



**The Power that  
Volunteers Bring to  
An Association:  
*Keeping the  
Organization Moving  
Forward***

**Women in Defense  
October 2007**

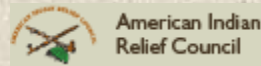
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Nonprofit Federation



Southwest Indian Relief Council



# The Power of Volunteers: Key Roles

- We need ‘Indians’ and ‘Chiefs’
  - 1) Voice
  - 2) Decision-making
  - 3) Implementation



Most of us lack extensive resources

Our “product” are our members

If we have the will, we have the ability to develop & guide

# The Power of Volunteers

## Challenges

“In making a ham omelet,

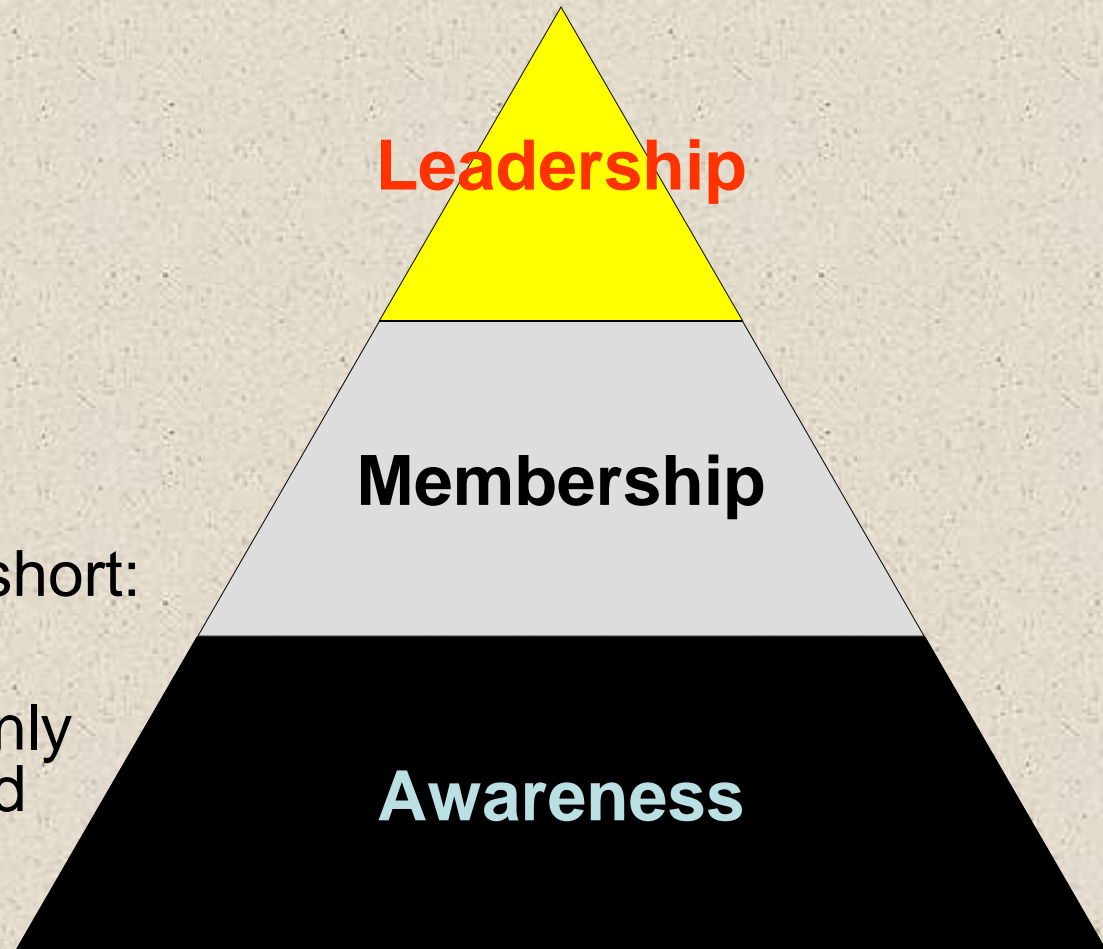
The chicken is involved

*The pig is committed”*

# Leadership Development Progression

## Roles & Positions:

- **Presidential**
- **Council/Committee Chairpersons**
- **Regional VPs**
- *Recruiters*
- *Content providers*
- **Loyal Members**
  
- Never sell “mailboxers” short:
  1. They pay the bills
  2. For good reason often only 8-10% are truly engaged leaders



# What Do People Join, Engage?



# WOMEN IN DEFENSE

A National Security Organization  
Affiliate of National Defense Industrial Association

**Women In Defense (WID)**, A National Security Organization, affiliated with NDIA, provides its members with opportunities for professional development and networking, cultivating the advancement of women leaders in government and industry professions.

[2007 WID National Fall Conference](#)

Membership

Scholarships/  
HORIZONS

News & Events

Chapters

About

networking



professional  
development



# The Power of Volunteers

Making it Happen: Creating a “Professional Family”



WID Members networking and having fun!



# Volunteers vs. Leaders

- Difference between leaders and volunteers
- Not as focused here on national:
- Programs
- Succession ladders
- Finance, operations
- Focus on volunteers before they become leaders

The screenshot shows the NDIA website navigation menu. At the top is the NDIA logo with the tagline "STRENGTH THROUGH INDUSTRY & TECHNOLOGY" and a link for "About Us". Below the logo are four main navigation categories, each with a sub-menu:

- Meetings & Events**: The best defense forums for knowledge, networking and access to key decision makers.
  - › Schedule of Events
  - › Exhibits Schedule
  - › Courses Offered
  - › Online Proceedings
- Advocacy**: Strengthening the government-industry partnership through dialogue, education, and interaction.
  - › Policy and Top Issues
  - › Govt Policy Divisions
  - › Working Groups
  - › Resources
- Divisions**: An all volunteer industrial-government network driving the future of defense through education, access, and influence.
  - › NDIA Divisions Pages
- Membership & Chapters**: Membership means knowledge, access and contacts. Learn about the benefits of belonging and about local chapter activity.
  - › Join NDIA Now!
  - › Member Services
  - › About NDIA Membership
  - › NDIA Chapter Web Sites

The screenshot shows the "NDIA AFFILIATES" section of the website. It features four logos in a row: AFEI, ntsa, PSA, and a circular logo with the letters "WD". Below the logos is the copyright notice: "© 2006 National Defense Industrial Association".



# **Getting to Know You**

There is great literature for associations

The key is making it fit *you*

# What Are The Issues in Your Chapter?



## WOMEN IN DEFENSE ROCKY MOUNTAIN CHAPTER

• ABOUT WID-RM • NEWS & EVENTS • CALENDAR • COMMUNITY OUTREACH • SPONSORS • MEMBERSHIP • WID-RM SCHOLARSHIP

### WELCOME

The Rocky Mountain Chapter of Women In Defense (WID) is your source of networking, professional development and mentoring with other women leaders in the Colorado Springs area. This web site is designed to keep you informed of everything that is going on with our chapter and other community events that might be of interest. Updates are made regularly so we would encourage you to visit the site often.

### What's New

- [August 2008 Newsletter Published](#)
- [RM-WID Silent Auction and Social to be held at the Garden of the Gods Club on August 1, 2007](#)
- [Scholarship Winners Announced](#)
- [July 12th - WID Membership Social](#)
- [WID Regional Scholarship Program](#)
- [2007 Speaker Panel Event](#)
- [April 27th - WID Membership Social](#)
- [May 11th - WID Luncheon - The Antlers](#)

[AFA](#) [AFCEA](#) [Bylaws](#) [Horizon's Scholarship](#) [NDIA](#) [WID](#) [Send us an E-mail](#) [WID-RM Home](#)

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Visitors to this page: 04562



# Chesapeake Bay Chapter WOMEN IN DEFENSE

A National Security Organization - Affiliate of National Defense Industrial Association

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- [Mentorship Program](#)
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- [Member Login](#)

## *Welcome to the Chesapeake Bay Chapter for Women In Defense*

Women In Defense (WID), A National Security Organization, an affiliate of the National Defense Industrial Association (NDIA), is a professional organization for individuals whose careers are related to the defense of the United States and national security.

WID provides its members with opportunities for professional development, a forum for exchanging ideas and experiences, and a vehicle for expanding networks. It also provides opportunities for members to meet and interact with officials from Government and industry in open discussions on key issues.

The Chesapeake Bay Chapter is a newly formed chapter of Women In Defense (WID). Our chapter works to provide, at a local level, all that our members expect from the organization

Through our scholarship program, the Chesapeake Bay chapter also supports career development.

- ▶ [Interested In Supporting WID Programs](#)
- ▶ [At A Glance](#)



# WOMEN IN DEFENSE

A National Security Organization - Affiliate of National Defense Industrial Association

[Home](#)[Membership](#)[Scholarships/  
HORIZONS](#)[News & Events](#)[Chapters](#)[About](#)

## chapters

## Iowa/Illinois Chapter

<a href="#">About the Chapter</a>	<a href="#">News &amp; Events</a>	<a href="#">Programs</a>
<a href="#">Leadership</a>	<a href="#">Bylaws</a>	<a href="#">Contact Us</a>

### About the Chapter

Women In Defense (WID), A National Security Organization, an affiliate of the National Defense Industrial Association (NDIA), is a professional organization for individuals whose careers are related to the defense of the United States and national security.

WID provides its members with opportunities for professional development, a forum for exchanging ideas and experiences, and a vehicle for expanding networks. It also provides opportunities for members to meet and interact with officials from Government and industry in open discussions on key issues. The Iowa/Illinois was the first chapter formed outside of the National WID in 2001.



# WOMEN IN DEFENSE

## GREATER FREDERICK CHAPTER



### Welcome to our Website!

The vision of the **Greater Frederick Chapter of Women In Defense (WID-GFC)** is to provide networking and professional development opportunities to promote the role of women in national defense and security, to support military service members, and to encourage partnerships between the local community and military bases such as Fort Detrick. Our local chapter will provide a forum for individuals in Frederick and nearby areas such as the I-270 corridor between Frederick and Rockville, the I-70 corridor between Frederick and Baltimore, and the Columbia, Maryland area. Additionally, we welcome people who are commuting from Pennsylvania, West Virginia, and the Leesburg, Virginia area.

WID-GFC will feature networking activities to include:

- Business Luncheons
- Prominent Speakers
- Receptions/Dinners
- Conferences
- Charity Events/Fundraisers
- Professional Workshops
- Golf Tournaments/Clinics
- Informal Networking/Socials

### What's New

- Check out the pictures from our Women's Golf Academy on September 27th at Glade Valley
- Please come to our social evening at Isabella's in downtown Frederick on October 18th
- Register for WID National Fall Conference on October 25th in Arlington
- Register for the WID-GFC Annual Meeting on November 7th at the Ft. Detrick CAC



# WOMEN IN DEFENSE

A National Security Organization - Affiliate of National Defense Industrial Association

## SAN DIEGO CHAPTER

Women in Defense as an organization was founded in 1979. The San Diego Chapter was started in 2005 to enable members of the San Diego Defense community to participate in this unique organization.

In addition to the goals of WID in general, the San Diego Chapter has developed the following aims:

To provide an environment where members of Defense and the Defense industry can network, thus enabling them to make valuable contacts that will enhance their career and provide many and varied opportunities.

- To develop a mentorship program where respected leaders of our community will provide you with advice, training, networking and career development.
- To participate within the community here in San Diego by providing volunteer services to service families and other organizations.

An additional benefit of joining WID is that you automatically become a member of the [National Defense Industry Association \(NDIA\)](#).

[Home](#)

[Upcoming Events](#)

[Chapter News](#)

[Chapter News 2006](#)

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# WOMEN IN DEFENSE

## Tennessee Valley Chapter

[Home](#)

[About Us](#)

[What's New?](#)

[Events](#)

[Contact Us](#)

[Membership](#)

[Update Your Information](#)

[Links](#)

[Site Map](#)

This website, like the chapter itself, is a resource for the women of the Tennessee Valley who contribute to the Nation's defense through their service in the military, the Department of Defense or private industry. We'll bring you news about chapter activities, will provide insights and advice from local government and industry leaders, will profile successful women in the Tennessee Valley region, and will provide coverage of a wide-range of topics of interest to women pursuing careers in the defense industry, and in the Department of Defense.

### Message from the President

The Tennessee Valley Chapter of Women in Defense was established in March 2003 as a resource for the women of the Tennessee Valley who contribute to the nation's defense through their service in the military, the Department of Defense, or private industry. I am pleased to serve as President of an organization dedicated to the development of women as valuable assets to the Department of Defense. Our major goals for this year are to increase our membership, and to involve our members in training and networking activities that will enhance their personal and career development. We have planned for several events in the months to come, and we want to involve each of our members in these activities. You will be receiving notification of these activities, and I would like to encourage each member of Women in Defense to participate to the fullest extent possible. I look forward to serving as your President and hope to see all of you at our schedule events.

Frankie Stewart  
President

Tennessee Valley Chapter Women in Defense

## **Group Exercise I**

Think of a new leader wanting to participate:

- How do you welcome and engage them?
- What do you do to help them get started?
- What keeps them from being more active?
  
- What could you do better to “clone” them & help more like them?



# Washington, DC Chapter



Networking  
Professional  
Development

[About WID-DC](#)

[Membership](#)

[News & Events](#)

[Mentorship Program](#)

[Community Outreach](#)

[Sponsors](#)

[Volunteer!](#)

Home

## Welcome!

The Capital Chapter of Women In Defense (WID-DC) is your source for networking, professional development and mentoring with other women leaders in the greater Washington DC area, specifically those working in defense-related industries.

This web site is designed to keep you informed of everything that is going on with WID-DC: events, meetings, seminars, chapter news, and more! New events are added frequently, so keep visiting.

## ▶ What's New

- ▶ **HORIZONS Scholarship Foundation**  
Brought to you by Women In Defense.  
[Learn more!](#)

# **Lessons from the Outside World**

Making sense of the research  
and experiences of others

# Bowling Alone: Social Capital Theory

- Robert Putnam's famous study:
  - People are still pursuing their old hobbies
  - Now they do them alone more
  - Many organizations seek to fill the gap
    - In a world with so many more divorces, distance from families
    - How do you provide connectedness
- How often do you provide that safe haven and chance to coordinate
  - Often associations are very cautious
  - Associations: leading providers of training, mentoring, social opportunities, group support

# Volunteering in the Donor World

In-kind support is common

- Self-directed engagement: sectors such as cancer
- Walks/runs: Susan G. Komen, Leukemia/Lymphoma
- Symbolic acts: LiveStrong
- Individual & major donors:  
Fred Hutchinson / MD Anderson / St Jude
  - Sector specific: choosing a disease state, a team, a regional cum national cause pediatric
- American Cancer Society
- Translating individual actions into collective action
  - Prevention, screening, research & therapy, cures

# Volunteering in the Donor World

Volunteer management isn't just a good thing

- It's essential:
  - Study linkages to measures of loyalty
    - Many successful groups move their focus from sheer numbers: members & participants
    - New focus: “engagement”
- Often hard to do in a Board-oriented culture
  - Yet generational issues, tendency to “join & own”
  - Desire to effect outcomes
    - Often only conditions when “I would want to belong to a club that would have me as a member”

# In-Kind Activities

Many of us find our channels for altruism!

- Illustration: Cathy, my wonderful flight attendant to Houston yesterday:
  - Very proud to be a Big Sister to a 9-year old girl
  - Fills a need: my boys are 13 & 17, I need a “girl”
- Often collective groups get off the ground quickly
- Kaboom: building playgrounds for underprivileged children
  - Give if you can't act
  - Our past studies show that when people don't help you it's because they don't believe in your cause
  - They give somewhere
  - Best programs are cooperative: Toys for Tots drives

# Insights from the Association World

- Volunteers and staff have to work in close partnership
- Now and again we'll focus more on chapter level activities
  - Here there are rarely staff, certainly not with undivided attention

## ASAE (American Society of Association Executives)

- ROI of Components task force
- Applied research regarding the value of having a chapter
- Satisfaction of at large national members, chapter members, and LMO's

# What Does Research Tell Us?

ASAE (American Society of Association Executives)

– ROI of Components task force

- Applied research regarding the value of having a chapter

– Satisfaction of at large national members, chapter members, and LMO's

- Chapters provide value even if they offer a narrow range of services
- Members in chapter areas have greater membership retention
- Chapters are well worth the investment even if no directly measurable return

# ASAE Research: Decision to Join

Volunteer management isn't just a good thing

- Reworking of 1984 study
- Members of 18 professional societies: 16,000 participants
  - Why they join
  - What they hope to obtain
  - “Give to get” relationships: self interest builds business, creates friendships

# Mini-Case Studies

Who does what well:

- Segmentation: American Osteopathic Association
  - 22 medical specialties; 51 divisional (state) affiliates
  - Almost too much choice and self-determination
- Orientation/Motivation: National Assn of Home Builders
  - Membership: Natl Membership Day, Spike Club
  - Networking: “Do Business with a Member”
  - Chapter network: 800 independent local HBAs

Who does poorly?

- Many examples here: bad territories, insular leadership
- Historical financial mis-management, “brand damage”

## **Key Questions/Issues**

These always have to be answered  
Even if we never ask the questions

# The Power of Volunteers

## Leadership/Advocacy ...

- What does the chapter/association stand for?
- Who can help shape positions internally?
- Who speaks for the association externally?
  - Volunteers from the profession/industry have the greatest legitimacy
    - Best sources for reporters
    - Greatest credibility on panels
  - Sometimes we want prestige, other times rank and file is fine

# The Power of the Volunteer

## Membership ...

- Who helps to attract members?
- Who actively encourages others to join?
  - Workplace conversations
  - Typical networking
- Where does the word of mouth come from?  
and what does it sound like?
- Who supports your membership efforts:
  - When you need retention calls
  - When you need to acquire more members

# The Power of Volunteers

## Programs ...

- Who greets members and creates community?
- Who makes the “buying decision”?
  - Volunteers provide meaningful feedback
  - Most members “vote with their feet”
- Where does the next good service come from?
  - How do you create content?
    - On your site
    - In publications
    - Topics & speakers at lunch or dinner meetings

## **Tips & Suggestions**

This is where we oversimplify your problems  
In a noble effort to help you solve them

# Managing The Volunteer Function

## 8 Basic Tips

1. Keep the politics out of it to the extent possible
2. Focus on the future, not the past
3. Be open to new blood and thoughts
4. Work to match the role with their skills/interests
5. Recognize performance in meaningful ways
6. Address under-performance appropriately
7. Build in ways to assess overall success
8. Delegate well; accept engagement as a goal

# How to Abuse Your Volunteers

- Great turnoff lines:
  - “You have to pay your dues before you get a voice”
  - “We need your help where we need it”  
(re: menial labor)
  - “Managing more help takes too much time;  
it’s easier to do it ourselves”
- We’re often far better at some functions than others
  - Make volunteer leadership a core competency
    - Train, orient, motivate, retain leaders
  - Find and use the right support resources:  
national, ASAE associations

# Measuring Volunteer Satisfaction

- This is a field with little or no metrics
- What can you do to measure success?
  - What can you do to distinguish between motion and progress?
  - Inputs and outputs?
- Easily done:
  - Quantity: total active volunteers
  - Quality: survey for needs, wants, expectations.
    - Measure their satisfaction in context of *what they* need
  - Institutional outcomes—what *you* need.

# Democracy is Messy

- AKA: the former Soviet Union had a *really* high voter turnout
  - We always have to drill down below the surface
  - Ask the tough questions and keep asking them
  - Strong volunteer cultures require strong determination
  - Capitalize on existing social networks; build/enhance new ones
- **Pros**: Engender trust, self-determination
- **Cons**: Agility—”moving at the speed of partnership”
  - Net effect: long term relationships and success result in the right long-term outcome.
  - In the short term it can be hard to measure progress ... maybe even hard to assess the validity of the present course

# The Power of Volunteers

## Opportunity Cost of Bad Volunteer Management

- Key questions
  - When have you missed opportunities?
  - Would it have mattered if you could have done more?
  - What risk in running a skeleton crew?
  - Have you determined goals or defined success?
  - Are leaders, members committed to the program?

## Group Exercise II

Think of your cadre of volunteers:

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- What do they have in common?
- Who has drifted away over time?
- What personal & business needs are they generally filling through WID?
- *How would you like this group to change over time?*

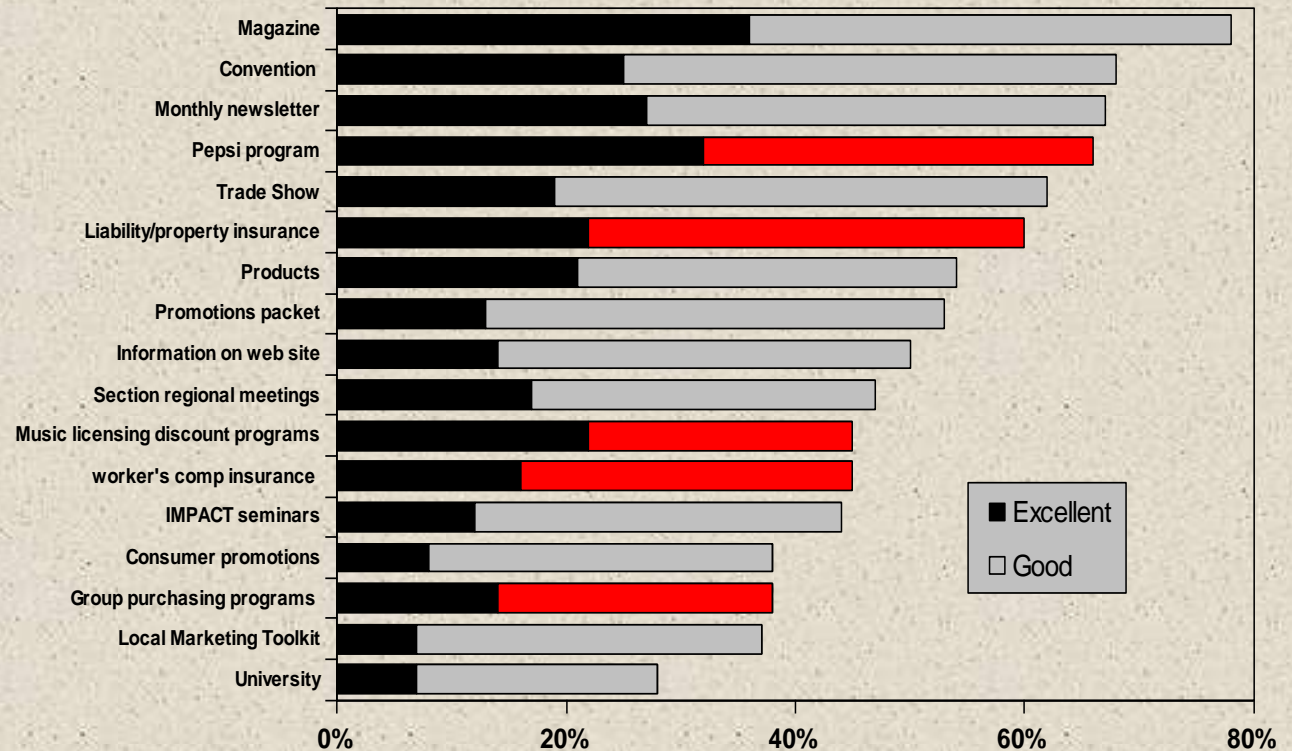
# Success Factors

- How to get your word out
  - Maximize your communications channels
  - Strong positioning, effective promotion
- Ensuring the quality of your message
  - What you say; what you don't say
  - Non-verbal cues: appealing to the sensitive and the introverted
- Be as proactive as you can be:
  - It's your role to be “pushy”
  - Patience: long-term relationships with short-term benchmarks
- Set goals, develop and adhere to plans/assessment
  - Keep re-evaluating your impact and future opportunities

# Sharing Success

- Stories and stats
- Reach: hits/reads/mentions
- Effect on internal & external perceptions
- Mindshare: pre- & post ...

Are you shaping attitudes?



# Understanding Your Audience

## Different people/different outcomes:

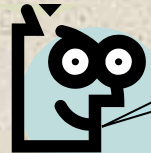
- They're your volunteers, but keep an "audience focus"
- What do they believe?
- Who are they?
- What do they know & what do they assume
- What is your role in their lives?
- Who/what competes for attention

## Keys to listening:

- Everyone acts for reward (intrinsic or extrinsic)\processes information within an existing mental framework
- Changing minds means being able to assess deeper attitudes
- Influence perceptions in a meaningful way, across a spectrum of beliefs.



I never knew this  
You really got my interest



I didn't get that, I wonder  
what they meant?



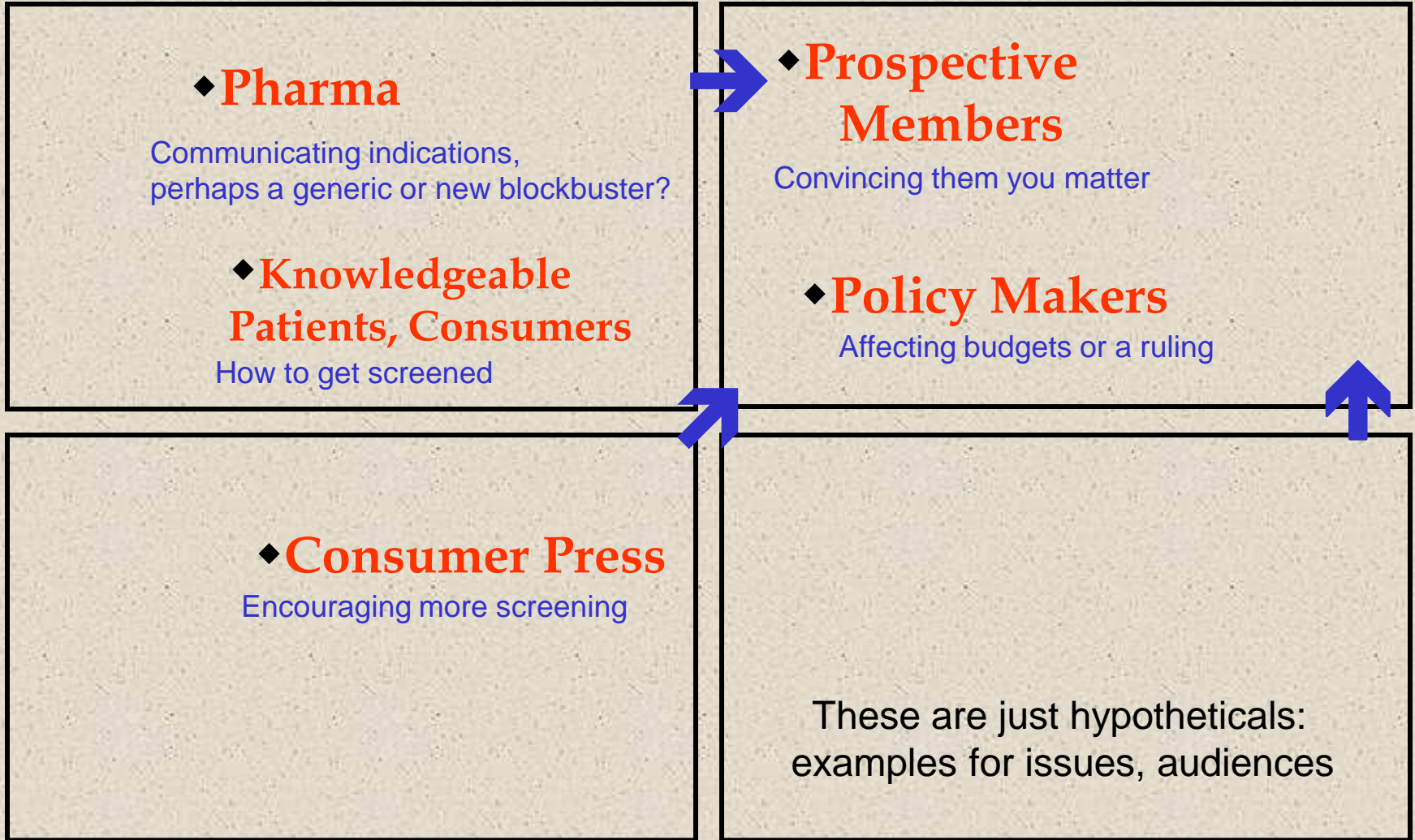
*I'll consider this  
in the next session*

# Messages & Audience

Choosing your battles/taking the right approach per issue

Technical Message

Layman terms



Low

Congruence with Mission

High

# ASAE e-community discussions: ASME Model

Quadrant model: testing for relevance, accounting for financial opportunity

High  
Margin/Financial Return



High Margin:  
No relevance  
to core mission  
Opportunistic  
Cross-subsidize

Best possible outcome:  
Program generates high  
gross, net revenue  
Serves a purpose  
Builds the brand; comes to mind often



Low Margin: little relevance  
pet projects/sacred cows  
In retrospect: programs  
don't make sense  
Very "backwards-looking"

Doing the right thing  
Worth subsidizing  
May have hidden  
contributions  
Underperformers may  
need better management



Low

Congruence with Mission

High

Low

## Group Exercise III

Think of yourself:

---

- Why did you first volunteer?
- Why are you here today?
- What keeps you going in your leadership role?
  
- *Who will take your place in the future?*

# It's a Crowded Market for Volunteers

- Cut through the clutter
  - Compete for their attention
  - Keep it when you need it
  - Reward their loyalty
  - Give them reasons for allegiance





QUESTIONS.

*Maybe* ANSWERS.

Thank you!!