

Enhancing Business and Corporate Connections

Diane Foucar-Szocki and Donna Jones Freeman

INTRODUCTION

With annual giving from all sources approaching 70 billion dollars (Dannelley, 1986) many nonprofit and volunteer organizations are looking to the business sector of their community as a viable resource for revenue, support and volunteers. Seeking business sector resources requires considerable planning. To better articulate these planning needs we developed a four phase model for enhancing corporate/business sector connections. Formulation of this model has come from participation of a qualitative research project at Syracuse University, which is looking at volunteerism from the perspective of the volunteer, from participation at the board level with several nonprofit agencies and from experience directing a creative problem-solving consulting firm.

The model (Table 1) contains four areas of inquiry: 1) Knowing Your Organization, which consists of a mission, goals and objectives and people; 2) Knowing Your Community, its climate, its resources and its networks; 3) Knowing Each Business, the climate, the people and the patterns of giving and involvement; and finally 4) Assessing The Fit through the values, options and actions possible. This article will define each of the four areas of inquiry and provide additional definitional and data-gathering information for each of the subheadings within the major areas of inquiry.

The model is designed for the local program administrator, fundraiser and/or coordinator who is interested in further-

ing local commerce connections. Although the model's areas of inquiry are presented in sequence, it is designed for easy application at all stages of the connection making process. The circumstance of the individual agency will best determine the most appropriate starting point for that organization.

KNOWING YOUR ORGANIZATION

The Human Resource Director of a major corporation in the Northeast stated in an interview his surprise at how often nonprofit, volunteer organizations came to him requesting help but did not know what they wanted. This, he said, was a major problem in the corporation's not being able to work with more agencies. His corporation would like to do so, he said, but they are not in the business of deciding for other organizations what they want and need. To assist agencies in defining their specific wants and needs, the model begins with knowing your organization which includes knowing your mission, goals and objectives and people.

Mission

"Mission" is defined as the primary task an agency has been given or has taken on. Mission has two parts: history and purpose. History provides background information about the organization, including when it was founded, by whom, and what national affiliations or linkages it has developed. "Purpose" defines the need(s) the organization meets. A mission statement addresses such issues as: what problem is being addressed, what actions

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Table 1

A MODEL FOR ENHANCING CORPORATE/BUSINESS CONNECTIONS	
KNOWING YOUR ORGANIZATION	KNOWING YOUR COMMUNITY
● MISSION <ul style="list-style-type: none">-history-purpose	● CLIMATE <ul style="list-style-type: none">-historical-political/economic
● GOALS AND OBJECTIVES <ul style="list-style-type: none">-short/long term-for each business connection	● RESOURCES <ul style="list-style-type: none">-public-private-independent
● PEOPLE <ul style="list-style-type: none">-Staff-Board-Volunteers-Clientele	● NETWORKS <ul style="list-style-type: none">-Powerbrokers-Volunteer Connection
KNOWING EACH BUSINESS	ASSESSING THE FIT
● CLIMATE <ul style="list-style-type: none">-history/mission-structure	● VALUES <ul style="list-style-type: none">-yours-theirs
● PEOPLE <ul style="list-style-type: none">-leadership-workforce	● OPTIONS <ul style="list-style-type: none">-plusses-potentials-concerns
● PATTERNS OF GIVING/INVOLVEMENT <ul style="list-style-type: none">-forms-motives-factors influencing-gatekeepers	● ACTION <ul style="list-style-type: none">-who-what/why-when/where-to what degree

are being taken, who is/is not served, why they are/are not served, the services provided and a vision for the future

Missions can change. Internal factors such as staff size, budget, and definition of clientele impact on the stated mission of an organization. More often, external factors—funding, legislation, competition within the field, recognition/rejection of the need by society and media exposure—will alter the mission of an organization. Revising or updating a mission statement every three to five years, if not annually, will be helpful in keeping abreast of these influences. The mission is best presented in a short statement of two paragraphs to one page. This one page statement can then be used as an introduction to a business contact or as part of a proposal to be submitted to a business or corporation.

Goals and Objectives

Goals and objectives are those activities the organization hopes to achieve in a given period of time. A statement of goals and objectives includes agency-specific short and long term goals and short and long term goals specifically for each business connections sought.

Short term goals are typically those which can be carried out in a matter of months to a year. Often such short term goals will include operating activities which are specific to the organization. Long term goals, tied more closely to a vision of the future, are those which will take upwards of three years to be actualized. In both cases, a wish list is a good place to start.

Goals and objectives answer the question how. For example, if an agency's statement of purpose is to meet the needs of disadvantaged children on the West Side of the community through arts activites, specific goals and objectives might include: to introduce 50% of the children in x neighborhood to the local art museum through tours offered on Saturday mornings, to provide door-to-door transportation for these children and to provide a luncheon meal on each of these occasions. Each of these objectives can be tied to a dollar amount and a volunteer number needed. Because of such specificity, the event could also be

named and promoted, which is often appealing to a business sector sponsor seeking good public relations from its involvement.

The more precise the request for assistance from a business, the more likely the request will be considered. Our discussions with corporate executives and agency directors indicated that each was most satisfied when wants and needs were clear, specific and tailored to each organization's strengths.

People

People make an organization. They can be the greatest resource in seeking business support. Staff, volunteers, board members and clientele can serve as idea-generators, problem-solvers and resource seekers. Each of course has its own strengths.

Staff can serve as additional pairs of eyes on the world both within the organization and in the community at large. Providing staff a regular opportunity to contribute to the business connection strategy can make the difference between a connection made or missed. For example an employee of one of the agencies we interviewed had a sister attending a local business college. At the time of the agency's major yearly fundraiser, secretarial help was badly needed. The employee offered to talk to the sister. The college was delighted to assist in exchange for mention in the fundraising promotional material. A long term relationship now exists.

Board Members are often recruited with the business sector connection in mind. Although board members may be selected for their connectedness, continually keeping them apprised of and involved with the needs of the organization is important. Raise their consciousness. Make them critically aware of the organization's agenda, needs and values through on-site visits; visits by clientele, staff and volunteers to board meetings, visual displays of the work being done and visual displays of the results if the work is not done. This sort of awareness can build board member commitment to action, which will help them to better serve the organization.

Volunteers may be the most vital link to

the business sector. More and more of today's volunteers are also employed at paying jobs. It often takes only one volunteer to make the initial contact. Once begun, such connections can prosper through support of that volunteer and continued communication with other individuals in the company. For example, one of the corporate volunteers with whom we spoke initiated a project within his corporation.

As a member of the Red-Cross Community-Wide Disaster Planning Committee the volunteer became aware of a Desk to Disaster program which has been successfully implemented by a Houston corporation. He thought he would replicate the innovation at his corporation and set out to gain approval. He first approached the president of the employees association, who felt the idea merited consideration by top management. The employee association president, knowing of the CEO's concern with corporate image in the community and his desire to create a culture where corporate social responsibility and employee involvement are vital, felt confident in approaching the CEO to sanction the program. The project soon became a corporate backed endeavor with funds available for participant recognition. Without the volunteer's connection and understanding of the corporation, the project might have failed.

Volunteers who also work sometimes experience a strain between their work obligations and their volunteering. Several of the volunteers we spoke with wished they could do more volunteer work. However, they found that volunteering caused conflict with their supervisor at work. While one supervisor was sympathetic, most were more watchful of the employee because volunteering had interfered with work previously. Agencies that are aware of the potential for such a strain can assist the volunteer through a supportive environment that recognizes and attempts to meet the needs of the working volunteer.

Clientele are also a potent resource. A careful, on-going assessment of whom an organization serves can help identify the corporations or businesses most approachable for financial support and volunteers. An example shared at our Buffalo

session by one of the participants was that of a company whose products were directed at her handicapped clientele in exchange for test marketing the products with the agency's clientele, the company provides financial and volunteer support. The connection is now an ongoing relationship. As another example, one of the corporations we researched has a 65% female workforce. The corporation is interested in working with agencies whose clientele is primarily female, i.e. abuse shelters, day care centers, job training. Although this corporation is willing to work with such agencies, a representative of the corporation says they have not yet been approached. This is a connection waiting to be made based on the clientele served.

Careful analysis of mission, goals and objectives and the people connected with an agency will help to identify the agency's specific needs, both large and small, and its strengths and weaknesses. From this the chances of success for the business sector connection under consideration can be estimated (Hillman, 1980).

KNOWING YOUR COMMUNITY

The context in which an agency and a corporation or business entity work will have an influence on the relationship. Knowing the climate, resources and networks that make up the community will assist in making business connections.

Climate

We have identified climate as community history and the present political/economic situation. History would include, but is certainly not limited to, the founding of the community, the founders, the circumstances of founding, the similarity of founding circumstances to the present day, and an outline of the changes. For example, the history of Brea, California, a new community to Orange County, and Syracuse, New York will differ considerably. Having specific information about each community will help in understanding its present day problems and problem-solving strategies. A very good source for such historical information is the local historical society.

Local politics and economics are often closely tied and have great bearing on

the activities of an entire community. A change in either political leadership or economic conditions can have an impact on the functioning of all members of the community, public, private or independent. Keeping apprised of the most current circumstances places an agency in the best position to act. Knowing the politicians, where they stand on the issues and what needs they may have can assist an organization to make the best fit into a community. As was discussed in knowing your organization, external changes, including political and economic, can have tremendous impact on the mission and purpose of an organization. Knowing the community will help to keep the two in line.

Resources

Communities are made up of people working together. In every community there are resources, public, private and independent, knowing the resources will help to get the job done. Also, taking the time to know what resources exist in a community can save time in not reinventing the wheel. Community assessments are often conducted by other agencies (the United Way, Volunteer Center) or the media who may be willing to share their information. Also, the Chamber of Commerce is an excellent source for business sector information.

Networks

When the people and resources of a community come together they create patterns of communication or networks. If an organization wishes to be innovative and responsive it must continually seek out information sources to detect emerging trends and changing conditions.

The major players in a community might be called "powerbrokers." These are the people who by virtue of their position and/or connections, are able to get things done. They are often connected to a variety of networks through their work, civic and/or political activity.

Networks linking powerbrokers may be formal or informal. The formal networks, city government, board of directors, professional associations, etc., are the most recognizable and accessible. Uncovering informal networks is more difficult. One

way of identifying informal networks is to begin asking people whom they would see to get a task accomplished. Continuing this process will result in a list of names most often associated with getting the job done in your community.

Once powerbrokers have been identified they are best accessed through existing channels and networks. For example, when we began our research project, rather than approach corporate executives directly we went to the Volunteer Center, which we knew had a working relationship with several of the corporations in our city. Using their network saved us time and gained us credibility.

At the local level the "volunteer connection" is often coordinated through a Volunteer Center. Volunteer Centers grew from the few original volunteer bureaus to a network of more than 380 centers in existence today. Eighty-five percent of these Volunteer Centers have emerged since 1970 (Allen, 1986). Volunteer Centers represent a broad variety of organizational forms and program priorities, often with the purpose of linking volunteers with agencies in need of their services. Increasingly, the volunteer center seeks to involve business and labor with a community's volunteer needs. Connecting with a Volunteer Center can be very helpful in building a business sector linkage, as was the case in our community.

On a national level corporate volunteerism is developing formal networks. What started as a luncheon meeting for volunteer coordinators in New York City established the first Corporate Volunteer Coordinators Council in the early 1970's. (Leonard, 1985) It now serves as a model for many others across the country. Recently, a nationwide clearing house of information was formed, called the National Council on Corporate Volunteerism (NCCV). This Council now holds yearly conferences (*The Workplace in the Community*, vol. 2, no. 1).

KNOWING EACH CORPORATION

All organizations, public, private and independent create a climate in which to operate, have a mission and are comprised of people. Knowing each business implies knowing about each of these aspects of the business. In addition, for the

organization seeking funding, resources and volunteers, it is important to know the company's pattern of community giving and involvement.

Climate

Finding out about a business is not always easy. Large and small businesses alike are not often generous in giving information to inquisitive members of the public. Sources of data may be scarce. Seek information through annual statements, promotional literature, newspaper articles, the Chamber of Commerce, the Volunteer Center and employees at all levels of the organization. Ask questions that will help to discover the history of the company, its mission, purpose and organizational structure. Assess the congruence of the company's actions with its formal statements, if such statements exist. If a visit can be arranged before making any requests or commitments, to get a feel for the company's environment, do so. Look for clues that will inform you of the inner workings of the corporation.

People

The leaders of a company have tremendous influence over the company's giving patterns (Dannelly, 1986). Leadership sets the tone for the company, highlighting the positive actions to be carried out and the negative actions to be avoided. Each leader will bring a nuance to a company that is unique. Meeting the executives of a company is the ideal way to assess their leadership style, quality and values. Short of this, talk with others who are familiar with the leaders and build a profile from this data.

Some of the most valuable resources in building a business connection will be members of a company's workforce. They can be volunteers for an organization, personal contacts or a demographic link. This was the case with one of the corporations we researched, where the workforce represented a particular segment of the population that make a connection more probable. Several of the people who attended our session in Buffalo made the corporate connection through retirees, or employees soon to retire, by providing workshops for such employees in the workplace. They found companies recep-

tive as these workshops help the company to ease and aid the retirement process for its workers. Other examples of this sort are cited in "The Workplace in the Community," a newsletter published quarterly by VOLUNTEER: The National Center.

Patterns of Giving/Involvement

In their 1980 book, *How to Win Corporate Grants*, Hillman and Chamberlain list forms of corporate giving, motives for corporate giving, factors influencing corporate giving and gatekeepers who monitor corporate giving. We have taken this framework and expanded it to include non-corporate business enterprise (Table 2).

Corporations have three basic philanthropic conduits, the tax deductible charitable donation, the standard business expense and the grant through a company sponsored foundation (Hillman, 1980). Smaller business will rely on the first two channels. Knowing the business can help assess which of these conduits will be most advantageous to the company.

The form giving takes depends upon the needs of the agency seeking the gift and the needs of the giver. The forms of giving and involvement listed in Table 2 are specific forms to request when seeking a business connection. For example, we asked a representative of a local company how it was that they printed a local agency's newsletter. The answer, because the director came and asked if they would.

Corporations, unlike other revenues sources, invariably make giving decisions based on the self-interest of the corporation and/or its decision makers. (Hillman 1980, Smith 1985, Broce 1986). Offering benefits to the firm's short or long term profit-making structure, or to the executive's well-being is a necessity (Hillman, 1980, p.3).

Motives for corporate giving are many (see Table 2). Assessing the most appropriate motive from the outside may be difficult, but it can be done. Let us return, for a moment, to the Desk to Disaster example. In this case the employee association president knew that the CEO was interested in fostering a culture of

Table 2

BUSINESS GIVING/INVOLVEMENT

FORMS	MOTIVES
-cash grants	-tax write off
-technical services	-build a positive image
-equipment	-influence opinion makers
-loaned executives	-cultivate stockholder goodwill
-employee participation	-build business/community relations
-management techniques	-keep up with other corporations
-volunteer recognition	-return a favor
-merchandise	-support the past
-professional services	-support employee services
	-foster employee training
	-increase productivity
	-insure against future losses
	-associate with quality
	-satisfy executives personal desire
	-please other special publics, i.e., consumers, unions, legislature

FACTORS INFLUENCING
-what department administrates
-who makes the decision
-the type of company
-the profit and loss trend
-company size
-sophistication of management systems
-quality of management personnel
-product or service(s) being offered
-funding focus
-urban affairs
-staff and employee relations
-employee association

GATE KEEPERS
-community affairs
-community relations
-community sources
-contributions
-corporate communications
-corporate social responsibility
-corporate support
-philanthropy
-public relations

(adapted from Hillman and Chamberlain, *How To Win Corporate Grants*, 1980.)

SOURCES FOR MORE INFORMATION

VOLUNTEER: The National Center, 1111 N. 19th St. NW, Suite 500, Arlington, VA 22209

volunteer activity within the corporation and enhancing the company's image in the area of social responsibility. Thus, the specific project met specific motives of the corporation and a connection was made.

Factors Influencing

Corporations are not apt to give without focus (Dannelley, 1986). They are interested in results (Hillman, 1980). Factors influencing corporate giving are not as difficult to ascertain as motives. Nor will these factors vary as much from business to business. Resources are available to provide information regarding company size, type and profit and loss trends. These resources include: *Standard and Poors Stock Reports and Corporation Records; Moody's Industrial, Public Utility, and Bank and Finance Manuals; Dun and Bradstreet's Million Dollar Directory; and the Corporate Fundraising Directory* (Tenbrunsel, 1982).

Assessment of each corporation will lead to knowledge of the particular gatekeepers, those individuals who monitor entry into the company's giving pattern (see Table 2). With greater corporate sensitivity to the facets of the corporate giving and involvement there is an increasing shift in how such giving/involvement is managed. Decentralization of decisions allows local and regional managers in many corporations to be more involved, thus linking the corporation with the needs of the local community. However, it is important to note, that on the large scale the CEO is still key and will remain so for quite some time to come (Dannelley, 1986).

A business, and particularly a corporation, may have more than one gatekeeper. Their appropriateness to the organization's needs may depend upon the specific request. For example, the corporation we researched most thoroughly has four different avenues for giving: staff and employee relations, a link to the employees association; corporate and public relations, a link to corporate giving programs; human resources, a less defined and direct link to the corporation and the employee association and, finally, the employees themselves who are recognized and rewarded for their volunteer efforts. The giving patterns and criteria

for each of these avenues is different.

Corporate and public relations is most appropriate for monetary gifts of a sizable amount. Staff and employee relations, which leads to the employee association, is most appropriate for smaller monetary giving and labor intensive projects. Human Resources is a less direct, yet sometimes appropriate route to the employees association or the CEO. Employees, as volunteers, are a route to all three.

Learning as much as possible about each company's climate, people and patterns of giving and involvement will assist in understanding and projecting what each company will be receptive to.

ASSESSING THE FIT

Assessing the fit between an agency and a corporation or business will, in the final assessment, come to where values can and do intersect, what options are available and what action there is to be taken.

Values

The primary values that drive a volunteer agency and those which drive a business enterprise are different. Richard Cornuelle in *Reclaiming the American Dream* (1965) describes one as the drive of service and the other as the drive of profit. However, as members of the same community, working with and for people, a connection which benefits both the volunteer agency and the business enterprise can be established. Areas where business and service agencies can and do overlap include community well-being; civic pride; employee health, safety and satisfaction; community health; and citizen education, just to name a few.

Broce (1986) identifies the giver of the 80's as no longer a passive respondent but an aggressive investor. This interest and participation is beneficial when the agency is prepared to keep the connection on a path that fits with the values of service to a clientele. Continual assessment of your organization, your community and each business sector connection sought and made will help to keep values clear and point out where options exist for healthy overlap.

Options

Seeking support, financial, in-kind or volunteer, from any source presents options to be weighed and evaluated before action is taken. Present financial support mechanisms from state, federal or foundational sources require choices. The same will be true with business sector connections. Assessment of your organization, your community and each business will help to clarify options which support your organizational development.

Once options have been identified, list the benefits or plusses of each. List at least five good things that will come from following through on this option. Then list the potentials, future gains or spin offs which may come from implementing each specific option. Finally, list the concerns, those problems that may occur if action is taken. If the plusses and potentials outweigh the concern, proceed on that option, after finding ways to overcome the concerns. Thinking options through in this way can strengthen your position by eliminating concerns before they occur.

Action

All of this leads to the development of an action plan. For each business connection sought identify who will be the first contact in a company and who will make the contact for the agency. Specifically identify, based on the assessments, what is needed, why it is needed by the agency and why that business is the one to fill the need. Identify the specific timeline anticipated and the outcomes hoped for. Finally, identify the degree or extent of involvement anticipated for all parties involved.

This plan becomes a working document. It should have a range in which to negotiate and to alter the implementation, based upon up to the minute factors a thorough assessment could not have accounted for. This flexibility indicates to the business that you know what you want, why you are there and yet you are willing to alter your needs to meet theirs.

CONCLUSION

This article addressed enhancing corporate/business connections through four major areas of inquiry: knowing your organization, knowing your community,

knowing each business and assessing the fit. Knowing your organization includes articulating a mission through the agency's history and purpose, identifying short and long term objectives for the agency and for each business connection sought and utilizing staff, board, volunteers and clientele to help meet the aims of the agency in making the business connection. Knowing your community includes assessment of its historical, political and economic climate, its public, private and independent resources and the networks through which powerbrokers communicate and the volunteer connection is made. Knowing each business is gathering data about the organizational climate, the history, mission and the structure of the business, knowing the people who make up the company, its leaders, its workforce and its consumers as well as assessing the forms, motive, factors and gatekeepers which form the patterns of giving and involvement for each particular company.

Assessing the fit is taking a look at all of the data and assessing where the values of the agency and the values of the business overlap. At such point options for action can be identified and evaluated based upon benefits, potential benefits and concerns or problems. If evaluation leads to action, such action will be planned to include who, what, when, where, why and to what extent the action will take place.

Using this model to enhance corporate and business connections can help to identify when the business connection or relationship is going well, when it is mutually beneficial, and when the relationship may be falling into a state of disrepair due to imbalance and the emergence of conflicting needs. The role initiated and maintained in the communication and decision making process with the business sector will strongly influence how the connection is established and how the relationship proceeds. Working with the business sector is an interactive, face to face communication between people with wants and needs. It is negotiative process that relies on the skills, knowledge and abilities of the people involved. It is a relationship that takes time and must be cultivated with care and good planning.

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Congregational Workshop: Volunteerism in the Church

The Rev. Arthur Lawson and Suzanne Lawson, CVA

GOALS:

1. that the congregational leaders present will have a clearer understanding of how the congregation's volunteers are currently *recruited, oriented, trained, supported and recognized*;
2. that those present will have a deeper understanding of *the principles and the process of volunteer management*;
3. that those present will finish the day with *two or three concrete steps* they can take to:
 - a) improve the involvement of volunteers in the congregation's ministry,
and at the same time,
 - b) more effectively *call forth, utilize and nourish* the gifts of its members.

TARGET GROUP:

Congregational leaders:
pastor/pastoral team
lay leaders of administration and program areas
lay staff (secretary, music director, Christian Education director(s), caretaker, etc.)

(Participants will have agreed to commit themselves to the workshop for the *full day*, and to do some preliminary work. See below.)

PHYSICAL LOCATION:

- large room—for full group at tables of 6-8 (comfortably apart but cozily together!)
- small rooms or areas for small-group discussion
- facilities and supplies for lunch and breaks
(coffee, tea and juice available at beginning, mid-morning and mid-afternoon; a *light, healthy lunch*)

The Rev. Arthur and Suzanne Lawson are extensively involved in promoting the interrelationship of the field of volunteerism with the religious community. The material presented here is also an excellent example of a *training design* and has been utilized successfully in their home region of Ontario, Canada. Ms. Lawson is also Director of Regional Services for the Heart and Stroke Foundation of Ontario.

- registration desk at entrance
(payment of fees, if any; *greeters* should welcome and direct participants to name tags and coffee)

(Congregational Planning Committee should assure that any other activities in the facility will not be noisy or disruptive to the workshop.)

TIME:

6½ hours (e.g., 9:30-4:00)

EQUIPMENT:

- 2 flip charts (newsprint)
- marking pens, masking tape
- pads of paper and pencils for participants
- lectern
- wall space for posting newsprint
- sound equipment (if necessary)

PRE-WORKSHOP PREPARATION:

- Adaptation of the basic plan, the planning of physical arrangements, etc. will have been worked out by a small congregational planning committee working with the facilitator.
- Each participant will have been asked 3-4 weeks previously to have *interviewed 3-4 congregation members*, using the following questions:
 1. What volunteer activities are you currently involved in in the congregation? Outside the congregation?
 2. What makes you feel *good* about those activities?
 3. What would *improve your ability* to do your volunteer work in the congregation—and *your joy* in doing it?
 4. What could the congregation do to *involve more members* in its volunteer activities?
- The Planning Committee should plan a short *worship service* to conclude the workshop; participants and their roles should be identified and confirmed in advance; necessary worship materials should be prepared and on hand at the workshop. An opportunity for offering the results of the workshop in worship should be included.
- The Planning Committee should indicate to the clergy and lay leaders of the congregation that a proposal for a continuing committee on volunteer ministries or similar monitoring group may well be one result of the workshop. Support for such a group should be assessed.

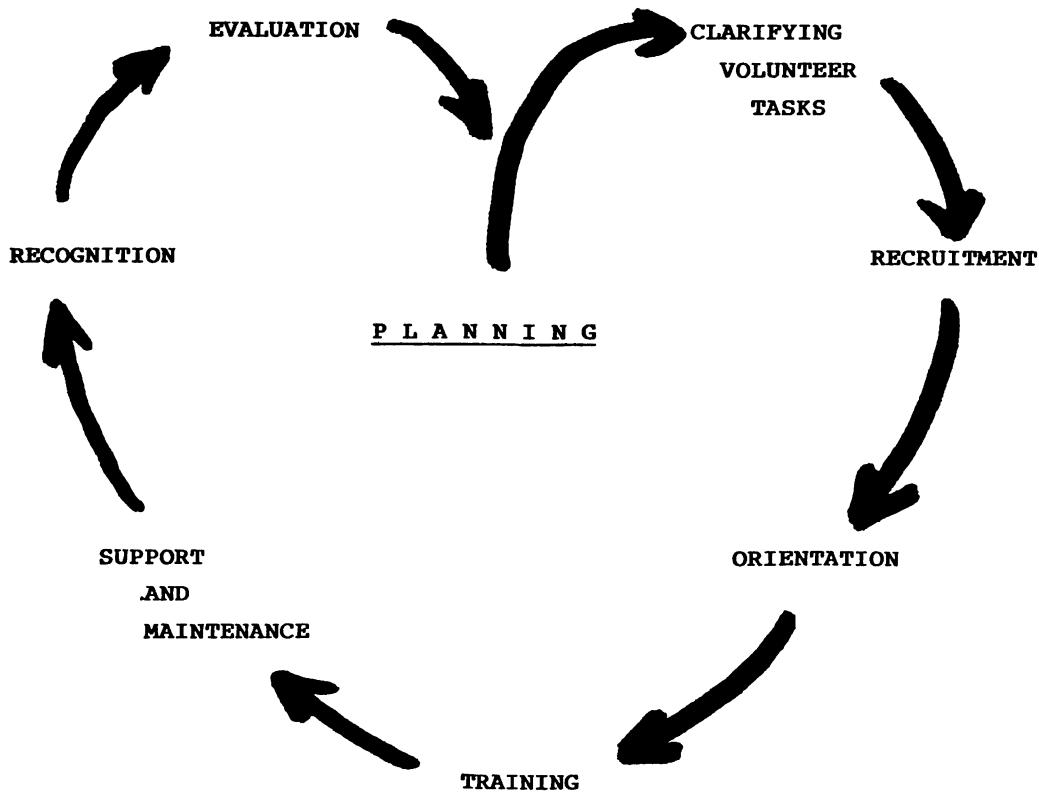
DESIGN: Congregational Workshop: Volunteerism in the Church

TIME	TOPIC	FORMAT	LEADER	DETAIL	EQUIPMENT
20 mins	1. INTRO- DUCTION	Plenary	Facilitator	Welcome Intro. facilitator(s) (whether external or internal) • include facilitator's experience, credentials • needs to be done by recognized congregational leader (lay or clergy) Self-introduction by participants Outline goals for the day Outline agenda Check expectations	Goals on newsprint Agenda on newsprint Easel
10 mins	2. CURRENT VOLUNTEER ACTIVITY	Random groups of two		Question: What has been your most satisfying volunteer experience with- in or outside the congregation?	Question on newsprint easel, marker
20 mins		Plenary	Facilitator	Question: What qualities and behaviours made these experiences good? Facilitator Record on newsprint. "These are exactly the kinds of things that make a volunteer in your congregation satisfied." F. adds qualities and behaviours of good volunteer experience from own knowledge, examples, etc. Add these to newsprint list.	Newsprint easel, marker
20 mins			Facilitator	"In preparation for this workshop, you interviewed 3 members of the congregation about their volunteer experience here. As well, you bring your own experience of volunteering in this congregation. "Let's talk about what this congregation is particularly good at. Which of these qualities and behaviours we listed did the people you talked to indicate where well done here? What do you think the congregation does well?" F. checks off (+) those identified on list. "Everybody agree—that overall these are things your congregation does well?" "Now which of these qualities does your congregation need to work on? What's not done well?" F. checks off (x) those mentioned on list. "You seem to have some areas to work on. Later, when we're working on how to work with volunteers, we'll deal with some of these and come back to them."	
20 mins	3. "WHY WORRY?" - Presentation THEOLOGY OF VOLUNTEERING		Facilitator	Key points: <ul style="list-style-type: none">• more involved than "getting the job done"• "<i>ministry</i> of all believers"—ministry the call of all the people of God• Scripture images:<ul style="list-style-type: none">• Moses: "Would that all the people of God were prophets . . ." (Numbers 11:29)• the holy nation—covenant binding the nation in mutual care under God (Deuteronomy 7:6 and following; Books of the Law)• "a royal priesthood, a holy people" (1 Peter 2:9)• <i>organic</i> images of Church: Vine and branches (John 15:5); Body (1 Corinthians 12 and following; Colossians 2:19)• <i>gifts</i> for mutual building-up (Ephesians 4); parable of talents (Matthew 25)• emphasis on Inter-dependence <p>See also Marlene Wilson, <i>Mobilizing Church Volunteers</i>, chapter 1.</p>	
15 mins	BREAK				

TIME	TOPIC	FORMAT	LEADER	DETAIL	EQUIPMENT
30 mins	4. "REALITY" OF VOLUNTEER MINISTRY	Discussion in 2s ("Neighbour Chats")	Facilitator	Move from the <i>theology</i> of volunteer ministry to the hard realities—the goals of administering volunteers aren't always achieved. Question: Why do you think it is that the Church is sometimes the poorest manager of volunteers? Discuss in small groups of 2-3 just where you're sitting.	
30 mins	5. VOLUNTEER MANAGEMENT CYCLE	Plenary sharing	Facilitator	Share findings. "Volunteer Management Cycle" • an explanation of the steps in the Cycle, with practical applications for congregations Compare this Cycle with the participants' analysis of what actually happens in this congregation. Link the "Well Dones" with the steps. Point out strengths. Check on whether that is an accurate perception. Link the "Not So Well Dones" to the Cycle steps. Anything to add? Anything to argue with?	Handout
45 mins	LUNCH			F. concludes by suggesting the 2 most important areas to focus on for work in the rest of the workshop. Gets group agreement.	
45 mins	6. TACKLING THE PROBLEM AREAS	Small groups of 5		For each of the 2 problems areas identified, there should be a small group of 5 people. Participants may prefer to choose the topics on which they work. For each problem area, the task of the small group is to: 1. state clearly the perceived inadequacies; 2. describe what happens in the congregation as a result of these inadequacies 3. discuss what might be done differently to improve the situation; and 4. decide on the 2 most important changes the congregation might undertake to improve the situation	Task on handout
30 mins		Plenary	Facilitator	Each group reports back. Edit, shake down; establish priorities to settle on 2-4 specific initiatives for the congregation to improve its volunteer ministries program	
	7. MAKING FRIENDS FOR CHANGE/ CREATING THE CLIMATE	Plenary	Facilitator	Concern re blundering into change too enthusiastically resulting in disaster. Important to <i>plan</i> change. Need to look at what favours change and what lies in wait to kill it!	

TIME	TOPIC	FORMAT	LEADER	DETAIL	EQUIPMENT
20 mins	CLIMATE (cont'd)	Same small groups of 5		<p>Force-Field Analysis"</p> <p>1. What are the people, conditions, etc. that will <i>ease</i> the changes being considered?</p> <p>2. What are the people, conditions, etc. that will <i>resist</i> the change/make it difficult?</p> <p>Small groups to work with these questions on the problem area they investigated earlier.</p>	
20 mins		Plenary	Facilitator	<p>Small groups report in.</p> <p>F. should help the group now develop creative suggestions on what could be done to:</p> <p>1. build on the favourable people, conditions?</p> <p>2. soften or eliminate the difficulties?</p>	
15 mins	8. ACTION PLANNING	Plenary	Facilitator	<p>The initiatives chosen to improve volunteer ministry in the congregation (from 5) = GOALS</p> <p>The concrete, specific, attainable actions identified (from 7) = STRATEGIC STEPS</p> <p>What do we need to add?</p> <p>What order will they come in?</p> <p>F. suggests an ongoing committee or task force (depending on support shown) for planning for future action; and keeping activity in the context of the whole Volunteer Management Cycle</p> <p>Asks for volunteers for monitoring committee; who will call first meeting? when? First task: assign <i>time-line, people responsible</i> to each of strategic steps above.</p>	
10 mins	9. REVIEW	Plenary	Facilitator	Review of Volunteer Management Cycle , and Theology of Volunteer Ministry	
15 mins	10. WORSHIP	Plenary	Planning Committee	<p>Worship as prepared by Planning Committee in consultation with Pastor.</p> <p>Recommend that Action Plan (7) be offered as part of the liturgy</p>	
10 mins	11. EVALUATION AND CLOSING	Plenary	Facilitator	Evaluation	Handout
			Clergy or Lay Leader	Concluding remarks and thanks	

VOLUNTEER MANAGEMENT CYCLE (handout)



EVALUATION

(Congregational Workshop: "Volunteerism in our Church")

1. What did you learn that was most useful to you?
2. What helped you most in developing your plans for change?
3. What was the least helpful part of the day's workshop?
4. What excites you most about implementing the plans for change over the next year?
5. What concerns you most . . . ?
6. Other comments.