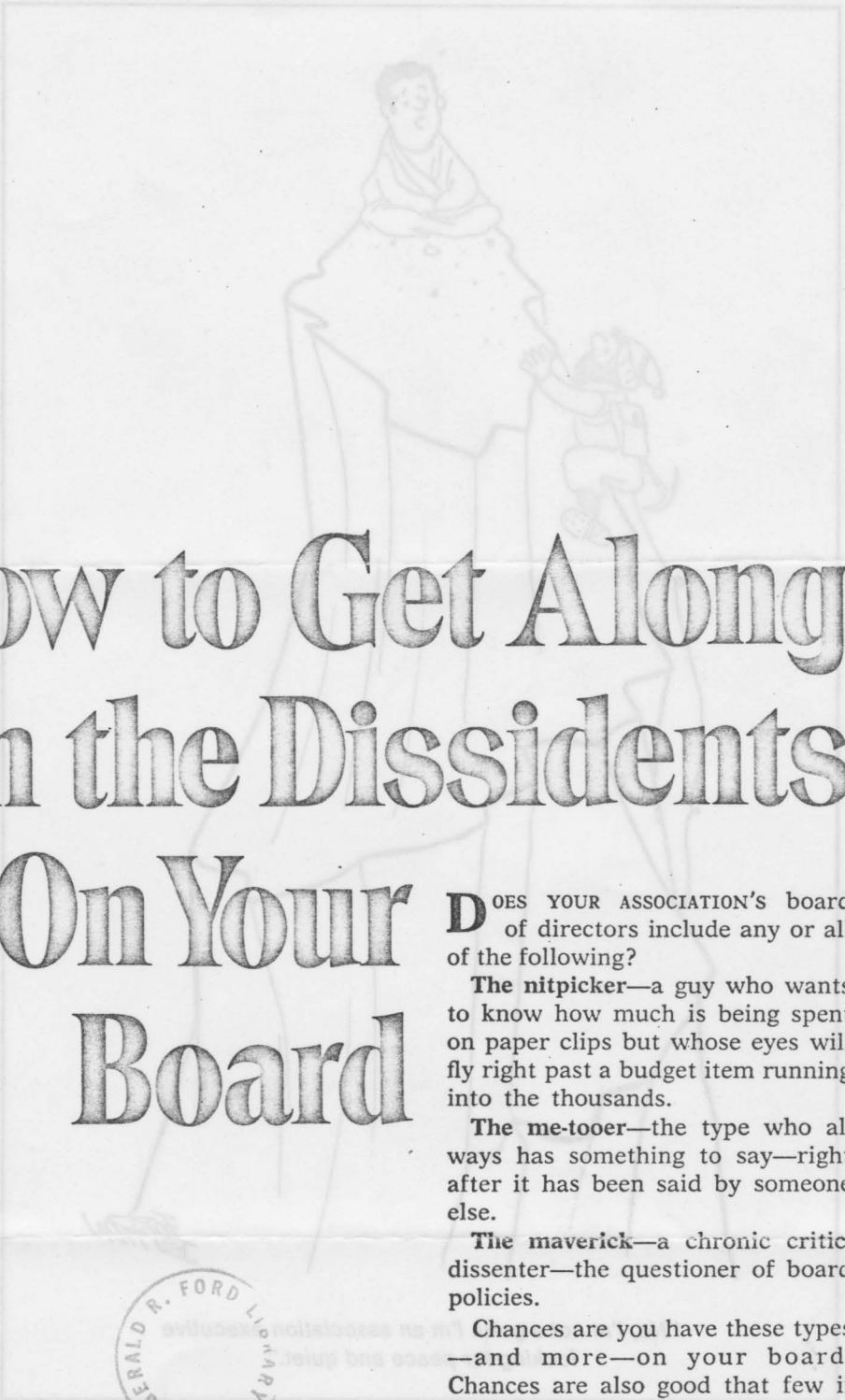
- Does the association really play a positive role in their self-development plan?

- Have your members thought about what greater benefit they could obtain from membership by volunteering for a more active role?

- Have your members thought about the contribution which they could make to the organization as a whole by volunteering, becoming active in local-unit administration or on a national committee?

USE

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How to Get Along With the Dissidents On Your Board

D OES YOUR ASSOCIATION'S board of directors include any or all of the following?

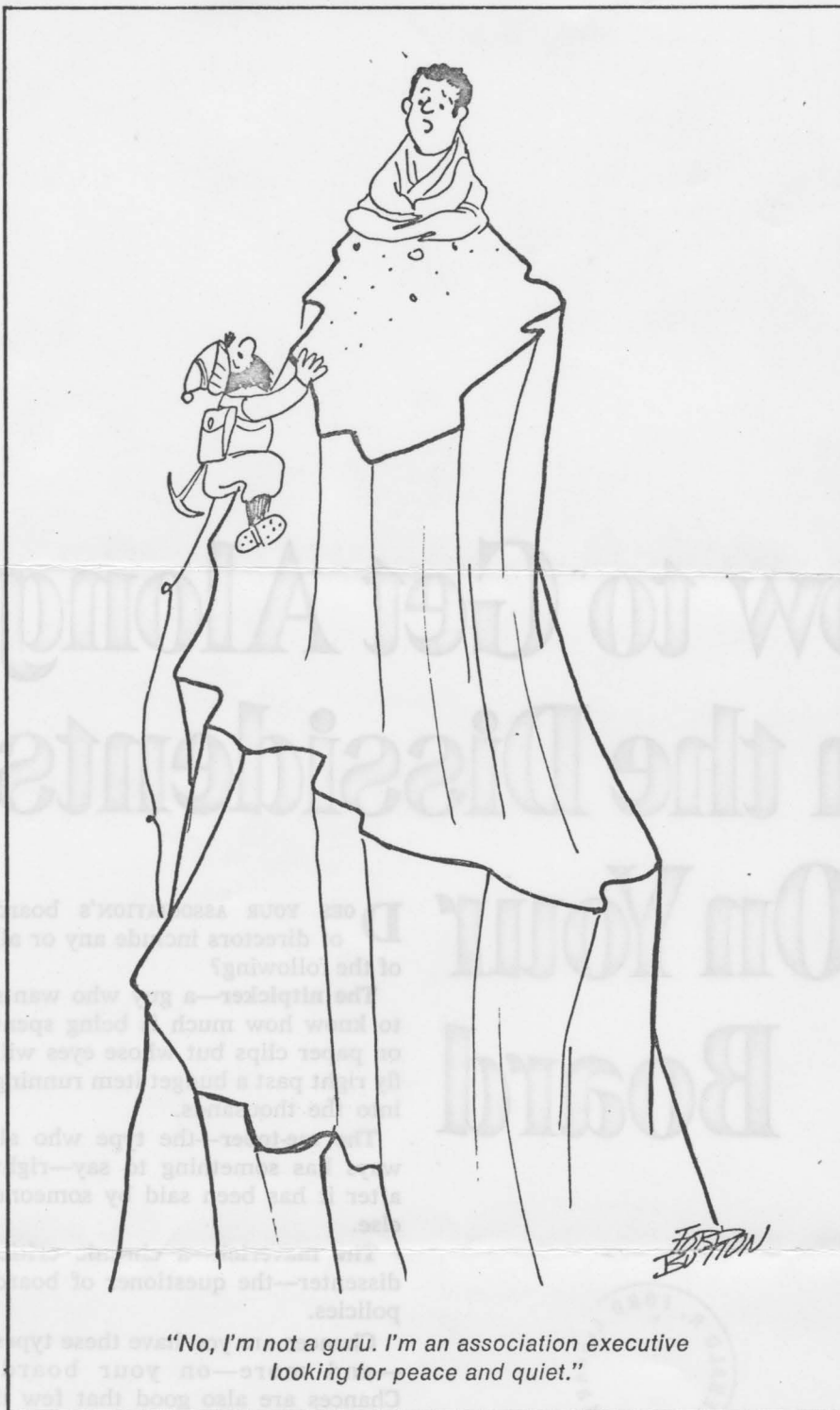
The nitpicker—a guy who wants to know how much is being spent on paper clips but whose eyes will fly right past a budget item running into the thousands.

The me-tooter—the type who always has something to say—right after it has been said by someone else.

The maverick—a chronic critic, dissenter—the questioner of board policies.

Chances are you have these types—and more—on your board. Chances are also good that few if any of them pose more headaches than those generated by the maverick. Because he is a predictable dissident, an opposer, the maverick presents unique and sometimes heated problems for his fellow board members and a delicate tactical challenge for the association executive.

To throw light on board mavericks and on the inner workings of boards in general — ASSOCIATION MANAGEMENT surveyed the chief executives of several associations.



Playing constructive role

Replies to the survey show that, while most boards have their mavericks, most executives have learned how to live with the prodding of such individuals—and in fact, how to benefit from it.

"A dissident can play a constructive role," points out Howard B. Upton, Jr., CAE, Executive Vice President of the Petroleum Equipment Institute in Tulsa. "He keeps the association executive from be-

coming complacent and overly comfortable. He may also prompt other directors to examine the basic soundness of their own positions."

Agreeing, S. Rayburn Watkins, CAE, President of Associated Industries of Kentucky, emphasizes the importance of distinguishing between compulsive dissidents—whose actions may reflect emotional problems—and the occasional dissidents. The latter, Mr. Watkins observes, are persons who, by delib-

erately playing the maverick role, "may needle boards and managers into making needed changes."

Two of the survey participants—Dallas F. Whaley, CAE, and David C. Fullarton, CAE—had done extensive research on this subject in writing their theses for the master's degree program at Florida Atlantic University.

Mr. Fullarton, Executive Vice President of the National Telephone Cooperative Association, feels that "only other board members can deal with dissident board members." He goes on to point out that "a primary constructive role played by the dissident board member is that of consolidating the support of the other board members. A second benefit is that the dissident keeps the chief executive and committee chairmen 'on their toes' when they know they are faced with negativism."

Dallas Whaley, Executive Vice President of the American Society of Plastic and Reconstructive Surgeons, Inc., agrees that mavericks are useful on a board of directors—to a point.

Their role can be helpful, he says, if it causes other board members to define their personal positions on issues. On the other hand, "the maverick who plays the dissident role for power sake alone, or who plays a dissident role in order to elicit favors or concessions from other board members, is destructive."

To illustrate, Mr. Whaley recounts how a dissident board member used slick maneuvering to change an already agreed upon future annual meeting site.

"His technique was to wait until almost the end of a very long board meeting and then—in his role as chairman—to call upon a man he had planted to report on a recent visit to the site.

"The plant explained that he felt things were no longer what they should be, that it was not an agreeable place to go, and one or two other points which no one bothered to challenge. Then the plant recommended that we discontinue considering the site and another man agreed. Several others made some comments on things that they had heard and suddenly the board in all its wisdom voted to go elsewhere. No thought was given as to where

the elsewhere was and our existing agreements were washed down the drain."

If the dissident got his way in that case, he most certainly failed in an example submitted by Samuel B. Shapiro, CAE, Executive Director of the Linen Supply Association of America. The maverick in Mr. Shapiro's illustration was also chairman of the board's budget committee.

"First he gave the committee's report," Mr. Shapiro recalls, "then he offered a motion to have the board cut the budget recommendation by ten percent, even though he had voted for the budget as a member of the committee. There was a moment of stunned silence. Then a member, to get the motion on the floor for discussion, seconded it. The discussion was brief, and the vote was 17 to one against."

Such hi-jinks notwithstanding, Mr. Shapiro sees an underlying value in having a dissident on your board. "I believe in mavericks," he states. "Maximum open discussion makes less likely the possibility of the organization being regarded as a clique."

In practical terms, association leaders offer numerous suggestions on how to cope with board dissidents. Here, in summary, are a few of their major recommendations:

- Let him have enough rope and his fellow board members will hang him.
- Recognize that many dissidents are people hungry for recognition. Give them an assignment or position that will satisfy such an appetite.
- Bide your time—many rebels eventually become a part of the association establishment.
- If possible, don't let a dissident catch your other board members by surprise. If you see trouble coming, quietly let some of your key members know it in advance of a meeting.

- Keep your meeting agenda lean—a way of heading off those dissenters who like to agonize over trivial items.

Let peers do the job

From the comments of association veterans, it appears that the most effective means for dealing with the dissident is to let his peers on the board do the job. One respondent recommends "enlisting the services of the Big Mules on the board to deliver a crushing—even humiliating—defeat to chronic dissidents on critical policy issues."

On other occasions, however, it may be a coalition of the Big Mules themselves that is causing the trouble ("Do it our way or we won't play.") Answers to that one are more difficult to come by.

Many mavericks, it appears, are self-appointed spokesmen for small-firm members of associations. Others rise to the dissident role on the shoulders of a faction in the membership that feels its opinions are not being given sufficient attention. The dissident who enjoys such sponsorship presents a stickier problem, obviously, than the individual who speaks only for himself. But whatever their background, as Dr. Carl Hawver, CAE, Executive Vice President of the National Consumer Finance Association, observes, "You will recognize them at once because they are loud and they seek ego satisfaction. Often you can de-horn them by giving them other ego satisfactions."

Dallas Whaley regards individual dissidence as a phenomenon with a limited lifespan. After a few board meetings, he argues, most mavericks tend to wind down and lose much of their aggressiveness.

"In time," Mr. Whaley states, "the consistent pattern of agreeing with the oligarchy becomes more prevalent and before long the dissidents begin to break with some of the groups that have sponsored them.

Usually, this break is not cut-and-dried, but there is gradual weaning away from the opposition positions that they may have taken initially."

Are they out to get you?

One question in the survey asked if any association executives felt that one or more of their board members were "out to get them" in a way that was unfair or underhanded.

Among the responses was one from a long-experienced CAE who declared: "Yes, in fact there is a maverick out to get me now." The executive then went on to explain the confrontation and his strategy for handling it.

"They (the dissident's clique) are using the same license as a legislator or a court official in that they can say and do virtually anything under the protection of their membership, including half-truths and innuendoes, while I cannot return their attacks.

"The only way you can handle this is to judge the effectiveness of the persons and grin and bear it. If it gets to be a potential danger, then you have to call out your own mob. I like to use the method of creating a 'credibility gap' around the main person who is out to get me. I try to get to the prime people before he does so that when he comes and starts his story, they have already been prepared and his credibility gap is working against him.

"Also, in a situation where I am confronted by him on a face-to-face basis, I use the technique of 'Yes, but.' I agree with some of the points that he states whenever possible, then I go on to bring out other facts that undercut his arguments."

Another association executive recalls only one instance when he felt that a board member had fire in his eye and was out to get his job.

"How did I deal with it? I just outlasted him."

**Mavericks can be useful on a
board of directors — up to a point ...**

Guidelines for Picking Board Members

J. Robert Brouse, President of the Direct Selling Association, outlines these guidelines for selecting board members.

1. Seek recognized leaders who command the respect of their colleagues and the public.
2. Seek leaders who can devote the time necessary to lead and direct the affairs of the association.
3. Look for people who are willing and able to assume and carry out important duties, if called upon to do so.
4. Seek people who have demonstrated their ability by their work on committees or special projects.

In addition, try to maintain a

fair balance on the board. In the case of trade associations, mix the members by type of product, high-ticket and low-ticket items, methods of distribution, geographical location, and independent or conglomerate corporate structure. In the case of professional societies, make sure geographic locations and all recognizable segments of the profession are adequately represented.

The nominating committee should consult with association staff for facts about representation and participation on association committees and special projects. Specific qualifications of nominees is a matter for the committee to decide.

Meet challengers directly

Several executives said that they would face the direct challenge of a troublemaker by meeting privately with him in order to try to reach a livable understanding. Since most boards covered by the survey have sizable memberships, it is the rare dissident who has been able to hound an executive out of his job. The typical executive manages to command enough respect among the majority of his board members to fend off the marauding maverick, or at least to neutralize him when his attacks become personal.

In fact, says Ray Watkins of Associated Industries of Kentucky, "the last troublemaking maverick we had resulted in the board giving me a pay raise because they said it was worth it to have to deal with such crap."

Apart from special problems created by dissidents, ASSOCIATION MANAGEMENT also invited comment from association pros on a number

of other issues. Among these: The composition of an "ideal" board. Board members as "stereotypes." Ways to improve the overall efficiency of the average board. Methods through which an association executive can increase his effectiveness with his board while improving his relations with its individual members.

Dallas Whaley insists that "an ideal board member views his appointment as a job instead of pure politics or an honor. There must be a balance of new and old members, and a balance of views whether it be east, west, or what," he explains. "This balance is an offsetting to the hierarchy and allows for a certain amount of innovation to occur. There is also a natural hesitancy to jump into projects that have not been tested and tried which serves as a balance. There should be some form of regional representation when dealing with a national or international group. When possible,

these should be men who will go home to their electorate, feel the pulse, and spread the word of the activity and projects of the board.

"A board member should also know enough finance to be able successfully to run his own business and treat the society's funds as he would his own. His financial expertise should not be treated as a pious talent to be hidden under a bushel. Funds must not be carelessly squandered.

"In addition, these men should be politically sophisticated to the degree that they can recognize ploys being brought to bear against them and bring the muscle of their own office to bear if needed. This muscle should be used unashamedly and forcefully. The board member should respect the schisms and cliques that put him in the office, but when the chips are down, forget who put him there when it comes to making decisions that are going to affect the society over the long range."

Interference—never

J. Robert Brouse, President of the Direct Selling Association, describes the "ideal" board somewhat more succinctly: "One composed of policy-makers who exercise good judgment most of the time, criticize staff performance some of the time, and interfere with the administrative prerogatives of the chief paid executive never."

Mr. Brouse holds that the paid executive earns the respect of his board "by being an experienced, knowledgeable counselor, able manager, and loyal advocate—never by acting authoritatively or defensively—behavior which typifies chief paid executives who become emotionally involved with the decision-making."

Effectiveness of good managers

On improving the efficiency of boards, several provocative observations were made.

**The most efficient boards are those that
have the most efficient chief executives . . .**

David Fullarton, of the National Telephone Cooperative Association, maintains that "the most efficient boards are those that have the most efficient chief executives. This doesn't mean do it yourself. It simply means make sure that you know your job and the board knows its job and then do your job with a degree of proficiency which makes it impossible for the board not to be efficient."

R. William Taylor, CAE, General Manager of the Society of Manufacturing Engineers, Dearborn, Michigan, feels that many boards are probably too large and too prone to appointment-via-popularity. His own has 28 members who serve for two years and are elected by secret ballot among the membership.

"For greatest efficiency, more boards should use expertise as the basis of selection, less so popularity," he asserts. "And boards should be relatively small."

A dangerous generalization

Executives surveyed by this magazine generally shied away from attaching stereotyped labels to the individuals who serve on their boards. Some said they felt this was a dangerous generalization, if not insulting. Others said their boards were so large in membership that they were unable to make accurate pinpoint characterizations of each member. A few said they did see a kind of stereotyped pattern to at least some people who have served on their association's board.

Wrote one executive: "I have found that there are stereotypes that certain board members fit. They might be classified as 'The Financial Nitpicker'; the 'Me too' or 'Look up the table for how the rest of them are voting.' Also, the 'Suddenly come out of the fog' type; the 'Let's get down to business and make a decision right now'; the 'I wonder if we voted right after all'; the 'I'm against'; the 'Let's table or refer back to committee', etc.

"To discuss these types more fully, the nitpicker always comes up with some item on the budget such as 'Why has the number of paper clips increased over the last two months by 16¾ percent?' but has nothing to say where thousands are spent.

"The 'Me too' always has something to say immediately after his

hero by coming in and saying exactly what the hero has said. He also checks before he votes by looking up the table to see how his leader is voting. The 'Suddenly come out of the fog' type appears to be asleep for half the board meeting and waits until everything is getting down to a cohesive consensus, then suddenly comes out of his fog and goes into long oratory about some minute point."

Power of control group

In his study of association boards, Dallas Whaley has come to the conclusion that in too many instances a control group—"oligarchy"—exercises a dampening control over the board, over-regulating the screening and selection of new members and dominating key votes. Moreover, he feels that board committees are too often ignored by the control cadre.

"In order for the committee system to be effective," he says, "the board must obviously seek out and carry out some of the suggestions

and ideals given to it by its committees. Occasionally, like the wise father who must follow the recommendation of his son even though he knows it is going to be a failure, the board must let the committee have some experience in decision-making and taste the embitterment that follows when the decision goes afoul. In addition, there should be some method of balance on the board. Groups should be encouraged to have a say in what's going on within the society. Otherwise there is a frequent cry that it is being run by a clique."

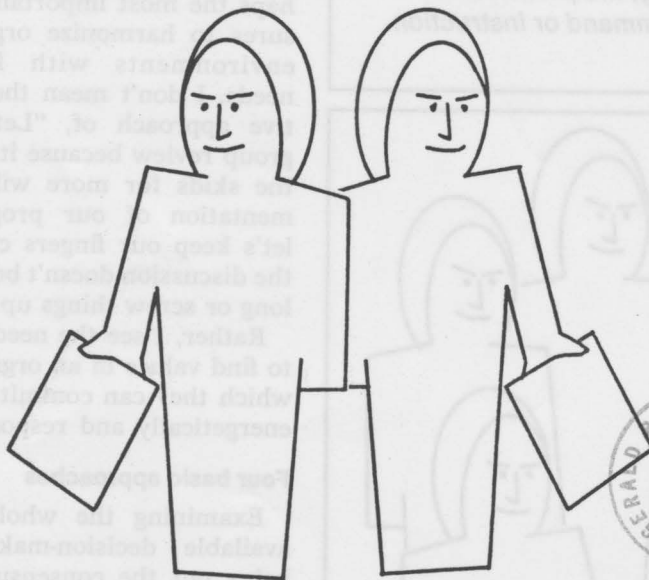
And how—ultimately—can you improve both your relations with your board and your effectiveness as its hired guide? Well, a short and forceful answer was given by Ellis E. Meredith, CAE, Executive Vice President of the American Apparel Manufacturers Association, Inc.:

"Be candid, do your best, and convince your voluntary leadership that your objectives are the same as theirs, although your contributions are different." USE



The Advantages Of Consensus Decision-Making

By Herbert S. Kindler



The Instrument Society of America very cautiously and deliberately initiated a new decision-making process. This is the story of how it was done

IN 1972, WE PUT CONSENSUS decision-making into operation at the Instrument Society of America.

Important decisions in our organization are no longer made by an individual, but by group action.

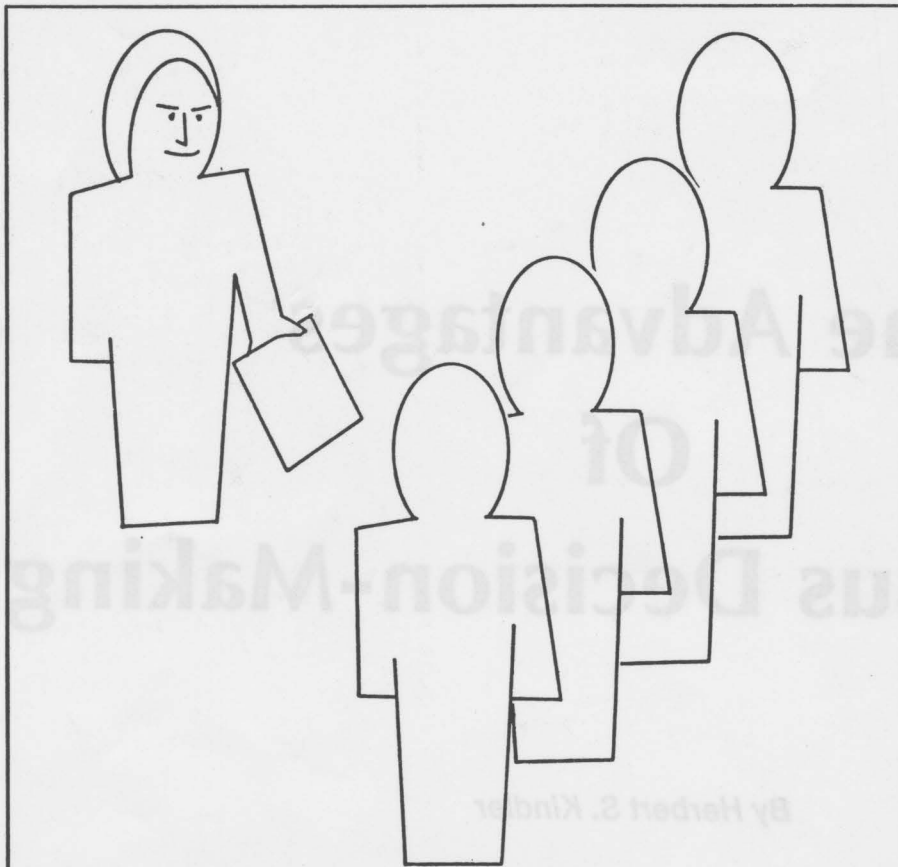
So that you can compare your association with ours, should you care to do so, here are some basic facts about ISA:

ISA has a membership of 20,000 engineers, an annual budget of \$1.7 million, and a headquarters staff of 41 persons. Our programs include journal and book publishing, sponsoring forums and exhibits, developing professional standards, and providing learning materials and educational courses.

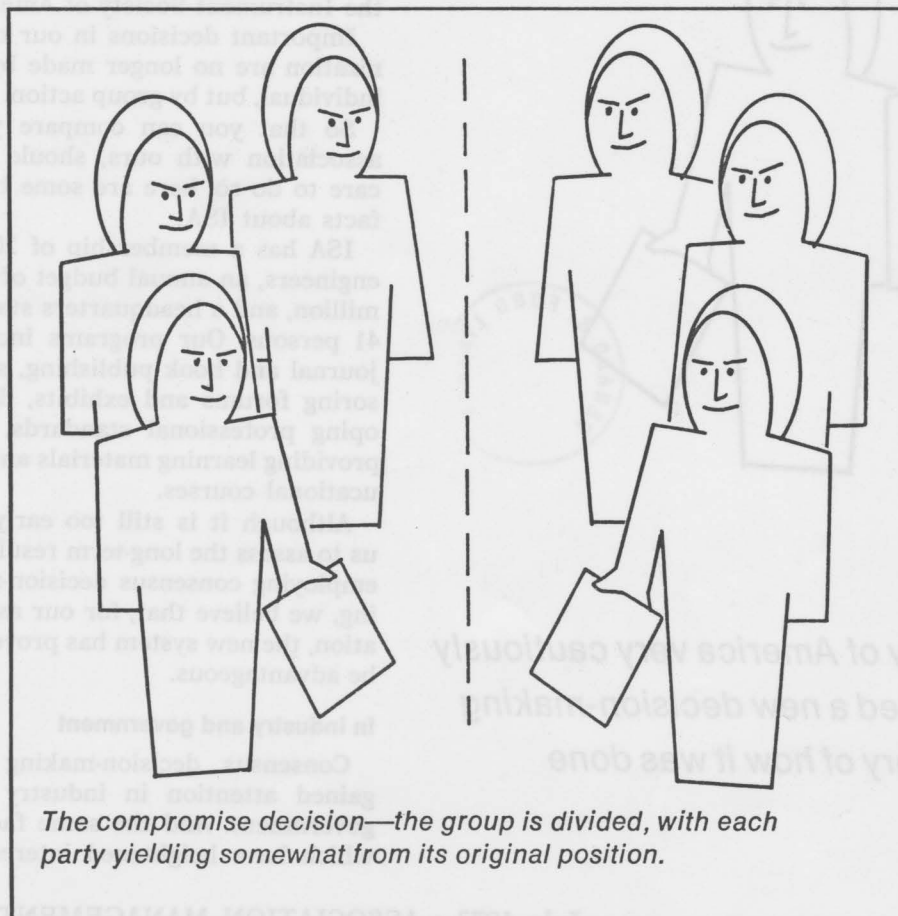
Although it is still too early for us to assess the long-term results of employing consensus decision-making, we believe that, for our association, the new system has proved to be advantageous.

In industry and government

Consensus decision-making has gained attention in industry and government. And the same factors which have heightened interest in



In the directive approach to decision-making, the person in authority forms a judgment and issues a command or instruction.



The compromise decision—the group is divided, with each party yielding somewhat from its original position.

this form of decision-making in these two sectors should appeal, it seems to me, to association executives. I will outline these factors and comment on them.

First, the pace and complexity of modern organizations makes the idea of a single decision-maker increasingly outmoded. If an organization is capable of significant, diverse accomplishment, it is too complex for autocratic management. A single individual can no longer even begin to understand all pertinent issues, values, and processes without group interaction.

Second, the need for external support favors processes that involve group deliberation. An association, in particular, must maintain the confidence of its members, clientele groups, government agencies, and other publics. To the extent that decision-making rests on broad-based participatory processes, outside acceptance is likely to be enhanced, if only because diverse external views will have been taken into account.

Third, and in the long-run perhaps the most important, are pressures to harmonize organizational environments with humanistic needs. I don't mean the manipulative approach of, "Let's ask for group review because it will grease the skids for more willing implementation of our programs—and let's keep our fingers crossed that the discussion doesn't bog down too long or screw things up too badly."

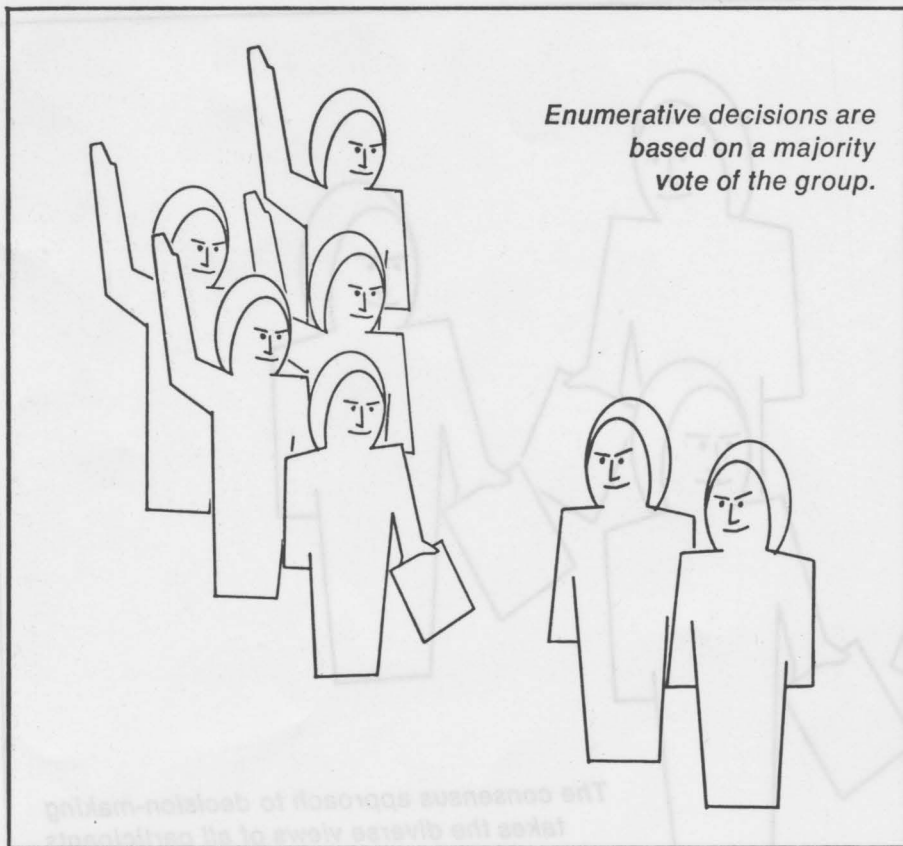
Rather, I see the need for people to find values in an organization to which they can commit themselves energetically and responsibly.

Four basic approaches

Examining the whole range of available decision-making modes helps put the consensus approach in perspective. I believe there are only four basic decision-making approaches which can be used either separately or in combination:

1. Directive—An individual act in which a person forms a judgment and issues a command or instruction.

Directive decisions may be preceded by some form of fact-finding, consultation, or adversary debate, and may be followed by some form of review or adjudicative process. A subset of this approach occurs



Enumerative decisions are based on a majority vote of the group.

when the director fails to make any decision or take any action.

The directive approach may have had its organizational genesis in the military environment and still remains uniquely useful in a time-critical crisis situation.

2. Compromise—A group process in which each party yields somewhat from his initial position.

Compromise produces watered-down or less-than-optimum solutions that no participant finds completely satisfactory. The compromise solution, at least, paves the way so that some action is possible.

With the compromise approach, typically, participants speak not for themselves but as representatives of constituents. They often reflect relatively fixed positions of these constituents, or are instructed regarding the limits to which they are free to bargain or negotiate.

3. Enumeration—A group-voting process in which issues are resolved by accepting the solution held by persons present in largest number.

The enumeration approach simply decides which views are most popular. It is a relatively sterile process that rarely adds anything new; rather, it mechanically divides issues so that proponents can be counted.

4. Consensus—A group process that takes the diverse views of all participants into account in synthesizing a new solution.

The consensus approach imaginatively blends the most cogent elements of each individual viewpoint into decisions that are better than if they had been made singly without group interaction.

Not always the best solution

Despite its promise, consensus is not always the best decision-making approach in a given situation. For example, if a new association is given a six-month ultimatum in which either to produce specific results, or else—consensus probably would not yield the short-term goal as well as a directive, or benevolent-despot approach would.

Also, for the myriad of daily decisions of minor consequence, the directive approach may well be optimum. In a labor-management confrontation, the compromise model may be the only practical vehicle available.

Where membership views on a bylaws amendment proposal are sought, the problem of size suggests that the enumeration, or voting model, is the only feasible form of decision-making.

However, the consensus process is potent, and must be viewed as more than simply a new weapon in an association manager's arsenal. It cannot be treated lightly or casually, because it is likely to trigger a pervasive, irreversible transformation in the organization. But before discussing the probable effects, let's review some pivotal considerations basic to making the consensus approach work.

Be convinced before you act

The association executive who gets intrigued with the prospect of consensus decision-making should not rush in until he is personally committed to the concept. He must want not only an improvement in the quality of decisions throughout his organization.

He must be thoroughly convinced that this basic tenet is valid: A small group of sincere individuals with all pertinent inputs relative to a specific issue can, in fact, provide more creative and cost-effective solutions than the chief executive acting alone. This conviction is vital because the crux of the consensus concept rests on putting decisions into operation without modifying the group's recommendations.

Two sources of motivation

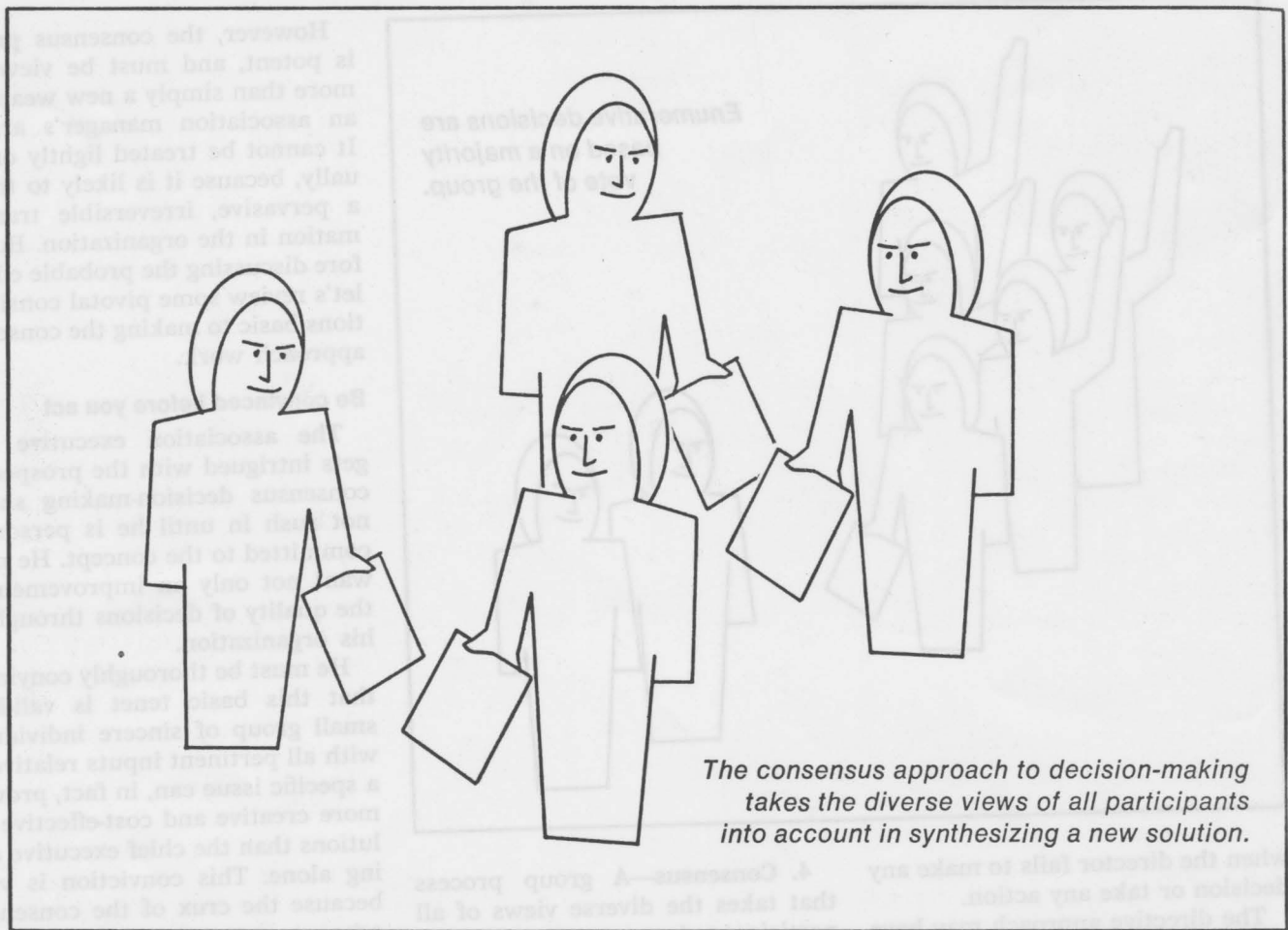
For an organization to get its employees sincerely involved in consensus decision-making, motivation must come from two sources: The overall objectives of the organization must be shared by its employees; and, employee self-interest must be served.

For associations, the first condition generally is easy to satisfy if, indeed, the organization is operating in the public interest. For example, at the Instrument Society of America, general staff meetings and other internal media bring out the fact that ISA activities contribute to improved knowledge in hospital automation, air-pollution monitoring, and safety instrumentation.

With respect to employee self-interest, all organizations can emphasize both the increased human stimulation from consensus-process interaction, and the fact that better decisions mean more secure jobs.

Solid structure necessary

Disenchantment with group processes often stems from lack of



The consensus approach to decision-making takes the diverse views of all participants into account in synthesizing a new solution.

structure. Nothing is quite so disheartening to a busy person as desultory group discussion that meanders aimlessly.

The success of consensus decision-making depends on a solid structure with specific ground rules, including a group leader, clear objectives, an agenda, and supporting resources.

However, some tolerance will be needed, especially during the early stages, for a group start-up phenomenon. That is, initially, each participant needs time to establish his own identity in the group.

But once this feeling-out process has progressed adequately, the leader must maintain the group's task orientation. This usually means following the traditional problem-solving procedure: Problem identification and definition; development of possible solutions; examining feasibility, cost, and probable consequences; planning pilot tests; and developing means to evaluate results relative to expectations.

At each step in this process, the group leader is not only a traffic

cop to keep the sequence of business productive, but he must be certain that all views are thoroughly examined in a fostering atmosphere.

A fostering atmosphere

A fostering, or nurturing, atmosphere is devoid of win-lose competition and alive with a spirit of mutual respect. The consensus process will not work if members try to dazzle each other with their virtuosity or push their own ideas across some imaginary victory line.

This does not mean that conflict won't be present. Harmony is not consensus. Progress is rarely made without squarely facing differences, even anger. What is essential is that each different viewpoint be explored thoroughly, thoughtfully, and responsibly. The intent should be to seek the kernel of insight in each viewpoint, so that the best elements of all contributions can be synthesized creatively.

Smaller group more effective

The downfall of many group processes is caused simply by inap-

propriate group size. The number of participants should be large enough for adequate diversity, yet small enough for lively interaction.

The common problem is excessive size, where too much time must be devoted to nonproductive coordination and monitoring. A group of five persons is ideal. Much beyond seven persons simply requires too much work to keep the spark alive.

Preparing the ground

Before the consensus approach was installed at the international headquarters of the Instrument Society of America, a period of six months was devoted to preparing the ground.

The first problem was the need to gain support of all top-echelon managers. Some managers had been operating with a relatively non-authoritarian style, but others were quite autocratic. Introspective sessions, which bordered on psychotherapy, revealed that the autocratic managers viewed strong leaders as assertive, unyielding persons who required that subordinates follow instructions.

Discussions that won converts of these autocratic managers are too involved for this article, but in essence they focused on the idea that nonconsultative, arbitrary managers hope to maintain a status quo that makes them feel safe and secure. Nonauthoritarian managers are more self-assured and more willing to accept risks that lead to change and to further personal growth.

The next step involved an educational program. All supervisory personnel were invited to attend seminars to discuss what consensus decision-making is, what it can and cannot accomplish, how it works, and why it sometimes fails.

The seminars covered modern management philosophy and techniques, both to put the consensus model into context and to provide some general staff updating.

Paving the way for acceptance

In introducing the consensus concept to the headquarters staff, a management-game type of exercise was used. Each employee worked out the exercise and reached a solution individually. Then a lecture on consensus methodology was presented, and the staff was divided at random into groups of five. The exercise was then repeated, and each group developed a consensus solution.

These collective solutions were dramatically better than the average of the individual scores in each group. This hands-on exercise provided the understanding and acceptance that paved the way for consensus projects initiated in the following months.

Even though for the group exercise each participant worked out his own individual solution to the assigned problem, this approach is only rarely used in consensus decision-making. The aim should be to stimulate initiative through some individual preparation, but not so much that each person becomes married to his own solution. Each situation has to guide the group facilitator on how much pre-meeting homework is appropriate.

Several concurrent group projects were launched involving multiple hierarchical levels of staff personnel. The projects ranged from such broad-scale issues as "mem-

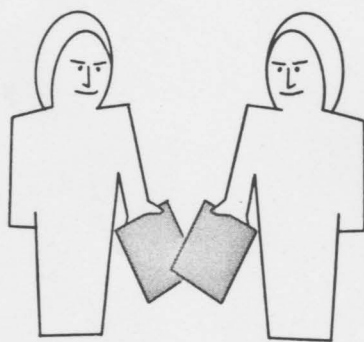
ber retention and acquisition" to such questions as "the expeditious handling of address changes"—and innovative workable solutions were developed across the project spectrum.

Gains already discernible

Although the consensus process has been in operation at ISA for only a short period of time, these gains are already discernible:

1. Awareness is enlarged. During the course of the relatively intimate communication that characterizes consensus discussions, perceptions tend to become more sensitized in general, and the neglected art of listening is reawakened in particular.

With greater exposure to each other's feelings, temperaments, and sensibilities, communication significantly improves. At ISA, we attributed a sharply lower (negligible) employee turnover rate largely to this more satisfying staff interaction.



2. Routine decisions are challenged. Instead of decisions becoming merely incremental extensions of "the way we did it the last time," opportunities for total reexamination open up.

The previously unchallenged decision is subjected to creative scrutiny, as searching questions are posed from diverse viewpoints. Not infrequently, an isolated problem is more effectively handled by being integrated into a broader program; and occasionally, problems dissolve through redefinition.

3. Internal rivalry is mitigated. Because project groups are organized on a trans-departmental basis, narrow loyalties that spark rivalry among headquarters organizational units are minimized. A better understanding of what each department does, and why, produces not

only a more cooperative spirit, but also the knowledge by which people can be more helpful to one another.

4. Program implementation is facilitated. When the people who must carry out a task are part of the decision-making process, they tend to do a better job of execution. This is both because they want their decisions to be proven correct, and because they have acquired a better understanding of what is involved.

5. External support is more readily marshaled. When a staff recommendation is presented for enactment into policy by the association's governing board, the probability of acceptance is enhanced if the issues have been subjected to the rigor of consensus deliberation by a headquarters study group.

In time, a further refinement—especially for major policy issues—will be to include balanced participation of both staff and voluntary members on consensus study teams.

6. Personal growth is stimulated. The group process presents opportunities for personal growth, through exposure to thought-provoking interaction along with practice at articulating one's feelings. After the process has become more fully established, observers can be selected within each group to help diagnose strengths and impediments to effective interaction.

The potential to be responsive

I commend consideration of consensus decision-making to association executives and elected officers, with the proviso that they move into it slowly and with deliberate preparation.

The consensus process has the potential to be responsive to the demands of leadership, as presented by Rensis Likert, author of the book, *The Human Organization*, who states: "The leadership and other processes of the organization must be such as to ensure a maximum probability that in all interactions and in all relationships within the organization each member, in the light of his background, value, desires, and expectations, will view the experience as supportive and one which builds and maintains his sense of personal worth and importance." **USE**

PREFACE

From different parts of the United States have come reports of remarkable political success achieved by small groups of inexperienced pro-life people. Many of these people began with only their common sense about how to influence people and a willingness to learn more about politics--if political involvement was what it took to defend human life. Even by their trial-and-error methods, success was eventually achieved.

However, success can be achieved more easily if pro-life people have the benefit of practical, useable advice and suggestions from professional pro-life politicians and politically experienced pro-life volunteers. This is the first of a series of pamphlets designed to provide this type of practical help for developing state political effectiveness more quickly.

This pamphlet is designed for pro-life state leaders only, to help them direct the mobilization of pro-life forces in their own states. Other leadership pamphlets will deal with political campaigns and lobbying.

Later, we would also like to produce a more general political manual for the use of local pro-life leaders and members which would include information on educating for political impact, political party activity, campaigns and elections, constituent lobbying, and letter writing.

Our suggestions are based upon general political theory and expertise. But, more important, they are based upon the realities of pro-life politics, because pro-life politics offers its own unique set of political opportunities and pitfalls. These ideas have come from pro-life people who have actually fought and won pro-life political and legislative battles in the states. They can be used, altered, developed, or applied as they can best serve your own state needs.

1/1/74

Darla St. Martin



MOBILIZING PRO-LIFE FORCES

OFTEN A FEW KEY PEOPLE MAKE DECISIONS WHICH AFFECT MANY LIVES.

BUT IN AMERICA THESE DECISIONS CAN BE INFLUENCED BY BEING ALERT TO THE DEVELOPMENT OF DECISIVE SITUATIONS AND CORRECTLY MOBILIZING EFFECTIVE GROUP OR INDIVIDUAL PRESSURES AT THE RIGHT MOMENT.

HOWEVER, THE CRITICAL DECISION-MAKING PERIOD FOR INFLUENCING KEY PERSONS IS OFTEN SHORT AND PRO-LIFE FORCES MUST BE WELL ORGANIZED AND READY TO BE MOBILIZED QUICKLY IN RESPONSE TO AN EMERGENCY SITUATION. EVEN A SMALL NUMBER OF DEDICATED CORE PEOPLE CAN ACCOMPLISH THIS--IF THEY HAVE SOME KNOWLEDGE OF SUCCESSFUL POLITICAL AND ORGANIZATIONAL METHODS.

ONE RESPECTED, PROFESSIONAL POLITICAN GAVE THE PRO-LIFE MOVEMENT AN EXCELLENT POLITICAL MOTTO WHEN HE OFFERED US SOME ADVICE IN THE WORDS OF TEDDY ROOSEVELT....

"SPEAK SOFTLY BUT CARRY A BIG STICK."

MOBILIZATION IS OUR "STICK".

WE MUST ORGANIZE WELL TO MAKE CERTAIN THAT OUR "STICK" IS A "BIG" ONE.

BUT WE MUST ALSO EDUCATE PRO-LIFE PEOPLE IN SUCCESSFUL POLITICAL TECHNIQUES, SO THEY KNOW HOW AND WHY TO "SPEAK SOFTLY."



MOBILIZING PRO-LIFE FORCES

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- A. Principles of Successful Mobilization..... 4
- B. Pro-Life Allies to Mobilize.....10
- C. Situations for Mobilization.....11
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...the pro-life leaders' personal political outlook, the pro-life group must treat politicians of all political parties fairly. Remember that, in this battle, we have all degrees of liberal, conservative, Democrat, Republicans, etc. for both allies and enemies.

...This political factor does not affect our personal judgments. Never let your personal affection or

A. PRINCIPLES OF SUCCESSFUL MOBILIZATION

1. MANY PRO-LIFE BATTLES HAVE BEEN WON WITH A MINIMUM OF EFFORT BECAUSE THE PRO-LIFE GROUP ALREADY HAD THE RIGHT IMAGE. YOUR USE OF THE POWER TO MOBILIZE PEOPLE IS A CRITICAL FACTOR IN THE REPUTATION YOU ACHIEVE AMONG POLITICIANS.
2. Whenever you mobilize, remember that you want to cultivate a reputation for:
 - a. Tremendous political power to mobilize public opinion and bring it to bear on a particular situation or election.
 - b. The political knowledge to know what is happening politically and be able to react wisely.
 - c. The dedication to remember and follow through at election time if a politician does not cooperate in a particular situation.
 - d. The justice to use your power fairly and responsibly.
 - e. Success in whatever you attempt.
 - f. The ability to apply political pressure with subtle, "professional skill".
 - g. Support of a human life amendment motivated by a concern for human rights and equality. ("Religious" motivations are too easy for opponents to dismiss as "private" matters which should not be written into law.)
3. Members and allies should be educated in advance on successful pro-life lobbying techniques.
 - a. The most successful citizen lobby approach is three-fold, to persuade the politician that our position is not only expedient, but our people are friendly, respectful and sincere and we have a good, logical case.
 - b. It is especially important that pro-life people learn to persuade politicians without offending their personal pride. (Example: "Much as I admire you, Senator Doe.....this is an exceptional issue..... one which involves millions of human lives.....and I really regret that I cannot go along with your stand.")
 - c. CRUDE, OFFENSIVE THREATS ARE FAR LESS SUCCESSFUL WITH POLITICIANS THAN THE DEVELOPMENT OF A FRIENDLY RELATIONSHIP--BUT ONE IN WHICH THE POLITICIAN KNOWS, WITHOUT EVEN BEING TOLD--THAT YOUR GROUP LIKES AND RESPECTS HIM, BUT THEY MEAN BUSINESS AND CANNOT BE PUT OFF BY SMOOTH DOUBLE-TALK AND A CHARMING MANNER.

MOBILIZING PRO-LIFE FORCES

4. Once you have established a reputation for political power, it is usually to your advantage to use as little mobilization as possible to accomplish your task because:
 - a. The mass of pro-life people have a limited amount of time and energy to expend on the cause. If you call on them too often, they will not be there when you really need them. (However, they may also lose interest if you call on them too infrequently. You need to study each situation and balance these two factors as you make your judgements.)
 - b. If you use your total mobilization power too often, you may get a reputation for bullying unnecessarily. This could produce a backlash which could hurt your cause.
 - c. It is expensive for your organization to do the necessary mailings or telephoning for extensive mobilization.
 - d. It is always good to have something more in reserve to use at a critical moment.
 - e. In some situations a series of mobilization pressures can be brought to bear on a politician in a "phasing in" operation--which will allow you to judge how he is reacting to one phase before you activate the next one.
5. YOU CAN ESTABLISH A REPUTATION FOR POWER AND SUCCESS BY:
 - a. SUCCESS IN DEFEATING AT LEAST ONE OR TWO ENEMIES AT EACH ELECTION.
 - b. PRODUCING A REALLY SPECTACULAR MOBILIZATION EFFORT (RALLY, LETTER-WRITING CAMPAIGN, HEARING ATTENDANCE, ETC.) AT LEAST ONCE EVERY YEAR OR TWO.
6. Thereafter, for every politician who has heard about the defeat of a pro-abortionist, the unspoken threat is always present, and you can rely on your reputation to do part of the work for you while you preserve the politician's pride by persuading him with sweet reason and logical arguments.
7. IT IS IMPORTANT THAT YOU ALWAYS USE YOUR POWER FAIRLY AND RESPONSIBLY.
 - a. Be non-partisan. Whatever the pro-life leaders' personal political outlook, the pro-life group must treat politicians of all political parties fairly. Remember that, in this battle, we have all degrees of liberals, conservatives, Democrats, Republicans, etc. for both allies and enemies.
 - b. Make rational rather than emotional or personal judgements. Never let your personal affection or

MOBILIZING PRO-LIFE FORCES

anger affect your political judgement. Politicians should be aided or opposed entirely on the basis of their pro-life actions or opposition rather than on the basis of their personal compatibility with pro-life leaders or lobbyists. (Some politicians, however, hypocritically say they are pro-life and then work against right-to-lifers using personal disagreements with pro-life leaders as an excuse for not supporting the pro-life cause. Their pro-life constituents should make it clear that they are not fooled by such hypocrisy, and expect better cooperation in the future. In some cases these politicians may have to be defeated if they cannot be converted.)

8. Mobilize only when your group has a well-planned clearly-defined goal for doing so.
 - a. Do mobilize when you have studied a situation carefully and see a real need for action and a reasonable chance of success.
 - b. Do not mobilize a district if you have no clear goal in mind or when you just feel an urge to harrass an obnoxious enemy politician who you would have little chance of influencing or defeating.
9. Mobilization can, however, be used as an effective technique for polarizing and radicalizing an enemy's pro-life constituents shortly before he is a target at an upcoming election. If a large number of pro-life people in his district have personally experienced the frustration of a politician's refusal to cooperate or his political double-talk, they will be more highly motivated to work against him in the next political campaign.

10. THERE IS A WAY TO EFFECTIVELY INFLUENCE MOST GOVERNMENTAL UNITS, INSTITUTIONS OR BUSINESSES--YOUR JOB IS TO FIND THAT WAY AND CONCENTRATE YOUR MOBILIZATION EFFORTS THERE.

Study each group you wish to influence--hospitals, welfare boards, TV stations, departments of education, school boards, health and welfare departments, etc., and analyze how you can most effectively influence each target. For example:

- a. Governmental units and the bureaucrats who run them can be influenced not only by pressure from determined citizens, but also by pressure from a pro-life chief executive (governor or President) or the pro-life legislators serving on the committees which pass on funds for their departments.
- b. Many bureaucrats or officials who are not usually the targets of pressure can be influenced simply by a desire to rid themselves of the annoyance of

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- b. Many bureaucrats or officials who are not usually the targets of pressure can be influenced simply by a desire to rid themselves of the annoyance of

MOBILIZING PRO-LIFE FORCES

numbers of people calling them with protests or suggestions.

- c. Television stations are moderately responsive to the public and very responsive to the advertisers who sponsor the station's programs. These sponsors are, in turn, responsive to the consumers who buy their products.
 - d. Hospitals are responsive to their boards, doctors, and the public in their communities.
11. IN A REPRESENTATIVE DEMOCRACY MANY PEOPLE MAY INFLUENCE A POLITICIAN'S DECISIONS. REMEMBER WHO THESE ARE WHEN YOU MOBILIZE:
 - a. The citizens who elected them (all the voters living in their own district).
 - b. Influential people in their own district.
 - c. The people who worked on their campaign.
 - d. Financial contributors to their campaign fund.
 - e. Influential politicians in their own party--either legislative or party leaders.
 - f. Their fellow legislators--through friendships, respect, or vote trade offs.
 - g. Their spouses, family, friends, relatives, and girl friends (or boy friends).
 - h. Their social or business associates.
 - i. The professional people who serve them--their own doctor, banker, etc.
 - j. The spokesman for special interest groups (business, labor, etc.) with whom they have strong ties.
 - k. Prominent clergymen of their own or a faith with membership and influence in their district.
 - l. Persons with a philosophy or outlook similar to their own--especially anyone with a public reputation.
 - m. Doctors.

12. THE EXCHANGE OF FAVORS IS ONE OF THE MOST BASIC "FACTS OF LIFE" IN POLITICS, AND THE SKILLFUL TRADING OF POLITICAL "FAVORS" CAN BE A VALUABLE TOOL FOR PRO-LIFE PEOPLE.

Favor trading in some form is universal in American politics. It may even be referred to in special terms such as calling in..."chits", "brownie points", "I.O.U.'s" or just "personal favors".

- a. It is important to identify and recruit as allies "special influencers" listed above in number 11, who already have "chits" from politicians which can be used, when necessary, during a mobilization effort.
- b. All pro-life people should also be encouraged to use their opportunities to do favors for politicians--

especially powerful ones--which give them "chits" to collect later. (It's best not to publicly put it in these blunt terms, however, but rather to encourage people to "get active politically" or "get to know their representatives and work in their campaigns".)

- c. "Chits" can be earned by campaign contributions, political work, legislative trade-offs or other favors. In most cases, it is not considered polite to openly demand to collect your "chit". Though you may know that a politician owes you a favor, it is best to politely make your request for "a personal favor" with no reference to the fact that he owes you one. Then, if he says he just can't do that particular favor, you can graciously accept his refusal and use your "chit" at a later time.
- d. "Chits" are like currency. They have a certain limited value, and they can only be used once. Once they are spent, they are gone. So when you use "chits" for mobilization, be sure you spend them as wisely as you would money. If you are really lucky, you may find a pro-life "special influencer" who has already accumulated lots of "chits" from a politician and is willing to use them for the pro-life cause.

13. When planning your mobilization effort it is important to be aware of the enemy's attempts to use religious bigotry to their advantage. There is always a danger of the enemy ranting about a sinister "Catholic plot" whenever a Catholic church group acts in defense of life--especially in political situations. Our response must be reasoned and well balanced. We must avoid the unnecessary use of Catholic churches for the more sensitive political activities while refusing to let the enemy make us afraid to use pro-life churches of all denominations for distributing really essential pro-life information. While we do want to avoid occasions for bigotry if we can, there is no legitimate reason to apologize for any church's participation in the defense of human rights.

14. WE MUST CONSTANTLY ENCOURAGE AND MAINTAIN A STRONG YEAR-AROUND EDUCATION PROGRAM--FOR PRO-LIFE CHURCHES AND OTHER PRO-LIFE GROUPS.

- a. This can be conducted by the officers, priest, minister, members, or by the local right-to-life group and should include education on the issue and the importance of citizen political activity--letter writing, speaking with political representatives, voting pro-life, etc.
- b. With much of the mass media hostile to the pro-life message pro-life education in churches can be an important means of reaching large numbers of potentially pro-life people in one convenient place. Many people who really care about their fellow human beings are church members.

7. To influence research centers which are conducting inhumane human experiments. (Especially on aborted babies or premature newborns.)
8. To influence hospitals and medical schools toward more pro-life policies.
9. To influence the policies or guidelines of governmental departments on the local county, state, or federal level.
10. TO INFLUENCE THE OUTCOME OF POLITICAL ELECTIONS.
11. To influence political party platforms, resolutions, and candidates (by mobilizing pro-life people to attend important party meetings or caucuses).
12. To influence the policies of other groups. For example, church groups or feminist groups (Women's Political Caucus) by turning out pro-life people in large numbers or encouraging pro-life people to become delegates to their policy-making conventions.
13. TO INFLUENCE THE MEDIA (IN AN ATTEMPT TO GET FAIR COVERAGE FOR THE PRO-LIFE CAUSE).
- a. Mass letters to the editor, subscription cancellations and telephone protests to the editors are a few methods used successfully with newspapers.
- b. Another example of successful media influence was the mass national pro-life mobilization and protest against the pro-abortion Maude rerun in the summer of 1973 which resulted in all sponsors cancelling out before show time.

D. ORGANIZATION FOR MOBILIZATION

1. Organizing the Mobilization Committee.

- a. A STATEWIDE COMMITTEE ORGANIZATION (OR COALITION OF RIGHT-TO-LIFE GROUPS) WHICH WOULD ALLOW EITHER SELECTIVE MOBILIZATION IN ANY KEY STATE LEGISLATIVE OR CONGRESSIONAL DISTRICT, OR TOTAL MOBILIZATION THROUGHOUT THE STATE, MUST BE ORGANIZED AS SOON AS POSSIBLE.
- b. If a closer union of state right-to-life groups cannot be achieved immediately, some mechanism which would allow them to cooperate in mobilization efforts must, at least, be used. Communication--whether through a coalition, ad hoc committee or alliance--is important to success.

- c. Ideally, the mobilization committee should be a separate committee which can concentrate its efforts on efficient mobilization. It should work closely with other committees--such as Health, Welfare, or Political Committees needing mobilization efforts as part of their programs. In states where there are numerous groups, plans for communication cooperation and authority must be made which are appropriate to the special needs of that state.
- d. A formal approval system for mobilization efforts should be set up. The committee chairmen involved, the President (or Presidents) or a designated steering committee (which can be polled quickly by telephone) may be chosen to approve all mobilization efforts.
- e. The central state mobilization committee could work with district mobilization committees in each state legislative and congressional district. In a few states where county identification is strong, this might have to be the division of organization. The chairmen of each legislative district could serve as members of the congressional district mobilization committee.
- f. If there are a number of different right-to-life groups in the state, master lists can either be assembled which include all of the units or each group can set up its own mechanism for a mailing system or phone tree. Pro-life educational groups with favored tax status as purely educational groups may not wish to engage in any political activities, so it may be necessary to buy or obtain their membership lists for direct mailings or phone calls by your mobilization committee.
- g. IT IS ESPECIALLY IMPORTANT THAT THE MOBILIZATION SYSTEM BE WELL ORGANIZED FOR THE DISTRICTS OF KEY POLITICIANS WHOSE AREAS YOU ARE MOST LIKELY TO ACTIVATE.

2. Preparing the committee for action. Several sub-committees will be needed.

- a. A POLITICAL SET OF ALL OF THE STATE RIGHT-TO-LIFE MEMBERSHIP CARDS OR LISTS SHOULD BE FILED ACCORDING TO LEGISLATIVE DISTRICTS AND CONGRESSIONAL DISTRICTS.

A committee (perhaps a local chapter or a parish women's group) can take this as a special project. When an emergency call for action comes, they will have to send out postcards to the members in the necessary districts as fast as possible. In one state all the cards are in the home of a couple who call in a small devoted group of pro-life people for emergencies.

- b. FOR MORE URGENT SITUATIONS REQUIRING AN IMMEDIATE RESPONSE A STATEWIDE TELEPHONE TREE NETWORK DIVIDED INTO DISTRICTS (EACH DISTRICT CAN BE ACTIVATED INDIVIDUALLY WHEN NECESSARY) MUST BE ORGANIZED.

Probably this is best accomplished by a separate sub-committee with their own duplicate membership lists (also listed according to district).

- c. A third sub-committee can organize constituent visits at the capitol (this may also be done directly by the state or national political committee). It can be done through the cooperation of the state committee and several responsible people in the districts involved. Buses have several advantages over car caravans for transportation. People should also be given some instructions or information on how to lobby successfully.
3. Stimulating allied groups to action.
- Allied groups must be identified, motivated, and a mutually agreeable system for activating them must be planned and organized in advance.
- a. Ideally, the central state right-to-life organization or the leading state right-to-life organizations will have an Intra-Group Liaison Committee which has already developed the contacts and information necessary to determine which state groups are highly pro-life and who to contact for cooperation and mobilization within these groups. If this preliminary work has not already been done, someone must be assigned to do it.
 - b. Potentially pro-life groups (even church groups) need a good education program to motivate them to make the special effort necessary for mobilization. The Liaison Committee, the Mobilization Committee, and the Education Committee should work cooperatively to make certain that potentially pro-life groups are well educated on the issue. (Booths at conventions, workshops, bulletin inserts at church and guest speakers at meetings or churches are a few methods.) These groups should receive a high priority in any educational program. If your state has a separate pro-life education organization, a good working relationship should be developed to allow cooperation in areas like this.
4. Finding and Motivating Special Influencers.

LISTS OF SPECIAL INFLUENCERS WHO ARE PRO-LIFE SHOULD BE COMPILED FOR EACH LEGISLATOR, EXECUTIVE OR OTHER KEY PERSON YOU MAY NEED TO INFLUENCE. (SEE LIST ON PAGE 7.)

- a. The task of mobilizing special influencers should be

part of the total cooperative mobilization plan. It can be done as part of the mobilization committee task, but it usually works better to let the people or committee closest to the situation do at least part of this more delicate work. For example, the political committee members or lobbyists probably already have a network of personal contacts and relationships they can call upon to influence politicians; the Health Committee may know more about the special influencers of hospitals, Media Committee about media influencers, etc. The important point is that someone be clearly assigned to this task and keep others informed about what they are doing.

- b. The real trick is to discover just which of these have the most influence on each politician or other key person --especially the powerful politicians--and whether or not they might be willing to use their influence for the pro-life cause. A pro-life activist--if possible, one they already know--should discuss the issue with key influencers and discover whether they are pro-life, neutral or pro-abortion. Such information ought to be added to the records of the political committee for inclusion in their lobby records on each politician. The contact activist will have to judge which influencers may be asked immediately for help and which will have to be approached more subtly after the activist has established a good rapport with them.

5. Responding to the Situation.

WHENEVER YOUR GROUP IS PRESENTED WITH A SITUATION REQUIRING MOBILIZATION, YOUR FIRST ACT MUST BE A CAREFUL ANALYSIS OF THE POSSIBLE ADVANTAGES AND DISADVANTAGES OF EACH METHOD OF MOBILIZATION. THE TECHNIQUES FOR INFLUENCING PEOPLE SHOULD ALSO BE SELECTED WITH CAREFUL CONSIDERATION.

Your mobilization communication, whether it is a newsletter article, telephone call or ad, should include a recommendation about what techniques are likely to be most effective. Letters may be fine if you have time, but calls or telegrams are absolutely necessary in other situations where the time for action is short.

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Have the organization ready - and plans and people standing by to move into action as soon as you choose the method or methods of mobilization for each situation.

METHODS OF MOBILIZATION

1. Pro-life newsletter article (good, when there is time).
2. Statewide telephone tree network (for rapid mobilization).
3. Postcards to all Right-to-Life members and other groups you wish to include (good, if you have a few days to mobilize).
4. Ads in public newspapers, T.V., radio (especially good for mobilization of larger numbers for long-range goals--such as support of the constitutional amendment. Disadvantages: Not good in hostile communities where it may stimulate excessive enemy activity. It is expensive).
5. Ads in pro-life church newspapers, newsletters or publications.
6. Letters to clergy of pro-life denominations from their own leaders asking clergy to promote sermons, announcements or bulletin inclusions on the subject (should be used with discretion to avoid religious bigotry).
7. Instructions to local pro-life groups to send an official letter or telegram to the decision maker from the group itself. (This can be done when the group has a formal, official pro-life policy.)

When a situation occurs decide what response or combination of responses would be most effective for persuading the people you want to influence.

TECHNIQUES FOR INFLUENCING KEY PEOPLE

1. Individual constituent visits by appointment (at the Capitol or at the politician's home or office).
2. Private phone calls, letters, or visits from special influencers.
3. Visits from groups of constituents bused to the Capitol for lobbying.
4. Telegrams from constituents.
5. Telephone calls from constituents. (It is important to leave a message or call back if callers are unable to reach their legislators.)
6. Resolutions passed by various area groups to be presented to legislators or others.
7. A public meeting on the subject with the person you're trying to influence present. (Be sure to have plenty of pro-life people there.)
8. Letters to editor.
9. Petitions signed by area people and presented to the legislator (or other key person).
10. Picketing and distribution of protest literature at a site where the legislator will be. (This should be used with discretion as it carries with it the danger of backlash.)
11. Holding a mass rally at some appropriate place such as the State Capitol, making it clear what the purpose of the rally is. (Call on the press for coverage too.)

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METHODS OF MOBILIZATION (Cont'd)

10. Notification of all right-to-life organization leaders: (group chairmen, chapter chairmen, etc.) to mobilize their people.
11. Direct mailings of post cards or letters to the members of pro-life churches.
12. Direct mailings to lists compiled from those who have signed pro-life petitions at fairs, churches, etc.
13. Letters to the editor making the public aware of the situation and asking them to protest.

TECHNIQUES FOR INFLUENCING KEY PEOPLE
(Cont'd)

This pamphlet is a project of the States Program Committee.
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