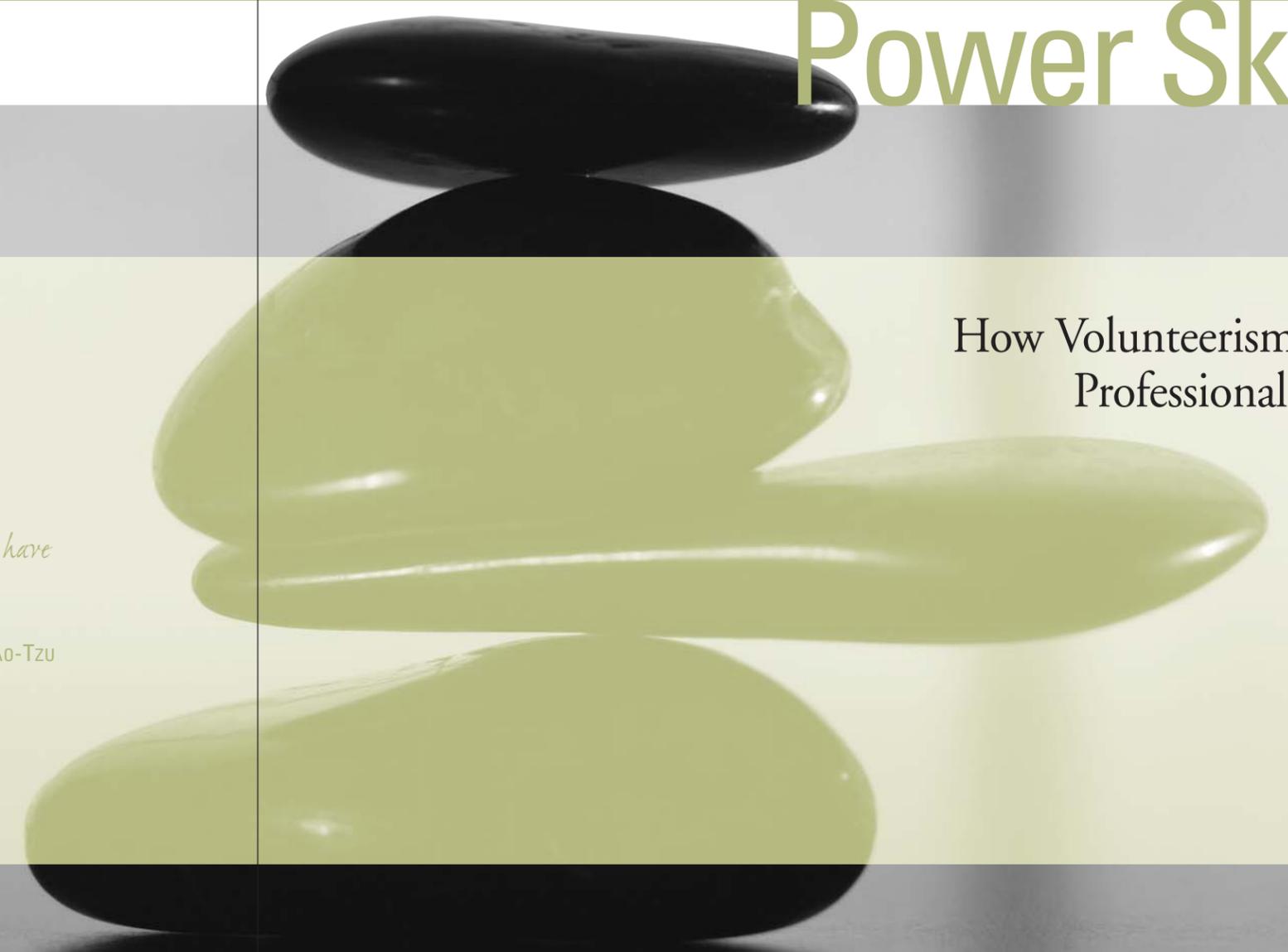


Power Skills

How Volunteerism Shapes
Professional Success

In order to have a good life, you should not be afraid of any good deeds. You should have no less power or strength for small acts than for the biggest and greatest good deed.

— LAO-TZU



Power Skills

How Volunteerism Shapes Professional Success

Contents

Many people volunteer, and many of those who volunteer are high-powered professional women. Why these women make time for community service despite demanding schedules and other competing responsibilities—their motivations and rewards—are at the heart of this report.

This research study explores the many factors that ignite a passion for volunteerism and begins to define the relationship between community involvement and professional success.

Volunteerism is powerful because it is a catalyst for leadership. As this study makes clear, volunteerism translates directly into leadership skills that benefit participants' professional development (and indirectly benefits their employers and the community at large). Thus, both the community and the workplace are enhanced and enriched when community service is encouraged and rewarded.

We hope the following stories will inspire you—as employees, employers and community members—to reexamine the role that volunteerism plays in personal and professional development and to explore ways of encouraging such activities for the benefit of all.

“My wish is that everyone who is very successful should never let a day go by when they don't do something for someone else. We can each find a way to make a commitment to do something meaningful during the year. Make volunteering a part of your routine; you can make the time.”

—EXCERPT FROM INTERVIEW

1.0	Background and Methodology	2
1.1	General Findings.....	3
1.2	Respondent Demographic Profile.....	4
2.0	Survey Highlights	5
2.1	Identity.....	6
2.2	Time Commitment.....	7
2.3	Financial Commitment.....	8
2.4	Longevity in the Organization.....	9
2.5	Inspiration.....	10
2.6	Planting the Seed.....	12
2.7	Power Skills.....	14
3.0	Key Drivers of Volunteerism	17
3.1	Generational Influence.....	18
3.2	Cultivation of a Network.....	19
3.3	Giving Back.....	20
3.4	Transforming a Personal Challenge.....	21
3.5	Business and Leadership Skills.....	22
3.6	Good Corporate Citizenship.....	23
4.0	Note to Corporations	24
5.0	Appendix	25

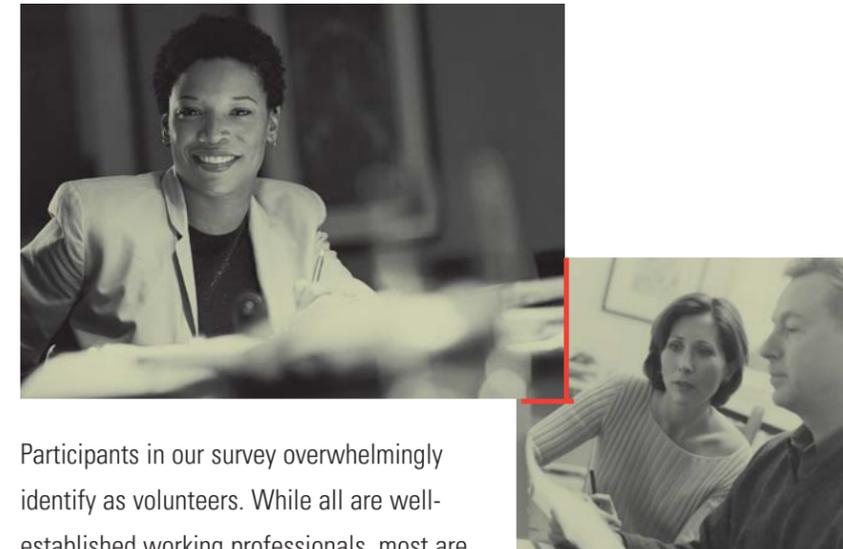
1.0 Background and Methodology

This study on volunteerism was administered from June 15, 2005 through August 31, 2005. The study was conducted to ascertain when, how and why women in professional leadership capacities participate in volunteer and community-based endeavors outside of their careers. Our goal was to investigate the link between early volunteerism and the development of key work skills—“power skills”—that are enhanced throughout one’s professional career. Having established that link, a further purpose of the study is to encourage businesses and individuals to value and foster nonprofit involvement as a cost-effective avenue of professional development that benefits the business, the employee and the community at large.

The study, conducted for WOMENS WAY, was spearheaded by Markitects, Inc., an independent marketing and research company located in a suburb of Philadelphia, PA. Markitects invited 50 WOMENS WAY supporters and 300 members of The Forum of Executive Women to participate in this study via an electronic, multiple choice e-mail vehicle. Ninety individuals responded by completing the survey online; in addition, 14 of those participated in more detailed one-on-one telephone interviews.

The study incorporated questions about volunteerism on both a personal and a professional level, including involvement in schools/education, religious, nonprofit and community or cause-related organizations or activities. We inquired about a participant’s primary cause, as well as her second and third most important community involvements. The complete survey can be found in the Appendix of this document.

1.1 General Findings



Participants in our survey overwhelmingly identify as volunteers. While all are well-established working professionals, most are highly involved in more than one community activity. Those who are at the peak of their careers are also the leaders in their chosen nonprofit endeavors.

Most of these peak, high-performing women have been involved in the community for the majority of their lives and were greatly influenced by other family members (sometimes, over several generations), small town environments and early community service opportunities, such as scouting. Participants frequently “got hooked” on volunteerism during college, graduate school or early in their careers because of a need to connect for networking reasons (business and social) or a need to “give back.” Other participants’ choice of volunteer involvements was influenced by a personal challenge or family illness. Most participants indicated a desire to pass along to their children a commitment to community service.

Of significance was the close correlation between skills acquired and honed through early nonprofit involvement and participants’ advancement in their professional careers. Specific, technical business skills, such as financial and human resource management and strategic communications, were gained as participants learned to exert influence, garner cooperation from broad-based allies and build leadership skills and self-confidence. Some study participants attribute their confidence and business success more to their nonprofit endeavors than to their professional experience or formal training.

1.2 Respondent Demographic Profile

The mean age of our respondent is 50.5 years old.

Sixty-six percent of our respondents are married, compared with 59% of the U.S. population.

Respondents with children averaged 1.67 children per family; 52% had no children.

Their mean number of years in the workforce is 24 years.

Survey Highlights 2.0

While much information became available to us through this survey, certain questions, and their respective answers, stand out as significant. Those questions have to do with our respondents' identity, commitment, inspiration, dedication, seeds of initial interest and power skills acquired.

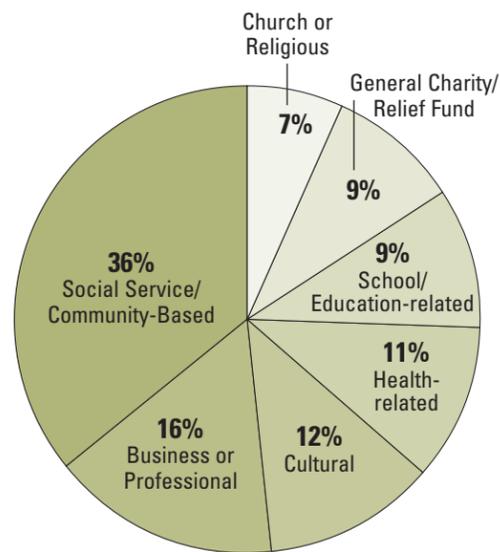
The sections that follow are arranged in the following manner: topic of discussion and its definition; an actual survey question; number of respondents and percentage for each response; and quotations taken from our one-on-one interviews.

2.1 Identity

In this question, respondents identified their primary area of interest for volunteer involvement. The two most frequently cited types of organizations were (1) social service/community-based and (2) business/professional. The *type* defines their “volunteer identity”—how they perceive themselves and participate in their nonprofit lives. We asked about the organization most important to them, second most important and third most important. It is noteworthy that 95% of our respondents identified a *second* most important and 80% acknowledged a *third* most important, further demonstrating the breadth and depth of their volunteerism.

WHAT TYPE OF AN ORGANIZATION DO YOU PARTICIPATE IN? (SURVEY QUESTION 1.1)

- (90 Respondents)
- 16% Business or professional organization
 - 7% Church or religious organization
 - 12% Cultural (museum, orchestra, etc.)
 - 9% General charity or relief fund (Salvation Army, Red Cross, United Way)
 - 11% Health-related organization
 - 9% School- or education-related (yours or your children’s)
 - 36% Social service or community-based organization



“My profession is human resources consultation; however, I now devote half my time towards setting up an organization for college students who are in recovery (from drugs and alcohol). The idea is to create a program within a dynamic college community that will provide support and a structured environment for those in recovery.”...Executive, Management Consultant

— EXCERPT FROM INTERVIEW

2.2 Time Commitment

In our survey, we asked about participants’ commitment of time, products/services and money to the nonprofits they serve. Time and money presented the most interesting findings. Seventy-four percent spend more than 3 hours per month on their volunteer endeavors; and 22 percent spend more than 10 hours per month. Every one of the 89 respondents spent some amount of time volunteering. (See page 4 to learn more about the survey respondents.)

“I’m turning 61 in October. In the last four years, I have intentionally planned my schedule to spend more time in community-oriented work than at my own company. I continually encourage my daughter and others to follow in my footsteps. I’d like to create a charitable trust with designated areas of interest: theater, children and women.”...Owner, Media Company

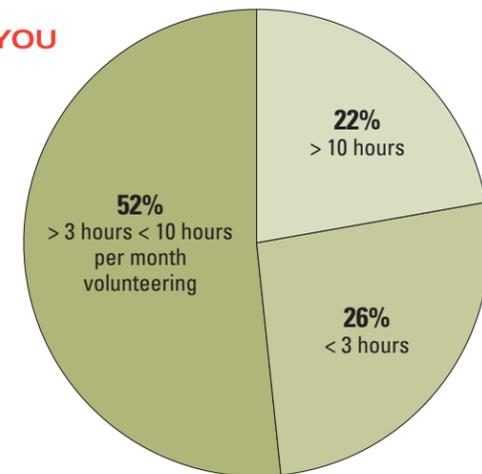
“I like to be busy and just keep going until I drop. I believe in being an active person and volunteer as much time as possible. I say “yes” to as much as I can—not just what’s comfortable.”...Psychologist

“Twenty to thirty percent of my life is volunteerism; I left my job in April, and I am now an independent consultant, assisting various nonprofits and volunteer organizations.”...Independent Consultant

— EXCERPTS FROM INTERVIEWS

ON AVERAGE, HOW MANY HOURS DO YOU VOLUNTEER FOR THIS ORGANIZATION PER MONTH? (SURVEY QUESTION 1.3)

- (89 Respondents)
- 0% Do not donate time
 - 26% Less than 3 hours
 - 52% More than 3 hours but less than 10 hours
 - 22% 10 hours or more



2.3 Financial Commitment

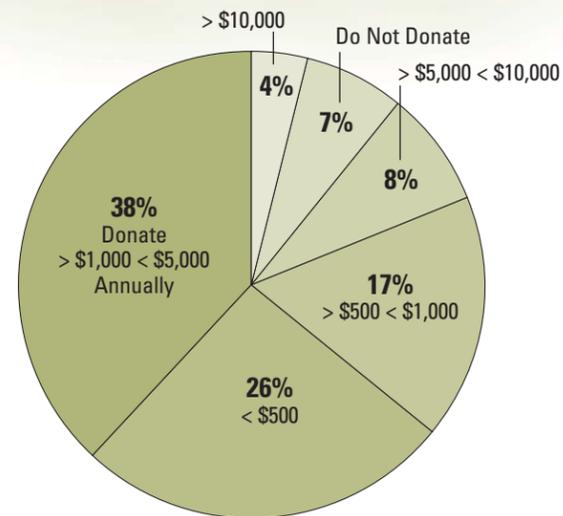
Over 90 percent of respondents make a financial commitment to their nonprofit organization of choice. Fifty percent donate more than \$1000 per year and 12 percent donate more than \$5000 per year.



HOW MUCH DO YOU DONATE TO THIS ORGANIZATION ANNUALLY?

(SURVEY QUESTION 1.4)

- (89 Respondents)
- 7% Do not donate money
 - 26% Less than \$500
 - 17% More than \$500 up to \$1,000
 - 38% More than \$1,000 up to \$5,000
 - 8% More than \$5,000 up to \$10,000
 - 4% More than \$10,000



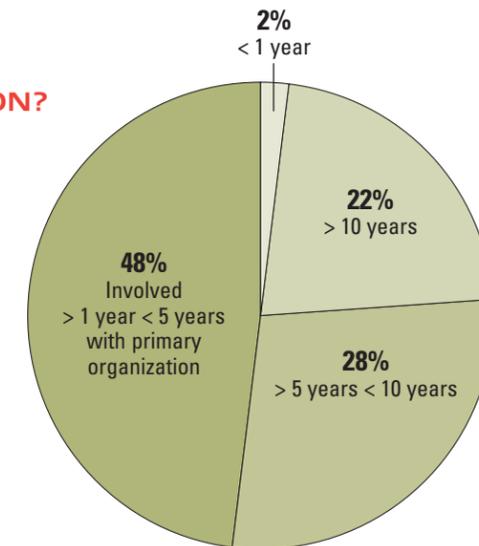
2.4 Longevity in the Organization

Our respondents are not new to volunteerism; half have been involved in their primary choice of organization for more than 5 years and 22 percent more than 10 years. The average age of our respondents is 50 years (see respondent demographic profile on page 4), putting many of them in the prime of their career and family lives. The longevity of their involvement is significant.

HOW LONG HAVE YOU BEEN INVOLVED WITH THIS ORGANIZATION?

(SURVEY QUESTION 1.8)

- (90 Respondents)
- 2% Less than 1 year
 - 48% More than 1 year up to 5 years
 - 28% More than 5 years up to 10 years
 - 22% More than 10 years



"I started providing pro bono work for the Diabetes Foundation. Because of my work, I have access to the public and I can help organizations that don't have adequate funding gain access to the media. I still do work for them today, some 20 years later."

...Owner, Media Company

"When I was in college, I went out for the speech and debate team. It has really had an impact on my life. So much so, that 8 years ago, I decided to begin coaching our local high school's speech and debate team. It's so important, especially for girls, so I took it on."...Psychologist

— EXCERPTS FROM INTERVIEWS

2.5 Inspiration



We sought information about respondents' family and community histories to discover the "spark" that got them hooked on community service and inspired them to participate as volunteers. Many times, the impetus was a life event—college, parenting, a new career, moving to a new city—or simply wanting to "connect" with something meaningful.

STILL FOCUSING ON THE ORGANIZATION MOST IMPORTANT TO YOU, WHY DID YOU INITIALLY JOIN, PARTICIPATE OR VOLUNTEER? (SURVEY QUESTION 1.6)

(Responders Selected ALL That Apply)

- 4% Fundraising
- 7% Religious affiliation
- 10% Connection to family member or family tradition
- 12% Expected/required as part of job
- 37% Invited or sponsored by current member
- 43% Networking opportunities or visibility for career
- 46% Cause impacted your life or the life of someone you care about
- 83% Desire to help cause, organization or community

"My grandmother had a huge influence in my life. She had been widowed when I was two and was a working woman early on, yet still always volunteered. When my grandmother retired, she continued to give back, providing respite care for families with ill members. My father has been retired for 10 years now and is busier now than ever—volunteering for Meals on Wheels, golf event fundraisers and political committees." ...Executive Director, Nonprofit

"My first involvement was in college, where I focused on making professional connections and becoming more involved in my professional organization." ...President, Market Research Company

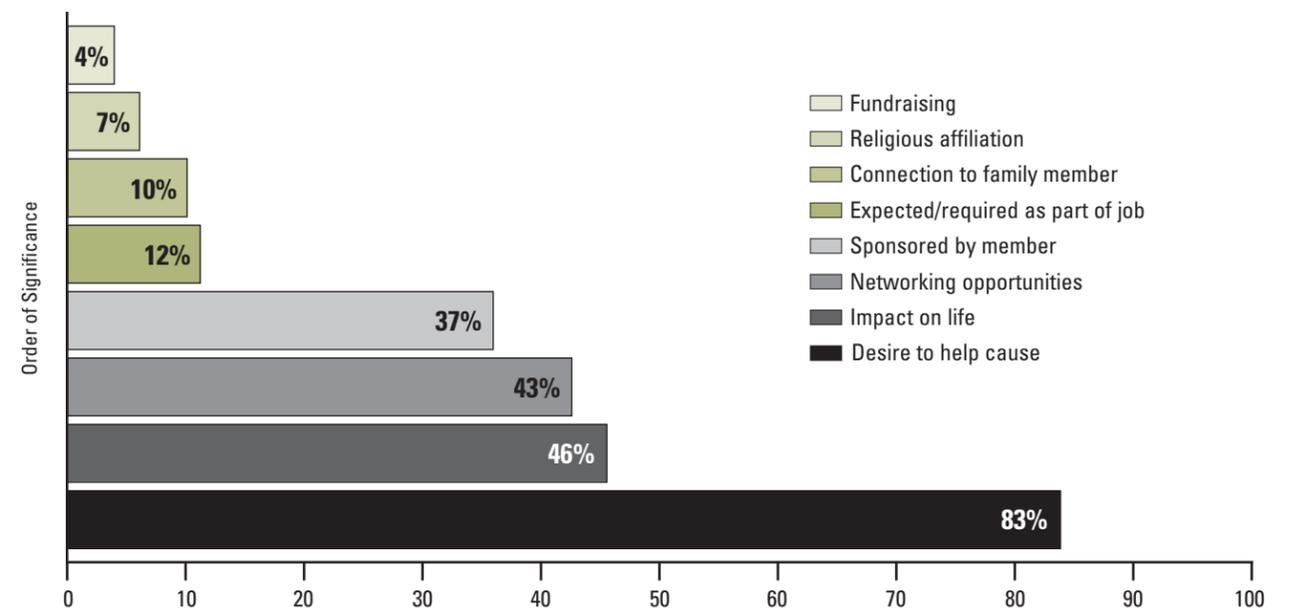
— EXCERPTS FROM INTERVIEWS

"Once I made that connection between what I do and how that helps others, I just barreled ahead. Now the requests are overwhelming. I do what I can to encourage my people to get involved. Most of my executive team members do something significant as their personal cause. I enlist as many people as possible, but never force them. It has made my business life much more satisfying. I am proud that we have been able to impact so many organizations and people." ...Owner, Media Company

"I grew up in a single parent family. My mother was a volunteer; it was traditional in our family to do things for other people. It was always emphasized that if you live on this earth and take up space, you have to give something back." ...President, Market Research Company

"I heard about WOMENS WAY and I just felt like I had come home; I wasn't alone with this struggle. All of their work with agencies was, in the best sense of the word, 'community.'" ...Law Partner and Attorney

— EXCERPTS FROM INTERVIEWS

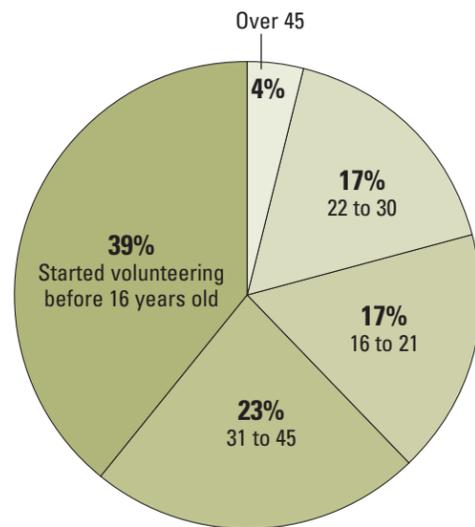


2.6 Planting the Seed

During the individual follow-up interviews with respondents, we discovered that many of our respondents' first experience with community involvement occurred through scouting—Girl Scouts, Brownies, Camp Fire Girls and Explorer's Clubs.

The average age of the respondents' first involvement in community service was 22 years, and the most common type of organization identified was social service or community-based. Because of their positive early experiences, those who are parents are trying to instill community values in the next generation.

WHAT AGE WERE YOU WHEN YOU FIRST STARTED VOLUNTEERING OR GETTING INVOLVED IN COMMUNITY SERVICE? (SURVEY QUESTION 4.1)



(90 Respondents)

39%	Under 16 years old
17%	16 to 21 years old
17%	22 to 30 years old
23%	31 to 45 years old
4%	Over 45 years old

Mean: Age 22 years old

"My earliest volunteer work was as a candy striper at the hospital. I was 14 and my mother signed me up because I needed something to do in the afternoon. This early experience cemented in my mind that this was something good to do." ...Executive, Fortune 500 Company

"I grew up in a military household and we traveled abroad, so my mom became involved with Girl Scouts to keep us attached to our roots. I was a Brownie in France. It is because of that early exposure that I am now on the Board of Girl Scouts." ...Museum Executive

"In Girl Scouts, they really do instill that you have a responsibility to the community. As I got older, I reinstated my involvement to set an example for my children." ...Human Resource Executive, Utility Company

—EXCERPTS FROM INTERVIEWS

"My first experience was with the Brownies and Girl Scouts; I was involved from early on through high school. By the time I got to high school, I joined a group that went into the poor neighborhoods of Chicago and tutored elementary school kids on reading skills. It was so different than what I grew up with. Each person in our group formed close relationships with the kids; it was then that I first realized the power of how a single individual could affect a life." ...Executive, Wealth Advisory Firm

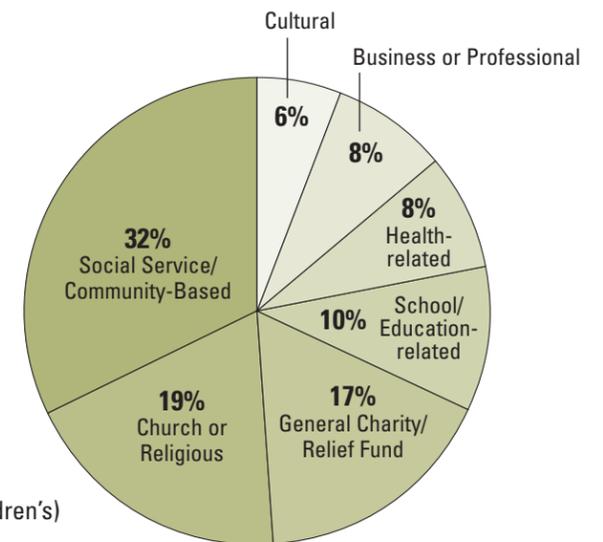
"Our household policy is that by 6th grade, for every vacation week we take as a family, our children have to do one volunteer day—working at a home for children, Habitat for Humanity or other causes. When my son was in 7th grade, he raised \$7000 for a cancer charity; he wrote all the letters and followed up. We also have an interfaith program at our church, where we house the working poor; at night, they have dinner and stay overnight at the church. My kids volunteer a week at our church, helping those families' children with their studies and homework." ...Independent Consultant

—EXCERPTS FROM INTERVIEWS

WHAT TYPE OF ORGANIZATION WAS THE FIRST IN WHICH YOU WERE INVOLVED? (SURVEY QUESTION 4.2)

(89 Respondents)

8%	Business or professional organization
19%	Church or religious organization
6%	Cultural (museum, orchestra, etc.)
17%	General charity or relief fund (Salvation Army, Red Cross, United Way)
8%	Health-related organization
10%	School/education-related (yours or your children's)
32%	Social service or community-based organization



2.7 Power Skills

"Volunteering has given me the confidence to take on leadership positions throughout my career." ...Executive, Fortune 500 Company

"Throughout my volunteer work I've learned empathy and listening, and I have a healthy respect for people who come from different socio-economic backgrounds. The connection with different types of people is what keeps me engaged. Also, I've benefited from many more early leadership opportunities... I was responsible for a budget, people and a plan. I helped create a totally new volunteer program. These are meaningful leadership roles that you would never get access to early in your career." ...Executive, Wealth Advisory Firm

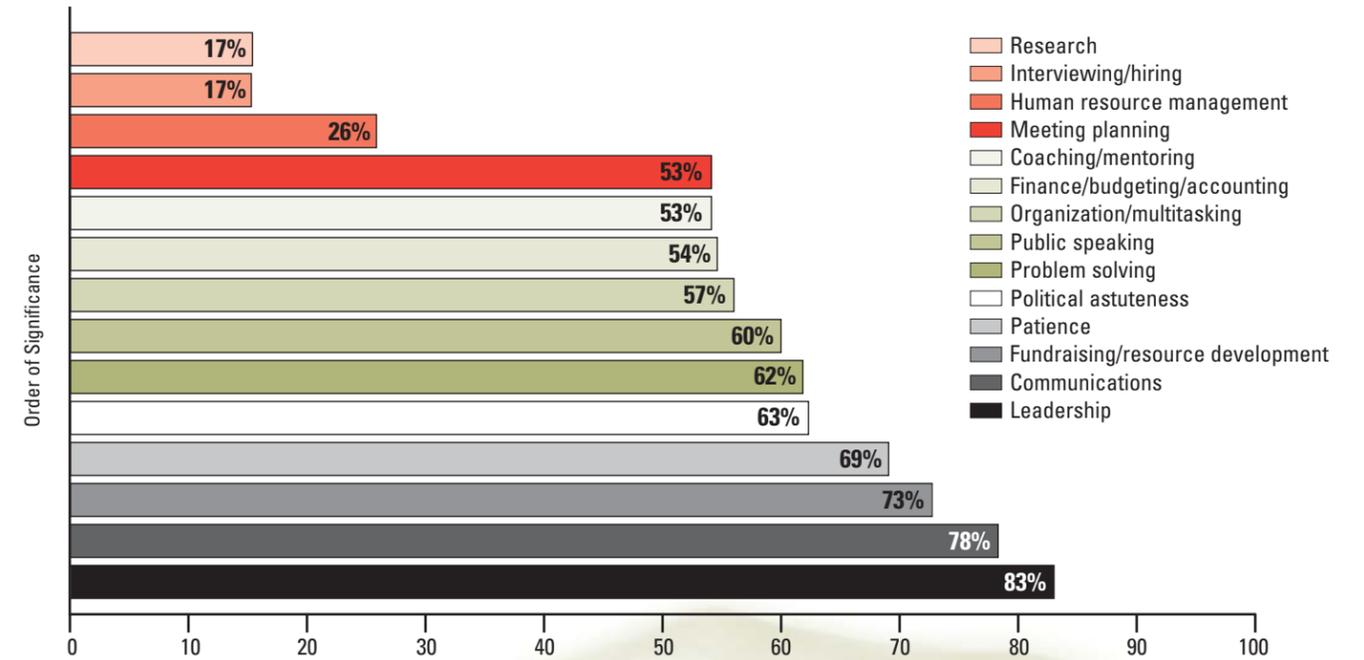
—EXCERPTS FROM INTERVIEWS

Our respondents provided statistical proof and related stories that revealed much about the connection between community service and business success. For 75 of our 90 respondents (83%), leadership was the number one skill learned and honed through volunteer work. The individual interviews supported this even further. Survey respondents talked about the confidence they gained through nonprofit work and how it was directly transferable to the professional world. Furthermore, 70 study participants cited communication skills and 66 selected fundraising/resource management as hard skills gained through volunteerism. The list below outlines the many desirable business skills that the survey participants acquired, improved upon and/or developed as a result of their participation. These findings suggest that nonprofits and community-based endeavors have become an important, informal training ground for our business leaders of today.

WHAT SKILLS HAVE YOU ACQUIRED, IMPROVED OR DEVELOPED AS A RESULT OF YOUR PARTICIPATION IN THESE ORGANIZATIONS? (SURVEY QUESTION 4.4)

(Responders selected ALL that apply)

53%	Coaching/mentoring	53%	Meeting planning
78%	Communications	57%	Organization/multitasking
54%	Finance/budgeting/accounting	69%	Patience
73%	Fundraising/resource development	63%	Political astuteness
26%	Human resource management	62%	Problem solving
17%	Interviewing/hiring	60%	Public speaking
83%	Leadership	17%	Research



"My volunteer experiences were critical in giving me the confidence to get back into the work force. I figured if I can lobby a senator and give a speech to hundreds of people, then I can do this. I had the confidence and presence to sell myself in business and to understand that there isn't much difference between a good, solid nonprofit and a business. I was lucky to have great mentors at work, but the skills honed from my volunteer work made it possible for me to make that transition. One of the greatest learnings from my volunteer work was the realization that everyone is the same. I am not intimidated by anyone in a company. If you have something to say, say it. This person is no different from me." ...Executive, Management Consultant

"Through my college alumni association, I had the opportunity to be in leadership positions. Being on the Board of Girl Scouts has given me a lot of tangible skills sets—head of finance, reading a balance sheet, working on issuing a bond to build a new building, selling properties and doing budgeting. Those skills are transferable to my business." ...Lawyer

—EXCERPTS FROM INTERVIEWS

Key Drivers of Volunteerism

To expand further upon the previously highlighted characteristics that contribute to our respondents' professional and personal leadership roles, we have identified six key drivers that help shape volunteerism.

Understanding how the survey respondents evolved as volunteers provides a more expansive view of what drives volunteerism. Six factors that drive individuals to action have been identified, and these expand upon the characteristics highlighted previously:

- Generational influences (past, present and future)
- Cultivation of a personal and professional network
- Giving back to the community
- Transforming a personal challenge into action
- Development of business and leadership skills
- Good corporate citizenship

The sections in this chapter are organized in the following manner: the key driver and its description, followed by quotations from our one-on-one interviews.

3.1

Generational Influence

“Volunteering and feeling good about it got me hooked. In Girl Scouts, when I was 7 or 8, we made potholders for a nursing home. When I was 9 or 10, my sisters and I provided free babysitting for kids in the neighborhood. At our church, my sisters and I counted the money from weekly collections every Monday after school. That made me feel trusted and depended upon. I was a key person in the community, even at 10.” ...Executive, Management Consultant

“The person who most influenced me was my dad. He was a man without a college education who started his own business. We spent time putting together fruit and candy baskets and delivering them to a (nursing) home. He would buy loads of things on sale, and on Christmas day give a gift to everyone who visited the house. I grew up watching him build his business, work hard at it and enjoy giving things away.” ...Member, Non-profit

—EXCERPTS FROM INTERVIEWS

Many participants were influenced at an early age by the volunteerism of parents, grandparents or other older mentors and friends. Thirty-nine percent of all respondents had begun volunteering by age 16, with 56 percent volunteering by age 22. Many respondents expressed a strong desire to pass along their commitment to community service to their children and future generations.

“As I got older, I reinstated my involvement in community service to set an example for my children. I grow concerned about this with today’s generation having it all. It’s one thing to tell your children what to do; it’s another to model the behavior. Part of my issue was for my children to see me active in the community.” ...Human Resource Executive, Utility Company

“My hope is that I can take my family and expose them to some of the experiences I had early on in volunteering, such as feeding the homeless. It’s difficult to appreciate how others live until you get out of your own environment.” ...Executive, Wealth Advisory Firm

—EXCERPTS FROM INTERVIEWS

3.2

Cultivation of a Network

“I was busy in college and grad school and didn’t have time for volunteer work. When I finished, I felt like I needed to network and knew someone else who was involved with WOMENS WAY. I started volunteering on a couple of committees—events and planning—just to get to know people in Philadelphia and other career-oriented people with similar interests. It was a connection. I felt that I gained something from WOMENS WAY from the beginning.” ...Executive, Fortune 500 Company

“As a young adult, I got involved in the Society Hill Civic Association and represented people at zoning hearings. I also started a neighborhood block party on Pine Street. Bringing together a community has always been important to me.” ...Psychologist

—EXCERPTS FROM INTERVIEWS

When survey participants were starting their careers, volunteerism helped them network on both a business and personal level. Many became involved in business or industry-related organizations, while others participated in community-focused efforts, such as WOMENS WAY, the Junior League, and neighborhood organizations like libraries and schools. A personal motive, such as moving into a new area, often inspired our respondents to volunteer as a way to develop or expand a network. Volunteering helped many to build and establish their careers, and although this might have been the initial driver, they also found that it provided fulfilling personal connections.

Most respondents described the innumerable benefits they received as a result of their volunteer activities. They have been exposed to new roles with levels of responsibility that they may not otherwise have encountered. This has led to the development of skills and experiences that continue to enrich their careers and personal lives. Volunteerism also has led to the fulfillment one derives from committing with others to a cause or mission.



3.3 Giving Back



Participants felt a responsibility to “give back” to their community from an early age. Now that they have achieved success in their fields, most feel this duty even more keenly. Many are involved in civic and educational causes as well as activities with which their children are affiliated.

Respondents’ primary source of personal satisfaction with volunteerism was most often commitment to a cause (73%). Other

key motivators were being able to provide expertise to organizations that needed it (63%) and creating connections with like-minded people (48%). Although respondents have major personal and professional responsibilities, they make significant time for volunteerism. Fifty-eight percent of respondents devote at least 10 percent of their time to volunteerism, and 47 percent devote 11 to 26 percent of their time to such efforts.

“Every single day you have an opportunity to use what you know and what you do to benefit the community. Yes, you need to make money. In the beginning, it’s difficult to focus on anything else but growing your business. It took the first person asking me to volunteer to make me realize that I could accomplish the goal I always wanted, which was to help people.” ...Owner, Media Company

“My earliest memories of volunteerism go back to my parents who helped elderly people in the church we were involved with. Later on, I went to a Quaker school where it was part of the curriculum.” ...University Professor

—EXCERPTS FROM INTERVIEWS

Transforming a Personal Challenge

3.4

“My story is personal. My mother grew up in an orphanage, so she has always been involved in her community as a way of paying back. Once you start doing volunteer work, you meet a lot of different people, and it’s great for networking.” ...Marketing Consultant

“Right now, I’m involved in the local chapter of The Multiple Sclerosis Society. My sister was diagnosed with MS and became very debilitated. Now I have something concrete that I can do. The issue is right here and very personal.” ...President, Market Research Company

“I recently started a regatta in my husband’s memory to raise money for hospice care. He became involved in rowing after he learned he had cancer. He invented the master’s program (for age 27 and up) and bought boats for our boathouse to get older rowers involved.” ...Member, Nonprofit

—EXCERPTS FROM INTERVIEWS

Often a personal or familial challenge or illness sparks an interest in, a passion for, community service. Some respondents spoke of their desire to turn a negative experience into something positive – for themselves and for others. Still others see hardship and injustice in the world and feel inspired to help those in need.



3.5 Business and Leadership Skills

Volunteerism helped many participants gain the skills and confidence to take on leadership opportunities that might otherwise have seemed intimidating or unattainable, particularly in the earlier stages of their careers. A core set of power skills, garnered from community service experiences, was directly transferable to the for-profit arena at all stages of participants' careers. Leadership was the skill that 83 percent of participants listed as the most important skill gained from volunteering, followed by communication skills (78%) and fundraising skills (73%). Participants clearly saw these skills gained from volunteering as key to their later business success.



3.6 Good Corporate Citizenship

Survey respondents strongly believe in corporate citizenship – the duty of a business to use its assets to give back to the community in which it operates. This “giving back” can take many forms: encouraging volunteerism among employees, providing corporate sponsorships and grants to community-based nonprofits, establishing a matching gifts program or donating needed products or services. Participants who run their own companies feel the responsibility strongly and strive to create workplaces that provide equal opportunity and encourage community service.

Many participants consider social responsibility a key factor in evaluating a potential employer. They also suggest that to truly impact society, businesses will have to dig deeper and donate a higher percentage of profits to community, national and global causes. Participants recognize the public relations benefits of good corporate citizenship, but also believe that, in most cases, motivations for corporate giving are genuine.

“Through volunteerism, you gain skills and confidence, and you feel good about it.” Legal Consultant

“Being involved in volunteer work has given me a skill set that I would not have otherwise—organizational dynamics, working with board members who are not being paid, and influencing change. I’ve learned a lot about how to do these things. I now have the financial skills to be involved at the executive level of any organization.

It rounds me, makes me a better person and gives me a sense of accomplishment, wrapping the whole package together.” ...President, Market Research Company

“In the mid-70s I was home with my children and became involved in the women’s movement, where I learned about leadership, how organizations work, motivating people and public speaking. Later on in my career, I had the opportunity to apply all those things I learned to a different type of work.” ...Executive, Management Consultant

—EXCERPTS FROM INTERVIEWS

“I think that businesses have a responsibility to be socially responsible and make good decisions with regards to philanthropy—using time, talent and money. I do believe that at the end of the day, the motivation for corporations to reach out and enable their employees to give up time and talent is due to trying to achieve a greater good.” ...Executive Director, Nonprofit

“I’ve been part of organizations that really did support volunteerism as well as those who gave it lip service. For professions that track billable hours, they may want you to be involved, have a community activity and require it as part of your evaluation. The company that puts its heart and soul behind it is the one that counts your involvement against your billable time quotas.” ...Executive, Management Consultant

“I think social responsibility is either in the culture of an organization or not. It starts at the highest level. There can be something in the temperament or consciousness from the head of the company—a positive thing, and empathy for the world at large. I have found that giving back to the community never hurts business. If the leader has a philanthropic inclination, it becomes part of the culture. That standard of behavior has been an enormous key to the success of many business leaders; however, if it’s not a genuine thing, it can have the opposite effect.” ...Law Partner and Attorney

—EXCERPTS FROM INTERVIEWS

4.0 Note to Corporations

Good corporate citizenship is built on trust and respect among a corporation, its employees and the community at large. A corporation's ability to cultivate good corporate citizenship can translate directly into business success.

These key initiatives can help a business capitalize on the business benefits of community service:

Make it easy for employees to volunteer

Make volunteerism part of your corporate culture and a perk for your employees. Encourage employees to participate in something meaningful to them and their families. Allow time off each month for employees to pursue community service endeavors, and encourage loaned executive programs.

Include the "power skill" set in your hiring and evaluation process

During the interview process, make sure to ask explicitly about nonprofit or community-based endeavors. Your candidate likely will reveal an entirely new set of hard and soft skills, ranging from leadership and resource development to financial and legal skills. Reward current employees who devote significant time and energy providing leadership to nonprofits.

Promote volunteerism as a tool for career development and training

Our survey uncovered a multitude of competencies, talents and aptitudes that often go unrecognized and untapped by corporations. In an environment where traditional corporate training and education budgets have been reduced, volunteerism makes good business sense. It demonstrates good corporate citizenship while encouraging employees' professional development.



Appendix 5.0

THE FOLLOWING INTRODUCTION WAS USED IN OUR INVITATION TO PROSPECTIVE PARTICIPANTS:

You are invited to participate in a market study to ascertain when, how and why accomplished women participate in nonprofit and community-based endeavors, outside of their careers. Markitects, Inc. has been authorized to contact WOMENS WAY supporters and members of The Forum of Executive Women to solicit participation in this study. This is a one-of-a-kind, unique study. As part of your participation, you will receive a copy of our final report, which will be published and promoted upon completion of the survey and analysis of our data. All individual responses will be kept strictly confidential.

For purposes of this market study, we want to inquire about your volunteerism on both a personal and a professional level, including all involvement in schools/education, religious, nonprofit and community or cause-related organizations or activities. We will refer to an entity conducting such activities as an "organization" throughout the study.

This study is generously sponsored by a grant from The Comcast Foundation. The Foundation primarily funds programs in the areas of literacy and reading, volunteerism, and youth leadership that create significant and measurable results. The Comcast Foundation was established by Comcast Corporation in June 1999 and is the company's chief source of charitable support to qualified nonprofit organizations. Since its inception, the Foundation has distributed more than \$12 million in grants to nonprofit organizations in Comcast communities nationwide.

We will also be conducting more in-depth interviews with a subset of participants. If you are available for more in-depth participation, please enter your email address as instructed on the last question of the survey; we will then schedule a telephone interview with you at a time convenient for you.

APPENDIX: Actual Survey Instrument

How many total organizations do you participate in – at any level?

- None
- 1 – 3
- 4 – 6
- 7 – 10
- More than 10

What type of an organization is it? *(select one only)*

- Business or professional organization
- Church or religious organization
- Cultural (museum, orchestra, etc.)
- General charity or relief fund (Salvation Army, Red Cross, United Way)
- Health-related organization
- School/education related (yours or your children's)
- Social Service or Community-based organization (WOMENS WAY, Women's Resource Center, etc.)

Do you participate by donating time, money, products or services to this organization? *(select all that apply)*

- Time
- Money
- Products or Services

On average, how many hours do you volunteer for this organization per month?

- Do not donate time
- Less than 3 hours
- More than 3 hours but less than 10 hours
- 10 or more hours

How much do you donate to this organization annually?

- Do not donate money
- Less than \$500
- More than \$500 up to \$1,000
- More than \$1,000 up to \$5,000
- More than \$5,000 up to \$10,000
- More than \$10,000

What is the value of the products or services you donate to this organization annually?

- Do not donate products/services
- Less than \$500
- More than \$500 up to \$1,000
- More than \$1,000 up to \$5,000
- More than \$5,000 up to \$10,000
- More than \$10,000

Focusing on the organization most important to you, why did you initially join, participate or volunteer?

(select all that apply)

- Cause impacted your life or the life of someone you care about
- Connection to family member or family tradition
- Expected/required as part of job
- Fundraising
- Invited or sponsored by a current member
- Networking opportunities or visibility for career
- Religious affiliation
- Desire to help cause, organization or community

Why do you continue to participate or volunteer?

(select all that apply)

- Cause impacted your life or the life of someone you care about
- Connection to family member or family tradition
- Expected/required as part of job
- Fundraising
- Invited or sponsored by a current member
- Networking opportunities or visibility for career
- Religious affiliation
- Desire to help cause, organization or community

How long have you been involved with this organization?

- Less than 1 year
- More than 1 year up to 5 years
- More than 5 years up to 10 years
- More than 10 years

What is/are your role(s) in this organization?

(select one only)

- Board member
- Committee chair
- Committee member
- Member/Volunteer

Do you participate independently or with family and/or colleagues? *(select all that apply)*

- Participate independently
- Participate with family members/ spouse
- Participate with friend(s)
- Participate with co-worker(s)

In general, how supportive are family, friends or coworkers of your involvement?

- Very supportive – encourage and want to participate (time and/or money)
- Supportive – encourage, but do not want to participate
- Somewhat supportive – must not interfere with family or work commitments
- Not supportive – discourage
- Critical – make comments that attempt to discourage your efforts

Within the past three years has your level of participation increased, decreased or remained about the same?

- Increased participation
- Decreased participation
- Remained about the same

Within the next three years, do you think that you will you change your level of commitment to this organization?

- Increase
- Decrease
- Stay the same

If your level of commitment is changing, please indicate why.

What skills have you acquired, improved or developed as a result of your participation in these organizations?

(select all that apply)

- Coaching/Mentoring
- Communication
- Finance/budgeting/accounting
- Fundraising; resource development
- Human resource management
- Interviewing/hiring
- Leadership
- Meeting planning
- Organization/multi-tasking
- Patience
- Political astuteness
- Problem solving
- Public speaking
- Research
- Resourcefulness
- Sales
- Strategic planning
- Team building
- Other

Which two of these skills are most important/valuable to you? *(select two)*

- Coaching/Mentoring
- Communication
- Finance/budgeting/accounting
- Fundraising; resource development
- Human resource management
- Interviewing/hiring
- Leadership
- Meeting planning
- Organization/multi-tasking
- Patience
- Political astuteness
- Problem solving
- Public speaking
- Research
- Resourcefulness
- Sales
- Strategic planning
- Team building
- Other

What makes your participation in these organizations personally satisfying? *(select the top three only)*

- Being part of community
- Commitment to a cause
- Connection with like-minded people
- Helping others/compassion
- Leadership training
- Lending expertise to an organization that needs it
- Perspective
- Skill development
- Other

What makes you want to continue to volunteer?

(select the top three only)

- Commitment to a cause
- Connection with like-minded people
- Job obligation
- Meeting a goal
- Networking
- Personal satisfaction
- Tradition—(i.e. family has been participating for years)
- Other

Thinking of your life as a whole, what percentage of your time is devoted to volunteerism?

- Less than 10%
- 11 – 25%
- 26 – 50%
- More than 50%

Tell us how volunteerism has enriched your life.

6.0 Acknowledgements

This study is generously sponsored by a grant from The Comcast Foundation. The Foundation primarily funds programs in the areas of literacy and reading, volunteerism, and youth leadership that create significant and measurable results. The Comcast Foundation was established by Comcast Corporation in June 1999 and is the company's chief source of charitable support to qualified nonprofit organizations. Since its inception, the Foundation has distributed more than \$12 million in grants to nonprofit organizations in Comcast communities nationwide. We thank The Comcast Foundation for all of its support in this effort.

We also want to thank each of the participants in this study, who are associated with two prominent Philadelphia-based organizations—WOMENS WAY and The Forum of Executive Women.

WOMENS WAY raises money to fight for and achieve women's equality, safety, self-sufficiency and reproductive freedom through women-centered funding, advocacy and education. Each year, WOMENS WAY allocates critical operating funds to member agencies addressing a broad continuum of issues that impact women of all ages, races and socioeconomic backgrounds, with a particular focus on organizations providing services to low-income women and their families. Member agencies provide services and advocacy around issues of adult basic education, tenant and consumer training, rape crisis intervention, domestic abuse counseling, healthcare options, legal rights and aging supports. In addition, WOMENS WAY provides grants to a dynamic group of area organizations through the Community Women's Fund.

Founded in 1977, The Forum of Executive Women is a membership organization of approximately 300 women of influence in Greater Philadelphia. Its members hold top positions in every major segment of the community—from finance to manufacturing, from government to healthcare, from not-for-profits to communications, from the professions to technology. As the region's premier women's organization, The Forum fulfills its mission—to advance women leaders in Greater Philadelphia—by supporting women in leadership roles, promoting parity in the corporate world, mentoring young women and providing a forum for the exchange of views, contacts and information.

We also thank Judy Grossman of Proof Positive for contributing her editing and proofreading expertise to this project.



About Markitects, Inc.

Markitects, Inc. is one of the Philadelphia region's premier, long-standing strategic marketing firms that serves a variety of companies and service organizations throughout the country. Utilizing its unique Markitecture™ process, Markitects researches, launches and brands a wide variety of products and services. During its twelve year history, Markitects has enabled over one hundred organizations to successfully capitalize on emerging trends and new business opportunities.



WOMENS WAY, the nation's oldest and largest women's funding federation, raises money and public awareness to fight for and achieve women's equality, safety, self-sufficiency and reproductive freedom through women-centered funding, advocacy and education. For more information about WOMENS WAY, visit www.womensway.org.

About WOMENS WAY