



Partners In Health

ENGAGE

Community-Building Lead

Manual

2016-2017

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Introduction

Why are we here?

Each year, malnutrition kills more than 3 million children worldwide. And every day, nearly 800 women die in childbirth. Needless, completely preventable deaths like these are driven by poverty and inequality. At Partners In Health, we believe that health is a human right, and we work to deliver high-quality health care to the poorest of the poor.

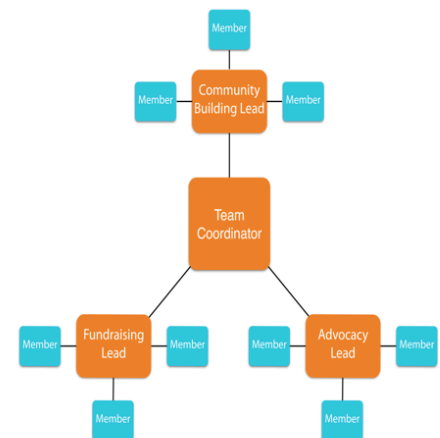
But the right to health—to not die in labor, to not die from starvation—will only be won through the work of a broad social movement of committed individuals. This is why we've built PIH Engage, a grassroots network of volunteer community organizers. Teams all over the country have committed to advocate for global health policy change, to educate the public about global health equity, and to generate unprecedented resources to support Partners In Health's lifesaving work.

How are we structured?

In order to be more effective in achieving our goals, we employ a formalized *shared* leadership structure for PIH Engage teams. A leadership team offers a structured way to work together interdependently, recognizing and leveraging the unique talents of the individuals who make up the team. Team structures also help create strategic capacity—the ability to work creatively together in ways that produce more vibrant, engaging strategy than any individual could create alone. Leadership teams have clear missions and goals that all team members work towards through collaboration, creativity, and commitment. Leadership teams are also essential in providing a foundation from which an organization can expand its reach, as no one person can singlehandedly create an organization of massive scale.

Most importantly, your team structure must be *interdependent*. An interdependent leadership structure not only capitalizes on an individual's unique skill set and resources, but creates an environment of both support and accountability. Effective interdependent leadership takes the form of a "snowflake" as shown here:

Each team will have an Advocacy Lead, Community-Building Lead, and Fundraising Lead, in addition to a Team Coordinator who will oversee the other leads and the rest of the team members. Having four designated leaders will allow tasks to be divided easily and equally. Additionally, because each leader has a distinct role, the National Team in Boston will be able to provide specialized training to each of the different lead types through webinars and coaching calls.



Your role as Community-Building Lead

As the Community-Building Lead, you will focus on building people power for their team. You will lead member recruitment, build relationships across the team, and develop a culture of honesty, activism, and deep commitment. To help with this, you will be responsible for leading your team through the PIH Engage global health curriculum using the provided readings and facilitation guide. You also will recruit a 3-5 member community-building team. You will learn the skills necessary to succeed in this role by attending training webinars hosted by the PIH Engage staff in Boston.

What is organizing?

In the next section, we'll review some broad concepts of organizing that are essential for you to understand and internalize as the Community-Building Lead. Then, we'll dig deeper into some of the concrete tactics you can use to put this unique concept of organizing into action. Be sure to read this next section and come back to it again several times throughout the year.

Organizing is a form of leadership that enables a group of people to turn its resources into the power to make change.

This transformative power is based on the recruitment, training, and development of leadership. In short, organizing is about equipping people (constituency) with the power (story and strategy) to make change (real outcomes).

Let's break this down a little further.

"Organizing is a form of leadership." In PIH Engage, we think of leadership in a very particular way: Leadership is taking responsibility for enabling others to achieve shared purpose in the face of uncertainty.

"That enables a group of people." The first question an organizer asks is not "what is my issue?" but "who are my people?" Constituency is a group of people who are "standing together" to assert their own goals. In the case of PIH Engage, our people can come from many places – our church group, our university, our book club, our sports team, or just someone we've known for a long time. Anyone from our networks, or who we believe might share our values, is our constituency.

"To turn its resources." Whoever we may be, everyone in PIH Engage has access to some resources. These resources may be financial or close acquaintances with financial resources, or they may be the knowledge, funds, space, and environment a university has to offer. These resources may be extra free time, or access to a local newspaper happy to publish your article. It may be all of these. The ability to influence Congressmen is certainly a resource – all citizens of the United States have the ability to share their voice with members of Congress.



“Into the power.” Dr. Martin Luther King Jr. described power as the “ability to achieve purpose.” Our power comes from people—in PIH Engage, we desire change, and we can organize our resources into the power needed to create change. Organizing is not only a commitment to identify more leaders. It is also a commitment to engage those leaders in a particular type of fight, building the power to create the change we need in the world. Organizing power begins with the commitment of the first person who wants to make it happen—YOU. Without this commitment, there are no resources with which to begin. Commitment is as observable as action. The work of organizers, of you all, begins with your acceptance of the responsibility to challenge others to do the same.

“To make change.” Change is specific, concrete, and significant. It is not about “creating awareness,” having a meaningful conversation, or giving a great speech. It is about specifying a clearly measurable goal and explaining why achieving that goal can move you forward in meeting the challenge that your constituency has to face. It is about identifying how each of our campaign “peaks” contributes to our ultimate goal of advancing the right to health.

Why do we organize?

From the definition above, we know the ultimate goal of organizing is to make a change. This cannot happen without you. The foundational building blocks of a social movement are people. A social movement requires leaders who will recruit committed individuals, enabling and supporting those individuals to become leaders in their own capacity. This is where you come in.

By not only recruiting new members, but also building relationships and a sense of community among your team, you will lay the foundation necessary for our social movement. You will build a broad base of support, but also create the environment and culture necessary for your team and its members to succeed.

Resources for your success

It is critical to remember that you are not alone in this work! You are part of a large network of advocates around the country fighting for health equity, and we have years of experience that we want to share to help you continue this work. To access team materials, webinars, slides from Training Institute, and information about past fundraising events, go to engage.pih.org and click on the Resources tab. You can access these resources at any time during the year, and you should direct team members to our website so that they can use these tools as well.

Throughout the year, the National Team will also hold webinars and other training sessions that are critical to our campaign, so please keep up to date on emails and RSVP to those events as necessary. Our data shows that teams in regular contact with the National Team through these means are significantly more successful in achieving their fundraising and advocacy goals throughout the year. As always, if you have any questions or want to check in, your National Team Coach is always available and wants to work with you! That’s what we’re here for!

Leading Your Community-Building Team

Setting goals

Goal-setting lays down the foundation for the year, creating shared purpose and commitment that will drive your campaign forward. Without this vision, it's very difficult to plan far enough ahead and to craft a truly cohesive campaign where each piece contributes to your broader purpose and goals. Setting a goal as a group will provide you and your team with a standard to which you can hold yourselves accountable and measure your progress. It gives your team something to strive for, and will help group members better understand the scope and scale of what you are trying to accomplish. A good goal will also push team members to remain motivated throughout your campaign. With a specific goal set, members of your team can hold each other accountable for continuing to work on the campaign until you reach (or surpass!) your goal. Additionally, setting a clear goal will push your team to define specific, small steps to reaching that goal, allowing you to be more organized and efficient.

When setting goals with your community-building team, think about what you want to accomplish in terms of building people power, and how you'll reach those goals. Goals should be "SMART"—specific, measurable, attainable, relevant, and timely. Here are some questions to consider:

- How many new names and emails will you gather this year? Of those people, how many will you recruit to join your general PIH Engage membership? Of those people, how many will you recruit to join a specific committee within your PIH Engage team? How many one-on-ones will you hold with potential new team members? (See the ladders of engagement section for more on this concept)
- How many recruitment events will you host in the fall and in the spring? What type of event will they be? How many people will attend each event?
- How many discussion sessions based on the global health curriculum will you host? Who will participate?
- What other events or activities will you host to build relationships within your team?

At your team's **Kickoff Retreat**, break off into your community-building team and use these guiding questions to set some year-long goals for what you'd like to accomplish in the realm of building people power. You should think big and be ambitious, but set specific plans for how you will accomplish these goals as a team, including some checkpoints and intermediate goals. You can (and should!) get specific when planning for each of your goals; check out the **Kickoff Retreat Guide** on our website for goal-setting worksheets.

Setting Expectations and Responsibilities

Early on in the year (at the Kick-Off Retreat!) it is important that you set community-building team expectations as well as assign responsibilities. As a team think about what you expect of one another and how you will hold each other accountable. Some questions to think about are: What are the expectations for attending your team meetings? How will you communicate with each other? How will everyone (in their individual committees) work together to achieve campaign outcomes?

In your own Community-Building committee, make sure that your team members are fully engaging with the PIH Engage global health curriculum. If your team is large enough, consider rotating facilitation responsibilities at each meeting. If you have a smaller team, maybe all team members will play a role each week.

In addition, your job as the community-building team is to continue recruiting new team members and funneling them into the roles and sub-teams that most interest them. Make sure that all team members understand how they fit into the team at large. Help individuals fully understand and feel ownership of the group's goals by getting their participation in goal-setting at the retreat and throughout the year. Pay attention to their own interests and skills and help them find a way to contribute that makes the most of what they bring to the table.

Keeping your team members engaged: Ladders of Engagement

Recruiting members and establishing relationships are just the first steps in building up a strong team. It is essential that these relationships continue to grow, enabling individuals to grow as leaders. A ladder of engagement offers a visual representation for this approach, with each rung representing a more progressive action leading to a higher level of engagement. The ladder of engagement is not just a recruiting tool. You and your leadership team should be using this concept for each campaign that takes place throughout the year. It will allow you to see who is expressing interest and showing initiative with respect to the work of the three team leads (Fundraising, Advocacy, and Community Building) and thus incorporate them into the work of those campaigns. And, it will allow you to provide a wide range of ways people can get involved with your PIH Engage team – they can choose which actions matches their level of commitment at that moment in time.



How to use the PIH Engage Ladder of Engagement

The ladder of engagement offers you a powerful technique in building a strong team. It allows you to identify individuals who are taking initiative and that are willing to commit to a greater level of responsibility. By tracking members through the ladder of engagement you can make tailored “asks,” helping that individual to grow as a leader as well as build the overall team capacity. Below is an example of the ladder of engagement in practice:

- Level 0: individual signs up on the PIH Engage website
- Level 1: individual attends a one-on-one with leadership team member
- Level 2: individual attends team events/fundraisers/etc.
- Level 3: individual is an active member of the team, contributing to planning, and executing team events/fundraisers/etc.
- Level 4: individual is a leadership prospect

How Do We Build Community?

Public Narrative and Shared Story

The first step to recruitment is mastering public narrative and creating a shared story for your team. Public narrative is an integral community organizing tool and one which you will weave either directly or indirectly into your various recruitment tactics. Organizing is rooted in shared values expressed as public narrative. Public narrative is how we communicate our values through stories, bringing alive the motivation that is a necessary pre- condition for changing the world.

Through public narrative, we tell three different stories:

A “Story of Self” communicates the values that called you to lead in this way, in this place, at this time.

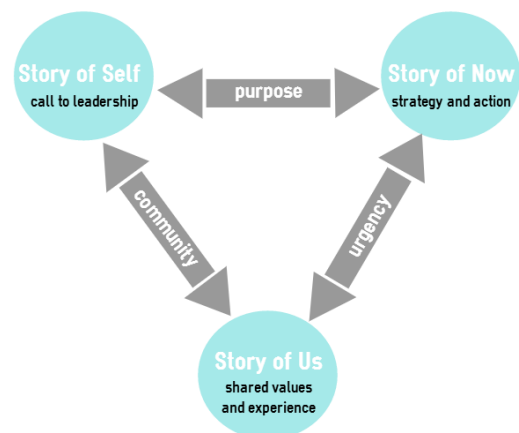
Each of us has compelling stories to tell. In some cases, our values have been shaped by choices others – parents, friends, teachers – have made. We have chosen how to deal with loss, even as we have found access to hope. Our choices have shaped our own life path: we dealt with challenges as children, found our way to a calling, responded to needs, demands, and gifts of others; confronted leadership challenges in places of worship, schools, communities and work.

A “Story of Us” communicates shared values that anchor your community, values that may be at risk, and may also be sources of hope.

You tell a story of self to enable others to “get you” – to experience the values that call you to public life. You tell a “story of us” to enable them to “get each other”- to experience the values they share that can inspire them to act together, find courage in each other, and find hope in their solidarity. In other words, the “us” that the storyteller brings to life is based less on what “category” describes them (race, gender, language, etc.) than on values they share rooted in common experience. By learning to tell a story of us you can bring those values alive as a source of solidarity, hope, and the motivation to act.

A “Story of Now” communicates an urgent challenge you are calling on your community to join you in acting on now.

The Story of Now focuses on a challenge to your community demanding action now, a source of hope, and the choice of a pathway to action you call on others to join you in taking.

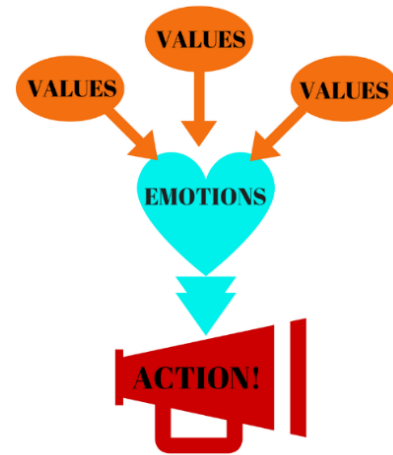


Why Use Public Narrative?

Basically, *because it will make you a much stronger team.*

Public narrative translates VALUES into ACTION.

Public leadership requires the use of both the “head” and the “heart” to mobilize others to act effectively on behalf of shared values. Leadership engages people to interpret WHY they should change the world and HOW they can act to change it. Why leaders work to change their world is their motivation, their driving force, and how they work to change their world is their strategy, how they approach their particular dilemma. Public narrative is the “why” – the art of translating values into action through stories and that is where we will spend our time and energy.



The key to motivation is understanding that values inspire action through emotion.

Emotions inform us of what we value in ourselves, in others, and in the world. Emotions can also act as a conduit to allow us to express the motivational content of our values to others. Stories draw on our emotions and show our values in action, helping us *feel* what matters, rather than just thinking about or telling others what matters. Because stories allow us to express our values not as abstract principles, but as lived experiences, they have the power to move others to action.

Some emotions inhibit mindful action, but other emotions facilitate action.

The language of emotion is the language of movement, sharing the same root word. Mindful action is inhibited by inertia, self-doubt, fear, isolation and apathy. On the other hand, action can be facilitated by YCMAD (you can make a difference), solidarity, anger, urgency, hope. By being mindful of our thoughts and emotions, we can learn to control them to become effective leaders. Stories can mobilize emotions, enabling mindful action to overcome emotions that inhibit it.

Public narrative is an integral technique you will use throughout the campaign year. It will support your recruitment efforts, personal fundraising, and advocacy. You all practiced this at the Training Institute – now you must elicit a “Story of Self” from all your team members and construct together a “Story of Us and Now.” See the **Public Narrative Guide** on NationBuilder on how to facilitate a public narrative workshop with your team.

Recruitment and Building Relationships

Successful recruitment relies on the power of relationships. You will utilize a series of tactics to identify and engage interested members of your networks. These tactics include one-on-one meetings, house meetings, info sessions, social events, activity or involvement fairs on campuses, and educational events. It is essential that with each of these tactics you focus on relationship building and use the skills you've learned through practicing public narrative. You should first meet with your leadership team, specifically your Team Coordinator, to develop and implement a specific recruitment strategy. Your recruitment strategy will depend on the context of your environment but below is a general recruitment timeline you should follow:

1. Think about your networks—friends, classmates, teammates, members of other clubs, etc.—and brainstorm potential people who you think would be interested in PIH Engage. For each individual also think about the skills and resources they would bring to the table.
2. Hold one-on-one meetings with the people from the list you made. (See one-on-one meeting guide below.)
3. From your one-on-one meetings identify individuals that would be a good fit for the different leadership roles. Make the ask. A solid and committed leadership team will lay the foundation for a successful year—be thoughtful and intentional about who you ask to join your team.
4. With your leadership team continue to conduct one-on-ones to build up a solid team.
5. Host a house meeting, info session, and/or social event to draw a bigger group of people at once. (See guide below.)
6. Make sure you and your leadership team are following up and engaging with the people you have had one-on-ones or who have attended a house meeting/info session. Build the relationship by connecting an “ask” to each interaction—attend a team meeting, event, or campaign action.
7. Encourage all members to continue to do personal recruitment throughout the year.

Guide to Recruitment One-on-One Meetings

1:1 interactions are the best way to establish relational commitments.

Recruitment 1:1s are individual conversations you have with a potential team member—think of them like a date! The goal is to connect with someone and lay the foundation for your relationship. For some of us, this kind of recruitment and interaction isn't part of our everyday routine, or the way we would initially think to recruit team members. However, organizers across issues have seen this be successful time and again. Take some time to invite potential team members for a quick half hour chat after work, during your lunch break, or for coffee or drinks this Saturday. See the 1:1 meeting workshop guide from the Training Institute to train your team on how to conduct 1:1 meetings.

A 1:1 meeting consists of five “acts”:

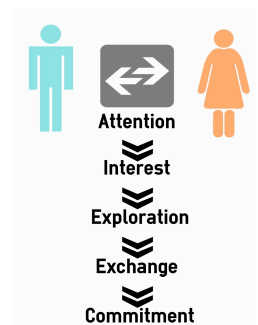
1. Attention – We have to get another person’s attention to conduct a one-on-one meeting. Don’t be “coy.” Be as up front as you can be about the fact that you want to talk to them more about PIH Engage, but that first, you’d like to take a few moments to get acquainted.

2. Interest – There must be a purpose or a goal in setting up a one-on-one meeting. In the case of recruitment, the purpose of the meeting might be to answer any questions about PIH Engage or global health advocacy or formalize commitment to the team.

3. Exploration – Most of the 1:1 is devoted to exploration by asking probing questions to learn the other person’s values, interests, and resources and by sharing your own. In recruitment 1:1s, you should share your personal story about why you got involved in Engage and ask them about why they are interested in the team.

4. Exchange – We exchange resources such as information, support, and insight. This creates the foundation for future exchanges. For Engage, you could give insight into how they might want to be involved or offer to connect them to other team members.

5. Commitment – A successful 1:1 meeting ends with a commitment, most likely to meet again. By scheduling a specific time for this meeting, you make it a real commitment. The goal of the 1:1 is not necessarily to get someone to commit to the team, but to commit to *continuing the relationship*.



Best Practices:

- Keep your meeting at **30-45 minutes**, no longer than an hour
- Share your personal story; connect with the individual on **shared values and experience**
- **Listen** twice as much as you talk
- Always end with a **hard ask** and **clear next steps**

In addition to recruitment 1:1s, “maintenance” 1:1s are used to check in with current members about their involvement, and “escalation” 1:1s are helpful to confirm members into new roles or responsibilities. These 1:1s should be tailored to the specific commitment that the member has made, is interested in making, or that you want them to make.

Guide to Information Sessions/House Meetings

House meetings build community and commitment around a leadership team.

House meetings are informal gatherings that can be held at the beginning of the year during your recruitment push. These meetings are unique from general team meetings in that they help us identify and test leaders while simultaneously recruiting new team members to build our snowflake team structure. They can be held anywhere, including your house or apartment, restaurants, or other public meeting space.

Info sessions introduce PIH Engage to a larger audience in hopes of inspiring commitment.

Info sessions are similar to house meetings, but are typically employed in recruitment on college campuses. These meetings are usually held after a recruitment or activities fair in a public space on campus.

Planning your house meeting or info session:

- 1. Set goals** – Think about how many people you want to attend, and then multiply this number by four. Invite that number of people, expecting only a fourth will show up.
- 2. Put your event on engage.pih.org** – Registering your event on our website will not only give potential attendees all the information they need, but will give you all their contact info when they register. This will make it much easier for you to follow up. Here's the link to post event on our site: http://pihengage.nationbuilder.com/users/event_pages/new?parent_id=6
- 3. Recruit attendees** – This is where the hard work comes in. No one will show up to your meeting unless you put in the effort to recruit them. While social media and email are important tools to use, it is imperative that you and your leadership team also utilize individualized recruitment in the form of in-person conversations, phone calls, text messages, etc.
On school campuses, make sure you participate in your school's activities fair – here you can gain a large number of sign-ups in a short period of time. (Don't forget to follow-up with all of them!) You can also post or hand out flyers in "high traffic" areas, but in our experience, this will recruit one attendee at most. And remember, invite as many people as possible—less than half of them will actually come!
- 4. Reminder calls or emails** – Make sure to follow up with invitees—which includes registered attendees, those that have expressed interest, and those that have not yet responded. Getting firm commitments will dramatically increase the likelihood that someone will come to your meeting. As often as possible do this in-person or through a very personal text/email.
- 5. Prepare your materials** – Print out any materials that you will need for the meetings. Useful documents include sign-in sheets and informational flyers on how to get more involved. If you plan on using them, make sure to have any slides, videos, etc. prepared.

Sample Agenda:

1. **Welcome and Thanks (5 min)** – Bring everyone together to welcome and thank them for coming.
2. **Story of Self (5 min)** – Why did you take on leadership with PIH Engage? What experiences led you to decide to take this responsibility? Why do you need others' support?
3. **Group Introductions (5-10 min)** – Depending on the size of the group, have everyone introduce themselves, and if time allows, share why they want to get involved and what inspired them to come to the meeting.
4. **Presentation of Info (15-20 min)** – Give a brief presentation on the work of PIH Engage—feel free to use any slides, videos clips, etc. that may help you. Share what your specific team wants to accomplish (even a set of initial ideas if you haven't had a Kickoff Retreat yet) and convey a sense of urgency – we need their help NOW!
On school campuses, you should expect that many attendees will have little to no knowledge about PIH and our mission. Consider extending this section and adjusting your agenda accordingly.
5. **Group Discussion (10-15 min)** – Discuss as a group why this work matters. What are people excited about? How can they contribute?
6. **Close (5 min)** – Make a hard ask. Be prepared with an upcoming team meeting, event, or other way to continue your relationship, and ask for firm commitments. Thank everyone for coming and if you haven't done so, make sure to capture all attendees' contact info.

Follow up:

Remember to follow up, via phone or email, with all attendees the NEXT day. Thank them for attending and remind them about the commitment (e.g. attending next meeting) they made. This step is absolutely crucial to building the relationship. Be sure to log sign-in information and keep track of how attendees continue to take action (or don't – and that's ok as long as you've given them opportunity to!) throughout the campaign year.

Additional Recruitment Events

Public Educational Events

Another great way to recruit potential team members is at educational events which could include teach-ins, speakers, or panel discussions. Below are some best practices for recruiting potential team members at these events:

- **Be prepared** – Much like for the activities fair, make sure you have any recruitment materials you may need. Have a sign-up sheet to capture contact information. If possible, have a laptop so that people can sign up directly on your team via NationBuilder.
- **Have a pitch** – While the main focus of this event isn't recruitment, have a short pitch about PIH Engage prepared. Give this at the beginning of the event. At the close of the event provide options for how people can stay involved—attend a team meeting, another event, etc.
- **Follow up** – Make sure you promptly follow up with everyone that signed up at the event. Remind them of any upcoming actions/meetings that you spoke about at the event. This is also a good opportunity to schedule one-on-ones.

Social Events:

Social events (many PIH Engage teams term these “Social for Justice”) are a good follow-up option to a house meeting or info session to continue to engage with potential team members and build those relationships. Make sure you interact with all attendees. Talk with people individually, filling in any knowledge gaps as necessary and making targeted asks.

Building shared commitment across the team

Retreats

Retreats are a time to come together, build relationships, set expectations, reflect on past work, and plan for the future. Retreats don't need to be a week long and take place in the woods; they can take place one afternoon in your living room, or over a weekend in an empty classroom. They should include every member of your team and provide you all with an opportunity to renew your commitment together. It's especially important that you hold one Kick-Off Retreat at the start of your year with all new and returning members, and one Midpoint Retreat to take stock of your accomplishments so far and make sure you're on track for all your year-long goals. More in-depth toolkits for both retreats can be found on the resources page online at engage.pih.org.

Using the PIH Engage Global Health Curriculum

The PIH Engage curriculum is a set of lessons and readings to help you and your team understand the history and work of Partners In Health, and what our roles are as global health advocates today. These lessons are meant to be used during your regular team meetings, though mostly likely not at every single one. As the Community-Building Lead, you will be responsible for guiding your team through this curriculum. This is part of the Community-Building Lead role because the curriculum is aimed at helping team members further solidify their commitment to the team and to the mission of PIH Engage. It is important to help your team members engage in the readings and discussions so that you can build your collective understanding of and commitment to your work. A guide to the curriculum is below, and can be found on the Resources page online.

How to Use the PIH Engage Curriculum

Each of the lessons revolves around a specific theme built from a piece of literature that we believe is integral to the PIH mission and model of global health care delivery. There is a suggested order; however, each lesson can stand alone and spark unique discussion pertinent to the movement for the right to health. Choose lessons to curate specific meetings, and play into the interests of your team members.

There are two different ways to use these lessons; however, every lesson has an overarching goal. By the end of the lesson, whether you use the discussion guide or the lesson plan, you should accomplish this goal. Goals can be shared with your team, or simply used to guide how your time is spent.

Discussion Guide

Use the discussion guide if your team members will fully engage with the readings and come with a solid understanding of the literature. This will help generate a discussion that feels like a free flowing reflection on the reading.

Suggested Discussion Questions: The suggested discussion questions should push your team to think critically about some of the themes presented in the readings. These are merely suggestions—feel free to present your team members with additional questions!

Key Quotes: Key quotes have been pulled from the text to highlight especially important or provocative ideas. Share these quotes to spark discussion on the specific topics addressed.

Lesson Plan

Use the lesson plan if you think your team members may not fully engage with the reading or if you are looking for more structure or guidance. These lesson plans have been developed to summarize the key points of each reading and target the most pertinent points of a reading.

Lesson plans are split up into eight separate parts, each designed to take 3-15 minutes. Spend some time before a discussion thinking about how long to spend with each section. Prioritize sections, knowing which ones you will cut if time runs short. Lessons are built to take about an hour.

Lessons include:

Warm Up: Spark discussion about a relevant theme. Time: 3-7 minutes.

Diagnostic: Figure out how much knowledge your team has on a given topic. Feel free to adjust the lesson accordingly or call on specific individuals with a high level of prior knowledge based on the diagnostic. Time: 3-5 minutes.

Teaching Bit: Teach new information. This section summarizes key points. Time: 7-10 minutes.

Guided Practice: Explore the teaching bit. Process lessons and push provocative thought. Time: 7-15 minutes

Independent Practice: Take the lesson a step further. Apply the lesson to your work as PIH Engage. Time: 7-15 minutes.

Assessment: Assess if you accomplished your goal. Contextualize your team's campaigns if possible. Time: 3-7 minutes.

Closer: Close out the lesson with a quick reflection, thought, or idea. Time: 3-5 minutes.