

Team Captain University



Success For Relays. Success Against Cancer.



Facilitator Guide

Version III

Team Captain **University**

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12	Succession Planning	30 Minutes
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Opening/Welcome

15 Minutes

Opening: As attendees enter the room, have music playing from *Mission Impossible*. Dim the lights. Have the facilitators enter the room in sunshades and trench coats. They may even carry flash lights. Have your agendas in folders labeled top secret and pass to the tables as they move to the front of the room. As the lead presenter moves to the front of the room, have them remove from a brown envelope the Mission. Say to the audience “your mission should you choose to accept it is to participate over the next two hours and help us take the mystery out of being a successful team captain.”

Turn the Lights back up

Introductions:

Volunteer Leader Should Say: Hi, My name is _____, I have Relayed for _____ (months or years) and my fundraising goal is _____. My co presenter today is _____.

Staff Partner Should Say: Hi, My name is _____, I have Relayed for _____ (months or years) and my fundraising goal is _____.

Welcome to TCU 3; Mission Possible, the case of the successful team captain.

Speaker's note: The local volunteer host should welcome the crowd to the host city and provide housekeeping information: restroom locations, snacks and refreshments, etc.

Say: We want to start off by thanking each & every one of you & applaud your efforts in the fight against Cancer. This program was developed for you to provide a forum to share best practices, to address challenges that a team captain faces, and provide some possible solutions to those challenges.

Speaker's note: refer to agenda flip chart

Say: Today we will talk about what makes a successful team meeting, fundraising successes, succession planning & how to Tell the American Cancer Society Story.

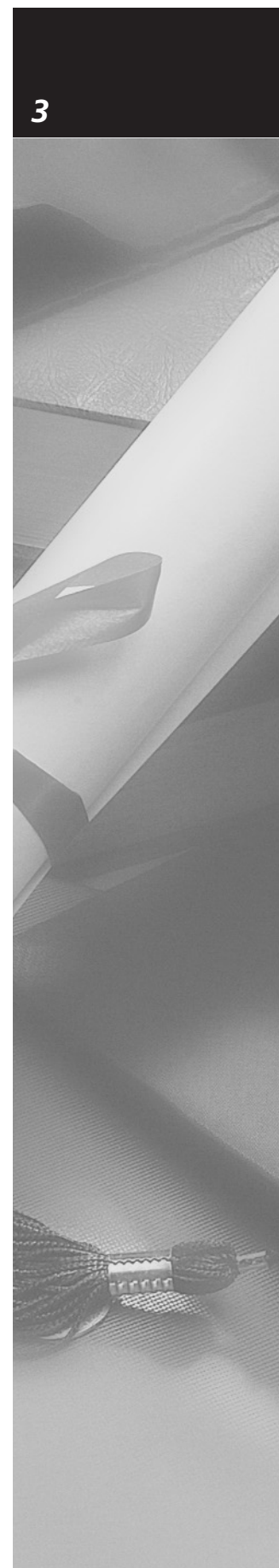


AGENDA:

- Welcome & Introductions
- Agenda review & Ground rules
- Icebreaker
- Team meetings
- Fundraising Successes
- Telling the Story
- Succession Planning
- Closing/Call to Action

Say: Before we get started let's set a few ground rules:

Speaker's note: What we mean by introductions is that every time someone shares an idea we want them to start with their name, # of years or months involved with Relay & their fundraising goal; just as you did in your introduction.



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GROUND RULES:

Introductions
 Cell phones & pagers silent
 Respect differences
 Ask Questions / Parking Lot
 Have FUN!

ICEBREAKER – “Looking for Clues”

Objective: To identify the skills and tools that make a team captain successful.

Instructions: Break the room into four to six groups. Send them to prepared flip charts around the room. The chairs should read Clue #1 Skills and Tools of a Good Detective. The other half/column of the flip chart should say skills and Tools of a Successful Team Captain. Ask the groups to brainstorm in the first column and give them three minutes. Then do the same for the second column.

Debrief the icebreaker:

Say: Ask each group to give one skill or tool of a successful team captain. Say to them that it really is just uncovering the clues and sharing that information with all team captains. But being successful just doesn't happen; you need to learn the skills necessary.

Hold Team Meetings

30 Minutes

RESOURCES:

Team Captain Guidebook
 Team Meeting Agenda
 Effective Meeting Tips
 Just Ask a Hero of Hope Flyer
 Team Help Us Reach Our Goal Thermometer
 Mission Moments

What are some challenges about holding a successful team meeting?

Allow participants the chance to respond. Some examples might be: getting people to attend, getting people motivated, etc.

Your job as a team captain is to make sure what you learn at Team Captains' meetings gets back to your team. Unless you share that information, your team will not know.

What are some of the things you learn at Team Captains' meetings? **[Have a team captain chart the responses.]**

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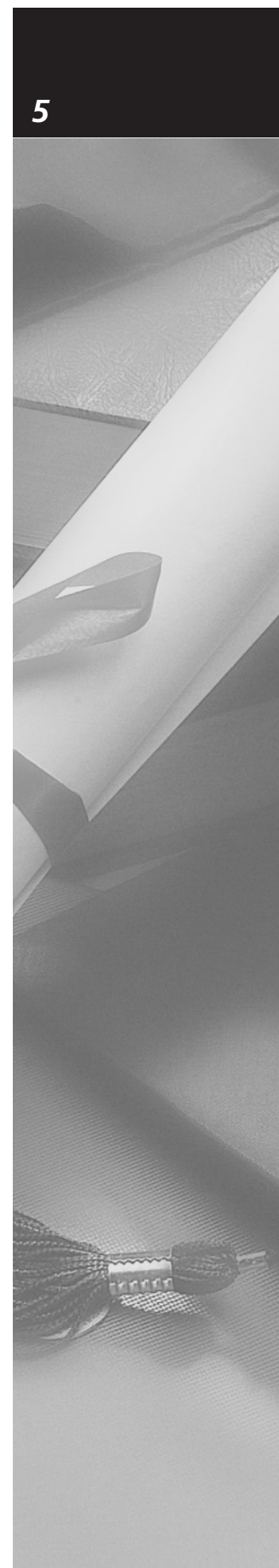
EXAMPLES:

- Bank nights
- T-Shirt order deadline
- Campsite size
- Fundraising ideas
- Do and don'ts of Relay
- If food will be provided or if you need to bring your own
- CPS-3 (if you are a selected site)
- Survivor registration and information
- Caregiver information
- Set-up times
- On-site fundraising
- Pets
- Tobacco and alcohol consumption
- Security
- Chaperones for teenage teams
- Grills
- Parking
- Why Relay is an all-night event

All of these things and more are discussed at Relay For Life Team Captain's meetings. One of my favorites is when pets show up at the Relay. That is something that is always shared at Team Captain's meetings; but, if you as the team captain do not share that with your team members, how are they to know that is unacceptable?

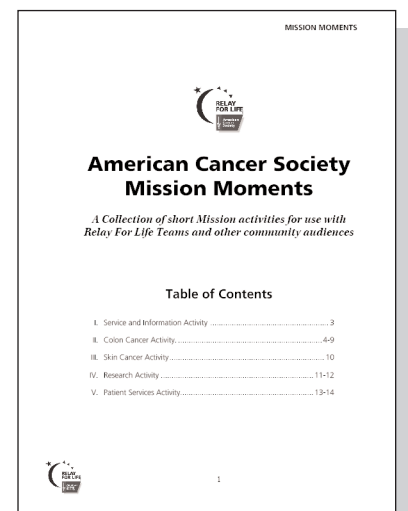
Here are some helpful hints as to how to make your team meetings a huge success.

- **Send out an invitation.** By sending out an invitation, it makes it an official event rather than just another meeting.
- **Have a theme to your meeting.** An example might be—"Roundin' up Relay Cowpokes" or what about a pajama party.
- **Provide food.** We are a society that surrounds ourselves with food. If food is the way to get your team there, provide food. However, make it simple. You don't really want the emphasis to be on food but on Relay.
- **Prepare an agenda.** It is important to have an agenda for your team meeting. Having an agenda allows you as the team captain to stay on track during your meeting. Without an agenda, sometimes we begin to ramble and don't get to all of the matters of importance.
- **Start on time and end on time.** If you send out an invitation that says that your meeting time is from 5:30-6:30, do just that. By starting at the designated time, you are showing those that are on time that you respect their time. If you begin later, it does not go unnoticed. People will take note and adjust their schedule accordingly. If you don't start until 5:45, you better bet you they will show up at the next meeting at 5:45. Also, do not back track for those who arrive late. That too lets them know that they can show up late and still get all of the information. And, be sure to end on time. People have other places to be and other things to do, so please be respectful of their time. Keep in mind that we are all volunteers in this fight against cancer.
- **Vary meeting place.** By holding your meeting at different places, it accommodates those who may live in different areas of your city.
- **Make it fun and keep it interesting.** In order to keep your team motivated, you have got to keep it fun and interesting.



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- **Celebrate successes.** Have your team members share their fundraising successes. It is our human nature to want to share and be recognized for our successes. Allow everyone a time to toot their own horn.
- **Encourage those who may have fallen short.** Have you ever been to a Weight Watchers meeting where even the person who lost 2/10 of a pound gets a round of applause? Every little bit helps and that is no different in Relay fundraising. Every penny raised is a step toward finding the cause and the cure for cancer.
- **Help your team and your team members find their passion for Relay.** All of us began to Relay for one reason or another. Ask your team members to share why they Relay. Build your team on those passions. Your team might want to adopt a specific individual for whom to Relay.
- **Invite a survivor to tell his/her cancer journey.** If you do not have a survivor on your team, invite one from your church, workplace, school, etc. We also have what we call Heroes of Hope who are willing to come to your meeting to share their story. [Refer them to the Heroes of Hope flyer.]
- **Always remember to delegate.** Let everyone on the team have a job. What are some of the jobs team members can have? [Have a team captain chart the responses.]
 - Fundraising chairman
 - Theme and decorations
 - Refreshments for meetings and night of Relay
 - Games
 - Setup
 - Cleanup
- **Include an American Cancer Society mission moment.** By sharing an ACS mission moment, you keep in the forefront why we do what we do. You may want to highlight one of the programs provided by the American Cancer Society. Examples: Colon Cancer, Skin Cancer, Look Good, Feel Better, Reach to Recovery, Road to Recovery, Hope Cottage, etc. [*Refer to the Mission Moments handout.*]
- **Call to Action.** Always end your meeting with a plan for what is next. By doing so, all team members have a clear understanding of what they are to do and when.
- **Set your next meeting time.** While your members are gathered, go ahead and set a time for your next meeting. This way you will not have to coordinate over the phone or e-mail. And, with everyone's schedule being very busy, you are able to get the meeting on their calendars ahead of time.



ROLE PLAY [*emphasizes the importance of communication*]

This role play is based upon the old game of Gossip where you tell a story and the story is passed from person to person by whispering the story to them. Typically at the end of the line, the story has been distorted in some fashion.

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INSTRUCTIONS: Split the group up into four groups and have them cluster into corners of the room. Give each group a different message.

Group One: Remember there are to be no pets no matter what size, no smoking, no alcohol, no open fire pits, only pencil size stakes used for tents, and no electricity will be provided for individual campsites.

Group Two: We need you as a team to keep your eyes and ears open for survivors. If you know of a survivor, please have them register for the survivor activities at the opening of the Relay.

Group Three: Youth teams are highly encouraged; however, you must have an adult chaperone for every ten kids. Make sure the parents of your youth participants know where and when the event will occur and that they could get a call in the middle of the night if your child is not obeying the Relay rules.

Group Four: Money needs to be turned in on bank night if not before. Please make sure you keep your luminaria monies separate for all others and be sure to record your donations on the reverse side of your participant envelope. This will help in keeping your team funds straight.

Have the last person in the group who heard the message repeat to the entire room what the message was and then read to them what the message was supposed to have been. Again, emphasize the importance of the team captain returning from team captain meetings and relaying the information he has received to the team members.

Conclusion:

To reiterate, keep your team meetings fun and informative and be sure to involve everyone in your team activities. We are all here for the same reason—**TO FIGHT CANCER!**

Telling the Story

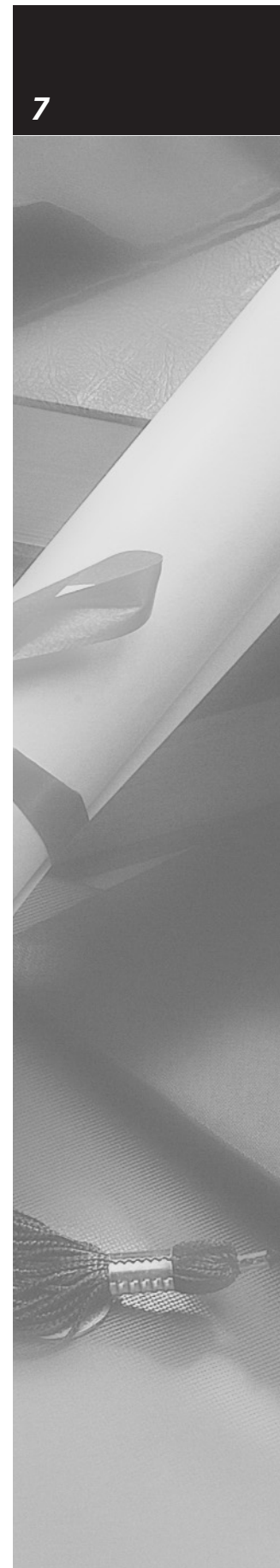
20 Minutes

Start out by describing the background about the Telling the Society Story initiative.

Throughout our more than 90 year history, the American Cancer Society has been successful in developing high brand recognition, despite a low understanding of precisely what the Society does. This low level of understanding directly affects our ability to save lives, help people in need, and empower everyone to fight cancer. We need to increase public awareness of what the American Cancer Society does in order to achieve our goals. The more people know and understand about the Society, the more they will want to get involved.

Have the participants' close their eyes while you describe the following places or situations, then ask them what they were able to "see" as you were talking.

- Daffodils in a green vase sitting in the sun
- A furry gray kitten playing with a ball of red yarn
- Two-hundred smiling cancer survivors in purple T-shirts
- (Make up any of your own)



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Telling stories that put a face and a person with the facts is the best way to make a connection and motivate people to take action. That is the theory behind the Society's Telling the Story initiative.

Stories can help the Society communicate three main points:

1. The American Cancer Society is saving lives in every community.
2. The American Cancer Society is helping those touched by cancer in every community.
3. The American Cancer Society is empowering people to fight back against cancer in every community.

Here's an example of how stories can bring to life the work of the Society in the communities we serve:

Play one of these two videos:

Tell Your Story video, code #9621.09

or

Short Stories video, code # 9621.10

Now that you've started to build your story and get comfortable with the content, it is now time to write out your complete story or illustrate it through drawing a picture. **Handout the "Picture My Story" worksheet** and ask the participants to record their story on a *Picture My Story* worksheet. Writing their story will help them further develop and remember their story.

When they are done, encourage them to hang their story on the wall so others can view. After the training, the forms can be collected and used in various ways: they could be posted at the next meeting/training for everyone to view (this would help with recognition and motivation, especially with Relay) or they can be entered into the Story Bank or given to the Communications Department in order to further develop them for newsletters, media opportunities, etc.

Story Development Worksheet

Now that you've learned the skills of "telling better," it's time to begin to tell your story.

Using your personal story is one way to help people understand the Society's impact. This worksheet helps provide a foundation for building your story and will help you begin to develop your story in a way that is the most meaningful, effective, and relates back to the three key benefits: saving lives, helping people, and empowering people.

Using what you learned in module three about features vs. benefits, take a couple of minutes to complete the worksheet on the following page that will help you begin to keep your personal story. All stories are important and valid even if they do not relate directly back to the Society. The examples below will help guide you through this activity based on whether or not your story has a direct connection to the Society. You'll have the opportunity to completely flesh out and document your story on the next module.

Sample Worksheet with Examples

1st Step	2nd Step: Features	3rd Step: Benefits	4th Step
My aunt Jane was diagnosed with breast cancer in the summer of 2009.	Cancer.org, 2009, and Reach to Recovery?	Family members used chemotherapy, the doctor's treatment to get rid of the tumor, and to make sure that I had had her feel healthy and get her energy.	Helping people & empowering people
My uncle died of lung cancer when I was young.	Outlier? Great American Cancer?	The Society could have helped him stop smoking through the Outlier or the Outlier. By quitting smoking early, he may not have developed lung cancer and would still be alive today to see his grandchildren.	Saving lives

continued >

Fundraising

30 Minutes

Introduce Staff /Volunteer Presenting

Say: We have a great quote to share with all of you.

"Fundraising is NOT ALL we do, but ALL WE DO DEPENDS ON IT!"

Without the funds that are raised by you at the Relay For Life events we could not support the Mission of the American Cancer Society, Research, Education, Advocacy, and Services.

Fundraising is the backbone of the ACS. If you don't have the support of the backbone, (money), the rest of the body won't be supported. The arms and legs, (Research, Education, Advocacy and Service) can't do their part. The Survivors are the heart of Relay and ACS. We, the Team Captains must be successful in Fundraising, so the full body can function completely!

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Ask: Who knows how many different types of fundraising there are?

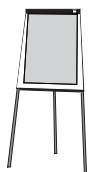
Call on someone for an answer...

Say: There are four types.

Before we cover the four types of fundraising in more detail, let's talk about how Teams can be Successful in fundraising to keep our Hearts of Relay healthy!

Ask: What do you think successful teams would have in common when it comes to fundraising?

Successful fundraising teams tend to have similar characteristics. What do you think those might be?



On Chart: Successful Fundraising Teams

Speaker note: Flip chart participant responses and make sure these 4 characteristics are included.

Characteristics of Successful Team Captains:

1. They **MUST** set ambitious, yet achievable **goals**.

Say: Be reasonable with yourself and your teammates. You do not want to scare them off with a number!

2. Use combined approach of **individual and team fundraising**.

3. Successful teams do **year round fundraising**.

Ask: what is the benefit to year round fundraising? Make sure they hit on the points that it allows us to reach people all year long with our mission and to introduce them to the ACS, and secondly it lets you plan out your fundraising strategies reducing stress on the team

4. They maximize on-site fundraising.

GOALS:

Say: Now that we know we should set goals, let's introduce ourselves to each other and set our goals.

Have each person stand, state their name and give their team goal. For example: "My name is _____, and my goal is _____."

After each person is done, you may want to tell them that after hearing about the different types of fundraising today, their goals may change...increase of course!

Most teams set a specific goal (individually as well as team), usually higher than the previous year's goal. Each person on the team should have input on the goal. You can always add a little competition and challenge other teams to see who can raise the most money. Some Relay events recognize the Top fundraising teams, as well as the top individual fundraiser.

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Note: Pass out the “*Setting Goals with Teams*” handout

Explain the handout – *setting goals with teams/ breaking down goals into individual, team, online, and onsite amounts; complete the worksheet with your team.*

Say: The most successful teams utilize the 4-prong approach in fund-raising, Individual, Team, On-site, and On-line fund-raising.

Let’s take a look and see how you can be successful using the 4 types of fund-raising listed above.

TEAM FUNDRAISING:

Say: Team fundraising can easily happen year-round since the work can be delegated. Team fundraising is a team-building activity and helps team members bond. Team fundraising allows individual team members to utilize their strengths – since everyone can take on a different part of the fund-raising activities. Year-round fundraising serves as a constant reminder to the community about Relay, when it is, and who to call for more information.


1. Team captains and their team members can get very creative with team fund-raising. Top teams utilize varied techniques to raise their funds.
2. Successful teams understand their community/target audience and identify something of interest to them.
3. Publicize the fundraiser heavily – the more people who are aware, the greater likelihood of success.
4. Top teams cited the following as their most effective team fundraisers:
 - **General sales** – garage sales, food/bake sales, lunches, BBQ and spaghetti dinners, candy, cookbooks, gift-wrapping services, etc.
 - **Dinners/Dances/Other Entertainment** – ladies luncheons, dinner/dance, casino night, golf tournaments, roller-skating night, silent auction, concerts, vendor night.
 - **Mini-Relays** – take a few minutes to talk about the Mini-Relay Kit (suggestion: have a sample with you). Mini-Relays are a great team fundraiser with high dollar potential. (speaker’s note: if you are unfamiliar with Mini-Relays, view TCU Version I Facilitator Guide for more detail)

INDIVIDUAL FUNDRAISING:

Say: In most cases, individual fund-raising takes the form of writing letters and making personal asks. Letter writing is the most prosperous type of fundraising to date. Letter writing allows each participant to tell their story of why they Relay, thus connecting the ACS mission to the donor. Once the mission becomes relevant and personal, the donor is more likely to donate.

Great letters are:

- **Personal** – include photos of an affected family member or your favorite story
- Includes ‘**why you Relay**’ & relates ‘why you Relay’ back to the American Cancer Society mission
- Makes a specific ‘**ask**’ to the potential donor in the form of a question – make it **bold** on the page.

Setting Goals with Teams 

Type of Fundraising	Planning		Goal for that Type
	Name	Individual Goal (not Online)	
Individual	1	\$	\$
	2	\$	
	3	\$	
	4	\$	
	5	\$	
	6	\$	
	7	\$	
	8	\$	
	9	\$	
	10	\$	
Online	Name	Individual Online Goal	\$
	1	\$	
	2	\$	
	3	\$	
	4	\$	
	5	\$	
	6	\$	
	7	\$	
	8	\$	
	9	\$	
Team	Fundraising Activity	Goal	\$
	1	\$	
	2	\$	
	3	\$	
	4	\$	
Onsite	Activity	Goal	\$
	1	\$	
	2	\$	
TOTAL FUNDRAISING GOAL			\$ <input type="text"/>

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Lastly, when it comes to letter writing we need to remember the **who, what, and when.**

Speakers Note: Flip chart the, who, what when and get the participants to fill in the information listed below.

Who: Friends, family, co-workers, neighbors, fraternity and sorority members, your Christmas and email lists, your doctor, dentist, optometrist, vet, etc...

What: Your story, goal, the date of the event, the date you need the money, a self-addressed stamped envelope, and a thank you

When: now or as soon as possible

Follow Up: Let them know how much you raised, how the Relay did, and thank them again. Lastly invite them to join as a team.

ON-LINE FUNDRAISING:

Say: It's easy for someone to sign up on-line and start fundraising. The fundraising thermometer, donation scrolls, and top fundraiser lists on the event page all help to foster friendly competition, and keep team members motivated to raise more!

1. On-line fundraising is technically a form of individual fundraising, similar to writing letters.
2. Relay Online allows participants to sign up, set up a home page, and send emails to friends, family members, and co-workers in order to solicit donations for their Relay For Life team.
3. Note to group: National will soon be releasing a "Top 100 Online Findings" report to help us better understand the tips and tricks behind successful use of Online Fundraising

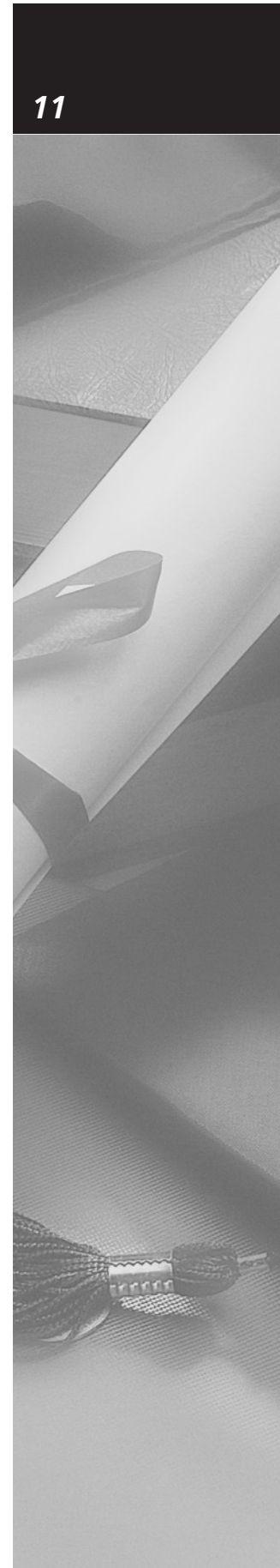
ON-SITE FUNDRAISING:

Say: On-site fundraising is like "icing on the cake", rather than the primary focus of their fund-raising efforts. These activities can help a team boost their final fund-raising totals, and can offer a great service at the Relay (through food sales, games, etc.)

1. On-site fundraisers are just that – team fund-raising at the Relay event, itself.
2. This can be anything from selling hot dogs during lunch to renting a walker for those late-night hours.

How they work together:

1. National data proves that the most successful teams use a balanced approach to fundraising – combining individual, online, team, & onsite fundraising activities year-round to reach the team's fundraising goals
2. Team fundraisers and individual fundraisers should make up the majority of a team's total fundraising efforts. On-line and on-site are just the extras. It's important that on-line does not replace traditional fundraising in the community – such as bake sales, car washes, etc.
3. It is much easier to develop an experienced team than to recruit a new one. By teaching a balanced fundraising approach, your Relay will have a solid foundation that will support phenomenal growth.



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Roundtable Exercise – 10 minutes

1. Choose a type of fundraising
2. At your table you have 7 minutes to brainstorm best practices on your type of fundraising.
3. Choose your top 2 ideas.
4. Go around to each group (or as many as you have time for) and have one person review the top 2 on their list.

Speakers Note: *If you are running short on time, just as for 2-3 volunteers to share their best practices.*

Wrap up: Now that we have covered the 4 prong approach in fundraising, it's time to put everything you have learned today into practice. Keep in mind, as we fundraise, we have the opportunity to tell the American Cancer Society's story to everyone who donates. Every donor is an opportunity we have in getting our message of Research, Education, Advocacy and Service out to others in our communities. The more people who know and understand who we are, the more participants we will have involved in Relay For Life.

Succession Planning Leaving Your Team Legacy

30 Minutes

Ask the group: What is a major reason a team doesn't return? (Team burnout should be one of the main reasons they come up with)

Today we will talk about how your team size, delegation, & team succession planning. When a team is mindful of these things they are much more likely to avoid team burnout. What a great feeling to know that you have a plan in place to ensure the longevity of your team!

The Sustainable Team model is a tool that was designed to prevent Team Captain burnout, we will cover that in a bit.

Team size

There is a benefit to having an ideal sized team with between 10-15 members. Teams with too many members become unmanageable and disorganized and teams with too few members lack the ability to effectively delegate team tasks. Not to mention trying to communicate to all your team members when there are more than 10 -15 can become a nightmare!

Delegation

Many hands make light work - Some of our best teams are great at delegating.

In team captain meetings we talked about the importance of delegating. In respect to succession planning, delegation of responsibilities gives you the opportunity to determine who has leadership abilities on your team.

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Succession Planning

So far we have talked about your team size, delegation & now we want to talk about succession planning (replacing yourself!). It has been shown with Relay Committee members that having a succession plan will help decrease the potential for 'burnout'. So just like we rotate the committee members we need to make sure the team members are not getting burned out.

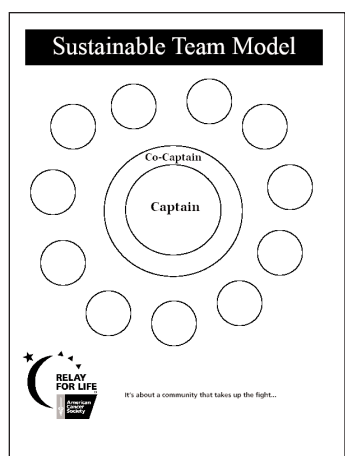
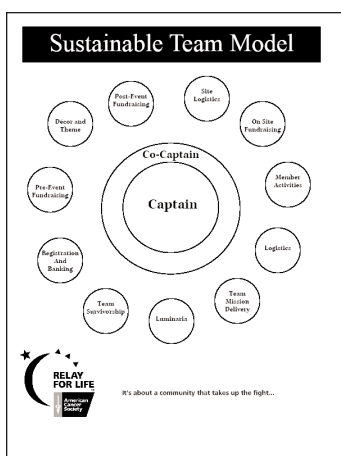
Also, encouraging your team to have a succession plan in place will help to alleviate some of the question of whether or not your team members will return year after year.

Shifting responsibilities within the team from year to year will keep the experience fun and fresh for all team members and even the team captain.

Team Captain transition can be an ideal opportunity to encourage team captains to "move up" in the Relay world and join the planning committee thereby creating an opportunity for team members to become team captains. It will also give the team captain a chance to become a team member again!

Activity to support your key points:

- As a group take a few minutes (5-7 minutes) and at your table think about and create a sample Relay For Life sustainable team model which outlines tasks that should be delegated- Give the BLANK handout to each to each team
(Distribute sample Team Sustainable Model Answers after activity) Not only does the sustainable model encourage delegation, it gives teams the opportunity to be very forward thinking when it comes to their succession plan



Debrief Activity: Ask each group (depending on size) to give you 1-2 answers on what they came up with on the sheet.



Flip Chart: Brainstorm a Relay For Life Sustainable Team Model

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Closing/Call to Action

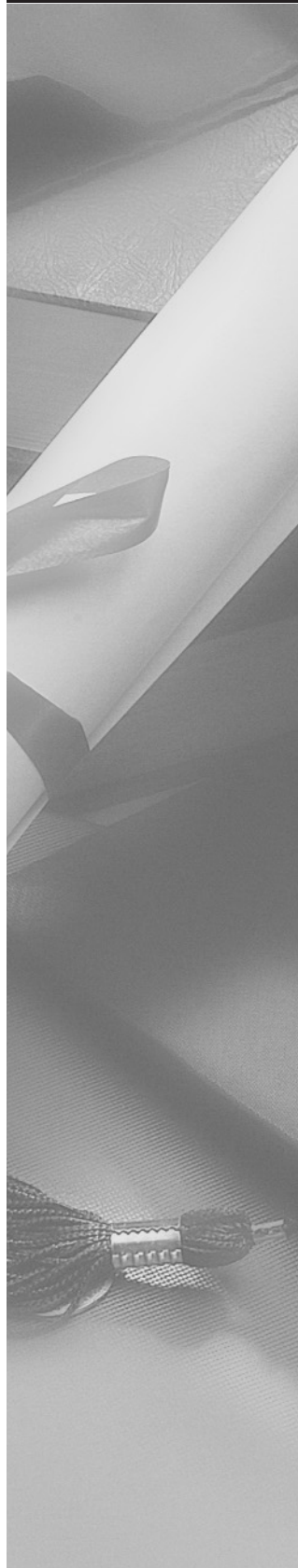
15 Minutes

So in closing, your mission should you choose to accept it is to send invitations out to your next team meeting. Plan to invite a Hero of Hope or a survivor to address the group. At your next team captain meeting ask the team captain coordinator for ACS mission related materials to bring to your meeting. Set your fundraising goal with your team and lastly begin to look at your team for a leader that can help and ultimately take over the team.

Have all of the team captains stand and give each other a standing ovation. Thank your presenters and the host site. Wish them safe travels home.



Notes



The American Cancer Society is the nationwide community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.

No matter who you are, we can help. Contact us anytime, day or night, for information and support.



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1.800.ACS.2345
www.cancer.org

Hope.Progress.Answers.®