



LEADER'S MANUAL

Chapter Leaders and Section Leaders



The John Birch Society

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FORWARD

This manual is intended for the training and use of volunteer leaders at the Chapter and Section levels. We recommend that leaders use www.jbs.org for updates and changes in forms.

The Chapter Leader was the most important link in The John Birch Society when Robert Welch formed the organization. So it remains today. Without this structure and people of good character assuming the local responsibility for this leadership, The John Birch Society would be no different from any other anti-collectivist or pro-Constitutional group.

From all of us at the Headquarters of the Society, we thank you for assuming this important responsibility.

If done correctly and sufficient time and effort is put into the task, you will have success beyond your immediate goals or imagination and serve as an important part in reversing the downward spiral of our great country. Your role will be one of helping your fellow members to follow the Agenda of the Society, help them organize that Agenda into local activities, and serve as a mentor to new Americans joining in the fight, teaching them the understanding necessary to carry on in the future.

This manual is not intended simply to be read by you. It is intended as a guide for the local Coordinator to help train you in the basics and the nuances of local Chapter and Section leadership. If you are reading the manual as the first step in assuming your responsibilities, please make an appointment with your local Coordinator, or if a Chapter Leader, with your Section Leader if part of a Section, to come into your home and help you by going through the manual step by step and creating a vision for your Chapter and your leadership.

We recommend that you have this manual read by your key chapter members. It will help you to perform your duties if your members have a greater understanding of our procedures.

In the future, never lose sight of the fact that the local Coordinator is there to help you in your training, not to help you get the job done, but to help you understand how your Chapter can get the job done successfully under your leadership. Do not hesitate to ask him for his help in this regard and never think that he is too busy to help you.

While we all want to utilize the Internet and social networking, the personal interaction among people is lost. Only by personal interaction at the Chapter level can a sufficient synergy be created, organized, and focused to bring local results to a national agenda.

Now as you begin to go through this Leadership Manual, we again thank you for your commitment to your country and, The John Birch Society.

Introduction

We are presupposing here an initial faith and dedication which should be constantly strengthened by a man's straining efforts to live up to what is expected of him and to live up to the promise he has made to himself.

Robert Welch
The Blue Book

The John Birch Society is the largest and most effective Americanist, anti-collectivist movement in the world. Members justifiably share this pride in our accomplishments. But without the existence of a multitude of separate Chapters from coast to coast, our enemies would long ago have relegated us to a position of token opposition.

The John Birch Society constitutes a major threat to the Insider Conspiracy only in proportion to the effective activity of our chapters in creating a concerted action program all across the country. The Agenda of the Society is designed to not just off-set the goals of the Insiders, but to defeat them. However, it is the Chapter structure, under the leadership of the Chapter Leader, which holds the Society together and ensures our success. Were it not for these gatherings, the high degree of participation expected of our members would have little chance of fruition.

The leadership of the Chapter Leader is by far the most important ingredient in a successful Chapter. The purpose of this manual is to help Chapter Leaders be more successful by identifying the principles of leading a successful Chapter, explaining established programs, and providing specific "How To's." As such, it is an aid in communicating established wisdom.

But much of the necessary skill for leading an effective Chapter must be acquired through on-the-job training under the guidance of an experienced Coordinator or Section Leader. This manual is not intended to, nor could it possibly be a substitute for, personal discussion and instruction between Coordinator, Section Leader, and Chapter Leader.

This manual was also prepared to serve as a reference source for our Section Leaders and Chapter Leaders in dealing with the many questions on procedure and policy. With this manual, our leaders everywhere can have the advantage of working under a common set of rules and guidelines. Recognize, too, that a reasonable degree of uniformity on certain basic policies is necessary for a smooth-functioning body of national scope. Knowing and understanding these guidelines will help leaders confront questions and carry out responsibilities with more self-assurance and less pain.

It is important to note at the beginning that the procedures and policies outlined in this manual are based on the commutative experience of our membership. Although much of what we do was planned that way from the very beginning, actual experience has been our most valuable teacher.

The first step for a new Chapter Leader should be a careful reading of this *Leader's Manual*. The eight main chapters provide a complete survey of the responsibilities of volunteer leaders and recommended procedures for carrying out those responsibilities. However, leaders will also find much of the reference material in the Appendices an invaluable aid in providing good leadership. In particular, Appendix A, "Principles of Motivation!" addresses an area of major concern to every leader.

Each leader should periodically review this manual with special attention to that portion dealing with conducting an effective Chapter Meeting (Chapter Three).

CHAPTER ONE

The Chapter

The John Birch Society will function almost entirely through small local chapters, usually of from ten to twenty dedicated patriots...

Robert Welch
The Blue Book

American patriots have always tended to be self-reliant individualists. In this regard, members of The John Birch Society are no different. Many regard themselves as non-joiners - their church, their job, and the Society may be their only organizational affiliations. And many were instinctively reluctant to join even the Society until they were absolutely convinced that patriots had to organize in order to save their country. Others are the opposite - extremely active and involved people. They did not join until they were convinced we meant business and would not waste their time.

Not surprisingly, persuading such a group of individualists to actively participate in a Chapter can be a challenge. To persevere in meeting that challenge, it is helpful to understand clearly the important role The John Birch Society plays in accomplishing our mission.

The three main responsibilities of membership are to:

1. Improve oneself (knowledge, understanding, and skills);
2. Multiply - develop and recruit others; and
3. Advance the mission of The John Birch Society (help carry out our offensive and defensive agendas).

While these responsibilities are divided into three distinct items, to be effective, a member needs to perform all three at the same time.

The purpose of the Chapter is to help members accomplish much more as a team under positive leadership than they would by working individually. The power of organizing members into Chapters lies in the improved opportunities to:

1. Develop members;
2. Recruit non-members;
3. Motivate;
4. Communicate;
5. Employ teamwork/concerted action;

6. Develop leadership

7. Provide leadership/direction/action – "Let's do this."

8. Involve new people.

By *develop members* we mean developing both our activist skills and the understanding of issues and principles. The Chapter provides ideal opportunities for members to learn from the experience of others and for our more experienced members to pass on their experience to those who need it.

The Chapter is the logical center for *recruitment*: 1) Activities are planned which generate prospects; 2) experienced assistance is available to help members develop their prospects; and 3) prospects may be invited to recruiting meetings where they can conveniently rub shoulders with other like-minded patriots and make contact with a local Coordinator. Moreover, when most prospective new members join they will want the help of an established local unit to get them started properly.

Motivation is an extremely important function of Chapter life. It is difficult to persist in any activity without the opportunity to receive the recognition of one's peers. But even those who are exceptionally self-motivated should desire to multiply their efforts by sharing their activity and successes. By doing so they can help inspire others to do likewise. Realize, too, that big goals are more inspiring than small goals. When several members work effectively together, bigger goals are realistically achievable.

In addition, regular contact with the Coordinator of the Society is undeniably a factor in motivating members to persist at higher levels of activity. Organization of members into Chapters allows our Coordinator staff to have this regular personal contact with more members. However, the main purpose of a Coordinator is to work primarily with our volunteer leadership.

Although the monthly *Bulletin* reaches all members, this *communication* is often inadequate to communicate fast breaking opportunities or to provide all of the details in support of programs. Chapter Leaders can receive special instructions and follow-up materials either directly from the Headquarters or from their Coordinators and pass this information on to their members.

The Internet also supplies an avenue of alerts to our membership on timely issues and legislative action on an individual level.

Although there are many opportunities for effective individual action, the benefits of *group activity* cannot be ignored. Chapters support a variety of group functions and programs that would be difficult to organize otherwise. A few obvious examples are: team recruiting, "information and action" meetings, educational presentations, recruiting committee support, fair booths, petition/literature tables, and local agenda campaigns.

Leadership development should be a constant. Every member should be looked at as a potential leader of sorts, within the Chapter, assuming responsibility for some goal or function within the Chapter, or as a person who can carry our message into other venues outside of the Society.

The bottom line purpose of a Chapter is *action* - to carry out the Agenda of The John Birch Society. We recognize that most individuals are not self-starters who will say, "let's do this." Almost everyone will work harder in support of a leader with a good plan of action.

NOTE: No member, Chapter, or ad hoc committee may use the name of The John Birch Society when opening up a checking account. While we want outreach by our members and volunteer leaders, no one is authorized to use official stationary (letterhead, envelopes), logo or The John Birch Society business cards except as authorized by the headquarters of the Society. The name of The John Birch Society, or any indication that you speak for the JBS, Chapter designation, the names of our membership, may not be used in any fashion on the Internet. Likewise, members should be discouraged from using visible email lists that include the addresses of members. This likewise violates our promise of confidentiality. Emails sent out to members and beyond, should have blind addresses that cannot be viewed by others. Remember, once that an email or Internet communication is sent, embedded, etc. it can go out to the entire world. Use the Blind cc function.

CHAPTER TWO

The Chapter Leader

As to what is expected of you, in either effort or money, if you are thinking of half-way measures we might as well quit now. But I might as well also reveal my fanaticism by telling you that there is no force and no discouragement which could make me quit or even put less of my life and energy into the struggle. If every man in this room should decide, for whatever reason, that he wants no part of my proposals, I would simply go back to small groups of plain citizens in Massachusetts, and myself start organizing local chapters of The John Birch Society at the working levels.

Robert Welch
The Blue Book

Each Chapter Leader carries the ultimate responsibility for the effectiveness of his group. The Chapter Leader must be informed, willing to make personal sacrifices, and possess a basic quality of leadership in order to set the pace and provide a good example for others to follow.

The primary responsibility of the Chapter Leader is *to provide leadership* in developing the strength, activity, and influence of his or her Chapter within the community. To that end he is responsible for the continuing development of his members and the recruiting of new ones. And he must keep his members motivated and actively working on approved projects.

The Chapter Leader provides leadership by carrying out the following responsibilities:

1. Get to know each member. This becomes even more important as the use of the Internet becomes more reliable. Determine each member's abilities and willingness and assign Agenda item tasks accordingly. Getting to know new members is particularly important. *Never assume that a new member will attend chapter meetings unless you establish a comfortable relationship with him.* People are uncomfortable with new environments. Do not expect a stranger to attend meetings until you put them to ease by a face-to-face acquaintanceship with you (and your spouse). Getting to know your members means face-to-face, not remotely by email or even Skype.

2. Give a New Member Orientation to every new member that joins his Chapter.

3. Using the monthly *Bulletin* as a guide, develop a feasible plan of action for the members in the coming month.

4. Notify and remind each member of the upcoming Chapter Business Meeting (commonly referred to as the Chapter Meeting for short). Each month, telephone or email the meeting's notice. Planning may take place online but never forget that people who are truly effective establish personal relationships with both those they work with and those

they are trying to persuade. The danger of doing everything online is that one can either lose or never achieve interactive skills so necessary to use in dealing with opinion molders.

5. Conduct or preside over a regular business meeting of the Chapter each month at which members are recognized for past accomplishments, progress toward Chapter goals are noted, and new assignments are given. Be careful about assigning responsibilities whether online or in person. A “no” can be contagious. Ask one-on-one prior to the meeting then announce a “yes” to all at the meeting. If you get a “no,” move on to the next member until you get a “yes.” In the meeting, every “no” will think they were the only no.

6. Sponsor activities to be carried out under his or her direction or that of a member who has been delegated that responsibility. Follow up on assignments.

7. Ensure that each member and committee has a project. Follow up on these projects.

8. Provide encouragement and help build morale of members by stressing positive aspects of the movement.

9. Provide positive direction to ensure that neither the Chapter as a whole nor individual members drift into unacceptable areas as part of their JBS activities.

10. Host a periodic formal Recruitment Presentation.

11. Make sure that the monthly Chapter Report is completed online to Headquarters.

12. Contact your Section Leader or Coordinator for news that you can pass on to your members about successes the JBS members have achieved elsewhere. This will help you motivate your members to get more involved especially if they are not yet achieving any success locally. It will give them encouragement to keep at it until the “dam breaks.”

And of equal importance, the Chapter Leader has the responsibility and authority to: 1) identify, appoint, and train an Assistant Chapter Leader and/or Chapter Secretary/Treasurer where appropriate; 2) create and fill other positions within the Chapter as needed, and 3) recommend qualified members to be Team Recruiters. At the minimum, the Chapter Secretary should have Internet capabilities to “file” reports to Headquarters, Section Leaders, and/or Coordinators.

CHAPTER THREE

The Chapter Meeting

In the case of local chapters we shall expect the Chapter Leader to get all of his or her members together at least once a month, and in many cases oftener, as well as on any special occasions which may make such a meeting advisable. And we expect the Chapter Leader to be in practically continuous contact with his or her members to whatever extent may be necessary in order to pass on or receive information and to carry out various concerted efforts as requested from headquarters.

...we need disciplined pullers at the oars, and not passengers in the boat.

... we are not kidding, or just talking, and we do mean business every step of the way.

Robert Welch
The Blue Book

Background

One reason many people join The John Birch Society is because they have become disappointed and frustrated with other groups to which they have belonged: groups which refused to acknowledge Conspiratorial influence; groups which offered no leadership, solutions or any real program of action; groups which seemed to be able to do nothing more than issue a few high-sounding resolutions from time to time; groups which called meeting after meeting only to degenerate into "talkathons" or "gab fests," hold rally after rally, until no one rallies beside the few "die-hards."

It is up to the Chapter Leader to see that the meetings of The John Birch Society do not slip into these non-productive patterns. We are neither a study group nor a discussion group. We are an *action group* and our meetings should reflect this fact at all times. "We do mean business every step of the way."

Purpose

The primary purpose of the Chapter Meeting is to help determine how each member and the Chapter as a whole will implement the agenda items in the current *Bulletin* and ongoing Agenda. One of the quickest ways to get pulled off track is to invite non-members to your Chapter Meeting. Non-members are not sufficiently grounded in the Birch agenda to participate and usually are disruptive concerning our *Bulletin* Agenda. In addition, since they are not familiar with the *Bulletin*, and have not received a new member orientation, they may misunderstand the value of the meeting and be prompted not to join. And, why join and pay dues if they can attend our Chapter Meetings without doing so? Therefore, non-members should not attend a Chapter Business Meeting unless it is the final step toward their recruitment, and then only once.

Setting Goals

While the *Bulletin* sets the Agenda, these should be translated into implementing them locally. At one of your initial meetings, engage your members in setting a *few* goals relative to the JBS Agenda. Recruiting should always be part of your goals. Goals should

be realistic and achievable, with buy-in by the members. Goals can range from a set number of new members/recruitment presentations, contacting a set number of opinion molders, the placement of 4X8 signs around your area, a number of subscriptions purchased to *The New American*, a speaker hosted once a year, etc. However, only a few goals.

The importance of goals setting cannot be overstressed. If you do know where you are going, how will you get anywhere? Goals keep one focused. If circumstances change, change your goals – but have them. Revisit these goals every Chapter meeting to gauge Chapter progress.

One of the key ingredients in being able to achieve goals is embodied in one word: persistence.

PART I: ADVANCE PLANNING

Suggested Schedule

A business meeting should be scheduled for each month. (Monthly *Bulletins* are developed to support 12 meetings per year.) It is recommended that the business meeting be scheduled between the 8th and 14th of the month. This should allow enough time for each member to receive and study the *Bulletin* before the Chapter Meeting. It is also helpful to set aside a definite day of the week - for instance, the second Tuesday of each month - so that members can plan their schedules months in advance.

While the members can access the *Bulletin* online at the beginning of the month, the hardcopy *Bulletin* should be taken to the Meeting by the members. In any case, they should have read it prior to the Meeting, especially as it pertains to his responsibility within the Chapter.

Meeting Reminders

One week before the business meeting, the Chapter Secretary should send out a notice to each member to remind him of the time, date, and place of the meeting. *To further increase attendance, members should be telephoned or emailed the night before the meeting.*

Plan the Meeting

The Chapter Leader should invest an hour or so prior to the meeting mapping out the major point of emphasis and the special topics to be discussed, planning assignments and gathering together the necessary materials. Such preparation will return handsome dividends in the form of a smooth and fast-moving meeting and, most importantly, a meeting that accomplishes its objectives. Without such investment, however, it is all too easy for a meeting to degenerate into a general discussion period and accomplish little.

Part of this preparation is contacting your Chapter committee Chairmen to ensure they are prepared for their segment of the meeting. All people procrastinate, so it is prudent to contact them a couple of days prior to the meeting.

Plan to Delegate

The Chapter Leader cannot, and should not, do all the work. Delegating jobs to other members is one of his most important functions. Plan your meeting in advance with specific assignments to be given to each member. In addition to monthly assignments, other responsibilities should be delegated. Examples are numerous. Team Recruiter, Chapter *Get Us Out!* Chairmen, Chapter Secretary, chairman of the petition drive, and ticket chairman for an upcoming speech are but a few examples. Start new members off with short assignments such as writing a letter to the editor of the local paper on a specific subject (direct members to proper reference materials). Any major assignments, or delegated duties, should be agreed upon before the meeting. You do not want to be embarrassed in asking and receiving a "no" at the chapter meeting.

PART 2: THE NIGHT OF THE MEETING

Create an Atmosphere for Meeting

Creating an "atmosphere" refers to the arrangement of the room. It is best to arrange the room in a "theater style". There should be the proper placement of the flag, a small table for the Chapter Leader situated up front, and anything else which will help "set the stage." Also, don't inadvertently encourage tired members to doze: keep the lighting up, the temperature down and the seating stiff (or at least not too soft).

Start Promptly

If Chapter Meetings constantly start ten or fifteen minutes late, it is to be expected that members will begin to depend upon it. Meetings which start promptly will eventually be rewarded with prompt arrivals. It is suggested that the business meeting be no longer than an hour to an hour and a half in length.

Meeting Format

The four main tasks of the meeting are: 1) report progress on last month's assignments; 2) introduce the new month's agenda; 3) discuss how to implement the new agenda; and 4) make new assignments. Because each of these tasks interrelates with the others, there are several options for the meeting format.

One option is to take up these tasks sequentially. This option is easiest to structure but sacrifices some efficiency as the same topics will be considered several times from different points of view. Another primary option is to include reports of prior activities within the discussion of the current agenda, agenda item by agenda item. This option can be more efficient, but is more difficult to control.

Some Chapter Leaders prefer to start off the meeting with a quick review of the highlights of the current *Bulletin* in order to set the tone of the meeting. Do not read the *Bulletin* to the members. They should have already read it. Call on the member responsible for a particular Agenda item to review his section of the bulletin relative to new information and/or action to be performed.

There is no general consensus as to which meeting format is the best for everyone. Adopt a meeting format that works for you. Following is an outline of one practical meeting

format. *Guests such as the Section Leader or Coordinator are not there to run or take the time away from your meeting.* Your meeting will always be important enough to conduct regardless of the reason your guests are present.

Suggested Meeting Format

1. Start on time. Open with a prayer and a pledge to the flag.
2. Acknowledge guests, such as the Section Leader or Coordinator.
3. Take account of individual members' work on all Agenda items.
4. Review previous month's accomplishments; call on members for oral reports: Chapter Team Recruiter(s), other project leaders, members with individual assignments (approximately 10-15 minutes).
5. Chapter Leaders reviews (not reads) the current month's *Bulletin* (approximately 10-20 minutes depending on issues and inspiration).
6. Plan implementation of the current month's agenda - action item by action item right out of the *Bulletin* (approximately 25 minutes):
 - a. *Chapter committee subchairmen discuss how to implement, rather than the Chapter Leader.* Implementation should always involve an outreach aspect.
 - b. Assign specific tasks to members either as individual projects or as part of a group project.
 - c. Not all Agenda items are listed every month, but it is assumed that every item is ongoing. *If you have an ongoing ad hoc effort, just because it may not be in the current Bulletin, it nonetheless should be on your list of things to pursue.*
7. Prepare the opinion molder mailing (optional).
8. Invite remarks from Coordinator or Section Leader.
9. Make announcements (next meeting, next presentation, next I & C meeting etc.)
10. Promote current educational materials, especially those available at the literature table.
11. Adjourn for refreshments and informal discussion.

Writing letters (on pending legislation) or showing appropriate video (optional) should be conducted at a separate meeting, sometimes referred to as an Information and Action Meeting. *The Chapter Meeting is for planning and reporting on action* outside of and between the Chapter Meetings.

Opening Comments Should Pertain to Business at Hand

Whether the first remarks of the Chapter Leader are complimentary, humorous, or specific, they should concern the Society. For example, the following opening could sidetrack an otherwise smooth meeting...

"Well, the weather tonight is certainly horrible! In fact, the weather lately has been lousy, hasn't it?"

Example of proper opening...

"I want to thank each of you tonight for your attendance in view of the inclement weather. These meetings are vital to our undertaking, and we ask you to be in attendance at each and every one."

The first example opens the door for a lengthy discussion of the weather by all. The second example sets a businesslike tone from the start.

Allow Participation, but Keep the Meeting Businesslike

It is vital to allow members to participate, even lead that part of the meeting when it involves his/her particular responsibility. The Chapter Leader who totally dominates his meeting will soon find himself doing all the work. Aggressive self-starters and action-oriented members will cease showing up for such meetings.

But inviting members to participate and keeping the meeting businesslike are difficult for some Chapter Leaders to do, especially after developing friendships within the membership. Birchers possess strong personalities. They are individualists, and sometimes their enthusiasm, energy, and outspokenness can disrupt a meeting unless the Chapter Leader has firm control.

Each Chapter is unique because individuals are unique, and Chapter Leaders will have different ways of keeping control of the meetings.

Be the Leader

Even small groups need positive leadership. Although members should be encouraged to participate in a free and open exchange of ideas, when such discussions drag on too long or wander into areas outside the scope of the Society, the Chapter Leader should not hesitate to exert his prerogative in bringing the discussion to a close or moving it back to a more pertinent issue. If this is done in good taste and with consideration for the feelings and opinions of others, the Chapter Leader will earn the respect of all.

Handling Members' Reports

One of the primary responsibilities of each Chapter Leader is to keep close tabs on the members in his Chapter insofar as the work of The John Birch Society is concerned. In fulfilling this obligation, he must be careful not to embarrass or to appear to question either the dedication or motivation of individual members.

On the other hand, it is not sufficient merely to "assume" that each member is fully participating in the projects requested. Some people may be sincerely concerned and unquestionably loyal to the principles and program of the Society and yet never seem to find the time or the self-discipline to actively participate in our work. Regular monitoring by the Chapter Leader will often succeed in activating these members. As Mr. Welch pointed out in *The Blue Book*, "We need disciplined pullers at the oars and not passengers in the boat."

It is essential that the Chapter Leader collect completed Activity Reports to learn which projects have been completed. In addition, those members who were assigned tasks at the last meeting should be asked to provide short oral reports.

Asking for Oral Reports

In addition to having your leaders run "their" portion of the meeting, you need to engage the members as well. Of the several points within the meeting where members can participate, the opportunity to report on last month's assignment is the most important. A short oral report at the Chapter Meeting has the advantage of making it possible for the overall performance of the group to be appraised by the members themselves.

Moreover, members deserve recognition for their activity. Providing an opportunity for members to have their activity recognized by their peers is a great opportunity to motivate increased activity. Since it is natural for each of us to want to excel in the eyes of our friends, any pressure that might develop comes "from within" instead of from the Chapter Leader. Conversely, if members are not asked what they accomplished last month, they will assume the Chapter Leader no longer considers it important. Requests for future action will receive correspondingly less interest.

The following hypothetical dialogue illustrates how short oral reports can be requested and given smoothly:

C/L: Harold, will you give us a brief report on your assignment last month to personally give a copy of the *TNA* to three small business owners?

Harold: The first man I visited was friendly and assured me he would read it. He was also agreeable to seeing me again once he had done so. The second owner reacted so favorably when I had explained that the magazine described the many attacks upon businesses that he kept me in his office for nearly an hour! I decided to show him our *TNA* website since I could see he was on the Internet and he was most impressed. He asked me to come back anytime and indicated he would probably subscribe.

The third man was not in, so I left it with the secretary along with a note that I would drop by in a few days to get his opinion.

C/L: Betty, you asked for the assignment of getting your minister to read our latest book. How did it go?

Betty: He not only read the whole book, he bought it and indicated he would draw upon it for some future sermons.

C/L: Jim, would you give us a report on the video showing at the library as part of our *Get US out!* campaign.

Jim: We had a fairly good turn out since we produced flyers which all of us used to get people to attend besides the people we have been working on. We had three dozen new people there in addition to our “regulars.” It looks like we have more than enough people to start a video series – maybe two – on different nights and homes. We got almost all of their names and contact information. I want to thank all of you for the work that you put into this effort.

It is particularly important for the Chapter Leader to maintain tight control over this part of the meeting. It is much too easy for comments such as, "Let me tell you about that awful television program I saw Sunday," or, "Has anyone read this newspaper clipping in which..." to creep into the discussion period. It is usually wise for the Chapter Leader to preface this part of the meeting with a reminder that any item which cannot be recorded in the monthly Chapter Report and forwarded to the Headquarters should be deferred for later in the meeting. The Chapter Leader should also control the time by calling only on those with specific assignments or a particularly impressive experience. Remember, the Chapter is designed to implement solutions, Chapter meetings should be solution oriented. Other meetings should be scheduled at another time to educate on problems particular to new people.

There must be time allotted to receive individual reports on the participation of the Member on each Agenda item as an individual as he went about his business the previous month. No matter how small the effort, the participation should be recorded. Did he talk to someone about the United Nations, lend them or sell them a book on the subject. Did he loan the DVD *Overview* to a neighbor? Anything that furthered our Agenda should be captured as working on the Agenda and recorded by the number of people in your Chapter who worked in some way on an Agenda item. Go around the room and ask every member the question: What Agenda items did you work on this last month, and jot the number of people by the list of the Agenda items.

You must point out from time to time the importance of these small efforts. They are accumulative when several people are doing them locally but especially when it is thousands of members all across the country doing it at the same time. It is this accumulative effort that starts to create understanding and public opinion.

Quick Review of the Current Month's *Bulletin*

This is really the start of the action. The Chapter Leader, or his designate, should review in his own words the current *Bulletin* so as to clear up any questions, confusion, or misunderstanding about the requests which are coming from our national headquarters. We want every member to know exactly why he is being asked to participate in these particular activities.

Before the meeting, the Chapter Leader should prepare to discuss these projects intelligently and should also have a list of reference sources to recommend to those members who feel they need more information than is contained in the *Bulletin*. This part of the meeting also provides an opportunity for the Chapter Leader to inspire the members to a greater effort by stressing the positive aspects of these projects. However, the Chapter Leader may wish to defer detailed discussion of specific projects until later in the meeting when the assignments are given.

Note: To read word-for-word from the *Bulletin* is inappropriate. Such a reading is slow and boring, especially to those who have already read their *Bulletins*. We want to encourage each member to read the *Bulletin* before the Chapter Meeting. They surely won't if they know it will be read to them. On the other hand, when members come prepared, a faster-paced more action-oriented meeting is possible. Asking members for comments on particular items can help ensure that they do read their *Bulletins* in advance. Example: "Jim, what do you suppose the *Bulletin* meant by getting the US out of the United Nations will break the back of the Conspiracy's agenda?"

Discussion of How to Implement the Agenda

The Chapter Leader should be prepared in advance with a tentative plan for his Chapter: which action items to emphasize, which to skip, how to organize the activity, and whom to call on for specific assignments. However, that plan should be flexible. If during the meeting members can suggest better methods or if they show greater enthusiasm for an alternative that still meets the Chapter Leader's objectives, then alter the plan accordingly. It is much easier to secure support for a plan which members feel that they have helped to develop. Assigning member's responsibility for working out some of the details on their own also has merit.

But the Chapter Leader has ultimate responsibility to see that a satisfactory action plan is implemented. When discussion bogs down or no further input is forthcoming, he must step in to guide or cut off the discussion. Having an *advance plan* gives the Chapter Leader an important edge in providing that leadership.

A great deal of preparation & planning may be done online between you and your members. Time can be saved if programs are discussed online & the Chapter meeting simply putting the finishing touches on the initiative and /or giving "marching orders." The Internet cannot be used in place of your Chapter Meeting or soon you will not have a Chapter.

Make Specific Requests

Members are often asked to do tasks of a general nature. Becoming better informed, discussing particular issues with friends and promoting *The New American* when the opportunity arises are but a few examples. These activities can be carried out under almost any circumstance and comprise a significant part of our overall educational thrust.

However, most projects call for specific direction. For instance, if the *Bulletin* requests an outpouring of letters on some topic, merely repeating this goal at the Chapter Meeting will not necessarily produce the desired result. But if a Chapter Leader makes

specific requests in support of a detailed plan, success is usually guaranteed. Two examples follow:

"We have permission to set up a petition table in the mall on Saturday from 10:00am to 4:00pm. We need two people to work each shift for two hours. Fred, can you and Sue work from 10 to 12? Great. Harry and June, can you cover from 12 to 2? Terrific! Betty and Roy, can you take it from 2 to 4? You're going to be busy? OK. We'll catch you next time. Lavon and Pete, can you take that period? Ok, we're all covered!"

"Our Chapter is planning a special workshop for next Tuesday night at Fred's home. We will be preparing the current mass mailing. Can I count on each of you to be at that meeting?"

Much of this type of scheduling can be done online. Planning can be fun if the "juices" get flowing. Often this can be better done at a physical meeting. Leadership plays an important role in planning. Most leadership charisma is lost online & only displays itself in person.

Tie Action Requests to the Bulletin

The *Bulletin* should be the starting point of all requests for action. Concerned citizens join The John Birch Society because they want to support a national, concerted action program that can change the course of history. Accordingly, Chapter Leaders will generally receive much greater member support for the projects that members perceive are part of the national plan. In making action requests, draw on the power of national, concerted action. Anchor your plans and requests to specific instructions in the *Bulletin*.

The synergy created, both within a Chapter and within a national concerted action plan, helps drive the success of a campaign. Always stress that your Chapter is only one within a national organization, and that when thousands of members engage in a particular program, all at the same time, it results in a tremendous force, albeit hidden in many cases, being brought to bear on a particular problem. With enough force, it solves the problem.

This force, or synergy, comes about by thousands of members not just working in committees and groups, but also by their individual efforts on a one-to-one basis as they go about their normal everyday life, coming into contact with friends, family, and peers. The *organized* effort of our members means a great deal and can mean reaching far beyond our immediate influence. But, we should never underestimate the value of members simply bring up our agenda items and educating as many people as possible during their normal daily routine. This adds up, especially if the new person comes in contact with the information from two or more different directions. Our members must appreciate this fact and receive recognition for it during the Chapter Meeting and have it recorded in your Chapter Report.

A superbly practical method for driving the planning and delegation portion of your meeting is to consider consecutively each action request in the action summaries of the *Bulletin*. Each member can have his *Bulletin* open and follow along. For each request,

open discussion on how to implement, make assignments and obtain commitments, then proceed to the next request. This simple procedure is easy to manage and signals to your members that what they are being asked to do flows from the national program.

Handling of Local Projects

There may be an occasional opportunity for the Chapter to take on a local project not specifically mentioned in the *Bulletin*. These projects can certainly be a factor in keeping the morale and *esprit de corps* of the Chapter at a high pitch.

There is a need for caution, however, so as not to go overboard on such activities. If a Chapter is working aggressively on national agenda requests, there is likely little time left for local projects.

However, occasional local projects can be very worthwhile when an opportunity arises that is compatible with our philosophy and/or *is an extension of a JBS Agenda item*. Local issues arouse strong passions and often provide unusual opportunities to reach citizens on a particular issue and then show them the bigger national picture. An example would be a proposed local ordinance that would infringe upon our Second Amendment guarantee. *It is wise to check with your Coordinator prior to implementing.* Never forget that your membership joined the Society to work on the Society's Agenda and may not wish to be part of a local initiative.

It is well to realize that many conservative groups and individuals would naturally enjoy having their ideas and projects carried out by our Chapters. In fact, they would relish the opportunity to speak at Chapter Meetings to secure that support. Obviously, this should not be permitted regardless of how honorable such intentions may be. The Society was formed by Robert Welch and is being sustained by dedicated men and women across the country to promote the Society's programs. Others are free to establish their own groups in order to carry out their particular programs.

Understandably, members are concerned with local affairs and that is good. It is best, however, to keep discussion of political candidates and other such extraneous matters out of the official business portion of the meeting. These matters are best deferred until after adjournment where they can be discussed by those who are interested. Even *this practice can cause you to lose members* if they are not interested or especially if it involves a political candidate they may not like. The member will not tell you and embarrass everyone, but they simply will stay away from the Chapter Meeting after a time and perhaps even drop out of membership.

Local projects can lead to tremendous growth and success of your Chapter and area if the project is *directly* tied to our agenda. The real secret to success and growth is always selling The John Birch Society in the process (recruiting). Selling the JBS means offering an immediate solution, this ultimately becomes the long range solution as new people gain more understanding.

Please discuss chapter local projects with your Coordinator.

Optional Action Portion of Meeting

Many Chapter Leaders prefer to combine *a group activity* within the framework of their monthly Chapter Meeting. The primary benefits of this approach are efficiency (one meeting may be able to take the place of two) and everyone can leave with a sense that something was accomplished. However, this should not take the place of, or precedence over, planning group outreach activities to be conducted between chapter meetings.

But there are also some real dangers to including regular action projects within the Chapter Meeting. As individualists we don't like to be forced into the same mold. We all have differing abilities, likes, and dislikes. If the time commitment is small, then the accomplishment is also small relative to what the goal should be for member activity. Some members may feel that they have done their duty simply because they did some activity at the meeting. If it becomes the normal practice, outreach will wither and die. If the time request is heavy, then the additional time commitment may deter attendance or even irritate the host. Even if the meeting is broken into two parts with attendance for the second period optional, members may find it awkward to leave early and those leaving may demoralize those that stay. Moreover, an inflexible routine may be perceived as busy work.

Recommendation: Make an action portion of the meeting the exception rather than the rule. Save this option for special high-interest projects, when combining two meetings is convenient for almost everyone.

PART 3: AFTER THE MEETING

Take Stock

Good, effective procedure insists that every operation be evaluated at its conclusion to see what lessons can be learned for future improvement. Similarly, you can improve your skills as a leader by taking stock after each meeting. Nobody runs perfect meetings and many meetings do not follow plans entirely. Evaluate your own performance: Consider what you did right, what went wrong, and what you can do to improve results next time.

A good yardstick against which to measure success is to ask this question: As a result of my meeting tonight what activities can my members be expected to undertake in the month ahead especially group chapter activities? If most members left with a firm commitment to a specific plan of action, you can give yourself an "A" for accomplishing the primary objective of the meeting.

Investment in Increasing Attendance

Those that did not attend the meeting should be called the night after the meeting. This will emphasize the importance of the meeting. At the same time get commitments from them for group activities planned in the month ahead. You might even ask a few

members to call those who did not attend and brief them on the meeting's activity. Or this can be done online. The most effective?: in person.

Follow Through Between Meetings

Most of the work of the Society takes place between Chapter meetings. Follow-up by the responsible leader is necessary to ensure successful completion of projects. For example, if a speaker is scheduled for the month, the Chapter Leader or Ticket Chairman should stay in frequent contact with the members after the tickets and flyers have been distributed for them to sell to prospects.

It is extremely important that the Chapter Leader *have weekly contact with new members*. Calling new members to motivate them to read a specific article in *The New American* or in the *Bulletin* is certainly in order.

Visiting one or two different members each month ensures that each member gets individual attention from his Chapter Leader. If the Chapter is active with a high degree of participation, the C/L will see them in the course of the Chapter activities. However, there is no substitute for building personal relationships with your members.

PART 4: OTHER "DUES" AND DON'TS

More Advice on Increasing Attendance

To succeed in our mission we need maximum participation. But it is difficult to organize activity around members who attend the monthly Chapter Meeting irregularly. To achieve good attendance, particularly from those members most anxious to work, the meetings must be worth attending. Plan meetings in advance, start on time, and don't drag the meeting out. As already noted, *don't* read the *Bulletin* verbatim and include everyone.

Make certain the meeting is action oriented and does not degenerate into debates on issues or religious differences. There is nothing more demoralizing to an aggressive individual than attending a meeting for the sole purpose of discussing how bad things are. People join the Society because they feel they can be part of the solution and that they can make a difference.

In today's world people have filled their time off with meaningless activity and/or entertainment. Members will always ask themselves if they really have a function, responsibility or necessity to attend meetings. Entertaining members may work at first but will soon become counter-productive. Giving people responsibility & leadership works best.

Another obvious way to increase attendance is to spur recruitment of new members. Leading an aggressive Chapter will encourage members to recruit as they will want to recruit prospects into an action group.

Membership Dues and Additional Financial Support

Dues are collected by the Headquarters. However, there may be rare instances when a member wishes to submit annual dues to the Chapter Leader. The Chapter Leader should then send in a check noting on the Chapter Report what he has done.

Obviously, members' dues provide only a small fraction of the total operation costs of the Society's various divisions. For this reason, members are encouraged to help in other ways. Some will decide to acquire Life Memberships in the Society. These may be paid with installments if desired. Contact your Coordinator or Headquarters for details.

The Continuing Support Clubs have become an excellent source of income. Some Clubs package a member's dues and subscription to *The New American* by way of these monthly donations. Please ask your Coordinator for a few pertinent forms to keep on hand.

Local Assessment of Dues

Assessments of any kind are out of order. All that we require from members are appropriate dues payments which are normally collected by the Headquarters, nothing more. There would be turmoil if every Chapter Leader decided to assess his members in order to finance a specific project. Soon we would have as many requests for assessments in the Chapter as there were members. And each member would be squabbling about having to financially support a project he did not agree with or did not have the means to support. Assessments generated at the Section Leader level would be even more chaotic. Assessments, of course, have nothing to do with voluntary contributions.

SUMMARY

The Chapter Meeting will likely be successful if the Chapter Leader makes certain to do the following:

- 1) Ask for verbal reports on last month's assignments (involve members in the meeting by giving them an opportunity to express themselves and receive recognition for their accomplishments);
- 2) Delegate specific tasks (obtain firm commitments) for the coming month;
- 3) Delegate leadership positions within the Chapter;
- 4) Gets his members reading, especially *The New American*.

If members go away from a Chapter Meeting with the feeling that little, if anything, was accomplished, their interest in attending the next meeting will be lessened. On the other hand, if they are included in an organized Chapter effort to be carried out during the next 30 days, their feeling of involvement is assured.

The Chapter Leader needs to treat each member as an individual, but at the same time promote the value of organized effort and concerted action.

Any member who conscientiously reads the monthly *Bulletin* will find more than enough to do in order to stay busy all month. But since many members are not self-starters, the leadership of the Chapter Leader is essential.

The Chapter should set goals. The *Bulletin* outlines national goals but your Chapter should translate these into local goals.

And, finally, the Chapter Leader should encourage members by citing examples of participation and success. The Chapter Leader should always be aware of the need to build morale. When attendance at a business meeting is light, or when the Chapter Leader has difficulty getting people to turn out for presentations, a boost in morale, not a negative critique is needed. Most people are motivated more strongly by hope than by fear. Anyone continuing to study will stay aware of the problem, but will not necessarily become convinced of our chances for victory. *It is a vital responsibility of the Chapter Leader to repeatedly stress our accomplishments and our potential for victory.*

Chapter Report Instructions

A Chapter Report should be submitted every month regardless of the circumstances. The Purpose of the Chapter Report is for Headquarters to record the activity level of our Chapters and the Agenda they are participating in. We cannot get a true picture of our strengths and weaknesses if we cannot see the Chapter reports.

Go to JBS.org website and log in as a member. On the members' page, under "JBS Leaders," click into "Submit Chapter Report." The Report will come up. If you need instructions, click the Instructions bar to the right. After the Report is filled out, click the "Submit" icon at the bottom.

1. Fill in the name of the person who is the Chapter Leader as well as the Chapter numerical or alphabetical designation.
2. The number of members in your Chapter is all members in good standing who are assigned to your Chapter.
3. The number in attendance is the number of members who actually attended your Chapter Business Meeting.
4. The number of members working on our Agenda may also include those who did not attend the Business Meeting but from whom you have received a report of their activity. We want to know how many are participating even if they could not make the meeting.
5. Each of the Roman numerals corresponds to the major JBS Agenda headings. If any member did anything within that Agenda heading, even a sub section of the numerical agendum, count it as working within the general heading.
6. General & Misc. Comments includes any special information you believe pertinent to reporting about your Chapter. This may include a member moving and their new contact information, the death of a member, the number of new recruits, etc., plus any Agenda items your Chapter worked on as a group activity. Did you host a speaker – the results? Does your Chapter have an ad hoc committee effort or campaign? Any information regarding these activities and their results would be appreciated.



Chapter Report



[Chapter Report Instructions](#)

Month	
Day	
Year	
Chapter Leader	
Chapter Designation	
Email Address	
Number of members in chapter	
Number in attendance	

Number of Members Working on the Agenda (the Roman Numeral designation will include any sub-agenda work within its heading):

I	
II	
III	
IV	
V	
VI	
VII	
VIII	
IX	
X	

General and Misc Comments (Include any Agenda items your chapter is working on as a group activity).

CHAPTER FOUR

An Individual Outreach Program

The job is not too unsell a majority from something [Communist slavery] they want or think is good for them, but to enable a preponderant majority to resist and refuse something they do not want. Truth, reality, human instinct, and the overwhelming weight of human desire are on our side.

...All we must find and build and use, to win, is sufficient understanding. Let's create that understanding and build that resistance, with everything mortal men can put into the effort - while there is still time.

Robert Welch
The Blue Book

We are all familiar with the above quotations from *The Blue Book*, particularly the later. With several decades of experience, we know that Mr. Welch's assessment was right. Although we haven't won the war, those battles we have won were won because we were able to create sufficient understanding about a particular person or issue.

Each active member can exert a significant influence upon a group of people if he or she is organized and equipped with solid information. The objective of an outreach program is to help each member organize a basic level of influence (rather than leaving it to chance) and direct that influence for maximum impact. The Chapter Leader's role is to organize much of the activity, provide needed direction and training, and encourage every member to participate.

The outreach program provides a plan for organizing several powerful principles of good development and influence: 1) a "rifle" approach with follow-up; 2) emphasis on personal attention; and 3) leveraging some of our influence by targeting opinion molders. A thorough discussion of how the outreach program fits into our overall strategy is provided in Appendix C. Here we describe how the plan works.

Each participating member in the outreach program has three specific targets:

1. Influence *voting households directly* with JBS materials three times per year;
2. Focus special attention on *10 influential local opinion leaders*; and
3. Focus special recruiting attention on *6 prospects for membership*, which may be included in 1. and 2. above.

VOTING HOUSEHOLDS

For this part of the outreach program, each member is asked to select convenient targets for JBS materials four times a year. Usually the member will want to choose residences in the member's own neighborhood. The member who lives in a sparsely developed rural area or a highly developed urban area may wish to make another choice. Businesses are acceptable alternatives to residences. The number will vary from

member to member. The number disseminated must be convenient, both in accessibility and time.

The same homes or offices should be used to have the desired, cumulative impact. The number to be passed out will depend on the ability of the member to purchase and devote time to personal distribution and visitation.

The success of the outreach program depends on the leadership of the Chapter Leader. Human nature being what it is, merely admonishing members to order materials and distribute them when they have a chance will achieve little. It is incumbent upon the Chapter Leader, or his designated assistant, to organize both the purchase and the distribution.

At the next Chapter Meeting, the Chapter Leader should develop a plan for an organized distribution within 30 days and obtain commitments. These commitments should be modest until the comfort level and individual results are evaluated. It will vary. This is a good project for group activity, in a specific neighborhood. Attempt to persuade most members to set aside the same day for the distribution. Members often enjoy the camaraderie of meeting at a restaurant for breakfast before getting started and then, after the materials have been distributed, reconvening at the same restaurant to compare war stories. Pairing off members to work the same neighborhood also increases camaraderie and participation. When one member's route is completed the pair can continue with the other member's neighborhood. Or families can work together - the bigger the family the longer the route.

Any method of personalized distribution that ensures the materials will be noticed by our intended "recipients" is acceptable. However, the more personal attention we give to the recipient the greater will be the impact. Where practical, door-to-door distribution is much preferred over mailing. And distribution during daylight hours further raises our visibility and makes personal contact much more likely. This contact can be invaluable in locating new prospects. As members hand out the materials, they should make it easy for neighbors to offer an opinion. From these responses opportunity for follow-up calls with additional information may be obtained.

Ringling the doorbell and handing a reprint to a resident with an appropriate comment can be very productive. By briefly explaining to their neighbors what the material is and why they are passing it out, members will ensure that the material receives much greater attention. Any residents indicating that they are not compatible with the principles for which we stand may be bypassed on later trips. Members can also develop the confidence to open up conversations with neighbors if from time to time they are organized to work alongside of a more experienced member. (A key to self-confidence in making any call is conceiving a mini-plan in advance. An effective plan must include specific objectives, fall back alternatives, and the outline of a presentation.)

Members should be cautioned not to place materials in mail boxes reserved for U.S. Mail. It is against the law. Also, never walk anywhere other than the sidewalk of the

walkway up to the front door. Many people get upset over walking on their lawn or other landscaping.

Although distributing materials four times per year is sufficient to meet the goal of this part of the program, it only makes sense to reinforce our efforts with an additional contact. When our Birch Agenda calls for a moderately widespread distribution of an inexpensive piece, revisiting the household's route may be the answer. Examples could include an announcement for an upcoming speech or a one-page flyer having general and significant impact, or a reprint on a vital issue – particularly if it has a local impact.

Part of your plan for distribution should include a video showing/series in the neighborhood or area to draw interested parties to our program. This is the most effective thing you can do. It can lead to and has led to multiple neighborhood Chapters in any city where it has been carried out for a length of time. Distribute literature within a small area, have video series in the area, and a group presentation in the area: new Chapter!

It may take time for the distribution to reap results. It is a fact of persuasion, that it takes nine moves before a person is ready to do something as a result of these moves. The more you plan for simple pieces at first, the better the results in the end. In other words, do not try to move the person all the way with the first piece of literature, or the second one. If nothing else, the Insider minions in your community will have a fit over the fact that you are reaching out to your neighbors directly, circumventing the media, and educating them against Insider plans.

TEN INFLUENTIAL LOCAL LEADERS

This part of the outreach program consists of a much more focused effort directed at influential local opinion molders. The multiplying impact on local opinion can be incredible. The results will depend largely on the planning, initiative, and imagination of the Chapter Leader, particularly in the beginning. Here is truly a program where aggressive leadership can reap big gains.

The *first step* of the plan is for each member to "adopt" ten local opinion molders. The balance of the plan is for the member to develop and maintain a trusted relationship with "his" opinion molders as a provider of valued JBS information and perspective. The relationship can be exercised by mail or in person or preferably by mixing up both approaches.

Opinion Molder Selection

The first step in getting this program off the ground is to guide members in their selections of opinion molders. Although highly influential leaders may appear to be the most attractive candidates for this program, members should choose from among those whom they have a realistic chance of influencing, particularly those they may have met or actually know.

Members should first consider those opinion molders they already know or can reasonably expect to come in contact with. It is more effective if the member knows the

opinion molder. If more than one member knows the same opinion molder, encourage these members to include the same opinion molder on their list. In this manner, the impact on the opinion molder is geometrically greater and will reap greater rewards. The members, even though they have the same person on their list, should work somewhat independently. If an opinion molder is approached from more than one angle or person, they get the impression of constituent pressure, not just “Birchers.”

Examples would be merchants, professionals, educators, religious leaders, or local officials. Anyone worth influencing solely on the basis of his or her sphere of influence would be an appropriate choice.

As a member's confidence grows, the Chapter Leader should challenge the member to aim higher by substituting several local leaders with greater influence.

One option is to ask a member to specialize with most of his or her ten opinion molders in one category of particular interest to the member. There are several advantages of specialization such as 1) efficiency in planning contacts and 2) becoming more of an expert in the issues of interest relative to that category.

Chambers of Commerce and the local library can provide good lists of civic leaders, elected and appointed officials, church leaders, media representatives, and influential business and professional leaders. From the medical profession, members can select doctors, dentists, chiropractors, and pharmacists. In education, consider teachers, professors, and school boards. Good examples among small business owners include manufactures, contractors, developers, farmers and ranchers, and gun shop owners. Never assume that media personnel such as editors, anchormen, or radio personalities cannot be influenced or are on the “other side”. They may simply be ignorant of facts they need. We have them.

Once a member has his own list of ten opinion molders he should begin recording all contacts - dates, literature mailed, or subjects discussed.

A member should occasionally update his list. Any opinion molders that turn out to be unappreciative or only marginally appreciative of the information should be replaced. However, if a productive relationship develops with an influential opinion molder, by all means preserve the relationship. And, if a strong potential for recruitment develops, transfer the opinion molder to the recruitment list.

Opinion Molder Development

The member's goal with each opinion molder should be to leverage influence in three ways: 1) by permanently changing the thinking of the opinion molder; 2) by supplying the opinion molder with ideas and information which the opinion molder will want to pass on to others; and 3) possible recruitment in the future. The latter may not be realistic with some opinion molders who we want to influence but they may not rise to the level of character we desire as a member. A local official we will want to influence to do the right thing politically, but they may do the wrong thing in their personal life preventing them from membership in the JBS.

The development program can be organized in a variety of ways to meet the objectives. Here are some guidelines:

The *Bulletin* makes specific suggestions appropriate to particular opinion molder categories, but a successful program requires that the Chapter Leader take charge.

To ensure that opinion molder development receives the attention it deserves, Chapter Leaders should include some proposals in practically every meeting. Often the assignments need involve only a few of the members and selected groups of opinion molders. However, to ensure that no opinion molders are totally neglected, we recommend that Chapter Leaders organize several assignments each year appropriate to all opinion molders.

Contacts are most effective when they appear to be spontaneous - motivated by an issue of genuine interest to either the member or the opinion molder - as opposed to routine mailings. Accordingly, monthly mailings would probably be counterproductive, although, if the member can afford it, a gift subscription to our bi-weekly magazine *The New American* would be most appropriate.

Depending on opportunities, some opinion molders might be contacted more frequently than others. A reasonable goal would be for a member to offer each of his adopted opinion molders an average of four to six information pieces per year.

There are no restrictions on development tools or tactics: videos, flyers, reprints, speech invitations, books, and special editions of *The New American*; given away, lent, or sold.

Current information pieces that relate to the opinion molder's natural specialty (e.g., an article on regulations for businessmen, an article on socialized medicine for doctors) are logical choices for use in development. Be alert to such opportunities. But not all contacts need fall in this category. For example, information on threats to the Constitution certainly deserves the attention of every responsible citizen.

While outreach materials are appropriate for our household routes, or personal lists, we highly recommend emphasizing *The New American* in developing opinion molders. There are several reasons. One is that our magazine is superbly professional in appearance and a great door opener. It is easy to select an issue that closely targets the specialty of the opinion molders. A second reason is that an interest in reading one article may just lead to interest in another. And most important is the potential for persuading the opinion molder to subscribe - a major development milestone.

If *The New American* is used, after a short period of time, you *must* sell a solution to the overwhelming problems he will read about in the magazine, and soon. Generally, businessmen and politicians want solutions. They are problem solvers and look upon those who only identify problems without offering solutions as bothersome people.

Personal calls are particularly challenging for a Chapter Leader to organize, yet correspondingly effective. Effective personal calls can be as informal as dropping off a paper-clipped copy of a magazine with a businessman's secretary accompanied by a personal note. Assigning such contacts to teams can be a good tactic. The Team Recruiter program renders an invaluable assist in developing the confidence of members to make such calls, although you may lose the look of being concerned constituents. A concerned constituent may be the best initial approach since all elected officials think in terms of being re-elected. (See Chapter Five on Team Recruiting)

Ideally, the Chapter leader would hope to shift some of the initiative for planning contacts to the responsible member. With experience, some members will begin to read *The New American* with an eye to which articles might be of special interest to their opinion molders. And of course the *Bulletin* frequently suggests such opportunities.

SIX PROSPECTS FOR MEMBERSHIP

As a foundation for carrying out recruiting responsibilities, each member is asked to identify his or her six best prospects for membership. The member then prepares a plan in consultation with his Chapter Leader, a Team Recruiter, or other members to develop the understanding of these prospects to the point where the prospects can intelligently decide to join or not to join.

Recommended development includes such activities as: lending videos, showing the video in your home or theirs; mailing or providing literature; selling or donating a subscription to *The New American*; providing individual presentations with a Team Recruiter; inviting (and taking) to JBS Speaker programs, video series, or group recruiting presentations.

Members should not present themselves as merely information agents on problems. They should offer prospects solutions and leadership. Concentrate on three development milestones:

1. Involving the prospect in JBS projects;
2. Persuading the prospect to increase his ability to influence others by subscribing to *The New American*; and
3. Leading the prospect to membership in the Society.

Members should update their lists periodically as prospects react to development efforts (e.g., join) or as new and more worthwhile prospects appear. Sometimes one of a member's opinion molders can be moved to the prospect category.

The individual outreach program is not set in concrete. Members should only handle the number they are comfortable with, in any category, in time, expense, and ability.

There are two things to take into consideration, only 18% of the people are thinkers. The rest are “feelers.” They respond differently. You have to find out what they “feel,” then you can better plan your moves to develop them into members.

The second thing is that if they do not have a good educational foundation, they may be unable to accept your level of education. You have to start them out on an understanding of the basic fundamentals of sound government and the Constitutional principles they never learned in school.

The best way to do that is to give them the DVD, *An Overview of America*. Millions of people have seen this video. *You cannot go wrong with starting any educational project or video series with this well-accepted work*. The price on this video is less than some reprints when ordered in quantity.

We also recommend involvement in community organizations as a means to help the organization understand the dangers that face our country and the Constitution as the remedy to nearly all of these dangers. It is a good way to find activists who will be willing to link arms with you in The John Birch Society.

MY SIX PROSPECTS FOR MEMBERSHIP

Choose from among your friends, neighbors, relatives, business and professional associates, fellow club members, alumni, or classmates, members of your church, etc.

DEVELOPMENT NOTES

1. Name: _____
Address: _____

Phone: _____
Email: _____

2. Name: _____
Address: _____

Phone: _____
Email: _____

3. Name: _____
Address: _____

Phone: _____
Email: _____

4. Name: _____
Address: _____

Phone: _____
Email: _____

5. Name: _____
Address: _____

Phone: _____
Email: _____

6. Name: _____
Address: _____

Phone: _____
Email: _____

Remember the 500!

MY TEN INFLUENTIAL OPINION MOLDERS

Those ten I will influence, so that they will influence others and shape public opinion. Share magazines, lend DVDs, invite to speeches, etc.)

One Religious Leader I could influence:

Name: _____

Address: _____

Phone: _____

Email: _____

One Influential Family Member or Friend:

Name: _____

Address: _____

Phone: _____

Email: _____

Two influential Businessmen or Businesswomen I know and plan to influence:

Name _____

Name: _____

Address: _____

Address: _____

Phone: _____

Phone: _____

Email: _____

Email: _____

Two politicians, or political party leaders, I plan to influence:

Name: _____

Name: _____

Address: _____

Address: _____

Phone: _____

Phone: _____

Email: _____

Email: _____

Two Radio show station talk show hosts or owners, or other media (billboard co. owner):

Name: _____

Name: _____

Address: _____

Address: _____

Phone: _____

Phone: _____

Email: _____

Email: _____

I educator to influence teachers & students: Professional (accountant, doctor, dentist):

Name: _____

Name: _____

Address: _____

Address: _____

Phone: _____

Phone: _____

Email: _____

Email: _____

One newspaper Editor or Owner:

Name: _____

Name: _____

Address: _____

Address: _____

Phone: _____

Phone: _____

Email: _____

Email: _____

Professional (architect, chiropractor, etc.):

Name: _____

Address: _____

Phone: _____

Email: _____

Remember the 500!

CHAPTER FIVE

Team Recruiting Program

We have two additional comments or suggestions. The first is a very serious recommendation that more members form a team of two for carrying out recruiting activities. Then each member of the team reinforces the courage, ideas, judgement, determination, persistence, and persuasiveness of the other. This arrangement also leads to the formation and maintenance of more regular schedules for recruiting actives. And a hardworking and successful team has more occasion than does a single individual to take pride in its accomplishments.

Robert Welch
JBS Bulletin, February 1969

In the *Bulletin* for September 1970, Robert Welch estimated, "There are today four million members of the adult population of the United States who have a *highly favorable* attitude towards The John Birch Society." Now, after years of educational activities by tens of thousands of Birchers, there must be several million more adults that have a favorable attitude toward us. There is anecdotal evidence that this is true. That represents a golden opportunity!

You may try an experiment. Start talking about the Society to strangers as you go about your business. You will find that they either have not heard about us or almost always favorably disposed. The reason that they are not members is that they have never been asked!

The best method of recruiting is one-on-one. However, there are many instances when this may not be realistic due to the personality of our member who can't seem to be able to talk to people about joining our Society or the person we want to join tends to be hard to convince. In these cases, a team works better. Another instance where teams work better is that it is a group effort and procrastination can be less of a problem with a two people wanting to press forward – one will re-enforce the desire of the other, although the schedule of two busy people can be a problem when it comes to working together.

We do not want the team effort to replace any emphasis on individual member recruitment. Teams are good for building experience and confidence. They may be used to help a member who can't seem to get the job done but, they should never be used to supplant individual responsibility and effort. Cardinal rule: the person who knows the prospect for membership best is the person to ask the prospect to join.

In order to capitalize on increasingly favorable recruiting opportunities, we must put more emphasis on prospect development efforts by individual members. And the best way to do that is through a nationwide effort. Hence, our Team Recruiting program. Our basic approach is outlined as follows:

Primary Objectives:

1. Conduct a program which will involve the general membership more directly in prospect development and recruitment, and enlarge the effective recruitment/closing team;
2. Give opportunities, training, and recognition to talented and dedicated individuals who develop recruiting skills and make individual commitments to the recruitment program; and
3. Place emphasis and responsibility on the field staff for leadership training and personal involvement with the general membership in the recruiting process. This is usually accomplished by scheduling the Coordinator to conduct a group presentation for your Chapter.
4. Develop the team recruiters to a level where they are recruiting all of the time, not just when they are with the other members of the team.

Team Recruiter Job Description

A Team Recruiter is a member of a local Chapter who has been trained by a member of the field staff or Section Leader to:

1. Function in Team Recruiting:
2. Work with a specific Team Recruiting companion. Ideally, the entire chapter should be Team Recruiters. They can enjoy the increased camaraderie of working together; this is especially true for husbands and wives. At first you may only have one team.
3. Make calls with other members of the Chapter in order to help members develop their prospects and to help members develop their confidence and skill in personal calls. Such calls need not be limited to prospect development calls. For example, the Chapter Leader may appropriately ask a Team Recruiter to help develop another member to call on opinion molders as part of the individual outreach program. When two Team Recruiters split off to make calls with other members they effectively double their efforts;
4. Support and inspire the videoactivism and recruiting activity of the other Chapter members;
5. Organize recruiting generally, under the direction of the Chapter Leader, with the specific responsibility to plan and prepare regular group recruiting presentations to be conducted by Coordinators;
6. Commit to this responsibility for specific intervals (progress will be reviewed at the end of each month); and
7. Commit to devoting *at least one evening (or day) per week actually making calls.*

Field Staff Responsibilities

The Coordinator is to:

1. Have each Chapter Leader be responsible for the selection and training of certified Team Recruiters where it is possible to do so without compromising standards;
2. Coordinate his recruiting presentations with the Chapter using his Team Recruiters; and
3. Set specific recruitment and new Chapter goals with Team Recruiters; and
4. Hold meetings periodically with Chapter Leaders to:
 - a. Train
 - b. Discuss old and new techniques; and
 - c. Recognize and reward success.

Volunteer Leader Responsibilities

The Section Leader is to:

1. Be a Team Recruiter;
2. Meet periodically with the Chapter Leaders, under the direction of the Coordinator for the purpose of:
 - a. Helping the Chapter Leader train individuals as Team Recruiters;
 - b. Discussing old and new techniques; and
 - c. Recognizing and rewarding success.

The Chapter Leader is to:

1. Call on the Team Recruiters to report progress and coordinate all team recruiting efforts at every Chapter meeting; and
2. Encourage and even assign and train Chapter members to pair off as Team Recruiters.

Expected Results

This program to involve more members in the recruiting process as Team Recruiters accomplishes the following:

1. Accelerates our membership growth, thereby providing The John Birch Society an earlier opportunity to accomplish its mission;

2. Engenders excitement, and motivates our members to want to be a part of this effort;
3. Gives good members the confidence they need to become good recruiters and to help build the JBS; and
4. Provides other members of the Chapter the opportunity to make calls with an experienced Team Recruiter and thereby develop the skills, confidence, and ability to influence strangers effectively through personal contact. The effectiveness of the entire Chapter benefits.

Remember, Team Recruiters should never become a substitute for individual responsibility and should be used only to enhance the ability of *all Chapter members* to reach Chapter recruiting goals.

CHAPTER SIX

Group Recruiting Presentations

*But on one man's soul it hath broken,
A light that doth not depart
And his look, or a word he hath spoken
Wrought flame in another man's heart.*

O'Shaughnessy

"The Music Makers"

Quoted in *The Blue Book*

Purpose

Experience has shown that the only way we can produce the kind of solid growth we want and need is through educational development culminating in formal introductory (recruiting) presentations of The John Birch Society.

Usually it is not until prospective members are able to get away from distracting influences that they will be in a position to reach any definite conclusions regarding their desire to join. So the formula is quite simple. Those Chapters which *do not* schedule routine presentations sometimes grow. Those that *do* schedule routine presentations always grow.

Your local Coordinator will be more than anxious to help you work out the details for these presentations. (Coordinators also train Section Leaders and Chapter Leaders to give recruiting presentations.)

When

It is strongly recommended that each Chapter (or adjoining Chapters in closely populated areas) sponsor these meetings regularly - monthly, bi-monthly, but at least once per quarter.

Where

Mr. Welch always stressed that The John Birch Society was built in the living rooms of America. We still prefer the atmosphere of the living room for recruiting presentations. The home may be that of a member or prospect. Friendships are established in a home and the prospect gets used to meetings in a home. Public venues, such as restaurants or libraries establish acquaintanceships at best and do not bond a chapter together to the level necessary for complete success.

Who

All members should be encouraged to attend and *bring* prospects. Members should also be encouraged to sit with their guests throughout the meeting, encourage them to purchase appropriate literature, and ask them to join. The group presentation is far more successful if it comes at the conclusion of a 3-part video series. Indeed, any

presentation is only as successful as the work that has been done before to prepare the prospects in attendance.

How

The Chapter Leader, a Team Recruiter, or someone else in the Chapter should:

1. Arrange for the time, date, and place of the meeting. It is best if the location is the same as the Chapter Meeting unless you are trying to establish a new Chapter in a new neighborhood. Having it in the same place will make the recruit familiar with the location and the family who owns the home;
2. Notify all members well in advance and urge them to contact their prospects;
3. Follow up with telephone calls one or two days before the meeting;
4. Make certain that the appropriate equipment is available;
5. Ensure that pertinent literature is available for sale (along with sample copies of *TNA*, subscription cards, *Bulletins* and applications for membership);
6. Eliminate or minimize distractions during the meeting such as small children and pets;
7. Make follow-up appointments with those prospects who do not join at the meetings.

Meeting Format

1. Start on time
2. Have someone say a prayer and lead the pledge;
3. Welcome guests and thank host;
4. Introduce JBS leadership;
5. Introduce recruiting presentation;
6. Promote literature for sale;
7. Pass out applications;
8. Make a group appeal to join; and
9. Adjourn for refreshments and personal appeals to join.

Note: It is important to make personal calls on those who attended, but did not join, a few days after the recruiting presentation.

Section on Video Series

Chapter presentations will always be more successful if preceded by a video series. This puts more organization behind the recruiting effort. It also puts an undergirding of education in the prospect. At the same time, the video showings are non-committal. The prospect attends the meetings in a home, forming a bond with the members without commitment. This helps prepare them for the recruiting presentation. The series can be from 3-8 weeks in duration, whatever works. We are aware of those who have continual video showings and their growth is very good. Only JBS approved videos should be shown.

A note of caution: Members should only invite people that you want as members. We only want people of good character and religious ideals. Do not think that filling the room is a good idea if that means inviting someone that will reflect badly on the guests who will be asked to join. They will think that you want a person with a lack of character or decorum to be a member as well and they will reject membership.

CHAPTER SEVEN

The Section Leader

The purpose of appointing a Section Leader is to achieve a high degree of personal contact and supervision of all Chapters within a specific geographical boundary. (This may or may not include any Business and Professional Chapter in the area.) The number of Chapters assigned to any one Section Leader will vary from two or three up to twelve or fifteen. The actual number in any given case will be determined by the size of the area, the population concentration, the degree of membership development, and the amount of time which the Section Leader can devote to the job.

The Section Leader will be appointed on the basis of his proven record of leadership and accomplishment on behalf of the Society's work. In most cases, this will mean that he will come from the ranks of our most successful Chapter Leaders.

The duties of the Section Leader are as follows:

1. Appoint, train, and supervise Chapter Leaders. The Section Leader should never lead a chapter, rather, he should appoint and train Chapter Leaders and with the Chapter Leaders help train other Chapter leadership. Whenever an existing Chapter Leader must be replaced or a new Chapter formed, it is the responsibility of the Section Leader to select and thoroughly train the new leader.
2. Attend Chapter Meetings. The Section Leader should attend the first two or three meetings of a new Chapter and/or Chapter Leader just to make sure that it starts off on the right foot. After the Chapter Leader has become seasoned, however, it will seldom be necessary or desirable to attend more than once a quarter. By periodically attending Chapter Meetings, the Section Leader can see how each Chapter is functioning. It is proper for the Section Leader to make a few comments at the end of the meeting, but he should keep his remarks very brief so as not to dominate the proceedings.
3. Assist the Coordinator in selecting and training leaders for cross-chapter committees (e.g., a speakers committee). The Section Leader is to facilitate cooperation between the local Chapters and these committees. He should periodically attend the committee business meetings, participate in their local activities, and attend all engagements of the JBS Speakers Bureau.
4. Review the monthly Chapter Leader Reports. The Section Leader should study these reports carefully to determine if there are problems within the Chapter and use this information for the basis of periodic discussions and training with the Chapter Leader. From time to time, the Coordinator will want to review these files in order to keep himself informed of the overall progress of each Chapter.

5. With the approval of the Coordinator, the Section Leader should initiate action to form new Chapters. The Section Leader should observe which Chapters have the opportunity to start new organization with one or two couples within a Chapter or completely “from scratch.” When the new Chapter is formed, the Section Leader should send Headquarters a completed New Chapter Formation Report. (See sample in Chapter Eight.) To ensure smooth processing, he should be careful to include any new applications and appropriate dues. The Section Leader should also send a copy of the completed New Chapter Formation Report to this Coordinator.
6. The Section Leader must be careful when forming new chapters out of established Chapters that he does not destroy the synergy and thereby diminish effectiveness rather than enhance effectiveness by the split. Ascertain the possible split of a Chapter along geographic lines: the neighborhoods that the members live in may be a distance apart. Another means is by the general friendships that occur within the Chapter. Some may tend to be grouped into two friendship groups that would be ideal for them to have their own Chapters. Etc. Again, the key is maintaining the synergy of the members. And, never split just because the Chapter has grown too large until you have developed a natural split by getting two groups working together and/or getting them used to the idea of a split as a positive progression in the growth of the JBS. Too often, splits have destroyed both halves of a successful Chapter.
7. Process leads and referrals. When leads and referrals are received by the Section Leader, it is preferred that he follow up each one personally, if possible. The Section Leader should maintain a file on each referral to facilitate recording the results and general progress of each contact. The Section Leader should delegate leads to his responsible Chapter Leaders, following up to ensure the leads have been contacted.

When the Section Leader sees a potential leader among the leads, he should consider working with that lead to form new organization rather than assign to a Chapter by trying to enlist the lead in recruiting his own Chapter among his circle of friends.
8. One of the most important responsibilities of each Section Leader is to stimulate the membership within his area to schedule as many recruiting presentations as possible. The recruiting presentations may be conducted by the Section Leader, Coordinator, or a Team Recruiter.

When the Coordinator conducts these recruiting sessions, the Section Leader attends so that he will be able to assist in forming any new Chapters that may develop or in placing new members in the proper existing Chapters. Attending will also enable the Section Leader to evaluate prospects, help answer their questions, urge them to join, and obtain names and addresses for follow-up on those who did not join immediately.

In some cases, there will be opportunities lost because one couple who are interested in joining will monopolize the time of the Coordinator and a second, third, or fourth couple will not have ample time to have their personal questions answered

and be formally asked one-on-one to join, feeling slighted since they did not get personal attention. The Section Leader can help alleviate this kind of problem.

9. It is recommended that, at each presentation, the date and place be selected for the next presentation. In that way, a future meeting will always be scheduled. Also, prospects may not be ready to join, not because they do not want to, but because they want a spouse or a friend to attend the next meeting to join with them.
10. Once the Section Leader is thoroughly trained by the Coordinator he will meet periodically with the Team Recruiters in the Chapters assigned to him for the purpose of:
 - a) Training individuals to be Team Recruiters;
 - b) Discussing old and new recruiting techniques;
 - c) Recognizing and rewarding success;
11. Keep the Headquarters advised by notifying the Coordinator of all changes in Chapter affiliations by members in a Section. Accurate, up-to-date Chapter rosters allow the staff in the field to contact members efficiently.

CHAPTER EIGHT

Reporting Procedures

Since we are an action army, as an army we need intelligence to flow up to the Headquarters as well as down to the Chapters. The Chapter Report is a vital link in our intelligence gathering. Headquarters needs to know the information you will fill out in the report - and in a timely fashion. As times and technology change so will reporting forms and procedures, therefore, we have determined not to display a copy of the current form in this manual. It is the Coordinator's responsibility to keep his volunteer leaders informed of any form changes and to brief his leaders on the proper use of the new forms. Leaders should only use the most recent version (the form revision date appears on the forms). Also, such changes will be posted online.

Monthly Chapter Reports

A few moments of study of the following comments and a review of the most current form will answer most of the questions which might arise regarding its proper completion.

Prompt reporting of a Chapter's activity each month is extremely helpful and greatly appreciated. In addition to the opening paragraph, these communications allow the field staff and Headquarters to get a general idea of the overall performance and effectiveness of the Chapter and of each member. This information can provide the basis for much deserved recognition from time to time of jobs well done. It can also point to problems requiring staff attention.

While it is important to gather reports concerning chapter activity, it is equally important to do so of each individual chapter member. Each member must feel the importance of their individual efforts as well as their chapter group efforts. This can only be accomplished if the Chapter Leader records each member's Agenda activity on the Chapter Report.

On the national level, Chapter Reports help the Society's leadership evaluate the effectiveness of its paid Coordinators, the effectiveness of our programs, the strength of our Chapters, and the Society's total influence.

We recognize that completing these reports takes time. Whenever practical, we will simplify the form and the reporting process. But for maximum value all requested details on the current form should be completed. Some of this responsibility can be delegated to a Chapter Secretary.

We ask that these reports be forwarded online or mailed to Headquarters as soon as possible after each Chapter Business Meeting.

Chapter Leaders: Please make copies of your reports for your file and for your Coordinator or Section Leader.

Processing Membership Applications

First impressions really do count. Leaders can start new members off right by building their confidence in the organization they have joined. Send completed applications to the Headquarters immediately, so that new members can be quickly welcomed and formally acknowledged as members. The Headquarters gives high priority to sending welcome letters to new members along with a current *Bulletin*, and related materials.

When a volunteer leader receives a newly signed application for membership, attention to the following procedures will help ensure smooth processing:

1. Indicate on the application the designation of the Chapter into which the member will be placed. If the Chapter designation has not yet been assigned, then write in the last name of the person who has been designated as the Chapter Leader.
2. It is important that Chapter Leaders, whenever possible, approve applications for membership in their Chapters. Whoever provides the approval signature should also indicate his official title (Chapter Leader, Section Leader, Team Recruiter or Coordinator).
3. Make sure that the *proper* spelling of the applicant's name is *clearly* typewritten or printed directly underneath the signature. Assume that the signature of the applicant is illegible and *double check spellings*. People naturally become irritated when they receive correspondence with their name misspelled. They also lose respect for the professionalism of the sender. Also, please make certain that such titles as Dr., Mr., Mrs., Miss, etc. are designated clearly.
4. If the applicant desires a receipt for dues, merely prepare a duplicate application.
5. Applications for local Chapter membership will be processed upon receipt of dues or proper authorization for payment through electronic means.
6. When cash is received from applicants, the leader processing the application should substitute a personal check or money order for the appropriate amount. Please do not send cash.
7. Before mailing the application, double check that all items are complete. The three most common causes of delays in processing applications are: 1) no Chapter assignment specified; 2) lack of authorized approval signature; and 3) no dues enclosed or alternate electronic payment instructions provided.

Forming New Chapters and Appointing Chapter Leaders

There are three circumstances under which a new Chapter Leader will be appointed.

1. A new Chapter is formed with predominantly new members;
2. A new Chapter grows from an existing Chapter; and
3. The Leader of an existing Chapter is replaced.

In all three cases, the new Chapter Leader must receive the approval of the Coordinator or Section Leader, depending on the area. Headquarters will not be able to process a new Chapter or record a change in Chapter leadership unless the notification comes over the signature of the Coordinator or Section Leader. If this very simple procedure is followed, many problems and delays will be avoided.

Please refer to the sample New Chapter Formation Report form at the end of this chapter. As indicated on the form, an absolute minimum of eight members are required in order to form a new Chapter. You must also appoint an Assistant Chapter Leader and Secretary.

Handling Chapter Transfers

When a Chapter member is moving to a new area, it is most important that he establish affiliation with a Chapter in the area as quickly as possible so that his Society work can continue without interruption. Delays in affiliation often result in the permanent loss of a good member's involvement in our work. Good habits are quickly broken and new demands fill the member's time.

The member's former Chapter Leader should notify Headquarters of the move and, whenever possible, forward the member's new address. In turn, our Headquarters personnel will let the member know whom he should contact in his new area so that a Chapter affiliation can be arranged.

The Coordinator in the new area is also notified to ensure that the member does not procrastinate in making contact. Coordinators will often rely on our Section Leaders and Chapter Leaders to handle initial contact with members who have moved into new areas. Once this is accomplished, the member's new Chapter Leader should forward the information to our Headquarters.

We find that unless the Chapter Leader immediately visits the moved-in member, the chances of losing that member are very high. It boils down to personal relationships. No matter how loyal a person is to the JBS, they are a stranger and we have to treat them as if they are friends, not just emailing them or calling them, but going to their home and meeting them, offering to pick them up for the next Chapter Meeting so that they will feel comfortable; not just in meeting new faces, but being able to find the meeting place in a still strange territory.

APPENDIX A

The John Birch Society: An Positive Solution

As a Chapter Leader or a Section Leader, you will want to inspire your members to engage in successful activity. An important aspect of this encouragement is making sure your members appreciate the organization they have joined, the mission, the Agenda, and whether it works.

Organization: Until Robert Welch founded The John Birch Society, there is no historical evidence that a group of individualists had ever formed a permanent organization to fight collectivism and/or those who used collectivism to manipulate the people into slavery. The John Birch Society was new ground, and remains so.

Robert Welch studied a wide divergent number of groups to see what made them successful and/or failures in their endeavors and incorporated the best of these techniques and organization into the JBS.

Mission: The Mission of The John Birch Society was and is to rout the conspiracy who means to rule us by exposure of their tactics, educating the American people as to their heritage, and to point out that men are behind the failures and problems we see besetting our country. Someone planned it that way.

Agenda: In order to support the American way of life and defeat those who mean to rule us, an Agenda had to be formulated that would strike at the center of the target rather than the periphery: an offensive strategy, rather than a defensive one.

Success: Since the inception of the JBS, we have sustained a number of victories that have thrown the timetable of the Insiders back a minimum of 40 years.

There are four major aspects of The John Birch Society that stand out:

1. Strict adherence to the United States Constitution, under all circumstances.
2. Organized monolithically into small neighborhood Chapters, not simply into city or statewide units.
3. A full time field staff that recruits, trains, and mentors volunteer leaders all across the nation.
4. An Agenda that aims directly at the goals of the Insiders.

Elaboration:

It is indeed rare to find an organization that adheres to the Constitution under all circumstances. While may profess to, even teach it, the results usually end up ignoring the Constitution for political expediency. For instance, the war power of the Congress has been ignored by the best of “conservative” organizations.

Most organizations are only organized in major cities and states. Even local groups are not under a monolithic structure, leaving themselves wide open for infiltration and diversion from all manner of influences.

Many organizations have full time staff but usually they are state lobbyists and rarely engage in organizing local members into outreach programs to meet their goals and expand their reach. In fact, most organizations only speak to their members rather than to the community.

The Agenda of the JBS is very important, so we will elaborate more on this aspect.

The philosopher George Santayana once wrote, “Those who cannot remember the past, are condemned to repeat it.” It is not so much that history repeats itself as it is that conspirators who wish to rule and enslave the people have used the same tactics over and over throughout history simply because these tactics work. These tactics have been codified into such volumes as *The Prince* by Machiavelli, and *The Communist Manifesto* by Karl Marx and Frederick Engels. In the case of *The Prince*, it was written for a ruler. In the case of *The Communist Manifesto*, it was designed for a communist conspiracy.

It is not “history,” it is men who repeat themselves and ignorant people fall for it.

Evil men make things happen. Men think up the issues, finance the issues, and organize the issues. And, they do so to promote an agenda that leads to their rule. It is done in secrecy; otherwise the people would understand the goal and prevent it. In other words, it is a conspiracy.

The John Birch Society recognizes that we fight a conspiracy and their use of basic tactics to achieve their ends. The study of conspiratorial means leads to the Agenda of the JBS. No other organization has our Agenda simply because they do not understand the conspiratorial aspects of the battle we fight. For instance:

1. *Get US out!* of the United Nations. Since the advocates of a New World Order (their words) have as an end goal a one-world government under the UN, the JBS has an outreach program to withdraw our country’s membership from the UN. It is not simply that the UN is a fractured organization. It is the end game of the establishment of a world government of which the USA would only be one vote. Without the USA providing manpower and money to the UN, it would collapse. Other Agenda items compliment this by taking aim at the growth of regionalism, from local governments to internationally, each taking governance a step further away from local citizens and placing it under the UN. The JBS informs Americans relative to how these Insider agenda items are simply tiles that fit into a large mosaic: a picture of world government.
2. Support Your Local Police – and Keep them Independent! No other organization reaches out to both the police and the local citizen to have them understand the necessity of local police beholden to the local people to the liberty of Americans vs. the system of a national police beholden to the state that will lead directly to totalitarianism.

3. Rebuild America's Cultural Base. Most Americans see the immediate effects of massive immigration, the deterioration of morality, the lost love of the Constitution, but they do not see how it fits into a designed program to deteriorate America's cultural and legal system leading to a general inability of the America people to work to preserve our heritage.

If Americans lose sight of their heritage by the steady influx of immigration on a massive scale, breaking down neighborhoods and the general tenure of the electorate; if they can no longer acknowledge God in the schools and the courts; if the morality level deteriorates into a licentious society where standards of morality no longer sustain righteous indignation against evil, then our country will cease to exist as the country we grew up in and was passed on to us by our fathers.

Yet here again, these things that are aimed at breaking down the moral fiber of Americans are part of the mosaic, the overall plan to destroy the freedom of the America people, leading to the subjugation of the entire planet.

The same people who want to merge North America into one country, are also the people who are doing nothing about stopping or even stemming the massive immigration into this country of millions of people every year.

The same people who are trying to impose socialism on the United States are the same people in charge of our foreign policy who do not obey the Constitution when it comes to the war power of the Congress. They obviously have something else in mind overseas other than the stated reason they give to commit our armed forces all over the globe.

No other organization seems to understand *all* of the above, nor do they *work* on all of the above.

The John Birch Society has its Agenda because it is aimed right at the heart of the Insider's agenda. It is designed to stop them, because they cannot sustain their agenda if they lose any one of the items we have taken aim at.

The JBS has prevented the conspiracy from taking absolute control due to our campaign against the UN. The vast majority have reversed their support for the UN since we started this campaign.

In the late 20th Century, our Support Your Local Police program prevented their agendum of nationalizing our local police and threw a monkey wrench into their entire American program, setting them back at least 40 years.

Likewise, our overall education program to remind Americans of their heritage led to others organizing pro-life groups, Constitutional study groups, and the like. One DVD, *Overview of America*, outlining our American system, has been seen by at least 7 million

people as of this writing. The ripple effect of such knowledge means that 70 million have been affected by it in the oration, writings and other influence of those who have seen it.

The program of The John Birch Society works. Not only the illustrations above, but the fact that our members have been responsible for the dissemination of hundreds of millions pieces of literature and books. We have no idea how many millions have viewed our filmstrips, movies, and videos over the more than 50 years since our founding – all of it instrumental in slowing down the Insider agenda.

The program of the JBS has exposed such dangers as the North American Union and thrown it off the track from its original date to be implemented, 2010, to at least 2025. We continue to fight it. The Impeachment of Bill Clinton would never have happened without the JBS. Hillary Clinton referred to the “vast Right-wing conspiracy.” Who do you think she was referring to? - Except, we are no conspiracy.

The above is a simple outline of why The John Birch Society stands head and shoulders above the rest of the field and will continue as long as you, the Chapter Leader, can instill in your members an appreciation for the organization they belong to.

Our program is aimed at the heart of the Insiders. When enough members get involved, we win. We need more “pullers at the oars” to win ultimately, this is why Recruitment will always be Number One on our agenda.

APPENDIX B

Principles of Motivation!

The biggest of all organizational mistakes *is to set up a local group for some continuing purpose, exhort them to do a good job, and then leave them alone to do it. It is the leadership that is the most demanding, most exacting of its followers, not the one which asks the least and is afraid to ask more, that achieves really dedicated support. ...we need disciplined pullers at the oars, and not passengers in the boat.*

(Emphasis in the original.)

Robert Welch
The Blue Book

One of the greatest satisfactions of leadership is to lead a highly motivated team. Conversely, the most frustrating experience of leadership, either within a volunteer organization or within a business, is often the failure to get the kind of dedicated performance from others we expect.

Let's recognize that the problem isn't necessarily with the leader. Some people just won't blossom within the framework in which we must operate. Moreover, since motivation comes from within, we can't motivate anyone directly. But we can strive to create conditions where most individuals, particularly those with character, common sense, and a measure of self-confidence, will be motivated.

How can leaders influence members to enthusiastically persist month after month, year after year in helping to carry out our agenda requests? Answer: Take steps to nurture three principal ingredients of motivation. Highly motivated members must:

1. Believe in the importance of what is being asked;
2. Feel capable of performing what is being asked; and
3. Ultimately find personal satisfaction in doing what is being asked.

Let us look at each of these three factors in more detail:

Belief in Importance

For members to want to be a part of an activity, they must believe that the activity will likely accomplish important goals. Several factors will affect each member's assessment of that promise:

- **A member's understanding**

The member must understand the potential of The John Birch Society's solution. Also, the more he or she understands that solution the less enamored he will be with other dead-end programs and the more commitment he will bring to the Society's program. The discussion of the *Bulletin* at the Chapter Meeting is a big help toward developing this understanding in new members. Persuading members to read selected articles and books is also vital to strengthening understanding.

- **Ambitious planning.**

People get excited over big plans provided that the plans are believable. No one gets excited over small plans. "Make no small plans" is good advice to leaders. No one wants to sacrifice their time and money to accomplish small goals. On the other hand, goals should not be so big relative to available resources that they lack credibility. This principle applies to all plans, from those announced in the Society's *Bulletin* to the corresponding plans of the Chapter Leader.

- **The Chapter Leader's enthusiasm and personal track record.**

Leading by example is a time-tested principle of leadership. The Chapter Leader who is himself out there doing it and doing successfully what he is asking others to do will earn the respect and confidence of his members. But the Chapter Leader should avoid the trap of trying to do all the work or too quickly jumping in to fill the gap whenever some member falls short of what is expected. Allow another member the sense of importance of being asked to come forward and fill a need.

- **Record of proven results.**

Well-thought out big plans will be inspiring if they are credible. The established performance of local members/Chapters and the Society as a whole contribute greatly to the credibility of proposed new plans. For example, in a territory where local leaders have mounted an effective effort to get a resolution passed in the state legislature will make big believers of our members and prospects.

Feel Capable of Performing

Before members will enthusiastically accept an assignment, they must believe themselves capable of carrying it out. This is one reason why it is a mistake to treat all members the same. A Chapter Leader should get to know his or her members, determine their skills and confidence level, and make requests accordingly.

It can be just as bad to consistently under-challenge a member as to over challenge. Although some members will be intimidated by pressure to learn new skills, others will be dissatisfied if they aren't challenged to become more effective. How does a leader know when he is on the mark? Only through experience and communication.

A Chapter Leader who actively attends to the training and development of his or her members will be rewarded with increasingly capable and enthusiastic members. Assigning more challenging tasks to two-person teams where one member of the team is more experienced is a good, safe development plan. Ad hoc teams are fine. But the Team Recruiter program can also be a valuable development resource for any Chapter. Training

in action is effective and builds confidence. But supplement this training with reading assignments to develop understanding and knowledge.

Find Personal Satisfaction

Few of us have the self-discipline to persist diligently in unpleasant, personally unrewarding tasks merely because we believe in a long-term goal. But regardless of how selfless our commitment, we can all perform better the more we can find personal satisfaction in what we are asked to do. Here are some suggestions on how to make Chapter participation more rewarding:

- **Responsibility/Sense of importance.**

Ideally, every Chapter member should have responsibilities which make him or her feel important. The ten opinion molder assignment and the household route in the individual outreach plan is a start. The level of responsibility required to challenge individual members will vary greatly. Some may find the responsibilities of a Team Recruiter, *Get US out!* Chairman, or Chapter Leader appropriately challenging; whereas, another may be delighted to serve as Chapter Secretary.

The key is to have Chapter activities that require involvement and responsibility. The more outreach in nature these activities are, the greater the sense of importance the member feels in his involvement.

- **Sense of accomplishment.**

Although many members will fear the challenge of developing new skills, almost everyone yearns for a sense of accomplishment. The Chapter Leader should help members satisfy that fundamental need by considering each member's abilities and matching assignments to develop abilities at an appropriate pace and by selecting assignments which ensure that something worthwhile is accomplished.

One of the greatest satisfactions in Birching is to produce a new member. Any active member can experience that satisfaction; it is not necessary to have the confidence to sign up a prospect single-handedly. A gift subscription, a few hours spent talking to the public at a Birch literature table, persuading a prospect to read a book, or plying a prospect with the right literature - all such activity *can* lead to new members. But due to lack of follow-up it often doesn't. The Chapter Leader can take steps to see that his or her members' efforts are more often crowned with success by helping to supply the discipline of follow-up. Again the Team Recruiter program is a valuable resource.

- **Recognition by others.**

Recognition is one of the most powerful of motivators. We all derive encouragement from the recognition of our accomplishments by others. Team or group activities, the monthly Chapter Meeting, and the monthly JBS *Bulletin* are all good forums for providing recognition. A Chapter Leader should regard the opportunity for expressing sincere recognition as a primary function of the Chapter Meeting. Delivering special awards or recognition at regional JBS meetings is another possibility.

When one or more members accomplish something of particular interest, the Chapter Leader should take responsibility for notifying headquarters either in a memo or

with special comments on the Chapter Report. Not every such suggestion can be utilized in the *Bulletin*, but some may be. And everybody is encouraged when a good example is publicized.

The use of the online communication with members and other leaders can also provide a “forum” to acknowledge achievement by members, chapters, etc.

- **Inclusion**

Including all members in planning and participation in the Chapter Meetings is important. The lack of buy-in by members because they have not been included will result in member drop-out. We all want to feel included, in the loop, and an important part of whatever we do. Every member is dear to us and we need to treat them accordingly. Do all you can to ask the member who is not speaking up the opportunity to do so without embarrassment. Never allow one member to monopolize a meeting to the detriment of the inclusion of others.

This is especially true in regards to setting Chapter goals. All members should be involved in the process or they will not have buy-in. If you have a member who does not speak up at a goals setting meeting, pull them out by asking what they think or have in mind. They will answer a question when ordinarily they will not want to speak up.

The Chapter Leader's Own Morale

And let us not take the Chapter Leader's motivation for granted. The position of Chapter Leader can be very rewarding, but it can also be frustrating. Three positive steps for our Chapter Leaders to bolster their own morale are: 1) maintain close and frequent contact with their Coordinator; 2) increase their knowledge of both the problem and solution by reading, viewing, etc.; and 3) take action.

We recognize too that Chapter Leaders differ in their abilities and circumstances. Although we naturally want to encourage a Chapter Leader to set high standards, we do not want to generate so much pressure that a Chapter Leader becomes totally frustrated. A primary function of Coordinators is to assist Chapter Leaders in becoming successful. Call on the Coordinator to help you succeed whenever necessary.

As we have said before, the willingness of our Chapter Leaders to take on the responsibilities and challenges of leadership is sincerely appreciated. The Society's staff recognizes that without such commitment on the part of dedicated volunteers The John Birch Society simply could not function.

IN SUMMARY

We can't activate everyone. But we can inspire and reward the majority of members who are eager to help accomplish our mission. We should take the time to plan our meetings and to make them action oriented. We should not underestimate the value of setting a good example through personal perseverance. WE must recognize that we are fighting a difficult, frustrating war where instant solutions are not possible.

And remember, enthusiasm will carry the day in almost all situations. It is the greatest of all motivators.

APPENDIX C

Four Principles of Effective Action

The difference between the successful man and the unsuccessful is that the successful man does what the unsuccessful man fears to try.

Source unknown

In this short chapter we examine four critically important principles of effective Chapter activity - principles which most often make the difference between plodding performance and stunning success. They are: 1) plan balance in your program; 2) harness the power of personal attention; and 3) always organize the follow-up; and 4) do everything you can to involve new people.

Although these principles are regularly preached, their power is seldom fully appreciated. If it were, they would not deserve the emphasis we give them here. Like diets, these principles are not easily followed. But that should not be surprising. The easy way is seldom the most effective. We get the success we pay for, so real success does not come cheap.

But often the price of success is only the price of conquering our initial fear of trying something new, or moving outside our comfort zone. As the saying goes, "the difference between the successful man and the unsuccessful is that the successful man does what the unsuccessful man fears to try."

Obviously, we want all of our Chapters to be as effective as possible because our combined activity determines our impact. But there is another good reason for volunteer leaders to want to be personally effective and to help their members be effective: success is great therapy for everyone's morale so it makes leading much more enjoyable.

PRINCIPLE #1: PLAN BALANCE IN YOUR PROGRAM

We are going to take the wisdom of planning and goal setting as a given. The old maxim "plan your work and work your plan" certainly applies to leading a Chapter. But what plan? The *Bulletin*, JBS websites, and your Coordinator combined offer tons of advice. The amount of work may seem overwhelming. You and your Chapter can't do it all. So you do what you can. But what should you select? Does it matter?

A good Chapter activity plan requires balance - some of each of the essential ingredients in healthy proportion, like the principles of good nutrition.

Action recommendations are divided into three categories:

- **Category A:** Prospecting activities
- **Category B:** Development/recruiting activities. (Includes development of both members and prospects.)

- **Category C: Mission.** (Work directly to counter threats and seize strategic opportunities: find ways to implement the JBS Agenda locally.)

By selecting one or more items from each of these three categories, the Chapter Leader can ensure a well-balanced program.

Why are these categories so essential? Consider that for any army to "win" it must: 1) pursue its primary mission (both offense and defense); and 2) acquire and develop new resources (in our battle: recruit new members - acquiring financial support is primarily a staff function - and develop their skills).

Like an army, we must pursue both objectives. A common mistake is to concentrate only on the mission. But writing letters to Congressmen alone, as an example, won't accomplish the mission. When resources dwindle, discouragement sets in and the force of our blows weakens.

But just the opposite happens when we grow. A recruiting Chapter is an enthusiastic Chapter. (Note: supporting a regular recruiting program is a good way to help your Chapter grow.)

A recruiting Chapter is a recruiting Chapter when the members put recruiting number one; where every mission campaign focuses on selling the Chapter as part of the solution; when the membership means business; and when they ask people to get involved.

PRINCIPLE #2: HARNESS THE POWER OF PERSONAL ATTENTION

One of the greatest challenges for any Chapter Leader is to help members overcome their fear of using more aggressive and correspondingly more effective tactics. But how we meet this challenge Society-wide can literally make the difference between victory and defeat. In particular, training and leading more of our members to make use of the power of personal attention will multiply our reach many fold.

The number of advertising messages competing daily for each individual citizen's attention is incredible. Personal contact assures that our message will be heard above this noise. Moreover, a personal contact is hundreds of times more powerful at persuading someone to take action as compared to an impersonal advertising message. Consider that companies hire sales forces to go see people, communicate opportunities, provide information, convey sincerity, build trust, and ask for action. Big commitments just aren't given without personal contact.

A grass-roots volunteer organization is ideally suited to make *personal* contact with local citizens. Yet despite the opportunity and power of personal attention, most of us would prefer to stuff flyers in envelopes and lick stamps to knocking on the door of a stranger or calling him on the phone. But we don't prefer the diminished results. Nor are we motivated to continue activities that seldom generate any feedback as to what we are

accomplishing. We should recognize that many individuals simply do not respond to mailings. We can mail to such people forever and get nowhere, whereas a simple visit could develop interest or disclose poor potential. People like to see who is contacting them.

Strong leadership is the key to encouraging members to try more effective tactics. Once members begin to experience the impact of personal attention and see the results, their enthusiasm will build.

Chapter Leaders can choose from several techniques for developing member confidence and skill in communicating face to face with others. The Team Recruiter program is ideally suited for helping members make the transition to more aggressive and productive tactics. With or without Team Recruiters, assigning personal-contact missions to ad hoc teams - pairing off less confident members with more confident ones or pairing off members who work well together - is an excellent way to help members develop more effective skills and to ensure that assignments are completed. Asking members to work fair booths or literature tables where the public comes to us is another good approach.

Develop your members gradually according to their willingness, confidence, and ability. Assign easy missions at first. All members should be reminded that they don't have to be salesmen or experts to be effective in influencing others. They should see their roles as guides, introducing others to literature, videos, etc. in a very calm and non-threatening way. Providing members with a simple sample sheet of what to say and how to handle alternative replies or a list of talking points can help them develop the confidence to make phone calls or to drop off an educational piece.

Videoactivism - taking a video to a prospect's home or place of business - can be amazingly productive at building initial interest in many prospects that might otherwise never come to a scheduled group presentation. The beauty of videoactivism is that the required personal contact is extremely simple and non-threatening, yet hits prospects and opinion molders with a high impact message. The initial objective is merely to stimulate the prospect to watch the video at his or her own leisure and get permission to pick it up in a week or two.

With personal contacts, the ability to shut up and listen almost achieves more than dumping our knowledge on a prospect. Knowledge is important, but primarily for our own judgement and confidence. Members should let the literature do most of the talking. Once members realize how easy it is to make a few comments, ask a question, and then listen, their fear will quickly disappear.

There are many degrees of personal attention requiring different levels of confidence such as:

1. Including a personal handwritten note with a mailing;
2. Working a shift in a JBS related booth (*Get US out!*, SYLP, JBS, etc.);

3. Contacting a prospect by telephone to purchase a ticket for a speech;
4. Dropping off a video (videoactivism) or a piece of literature at a residence or place of business;
5. Following up in person or by telephone to get a reaction or answer questions; or
6. Making a face-to-face presentation and asking for a commitment (purchase of additional literature, a subscription, membership in the Society, support for one of our agenda, etc.) to name a few.

These activities are not all equally productive, but each has its place. We do not expect or need all members to rise to the highest level of personal effectiveness to build a winning team. But a Chapter's influence will grow in proportion as more of its members are comfortable with person-to-person communication skills and as some of the members develop the confidence to initiate contact with complete strangers. A few members able to support a good personal follow-up program will strengthen the entire Chapter team. With such support other team members can productively plant seeds with more mechanical work such as mailings with the expectation that the seeds may grow to harvest. (See for example, Appendix E, The Chapter Mailing Program.)

PRINCIPLE #3: ALWAYS ORGANIZE THE FOLLOW-UP!

The key to real success with any of our programs is the discipline to follow up. Suppose, for example, that several Chapters work hard to sponsor a speech. A number of new prospects come out. What happens to them? Are their names merely placed on a list to be invited to the next speech long after their interest has cooled? Or are they targeted for immediate personal contact, evaluation, and further development? Are they invited to follow-up recruiting presentations? Are those that don't attend called on by a Team Recruiter? Are the best prospects recontacted at suitable intervals?

It is highly unproductive and ultimately frustrating to work to educate the world without locating and following up on interested prospects. This is sowing without reaping - failure to collect the reward on our investment. Only through follow-up can we develop good prospects to the point where they become allies and/or members in the fight - the necessary fuel to sustain a successful, growing movement.

Consider the farmer who loved to plant seeds, but didn't bother to cultivate his crop, and never had time for a harvest. Such a farmer wouldn't last very long. He would be forced into a realistic accounting of his efforts. No wonder frustration sets in where follow-up is weak.

Yet despite the obvious lesson, our strong natural tendency is to stop after the first step - find an interested prospect and then forget about him, or never even determine if there is an interest. Why is this so common and what is the solution? Follow-up is often avoided because it requires new, untested skills, greater self-discipline, and organization of time and records. The solution is strong leadership which understands the lesson and is

committed to avoiding the "failure to follow-through" trap. Chapter Four and Appendix D discuss the individual outreach program which is designed to focus appropriate attention on follow-up.

PRINCIPLE #4 INVOLVE PEOPLE

Simply educating is insufficient and certainly not effective. To be effective you must channel the education into action.

We must create understanding. Understanding is a level of education reaching the point of recognizing the problem and the solution.

Thus, selling the solution - some means of involvement to remedy the problem - is equally important as identifying the problem. All management gurus who produce book after book on the subject admonish their readers to present a solution if they are going to identify a problem. No one likes someone who is perceived to be a complainer. More appreciate a person who not only identifies a problem but presents a solution(s).

So the fourth principle implies that you have a solution: Something in which new people can become involved. It means that in order to be effective, you had better be active in meaningful projects and can demonstrate that these projects will have meaning in the lives of the new people you contact; that the projects will in the long run solve the problem(s) you have identified. And, the best involvement is in The John Birch Society.

New people becoming involved will ultimately identify new ways to implement our agenda programs in your local community.

APPENDIX D

Strategy and the Individual Outreach Program

But the one ultimately sure way of achieving this reversal is to awaken enough local leaders among an apathetic American people, before the continuous brainwashing by the Left make it impossible, to the point of generating public pressures that will force the slowdown and reversal.

... at the present time it is far more important for us to try to reverse the direction of the molding of the opinions of men who read and think and study are themselves opinion-molders

...than it is for us to beat our brains out in too hurried and too ambitious a direct attack on a massive wall [mass opinion] we cannot budge.

Robert Welch
The Blue Book

The two most important words in this quote are: local leaders. This makes the "10" portion of the individual outreach program very important

The forces of collectivism were far advanced when Robert Welch founded The John Birch Society in 1958. Since then our efforts have helped to push back the Insiders' timetable again and again. But we must do more. The mission the Society has set for itself is no less than to change the course of history.

To accomplish our mission we do not seek to hold power or even to attract mass support. As an organization of dedicated, knowledgeable members, we intend to point the way, to influence tens of thousands of opinion leaders with the force of truth, and largely through them change public opinion and the direction of our nation.

Although groups and forces that shape history are rarely large, we must nevertheless expand our spheres of influence dramatically. Two strategies are necessary - a strategy for growth and a strategy for achieving greater influence with the numbers and resources we do have. To succeed we must work smart. Sound strategy requires a realistic assessment of our own strengths and weaknesses compared to those of our collectivist enemy.

For example, we should not kid ourselves that we can overcome the power of the Insiders by influencing public opinion directly. On the other hand, with a grassroots membership we have the ability to influence local leaders in ways that a centralized conspiracy which depends on deception and corruption never can. And let's never forget our most important weapon - the truth.

SHOTGUN vs. RIFLE APPROACH

Whom should we work to influence? How can we best exert our influences?

There are two basic approaches to targeting our message often dubbed the shotgun and rifle approaches. The shotgun approach fires our message broadly - we can infer the impact, but only from those who decide to respond. In the absence of follow-up, however, the long-term effect on the non-respondents is weak. On the other hand, with the rifle approach we focus on reaching specific individuals. We can therefore control and concentrate the follow-up. Both activities have their proper place, but the function of each in a sound strategy should be understood.

Concentrating our forces, the rifle approach, is essential in order to change minds and obtain commitments. (The same principle applies in warfare - armies concentrate their forces sufficiently so that they can achieve a result.) With the rifle approach, we gain new members and new allies. With a carefully targeted rifle approach, we can change the thinking of influential opinion molders and multiply our influence many times.

But targeting large groups with the shotgun approach also has several benefits:

1. First of all, the shotgun approach can help us *locate new prospects* for membership, financial support, or greater influence. Examples would be interviews on talk shows, literature booths at county fairs, or a JBS video series on local access cable TV. Searching for leads must be a top priority in all of these efforts. Providing a means for interested prospects to contact us is essential whenever we go public. Examples: literature with reply coupons, web address, or 800-numbers; cable TV programs offering an opportunity to receive more information, etc. Then the rifle approach must be used to follow up on the new prospects.
2. Second, a widely distributed message helps build local and national presence. Publicizing the Society's position and drawing attention to member activity helps recruiting and increases our influence. The more widely seen and heard we are the more others will take us seriously. Visibility is also valuable for our own morale. To achieve this benefit it is obvious that the Society's name must be mentioned.
3. And third, distributing our message widely does help build valuable resistance to the plans of the Insiders. This is accomplished in two ways:
 - a. A sizeable number of people come in contact with our educational materials. This leads to a broader understanding of the problems and their solutions. This understanding translates into resistance.
 - b. The conspiracy sees our massive educational effort which helps slow down their initiative and boldness for fear of the people understanding what they are up to.

However, relying on the shotgun approach for our total influence amounts to taking on the enemy where he is strong and we are weak - a disastrous strategy. Most of our victories are achieved with the rifle approach. To improve the effectiveness and utilization of the rifle approach, the individual outreach plan was developed.

The Individual Outreach Program

Every new member of the Society brings with him a unique natural sphere of influence - friends, relatives, and associates. In addition, most members develop new spheres of influence. As a rough estimate, a typical *active* member may directly influence ten other people over the course of a year. These then in turn likely influence the others to a lesser degree, so that a member indirectly influences 100 in addition to those he influences directly.

Five hundred members exerting such influence in a congressional district, ignoring overlapping circles of influence, would impact 50,000 over the course of a year - a formidable result. The significance of such influence can be seen in the fact that swings of less than 25,000 votes are sometimes enough to change the outcomes of half the congressional races in an election.

The problem with these estimates is that the influence described varies greatly between the members and Chapters and when left to chance will usually fall far short of what can be achieved. Moreover, in most congressional districts we have far less than 500 active members. The individual outreach program addresses these two deficiencies.

The objective of the individual outreach program is to help each member organize a basic level of influence (rather than leaving it to chance) and direct that influence in such a way that it is much greater than previously described. The Chapter Leader's role is to organize much of the activity, provide needed direction and training, and encourage every member to participate.

Each member's participation in the program has three specific targets for inflecting others with personal attention:

1. Influence a number of *voting households directly* with JBS materials three times per year;
2. Focus special attention on *10 influential local opinion leaders*; and
3. Focus special recruiting attention on *6 prospects for membership*.

It can be readily seen that members following this plan will achieve much more influence than with spontaneous efforts. First, the households are not imaginary persons influenced indirectly. They are specific households (some households will have several voters) that are definitely influenced. Moreover, since the impact is credible, there is increased motivation to keep at the job.

The impact of our influence on the "ten" portion of the program also exceeds the estimate of hit-or-miss influence. Instead of merely influencing ten individuals haphazardly, we can carefully select ten influential opinion molders for our attention. These individuals may well influence hundreds of others. So we can easily see that following the first two parts of the program increases the influence of the typical member many fold.

The "six" prospect portion of this plan incorporates the wisdom born through years of experience that effective recruiting requires concentrated personal attention and follow-up. Identifying a small group of top prospects recruits for focused development produces more recruits in the long run than diffused efforts directed at a larger group with little or no follow-up.

The principle is analogous to the farmer who wisely plants only as many acres as he can effectively cultivate and harvest. Six prospects seem to be a realistic number for most members.

The six prospect target is included along with the households and the ten opinion molders for ease in planning, organizing, and thinking. Essential strategies for growth in numbers and growth in influence are thus combined into one program.

The individual outreach program only sets minimum basic goals. The intention is not to force all of a member's influence onto the individuals selected for this program. It would be a mistake to limit in advance whom we should try to influence. Often excellent opportunities arise during the course of a year for influencing individuals or a group not on any previously prepared list. We simply must retain the flexibility to pursue our best opportunities. Sometimes we will want to find individuals to match projects and at other times projects to match individuals.

Moreover, it is neither necessary nor desirable to organize everything as a regular activity. Too much routine can become boring. But a regular basic program ensures success and provides a standard or measure to guarantee minimum results. Most of our educational programs will be suitable for our individual outreach lists. By planning development for the individual outreach we can say, "We know we have at least this influence." And that influence is substantial and invaluable to our morale and to achieving our goals.

The Bottom Line

Any Chapter carrying out the individual outreach program over a sustained period will influence countless individuals. As more Chapters are formed and enter the program, the Society will succeed in circumventing the Insider-controlled media. When that has been achieved to a high degree, the American people will demand a return to Constitutional government.

Remember, carrying literature to others in an outreach program will result in a greater understanding among the electorate than holding a sign during a rally.



100 / 10 / 6 Program

100

Briefly Describe the “100” that you have targeted: _____

10

List your “10” influential local opinion leaders:

_____	_____	_____
_____	_____	_____
_____	_____	_____

6

List your “6” candidates for membership:

APPENDIX E

Letter Writing Meetings

We would institute the organized planning and control to make full and effectively coordinated use of the powerful letter-writing weapon that lies so ready at hand.

Robert Welch
The Blue Book

Purpose

Letter writing meetings are not a substitute for regular Chapter business meetings. Letter-writing meetings augment *Bulletin* letter-writing campaigns but are not a substitute for individual letter-writing efforts (letters to the editor, etc.). Organizing these monthly letter-writing meetings ensures members implementation of the "Pending Legislation" section of the *Bulletin* and provides an opportunity for members and guests to discuss these vital issues. The many letters written at these meetings send a clear message to our representatives that there are people who support or want to defeat these issues.

When

Letter-writing meetings may be held in conjunction with an educational meeting, by themselves, or as a part of the Business Meeting of the Chapter (*the latter is not recommended* - see Chapter Three, The Chapter Meeting).

Many Chapters routinely schedule a second meeting every month, two weeks after the Business Meeting, for specific purpose of letter writing. These meetings are generally referred to as Information and Communications (I&C) Meetings. The optional first part of such meetings is educational, most often the showing of some pertinent video relative to the letter writing subject. The second part of the meeting is the letter-writing activity, the communication with officials, editors, etc.

Where

These meetings may be held in the home of a member or prospect or in public place such as the local library, a Savings & Loan hospitably room, or schoolroom.

Who

Members and prospects should be invited to attend and write letters. Many members enjoy the camaraderie of these meetings and have difficulty finding time to write without the discipline of a group activity. However, those well-disciplined members who prefer to work instead on some other area of our agenda should not be pressured to attend.

How

The Letter-writing Chairman should:

1. Arrange for the time, date and place of the meeting;
2. Notify all members and prospects by telephone or email;

3. Follow up the mailing with telephone calls one or two days before the meeting;
4. Ensure that the following materials are available at the meeting:
 - a. Stationery, stamps, envelopes, pens, dictionary, etc. *The stationary and envelopes must be of diverse sizes, shapes, and colors;*
 - b. Names and addresses of addressees (federal or state officials, elected representatives, etc.);
 - c. Recent reply letters from congressmen;
 - d. Current JBS online alerts;
 - e. Copies of current *Bulletin* on letter writing;
 - f. However, participants are encouraged to bring their own stationery and envelopes.
5. Urge members and guests to write letters and supervise activity;
6. Report to the Chapter Leader the total number of letters written; and
7. Remind attenders that for this type of influence the *quantity* of letters written and sent is more important than their length or literary style. (See the sample letter at the end of this appendix.)

Note: Today, many people are uncomfortable with handwritten letters for formal communication. With the rise of word processors, handwriting has deteriorated. Some members and guests will undoubtedly prefer to take the draft letters they write at an I & C meeting home or to their office to have them retyped on their own letterhead before mailing. For those with a Fax machine in their office, faxing letters to their representatives can speed delivery, help raise the visibility, and increase the impact. Other alternatives are to call the representative's voice mail and read the letter or email the letter.

Where photocopying is readily available, the impact of one original letter may be quickly multiplied by making copies for other appropriate leaders and adding an original P.S. (Example: Senator Smith, if similar legislation is introduced in the Senate, please oppose it.) Additional copies may also be desirable for the Chapter file, mailing to prospects, etc. This is for individuals writing to multiple opinion molders. It should not be done by multiple members writing to the same opinion molder.

However, individually addressed letters (as opposed to photocopies with an original postscript) are generally more effective in obtaining a Congressman's attention. Fast typists and others who have access to word processors should consider sending separately addressed letters. But when no immediate action is requested of a particular

representative, as in the example above, or when addressing representatives from other districts or states, sending copies of a letter addressed to the member's own representative with an appropriate original P.S. may still make sense.

The idea of organized letter writing is to make it look unorganized. All letters should be different, not printed off a word processor and simply signed. *They should not be mailed all at the same time.* It does not take a mathematical genius to figure out that the same letter in the same envelope coming in the same day on every month is an organized effort. Politicians like to hear from constituents, not groups. Try to make the letters and envelopes different. When they are collected at the meeting, whoever is responsible, dole them out to the post office and do not mail them all at once. The exception is if immediate action on the issue is required.

The use of email has increased over time and the impact on Congress for instance, has now surpassed the impact of letters. It is a sign of the times and how the web has changed political pressure.

The best thing a member can do is to find out the various means he can influence his representatives.

1. Mail an original letter.
2. Email
3. Telephone local representative's office.
4. Personally call on the local representative's office and staff.

As to the latter, you would be surprised how often friendly, helpful visits have won an ally. Helpful in that we are trying to bring information to the attention of our representative's staff.

By doing all four above, the individual member can "vote" four times since it is rare that all means of communication are tracked by the same staff.

SAMPLE LETTER

(Format: What, Why, Please reply)

A straightforward three-part letter is designed for quantity impact: 1) state your position unambiguously; 2) provide one or more reasons to support your position; and 3) request that recipient to take action.

When all are together at a meeting, simply outline the letter so they may put it into their own words.

The Chapter should never print out a letter for each participant to sign and send in.

The Chapter should never substitute letter writing for direct action and outreach programs. It is too easy to fall into this trap since it looks like action when it is only the easiest aspect of action. Writing letters and doing nothing else can become a comfort zone.

APPENDIX F

The Chapter Mailing Program

*All we must find and build and use, to win, is sufficient understanding.
Let's create that understanding and build that resistance with everything mortal
men can put into the effort - while there still is time.*

Robert Welch
The Blue Book

Purpose

An organized literature mailing program, when combined with the recommended follow-up, can be an excellent method for identifying and cultivating prospects for membership. Such a program challenges several member skill levels. Less aggressive members can help with the mailings while more confident members assist with the follow-up contacts. A member with organization skills must coordinate the entire program to guarantee good results.

A literature mailing program also contributes to our effort to create an informed electorate. However, this program should not be confused with mailings to opinion molders as part of the individual outreach program. Nor should it be confused with an ad hoc Chapter mailing to a specific target group, such as the mailing of a socialized medicine reprint to doctors, in response to a particular agenda request.

The purpose of this literature mailing program is to throw out a big net to influence many while searching for interested prospects. The list of recipients can be updated and rotated frequently. On the other hand, mailings to the ten opinion molders or even the six prospects in the individual outreach program constitute a much more focused effort (a rifle approach) to influence a small select group of important citizens or top prospects. (In fact, the best leads from the Chapter Mailing Program may develop into good candidates for transfer to the individual outreach lists.)

We urge every member to participate in the individual outreach program. The Chapter Mailing Program, however, is just one option in a Chapter Leader's tool kit for involving members in programs to accomplish Chapter goals. The Chapter Leaders should assess each member's interests and abilities in order to select the right programs and make good assignments.

When

Preparing the Chapter literature mailings can be done as a part of the Business Meeting or at special meetings set up for that purpose. *We recommend separate meetings.*

Whom

Prominent local leaders and leads from various Birch activities are good candidates for the Chapter Mailing Program. Select only local prospects so as to allow realistic follow-up. Literature recipients should be periodically invited to various local

Birch functions. Members may be able to recommend local leaders or prospects for the mailing list. The local library or Chamber or Commerce are also good sources.

Another category to mail to are the many individuals who have attended Birch functions over the years and/or shown interest. In many communities these numbers exceed the collective "6" portion of the individual outreach program. These people should be in constant contact with the JBS. In many cases, you can have sub groups of particular "hot button" interests to mail selected literature on these hot issues.

How

Single or multiple mailings require the following actions by the Chapter Mailing Chairman:

1. Provide the following materials:
 - a. Literature to be mailed;
 - b. Envelopes;
 - c. Postage;
 - d. Cover letters (see sample at end of this Appendix);
 - e. Reply cards (see sample at end of this Appendix); and
 - f. Names and addresses of recipients, if not provided by each member;
2. Maintain the prospect lists;
3. Arrange for time, date and meeting place for members to prepare mailings;
4. Supervise the telephone follow-up of recipients of mailings;
5. Inform Chapter Leader of amount of mailings and reply coupons received and telephone responses; and
6. Inform Team Recruiters of favorable responses to mailing and telephone calls.

Suggestions:

1. Be careful about mailing expensive and lengthy reprints. Some DVD's, copies of our full-page ads, and other JBS brochures on contemporary problems are professional, inexpensive materials that will get the attention of most prospects. Reprints may be appropriate under some circumstances.
2. It is *imperative* that only John Birch Society literature be used in the mailings. Mailing our literature helps spark interest in the Society whereas mailing non-Birch literature undermines the recruiting value of the mailings. Moreover, the mailings are going out as

a project of The John Birch Society, and we cannot be responsible for the accuracy for the materials of other organizations.

Over the years experience has shown that we may think a harmless piece of literature from another organization is okay, but later be very embarrassed when that same organization takes a different view than the JBS on another issue. It confuses those we mail to, and even our own members as to who to rely on and follow.

3. In this program, do not send mail to the same people forever. Once the mailings are received, the prospect should be contacted to determine his or her interest. Those responding favorably should be cultivated by the Team Recruiters, or other action pertinent to the purpose of the mailing. Those who respond unfavorably will be dropped from our prospect list.

Note:

No mailing should be initiated without a follow-up program procedure that includes personal contact.

SAMPLE COVER LETTER
(For Chapter Mailing Program)

Formal Name
Street Address
City, State, Zip

Date

Dear (Sir, Madam, or Name)

The enclosed (name the item) is being sent to you by local members of The John Birch Society as a public service.

We are primarily an educational organization interested in a variety of issues as they relate to our support of the U.S. Constitution and independence of the American people.

The enclosed (name the item) is an issue of concern and we are sending it to you because we believe you will share our concern once you have read it.

If you have any questions, please do not hesitate to contact us at (email and/or telephone number) or return the enclosed card.

Sincerely,

(Signature of the individual member)

SAMPLE REPLY CARD
(For Chapter Mailing Program)

Name _____

Address _____

City _____ State _____ Zip _____

Email _____ Telephone _____

_____ I am interested in more information on this issue.

_____ I would like to be invited to a speaker/video showing on this issue.

_____ I would like more information on The John Birch Society

_____ Please take me off your mailing list.

APPENDIX G

General Do's and Don'ts

While we have included within these pages many "do's and don'ts", there are several that we wish to reiterate or bring to your attention that will make or break your Chapter. Many will be self-evident, others are more subtle. The list is not all-inclusive but will be a service to you and your members.

1. The John Birch Society is not a political organization. Our Chapters should never be used for any type of political activity. We are in the vote producing business: Producing votes for the most Constitutional of the candidates who may be running - on whatever party. For instance, if a Chapter wants to host a "Candidates Forum," which seems non-partisan, rather than host a JBS speaker, they defeat the very reason for the Chapter and membership in The John Birch Society. Why? Because a JBS speaker would have provided a number of venues for the speaker to create better understanding in the community leading in the long run to better informed voters. Hosting the candidates meeting would only have been participating in the vote gathering and vote separating process. In addition, The John Birch Society should never be used in any capacity for such events or participation. We are not incorporated for such activity even if we wanted to be. Any Chapter involvement in the political process could get the JBS sued by the government. Therefore, your Chapter should never use the name of the Society in any way that demonstrates participation in political activity. What your members do in the way of political or partisan activity is their business.
2. The Chapter that plays together stays together. A stodgy Chapter Leader who conducts a stodgy Chapter meeting will have trouble getting people to attend the Chapter meeting let alone work on agenda items. We encourage you to seek out ways to draw your membership together into a closer association and friendship by simple social activities as members, such as potlucks and picnics. A Chapter that literally becomes "family" will do great things. Lasting friendships come out of such Chapters. More importantly to our efforts, a Chapter which loves to be together works a lot better than one which only labors together.
3. In all things, it is better to call than to mail. It is better to see rather than call. Building personal relationships with members, prospects, and opinion molders will do more than sending them email, letters, reprints, or in the case of your members, a mailed Chapter meeting notice. Successful Chapter Leaders are those who seem to have more live personal contact with their members and contacts. The use of email has come unto the scene and is better than nothing and a whole lot better than mail or fax. Nonetheless, there is no substitute for personal contact.
4. In the past, we have split Chapters that seemingly had grown too large. This practice has cost us the benefit of both new Chapters since the synergy of the whole was lost and both Chapters suffered or died. If your Chapter starts to get too big to handle or meet in your home there are two methods by which you can remedy the wonderful

problem: a) Delegate more responsibility to others to carry the load, particularly with agenda leadership. By so doing you will produce leadership within your structure. At some point, you will produce the kind of leadership in one or two couples that will participate in step b) Working to create new organization in their neighborhoods. In this manner you are not destroying the synergy of splitting the whole tree, just taking a branch to plant and grow.

5. The best thing you can do is to work your agenda in such a manner as to result in outreach, to involve new people. Too often, we have members thinking that all they have to do is "educate". By this they mean passing out information - or worse, mailing out information - without ever following up personally. As we have said before, personal relationships are necessary. Personal relationships build your member and Chapter influences. Personal relationships result in Chapter growth. Personal contact follow-up to agenda education is vital to success, especially when you sell a solution to any problem.
6. The John Birch Society is not an educational army that only educates. We are an action army which uses truth as our only weapon and education as our total strategy. We should be engaged in action programs which lead to some kind of results.
7. On periodic occasions, your Chapter should sit down and plan goals. Make sure that all participate. Draw your members' ideas out of them. Pointedly call on each member to offer suggestions. A person who does not have input will not have buy-in, as a result will not participate at the level you desire, if at all. The goals should be related to agenda items, they should be few, and measurable. They should be realistic based on the members and resources that you have. Take all ideas and boil them down to a few and start to work on them. Monitor and report at each meeting on the progress toward attaining your goals. A Chapter that doesn't know where it is going will never be successful.
8. A Chapter that keeps doing the same things over and over again without success will wither and die. Change. Think out of the box, be innovative, have fun. Report to Headquarters how you attained success so we can pass it on. Never do anything that is immoral or unethical. (Yes, you can still have fun.) Some of the greatest ideas that we have implemented over the years have come from the mind of a member implemented by his Chapter members successfully. None of us have all the answers and it will take all of us working together, and thinking together that will win this war. On the other hand, never forget the story of splitting the rock. It was not the 100th blow, it was the 99 before. Also, according to marketing experts, it takes 9 views to move one from apathy to action – you may have to contact someone 9 times before they will do something.
9. Never get discouraged with numbers or the lack of numbers. Only 5% make things happen and are involved in anything other than their church or job. They are the Boy Scout leaders, Kiwanians, Chamber of Commerce members, local politicians, professional organization members, etc. These should be your primary "target." These are the opinion molders, not just your local editor or news anchor. We were

successful in the War of Independence because the forces of freedom garnered 3 out of 5 of the people who made things happen: The 5%’ers. In other words, 60% of the opinion molders. A large percentage of the opinion molders, but a very small number of citizens. This is what makes planning our activities around the opinion molders so important.

10. We strongly recommend that you do not doorbell unless you are talking to the homeowner. Large JBS organizations have been built through the door-belling process by talking to the people. They had video presentations scheduled in the home of a member in the neighborhoods they door-belled and invited people they found in the process. It took time to get people to turn out, but once it got started, they got involved and then recruited large numbers of people. Regardless of the above, only door-bell in the neighborhoods where you want your members to come from.
11. If you think in terms of an army- which we are- then you will get the main idea of what we are to be doing. You are the First Lieutenant; the chairmen within the Chapter are Second Lieutenants; and all your members are sergeants. Each one of your members should be in charge of a squad of non-members to help us do our work. Members know more than other people about the problem and especially the solution. It is all of our responsibility to help others understand and become involved. Each member should try to organize and mentor non-members just as you mentor and organize the members as the Chapter Leader.
12. It is unwise to educate people continually on the problem. In the long run the people who only study the problem become involved in non-productive actives or simply "drop out." Only studying the problem without a heavy dose of the solution is unhealthy. This is why we say herein that we need to involve those we are contacting. We are engaging them in the solution, or at least offering them a solution. If we do not, then we gain the reputation of only being "negative." We must tell people what we stand for as much as we say what we are against. Therefore, have your members study the solution and the background to the Constitution as much as they study the problem. The solution in the long run should always be sold to non-members as their involvement in The John Birch Society.
13. Have fun. What makes fun? Consider why you have fun on a roller coaster. Is it the ride or the enjoyment of being with someone on the ride whom you enjoy the ride with? Birching *together* makes it fun.

The John Birch Society

“Less government, more responsibility, and — with God’s help — a better world.”

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