



SECTION 4 FORMING YOUR COMMUNITY TEAM

IN THIS SECTION, YOU WILL

- Learn why building strong teams of volunteers is critical to winning your community campaign
- Learn how to build strong teams
- Identify what basic team roles are needed to move your campaign forward

TOOLS

- Developing Team Norms, Expectations and Roles Worksheets
- Community Team Roles
- Join a snowflake one pager
- Stages of development of a Community Campaign and Team



Here we describe how your team can turn the relationships and commitments you've developed through house parties and in one-to-one meetings into a strong, capable team, ready to take action to win the campaign you'll develop together in Section 5. Step 4 and 5 often take place in parallel: it's easier for volunteers to take on roles when they're working toward a common goal, and having clear roles on a team will help you achieve the change you want.

This section of the Toolkit will help you deliberately set up most of the conditions for your team's success. We suggest completing the worksheets as a team. By doing so, you will:

- a. Develop team expectations and norms.
- b. Better understand team members' skills and areas of development.
- c. Understand responsibilities that go along with team roles.
- d. Determine which team members will fill each role.

I. CASE STUDY

Shauna and Jing organized a meeting with several mothers. All of these mothers had attended a house party, and each indicated on her Next Steps Form that she would like to get involved with Mothers Out Front. The purpose of this meeting was to take steps toward forming a Community Team in their community.

At the meeting, they talked about the opportunities in the community to increase the use of renewable energy and decrease the use of fossil fuels. They knew the sooner they had something concrete to work on, the easier it would be to engage other mothers. They also agreed that they would need to host more house parties because the more mothers they had involved, the easier it would be to reach their first “dirty to clean energy” goal. To recruit more people without overwhelming any one of them, they’d need to split up the work. Someone would coordinate with those who volunteered to host house parties — helping them pick a date and walking them through the process with house party facilitators. A few people would need to follow-up with house party attendees who expressed an interest in becoming volunteers, to find out how best to bring them in. Someone would need to take the Next Steps Forms and enter that information into a spreadsheet or the NationBuilder software (if they have been trained to use it), so they could keep track of the people they’d engaged.



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First, they used the worksheets to agree on roles:

- Shauna and Jing agreed to be the Team Co-Coordinator to support others in keeping all the pieces moving forward. Their role would be to keep the big picture goal in mind, facilitate group decision-making and the development of a collective timeline, and provide the support needed for team members to continue recruiting others.
- Nili agreed to become the House Party Coordinator.
- Pam would be the Volunteer Coordinator, making sure every interested house party guest was matched up with a team member to do a one-to-one meeting.
- Carol, who loves keeping track of details and works best at home after the kids have gone to bed, said she'd like to be the Data Coordinator.
- The team set a goal of filling the role of Communications Coordinator in the near future, to start reporting their progress and success on social media and in local papers.
- Lourdes agreed to call a few local organizations and town employees to learn more about the community's current energy sources and opportunities to increase demand for renewable energy and lower use of fossil fuels. She also volunteered to talk to other Mothers Out Front volunteers who'd developed local campaigns, to find out how they did this and get some ideas for what this team could work on.

Next, they wrote down next steps and agreed to hold each other accountable:

- Jing and Shauna helped the group decide what they would try to do by when. After some discussion, they decided to host five house parties in the next three months and follow-up with all interested participants. The entire Community Team then made a plan for how to work together to make this happen.
- Nili would get the names of all the mothers interested in hosting house parties from Jing, who until now was the keeper of the information.

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- Carol would get trained by Mish, Mothers Out Front's online organizer, to learn to use NationBuilder so she could enter their current volunteer information into the database and get ready to enter new information after each event.
- Pam would develop a system for matching potential volunteers to active volunteers, and looked up how to do one-to-one meetings in the the Organizing Toolkit. She decided to call the team's designated staff organizer to arrange a one-to-one training for the team a month from now.
- All agreed to keep an eye out for a Communications Coordinator.

At the end of the meeting, the team set a next meeting date in two weeks. They decided they'd take some time at that meeting to work on setting some group guidelines that would help make their work together effective, efficient and fun.

All left that first meeting excited about the possibilities and clear on what they had to do to make this big thing happen. Because each person had a piece of the larger puzzle, no one felt completely overwhelmed, and they knew they weren't alone in figuring it all out. They knew this was probably the beginning of wonderful new friendships.



II. MOTHERS OUT FRONT TEAMS: WHAT IS THEIR PURPOSE? HOW ARE THEY STRUCTURED?

Experience and research have shown us that certain conditions help ensure effective teams.¹ Teams that work well:

- a. Have shared purpose and goals that points the team in an engaging direction
- b. Have clear roles and are structured as “snowflakes” to enable interdependent work and leadership development of others
- c. Are stable, with clear boundaries – it’s clear who is on the team and team members don’t change at every meeting
- d. Have explicit expectations and agreed upon “norms”
- e. Are made of a diverse group of people.



Note: after you have reviewed this, use these worksheets to develop your team at your next Community Team meeting.

1 Ruth Wageman, Debra A. Nunes, James A. Burruss, J. Richard Hackman, Senior Leadership Team: What it takes to make them great. Harvard Business Review, 2008. <https://hbr.org/product/senior-leadership-teams-what-it-takes-to-make-them/an/3366-HBK-ENG>

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a. EFFECTIVE TEAMS HAVE A SHARED PURPOSE AND GOALS

In Mothers Out Front, community teams (Community Teams, or CTs) work toward shared purpose and goals that team members develop together. The team is clear on who they will be working with to build their campaign: mothers, grandmothers, and other caregivers, often, with the support of allies.

Community Teams are the foundational blocks of our movement. Communities provide the scale in which mothers can effectively organize and create tangible change together. Mothers can meet in person, get to know each other, identify realistic goals, and organize to reach these, resulting in a concrete change in their community.

The work of Mothers Out Front is always focused on a swift, complete, and just transition off fossil fuels to renewable energy. Some teams initially work on the existing impact of climate change or the use of fossil fuels, such as flooding or air pollution, because that is the most pressing issue for their community.

This is important: your Community Campaign should address an issue that is meaningful to mothers in your schools, workplaces, congregations, neighborhood playgrounds. This enables your team to recruit new mothers who want to create concrete change around some facet of energy and climate change. Such a campaign also works toward our overall mission, since it creates results through political (or economic, in the case of a corporate campaign) power you build together.

In our case study, Shauna, Jing, Carol, Nili, and Pam agree they want to work together to do their part to help create a livable future for their kids. As a team, they agree to take two initial steps. First, they get to work to identify a “dirty to clean” impact they can work toward making happen in their community. Second, they decide to host five house parties in the next three months to build their base of volunteers and supporters. Each one of them takes a piece of the work, and they know that they each need to do their part in order to reach their collective goal. Doing this will allow them to take a concrete step and build more power toward a larger goal the next time around.

Organizing Toolkit **SECTION 4** – *Forming Your Community Team (continued)*

The work of this team is easily understood, it is challenging, it matters to the mothers. Team members should be able to articulate for others the purpose of the group. This is a brief statement that includes who the team is, what you do together, and how you plan to do it. Your team will be clarifying its purpose and related campaign strategy while working through Section 5, if it has not done so already.

To recap, the role of Community Teams includes:



- Building our influence and power to make change in our communities. That means building capacity by engaging and organizing a lot of mothers with various resources to create the concrete change needed to protect our children's future
- Convincing political, business, and community leaders to take actions that help us move from dirty to clean energy. We use the resources and organizing capacity mothers have built to make a concrete ask of decision-makers that will get us one step closer to a swift, complete, and just transition to renewable energy.
- Working to grow the numbers of members involved in Mothers Out Front within their community. The more there are of us, the easier it will be to hold decision-makers accountable to all children's interests.
- Supporting state-level campaigns, participating in strategy forums, and voting on final state strategies. Although communities are the building blocks of our movement, larger-level change is only achieved by linking these blocks together. At the state level, Mothers Out Front can facilitate strategic decisions for the direction of their campaigns, and host state level trainings and events.

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b. “SNOWFLAKE” STRUCTURE AND CLEARLY DEFINED ROLES

Shauna, Jing, Carol, Nili, and Pam take on specific roles. They work together to figure out how they might get decision-makers to switch energy use from dirty to clean in their communities. They plan to recruit others to help. By doing this, they are organizing themselves in what we call a “snowflake” structure of leadership.

In the snowflake, each team member takes a share of advancing the work toward a common goal. The work is split up into manageable pieces for individual volunteers, while still enabling the whole team to do big things.

In our case study, each person took a role to help the whole team reach its goal of hosting five house parties in three months:

- Nili would schedule house parties with mothers who offered to have them, support that mother by letting her know what steps she should take in organizing it, and ensuring that a facilitator was assigned to each party.
- Carol would then collect the information on house party attendees and enter it into the spreadsheet or database.
- Pam ensured that every new potential volunteer was invited to a one-to-one meeting.
- Shauna and Jing split up the work of moving the whole process along. They touched base with each member of the team and supported them in the work, kept an eye on what was moving forward and what might be falling through the cracks, and pulled the team together to meet regularly so members could coordinate the work as a whole.

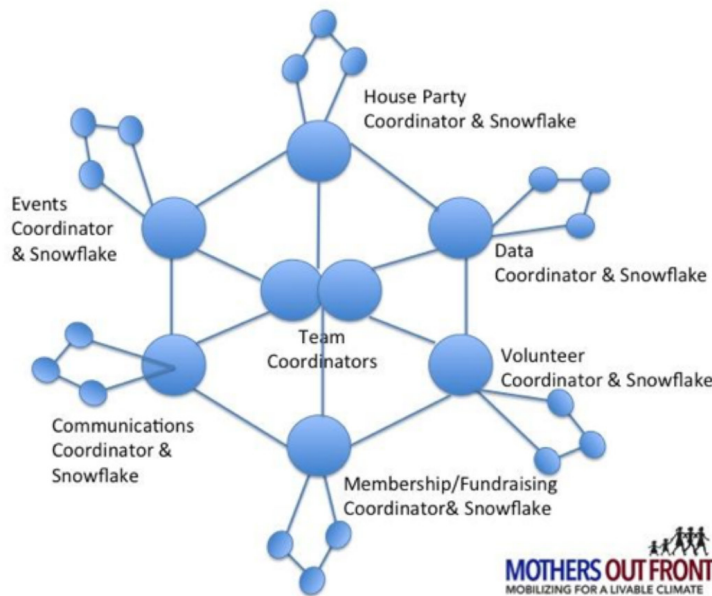


Organizing Toolkit **SECTION 4** – *Forming Your Community Team (continued)*

Everyone should have a roughly equal share of the work based on the unique skills and resources they bring to the team. Each part is necessary to reach the ultimate goal, though at the outset getting things off the ground may require more effort by a few. The workload should even out once the Community Team recruits and empowers new volunteers.

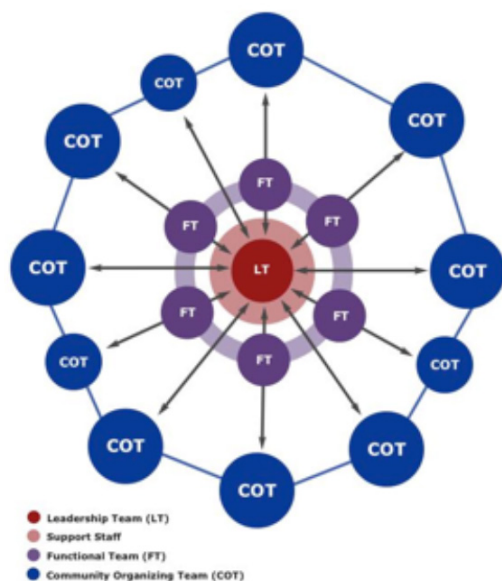
One way to encourage interdependence is to have clear roles based on the work the team needs to do to succeed. Interdependent teamwork includes: making decisions together, coordinating work together, serving as a consultative team, and sharing information. Good teams will coordinate and help each other accomplish collective goals. Good team members will communicate well when they need assistance. No one is carrying out activity in that is secretive or not open to others.

Below is an example of what a Mothers Out Front Community Team snowflake can look like. (Roles are suggested, based on the needs of your team. See end of this document for suggested role descriptions.)



In addition to being interdependent, each part of the snowflake can [grow a larger snowflake](#) by enabling us to recruit other mothers to join our work and support the development of their leadership. Each person is responsible for developing the skills and leadership of other volunteers to grow the

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team's ability to do what needs to be done. They, in turn, develop other leaders. Although you may be the dot in the middle, your success depends on developing the leadership of others. Think of Mothers Out Front as an ever outwardly growing snowflake – this is how we have been able to grow so quickly.

To prepare for determining roles, it is helpful to better understand the roles mothers and grandmothers assume in other Community Teams. Please review [Community Team \(CT\) Roles](#) within the Toolkit. This document describes the roles that each team should (eventually) have, and how they work together.

Your team can start small with a couple of mothers and will grow into these roles over time. Training and coaching support is available as mothers assume roles. In some Community Teams, mothers share the load – two mothers working together to fill the role. Also, mothers work on recruiting others to make these roles into small sub-teams. As in any team, more fun and many hands make lighter work.

A note about growing out of roles and mentoring incoming volunteers

Mothers Out Front develops leadership in volunteers in such a way that mothers are increasingly involved in the leadership and development of the movement while continually bringing in new volunteers. Every leader with a role should expect to stay in that role for a finite amount of time (perhaps six months to one year) before moving on to “coach” new mothers in other communities and states to grow their own teams (so these mothers don’t have to “start from scratch”).

This is essential to our ability to grow quickly and effectively as a movement. Therefore, leaders who take on roles should always be developing new volunteers who can replace them, allowing them to move on from the team.

Recommended roles to consider for your team

The CT Roles document provides information about each role including responsibilities, time commitment estimates and suggested skills. Review the document carefully before determining roles.

Variations on traditional Community Team structure

While most CTs organize around set roles as described above, some CTs choose to determine roles for defined events or campaigns. For example, if a team is holding a gas leaks information meeting, one mother might take on the Communications/Media role for just this meeting. Another might fill the Volunteer Coordinator role, following up with attendees to make sure they connect to a meaningful volunteer opportunity.

c. EFFECTIVE TEAMS ARE STABLE, WITH CLEAR BOUNDARIES.

If you are part of an effective CT, you can name the people on it, and the group meets regularly. Attendance is stable, not a different, random group of people every time. Highly effective teams have between four and eight members. Team membership remains constant long enough that the team learns to work together better and better. Each member is fully committed to being on the team and commits consistent time and effort to it.

d. EFFECTIVE TEAMS HAVE EXPLICIT, AGREED-UPON NORMS.

An effective team sets clear expectations, or ground rules, for how to govern themselves in their work together. How will you manage meetings, regularly communicate, make decisions, and maintain commitments? And, most importantly, how will you correct violations of your shared ground rules so they remain real and help you work as a team? How will you deal with disagreement and conflict? Without being explicit about creating these ground rules, you will find that other habits form on their own, most likely habits that do not contribute to your team's effectiveness.

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Teams with explicit operating rules are more likely to achieve their goals. Some team norms are operational. How often will we meet? How will we share and store documents? Communicate with others outside the team? Others address expectations for member interaction with each other. Initial norms guide your team in its early stages as members learn how to work together. Norms can be refined through regular group review of how well the team is doing.

e. EFFECTIVE TEAMS ARE DIVERSE.

An effective team will have a diversity of identities, experiences, and opinions. Diversity amongst your team members will inspire robust conversation during decision making, pushing your team to better thought-out outcomes.

III. MEASURING TEAM EFFECTIVENESS

After your team has begun its work, it is helpful to assess your team's effectiveness on an ongoing basis. There are many criteria/questions your team could use to measure your team's effectiveness. Here are three possibilities:

1. Impact in the world: Does the action work of your team match the goals you need to meet in order to win your campaign?
2. Recruitment of new people: Is the team engaging others outside the team in action?
3. Learning: Does teamwork support individual growth and learning?



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Use the answers to these questions to inform any changes to the team's roles or activities as a means of continual improvement.

IV. STAGES OF TEAM DEVELOPMENT

Like any team, MOF teams move through stages of team development. As teams move through these stages, their focus changes slightly. Its visibility and messaging will change as well.

Your team will grow and develop as you do the work. Be persistent but patient; nobody expects you to go from a first meeting to a fully developed team executing an instant campaign. We have developed these stages to help you understand where your team might be and what you can expect or could aim for to move toward. People Goals will also be discussed in detail in Section 5.

People and impact goals at different stages of development of community campaigns

Stage of development	Impact and people goals at each stage
Stage 1	<p>Impact: Raise community awareness about threats of climate change and fossil fuels and the power of moms to effect change to address both.</p> <p>People: Engage moms through house parties, public events, one-to-one conversations with the goal of identifying potential volunteers and to build your “base.”</p>
Stage 2	<p>Impact: Start researching possible impact goals by talking to moms, allies, and decision makers.</p> <p>People: Form a team, start classifying the moms you engage along the Ladder of Engagement.</p>
Stage 3	<p>Impact: Team has identified a campaign impact goal, has developed a timeline and strategy to reach it.</p> <p>People: Team is using campaign to recruit new moms and develop leadership within existing volunteers. Community Team Roles snowflakes grow, number of leaders, volunteers, and supporters grow.</p>
Stage 4	<p>Impact: Community Campaign leads decision makers to take steps that result in concrete change in the community. (ex: resolution passes, solar field approved.)</p> <p>People: Goals for new numbers of moms engaged at different levels of Ladder of Engagement are achieved.</p>

V. HOW COMMUNITY ORGANIZING TEAMS FIT INTO YOUR COMMUNITY

The members of your CT are not the only members of Mothers Out Front who will act to create tangible change in your community. Your CT's role is in part to organize the work of the campaign by recruiting and mobilizing volunteers who can take on discrete tasks such as tabling at an event or attending a public hearing. Its role is also to grow your base of supporters — those who are behind you though they may not be active volunteers. The Ladder of Engagement in Section 3 reminds us it takes people at all levels of engagement to create the change we want.

Generally, your Leaders are the smallest number and they “live” on the CT, followed by Volunteers and, finally, Supporters.



As you consider the above diagram, think about these questions and discuss them with the rest of your Community Team. These are two of the fundamental questions Mothers Out Front leaders are always considering:

- How many people can you recruit to each circle?
- How can you move people from the outer circle in to increase your ability to effect change?

VI. TIPS FOR RECRUITING NEW MOMS AND DEVELOPING A STRONG TEAM

Starting a team isn't always as simple as asking people to join you and then having them do so. It takes building relationships and gradually enabling them to feel invested in the process and part of the team. This can take some time but it's well worth it as building a team is what will allow you to get a lot of things done! (Plus, it's a lot more fun than working all alone, doing everything yourself, and getting burned out.)

Below are some principles and practices to keep in mind and do that will help you recruit moms to join your team and/or to increase your existing volunteers' level of participation and commitment:

- a. *Shift from thinking of yourself as a doer to becoming an enabler.* One of the ways you build your team and grow volunteers' level of engagement is by enabling others to do the work that needs to be done as opposed to doing it all yourself. You should be continually increasing the percentage of time you spend enable others to do the work versus doing all the work yourself.
- b. *Remember what led you to take the role you have agreed to take on.* For many, it's the urgency of the issue as it relates to our children. Don't be afraid

How to NOT structure Mothers Out Front teams

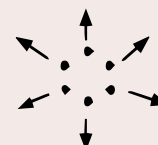
Sometimes we think leadership is about being the person that everyone goes to, which looks like this:



Have you been the person in the middle of all those arrows? How has that felt? It can be difficult, isolating, and beyond one volunteer's capacity to be in the only leader in charge of everything. How does it feel to be one of the people who's trying to get to the leader in the middle? Sometime's it's hard to get through? And what happens if the person in the middle should disappear?

What if each member of the team in our case study had gone off to do work they thought was important without coordinating with each other?

Sometimes we think we don't need leadership at all because "we're all leaders", but that looks like this:



This type of group structure, things often fall through the cracks, and it's unclear who is responsible for different important pieces. Who's responsible for coordinating everyone? Who's responsible for coordinating everyone? And who's responsible for focusing on the good of the whole, not just one particular part? With whom does the "buck stop"?

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to share that story with other moms and to remind them through story why it's so important that we organize. Many have expressed that no one else will do this for us. If we don't work to protect our kids, who will?

- c. *Act right away to follow up on people's enthusiasm and energy.* When you meet an enthusiastic mom, follow up right away to get her involved. Wait too long and you risk having her forget her initial enthusiasm and move on to other things.
- d. *Trust that people will find time if this is a priority.* Few of us thought we had time for Mothers Out Front if we had been asked at the outset. It is not our job to worry about protecting other people's time but to give people the opportunity to get involved and decide for themselves what works for them. Remember that people make time for what's important to them.
- e. *Focus on growing core people.* It may be tempting to try to engage lots of people initially by hosting lots of house parties, film screenings, or other events. It will be hard for you to do the work of organizing and following up with new people with only one or two of you, which is why the first priority should be to recruit those core moms who will commit to help you develop a team and launch Mothers Out Front in your community.
- f. *Don't be afraid to ask and give people discreet tasks that match their level of engagement.* People will rarely do something unless they are asked! Know what you specifically need their help with. Initially, an ask should be a discrete task, such as "Would you join me at a meeting with the City Councilor?" Next could be, "Would you set up a meeting with another City Councilor?" Followed by "Would you help me recruit x number of moms to attend a meeting with the City Councilor?" People will be willing to take on more over time as they start owning the success of the team! And remember that no matter how small the ask, make sure people understand how it fits into the bigger picture.
- g. *Create accountability.* People are much more likely to do what they said they will do if they are clear on:
 - o What their specific task is;
 - o Agree with you to a time by which it should to be done and

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- o Have a “check-in” time to find out how the process went and to decide on next steps.
 - o Always make sure you have these 3 components laid out when asking another mom to do something.
- h. Enable others' leadership through relationship building and one-to-one coaching.* As a “coach”, you can help interested moms think through how they might most effectively participate and contribute to advance toward our overall mission. Having a buddy to check in with that can help you figure out what the priorities and next steps are and can remind you how your piece of the work fits into the larger context. As a coach, you can debrief how something the person took on worked, or didn't work, and get a chance to learn together so that everyone is that much more effective next time around. Finally, relationships are an important part of what keeps us motivated through uncertainty.
- i. Promote Trainings.* Encourage new moms to join Mothers Out Front trainings when appropriate. These are great skill builders and offer opportunities for moms to experience themselves as part of a larger network and effort.

Acknowledge and celebrate the work people have done and thank them for it!



VII. WORKSHEET: FORMING A COMMUNITY TEAM

Developing Team Expectations, Ground Rules, and Roles

Successful teams have clearly stated expectations and ground rules that govern their work.

Think back to teams you've been on. Did they have clear, specific expectations and rules? How did the presence or absence of expectations and rules affect team functioning?

The next few exercises will help your **Community Team** develop clear expectations and ground rules, sometimes called “norms.” You'll want to revisit these as your team evolves, making sure all members remain in agreement. The first exercise helps your team develop shared expectations related to meeting and communication.

This worksheet contains the following exercises:

1. Establish or review your near-term goals.
2. Build your Community Team — Who's on it, when and where will you meet and how often?
3. Develop shared expectations and norms — How will you work together? What ground rules will you follow to ensure that your work is productive and positive?
4. Choose team roles — Who will do what to enable the whole team to reach its shared goal?

a. ESTABLISH OR REVIEW YOUR TEAM'S NEXT GOAL

- Do you need to have more house parties to build your base of supporters and volunteers?
- Do you want to research opportunities for getting an institution in your community to decrease its use of fossil fuels and increase its use of renewables?
- Are you trying to get a certain number of households to switch to clean energy?

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- Are you aiming to engage 50 moms and develop a first campaign goal that will move your community a step closer to 100% renewable energy?
- If your campaign is underway, do you need to recruit new people who will turn out to important events? For example, Mothers Out Front in the Boston case study needed to fill seats with volunteers at city council public hearings to support a proposed Ordinance to fix gas leaks.

Knowing what you'll be doing as a team will clarify the importance of each role and help each member choose the role that best suits them – or understand what qualities they need to look for when recruiting a mom to fill that role.

Note: Building your team and defining your campaign often go hand-in-hand. Peek ahead to Section 5 for guidance on choosing your campaign and Impact Goals.

Fill in the statement below. This will help you identify what needs to be done. Then split up the work among your team members.

Our team plans to do [insert goal] by [date] in order to _____. We will do this by [insert what steps you will take to make this happen – these steps are what we call “tactics.”]

b. BUILD YOUR COMMUNITY TEAM

GOALS

The purpose of this exercise is to help you:

- Identify people who can be on the your Community Team
- Coordinate a regular meeting plan
- Develop a team roster with each Coordinator's contact information

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- Determine how team members will communicate with one another

AGENDA

1. Gather and review agenda. Choose a timekeeper for this session.
2. Decide on a regular meeting time for the leadership team and any other relevant groups.
3. Determine how team members will communicate with one another.

WHO IS ON YOUR COMMUNITY TEAM?

NAME	PHONE	EMAIL ADDRESS

When and how will you coordinate with each other on a regular (weekly, or daily) schedule?

When, where, and how often will you meet?

c. DEVELOP SHARED TEAM EXPECTATIONS

The next exercise encourages you to develop clearly stated expectations and ground rules that will govern your team's work.

TEAM EXPECTATIONS/GROUND RULES

Review the sample team expectations and ground rules below. Add, subtract or modify to create your team's shared expectations. Be sure to include expectations on each theme below and how you will self-correct if the expectation is broken. (If you don't self-correct, new behaviors will displace those you have agreed upon.)

Note: The list below is just a sample; feel free to come up with your own for your group.

Discussion and Decision-making: How we will discuss options and reach decisions as a team to ensure vigorous input and debate?

Always Do	Never Do
Engage in open, honest debate Ask clarifying questions Balance advocacy with inquiry Debate until time is up and then take a vote	Engage in personal attacks Fail to listen to what others say Jump to conclusions

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Meeting Management: How will we manage meetings to respect each other's time?	
Always Do Start on time; stay on time Be fully present throughout the meeting	Never Do Come to meetings unprepared Answer cell phones or email
Accountability: How we will delegate responsibilities for actions and activities? How will we follow through on commitments?	
Always Do Clarify understanding Provide follow-up on action items Ask for/offer support when needed Weekly check-in	Never Do Assume you have agreement Assume tasks are getting done Commit to a task you know you won't do
How will you "self-correct" if your shared ground rules are not followed? (Try something fun, not punitive, like "make up and sing a silly song.")	

Organizing Toolkit **SECTION 4** – Forming Your Community Team (continued)

d. CHOOSE TEAM ROLES

In this series of exercises, you will consider the skills of individual team members and identify a role for everyone.

REVIEWING TEAM ROLES

Understanding Team Members' Skills (XX min.): First, go around the circle and ask each person to share: 1) what skills and talents they might contribute to the team and 2) what are their areas of growth – what would they like to learn or get better at? (X min.).

Team Member Name	Skills/Talents	Areas of Growth

DEVELOPING TEAM ROLES

UNDERSTANDING TEAM ROLES:

Review the sample team roles below. Also, review more detailed Community Team role descriptions, skills needed, and estimated time commitments in the Community Team Roles Document.

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Thinking about your next action, discuss how the roles would fit together to create an interdependent leadership team. What skills would someone need to fill each role in addition to those listed? Based on your discussions, ask each person to tell the group what experience and talents they have and what specifically they want to learn in more detail (30 seconds each). How might these talents match up to particular roles? Are there any clear “fits”?

Role	Responsibilities	Skills/talents needed for this role	Interested team members & related skills/talents
Team Coordinator	Coordinates team functioning (set up meetings, develop agendas with input, facilitate meetings, keep people on track).	<i>Organized, Collaborative, Good with people, Willing to try new things and take risks, Supportive of the leadership of others.</i> Other:	
House Party Coordinator	Works to arrange house parties in your community. Makes sure these parties are organized and successful.	<i>Collaborative, Good with people, Good at following up.</i> Other:	
Volunteer Coordinator	Works to ensure that people met through house parties and other events become active volunteers. Works with other volunteers to help potential volunteers find a role in the campaign.	<i>Good listener, Good at following up.</i> Other:	
Events Coordinator	Identifies and prioritizes community events for your local team and works with the team to coordinate the team’s involvement.	<i>Good “connector,” Organized, Good at empowering others rather than doing everything yourself.</i> Other:	
Data Coordinator	Learns the MOF database, Nationbuilder. Inputs participant data, responds to data requests, sends email blasts to the community.	<i>Love of data and sharing that love with others! Help others learn from our information and become more powerful because of it. Detail-oriented.</i> Other:	

Organizing Toolkit **SECTION 4** – Forming Your Community Team (continued)

Communications Coordinator	Shares MOF goals and successes with the public. Ensures that momentum and key information is communicated with your community's active volunteers and supporters.	Communications skills—visual, written, oral. A sense of how to engage different kinds of people. Ability to develop others' leadership. Other:	
Outreach Coordinator	Ensures team's outreach and campaign engages mothers from many different backgrounds. Helps educate and train your team on how to build and sustain diversity on your team.	Commitment to diversity and social justice. Willingness to learn. Humility. Compassion and patience with others. Experience working with diverse groups. Other:	

Determining Team Roles

Now that your team has a better sense of team roles and each member's strengths and interests, it's time to name your Coordinators. Two people can buddy-up to share one role and, if necessary, team members can temporarily fill more than one role. Remember, though, that one of your most important jobs is developing new leaders, so be sure to make roles available to new people as you grow.

Role	Name
Team Coordinator	
House Party Coordinator	
Volunteer Coordinator	
Events Coordinator	
Data Coordinator	
Communications Coordinator	
Outreach Coordinator	

Note: These team roles should not be seen as permanent. For the team to be strong, all leaders should earn leadership by carrying out responsibilities relevant to the role they seek.

Organizing Toolkit **SECTION 4** – Forming Your Community Team (continued)

REVIEWING TEAM ROLES

Complete this exercise even if your team has filled only a few of these roles so far. Go around the circle and ask each person to share (a) what her role is, (b) what her responsibilities are, and (c) what skills and talents she brings to the role.

Role	Responsibilities (current and anticipated)	Skills/talents needed for this role....	Name
Team Coordinator			
House Party Coordinator			
Volunteer Coordinator			
Events Coordinator			
Data Coordinator			
Communications Coordinator			
Outreach Coordinator			

VIII. COMMUNITY TEAM ROLES

What is the function of the Community Team?

- Community Teams are essential to building our influence and power in our communities and making the changes we need to see.
- Community Teams are created by mothers who want to work together within their community to convince political, business, and community leaders to take actions that help us move from dirty to clean energy. Community Teams also work to grow the membership of Mothers Out Front within their community.
- Community Teams support state-level campaigns, participate in strategy forums, and vote on statewide strategies. Community Teams also make strategic decisions for the direction of their local campaigns, and participate in state-level trainings and events.

General Notes:

- The Community Team is a great place to connect with other mothers in your community and work together.
- Below we have identified the roles that each team should (eventually) have, and how they work together. Your team can start small with a couple of mothers and grow over time!
- Your team will grow into these roles as you add new members. Training and coaching support is available.
- Consider sharing these roles— two mothers working together as Co-Coordinator. Also work on recruiting others to support the roles with small sub-teams called “snowflakes.” More fun and many hands make lighter work.

Organizing Toolkit **SECTION 4** – Forming Your Community Team (continued)

Team Coordinator

You coordinate the overall functioning of your team (setting up meetings, developing agendas with input from other Community Team members, facilitating meetings, keeping people on track). You keep an eye on the big picture and keep things moving!

- Commit to regular check-ins with a Mothers Out Front coach/mentor so you have support and keep learning.
- Coach your team in setting three kinds of goals:
 - Number of mothers/others you want to engage as supporters and volunteers in your community (“People Goals”), with specific timelines
 - A concrete campaign to switch your community from dirty to clean energy in some way (“Impact Goals”), with timelines
 - “Learning Goals” (what you and your team want to learn in this process)
- Strategize with your team on how to meet your goals, and make sure the team is learning from the process of meeting/not meeting the goals.
- Support the work and leadership of your team members. You support them in developing their own sub-teams, or “snowflakes,” to share the workload and accomplish more together. In turn, your team members support your leadership.
- Participate in regular statewide calls with other Team Coordinators. This is fun, and it helps make sure that:
 - o your team’s work and progress are moving Mothers Out Front towards our larger statewide and national goals

Organizing Toolkit **SECTION 4 – Forming Your Community Team (continued)**

- o communication is clear between your local team, your state Lead Organizer, and your statewide Leadership Team
 - o you get to discuss and brainstorm with other Team Coordinators for shared learning
- Ensure communication between your Community Team members and statewide Functional Teams as needed to work on projects together, etc.
 - ◊ Remember, this would be a great shared role!
 - ◊ Approximate time commitment: 8-15 hours a month
 - ◊ Skills needed: organized, collaborative, good with people, willing to try new things and take risks, supportive of the leadership of others

Data Coordinator

You make sure that your team is moving towards its goals of engaging new people, and help track what is working and what is not. You are in charge of data and metrics for your team.

- Record and track information on volunteers, house parties, one-to-ones, and numbers of people who show up for events.
- Ensure volunteer data is collected as accurately as possible and tracked throughout the engagement process.
- Work with your Community Team to update the Ladder of Engagement status and “Team Roles” in NationBuilder once a month.
- Get the interest form, host, and guest information from the house party facilitator and enter into NationBuilder.
- Run reports for Volunteer Coordinator or other team members, as needed.

Organizing Toolkit **SECTION 4** – Forming Your Community Team (continued)

- Work with Team Coordinator to share reports at Community Team meetings so your team can see how it's progressing. This helps to revise goals and make strategic decisions moving forward.
 - Work with Communications Coordinator to make sure emails are sent to the appropriate lists.
 - Join monthly Data Calls to discuss best practices and report on where your volunteers are on the Ladder of Engagement.
 - Work closely with the State Lead Organizer (staff) to make sure data is current and the overall data system is running smoothly.
 - Work with volunteers to build leadership by training a Data Co-Coordinator and helping your team move volunteers up the Ladder of Engagement.
- ◇ Remember, this would be a great shared role!
 - ◇ Approximate time commitment: 5 hours a month
 - ◇ Skills needed: Love of data and sharing that love with others. Helping others to learn from the information we have and become more powerful because of it. Detail-oriented.

House Party Coordinator

You make sure that House Parties happen and are successful. You understand and help others to understand that these gatherings are our main tool for engaging new volunteers and building our teams of mothers. Because of that, you make sure we have lots of House Parties in your community!



Organizing Toolkit **SECTION 4** – *Forming Your Community Team (continued)*

- Work with your team to set house party goals (number of house parties, number of attendees, which neighborhoods, timeline/dates) and work with Data Coordinator to track progress toward those goals.
 - Work with Volunteer Coordinator to identify and recruit mothers interested in hosting a house party.
 - Work with Data Coordinator to identify House Party Facilitators. You recruit an appropriate Facilitator — ideally one from within the host’s community. Contact your State Lead Organizer (staff) if you need help finding a Facilitator.
 - Make sure each house party is scheduled and confirmed with the host and the Facilitator.
 - Provide the Host Kit to the host and review it with her.
 - Coordinate with the Facilitator to make sure that one of you is available to support the host before the party.
 - Coordinate with Volunteer Coordinator to follow up with guests after the house party.
 - Follow up with host after the house party to get feedback from her and her guests.
 - Ensure the house party process runs smoothly.
 - Work to develop the leadership of others and help them understand how important House Parties are and how to make them successful. You are supported by your Community Team.
- ◊ Remember, this would be a great shared role!
 - ◊ Approximate time commitment: 5-10 hours a month
 - ◊ Skills needed: Collaborative, good with people, good at following up

Organizing Toolkit **SECTION 4** – Forming Your Community Team (continued)

Volunteer Coordinator

You make sure that people we meet through House Parties and other events become active volunteers. This means you do a lot of following up with people!

- Take primary responsibility for one-to-one follow-up with house party hosts and guests, with the goal of plugging each into concrete actions.
 - You can do these one-to-ones yourself and/or engage others to do so
 - Eventually, you have a team of people to make calls and meet people for coffee, so you can reach every single person who comes to a house party – building a “snowflake” to share the work is key!
- Stay up-to-date on concrete action opportunities in your community (to host a house party, attend a house party Facilitator training, help people switching to clean electricity in the home, participate in other “dirty-to-clean” campaign actions, events, etc.) and refer volunteers to the right people to get “plugged in” to something they can do.
- Provide Ladder of Engagement information on volunteers to Data Coordinator for NationBuilder tracking. In other words, you keep the Data Coordinator up to date on how involved volunteers are and what their interests are.
- Work with other volunteers to build leadership in how to do one-to-ones and engage new mothers; you are supported by your Community Team.



- ◇ Remember, this would be a great shared role!
- ◇ Approximate time commitment: 5-10 hours a month
- ◇ Skills needed: good listener, good at following up

Organizing Toolkit **SECTION 4** – *Forming Your Community Team (continued)*

Events Coordinator

You identify and prioritize community events for your local Mothers Out Front team and help coordinate your team's involvement.

- You respond to invitations to participate in community events (through co-sponsorship, hosting, attending, tabling, etc.) and you organize events for your team.
 - o Events could include farmer's markets, concerts, conferences, parades, festivals, protests, marches, film screenings, hearings — the sky's the limit!
 - o You coordinate with the Outreach Coordinator to prioritize opportunities to engage mothers who are not yet represented in your team
 - o You eventually build a team with different members focussing on different kinds of events (political actions, community outreach, fun events)
- Publicize the event along with Communications Coordinator (on social media, email, fliers, etc.)
- Work with Volunteer Coordinator to recruit new volunteers for organizing these events.
- Report back on the events to your Community Team.
- Share the sign-in sheets from events with Data Coordinator so your team can contact and follow up with people you meet at events.
- Work with volunteers to build leadership — especially bringing in new volunteers to do events. You are supported by your Community Team.
 - ◇ Remember, this would be a great shared role!
 - ◇ Approximate time commitment: 5-10 hours a month
 - ◇ Skills needed: Good “connector,” organized, good at empowering others rather than doing everything yourself

Organizing Toolkit **SECTION 4** – *Forming Your Community Team (continued)*

Communications Coordinator

You make sure that the goals and successes of your team and Mothers Out Front more broadly are shared with the public. You make sure that momentum and key information is communicated with your community's active volunteers and supporters.

- Maintain your local webpage and social media platforms, showing momentum, growth, achievement and keeping posts relevant and engaging.
- Write “Case Studies” of successes to share with other towns.
- Work with Data Coordinator to send out regular emails to inform your supporters about efforts in your community, and offer concrete opportunities for engagement.
- Develop relationships with local media outlets.
- Work with Communications Functional Team to ensure your Community Team builds skills to work with the media and use communications as a strategic tool.
- Work with your Community Team to develop a communications strategy for how to reach and recruit more volunteers and supporters, and to move public officials and business leaders to switch from dirty to clean energy.

- ◇ Remember, this would be a great shared role!
- ◇ Approximate time commitment: 8-10 hours a month
- ◇ Skills needed: Communications skills—visual, written, oral. A sense of how to engage different kinds of people. Ability to develop others' leadership.



Organizing Toolkit **SECTION 4** – *Forming Your Community Team (continued)*

Outreach Coordinator

You make sure that your team's outreach efforts and campaign engage mothers from many different backgrounds. You help educate and train your team on how to build and sustain an effective, diverse team.

- Engage people who are not currently active in your team's work, and who represent important constituencies in your town
 - This can include economic, ethnic, racial, cultural, religious, and other diverse constituencies that are part of your community
 - Work with the Community Team Coordinators to identify your town's demographics and set outreach goals to reflect those demographics.
 - Work with Events Coordinator to build relationships with other groups in your community, supporting their events and looking for strategic synergy on shared priorities and initiatives.
 - Work with Volunteer Coordinator to identify key one-to-ones that Community Team members should have with community leaders.
 - Work with House Party Coordinator to prioritize House Parties in diverse neighborhoods and communities, and recruit and identify hosts accordingly.
 - Prioritize your own and your team's ongoing training and awareness-raising about issues of race, class, ability, sexual identity, gender, religion, power, and political divisions, building leadership in your team by proactively engaging with these issues.
- ◊ Remember, this would be a great shared role!
- ◊ Approximate time commitment: 5-10 hours a month
- ◊ Skills needed: Commitment to diversity and social justice. Willingness to learn. Humility. Compassion and patience with others. Experience working with diverse groups.

Organizing Toolkit **SECTION 4** – Forming Your Community Team (continued)

Other Possible Community Team Roles

Training and Coaching

Provides role-specific training and coaching and/or coordinates the training and coaching needed for Community Team members and volunteers to operate effectively.

Strategy and Research

Coordinates researching the political landscape and identifying opportunities for leverage to make the team's campaign successful.

