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Introduction

You are to embark on a challenging but exciting mission, that of forming a Local Chapter of NAMA. We commend you on your initiative and will do everything we can to help you succeed. The emphasis of a Local Chapter is on the word “local”. While any NAMA member might encourage and support the creation of a new chapter, members in the area to be served must be the driving force behind the formation activities.

The goal of Local NAMA Chapters is to offer people with similar interests to come together regularly to share their experience and to encourage each other in the Anger Management profession. The focus is on truly local activities connecting Anger Management professionals with each other. Business meetings with invited speakers, Anger Management discussions and roundtables, where you can bring interesting Anger Management issues to be solved jointly, are some examples of what a Local Chapter may offer. Above all; it provides a handy and convenient network for everyday access. The purpose of this Guide is to introduce the concept of Local Chapters and to encourage you to create one in your state or region.

Benefits

A Local Chapter is a group of NAMA members who live or work in a particular locality and who, as a matter of geographic convenience, organize themselves to promote the goals of the Association cooperatively. It serves as a focal point for its members to share their professional experiences and provide educational opportunities in the advancement of the Anger Management profession. Local NAMA Chapters offer a number of benefits to its members.

□ **A Platform for Networking**

One of the greatest resources for professional and personal development is to meet with colleagues in the same field. You gain new information on state-of-the-art techniques, access to others’ experiences and knowledge and you will get the chance to broaden your insights.

□ **Professional Development**

Your Chapter meetings and activities allow you to expand your knowledge in the Anger Management techniques and research. Chapters bring continuous education opportunities closer to home and provide a bridge between the global NAMA organization. It is also possible to organize Authorized Supervision Programs as a way for the members to grow in their profession.

□ **Exchange of Services and Contributing to NAMA as an Organization**

The Local Chapters will give you the possibility to exchange both professional experiences and services, such as reviewing each other’s papers and seminar/workshop contributions. It will also act as a greenhouse for new ideas that can be implemented globally by the Association, and provide NAMA with potential new members to the Board of Directors.

The Organization of a Local Chapter

The Local Chapter is to become a vital part of NAMA, and the Chapter Council with its President occupies the most prominent leadership position in the Chapter. In addition to being a key to the success of the Chapter's programs, the Council can make important contributions to the success of Association-wide programs. Most Chapters start out with a small Council consisting of three to four officers, but as the Chapter grows the organization of the Council might look something like figure 1. The Chapter Council is elected while committee managers, who report to the Chapter Council, are usually appointed.

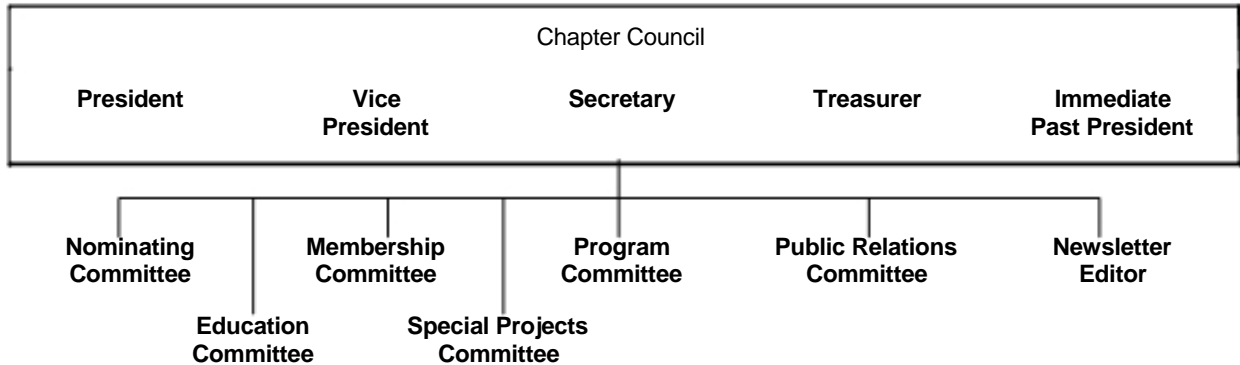


Figure 1: Typical organization of a mature Local Chapter

Another important support in the development of the Local Chapter is the Chapter Sponsor. He or she is a veteran NAMA member elected by the NAMA's Board of Directors, and is responsible for overseeing the operation and activities of one or more Chapters. The Chapter sponsor will be an essential part of helping you to get a Chapter started. The Chapter Sponsor is also a member of the NAMA Chapters Committee and the Chapter's link to the Association's Board of Directors and, as such, is the conduit to a wealth of NAMA services and opportunities.

A Local Chapter is part of the NAMA organization, but it is responsible for its own finances. As a consequence, all members of a Local Chapter are required to also be members of NAMA. A chapter's first source of operating income is the chapter dues. Chapters are responsible for collecting their own dues, separate from NAMA dues, and verifying that chapter member applicants are current NAMA members before approving chapter membership applications. Most chapter activities are self-sustaining; that is, each activity pays for itself.

How to start a Local Chapter

1. Contact the NAMA office or a member of the NAMA Chapters Committee and you will be assigned a Chapter Sponsor. Your Chapter Sponsor will send you the Chapter Guidelines and other information that you need in order to start a local Chapter. They will also continue to help you create your Chapter Code of Ethics and guide you through the process of getting approval from the NAMA Board of Directors for Chapter status.
2. Round up three to five volunteers in your area who are interested in starting a Local Chapter. This is the core team that will help you prepare the constituting meeting. It may also be smart to arrange one or more informal sessions prior to the constituting one. Both to see if there is enough local interest to start a local chapter and to see how many NAMA members there are in the region (you need 5 members to petition for Chapter status).
3. Write a tentative plan for future meetings and other chapter activities to present at the constituting meeting.
4. Create a petition to form a Local NAMA Chapter. Also include the suggested Chapter name, Chapter boundaries and interim Chapter officers. The list of officers shall include a President, a Secretary, a Treasurer, or a Secretary/Treasurer, and additional officers as approved by the Chapter.
5. Find volunteers who will help develop the Chapter Code of Ethics or decide to adopt the NAMA Code of Ethics. Submit the Code of Ethics to the Chapter Council, Chapter Sponsor and Chapter membership for review.
6. Organize a constituting meeting with at least three people that currently are, or are prepared to become, NAMA members and support the Local Chapter. The Petition should be signed at the meeting (with each name printed or typed next to the signature) by at least three members requesting to be recognized as a local Chapter of NAMA. Have the President sign the Charter.
7. Submit the Petition, along with the Chapter Charter, proposed Code of Ethics and the proposed boundaries of the Chapter to the NAMA Chapters Committee and NAMA Board of Directors for approval.

Contact NAMA...

These are the normal contact points when you want to start a Chapter:

The NAMA Office

The NAMA Office is the hub of all NAMA organization. They will help you with information during the start-up and connect you with the Chapters committee. The NAMA Office will tell you if there already exists a local Chapter within your area, and if so they will help you get in touch with them. They will also register your interest in starting a Chapter so that they can refer future requests to you.

Local Chapter Sponsors

The Chapter Sponsor is a veteran NAMA member who is elected by the NAMA's Board of Directors, responsible for overseeing one or more Chapter's operation and activities. Your Chapter Sponsor will be an essential part of helping you to get a Chapter started. A Sponsor will communicate with you throughout the year and will be available to assist with your questions or problems concerning NAMA. The Chapter Sponsor is your Chapter's link to the Association's Board of Directors and, as such, is your conduit to a wealth of NAMA services and opportunities.

Your Chapter Sponsor can be an excellent resource when your Chapter considers conducting a membership drive, establishing a newsletter, or building a new public relations program. Invite your Chapter Sponsor to a Chapter function as a speaker for a business meeting, keynote speaker for a conference, or guest of honor at your awards dinner.

These visits provide an opportunity for you, your Chapter Council, and your Chapter Sponsor to confer about Chapter matters. At the same time, a visit allows the Chapter Sponsor to assess the strengths and needs of your Chapter and to meet potential candidates for Chapter and Association-level offices and committees.

Round up three to five volunteers...

A small group (3-5) of volunteers that work closely with a Chapter Sponsor often prepares the first constituting meeting. The sponsor will guide you through the process of starting a local Chapter and also help you locate other NAMA members in the region.

It allows you to share the workload and minimizes the risk of the effort failing because of a single key person was diverted from the task. Having the support of several volunteers usually improves the possibility of support in the form of meeting facilities, access to computers and copiers and other useful items. Including representatives from more than one agency or facility may eliminate the risk of the chapter being seen as "too closely associated" with one person or agency. It allows the NAMA chapter to become "neutral territory" for sharing a broad wealth of ideas and experiences.

Name of Local Chapter

It is also important to find a name for the Chapter that reflects the boundaries of the Chapter. The geographic boundaries are formally approved by the NAMA Board of Directors and may be changed from what you initially propose in the petition.

The name is usually constructed using a centrally located region or the name of the state. The formal name should also include a reference to NAMA. A formal name would look something like “The Bay Area Chapter of the National Anger Management Association” or “The Michigan Chapter of the National Anger Management Association”. Chapter names are often shortened for easier reference.

Write a tentative plan for future chapter activities...

It is important that the Chapter gets a good start, and that there are planned activities that will attract new members. Examples of activities that attract members are:

- Invited speakers to Chapter Meetings
- Discussion of Anger Management issues
- Tutorials and workshops
- Special sessions targeted to the experienced, as well as the less experienced, Anger Management Professionals.

This is an area where creativity counts. Invent your own activities and share them with other chapters, or use their ideas to boost your membership.

Create a petition to form a Local NAMA Chapter...

The petition to form a Local NAMA Chapter has to be signed by at least three current NAMA members requesting to be recognized as a local Chapter of NAMA. All officers have to be members of NAMA at the time of signing. Chapter members must also be NAMA members. So for those who attend the meeting, but are not yet current NAMA members, get them to sign up as NAMA members as soon as possible. You could even take some membership applications to the constituting meeting.

The petition should also include suggested Chapter name, Chapter boundaries and interim Chapter officers. The list of officers shall include a President, a Secretary, a Treasurer, or a Secretary/Treasurer, and additional officers as approved by the Chapter.

Petition to form a Local Chapter of NAMA

To: The Board of Directors of the Anger Management Professionals' Association

We the undersigned, who are Members in good standing of the National Anger Management Association, do hereby request for recognition as charter members of the

_____ Chapter of the NAMA. We aim to serve members in the area of

_____.

The goals of this Chapter are:

We request recognition and approval as an official Local Chapter. Chapter Code of Ethics are attached to this document, along with a signed Charter.

Interim officers are as noted below:

Officer	Printed Name	Signature
President:	_____	_____
Vice-President:	_____	_____
Secretary:	_____	_____
Treasurer:	_____	_____

NAMA Members:

Chapter officers and addresses should be indicated. All signatures must be by current NAMA members.

Find Volunteers who will help develop the Chapter Code of Ethics

Chapter Code of Ethics are the rules by which an Anger Management Professional ethically functions. Local Chapter Code of Ethics exist in harmony with the NAMA Code of Ethics.

The group should begin its work by reviewing the Chapter organization the NAMA Code of Ethics. This review will help prevent possible conflicts between your Chapter Code of Ethics and the NAMA Code of Ethics.

NAMA Code of Ethics.

The NAMA Code of Ethics specify the ethical responsibilities of the individual members. A small chapter (fewer than 20 members) might decide that the NAMA Code of Ethics meet its needs and the chapter does not need its own Code of Ethics. However, a large chapter may need its own Code of Ethics.

Other chapters' Code of Ethics.

A chapter Code of Ethics committee can get copies of other chapters' Code of Ethics through the Chapter Sponsor. When you use other Code of Ethics as a guide, remove out-of-date statements and those that do not apply to your chapter.

Section on chapter dissolution.

NAMA Chapters are chartered by the NAMA Board of Directors and thus can be dissolved by a two-thirds vote to dissolve the Chapter when it is satisfied that the Chapter is inactive and that there is no reasonable hope of its immediate revival, or when it is satisfied that such action is in the best interest of the Association. Your Chapter also has the right to terminate the Charter between the NAMA Association and the Chapter, and, therefore, relinquish all association with NAMA and cease to exist as a NAMA Chapter.

The Review Process

The Code of Ethics developed by your Chapter Code of Ethics committee should be reviewed by the following groups:

1. Your Chapter Council (the Chapter leaders.)
Have your Chapter Council review the draft Code of Ethics. Incorporate those comments and develop a second draft.
2. Your Chapter Sponsor.
Send the second draft of your Chapter's Code of Ethics to the Chapter Sponsor for review. The Chapter Sponsor will check to see that your Chapter's Code of Ethics do not conflict with those of the Association. Incorporate comments from the Chapter Sponsor and develop a final draft. Otherwise, you can move to the next step of the procedure.
3. Your Chapter's membership.
Send the formal draft of the Code of Ethics to your Chapter members for review and approval. Be sure to give them ample time to review the Code of Ethics. If the vote for approval of the Code of Ethics is taken at a Chapter meeting, make sure that absent members are given an opportunity to vote by absentee ballot.

The Finished Product

Once your Chapter Code of Ethics have been reviewed and approved by the NAMA Board of Directors and you've been granted Chapter status, follow this procedure:

1. Ask your Chapter Secretary to maintain the formal Code of Ethics with the Chapter's official records.
2. Have the Secretary maintain a supply for distribution to new members.
3. Send a copy of your Chapter Code of Ethics to the Chapter Sponsor for inclusion in your Chapter's file.
4. Regularly review the Code of Ethics (at least once every two years) to ensure that they correspond to your current situation, problems, and needs. When you consider substantive changes to the Code of Ethics process, repeat the review process, including sending the revised Code of Ethics to the NAMA office and the Chapter Sponsor.

Here are some tips to help you avoid conflict with the NAMA Code of Ethics:

- When you refer to the NAMA parent organization, do not refer to it as "the national." NAMA is an international organization. Our headquarters should be referred to as the NAMA Headquarters office.
- Do not identify Chapter services as being "for members only." Because NAMA is a not-for-profit educational and charitable organization, we must make our services available to members and non-members alike. However, the local Chapter may charge non-members higher fees than charged to members for those services.

Organize a constituting meeting

You will need at least three people that are prepared to become members and support the Local Chapter. Use all available means to reach as many potential members as possible. The most effective ways of doing this are:

NAMA Membership Directory: As a current NAMA member, you should have the current year's Membership Directory. The directory is sorted by geographical areas in which you can find current members. Also contact the NAMA Association office for members who joined after the directory was published or to verify current status of memberships.

Contacts and networks: Go through your file with professional contacts and list all people that you think may be interested in supporting the chapter. It is amazing how many names a group of three to five people can generate. Send them an e-mail explaining what you propose to do, and how they can help. Also invite them to the meeting (and if they can not attend offer to keep them informed.)

Other professional organizations: The yellow pages of the local telephone directory, catalogs of local universities, and the local Chamber of Commerce will give you leads to these sources of other potential members. Whenever possible, your first contact should be personal if an appointment can be arranged. Otherwise a telephone call, followed by a letter explaining the objectives and significance of your organization, may prove very useful. If you are successful with the leaders of these groups, you will be in a good position to enlist the support of the membership of their organizations. When contacting these people, remember to encourage them to join both the NAMA and the local Chapter. NAMA membership is required to join a local NAMA Chapter.

How to Start a Local Chapter

Ads in Local newspapers: With larger newspapers, you should contact the editor of the appropriate department, or perhaps the science writer, and explain your activities. The organization of a local group of professionals (in any field) is normally considered news, and your chances of getting into print are good. Remember that newspapers are interested in knowing who you are, what your organization represents, its relationship to their readers, and names, names, names. It is always necessary to include the time and place of your meetings and the person to contact for further information.

Since you will be dealing with a limited number of newspapers, it will not be too difficult to talk with them by telephone (followed by a personal visit if possible) before delivering or mailing your information to them. Mention local names and business affiliations in your releases, if possible. This is especially helpful with the smaller daily newspaper and weeklies.

Listings in trade press: Many of magazines that focus on Anger Management have a section listing upcoming events. You should try to get all relevant Chapter activities (including the constituting meeting) into these listings. A short article in the magazine, describing your efforts would not do much harm either...

E-mail lists: There are several e-mail lists that would have prospective chapter members as subscribers.

Company news lists or web sites: Some (larger) corporations may have news lists, web sites or other ways of distributing information. Use them with care, nobody likes spam, even if in this case it IS important spam.

Please note that, while NAMA authorizes and encourages this type of notification, care should be taken to avoid representation of your group as an 'official' NAMA group at this stage. The right to represent yourself as a recognized NAMA chapter, and other rights associated with affiliation with NAMA are available to you only after a charter has been granted. If you have any questions about this, you should contact your Chapter Sponsor.

Sign the Charter

The Charter is the 'contract' between the local Chapter and the NAMA office and identifies the 'legal boundaries' of the relationship. The President of the Chapter should sign the Charter and identify the name of the Chapter.

The petition, proposed Code of Ethics, and Charter should be submitted to the NAMA office. Once the petition for Chapter status is approved, the President of NAMA will sign the Charter and return a copy to the local Chapter.

Submit everything for review and approval...

Submit the Petition, Proposed Code of Ethics, and the Charter to the NAMA Chapters Committee and NAMA Board of Directors for approval. Your Chapter Sponsor will inform you continually about the progress of your petition.

When approval arrives, celebrate, and get to work to implement what you have suggested. Good luck, and remember to share your ideas!

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How to Recruit and Keep Volunteers

This section provides some suggestions for both recruiting and keeping volunteers for your chapter.

Recruiting

Recruiting is sales. Most people in our profession will quickly say, “I am not a sales person” or “I hate sales.” Their preconceived notions about what sales is limits their ability to recruit. Gone are the days of the used-car sales approach. Nowadays, sales is relationship building, and so is recruiting. The following hints will help in your recruiting efforts:

Make two lists explaining:

1. why you joined NAMA
2. what benefits you have received as a result of being active in NAMA

These lists become your selling points when you are engaged in conversation with a recruit.

- Remember how you felt when that first person in NAMA asked you to help out. Weren't you flattered? Wasn't it a positive experience?
- Listen to potential volunteers before you recruit them. What are their interests? Is there some position within the organization that can help them meet their personal goals?
- If time is a problem, ask them if they would be willing to do one-time-only or on-call tasks. Then set up a Volunteers Committee for volunteers who can work on an on-call or one-time-only basis.
- Ask one-on-one (either over the phone or in person). Announcements from the podium or articles in the chapter's newsletter rarely result in volunteers. People like the personal attention from someone who is already a leader within the organization.
- Set a goal to meet five members you didn't know before each meeting. Get to know each one. If each of the members of your administrative council does this, your volunteer pool would be larger than you need.
- When you ask someone to volunteer, explain to that person exactly what will be expected. Offer training from the person who previously held the position, if possible.

Retention

NAMA is a volunteer organization. We do not get paid for our efforts. You must be creative when it comes to retaining your volunteers. The following ideas will help you retain your volunteers for the long haul-if you are diligent.

- Listen.** Your volunteers will let you know if they are approaching burnout. Pay attention to what they are saying about themselves, their personal lives, their professional lives. Note that there are those of us who work on overload all the time. Use your best judgment in knowing when to say something.
- Guide.** Provide guidance and training for your volunteers. This will help ensure they have a positive experience as an NAMA leader.
- Reward.** Recognize your volunteers. Thank them in person and at meetings. Thank them in newsletters. Give them small gifts (it's the thought, not the cost, that counts). Some

chapters might have annual recognition banquets where volunteers are publicly recognized and thanked.

- **Assess.** Continue to assess each volunteer's needs. Make sure they are meeting their own personal goals while serving the organization. Give a break to those who have been hard working in previous years.

Recruiting and retention are how we grow in our organization. It makes our personal and professional networks strong. Only when we are strong can we best serve our professional community.

Recruiting Members for Key Positions

If your chapter is going to succeed, you must recruit volunteers for key positions. If you try to do it all yourself, you run the risk of burnout. Look around you. Your chapter has many members. From this extraordinary pool of talent are the makings of a very exciting and dynamic chapter. Ask for help and you will be well on your way to success.

Before you begin recruiting, bear in mind that NAMA members have spent time and money to join the chapter and obviously, expect some benefits from it. When people hear the word "volunteer," they tend to flee. Help them to understand what you've come to understand: that the greatest benefits of NAMA belong to those who participate. Roll up your sleeves and be enthusiastic about this assignment. This is "selling" at its most rewarding the empowerment of others.

There are two types of recruiting:

- finding volunteers for committees
- finding leaders for chapter office

Many of the following suggestions can be applied to both types of recruiting. However, recruiting leaders for chapter office requires greater circumspection. An ineffective volunteer negatively affects a few people; an ineffective officer affects the entire chapter. The delicate issue of dismissing a dysfunctional leader or volunteer is also discussed in this section.

Chapter Leaders

Recruiting candidates to run for chapter office is recruitment at a higher level. Take the time necessary to develop future leaders before you perform this task.

A talent for chapter leadership is unique. Look for this talent, rejoice when you find it, and be sure to nurture it. Consider doing the following:

- Give a talented individual opportunities to gain experience, acquire new skills, and grow.
- Sit down with your board and develop a leadership career path for newer members.
- Encourage committee managers to bring volunteers up through the ranks and train them to ensure that future chapter leaders will build on the current leaders' successes.
- Coach those with leadership potential. Take off your leader's hat and put on your mentor's cap. Make time in your busy schedule to work with and encourage less-experienced talent. Discuss your current problems and how you plan to handle them. Ask for volunteers' input. Get them to think from your viewpoint as a leader.

□ Leadership development is an ongoing process, not a transformational event. As talented volunteers begin to exercise power, suggest, at some point, that they run for office.

Recruiting Chapter Leaders

When it is time to recruit a leader, consider that the individual may doubt her or his abilities, may not have enough time, and may also deflect your encouragement in other ways.

Distinguish between good, solid reasons and excuses. You must answer the often unspoken question, “What are the benefits and rewards of leading others?” Present a good case. This is where you put your experience and communication skills on the line. You are justifying your own experience to convince someone else the job is worth doing. Don’t muff it!

If you are still charged up about your leadership role, the benefits and rewards of chapter office will roll off your tongue. If that’s the case, great. Chances are, though, after a half-term of work, you are tired and overburdened. What were once challenges and opportunities may now look like problems. If this sounds like you, step back and take a fresh look at your situation before you open your mouth.

Remember when you first took office? You probably saw many possibilities - more than you could accomplish. That everything you planned for the year has not come to fruition is not the point, nor is it an especially important fact. No one but a brilliant underachiever accomplishes all of her/his plans. Instead, look at your accomplishments and convey your original ideas and vision to your candidate. In the process, you may recover some of your vision.

If you have difficulty feeling enthusiastic about recruiting a new leader, write down the ways in which you have grown as a leader. If you get stuck and can’t get past the problems that beset you, talk to someone you respect who knows your history of leadership. This person will almost certainly give you a balanced perspective on your growth. It may surprise you. It’s amazing how we can forget our accomplishments! This is especially true when we are distracted by the issues of the moment.

With your accomplishments in mind, talk to the candidate. Sure, you have some reservations about the job. We all do. But look at what you’ve gained! This payoff in terms of new skills and opportunities is what your eventual replacement wants and needs to hear. It has been said that we become NAMA leaders for one of three reasons: management training, a desire to belong, or power. There’s no better training ground for management than a volunteer organization, where people have to be motivated, not bossed. A sense of belonging is built into elected office, and taking part in the decisions that shape your chapter is what you are elected to do. A chapter leader experiences all of these benefits and more.

If you perform your task well, you will entice the talented candidate toward what may be a major professional and life milestone. He or she will be making a commitment that promises opportunity, growth, challenge, experience, self-esteem, skills development, recognition, and a level of satisfaction that enhances a sense of personal power.

Your role as mentor is perhaps the most rewarding aspect of chapter leadership. Take on this vital task with purpose and enthusiasm.

How to Recruit Leaders

The biggest problem with recruiting new leaders is that “People are too busy.” New leaders are recruited from the ranks of active volunteers, people with many demands on their time from job, family, chapter, and others. An otherwise acceptable candidate may be over-

committed, burned out, not interested, overconfident, misinformed, afraid, or have some other good reason.

Good recruitment of candidates means: 1) knowing the office (duties), 2) knowing the candidate (wants, needs, strengths, weaknesses, and availability), and 3) correlating the two.

Long-time chapter leaders have made the following suggestions for candidate hunting:

- Pick capable people. Select someone who is ready and able to handle a chapter office.
- Personally ask the potential candidate to run for office. Give this moment the importance it deserves. Ask in person. Using the telephone diminishes your invitation.
- Cite the reasons for selecting the individual and recognize past accomplishments.
- Give a clear description of the job and put it in writing.
- Encourage questions.
- Give the individual time (about a week) to consider the nomination. Encourage, but don't pressure, the person.
- Reassure the wavering candidate. Some highly capable people can be maddeningly unsure of themselves!
- If the candidate is truly over-committed, don't ask. Otherwise, you'll be set up for failure.
- If the candidate is burned out, don't ask. Someone who is burned out will avoid the job at every opportunity.
- If the candidate is overconfident about the job, be clear about the scope of responsibilities. Be specific about the expected results and put it in writing.
- If the candidate seems unsure of her or his capability, calm the worried imagination, carefully review the duties, and suggest acceptable limits of responsibility. If the duties are extensive, consider dividing the job between two or more people. For best results, you must be flexible and imaginative.
- If the candidate is "not interested," try to find out why. Vagueness often suggests shyness, misconceptions, lack of self-confidence, or indifference to the assignment. Proceed gently. Point out the benefits and satisfactions of holding office. Refer to your own experience and growth. Encourage and challenge the candidate. Let him or her know that the nomination was made because you and others had confidence in them.

When you recruit candidates, learn to discriminate between those who are unable or unwilling to serve and those who are quietly waiting to be called out from the wings.

Getting People to Volunteer

Don't stand up at a chapter meeting and say, "Would anyone who would like to work for the chapter please raise their hand or come and see me after the meeting." You will have better results if you speak one-on-one with potential volunteers.

At each chapter meeting, talk to the individual new members or people you think might be interested in being more involved, and try to get an idea of what their interests are. Then try to get them to do jobs that match their talents and interests. If you find someone who has some experience with mailing lists and likes to talk to people, you could ask that person to be membership manager. Or if a person likes to meet new people, maybe he or she would be a great hospitality manager.

Even if the person has no identifiable interests, suggest that something about the person would make them ideal for whatever position you want to fill. It is important to make a volunteer feel he or she is the ideal candidate for the position you want to fill.

Newly discovered volunteers are best started with one shot jobs. That way the volunteer has the satisfaction of a quick accomplishment, and you can easily determine if the person does the kind of work that makes him or her worth keeping on your team. And don't be disappointed if someone turns you down now and then. You may actually be pleasantly surprised by how few people will turn you down if you follow this technique, and if you approach potential volunteers in a positive way.

Recruiting Volunteers

Here are some suggestions from experienced chapter leaders about how to recruit someone to accept the role of committee manager or a volunteer on a committee.

- Ask individuals directly. Do not stand up at a meeting and say, "A position has opened and I need a volunteer." Such an announcement is almost always met with silence, but don't think, "Nobody wants to work." This usually is not true. People need to be personally asked. They may be shy or need encouragement. You need to make them understand what their contribution of time and energy will give to them and to others.
- Look over your member roster. Think about who consistently shows up at meetings, but has not yet volunteered. This person is just waiting to be asked. So ask. But don't deliver the request like a death threat or with fear. Your potential volunteer might take it the wrong way.
- Keep biographies of your members: what jobs they've done, what assignments they've liked, and what motivates them. When you need a volunteer, this information is invaluable. If you know of a promising prospective volunteer, find a chapter job that fits that person's knowledge, experience, and interests.
- Provide a volunteer with a small, clearly defined, short-term task.
- Divide big jobs, to make them manageable (e.g., the newsletter, programs, and publicity). Don't throw a fledgling member to the wolves for expedience's sake. Break up the job and spread the tasks around to create more teamwork and less burnout.
- Build new committees or rebuild old committees. Give many people small assignments. Expand your volunteer base as your chapter grows.
- Give good assignments to enthusiastic new members.
- Use the personal touch—the best tool you have—to recruit new volunteers. Call people. Greet them at meetings. Stay in touch with your members.
- Encouragement and sincere praise are powerful techniques for keeping current volunteers active and recruiting new volunteers. In fact, happy volunteers are your best recruiters.
- Be generous with thanks, regardless of the size of the task. Express your thanks at meetings (make notes so you don't forget anyone). Publish your thanks in the newsletter and put names in bold so they will be noticed. It's amazing what people will volunteer for once they see their names in print. You are building their self-esteem.
- Ask someone to perform a seemingly insignificant task and turn yesterday's passive member into today's volunteer and tomorrow's leader.

- Never forget the following principles: 1) you are working with volunteers, and 2) you are supposed to be having fun.

Motivations of Volunteers

Perhaps no other problem is more perplexing to chapter leaders than finding members to volunteer to run for office or to work on committees, even in the largest chapters. Why is this so?

Marlene Wilson addresses this question in her book, *The Effective Management of Volunteer Programs* (Boulder, Colorado: Volunteer Management Associates). In this book there are many constructive and practical guidelines for recruiting and holding good volunteers.

One crucial point made by Wilson is that management of a volunteer-based organization (like NAMA) is with and through groups of individuals. Therefore, a priority for chapter leaders should be to understand, as much as possible, why people volunteer to do things. Wilson also points out that volunteer leaders must be able to distinguish between a person's will and a person's ability to do a job.

In the book *Motivation and Organizational Climate*, researchers David C. McClelland and John W. Atkinson identify three distinct motives that influence people's work-related behavior: the need for achievement, the need for power, and the need for affiliation. By looking at some of the characteristics and behavior patterns identified by McClelland and Atkinson, we can better determine the needs our volunteers bring to their jobs. With this information, you can create jobs and climates that better meet those needs. A list of these character and behavior patterns follows.

Achievement-Motivated Person

Goal

- to succeed in a situation requiring excellent or improved performance

Characteristics

- is concerned with excellence and desire to do personal best
- sets moderate goals and takes calculated risks
- likes to take personal responsibility for finding solutions to problems
- has desire to achieve unique accomplishments
- takes pleasure in striving
- is restless and innovative
- wants concrete feedback

Thinks About

- doing job better
- accomplishing something unusual or important
- advancing career
- overcoming obstacles to achieve goals

Power-Motivated Person

Goal

- to have an impact or influence on others

Characteristics

- has concern for reputation or position (and what others think of power and position)
- gives advice (sometimes unsolicited)
- wants own ideas to predominate
- has strong feelings about status and prestige
- has a strong need to influence others and change people's behavior
- is often verbally fluent (sometimes argumentative)
- is seen by others as forceful, outspoken, and even hard-headed

Thinks About

- having influence and control over others
- using influence to win arguments, change people, and gain status and authority

Affiliation-Motivated Person

Goal

- to be with others and to enjoy mutual friendship

Characteristics

- is concerned about being liked and accepted (interpersonal relationships)
- needs warm and friendly relationships and interaction
- is concerned about being separated from other people (is not a loner)

Thinks About

- being liked and how to achieve this
- consoling or helping people
- having warm and friendly relationships
- the feelings of others and self

The administrative implications of McClelland's and Atkinson's motivation theory are quite dramatic. Managers can select people whose motivational drives fit the job to be done, or a job can be fitted to the motivational needs of a worker. They can do things to a work situation or organization that will help get the job done and change the way they lead others.

Most of the basic needs have probably been met for the majority of the people who volunteer their time and energy. Therefore, we must think about the jobs we offer to ensure that they included motivators. Does the job allow the volunteer opportunities to develop new skills,

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gain self-awareness, self-esteem, or the chance to self-actualize? Or, are the jobs too guarded and restrictive, causing the volunteer to feel forced or to want to move on?

Studies have found that the best motivator is the work itself. This is certainly true for volunteer work. Make your volunteer jobs interesting and challenging. Ask your volunteers for suggestions on how to enrich, enlarge, and add more fun to the jobs.

Determine what skills are needed for a job, but also consider the needs and motives of your recruits.

Recruitment can be easy if you offer the right person a meaningful job.

McClelland's research gives us much to think about as volunteers are placed in appropriate positions:

- Do we have achievers in jobs that do not allow for innovation or unique accomplishments?
- Are power-motivated volunteers in jobs where they only take orders and never have the opportunity to direct or influence others?
- Are affiliation-motivated volunteers in jobs where they lack opportunities for close personal interaction with others?