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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-



How to Get Along With the Dissidents On Your Board

DOES 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-tooer—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.

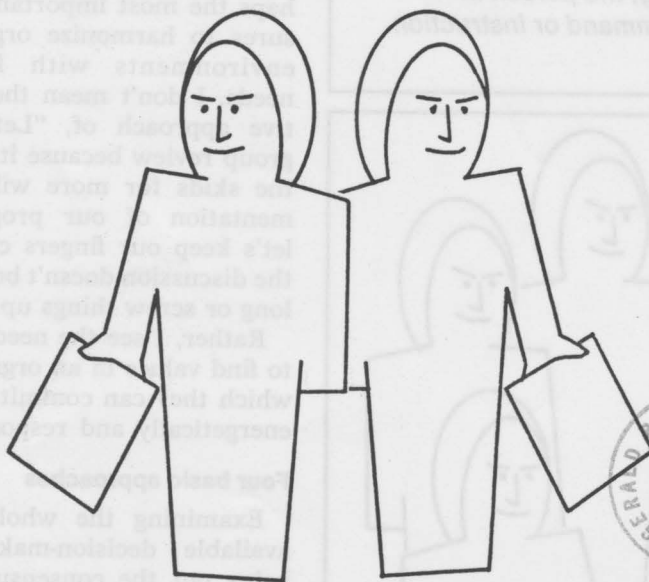
Chances are you have these types—and more—on your board. Chances are also good that few if any of them pose more headaches than those generated by the maverick. Because he is a predictable dissident, an opposer, the maverick presents unique and sometimes heated problems for his fellow board members and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



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

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

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 co-operate 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

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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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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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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.

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 promote church bulletins, inserts, announcements from lay people, hand-outs at church doors, etc.
8. Notification of all allied organizations asking them to mobilize their own members.
9. Notification of all allied 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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