



Master Class | Presenter: Simone P. Joyaux, ACFRE | [www.simonejoyaux.com](http://www.simonejoyaux.com)

## **Involving Your Board Members in Fundraising**

Tuesday, May 10, 2011 (15,00 – 19,00) and Tuesday, May 11 (9,00 – 13,00)

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Every single board member can help your organization raise money. They just have to know how. Fundraising should be a normal part of their responsibility as board members. And it's part of your responsibility as staff to help them do this important work.

But many organizations don't involve their board members – or don't involve them enough. You waste a good resource when you ignore your board members and their roles in fundraising. High performing fundraising programs involve their board members in many different ways. The most effective fundraising programs specifically involve their board members in relationship building and major gift solicitation.

This master class provides you with successful ways to involve your board members in the fundraising process.

### **Issues**

- What can you reasonably expect your board members to do in fundraising?
- How do you recruit board members so they are prepared to do this work?
- How do you help board members understand why their involvement is so important?
- How do you identify which board members might help the most?
- How can board members help nurture relationships with prospects and donors?
- How can board members help solicit prospects and donors?
- What else can the board do to help with fundraising? Yes, there's more!

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**Just a few resources:** There are so many. What do you find most useful?

**Creating your fundraising program and plan**

- *Fundraising Principles and Practice* by Adrian Sargeant, Jen Shang, and Associates
- *Strategic Fund Development: Building Profitable Relationships That Last*, 3<sup>rd</sup> edition by Simone Joyaux
- *The Fundraising Audit Workbook* by Guy Mallabone and Ken Balmer
- See also books by Mal Warwick (direct marketing), Kay Sprinkel Grace (boards and fundraising), Ted Hart (e-philanthropy and using social media)
- See Laura Fredricks' book *The Ask*.

**Relationship building and donor loyalty**

- *Relationship Fundraising* and *The Zen of Fundraising* by Ken Burnett
- *Keep Your Donors – The Guide to Better Communications and Stronger Relationships* by Ahern and Joyaux
- *Building Donor Loyalty* by Adrian Sargeant and Elaine Jay
- Tom Ahern's books about writing for fundraising (case for support and donor newsletters)

**Other useful resources – what would you add?**

- Get great ideas at the Showcase of Fundraising Innovation and Inspiration, [www.sofii.org](http://www.sofii.org), brainchild of Ken Burnett, first user of the term “relationship fundraising.”
- Read more from Adrian Sargeant, [www.studyfundraising.info](http://www.studyfundraising.info) and [www.charityfacts.org](http://www.charityfacts.org)
- Subscribe to Tom Ahern's free e-news about writing for fundraising, [www.aherncomm.com](http://www.aherncomm.com)
- Subscribe to Simone Joyaux's free e-news and weekly blogs about fundraising, boards, planning, and more, [www.simonejoyaux.com](http://www.simonejoyaux.com). Visit Resources / Free Download Library on Joyaux website for dozens of free handouts on boards, fundraising, planning, and more.
- *Philanthropy in a Flat World* by Jon Duschinsky
- Check out the available research, for example, the Center on Philanthropy at Indiana University, Indianapolis, Indiana, USA. [www.philanthropy.iupui.edu](http://www.philanthropy.iupui.edu). How does this research apply to your country and your organization?
- Great blogs for relationship building and general fundraising
  - [www.theagitator.net](http://www.theagitator.net), reports on research and offers important insights about fundraising
  - [www.futurefundraisingnow.com](http://www.futurefundraisingnow.com), from Jeff Brooks, an expert in direct marketing and relationship building
  - Lisa Sargent's blog about donor loyalty, [www.lisasargent.com](http://www.lisasargent.com).
  - [www.neurosciencemarketing.com](http://www.neurosciencemarketing.com), the blog that talks about what's happening in our brains

**Presenter:** Simone P. Joyaux, ACFRE, Joyaux Associates, [www.simonejoyaux.com](http://www.simonejoyaux.com)

Simone is an expert in fund development, board development, and strategic planning. She consults with all types and sizes of NGOs. Her book *Keep Your Donors: The Guide to Better Communications and Stronger Relationships* (co-authored with Tom Ahern) is very well received. Her book *Strategic Fund Development: Building Profitable Relationships That Last*, released in its 3<sup>rd</sup> edition in March 2011, is considered a standard in the fundraising profession.

Joyaux serves regularly on boards, founded a social justice organization, and teaches philanthropy at the university level. She is a past chair of CFRE International, the credential for fundraisers.

Professionals around the world describe Simone as “one of the most thoughtful, inspirational, and provocative leaders” in the philanthropic sector. Simone's website provides a large library of free materials, plus a free e-news and weekly blogs for more professional advice.

## Agenda and Notes

Agenda Items	Resources   Notes
<b>Starting at the beginning</b>	
1. Why did you come to this master class? <ul style="list-style-type: none"> <li>A. What do you hope to learn?</li> <li>B. Why do you want to involve your board members in fundraising?</li> <li>C. How will board member involvement help your fundraising program?</li> </ul>	What kind of NGO do you work for? Local, regional, national, international?  You personalize this master class to your own NGO – its opportunities and its limitations.
2. Using the experience from another country <ul style="list-style-type: none"> <li>A. What are the distinctions across national and cultural boundaries?</li> <li>B. What can you learn from NGOs in North America – things to do and things to avoid</li> </ul>	If you're not the boss in your organization, how will you convince the boss that this is important?
3. Recognizing and using the body of knowledge and research <ul style="list-style-type: none"> <li>• Use available sector research, no matter the country it comes from. How does the research apply to your NGO?</li> </ul>	You must be the expert resource. Use available research, no matter the country it comes from.
<b>What is a board of directors and why does it matter?</b>	
1. Defining key concepts <ul style="list-style-type: none"> <li>A. What is corporate governance? How is governance the same as – and different than – management?</li> <li>B. What is the distinction between the board and its individual board members?</li> </ul>	See handout, <i>Basic Principles of Governance</i> , page 6.  See handout, <i>Role of the Board of Directors</i> , page 7.
2. How does your NGO identify and recruit board members? <ul style="list-style-type: none"> <li>A. What kind of screening process does your NGO use?</li> <li>B. How well do your board members understand corporate governance?</li> <li>C. What kind of initial orientation and ongoing training do your board members receive?</li> <li>D. How do you help board members understand why their involvement in fundraising is so important?</li> <li>E. How can you use some board members to help convince other board members?</li> </ul>	See handout, <i>Board Member Performance Expectations</i> , page 8.  How does staff help identify and recruit board members?  See board recruitment materials on Joyaux website. Click on Resources and visit the Free Download Library.
<b>Involving your board in fundraising</b>	
1. Defining the minimal involvement for the board <ul style="list-style-type: none"> <li>A. Acquire a general understanding of your fundraising strategy</li> <li>B. Review and talk about regular reports on the NGO's fundraising progress, the trends and implications</li> <li>C. Listen to periodic insights about research – from the sector, in fundraising specifically, and about your organization</li> </ul>	What fundraising topics should your board talk about at its meetings?  What decisions do you think your board should make for fundraising?  What decisions should your board <u>not</u> make for fundraising?
2. How the board can participate in fundraising for your NGO <ul style="list-style-type: none"> <li>A. Define the role of board members in fundraising.</li> <li>B. Set up a fundraising committee of the board.</li> <li>C. Set the fundraising goal during the NGO's budgeting process – and endorse the fundraising strategy.</li> <li>D. Talk about why the NGO matters and what its impact is. (This conversation helps staff write the case for support.)</li> </ul>	Try these effective strategies.  The board does this in partnership with professional staff. Fundraising staff provides leadership and guidance to the board.  See handout, pages 9 – 10 for the role of the fundraising committee.

Agenda Items	Resources	Notes
<b>Involving your board members</b>		
1. Defining minimal involvement for each board member <ul style="list-style-type: none"> <li>A. Should each board member give a personal financial gift, to the best of personal ability? Why or why not?</li> <li>B. Should each board member help identify those who might be interested in the cause – and help engage them? Why or why not?</li> <li>C. Should each board member help cultivate relationships to nurture loyalty? Why or why not?</li> <li>D. Should each board member participate in solicitation in some manner? Why or why not?</li> </ul>		Should all board members be treated the same? Why or why not?
2. What individual board members can do to help with fundraising <ul style="list-style-type: none"> <li>A. Help identify those who might be interested in the cause – and then helping to engage them.</li> <li>B. Carry out relationship-building strategies               <ul style="list-style-type: none"> <li>i. Interviewing donors</li> <li>ii. Hosting cultivation gatherings with donors</li> <li>iii. Thanking donors – with a telephone call, in personal notes</li> <li>iv. Serving as hosts and greeting and cultivating guests at your programs and events</li> <li>v. What else?</li> </ul> </li> <li>C. Solicit gifts               <ul style="list-style-type: none"> <li>i. Sell tickets / invite people to attend your fundraising event(s).</li> <li>ii. Help staff design the personal request for a particular prospect</li> <li>iii. Write notes on personal solicitation letters</li> <li>iv. Participate on a personal face-to-face (not street fundraising) solicitation team</li> </ul> </li> <li>D. Give a personal financial gift every year, to the best of personal ability.               <ul style="list-style-type: none"> <li>i. And the chief executive and leadership staff – including the development staff – must give, too.</li> <li>ii. How can you ask for financial investment if your NGO’s leadership doesn’t invest?</li> </ul> </li> <li>E. What else?</li> </ul>		How do you apply these ideas across geography and culture?  How can you use personal meetings, and programs and events?  How can you use the telephone and social media?  See personal face-to-face solicitation tips in Kay Sprinkel Grace’s book <i>Beyond Fundraising</i> . Read Laura Fredricks’ book <i>The Ask</i> .  See relationship-building tips in the recommended blogs and in various books like <i>Keep Your Donors</i> .  Click on Resources and see some tips in the Free Download Library at <a href="http://www.simonejoyaux.com">www.simonejoyaux.com</a> .
3. Identifying which board members might help the most <ul style="list-style-type: none"> <li>A. Get to know your board members – if only by email and telephone. If they’re local, meet them personally, often.</li> <li>B. Who is most passionate and tells stories well?</li> <li>C. Who is comfortable in different social situations?</li> <li>D. Who is willing to learn and try?</li> </ul>		Get to know your board members. Learn their interests. Find out their anxieties so you can help overcome the anxieties.
4. You help board members do this work <ul style="list-style-type: none"> <li>A. You provide leadership and guidance, training and support, and information.</li> <li>B. Identify their barriers (anxieties, etc.) and help overcome them. Invite them to express their concern and ask questions and...</li> </ul>		See <i>Enabling Functions</i> , pages 11 – 12 of this handout – and explained in detail in Chapter 8, <i>Strategic Fund Development: Building Profitable Relationships That Last</i> , 3 <sup>rd</sup> edition.

Agenda Items	Resources   Notes
<b>Where is your NGO today? Will your NGO choose to change?</b>	
1. Critical questions to explore: involving board members <ul style="list-style-type: none"> <li>A. What will <u>stop</u> your NGO from doing this?</li> <li>B. What has to <u>change</u> so your NGO can do this?</li> <li>C. Who needs to support this change and help <u>lead</u> it?</li> <li>D. How can <u>you</u> help make this change?</li> </ul>	<p>Making change inside your NGO is very much like making change in the world itself: Difficult work – and an ongoing process.</p> <p>What is required to make change?</p>
2. How do organizations make change? <ul style="list-style-type: none"> <li>A. Individual and organizational commitment to conversation and questioning, learning and change</li> <li>B. Create a clear vision of the way your NGO should operate and what a difference this will make.</li> <li>C. Use research and body of knowledge to justify change.</li> <li>D. Identify barriers for change, especially emotional ones.</li> <li>E. Enlist supporters through conversation, spread the word, and cultivate support for the new vision.</li> <li>F. Overcome those who say “no.” (Sometimes they must leave.)</li> <li>G. Engage as many people as possible in talking and doing.</li> <li>H. Monitor progress and celebrate incremental successes.</li> </ul>	<p>Many passionate and convincing voices. Clear communications and stories that motivate. Patience and perseverance.</p> <p>What strategies do you use to make change?</p> <p>Click on Resources and visit the Free Download Library on Joyaux website.</p>
3. What are your next steps?	

## Basic principles of governance

### Definitions

- Governance is the process whereby a group of individuals works as a collective to assure the legal and moral health of an organization.
- Governance is the process of due diligence whereby the board, as a collective, assures the legal and moral health of an organization.
- A board is the body that carries out the governance process to assure that an organization fulfills its legal and moral obligations to its constituencies.
- A board is legally and morally accountable for the health of the organization and the fulfillment of the organization's mission.

### Basic principles

1. The board is a collective and only has authority as a group. The board is responsible for governance.
2. The board exists to gather together, talk about information vital to organizational health, and take action. This all happens together, as a group, through group dialogue, at board meetings.
  - An effective board understands this and so it establishes policies and procedures for conducting effective board meetings.
  - An effective board focuses on strategic issues rather than routine matters.
3. The board focuses on ends (e.g., results) and management focuses on the means to achieve the ends established by the board. (And of course the board establishes these ends through dialogue with management, as staff are the experts in the work of the organization.)
4. There is a difference between governance and management – but there are also similarities and overlaps. The distinction is one of judgment and organizational evolution.
5. A board is responsible for various functions – and the board should be composed of individuals who have the skills and experience to help the board carry out these functions.
6. There is a difference between a board and an individual board member – and this difference must be made clear prior to nominating an individual for board service.
7. The board has a written job description for itself, accompanied by written performance expectations common to all board members. The board enforces both.
8. An effective board regularly monitors its own performance in governance – and assures that individual board member performance is evaluated annually.

It takes a lot of work and time and attention to develop a board. The executive director of the organization is principally responsible for providing the leadership and the knowledge. And if you are fortunate, you will recruit a few board members who are experienced in not-for-profit governance.

## Role of the Board of Directors

### Role of the Board<sup>1</sup>

The Board of Directors is legally and morally (ethically) accountable for the health and effectiveness of the organization. The Board ensures that the organization achieves its mission in an ethical, transparent, accountable, and prudent manner.

The Board's job is governance, the ongoing process of due diligence whereby the Board operates as a collective to assure corporate health and effectiveness. Specifically, the Board is accountable for the functions described below. The Board operates in a manner outlined in its policies.

The Board works in partnership with its chief executive as articulated in various policies. The chief executive provides leadership and support, enabling the Board to carry out its governance responsibility.

### **Board Functions | Scope of Authority**

All of this is accomplished as a group – at board meetings – through review of information, strategic questioning, dialogue, and decision-making.

1. Articulate **values and mission**, and set **standards, controls, and policies**. Ensure that all the organization's programs, activities, and operations adhere to these policies.
2. Ensure that the organization is **relevant** to the community through processes that monitor the external environment and **define vision, direction, and strategy**.
3. Define and monitor key **areas of performance** compared to short- and long-range strategy / plans, assess **results**, and assure that steps are taken for continuous quality improvement in all areas.
4. Ensure that the **financial structure** is adequate for current priorities, long-range strategy, sustainability, and intergenerational equity.
5. Ensure that adequate **risk management** is in place, e.g., safety and security, insurance, data back up, chief executive succession, etc.
6. Determine eligibility for **Board membership**, assure proper recruitment of candidates, elect members and officers, and assure proper orientation and mentoring of Board members.
7. Define and enforce **parameters of the Board's work** including its committees / task forces and the role and performance of the **individual Board member**. Assess effectiveness.
8. Hire the organization's **chief executive officer**. Appraise his/her performance and set compensation; reward competence, or if necessary, replace the individual.
9. Ensure **compliance with relevant laws and regulations** affecting the organization.
10. Ensure **effectiveness of management**, without intruding in management's role and authority.
11. Provide candid **advice and perspective** regarding the organization's health and effectiveness and the marketplace environment, without compromising management's authority.

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<sup>1</sup> Inspired by Ken Dayton *Governance is Governance*, an Independent Sector monograph, [www.independentsector.org](http://www.independentsector.org)

All boards need to develop a policy like this – adopt it and then enforce it. This document uses the terms “board member” and “board of directors,” referring to the governing group. Other organizations use other terms, e.g., trustee, governor, board of trustees, board of governors...whatever. The intent is the same. How do you make this work when your board members may be appointed – or elected through citizen voting?

## **Performance expectations of you, the individual as a board member**

Each Board member of our organization affirms the expectations outlined here and strives to perform accordingly. We treat all Board members the same when it comes to these expectations.

We clearly articulate these expectations during the recruitment process. We accept the candidate as a nominee or appointee only after s/he has agreed to fulfill these expectations. And, by accepting nomination or appointment, the individual confirms that this board service is one of his / her top volunteer and giving commitments.

Specific performance expectations are:

1. Believe in and be an active advocate and ambassador for the values, mission and vision of the organization.
2. Act in a way that contributes to the effective operation of the Board – and work with fellow Board members and staff to assure that the Board functions well. This includes – but is not necessarily limited to the following:
  - a. Focus on the good of the organization, independent of personal agenda, self-interest, or the influence of others.
  - b. Maintain confidentiality of committee, board, and organization work unless authorized otherwise.
  - c. Support Board decisions once these are made.
  - d. Participate in appraisal of own performance and the performance of the Board and its committees.
  - e. Support the organization’s policies and procedures for conducting business.
3. Regularly attend Board and committee meetings. Prepare for these meetings by reviewing materials and bringing the materials to meetings. Use conversation as a core business practice, asking strategic questions and participating in dialogue.
4. Keep informed about the organization, its issues, and its connection to the community through active participation within the organization and outreach outside the organization.
5. Help support the charitable contributions operation of the organization. Specifically:
  - a. Reach into diverse communities and help identify and cultivate relationships to support the organization as donors, volunteers, and advocates.
  - b. Give an annual financial contribution to the best of personal ability<sup>2</sup>. If the organization launches a special campaign, give to that, too.
  - c. Participate in fund development by taking on various tasks tailored to your comfort and skills.
6. As appropriate, use personal and professional contacts and expertise<sup>3</sup> to benefit the organization, without compromising ethics or trespassing on relationships.
7. Be available to serve as a committee or task force chair or member. Be a prepared and active participant.
8. Inform the Board of Directors of the organization of any potential conflicts of interest, whether real or perceived, and abide by the decision of the Board related to the situation.
9. Respect the authority of the chief executive officer and staff; and, adhere to the limitations of the Board, its committees and individual Board members.
10. Agree to step down from Board position if unable to fulfill these expectations.

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<sup>2</sup> Some organizations make this type of statement: “Consider this organization one of your top 2 – 3 charitable commitments.” What do you think of that? Why would an organization include that statement?

<sup>3</sup> Each candidate is invited to join the Board in order to provide specific expertise to the governance process. The individual is informed of this need – and agrees – prior to nomination or appointment.

## **Key roles in fund development: board, board member, board committee, staff**

### **Role of the Board**

The board is legally and morally accountable (e.g., liable!) for the health of the organization. A key accountability is to assure fiscal health. The board cannot delegate its accountability to any other entity, staff or committee.

1. Define organizational direction and purposes for raising charitable contributions.
2. Set short- and long-term goals. Adopt the fund development plan to meet these goals. (The strategic fund development plan is adopted at the time of budget adoption. It's an advantage to assign Board member accountabilities in the plan prior to adoption.)
3. Set policies related to fund development including recognition and gift acceptance.
4. Review results; discuss progress, trends and implications.
5. Identify and discuss internal strengths and weaknesses and external opportunities and threats.

### **Role of the individual Board member**

The individual board member serves as part of the group that is the board. As an individual within the group, each board member must participate in discussion and decision-making within the areas of governance. As an individual volunteer, each board member must help with fund development in some manner.

1. Commit to and carry out specific activities in the fund development plan – and be accountable for what you said you would do.
2. Identify and cultivate the predisposed.
3. Cultivate donors and prospects. Help solicit as appropriate.
4. Watch what is happening at your organization and in the community. Share your observations, ask questions, and help the organization wrestle with issues and make good decisions.
5. Give your own personal gift – to the best of personal ability – at the start of each year's fund development program. If the organization is conducting a capital campaign, give a gift to that campaign also.

### **Role of the Development/Fundraising Committee**

In summary, the development committee is responsible for (along with staff) institutionalizing the process of fund development within the board. The development committee functions as a group. Its individual members have responsibilities outside of committee operations, e.g., give an individual gift and help carry out specific tasks.

1. Review results; discuss progress, trends and implications.
2. Identify strategic issues for Board discussion and action. Facilitate Board discussion and decision-making.

3. Identify and discuss internal strengths and weaknesses and external opportunities and threats.
4. As appropriate, recommend action for Board adoption. Or present well thought out alternatives for Board discussion and action.
5. Propose goals and directions throughout the year (while implementing current plan) to include in subsequent year's plan.
6. Through the fund development planning process, test proposed financial goals, and ensure appropriate budgeting.
7. Review staff-drafted plan. Discuss and adjust. Recruit every Board member to participate in the plan in some way.
8. Recommend the plan to the Board for adoption.

**Role of the staff** (A brief summary.)

1. Lead and enable the volunteers, including board members. (See handout on the next two pages. For more details, see explanation of the concept "enabling" in the book *Strategic Development: Building Profitable Relationships That Last* by Simone P. Joyaux, ACFRE. Third edition to be published by John Wiley and Sons in spring / summer 2011.)
2. Be familiar with and understand the body of knowledge and best practice in fund development. Educate and guide the Board accordingly.
3. Manage and coordinate all fund development activities.
4. Develop and maintain gift management systems, acknowledgment and recognition, etc.
5. Develop progress reports, analyze trends and implications. Assure that the development committee and board have adequate, appropriate and timely information to make quality decisions.
6. Draft materials and provide resources for the fund development process. Provide training and coaching for volunteers.
7. Review results; discuss progress, trends and implications.
8. Identify strategic issues for Board conversation and action. Help facilitate Board conversation and decision-making. Present well thought out alternatives for Board conversation and action.
9. Identify and discuss internal strengths and weaknesses, external opportunities and threats.
10. Propose goals and directions throughout the year (while implementing current plan) to include in subsequent year's plan.
11. Through the fund development planning process, test proposed financial goals to ensure appropriate budgeting.
12. Draft plans for review by appropriate individuals and groups.
13. Chief development officer and chief executive officer are also expected to give an annual gift to the best of personal ability, and to give to any capital campaign.
14. See job description for chief development officer at [www.simonejoyaux.com](http://www.simonejoyaux.com). Click on Resources and visit the Free Download Library.

## Enabling | What volunteers<sup>4</sup> should expect of staff

Originally described in detail in the 2<sup>nd</sup> edition of *Strategic Fund Development: Building Profitable Relationships That Last*. Expanded and updated in the 3<sup>rd</sup> edition published by John Wiley & Sons in March 2011. This handout includes the expanded and updated enabling functions, fully described in the 3<sup>rd</sup> edition.

Use these enabling functions to strengthen your fund development and governance. Use these enabling functions with your own staff, too.

### **Enabling functions**

1. Transmit the organization's values.
2. Engage volunteers in the meaning of your organization.
3. Articulate expectations and clarify roles and relationships.
4. Respect and use the skills, expertise, experience and insights of volunteers.
5. Engage volunteers in process as well as tasks.
6. Provide direction and resources. Explain why not just how. Identify and remove barriers, and help develop skills.
7. Coach and mentor people to succeed.
8. Transmit the body of knowledge and best practice, helping others anticipate next practice. (And this includes helping people distinguish between unqualified personal opinion and the body of knowledge.)
9. Communicate – which includes helping people transform information into knowledge and learning.
10. Encourage people to question organizational and personal assumptions and ask strategic and cage-rattling questions.
11. Engage people in meaningful conversation that produces learning and change.
12. Ensure quality decision-making.
13. Anticipate conflicts and facilitate resolution.
14. Encourage volunteers to use their power, practice their authority, and accept their responsibility.
15. Model behavior.
16. Manage
17. Create opportunities / strategies to buy more time to think things through. (Cohort 14, Saint Mary's University Philanthropy and Development Program)
18. Enhance attrition (and facilitate thank and release, if necessary).
19. Monitor, evaluate, and enhance enabling.

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<sup>4</sup> Volunteers refers to board members and other volunteers who want to help your organization.

**Enablers have the right attitude. Enablers:**

1. respect and trust others;
2. are trustworthy themselves;
3. are comfortable with diversity and complexity;
4. welcome divergent opinions;
5. are flexible and comfortable with change;
6. commit to process as well as outcome;
7. appreciate conversation and disagreement;
8. share responsibility for success;
9. acknowledge responsibility for failure;
10. balance personal ego with egos of others;
11. persevere; and,
12. are patient.

**Enablers possess essential skills. Enablers are:**

1. organizational development specialists
2. proficient teachers and learners
3. effective communicators (listening, informing and helping to transform information into knowledge);
4. critical thinkers (anticipating problems, identifying solutions, and redirecting volunteer energies);
5. strategists (analyzing situations, identifying barriers and opportunities, capitalizing on strengths, and ensuring action and results);
6. comfortable with conflict and resolve conflict through shared power with as many individuals as possible; and,
7. effective motivators and can focus and manage people well.