



***Navy League of the United States
Council Officer & Board Member Training***

Council Building

Purpose: To present and discuss guidelines for growing a Navy League council by utilizing all resources available and the Board of Directors.

Learning Objectives:

1. To understand the scope of council accountabilities and possible activities that a Navy League council may support.
2. To identify the resources available to a Council Board of Directors for conducting and supporting council activities.
3. To prioritize and select council officers and activities that complement council resources and member interest.
4. To establish short and long term goals for selected council activities, including accountability for tracking indicators.
5. To develop an action plan for achieving council goals.

- Agenda:**
1. Discuss the importance of Board Recruiting.
 2. Assess council and community resources.
 3. Prioritize accountabilities and activities based upon resources and council member interests.
 4. Establish short and long term goals for your council, including appropriate measurements.
 5. Finalize action plans, including preparation of an Annual Plan and training for key officers.

Limit: 2 hours

The Challenge of Council Building

Navy League councils come in all sizes with a diversity of membership and a variety of resources available to organize activities and programs. Some councils receive tremendous support from their communities: financial support, publicity, sea services support (for members and their families) and youth group support. Other councils report financial difficulty, lack of volunteers, and aging membership. A new Council President who assumes office with a desire to have a successful tenure must focus first on the process of *building the council to achieve success*. The steps in this process are described in this workshop:

- Recruit a large, diverse Board of Directors;
- Assess community resources that can be utilized to support your council activities and programs;
- Prioritize activities and programs to select accountabilities that your council is capable of managing;
- Assess membership talents and match people with accountabilities;
- Establish reasonable and measurable goals for your selected activities and programs; and
- Formulate a plan to move your council forward.

The Council President should not attempt to complete these steps in isolation, since running a successful council requires the support and involvement of many members of the council and your community resources. This is a Board of Directors activity and should be accomplished during a Council Annual Leadership Retreat/Strategic Planning Session.

Recruiting the Board of Directors

Some Council Presidents will be blessed with a large, diverse Board of Directors that have experience and are willing to work. A review of the history of such councils usually reveals that the large, diverse Board of Directors was recruited by a farsighted Council President or Council Nominating Committee that realized that many hands reduce the work of everyone. Stated another way, people will volunteer to join a large board more readily than a small board because the size of the board gives them a level of comfort that they will not be overworked if they join the board. Small boards scare away potential board members! Most councils, however, have small boards, often populated with veteran Navy Leaguers who, though willing, are

Council Building Workshop

tiring of board duties and are planning to retire! What can you do as Council President if you are in this situation? **Recruit a larger Board of Directors!**

Recruiting many board members is not easy, as many Council Presidents will attest. Many members are "over committed" and do not want to take on additional responsibility. Some may be facing ill health, or business demands that prohibit extensive volunteer work. Many objections will be raised, so the key requirement for success in board recruiting is to have a compelling reason for sustaining the organization. Every Navy League council was formed some time in the past to meet a local need - supporting local military personnel, adopting namesake ships or stations, a belief in the need for strong sea services as a maritime nation, or a myriad of other reasons. Identifying these reasons is a starting point for your recruitment efforts. In addition, review the Mission and Goals of the Navy League so that you can remind members why they joined in the first place. Remember, you must be able to respond to the question "Why should I join the Board of Directors?"

In searching for new board members you should look outside the boundaries of your existing membership. There is an excellent reference document titled "The X-Board Program for Council Organization and Management". Two key messages of this document are: (1) recruiting a large, diverse Board makes room for new members of the Navy League, thus leading to growth of your council (big board = big council), and (2) your Board should be composed of community leaders from many professions - attorneys, business executives, clergy, government administrators, educators, elected officials & representatives, media professionals, volunteer leaders and retired sea service leaders/spouses. Your council needs the specific expertise of most of these personnel to support your programs (for example, accounting and financial management). Your youth groups may need adult leaders, administrative help, or perhaps fundraisers. In looking for such talent, an excellent source is community affiliate members. If your council does not have an active community affiliate recruiting program, a workshop may be scheduled and a goal set to recruit the community affiliate members with the skills your council needs.

Can you think of additional sources for board members? Please share your ideas with the group.

Next we will discuss the process for recruiting community leaders to your Council Board of Directors.

The Board Member Recruiting Process

Recruiting new Board members is closely related to the scope of activities your council currently delivers or could deliver with additional help. The key activity is to develop a Council Annual Plan and recruit volunteers to execute this plan. Before we can develop a plan, a review of what motivates people to join the Navy League and participate in council activities is useful.

Navy League Membership Survey - 1999

An extensive survey was completed in 1999 with Navy League members answering questions about their satisfaction with the Navy League. The results are insightful and should help us design our Board recruiting strategy and Council Organization.

What are the strengths of the Navy League?

The top four strengths identified were:

1. Support and recognition of sea services personnel;
2. Influence legislation that supports the sea services;
3. Provide opportunities for young people; and
4. Support the community.

Correspondingly, two strong weaknesses were identified:

1. Lack of awareness and interest at the council level; and
2. Aging membership.

What are the most compelling reasons to join the Navy League?

The top four reasons to join were:

1. Want to support the sea services;
2. Patriotism;
3. Interest in Navy League Programs (especially youth programs); and
4. Membership benefits.

What is most satisfying about membership in the Navy League?

There were five responses most cited:

1. Participation in social programs at the local level;
2. Opportunity to tour ships and interact with enlisted personnel;
3. Support of the sea services;
4. *Sea Power* magazine; and
5. Support of youth programs (scholarships, See Cadets).

Council Building Workshop

Other studies have shown that people volunteer for one of three reasons:

- Achievement - they want to give something back to society (the charitable impulse).
- Affiliation - they want to meet new people or associate with people who share their values.
- Power - they want to be in a leadership position and influence the direction of the organization.

Now that we have a better understanding of what attracts people in general to the Navy League and what motivates volunteers, here is a six-step process for recruiting new Board members in your community:

1. Assess your community's strengths.
2. Establish programs that complement community interests.
3. Develop your sales presentation.
4. Practice sales presentation and identify objections.
5. Prepare a prospect list of potential Board members.
6. Initiate Board member recruiting.

Let's get started!

1. **Assess Community Resources.** There is a council in your community for a reason. The reason may no longer be valid, but that doesn't mean we should ignore it. Some reasons councils were formed include:

- A desire to support and interact with personnel at local military facilities - ships, bases, stations or reserve centers in one of our sea services (Navy, Marine Corps, Coast Guard or Merchant Marine);
- A desire to sponsor local ships or host ship visits in your community;
- A large population of military retirees who want to maintain their connection with the sea services;
- Supporting the commissioning of a ship, particularly a "namesake" ship (named for the community, state, geographical area, local resident or local historical event);
- Adoption of the community's "namesake" ship;
- Youth group support - Naval Sea Cadet Corps, Naval Junior ROTC, Marine Corps Junior ROTC, Young Marines, Sea Scouts or NROTC units found in many communities;
- A parent's desire to support a child involved in the sea services or a youth group;

Council Building Workshop

- A desire to support a sea services historical platform (ship, base, site); or
- A desire to demonstrate support of our country (patriotism) and the sea service personnel fighting to protect our freedoms.

Exercise

Purpose: To summarize the strengths of your community.

- Agenda:**
1. List below the reasons you believe a council exists in your community.
 2. List below reasons local citizens support a council in your community.
 3. Rank your responses in importance to the community.

<u>Community Strengths</u>	<u>Rank</u>	<u>Citizen Support</u>	<u>Rank</u>

Limit: 15 minutes

This list helps prioritize your council programs.

2. **Select Council Programs to Support.** Council programs should be selected to align with the mission and goals of the Navy League, yet align with community strengths and interests. Let's review the Mission and Goals of the Navy League before deciding what programs to continue supporting, or to start supporting.

The mission of the Navy League is to inform the American people and their government that the United States is a maritime nation and that its' national defense and economic well being are dependent upon strong sea services - United States Navy, United States Marine Corps, United States Coast Guard and United States Merchant Marine.

The Navy League accomplishes its' mission by focusing its' efforts on meeting four goals:

1. Educate national leaders and the nation.
2. Support the men and women of the sea services.
3. Provide assistance to the sea services.
4. Support youth programs.

To complete the remainder of this workshop, a review of **brainstorming** is needed. Structured brainstorming has three phases (steps):

1. Generation
2. Clarification
3. Evaluation

Brainstorming is *always* conducted to answer a question. The question is written on the easel pad or board so that the group can focus on possible answers. A facilitator controls the process and a scribe captures responses. Here's the process:

Generation: During the generation phase, we want to collect the ideas of the participants in the quickest, most efficient manner possible. We accomplish this objective by following the **Rules of Brainstorming:**

- Only one person may speak at a time.
- All ideas are recorded on an easel or board and kept visible to everyone.
- Express your idea using the KISS principle (keep it short and sweet).
- Each person contributes only one idea when it is his or her turn.
- Everyone is given a turn in sequence.
- It's OK to pass if you can't think of another idea.
- Don't repeat ideas already listed.
- Build on the ideas of others.
- **No criticism or discussion of ideas as they are being generated!**

Clarification: The clarification phase gives everyone an opportunity to ask questions about any idea listed. The objective of this phase is to ensure that everyone has the same understanding of the idea that has been recorded.

Evaluation: The evaluation phase gives the group an opportunity to combine ideas that are similar and eliminate ideas that don't appear to fit the question.

Exercise

Purpose: To prepare a list of programs your council supports.

- Action:**
1. List the programs your council currently supports on the worksheet below.
 2. Review the goals of the Navy League and the list of community strengths. Brainstorm possible new programs using the question "What new programs support the Navy League goals and align with our community's strengths?" After evaluation, add proposed new programs to the worksheet below.
 2. Determine what action is necessary to implement each proposed new program.
 3. Complete an action plan to obtain resources (people, facilities, funding) to implement new programs selected.

Limit: This exercise should take 30 minutes.

What programs could the council support?	Current or New?	Resources needed to implement?	Action to complete (5W1H)	Remarks (Identify Go/No Go)
		_____ _____ _____	_____ _____ _____	
		_____ _____ _____	_____ _____ _____	
		_____ _____ _____	_____ _____ _____	
		_____ _____ _____	_____ _____ _____	

Council Building Workshop

		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	
		<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>	

3. Prepare the Sales Proposition. Why should a business or community leader join the Navy League and become involved in your Council Board of Directors? What are the benefits to the leader? These are two important questions that you must be prepared to answer before attempting to expand your Board of Directors. Here are some benefits you might want to include in your sales proposition:

Patriotism: Although the events of September 11th are not as fresh in our minds today as they were in 2001, there is still a lingering question in the minds and hearts of many Americans: "What can I do to support the War on Terrorism?" Turn the question around and you have your initial approach to any business or community leader: "What are you doing to support the young men and women fighting the War on Terrorism?" If the respondent is unsure, follow-up with the compelling question "Do you want to do something to support the young men and women fighting the War on Terrorism?" If the answer is positive, then tell them about the Navy League (**Note:** you will probably be recruiting the leader as an individual member and a Board member at the same time).

Networking: In many communities the Chamber of Commerce gives its members the opportunity to network and seek new business opportunities. Your Navy League council can give a business leader the same opportunity, often at less cost than the Chamber (we don't want to compete with the Chamber of Commerce, we want to complement them). If you have military facilities in your community, potential Board members may seek the opportunity to meet military leaders in a social setting. An active Community Affiliate recruiting program also focuses on networking as a benefit of involvement in the Navy League.

Visibility: Closely related to networking is visibility in the community. Although you are targeting community leaders for recruiting, many business leaders want greater visibility for their business. Council Board members should be featured in your council's newsletter, website, and other promotional material (event flyers, newspaper articles, etc.). Sponsorship

Council Building Workshop

opportunities provide visibility for the business leader in a positive way - supporting our troops! Many council events, such as sea service family appreciation events, providing your Board members visibility.

Youth Groups: Many community leaders want to support the youth in the community, and the Navy League can help! Your council may support the Naval Sea Cadet Corps (NSCC), the Naval League Cadet Corps (NLCC), the Naval Junior Reserve Officer Training Corp (NJROTC), the Marine Corps Junior Reserve Officer Training Corps (MCJROTC), Young Marines, and the Naval Reserve Officer Training Corps (NROTC). The young people supported by Navy League councils are the future leaders of our country, and many community leaders are proud to support them.

Ship Visits: If your council is located near a body of water, ship visits are possible. Navy, Coast Guard and Military Sealift Command ships can also be toured, as well as any military base, station or facility. Reserve Centers are located across the United States and are the only military presence in some communities. Meeting the young people on active or reserve duty in the sea services is a benefit of Navy League involvement.

Adoption: Many councils adopt ships, stations and units of the sea services. Community leaders welcome the opportunity to participate in the adoption of military units. The council will also sponsor specific awards for the adopted units, which increases satisfaction with the relationship.

Social: Some councils use an active social calendar to attract community leaders, particularly those with previous service in one of the sea services.

These are some of the benefits reported by other councils that help recruit community leaders to their Board of Directors. Your council will need to prepare a detailed listing of the benefits being offered to prospects for your Board of Directors.

Exercise

Purpose: *To prepare a list of benefits your council offers to potential Board members.*

- Action:**
1. *Brainstorm a list of potential benefits your council could offer to community leaders.*
 2. *Determine what action, if any, is necessary to make each potential benefit available to community leaders.*
 3. *Prepare an action plan to gain approval for the benefit and make it operational.*

<i>What action is needed?</i>	<i>Who will complete this action?</i>	<i>Is Board approval required?</i>	<i>When will action be completed?</i>	<i>Remarks</i>

4. *Schedule a follow-up meeting to review progress and complete the final benefit list.*

Limit: *15 minutes.*

Recruiting new Board members should not be attempted until your council has completed a "List of Benefits for Board members - XXXXXXXX Council". This list should be produced on council letterhead and made available to your Board recruiters, who will be identified in the next step.

4. Select & Train Recruiters. Your recruiting team is your current Board of Directors. Council members who are well known and respected in the community are also excellent candidates for recruiting, but they must be trained. The recruiters need to know the Navy League and be conversant in what your council does! Therefore, preparation and practice are important to the success of your Board recruiting campaign.

Council Building Workshop

For best results, schedule a working meeting (at least one hour) to prepare and practice presentations. The basic approach has three elements: An opening, the "elevator speech", and the closing.

Opening. The opening needs a "hook", a question that begs for a response and makes the prospect want more information. The question cited earlier works well for most Board recruiters:

"What are you doing to support our young men and women fighting the War on Terrorism?"

An alternative (softer) approach is:

"Do you want to do something to support our young men and women fighting the War on Terrorism?"

If the community leader does not respond affirmatively to these questions, consider a youth group question, such as:

"Do you want to support (do more to support) the youth in our community?"

The initial approach is more likely to be successful if you know the "hot buttons" of the community leader. Does his/her organization support a youth sports team, for example? If so, the "youth" approach may be successful. What other organizations does the community leader support (look at the decals on the window of the business)? Do they provide a logical link to Navy League activities, and thus a hook? Does anyone in your council know the owner? If so, can they provide insight into the leader's "hot buttons" and can they introduce the leader to the council? "Know your prospect" is important for improving your success rate in recruiting.

Elevator speech. The 2-minute "elevator speech" is your answer to the question "What is the Navy League?" Your presentation should tell them about the Navy League in two minutes or less. The "Mission and Goals" card is a good job aid for your elevator speech, but you need to be able to deliver it without reading the card!

Closing. The prospect should be given a summary of benefits, both national and local, using the prepared materials as a presentation guide. Don't go on too long about the benefits - your prospect will give you visual clues when to stop! **The most**

important part of the closing is to ask the prospect to join the Navy League first, then follow-up by requesting that s/he join the Board of Directors! This request should be natural, in your own words, and sincere. For example: "I would like to have you as a valued member of our council and the Navy League - please join us by completing this application and giving me your check for membership." At this point the prospect will say yes, or raise objections. You should anticipate possible objections and practice responses to the ones you identify. Once again, preparation and practice will improve your success rate.

Each recruiter needs their own script so that their approach is natural and comfortable. Writing the words (script) on a 3x5 card and practicing delivery with other members of your Board will give you confidence. The next exercise will get you started.

Exercise

Purpose: *To prepare Board recruiters during a practice session.*

Action:

- 1. Working individually, prepare your opening and your "elevator speech". Write out your final version on 3x5 cards.*
- 2. As a group, review NLUS marketing materials, your list of council benefits and organize your benefits summary.*
- 3. Brainstorm a list of possible objections that you anticipate from prospects. Evaluate and delete the least likely objections.*
- 4. Brainstorm responses to the objectives. Evaluate them for effectiveness and keep two or three per objection.*
- 5. Prepare a summary table of objections and responses (next page).*
- 6. Schedule a one-hour practice session with all Board recruiters. Each recruiter should prepare and present their opening approach, elevator speech, summary of benefits, and closing. The recruiting team can give each other presentation feedback and raise objections to afford practice in responding to objections. Multiple presentations by each Board recruiter will improve delivery.*

Limit: *The preparation session should take one hour; The practice session takes another hour.*

Anticipated Objections to Board Membership

<i>Objection</i>	<i>Responses</i>
	1. 2. 3.
	1. 2. 3.
	1. 2. 3.
	1. 2. 3.
	1. 2. 3.

With practice and experience, asking a local community or business leader to join the Navy League as a Board member will become easier.

5. **Prepare a Prospect List**. The preparation of a prospect list is best done with input from the entire Board of Directors, as well as influential council members. Members of your Board may identify dozens of local community leaders as prospects - leaders with whom they have a relationship. The next exercise is to be conducted with your council's Board of Directors and your current influential community and business leaders.

Exercise

Purpose: *To prepare a list of Board member prospects for your council and assign a recruiter to contact each prospect.*

- Action:**
- 1. Call a special meeting of your Council's Board of Directors or extend your regular meeting by 30 minutes; include your current community leaders.*
 - 2. Pass out lined sheets of paper to each attendee. Ask each attendee individually to write down the name of every community or business leader they encounter daily.*
 - 3. Next, ask each attendee to write down business contacts from past employment, membership in civic groups, associations and fraternal organizations.*
 - 4. As a group, write each prospect down on the contact action list below and determine who will make the initial contact.*
 - 5. Schedule follow-up meetings to track progress.*

Limit: *30 minutes*

Board Candidate Contact Action List

Who is the prospect?	Who knows the community leader?	Who will contact the community leader?	When will contact be completed?

Council Building Workshop

Plan to discuss results at subsequent monthly board meetings:

- Number of community leaders contacted
- Number of Board members recruited
- Success rate (#joined/#contacted)
- Problems being encountered

6. **Start Recruiting!** Recruiting new Board members is a personal event that is often built on existing relationships. Face-to-face contact is necessary to properly deliver your message. Board recruiters should try to meet the community or business leader, or call on the phone as a less attractive alternative. New Board members will often recommend other community leaders for Board membership.

Completing the Plan for Success

Successful councils report that a large, active Board of Directors is one key element for increasing the size and strength of a council. Two other key elements are an Annual Plan incorporating diverse programs and an effective council organization.

Council Building Workshop

Building a successful council requires development of a plan for council activities that incorporates all constituencies in the council - the retired military personnel that want to get updates on what's happening in the sea services, the younger members with families that want programs focused on support of sea services personnel and youth groups, and the business personnel that want to network with military leaders, community leaders and each other. Previous exercises in this workshop have identified programs that appeal to community and business leaders. These programs must now be incorporated into the Council Annual Plan. The Council Annual Plan is tracked using council goals with measurable indicators. The responsibility for creating this diverse plan falls to the Council Officers and the Board of Directors, since these are the leaders of the council.

Measuring results and tracking progress are important for two major reasons:

- Reporting results is a motivator because "What you measure is what you expect!" Smart managers know that measurement is management's hidden persuader. People are accountable when they know results are being tracked and reported.
- Success requires recognition to be sustained. Contests among sales people are well known in business because the best sales people are competitive and want recognition.

The Council Annual Plan should be widely communicated to council members through the council newsletter and website.

Many councils complete their Annual Plan at their Annual Leadership Retreat/Strategic Planning Session. This session is normally planned by a committee chaired by the Council President Elect. All Board members attend. The basic session takes two hours; a guide of 30 minutes per program scheduled for the next year is in addition to the basic planning session. The planning session incorporates the council building activities from this workshop.

The council organization selected is based upon supporting the council's major programs *and providing for basic leadership*. Each major program has to have a Council Officer or Committee Chair responsible for planning the program and supporting it with people, facilities and money. Council Position Descriptions should reflect these accountabilities. Generic Council Position Descriptions start the process of establishing an organization chart and assigning responsibilities.

Council Building Workshop

Council and community resources can be supplemented by outside resources from National Headquarters or other sources (Region/Area/other councils). The basic questions that need to be asked are:

- Do we have enough volunteers to support the program?
- Do we need training to properly implement the program?
- Do we need additional facilities or equipment to properly support the program?
- Who is the NLUS Headquarters staff support person for this program?
- Are there other councils that perform this program well that might assist us?

Finally, when building the Council Annual Plan, beware of volunteer overload: **"If you try to do everything, you will accomplish nothing!"**

Exercise

Purpose: *To prepare a Council Annual Plan that incorporates your community's strengths, Board member expertise and diverse programs.*

- Action:**
1. *Call a special meeting of the Board of Directors. The purpose of the meeting is to complete the Annual Leadership Retreat/Strategic Planning Session. Schedule at least two hours for the meeting, plus 30 minutes/program supported.*
 2. *Establish the meeting schedule and format for Board of Director meetings. Incorporate changes from workshops completed.*
 3. *Review the Navy League goals and identify council programs that align with each goal. Include programs from the list created in the Exercise on page 8 of this workshop. Update the list to incorporate the subsequent actions of the Board (new Board members recruited, resources obtained, etc.)*
 4. *Establish goals for each program that can be measured and reported to the Board monthly. Goals should include both **activity and results**. The Vice President for each program must agree with the goals. Finally, recognition should be incorporated into the plan (how will we celebrate attaining our goals?)*
 5. *Schedule activities and/or events for each program. The council committee involved in supporting each*

