



# **Expanding Corporate Engagement: Strengthening Infrastructure** | March 15, 2018

# 2018 Collaborative Mentoring Webinar Series Planning Team

The Collaborative Mentoring Webinar Series is funded by the **Office of Juvenile Justice and Delinquency Prevention** through the National Mentoring Resource Center and facilitated in partnership with MENTOR:  
The National Mentoring Partnership



# Good to Know...

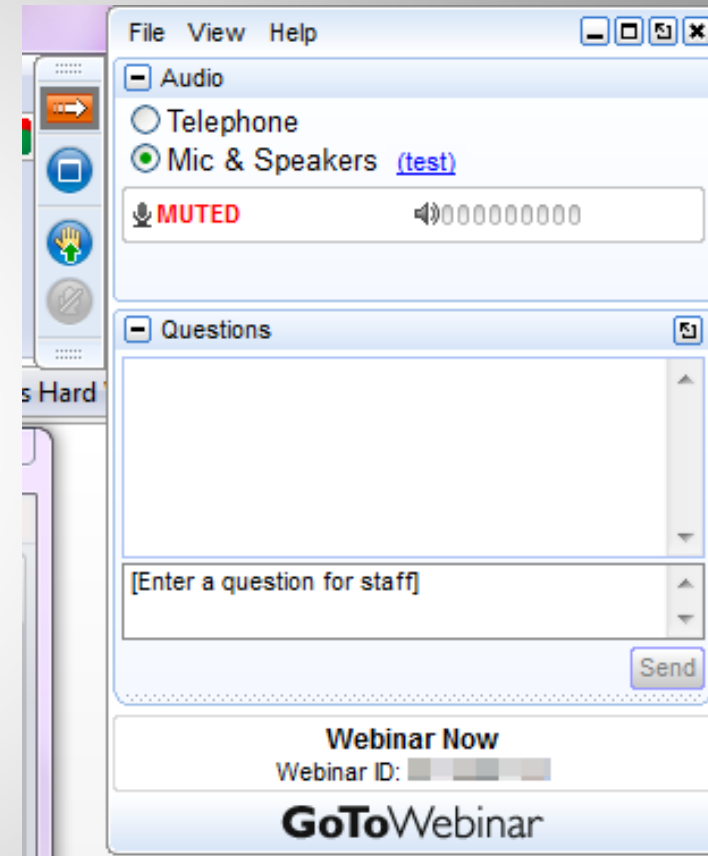
**One week after the webinar, all attendees receive an email with:**

- Instructions for how to access a PDF of presentation slides and webinar recording
- Link to the Collaborative Mentoring Webinar Series webpage, where all slides, recordings and resources are posted

**Please help us out by answering survey questions at the end of the webinar.**

# Participate in Today's Webinar

- All attendees muted for best sound
- Type questions and comments in the question box
- Respond to polls
- Who is with us today?



# objectives

- 1 Explore ways corporate partnerships can strengthen organizational infrastructure
- 2 Learn best practices and tools to leverage skills-based corporate volunteers
- 3 Examine approaches and models for engaging corporate employees in boards and committees



# INTRODUCTIONS

# Audrey Cruz, Facilitator



Audrey Cruz (nee Siegfried) has supported over 50 diverse nonprofits, schools, and companies as a management consultant and trainer. Formerly the training manager with Mentor Colorado, Audrey led statewide quality mentoring initiatives for over 60 agencies. Prior to moving to Colorado, Audrey worked for twelve years with volunteers, youth, and families in Washington, DC in various capacities of nonprofit management and youth development and served as an advisor for the DC Mentoring Collaborative from 2010-14.

Audrey has trained thousands of people and has served on numerous mentoring committees locally and nationally. She has been a formal mentor for six years. Audrey is currently pursuing her MBA from the University of Colorado - Denver and holds a BA in English from the George Washington University.

# Today's Webinar

- Danielle Holly | CEO, Common Impact  
[dholly@commonimpact.org](mailto:dholly@commonimpact.org)
- Daniel Horgan | Senior Director of Corporate Engagement, MENTOR  
[dhorgan@mentoring.org](mailto:dhorgan@mentoring.org)

**Q & A throughout the presentation  
(use the Q & A panel)**

# Danielle Holly

## CEO | Common Impact



Danielle Holly is currently the CEO of Common Impact, an organization that designs programs that direct companies most strategic philanthropic asset – their people – to the seemingly intractable social challenges they’re best positioned to address. Danielle has supported hundreds of businesses and nonprofits navigate the new era in corporate social responsibility and skills-based volunteering, including global powerhouses JPMorgan Chase, Charles Schwab, Marriott International, and Fidelity Investments.

She is a contributing writer for Nonprofit Quarterly on strategic corporate engagement. She is a member of the NationSwell Council, and has served on the Board of Directors for the Young Nonprofit Professionals Network and Net Impact NYC. Twitter: @dholly8

# Daniel Horgan

Senior Director, Corporate Engagement | MENTOR

As the Senior Director of Corporate Engagement at MENTOR, Daniel Horgan is responsible for building and managing corporate partnerships that help close the youth mentoring gap in America while meeting business goals. Daniel has over 18 years of experience working in the business and nonprofit sectors having served as Executive Director at generationOn, Vice President of Development at The Heart of America Foundation, Senior Director of Community Affairs at Capital One, Youth Program Officer at the Three Rivers Workforce Investment Board, and Executive Director of Pittsburgh Cares.



Daniel has extensive experience training, consulting and coaching in the areas of leadership, management, organizational development and public/private partnerships. He has worked with Fortune 500 companies, national and local nonprofits, school districts, and government. Daniel is the author of *Tell Me I Can't...and I Will* and the producer/host of the *Community Voices of Change* podcast. He resides in New York City.



# **SKILLS-BASED VOLUNTEERISM**

# PARTICIPANT POLL

How much experience does your organization have with skills-based volunteers?





A PURPOSE-DRIVEN WORKFORCE.  
A STRONGER COMMUNITY.

Social Return  
**\$3.5 for every \$1**



Skills-Based Volunteering knits together the expertise from the corporate and nonprofit sectors to create strengthened sustainable solutions that don't come undone when partners part ways

# Our Nonprofit Services

## Prepare

### Nonprofit Consulting & Needs Assessment

- Conduct analysis of nonprofit needs (business, marketing, operations, technology, finance, HR)
- Scope and define pro bono projects for alignment with corporate skill set

## Support

### Pro Bono Program Management

- Project execution
- Corporate relationship management
- Sector translation
- Evaluation and measurement

## Sustain

### Training & Education

- Monthly training series on nonprofit capacity building, technology tools, corporate partnerships
- Pro Bono tool development



# The Knitting Factor: Pro Bono Skill Transfer

*Talent development for nonprofit professionals*

- ✓ Leadership development
- ✓ Project management
- ✓ Team and volunteer management
- ✓ Cross-sector exposure
- ✓ Functional systems, expertise and networks



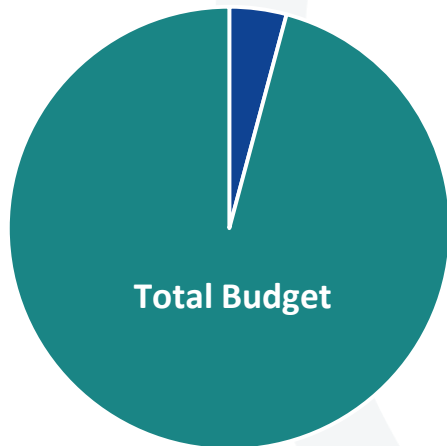
# The Social Sector Need for Pro Bono

*The Pro Bono Landscape*

**1.5** Million nonprofits across the US. **10%** of the national workforce and **5.5%** of GDP

## Infrastructure Gap:

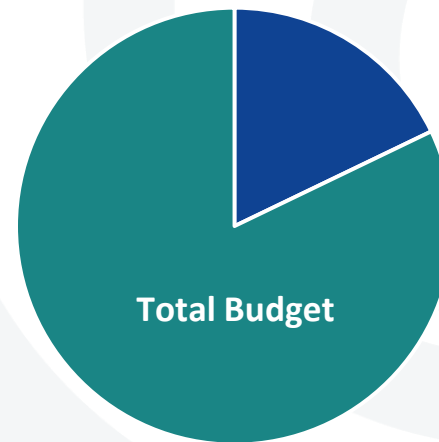
Average Nonprofit



2-8% on Infrastructure

versus

Average Company



20% on Infrastructure

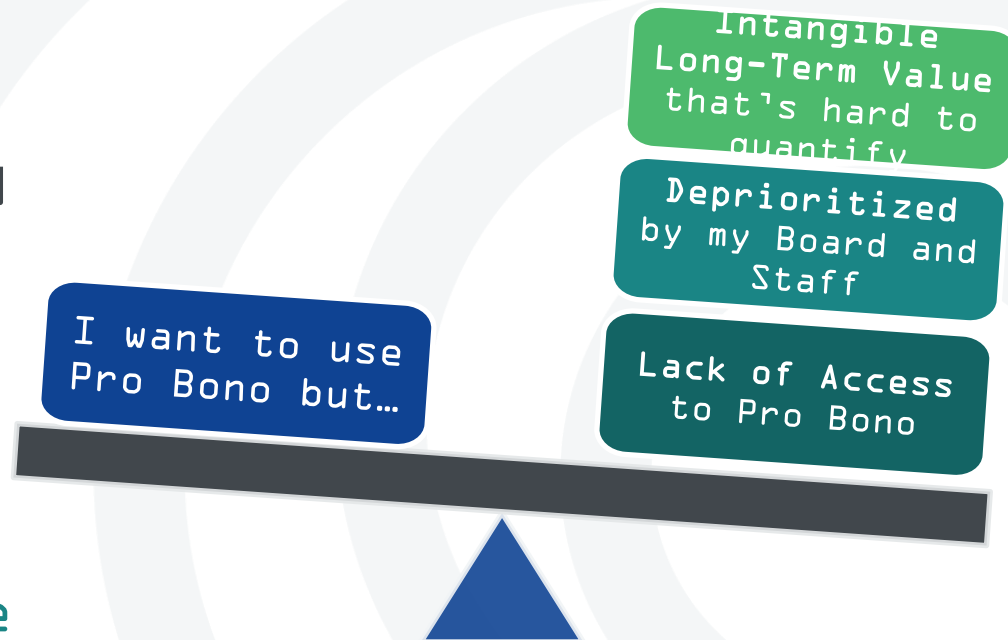
# Key Challenges

## *The Pro Bono Landscape*

- **72%** of nonprofits believe they could increase their impact with the use of skills based volunteers
- **90%** of nonprofits report needing more volunteer support

...but

- many nonprofits struggle to access effective pro bono and integrate it as a strategic, proactive resource



# Embedding Pro Bono into Your Org

*Connecting the dots*

How will  
on this  
help to  
your

Quantify the  
Value

Communicate  
the Need

Take the  
Steps

What does this translate to  
in terms of dollars saved?

How will you get buy-in  
from leadership?

Who can you engage?  
What Companies and  
individuals are in your  
network?

How many hours will this  
project save your staff?

What can you offer  
(experience, impact) to a  
pro bono partner?

What model of  
engagement will work best  
for you?

What is the bottom line net  
value?

What does this mean for  
your constituents?

How can you create  
internal support  
structures for sustained  
impact?

# Skills-Based Volunteering Models

Training



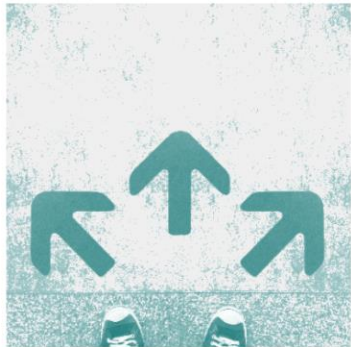
Day of Service



Project Consulting



Coaching



Sabbatical



Board Service



# Crafting a Corporate Pitch

*Thinking beyond financial partnerships*

*Crafting a “pitch” to a potential corporate partner to build a relationship with pro bono*

- ✓ What challenge are you trying to solve?
- ✓ How will your project help you solve that challenge?
- ✓ Who is the corporate partner you want to pitch?
- ✓ What's in it for them?

# The Corporate-Nonprofit Power Dynamic

*...and other considerations*

***Advocate for your needs and create mutually beneficial cross-sector partnerships***

- ✓ Clearly articulate what you are bringing to the partnership, and the value your corporate partner is receiving from you
- ✓ Don't reinforce sector stereotypes and labels – be careful with your language
- ✓ Say no, and provide real-time feedback
- ✓ Create a culture of trust and open communication
- ✓ Engage your partners in your mission beyond their pro bono contribution



# **ENGAGING CORPORATIONS ON BOARDS & COMMITTEES**

# Trends & Observations

# Trends in Corporate Partnerships



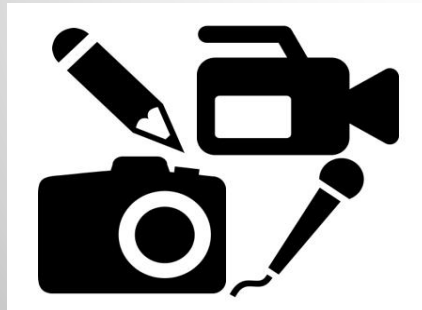
**Employees**



**Impact**



**Expansion**



**Storytelling**



**Advocacy**

# Observations in Nonprofit Board Engagement



## Balanced Learning

Staff to Board

Board to Staff

Board to Board

Staff & Board

# Observations in Nonprofit Board Engagement



## **Strategic Planning & Implementation**

# Observations in Nonprofit Board Engagement



**ED Self-fulfilling  
Prophecy**



**Feedback &  
Accountability**

# Observations in Nonprofit Board Engagement



Training & Development  
Brand Ambassadorship  
Networking  
Board Governance  
Issue Education  
Innovation

# Observations in Nonprofit Board Engagement



**Focus & Prioritization**  
**Strategic Priorities -**  
**Placemat**  
**Board Meeting Agendas**  
**Committees & Working**  
**Groups**

# Strategy & Tools



# Get the Right People on the Bus

## **Step 1 – Begin with the end in mind.**

- Start with your strategic plan – what skills, experience and networks do you need to achieve your goals?
- Create a board matrix outlining the current skills, experience, and networks represented on your board.
- Identify the gaps between what you need and what you have.

## **Step 2 – Find what you need, proactively.**

- Leverage your existing network to get introductions (board, staff, donors, partners, elected officials)
- Go to networking events, HR, universities, community events, board placement programs.

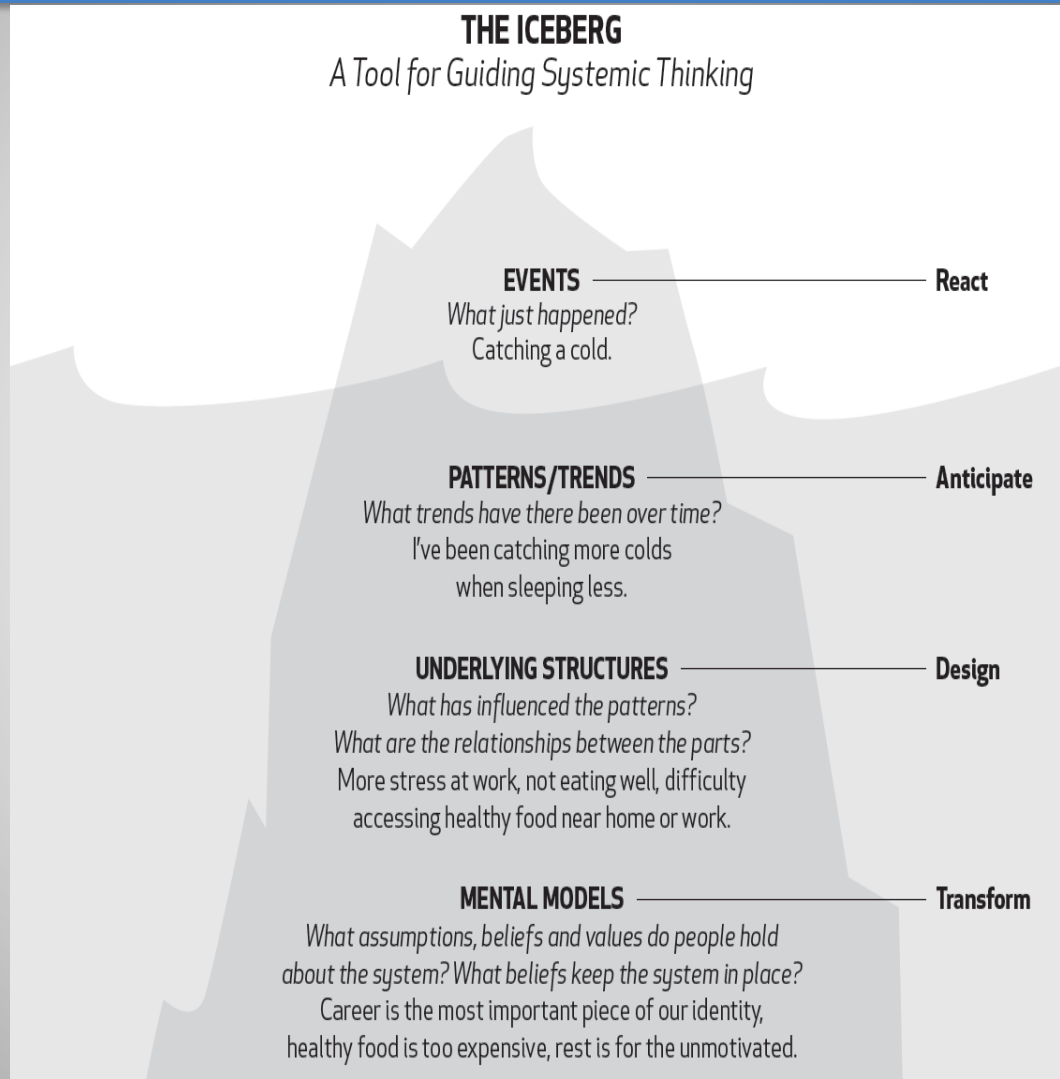
## **Step 3 – Interview each other and determine if there is a fit.**

- Clearly articulate board member expectations.
- Clarify what candidates want from their board service experience.

## **Step 4 – Confirm and complete onboarding.**

- Assign a fellow board member as an onboarding mentor.
- Provide a board member handbook.
- Celebrate new board members and board member contributions.

# Get the Right People on the Bus



Source: Northwest Earth Institute

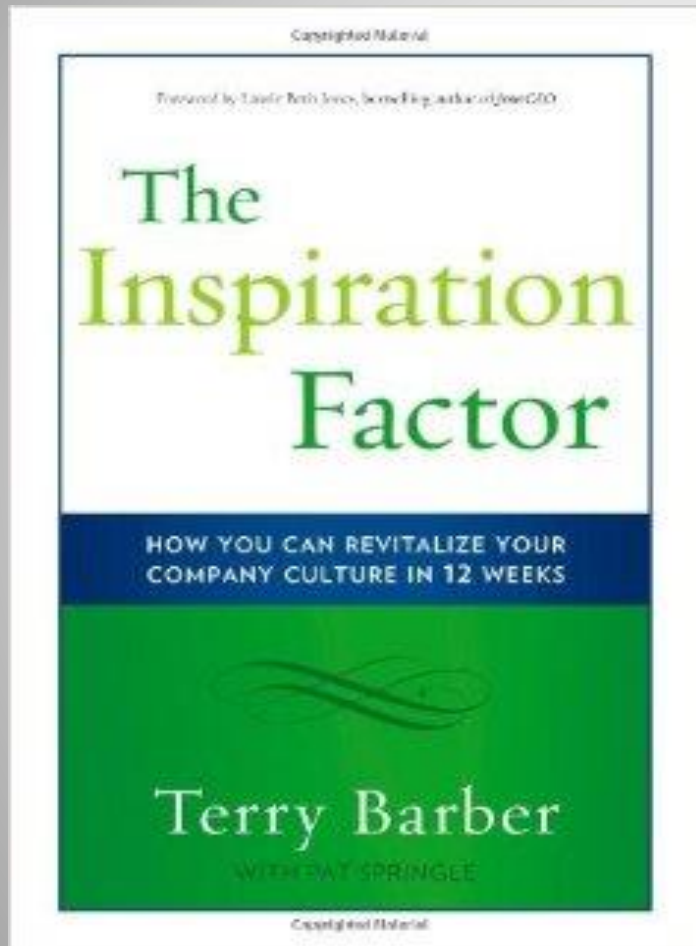
# Manage Relationships, Not Transactions

- **Select:** Put the right people in the right job; give them responsibilities that “light up” their brains.
- **Connect:** Strengthen interpersonal bonds among board members.
- **Play:** Help board members unleash their imaginations.
- **Grapple and Grow:** Enable board members to work through conflict and continually learn.
- **Shine:** Use the right rewards to stimulate loyalty and people’s desire to excel.



By Edward M. Hallowell, MD

# Manage Relationships, Not Transactions



**Notice**

**Name**

**Nurture**

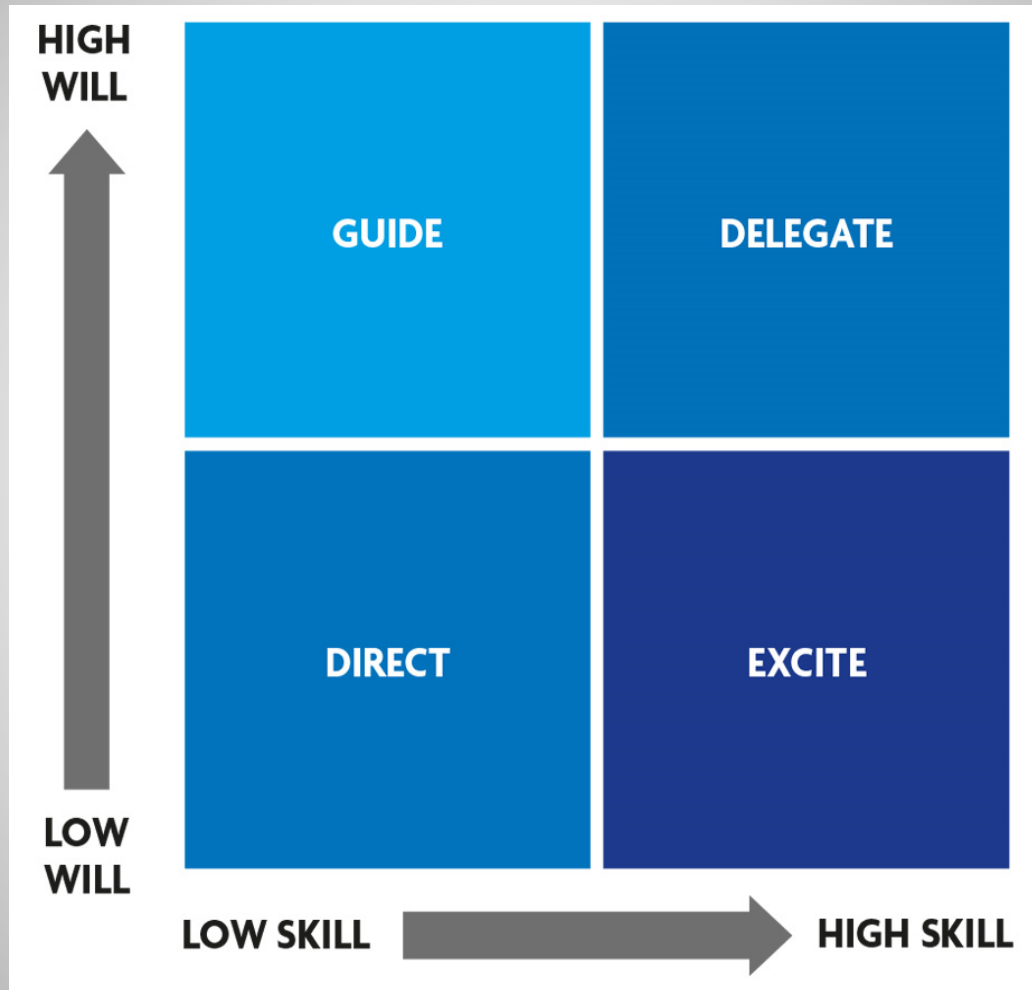
# Focus on Accountability

- Establish an annual performance management plan with each board member with clear goals.
- Track performance and report / check in either mid-year or quarterly.
- Focus on giving and getting feedback.
- Share collective accountability report on board engagement / performance.
- Celebrate success.
- Troubleshoot performance gaps.

## **Four Levers of Change** (Source – Yale University)

- **Leadership** – how people are inspired and led
- **Involvement** – how people get engaged
- **Measurement** – how people know they've made progress
- **Communications** – how people get informed

# Focus on Accountability



Source: The Skill / Will Matrix is an adaptation of [Keilty, Goldsmith and Co. Inc.](#) of original work by Hershey and Blanchard

# Board Presentation Recipe

— Joan Garry

- One part dog and pony show (to impress)
- One part storytelling (the one your board remembers and tells others)
- 2 parts analysis (what is working well + what needs improved)
- One part big strategic concern that can be discussed



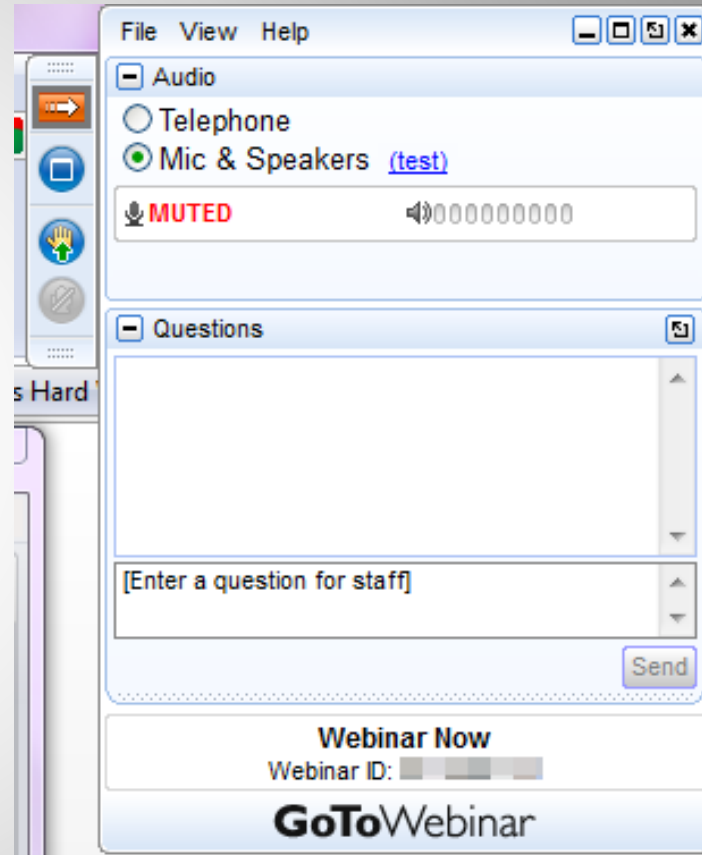
# PANELIST ROUNDTABLE

# Facilitator Q&A

1. Do you have tips for what mentoring programs can do to determine how a corporate partner could **support their infrastructure**?
2. What ideas do you have for how mentoring programs can **start this type of partnership**?
3. What are some **alerts** that it's time to **celebrate** wins or conversely, that there could be **challenges ahead**?
4. What are **typical challenges** that can arise?

# Participant Q&A

Type your questions in the question box:





# RESOURCES & WRAP UP

# MAXIMIZING THE POTENTIAL OF CORPORATE PARTNERSHIPS (OCT 2016)

## PANELISTS:

- Daniel Horgan, MENTOR
- Meredith Fontecchio, Deloitte
- Ashlee Chapman, Communities In Schools
- Pam Giller, Communities In Schools

<http://www.mentoring.org/program-resources/collaborative-mentoring-webinar-series/#1477417492831-71e1ce2e-dde9>

# Additional Resources

## **Affiliates**

Affiliates serve as a clearinghouse for training, resources, public awareness and advocacy. Find your local affiliate here: <http://www.mentoring.org/our-work/our-affiliates/>

## **Mentoring Connector**

Recruit mentors by submitting your program to the Mentoring Connector <https://connect.mentoring.org/admin>

## **National Mentoring Resource Center**

Check out the [OJJDP National Mentoring Resource Center](#) for no-cost evidence-based mentoring resources



# Remember...

## After the webinar:

- Please help us out by answering survey questions at the end of the webinar.
- Everyone will get an email with information on how to download the slides, recording, and resources on the CMWS webpage on the MENTOR website:

[http://www.mentoring.org/program\\_resources/training\\_opportunities/collaborative\\_mentoring\\_webinar\\_series/](http://www.mentoring.org/program_resources/training_opportunities/collaborative_mentoring_webinar_series/)

# Stay Connected

- Email us at [collaborativewebinarseries@mentoring.org](mailto:collaborativewebinarseries@mentoring.org)
- Tweet with hashtag #MentoringWebinar
- Visit our webpage on the MENTOR website for past and upcoming webinars:



The screenshot shows a web browser window displaying the MENTOR website. The URL in the address bar is [www.mentoring.org/program-resources/collaborative-mentoring-webinar-series/](http://www.mentoring.org/program-resources/collaborative-mentoring-webinar-series/). The page features a dark blue header with the MENTOR logo and navigation links: "BECOME A MENTOR", "ADVOCATE", "DONATE", "Why Mentoring", "Get Involved", "Program Resources", "Our Work", and "News". The main content area has a large image of four people smiling and talking, with the text "COLLABORATIVE MENTORING WEBINAR SERIES" overlaid in white. Below the image, the word "WEBINARS" is written in bold. At the bottom, there is a paragraph of text: "MENTOR: The National Mentoring Partnership (MENTOR) is proud to facilitate the Collaborative Mentoring Webinar Series, supported by The National Mentoring Resource Center, The Office of Juvenile Justice and Delinquency Prevention (OJJDP) and in partnership with the following *Mentoring Partnerships*: California Mentoring Partnership, Mentor Colorado, Illinois Mentoring Partnership, Mentor Mentoring Programs: the National Mentoring Program Survey has officially launched. Stand up and be counted today!"

*Collaborative Mentoring Webinar Series*

# Join Us Next Month!



Screening and Safety  
April 19  
1 - 2:15 pm Eastern



Collaborative Mentoring Webinar Series