

Building Your Team

WE MUST ALWAYS THINK ABOUT A CAMPAIGN IN TERMS OF A COMMUNITY.

A strong campaign brings people together, making space for multiple levels of leadership and engagement. Equity, Diversity, and Inclusion are among our core values, and as such, it is our job to invite people of all backgrounds to the campaign process. While at first it might seem more difficult to recruit, train, and work with people on your issue, as opposed to going it alone, what you ultimately build will be more successful, longer lasting, and transformational for you and your community.

In this Chapter, we show you how to build a collaborative team.

photo by:
Luke Franke/Audubon



Section 1

Explores the Story of Self and illustrates how vulnerability in storytelling can help you connect with others meaningfully.

Section 2

Introduces recruitment as an engagement technique to bring people together around an issue.

Section 3

Shows how to build a team grounded in developing leadership.

Section 4

Uses the Snowflake Model to structure your teams and define roles and responsibilities.

Section 5

Highlights leadership principles and guidelines to identify prospective leaders.

You cannot run this campaign alone. As you read this chapter, keep in mind your organizational considerations as it pertains to your campaign's goals, strategy, and tactics from Chapters 1 and 2. The team you put together will ultimately be responsible for executing your campaign strategy and tactics.

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Luke Franke/Audubon



SECTION 1

STORY OF SELF, US, AND NOW

Stories help us understand who we are and where we are going. Perhaps more importantly, they help us relate and connect to others. In a campaign, these narratives communicate our values and the challenges we want to overcome together. They motivate community members to do something right now. We need to know our own story, our own reason for getting involved, before we can start working with others.

Sometimes we feel our personal reflections and individual stories do not matter. But as we've worked to create communities and relate to others, we've found that little else matters more. As advocates, our duty is to give a truthful, public account of ourselves: Where do we come from? Why do we do what we do? Where do we think we are headed? Vulnerability is a sign of strength which lets others connect on common experience, struggles, and values. This is why we need a Story of Self. **A Story of Self is your personal call to action and leadership as a result of facing a challenge.**

Find the courage to share your discoveries. Ask yourself:

1. What is a challenge you faced?
2. What was the choice you made to address this challenge?
3. What was the outcome of your choice?

In developing your Story of Self, reflect on your life experiences to these questions:

1. Why am I called to leadership?
2. Why did I choose to work on this specific injustice or problem?
3. Are there values that compel me to take action?
4. What stories can I share with people that demonstrate how I learned or acted on those values?

Your Story of Self is a tool to practice communication and collaboration as you begin to structure your team. A Story of Self should be anywhere between one to three minutes long. Once you complete your Story of Self, you can begin to place yourself in the Story of Us, which helps people see why and how they can be a part of something larger, and the Story of Now, which helps people understand why today and why this above something else.

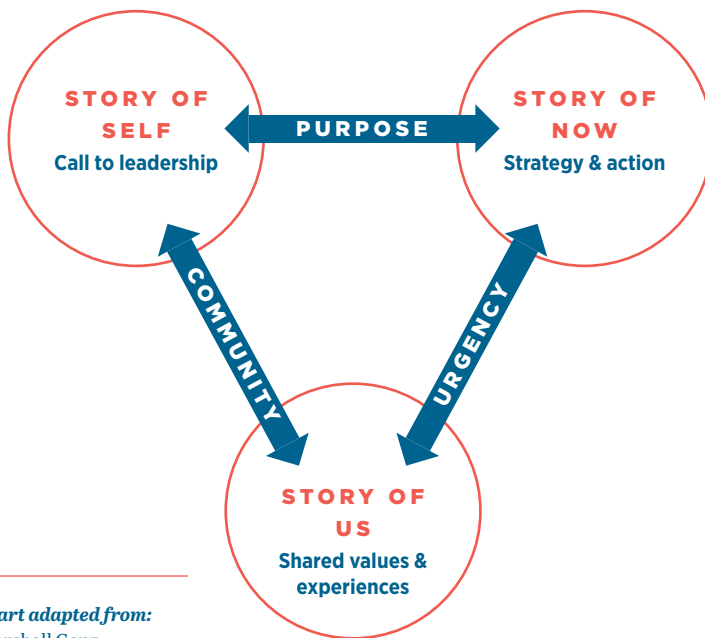


chart adapted from:
Marshall Ganz,
Harvard University

Story of Self

- Why am I called to leadership?
- Why this specific injustice or problem?
- Are there values that compel me to take action?
- What stories can I share that demonstrate how I learned or acted on those values?

Story of Us

- What values do I share with this community?
- What experiences have the greatest impact on this community?
- What challenges has this community faced?
- What change does this community hope for and why?

Story of Now

- What is the urgent challenge the community faces?
- What change does this community hope for? Why?
- What does the future look like if this change is, or isn't, made?
- What choice are you asking people to make now? Why?
- What action are you asking them to take? What impact will this have on the bigger picture?

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SECTION 2

RECRUITMENT

Generally, people want to join campaigns to feel heard and valued. Recruitment is the intentional process of bringing new people into your campaign, and teaching them the skills necessary to be successful. It is critical to your function as an effective advocate because when people start seeing themselves in your campaign efforts, they are more committed to enact change. In our experience, people must have a sense of ownership behind the cause or else your campaign will fail to motivate them to do anything that builds real, long-lasting power.

Recruitment is the intentional process of bringing new people into your campaign, and teaching them the skills necessary to be successful.

BASIC PRINCIPLES OF RECRUITMENT

A recruitment appeal is a short pitch asking an individual, or multiple people, to get involved, often by touching on values and self-interest. Self-interest is how we perceive ourselves to be in relation to our community and others.

There are five types of self-interest:

1. Personal

People who join organizations working on issues that personally affect them.

2. Professional

People who join organizations to gain skills that will help them further their career.

3. Power

People who volunteer for the power, privilege, and prestige of working with a winning organization.


4. Moral

People who join an organization out of civic or moral imperative.

5. Negative

People who join an organization to promote themselves at the expense of the community.

When talking with individuals about the opportunity to fulfill a self-interest, you're helping them see themselves in your community. Self-interest can be a powerful driving force for your volunteers, not just in recruiting them, but in helping them stick around. If you're working with someone who has a professional self-interest, ask what skills they hope to gain specifically, and find ways to help them develop those skills over the course of your campaign. (We'll go into more specific actions you and your volunteers can take in Chapter 4.)

 Before moving on,
list out three people
that you know and
what you believe their
self-interest is. Why
do they care? How
would you approach
them if you wanted to
recruit them?

[illegible]

STEPS TO RECRUITMENT SUCCESS

Thriving campaigns have ongoing recruitment. (Always be recruiting.) Have you just gotten started and need more people? Recruit. Have you reached maximum capacity and have volunteers for every aspect of your campaign? Recruit, definitely still recruit, and increase recruitment goals.

Your campaign can potentially lose steam if no new members sign up and engage with you and your team. A pitfall of a new campaign is to think that there is nothing more for your volunteers to do, so why bother bringing in new people? If you've reached that point in your campaign, congratulations—it's time to start thinking bigger! What else can you do to help your campaign? Think back to the campaign strategy chart from Chapter 2; did you identify how many volunteers you might need? If you didn't, go back to your plan and think about the skills, abilities, or expertise that your campaign could benefit from and how many people you might need. Even if you are unsure of the number you need, it is better to set a goal and work towards that. You can always change it later. By reviewing your organizational considerations, you already have of an idea of what you may need to put a team together.

Now that you know how many people you want, and what types of skills you'll need, it's time to figure out where to find your people. To be clear: Anyone, anywhere can be a volunteer for you. Sometimes it's just a matter of being in the right place at the right time and asking the right question. Other times, it is going to an event known for having active attendees. Regardless, you will recruit zero of the volunteers you don't ask. So remember: Always be recruiting. Ask everyone. If you have a petition, bring it with you to movie screenings, religious events, farmers markets, classrooms, and your office. Make sure it has a volunteer sign-up box for people to check, along with slots for emails and phone numbers. Ask everyone who signs your petition to check the box for volunteering and let them know you'll follow up.

Don't have a petition? No problem. Sometimes the easiest way to find people is to look through your contacts and start asking. (You'll probably be surprised by the people who say yes.) Of course, there will be plenty of noes, and a pitfall of recruitment is allowing those responses to affect your ability to seek out more yeses. When recruiting, it is best to have the attitude of a golden retriever and the memory of a goldfish.

TIPS FOR EFFECTIVE RECRUITMENT

1

BE PREPARED

Know what your ask is (i.e. join a petition event, come to a lobby day), and have a few fallback requests at the ready (if they are busy the day of the first petition event, ask if they can come to different date, or a different action). While they might not be able to come to your event on a Tuesday, it doesn't mean they are uninterested. Be prepared with multiple asks to see if there is a better fit. If they are unable to commit, let them know that you will be reaching out to them again in the future. When they say yes to a recruitment ask, take a moment to ask them about their interests including past experiences and activities.

2

LEGITIMIZE YOURSELF

Identify yourself and who you are. Explain why this person's participation will make a difference. Explain your connection to Audubon, tell them why you are personally committed to this cause, and why you are volunteering.

3

PRACTICE ACTIVE LISTENING

If they voice a concern, acknowledge it and address it. People feel significantly more comfortable when they feel heard. Can you identify their self-interest? If not, ask clarifying questions to assess whether the person has heard of your group and may be interested in volunteering now or in the future.

4

GET A COMMITMENT

Leave with a definitive answer. Confirm them for a specific date at a specific time, and repeat it back to them. If they weren't able to commit, give them back up choices, if they still weren't able to commit, tell them that you'll reach back out to them on a specific date at a specific time for other opportunities—then actually do it.

5

FOLLOW UP

Timely follow-up is fundamental. Track people, conversations, and note specific commitments. Learn their names and make contact in person when they come out to your event. Pay attention to new people; they are your champions in growing the campaign.

SECTION 3: STRUCTURE

TEAM BUILDING

Anyone who's worked in a teams has seen the good, the bad, and the ugly. We know that not everyone works well in a team and that not all teams are effective. But our success in winning campaigns relies on how effectively we collaborate with others and communicate with each other. We know that building a team is a skill, and like any skill, it can be taught and become better.

We must organize ourselves into collaborative teams to offer:

- **Support and Mentorship**
Developing members into future leaders of the campaign, providing them with more responsibility.
- **Meet Higher Goals**
Tapping into team members' skills and expertise.
- **Develop Relationships**
Facilitating and deepening commitment to taking action.

photo by:
Luke Franke/Audubon



EFFECTIVE TEAMS HAVE COMMON CHARACTERISTICS

So how do we build this incredible team? Well, all good teams start by sharing three common characteristics.



CHARACTERISTICS OF GOOD TEAMS

1. **SHARED PURPOSE**

Your team must be able to identify what it intends to accomplish (purpose) and who it will be doing it with (constituency).

2. **INTERDEPENDENT ROLES**

Each team member must be able to contribute to bigger goals of the campaign. An effective team avoids both silos and redundancy.

3. **EXPLICIT NORMS**

Your team must set clear expectations. If you're hosting regular meetings, define who will be doing what in each meeting – will that always be the same? How will documents be shared with the group? What communications tools do you currently use to make important decisions?

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THE FOUR STAGES OF TEAM AND GROUP DEVELOPMENT

Just like individuals, teams go through growing pains. It's critical that we understand how groups are formed, interact, and operate at different stages. The chart on the next page is the Team and Group Development Model by Dr. Bruce Tuckman, a psychologist who studied how powerful, dynamic groups come together and stay together. The four stages of group development are:

1. Forming

At first, team members are positive and polite. Members are more likely to avoid conflicts as they begin to understand their roles and responsibilities, and settle into their roles.

2. Storming

As team members get to know each other, conflict arises when different work styles or personalities clash and compete. Team members may begin pushing boundaries or challenging the leader's authority. This is normal. Stay focused and reinforce the group's shared goals and vision.

3. Norming

As the team makes progress through healthy forms of conflict, accepted norms emerge through active discussion, which allows team members to set standards and expectations. Trust develops and team members are inclined to support each other through constructive feedback. As new tasks come up, remember that a group can move between phases at any time.

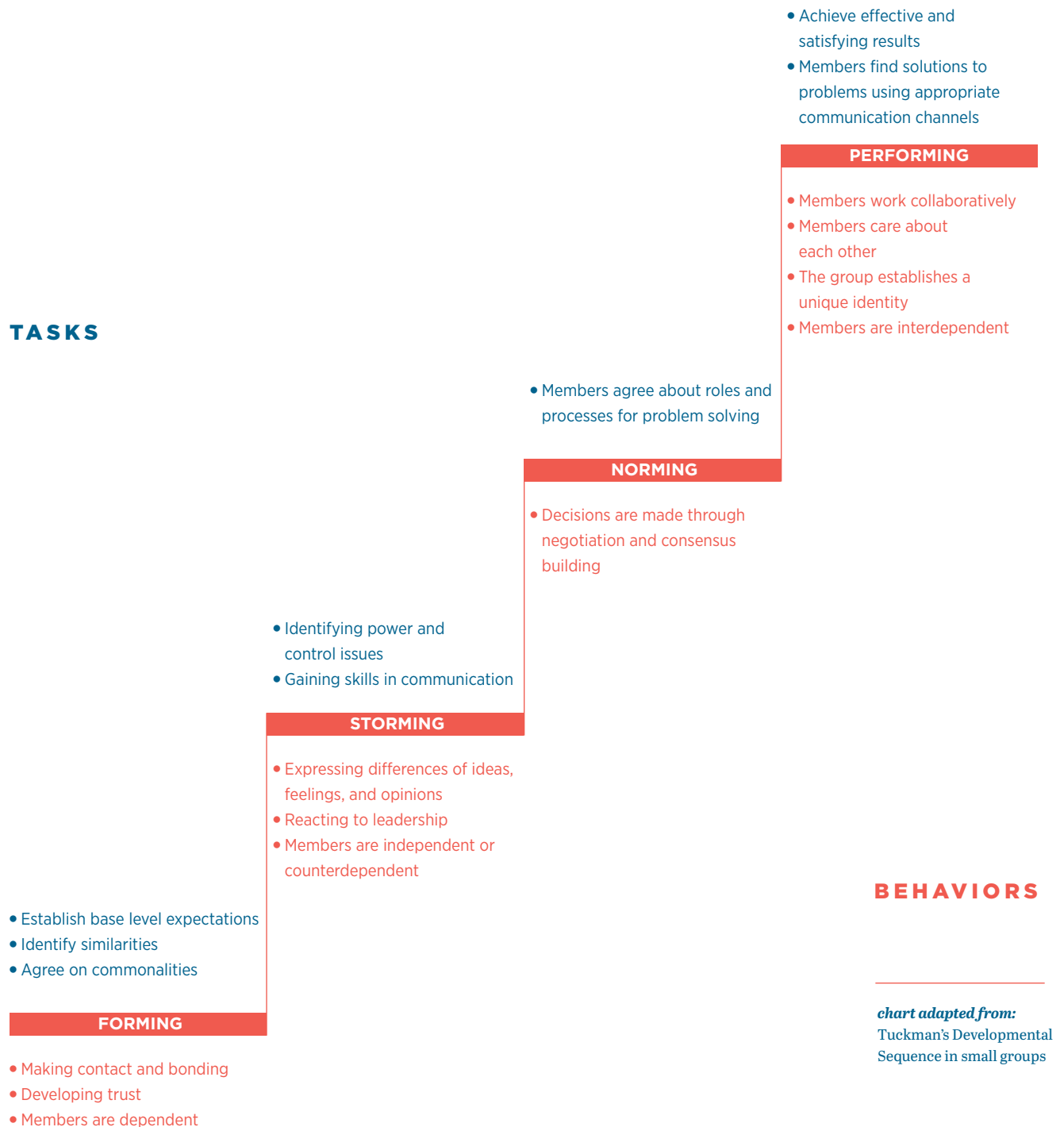
4. Performing

The team reaches this stage when tasks are completed. At this point, the team will be able to flourish in new and creative ways. Conflict becomes productive rather than problematic.




photo by:
Lauren McCullough

TUCKMAN'S TEAM AND GROUP DEVELOPMENT MODEL



Over time, your campaign will grow in strength. How fast and how strong it becomes hinges on your ability to build a sense of community and get others to see themselves as part of the collaborative effort.

Let's say you pass a resolution to grow only native plants in your community; do you want to now pass a resolution moving your city to 100 percent renewable energy? If so, do you have the membership that is committed to the larger vision of creating change, and will stick with you throughout your various efforts? If no, keep recruiting! A steady stream of volunteers that engage your campaign will promote growth while also developing future leaders.

 Take a minute now and write out why you think building a team will be important to your campaign effort, now and into the potential future.



PROMPT no. 10



YOUR TEAM BUILDING

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

LADDER OF ENGAGEMENT

Part of your job is to look for individuals or supporters who have leadership potential. It does not happen at the snap of a finger, but there are ways you can recruit leaders naturally.

First, you want to start by incorporating a ladder of engagement. **A ladder of engagement is the process where individuals take on more responsibility with time, ultimately managing a high level of your campaign.** This involves a supporter being recruited, coached, tested, and promoted into roles that foster commitment and skills. The people you seek must demonstrate the ability to perform the roles and functions of each position before moving to the next. *For your own blank Ladder of Engagement Worksheet, see Appendix F.*

Here is an example of a ladder of engagement:

1. Supporter

This is the starting point, at the bottom of the ladder.

An individual signs a petition or is part of your campaign's newsletters, and has checked a volunteer box at some point in your interactions.

2. Volunteer

An advocate, who could be a chapter member, volunteer, or staff, reaches out to connect with the supporter. The Audubon advocate asks the supporter to volunteer at a specific event on a specific date at a specific time—and then the supporter actually shows up.

3. Team Member

After a supporter or volunteer shows up to a team event (meeting to discuss strategy and timeline) and regularly attends volunteer events, they are considered a team member.

4. Leadership Prospect

Team members begin to take on more responsibility through leadership. For example, initially they attended petitioning events, and are now planning the events, managing the logistics, and recruiting people to join them.

5. Organizer/Advocate

This person is a reliable leader, who now manages an entire aspect of your campaign. For example, where a leadership prospect is committed to the planning of a single petitioning event, an organizer/advocate is in charge of all petitioning events, and finds new leaders to plan the one-off petitioning days.

Throughout the leadership process, we need to assess supporters' ability to follow through on commitments. For example, you may ask a volunteer to attend a canvassing event; it is your job to see if they attend and how well they do. If they are unable to start or complete the commitment, then you may want to match them with a different event or activity. Do not give up on the first ask.

If a team member shows that they can handle a series of commitments (phonebanking, letters to the editor, etc.), they are telling you they are ready to take on more responsibility.

LADDER OF ENGAGEMENT

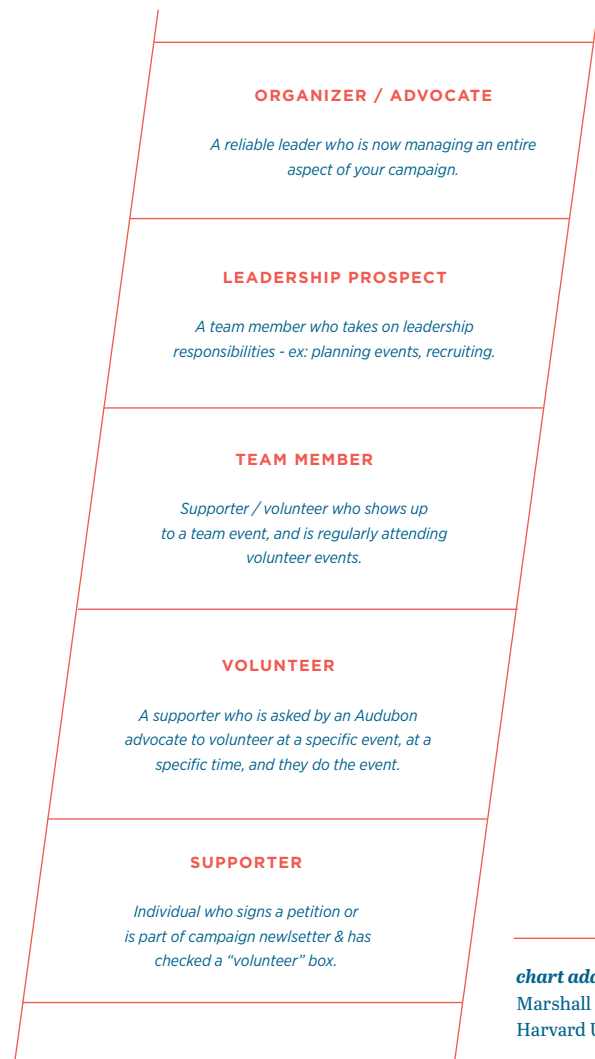


chart adapted from:
Marshall Ganz,
Harvard University

STRUCTURING YOUR TEAM AND PRACTICING COLLABORATION

We've all experienced good teams and bad teams. What sets good teams apart? Clear structure and expectations. People are more likely to follow through on commitments, and stick around, if they have a clear understanding of their role and how it fits into the larger effort. Different people are motivated by different things. Some are more likely to stick around if they have a title, while others want to clearly point to their own impact. These reasons are all valid, so let's talk through ways to give people what they want while simultaneously strengthening your campaign.

ONGOING COMMUNICATION AND CLEAR EXPECTATIONS

It is important to set clear expectation of regular communication. Teams need to meet on a regular basis and work together frequently to accomplish established goals. Before you start building your team, ask:

1. What roles need to be filled?
2. What knowledge, skills, or abilities, would best complement the campaign?
3. How often will the team meet?
4. How will we share and store documents?
5. How will we communicate with others outside the team?

To help you answer these questions and more, we will review the Snowflake Model and focus on the importance of creating inclusive and interconnected teams.

SECTION 4

THE SNOWFLAKE MODEL

The Snowflake Model is a model used to distribute leadership opportunities to a group of committed individuals in order to make them increasingly effective, responsive, productive, and collaborative. The strength and interconnectedness of the team's relationships hold the snowflake together.

The Snowflake Model, as seen on the next page, is all about delegating responsibility. Let's say you're working on a campaign to get a 100 percent renewable energy resolution passed in your town. You've filled out the campaign strategy chart, and know your goals, strategy, targets, gains, allies, and opposition. Your tactics, for example, are getting businesses to sign on to a letter in support of 100 percent renewable energy, and getting five Letters to the Editor published in your local paper to draw attention. Knowing that these are your main tactics, you, the current lead of the campaign, will need to recruit a lead of Business Outreach and a lead of Media Outreach. The leads of those two teams will be responsible for the overall goals.

Effective leaders know that just because they're in charge of the goal doesn't mean they have to do it alone—and indeed they shouldn't. The leads of Business and Media Outreach will then recruit their own leaders, or 'captains,' to each take on a smaller piece of that goal. The 'captains' will then recruit individual supporters/volunteers to carry out the actions.

The Snowflake Model works best when used in parallel with leadership ladder development. You might not start out with the leads of an entire tactic, but you'll find those individuals who prove that they can and want to take on more.

Map out what your ideal Snowflake Model looks like using the blank Snowflake Model found in Appendix G. What teams do you need? Do you have people in mind already that could fill leadership? ***For your own blank Snowflake Model, see Appendix G.***

SNOWFLAKE MODEL

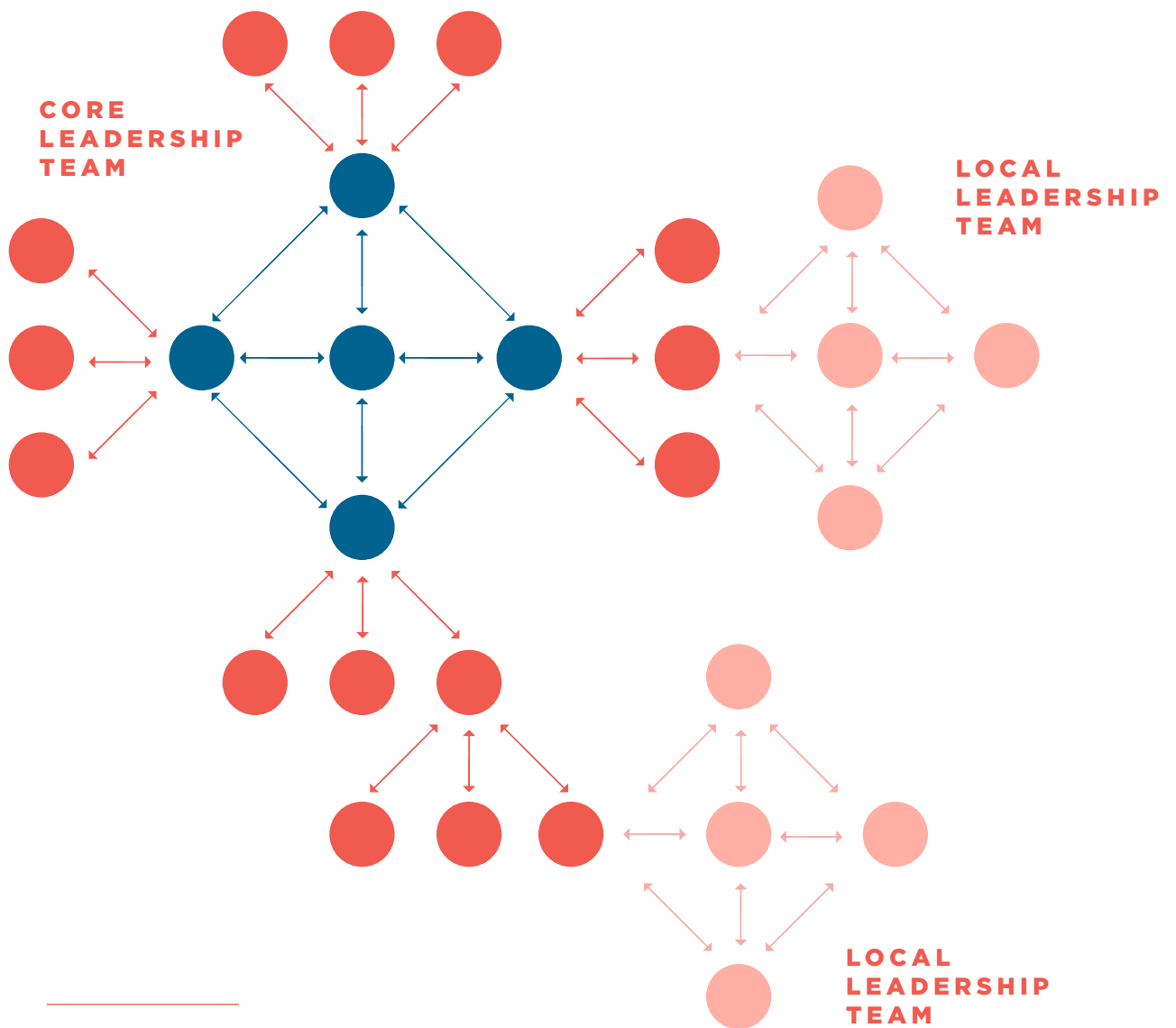


chart adapted from:
Marshall Ganz,
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DETERMINING HOW DECISIONS ARE MADE

Decision-making responsibility is shared among the group members and not held solely by one person or group of individuals. While we want many individuals involved, your job as an advocate is to ensure decisions are final and established through an open, fair, and inclusive process that demonstrates unity. Some decisions cannot be made with the entire team, but it is your job to explain how you came to those decisions, and to be open to community reflection. Your team must be able to support those decisions on the ground and learn from them. A decision that leads to failure or success is not as important as whether the team was able to move in the same direction.

DEFINED ROLES AND RESPONSIBILITIES

Your campaign is at its optimal effectiveness when each individual team member is able to understand his or her role and responsibilities in any task. Are you able to articulate what the petitioner does? What about specific goals they have for each event, or in total? How many people was the phonebanking lead supposed to call before ending the day? Did the data lead upload all the new petition signatures and contact info from yesterday's tabling event? You will learn in Chapter 4 how specific tactics determine and define what roles you may need. But now, it is important to know that people are more successful when their role is clear, and when they have accountability.

MUTUAL ACCOUNTABILITY

Successful campaigns exhibit and practice leadership development through mutual accountability. Mutual accountability is the process by which two or more partners agree to follow through on committed actions and keep each other on task. Whether you are part of the core leadership or local leadership team, your team members agree to work together and support each other. A horizontal approach, rather than a top-down method, is better at encouraging results by distributing accountability. The Snowflake Model does not demand, or operate, as a hierarchy. Your team's campaign and operational effectiveness is determined by your mutual accountability structure and how well it is able to define the roles of each team member. Consistent but manageable communication is key for developing a successful campaign that can anticipate and adapt to new challenges.

LEADERSHIP DEVELOPMENT SIGNALS STRENGTH

Every time you meet a new face, you should be thinking about not only how you can get them to join your campaign, but also what leadership opportunities suit them. If we are not recruiting or giving people tools to become leaders in their communities or respective constituencies, then we are not building strength or growing at the pace our campaign needs.

SECTION 5: LEADERSHIP

PRINCIPLES OF LEADERSHIP DEVELOPMENT



Leaders Have People Who Follow Them

Leaders have people they can bring to events. This is helpful when your campaign relies on turnout for a specific strategy or tactic. Identify people who can motivate and move others in the community. These individuals are most trusted by others, can share a powerful story, and are able to hold people accountable.



Leaders are Inclusive and Diverse

Your leadership must reflect diversity and inclusion from the start and not neglect historically marginalized groups. If your leaders are not representative of the community (racial, ethnic, gender, and/or class, etc.), you cannot expect underserved groups to champion, or even participate, in your campaign.



Both Task and Maintenance Leadership are Needed

Task leadership and maintenance leadership are social work concepts. Task leadership is a type of leadership that is motivated by the accomplishment of completing a number of tasks. Maintenance leadership is the type of leadership that prioritizes the emotional strength and the people supported in it. Every campaign strives to balance the two styles of leadership.

CAMPAIGN GUIDELINES FOR LEADERSHIP AND GROWTH

The next step, once you have found your potential recruits and leaders, is to maintain their growth through coaching. Coaching is how you train your members, set goals, hold people accountable, and move upwards through the leadership ladder. Not everyone is going to come to the table with the skills they need to be successful; it's your job to coach them (or find someone who can coach them) into being the best version of themselves in this context. Below are some guidelines for leadership maintenance and growth:

1. Practice Evaluations

Incorporate a positive, growth-producing feedback loop. Congratulate a job well done, and hold people accountable for actions they can continue to perfect.

2. Use Model Leaders to Train Others

Inspire leaders to teach others how to do what they do. No one should be irreplaceable; no one should wield their expertise as power within the campaign. The campaign cannot stop simply because a key individual, who had special knowledge or a skillset, steps back. This leaves your campaign in a precarious position if you are unable to rebuild that specialized knowledge or expertise in time for your next tactic. To avoid this, build leadership opportunities into every position. Develop a culture of knowledge sharing and delegation.

3. Ask Leaders to Set Personal Goals

Show your gratitude to the leaders helping you achieve your campaign goals by taking time to help your leaders set personal goals, as long as they do not negatively impact or directly conflict with the campaign. Then, follow through on helping them achieve those goals.

SUMMARY

The best way to help yourself and your campaign is to recruit and train new people to join you, and help any new and existing volunteers move up the ladder of engagement. Discover their self-interests and help them achieve their goals through this campaign. Most importantly, always be recruiting.