



# Chapter / Member Development Workbook

BHS Evergreen District – Chapter Management Series

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### Introduction

Hello and Welcome. If you are watching this, you are probably a new or returning Chapter Membership or Chapter Development Officer. Congratulations! That's an important role in any chapter, well done.

This course will show you the ropes, and help you have a great time building your chapter.

Watch and listen, keep notes and questions, and bring your thoughts and ideas to the group learning session.

Enough of that! Let's get started.

### Membership Responsibilities

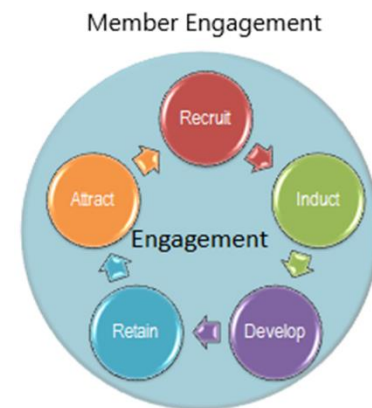
You and your fellow Officers are in charge of the health and happiness, work/life balance and fun in your chapter.

As the Membership/Development Officer, you are responsible for the "Member Engagement Experience", from attracting new members to developing and retaining those members.

You are responsible for:

1. Attracting, Recruiting and Inducting new members
2. Developing new and existing members
3. Retaining your members, to build a strong core of active dedicated membership
4. Maintaining a fun and healthy social component to all chapter activities

But you are also interested and concerned with the happiness and fun levels of any activity. You help your members learn and grow in the fellowship of your chorus, as well as the musical journey of those men.



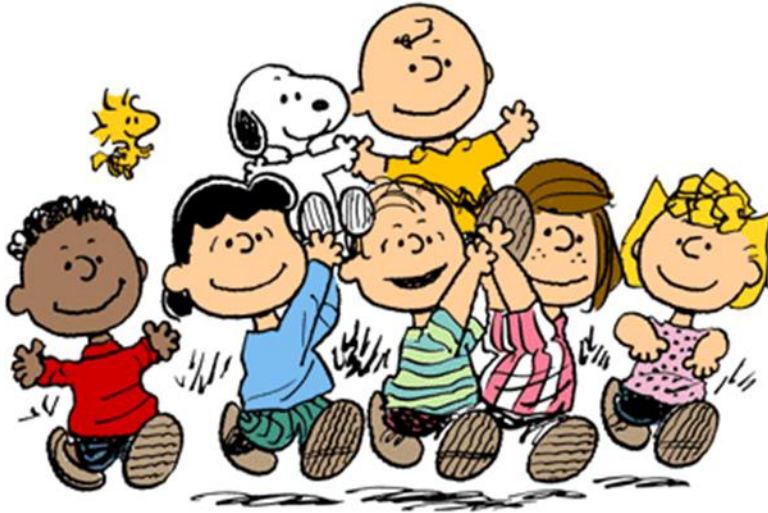


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## Attracting and Recruiting



Attracting and Recruiting new members is probably the most important job in your portfolio. Your chapter and chorus need a steady stream of new members to develop the chorus sound, add leadership and new skills capacity to the Chapter, and deal with the predictable membership attrition losses.

Your second module will discuss the issues surrounding attracting and recruiting new members, and offer some guidance on how to be more successful in this.

## Inducting New Members

Once you have attracted the attention of new candidates, you need to convert them to members. This process involves discussion the financial realities and commitments expected of your members, helping them prepare for and pass the singing audition or other requirements set by your Board.

It is important to be ready for success. No-one wants a candidate to get away solely because you were not ready for them to sign up!





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### Developing Members



You are the owner of the Member Experience – you help the chapter and chorus set the path for developing new singers as singers, as future leaders, as quartet members – you have something to do with all of this.

A good member development plan will help tremendously with the next process – Retention.

### Retaining Members

There is nothing as frustrating for a chapter and chorus than to gain a new member, only to see that new singer slowly slide in enthusiasm and attendance, stop learning music – and eventually leaving the chapter.

It is significantly easier (and less expensive!) to keep an existing member than it is to gain a new member. In this module you will learn some of the basic steps you can take to improve your retention rate.

**Keeper is  
Cheaper!**

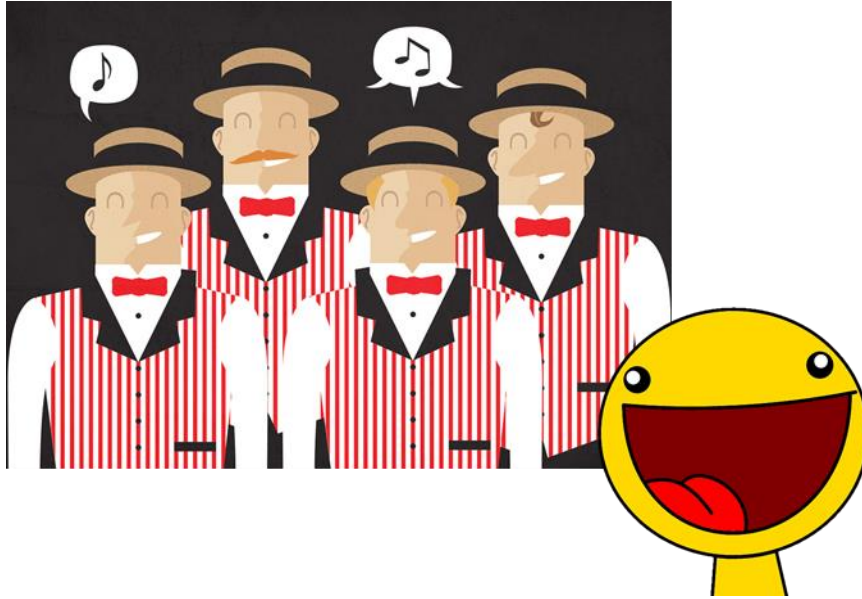


**Loss = Cost!**



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This marks the end of the Introduction presentation. Your next course is the "Attract and Recruit" module. Have fun!



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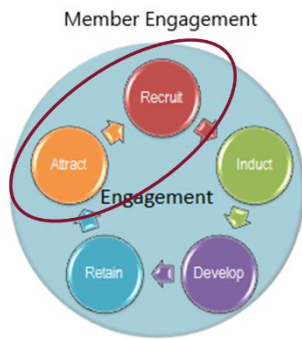
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### Attract and Recruit

Welcome to the Attract and Recruit Module of your Chapter/Member Development course.

Today we will talk about concrete steps you can take to attract people to your chapter, and how you can recruit them once you have their attention.



There are two distinct steps in gaining new members.

First, you have to be visible and attractive to them. This is the Attract phase.

Second, there must be a call to action, an invitation to join. This is the Recruit phase.

These principles are very much like in business, where marketing activities make people aware of your business and how great it is, how fab your products are; while advertising invites customers to buy your products.

### Marketing – become visible

Marketing seeks to keep your product at the front of a potential customers mind. They cannot join you if they don't know you are there. They won't be intrigued if they don't know what you do, what you are about.

Marketing speaks about the 4 P's – Product, Price, Placement and Promotion. It is worth your time to figure these things out.

What is your product? Is it singing? Is it in the fellowship of your chapter? Is it in the performances to the public?

What is your Price? Be honest about this. Along with membership fees, we regularly ask our members to pay for contest fees, travel and accommodations – and we ask them to give us 3 hours a week for rehearsal and another 3 or more in private practicing and musical learning. How does this stack up against other activities a potential member might do? You will need this information when you ask someone to join your chapter.

Place, or placement, speaks directly to where you are going to put your marketing message. If you want to catch a fish, you should put your bait where the fish are! Where do your potential members hang out?

Promotion talks directly to telling people why your product is better than another product. Why is your chapter a great choice for someone to make? How is it better than golf, or sports, or fishing or any of the millions of things a person might want to do?

Spend some time with your team. Write this stuff down. It is your roadmap.



## Become Visible and attractive



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### Marketing tools

There are tools to help you get your promotional messages out. Today the internet and social media make it easier to have a wide reach. But there is a tremendous amount of noise in those channels.

### Have a plan

You need an integrated marketing plan that uses the tools to the best advantage. You need to get your message where your likely candidates will hear or see it, many times. In fact, many sources is good too. So don't ignore social media – nor make it your only channel. Have a wider plan.

Your workbook has a simple exercise that you can use to identify possible marketing channels in your area. You may need to develop some costs, and set aside some of your budget for marketing.

### Advertising

Advertising is the phase where you ask your customer to actually buy something. If your marketing efforts have been effective, all that remains is the request.

Marketing and Advertising share many channels, so people confuse them. In Communications a Sender encodes a message and selects a channel. That means the channel is NOT the message.

TV (or Youtube), newspapers (or online news), radio. Its all good, but sometimes costly. A good "findable" website or Facebook page can accomplish a lot to support both marketing and advertising efforts. You want to get people talking about you – and you want to invite them to come out and take part.



### Invite them in

You should plan on having several recruiting events each year. Mix it up; sure, a guest night is excellent. Have one every 3 months! Once you are up and running, they are not difficult or expensive to hold.



But why not invite potential members to a performance? Or have your chapter president have an evening fireside chat, about how fabulous it is to be a member of your chorus?

And you rehearse every week right? Well? You need something to invite them to!

This part is critical – every member has to give it a try. If your marketing makes you better known, then why not talk to folks in the supermarket lineup? Or at the bank? Or take a quartet out onto the street and hand out flyers while you sing?



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Get enthusiastic! Get your team to brainstorm different vehicles to invite new people into your chapter. You may need something new – in many cases your members have asked everyone they know at least once.

You want to start asking people you don't know. People who might not know you – yet.

### Promotions

Promotions is an excellent vehicle for this. There is a virtually unlimited opportunity to promote your chapter.

You might ask your Mayor to be the MC for your big show. In most communities, officials will issue a proclamation or attend as honoured guests.

Give away a certain number of show tickets free. Or invite community leaders to a local contest, with your chapter paying the freight.

What about local churches and schools? Would they welcome a quartet to perform as part of the run up to a guest night? Don't forget the families; they may not want to sing for you, but maybe they could LISTEN and SPEAK for you?

It is a pretty rare town that doesn't have service clubs. A roving quartet, or chorus performance, offered free of charge to meet the members, can really open doors. Cultural groups that may have never heard of your chapter might be thrilled by a performance. Be fearless.

Every person you meet, and talk to about Barbershop, will tell another person you did not meet.

Old fashioned word of mouth remains your strongest tool. But you have to build it.

### Sell the Sizzle



So sell the sizzle.

Know your product – the joy of singing, the fellowship of four part harmony. Help new members find that musical experience you have enjoyed.

If your chapter is not especially friendly to newcomers – get friendly. One enthusiastic person can change your entire chapter. 10? 20? They can change your life.



## Intangibles need imagery





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### Have a good process

One last comment – you really have to have a well defined process. Once you have attracted a new person, and invited them to take part, you have to close the sale as it were.

Be very ready. Show them how well organized, how thoughtful and thorough your organization is.

Move them from guest to prospect by simply asking if they enjoyed their experience.

Move them from prospect to candidate by conducting a voice placement test and



partnering them with a BUDDY member. Be honest and fearless about presenting the cost of membership, and any chapter expectations about participation, workload etc.

If you have an audition process (some chapters don't, some do), be well prepared with a team of kind individuals. Have your process written out so it is transparent, fair, equitable and repeatable.

Have your Secretary ready to complete the paperwork efficiently. Don't let this step languish. Don't lose that excited new member at the last step.

### End

This marks the end of Attract and Recruit module.

Your next module is Induct – a detailed conversation about the process you just heard. It starts when you ask the candidate to join your chapter, and ends with a membership card.

Have fun!



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### Induct

Welcome to the Induct Module of your Chapter/Member Development course.

Today we will talk about building and using a solid process for inviting guests to become members of your chapter.

Good news! You have attracted the attention of a potential member and they are interested in joining your chapter. This is the reward for your recruitment efforts and guest nights and all those other activities you planned and executed.



Now what?

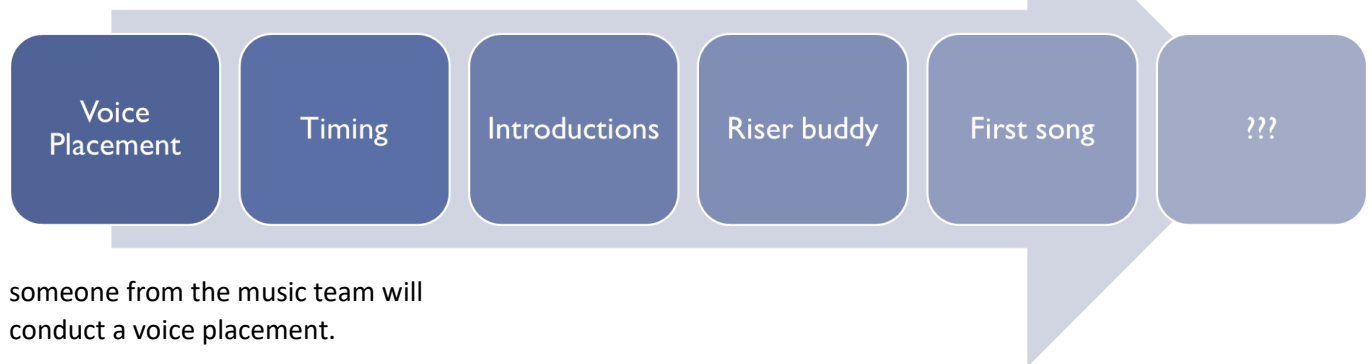
Well, you want to be sure and have a well defined process for getting them from guest to member.

### Have a defined process

Every chapter will have slightly different standards, expectations for new members. However, these fall into some fairly common groups.

Most chapters will have a voice placement process, to determine where a singers' in the chorus. If a person can sing a low F, they are not destined for the Tenor. Usually, the Music Director or

voice belongs section!



someone from the music team will conduct a voice placement.

You might be an audition based chapter, where potential members must pass an audition. If so, you should be prepared to explain that to the candidate, and have a plan for helping them get through that step.

You should know when the candidate is asked for his application, and payment. Is this before or after the audition?



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You need to make introductions, so the new member is not intimidated or left feeling an “outsider”. If you don’t have one now, consider developing a “riser buddy” program to assign an experienced chapter member to oversee your new members participation for the first few months.

Your chapter might have a few milestones for the new member to watch for; first song off the paper, or first quartet sing-out at rehearsal.



You might have other processes.

The important thing is to know them, and share them with the candidate so they know what is coming, where they are in the process and what they can expect from your other members and the chapter leadership. It is only fair that you share the chapters expectations of the membership as well.

### Do the paperwork



Don’t lose your new member at this point due to inefficient or sloppy administration.

Be ready with the correct forms. Help your candidate fill these in, and collect any fees. Make sure your Secretary is prompt in the processing of any new membership application.

If there is a uniform requirement, have your Property Manager ready to take measurements, and be prompt about getting this delivered to your new member.

Be ready with the sheet music. Is there a tracking process? Do you assign music by book, or by sheet?

You are the owner of all these steps, and should drive them to completion. It is truly regrettable to see new members drift off because they feel ignored, or not a part of things. It is very discouraging for a new member to not have the right uniform or music, or to wait 3 months for their membership card to arrive.

Make this a positive experience, full of friendship and enthusiasm.



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## Build in celebrations

We all like a party – have lots of celebration points.

First public sing-out for the new guy? Celebrate!

Off the paper on 50% of the repertoire? Celebrate!

6 months member? Celebrate!

This is one of the most effective ways of showing you care – to observe progress and celebrate the successes. Take full advantage of this opportunity.

Be enthusiastic, and build the general sense of enthusiasm within your chapter. It's tremendously attractive; not only to your new member, but to others who might be considering a visit to your chorus rehearsal.

## End

This marks the end Induct module. Your workbook contains an Appendix called "Ready For Success" with ideas on how you can integrate your attract and recruiting activities with a successful new member induction.

Your next module is Develop - you will hear about how to build the capacity of your members to achieve the goals of your chapter. Have fun!

# IT'S PARTY TIME





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## Develop

Welcome to the Develop Module of your Chapter/Member Development course.

Today we will talk about Developing your chapter membership, musically and as leaders for tomorrow.

The good news is that once you have a solid, embedded development process in place, it will enhance your chapters ability to function at almost every level.

The hard part is defining and constructing that process – and getting it embedded into your very identity. Organizational Learning is a challenge – and it is very powerful. Let’s look a few different classes of Learning you can explore.

## And Research Says...



“High quality professional development is characterized by sustained, coherent, collaborative and job-embedded learning.”

## Learn about your chorus’ past



It is commonly held that we should know who we were, and who we are now, in order to help us understand where we are going next.

You might develop a brief history of the chapter, or maintain a web page listing all your achievements year by year. Honoring the contributions of past Board members, well loved, Music

Directors, events or annual activities like past Shows, concerts, contests – people like to know their history – who we were and what we did.

This is in fact part of chorus development – maintaining a strong sense of “self”.

## Learn about your chorus’ present

Culture is made up of a lot of things.

We are all individuals, but as a group we have opinion about certain topics. Do we chat on the risers? How do we feel about mixed choruses? Do we like where the Barbershop music trends are going?

Our beliefs drive our actions and are strong identity indicators. What does your chapter believe in? Beliefs can empower – and close off – actions.

Feelings always matter – well, that is a belief statement, but you get the point. If your chapter is not warm and fuzzy, but are more matter of fact and not concerned about individual’s feelings, then this is a component of your culture that will appeal (or not appeal) to existing and potential members.

Core Values

Belief Statements

Actions



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The main thing to remember is that we all affect culture – and group culture affects us. We decide who we are and who to share our time and energy with, based on cultural influences.

If you have a culture you want to develop, spend time communicating the values and beliefs. Do it often.

### Learn about your chorus' future



You can influence culture, literally write it, through good documentation.

Conduct annual chapter-wide reviews of your core beliefs and values. Refer to these regularly to settle conflict or support decisions.

Develop a mission and vision statement. This is an activity your Board should undertake, but if they are not, then do what you can to make them do so. You are in charge of Chapter Development - and this is a key leadership skill. Help them develop.

Share the vision of the future. Make plans that move toward that vision.

Help your chapter get on the train – and get it moving.

### Learn about BHS

Another avenue of development to explore is to learn (and teach your members) about the Barbershop Harmony Society.

We are part of a big organization. That identity piece is often overlooked, especially for new members.

Do your members know of other local chapters? Do they know the people in that chapter? Do you ever do inter-chapter visits?

What District are you in? Do you all know your District leadership team – by name? Who is this year's District Champ Quartet? Could they be invited to be a guest at rehearsal sometime – or be on your show?



Has any of your regions' chapters gone to International Convention/Contest? Or Harmony University?



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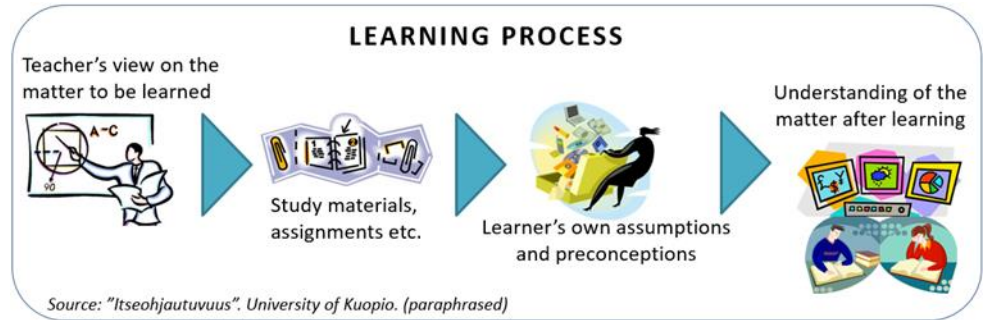
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### Learning the music

Musical learning is part of chapter member development.

Some chapters leave this to the music team entirely, but as the Chapter Development Officer, you are a stakeholder in how the music is learned.



Ensure that your song selection process and music learning process is aligned with the goals of the chapter, and takes the members development into consideration. Your members have a lot to learn, and we all learn in different ways.

What is the process for introducing new songs?

Do you leave enough time to refresh your seasonal music?

Do you commit intense focus to competition or show music, or is your process more easy going?

And – all these processes - what do you WANT them to be? How does your chapter support the membership in these tasks?

Write it down. Make it known. Allow it to evolve, but keep it all aligned with your vision for chapter health and happiness.

### Learn about singing

There is a difference between learning to sing, and learning about singing.

When we learn a song, we memorize and interpret the notes, words and breathing plans to create music.

### Breathing

### Alignment

### Resonance

### Fun

### = BARF!

When we learn ABOUT singing, we learn theory. Posture, breathing technique, resonance, even learning to read sheet music – these are development opportunities you can use to make your rehearsals more enriching for your members.

And that is what development is about. Helping people become better at something. So BARF a lot! Have FUN! Learn and grow.



### End

This marks the end of the Develop module. Your next module is Retain – keeping your members active, happy and interested in sustaining their membership. Have fun!



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### Retain

Welcome to the Retain Module of your Chapter/Member Development course.

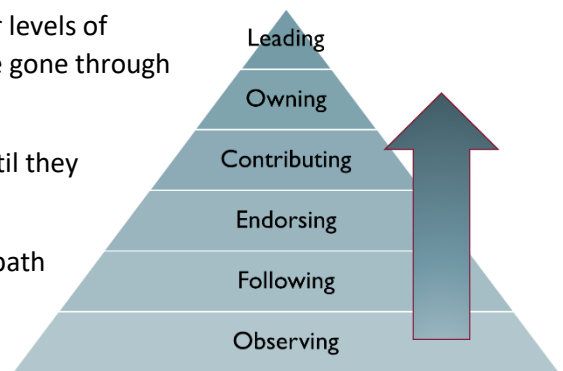
Today we will talk about Retaining your chapter membership by making their experience positive and compelling.

An individual's (or organization's) path to leadership follows some predictable steps.

We usually begin by observing, and move through deeper and deeper levels of engagement until we feel we can and should lead. You, yourself, have gone through this process.

For some it is swift and self managed. For others, it is slow at first, until they choose to move. Still others choose to not grow in this manner at all.

Your goal with your membership is to encourage them to follow this path as part of their chapter experience; to reveal the opportunities and stimulate your members personally, musically, and even in a leadership direction.



### Encourage and Enrich



You can change your members experience directly by taking some simple steps.

Get interested in the members, as individuals. Learn about them as people. Observe what they do and do not do. Take the time to get to know them all over again, anew.

Remember, to be interesting, be interested! What makes them tick?

Take every opportunity to acknowledge successes. Ignore all failures. Build a super supportive culture in your chapter.

Encourage and Coach everyone, from the newest singer to the Chapter President. Confront and discourage every instance of negative reinforcement and support positive coaching. All carrot! No Stick!

If you focus on those things, you will create an environment where it is possible to improve and grow. It is always up to the individual to decide to grow – but you will have removed impediments and made growth possible.

People tend to stay where they are happy, supported, encouraged and offered opportunities for growth and recognition. That's how to Retain your members.







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## The Four F's

It is important that you set your own expectations at reasonable levels too.

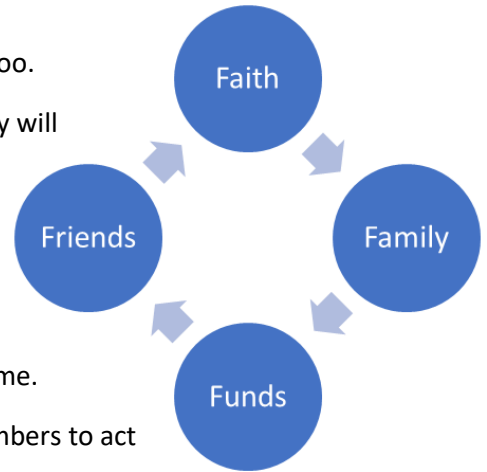
Our excellent hobby is in direct competition for the members' time. They will almost always place us below the values of Family, Faith, Funds and Friends.

It is very discouraging to ask anyone to choose your chapter over their family. If they cannot afford the activity, they will stop the activity, in many cases. Old friends, and matters of Faith, will probably be more important to your members than the chapter and chorus, most of the time.

Acknowledge and respect this. It is not reasonable to pressure your members to act against these values.

A chapter that cares, and is made up of friends, will thrive and survive when the member is asked to sacrifice, to decide between the Four F's and the chapter. Honor their time and commitment, whatever it may be.

Don't complain that they don't give more – thank them for what they give.



## End

This marks the end of Retain module – and the end of this lecture series on Member/Chapter Development.

Learning is a perpetual activity. Thank you for your time in this course –please keep learning!

The following portion of the course will direct you to a coach, a member of the District who has made themselves available to act as a mentor, and support you in your term as the Membership Development Officer. Contact your coach right away, and ask the questions this course has left unanswered.

Good luck in your term!

