



DRIVING PARTICIPATION

WITH BETH BRODOVSKY

SESSION 101

WHAT MAKES A GOOD VOLUNTEER MATCH

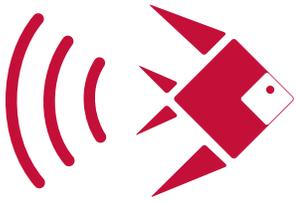
WITH ALLIE HALLOCK

BETH: Hello, this is Beth Brodovsky and welcome to Driving Participation. Today in our continuing series on volunteer communication we have Alexandra Hallock. Alexandra, or Allie as she goes by, is the senior program manager in New York for the Taproot Foundation, and having Allie on gives us a really great opportunity to talk about what actually makes a good match for a volunteer, because Taproot focuses on pro bono work, pro bono volunteers, so skill-based volunteers. So, Allie, thank you so much for joining me today.

ALLIE: Thank you, Beth.

BETH: So this is such an interesting topic and such an interesting sort of niche subject in the world of volunteer communications and it's a niche subject I'm sure for you to have gotten into to. How did you end up wandering into this sort of work?

ALLIE: Thank you. Yeah, that's a great question. I think initially what attracted me to the work that I do now aside from pro bono was the motto of giving back and the breath of the impact that was having on communities. You know the idea of connecting to resources together in communities in a way that can be beneficial overall for everyone involved just seemed really innovative and like a really efficient idea, a great way to solve a problem, a smart way to impact the nonprofit sector. So having been someone who always has been involved with the community and always been giving back and a nonprofit minded person, volunteering in some way throughout my life, I ventured into economics as an undergrad and then moved into the nonprofit space quickly after that, working more in direct service and the global legal rights movement and doing some really exciting grassroots advocacy work there, but found Taproot thereafter and



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was really, really inspired by the mission of the work. Started here about seven years ago now as an intern more or less and then have kind of moved through the team and now lead our local pro bono efforts in New York.

BETH: That's great, and do you find that your background in economics is still helpful to you?

ALLIE: Absolutely. In fact, I do. I think what we do at Taproot and the idea of connecting communities is all about thinking about what the different resources are and how they can be leveraged well and so thinking about that sort of broader impact on nonprofit sector and connecting the for profit to the nonprofit. In some ways to me there is a bit of overlap with economics and the things I learned before.

BETH: And you know I'm sure there really is, and I remember when I went to college one of the things my parents said to me is that the purpose of college is to learn how to learn, and we all get so caught up in what to major in. I now started asking college students what's your first major.

ALLIE: I did have one.

BETH: Because people change.

ALLIE: I actually thought that I wanted to be a sort of a biologist of sorts. Criminal psychologist inspired by a TV show I had seen.

BETH: Of course.

ALLIE: I quickly learned that wasn't the type of learning that I was good at and that made sense for me and economics was a good way to apply kind of big picture ideas to my lens, kind of impacting the nonprofit community, so I kind of brought them together and found a place that I felt really comfortable in.



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BETH: I love that, and it is such a good way to take something that you're interested in and find an actual way to use it in a world that interests you and that the sort of clinical way that sometimes things are learned in college. You know there's all kinds of applications for knowledge and using your brain the way it works, but in an area that maybe you enjoy more.

ALLIE: Definitely.

BETH: Absolutely. So in the world that you work in, which is bringing these pro bono volunteers together with organizations that need them, you know in the scope of this type of volunteering, what does the word "participation" mean to you in that work and what kind of things are you guys paying attention to in a way that matters for your organization's growth and for the health and growth of the organizations that you support?

ALLIE: Yeah, I think participation is really key to the nonprofit sector over all. It's all about community development and involvement and at Taproot and in my world and the work that I do it's behind everything. It's behind sort of the way that we started as an intermediary organization connecting to communities, pro bono consultants with nonprofits to skills that they need and so without people who are motivated and really inspired to be involved with their community and see how they can participate with improving society and without nonprofits who are interested and able to kind of leverage and take on that kind of support, the whole thing wouldn't work. So in these types of engagements, more than anything, volunteering overall, participation is key, but in pro bono I think it's even more important in really being fully engaged and present in the work that you're doing together.

BETH: So in the work that you do, you get to see lots and lots of these partnerships over and over again get formed, work on a project together and come to completion, and one of the cool things about talking to somebody like you as opposed to just talking to you or an individual organization that had a pro



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bono volunteer, I find it fascinating to talk to people that can make an assessment of what they're seeing across the board, that horizontal view of seeing these relationships play out over and over again. I feel like you kind of get some learning from just watching how that works and seeing what filters to the top and makes these relationships work. So I want to start off with what are some of the key things that you've seen that in your volunteer and pro bono relationships that you're facilitating, what really makes this work?

ALLIE: Yeah, yeah. I mean you know it's kind of a funny thing because you think about these two kind of buckets of people and you have your nonprofits on one hand and your professional on the other who are looking to give back and both sides need each other in a big way. The nonprofit community is typically looking to gain resources and to get more support in areas like HR or marketing or strategy or IT or areas that they may not get a lot of direct funding for and there's a lot of professionals out there too who really want to give back and they really want to give back in a way that they can use their expertise and so you kind of wonder how come these two parties can't come together more easily, and I think you know that's where Taproot comes in. We provide a lot of the support and the infrastructure and the perimeters around the engagement to really help them work. One of the things you know that we think a lot about is being really clear about you know going into an engagement and knowing what you need and what you can give and being able to make that match really effectively.

BETH: I really like that, what you need and what you can give and one question is so you guys focus on skills-based volunteering. So how is that different or how are the people or the relationships or the projects different than non-skills-based volunteering? I mean I do things like cook and serve food to an organization in my region, and while I would never say that cooking is not a skill, it's not the same as me, an agency owner, donating some of my firm's creative time or writing time or marketing strategy time. Those are really different so what have you seen that makes these kind of skills relationships challenging for organizations?



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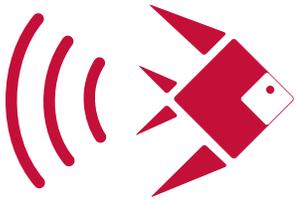
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ALLIE: Yeah, you know I think the first thing that comes to mind is just that when you are working together on areas of the organization that are more intimate really that's kind of a big undertaking and so being ready for that and being open to that and being able to communicate internally about your readiness for that is a very big, and that's something that we see a lot of. A lot of the vetting that we do and that the conversations that we have are intended to get at that, you know the readiness of that.

BETH: The readiness of which part? The readiness of the organization to do the work or the readiness of the volunteer to help?

ALLIE: Yeah, I mean both in a way, but in this context really of the organization to be able to not just do the work, but to be ready to take it on and leverage it and actually implement it. So you know, for an example, you may think, "Oh I really need some marketing support for my nonprofit. We don't have a marketing member and we don't have a lot of resources in that area and we really need to change our name. So we need to have someone come in and help us identify a new name for our organization because the one we have just really isn't resonating with what we actually do. We've evolved over time and it's changed and it doesn't really fit anymore." So we have a grant like that that we work on and we've seen many pro bono projects like that in that area and you know if as an organization you aren't really ready to then actually change your name or to take that new name and to put it into all of your materials or to use it and to get the board to approve it, then all that sort of investment of time you know can be wasted, so really knowing about if you're ready to implement some deliverable, that you're trying to achieve is smart before jumping into a pro bono engagement.

BETH: You know that's a really good point you know that not everybody would necessarily think of on both sides because if the volunteer comes and puts all that time and effort in, I mean we find this even on paid projects, you come in, you do all this work and then the whole project stalls or somebody doesn't



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approve it or at the last minute somebody says, “You know, my brother had a great idea and so we’re gonna go with that.” You know, the volunteer, the pro bono can get very, very frustrated and then they don’t want to do other projects for you, and that can be a problem with you not having enough resources if the projects don’t go well, but it can also go the other way, too. So how do you deal with, say that’s exactly what an organization wants to do. They want to change their name and you know, Bob’s Marketing Company shows up and says “I want to do that project.” One of the cool things I think might be nice about having a facility program is what happens on the outside and I see this happen after they’ve sometimes been through a poorly managed pro bono engagement is that the person that they paid to help them wasn’t able to help them for any number of reasons. Maybe they didn’t really have the skills that they thought they had or maybe they had the technical skills but they didn’t get along with, they didn’t have the people skills to deal with their particular board or the other thing that happens a lot in pro bono work is that somebody says, “Well, I want to do this pro bono job so that I can get experience in an area that I’ve never done work before.” So like what kind of problems do you see coming up and how do you address that?

ALLIE: Yeah, yeah. You know all of those things definitely come up and we do quite a bit of vetting before we get to the point of working together, which is really a big part of Taproot’s value and any kind of intermediary who is facilitating engagement where they can be really helpful so in thinking about a couple of the things you mentioned, the organization has to be really, really clear on their needs. Sometimes pro bono engagements don’t work or any kind of engagement doesn’t work because the organization or client had a different sense of what they needed before jumping on for that service and through the process realized they were on the wrong track. You know some of the other things we think about are is the pro bono consultant really skilled at what they’re offering to give back so we do an awful lot of vetting on the consulting side as well and for some of our programs we have different kinds of acceptance rates across programs. Some are you know more broad than others. For instance, for our local service grant



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each of our five cities we have about a 40 percent applicant acceptance rate, which you know is pretty competitive for volunteer work when you think about it.

BETH: And most people don't think about that when it comes to volunteers. Like wait a minute, you're gonna tell me no? But that's the thing, especially when you're not asking somebody to boil pasta and put it in a bowl. You're asking people to help at like a higher level. Maybe it's a technical or operational or marketing function and you steer an organization wrong and despite the fact that it might not have cost them any cash outlay, a poor operational decision can cost a nonprofit organization a lot. So that's really great. So you really vet through people. Do you ever have problems with I call it stick to it-iveness? You know, like if somebody starts a project and then maybe doesn't complete it? We've seen that you know with that happen where they've had volunteers before that they you know they get a website done and then they can't find the guy that did it when it's time to make a change later. So how do you deal with that situation with maybe somebody volunteered to do an engagement that was self-contained, but there's more. Do you try and put the same volunteers together over and over again?

ALLIE: Yeah that's an interesting question. You know, I think the first step to that is you know first of all it is difficult to engage volunteers on a very basic level. Even just difficult to see if they can stay engaged and stay committed over time. I think that's something that all organizations that utilize volunteers run into and it's no different with pro bono. We do quite a bit up front talking about what it is and what they're getting involved with so that expectations are really clear and at various points have the opportunity to bow out or to re-evaluate if it is the right fit and then again when jumping onto a particular type of project, there's another level of vetting that takes place and of confirming not just skill fit, because skill fit is crucial for pro bono work, but also the passion of the individual and what kind of passion they have for the work that the nonprofit is doing, the experience level. So you mentioned before going to do pro bono to learn a skill. Well that's something that's not really the ideal version of pro bono. You want



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to be giving back an experience and a professional skill you've had and you've developed over time and then just looking at organizational fit and culture fit and is it some organization that you think you can really help and then once you're involved, you know at the end of an engagement, a couple of things that I find to be really helpful to avoid that situation of where did my designer or my developer go, I need to update my website, months later is a couple things. So one would be incorporating training into all of our pro bono projects so that at the end of any type of deliverable, the organization is getting training on how to use it and the other part of that, which I think is more important is that when you are pro bono consultant giving back to a nonprofit, you're not just giving the best quality deliverable that you can possibly create, but you're giving the best quality deliverable for that nonprofit, giving what they need to do and what their resources are and how they can implement it into their day to day work. So really developing something that will meet their needs is key and then allocating for that time on the nonprofit side to really do the work to make sure the deliverable and the product is lasting and sustainable for the organization.

BETH: Yeah, it's so funny that you say these things. I actually just did a talk this morning on how to prepare for a web design. It's so funny. Usually people end up talking about actually doing a web design and I thought it was time to create a talk on how do you choose the right person and plan the right project and when talking about it, people always think about the tech and the creator when it comes to something like a web design or whatever it is that somebody is working on and there's also this whole communication factor that picking somebody because you like their work can end up you know causing a disaster because you can pick things that are pretty. You can pick things that function well. The audience asked, "Well, when choosing you know somebody to work with, should we go for a tech person who really knows the back end or should we go for a creative person that really makes, we really like the way they look?" and I said, "Well, you're missing out on the factors of communication." You want to pick somebody that really is gonna listen and understand you. Without that, it doesn't matter how skilled either one of those people are because you're gonna lose out



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and not get what you want.

ALLIE: Right, yeah. I mean something we talk about a lot is that learning goes both ways and that you know you have to if you're gonna get involved with pro bono as a nonprofit or a volunteer, identify and recognize that you might be coming from different lines of expertise and being able to share that. So how can you as a nonprofit engage your pro bono consultant or consultants in your work and help them get familiar with who you are and what you do and not just your organization, but what's happening in your field, what's relevant to your work overall, how can they learn that better so that they can then provide a more appropriate deliverable for you and then on the flip side as a nonprofit working with a pro bono consultant often times it's not just about the end product that you get, the new name or the new website or whatever that is, but it can also be a new learning experience to learn about marketing overall, to learn about maybe a new area. Maybe you're a nonprofit who doesn't have a staff that's an expert in, but it can be an opportunity to bring in a new skill set, a new kind of area of knowledge for your team.

BETH: That's terrific. So another area that I see can be problematic when working with volunteers is in setting expectations and you know I feel like even on a paid project, it's sometimes hard enough for people that are from different worlds, like somebody that knows programming and development speaking to somebody that is used to like running and creating programs or human resources. You never know who you're going to be interfacing together and that they don't always speak the same language or are really being clear about what they, you know you talked about clarity, but how do you structure engagements? How do you set up projects so that everyone knows what they're expected to do? One of the things that sometimes makes me nervous about taking on skill-based work as a volunteer is like how do I know when I'm gonna be done because the client doesn't always know what to ask for. They know what result they want, but it's still all sort of squishy and it's a little nerve-wracking to get into a volunteer project and not have a clear point where I can say, "Yes, I have delivered what



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you requested. You're good. Right?" and the ongoing-ness of it can be a problem. How do you guys deal with that?

ALLIE: Yeah, it's so important and is at the beginning of any pro bono engagement. You know where you begin with it is thinking just about that so how can you make sure you're on the same playing field as what you want accomplished. I think as a nonprofit audience what's really important here is that you think about what you need and think about that you know very honestly and very thoroughly. We call this scoping at Taproot, being able to really define the work that needs to be done and also set the perimeters around that. So not just what you're going to accomplish, but what you won't accomplish and with scope you can easily lead in to identifying you know how long that might take and what people might need to be involved and setting all of that up so that when you do go to make that ask, because we all need to find that pro bono consultant, which can be scary and hard, but if you have that outline of what you're looking for and you're able to walk up to an individual and say it in a really quick snapshot, it will make that conversation go much more smoothly because you'll be confident about what you're asking for and the consultant I think, like you said, some of the concerns that might come up in agreeing to a pro bono project, some of those might be elevated if the non profit can be really, really clear and show that they're strategic about what they're asking for and how it's going to cause and lead to impact for the organization, how it's going to affect the work that we're doing, ultimately why is that important.

BETH: I can see really how that is going to help because that's a lot of what really makes me nervous is you know I want to make sure I'm delivering something valuable and good and also finished, but like not really knowing the range and always speaking the language and when is a project done can really be very, it can almost make me feel like I'm not sure I want to take this on because I don't know if we're gonna be able to solve this problem because you don't really understand what that problem is without that specific scope and I mean one of the things I think organizations do because they haven't done this stuff on a



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regular basis. They say something like we need a new website so the first thing that they do is go out to Google and Google RFP for websites and then they get five of them and cobble them all together and kind of pick and choose and kind of make this Franken RFP as we call it and then give that off to a developer and then they kind of cross their fingers and hope that that works. Like they hope that they sound like they know what they're talking about enough to do it so you know having you know having somebody like you, a third party involved to really define and structure these projects, it probably, I can see how it would help on both sides. Like if we got something that we knew, oh okay, they want this, this, this and this. I can absolutely wrap my arms around that. I clearly understand what they want and I know for sure whether I can deliver that or not.

ALLIE: Yeah, and I think it provides a lot of reassurance for the consultants in knowing that there's that kind of safety net, but even with all of the parameters that we have and the guidance that we provide to these engagements, there's an element of you know of communication that can come before all of that so what you're speaking to I think a little bit is how do you even know what you need if you don't know what you need or you don't know about marketing.

BETH: It's like this circle that you get stuck in. Yeah, exactly.

ALLIE: How do you identify a scope if you have no idea what happens in that kind of work? So we provide quite a bit of consultation to organizations before they even articulate what their project need is to just sort of hear what are the things that you're grappling with and what do you think the challenge is so we always recommend you know you start with that challenge. What is something you've been up against at your organization, the fear? What is the challenge and then turning that into the solution, right instead of as a nonprofit coming to the table with I know I need a website. Well, that's not a challenge. Why do you need a website? Often times that conversation will go in a much different direction than a website. It might go to a conversation about language or messaging or branding or something more foundational that needs to be addressed.



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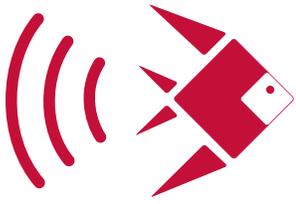
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BETH: So true.

ALLIE: So we spend quite a bit of time in you know diagnosing the need is what we kind of call it in figuring out where it begins. Where is the pain point and what is causing that and then from there identifying and brainstorming a list of ideas of things that could help solve that, you know tangible practical ideas and then looking at that list and saying okay you know what can I do pro bono? What's manageable for me? What does my organization feel ready for and what do I have the time to really focus on and starting there.

BETH: I think those are really good tips and guidelines to follow because that is so true and like you just said, not everything is gonna be appropriate for pro bono. So can you talk a little bit about as you work through these issues with a prospective organization that has a need. How do you advise them or figure out when what they're looking for is a perfect fit for pro bono engagement and what things are just it's not the right methodology to get their problem solved?

ALLIE: Yeah, yeah. We spend a lot of time doing that too so happy to talk about that. You know, I think there's a few key factors that really are important in determining if pro bono is right and if pro bono is right for that type of project that you have in mind. So the scope is the number one thing and we talked about that a little bit, but it's really all about figuring out what work needs to be done and do you feel confident that you know what that work is and that that need won't change over time? So if something is still kind of in the middle of being sorted out, you know you may not want to jump on fixing for that quite yet and that would probably be true in any scenario. So that's the first thing. Secondly when thinking about pro bono you want to think about your deadlines, so pro bono does take longer than doing something internally or getting it paid for and so think about if you have a gala tomorrow night, you probably don't want to hire or resource an event planner pro bono to help you at the gala because that deadline is coming up pretty soon and you should allow on average about 50 percent longer.



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BETH: And explain why.

ALLIE: Yeah, so I think that first of all with pro bono typically pro bono consultants are doing other things, too, and they may have full-time jobs, they may have other obligations, and so they're not sitting with you day to day and able to do work maybe on as quick of a timeline as you would be able to in-house or paid. Secondly there's quite a bit of you know building up in terms of thinking about them getting to know you and getting comfortable with understanding what you need and having that learning process unfold and so then being able to really identify the right type of deliverable and then just you know life. We know that most organizations, their priorities are many and just because they're doing one pro bono project doesn't mean that they have you know full time to do that with, but it can just take up a bit longer to kind of get through a pro bono project than something that you might be doing on your own.

BETH: Right. So things that may be a very large volume of work or maybe extremely complex or things that are in a rush. Any other sort of broad things or any specific things that you've seen? Just this just never works.

ALLIE: Yeah, I mean I think complexity is key as well like you said and knowing what knowledge is needed before you start an engagement. So you know if you're going to take a pro bono to help you with something like strategic planning, well that's quite a big project that definitely happens and can be done and we do it all the time, but you know for something a bit easier, you can focus on something that has more defined parameters. So maybe that doesn't need as much organizational knowledge. So how much time will the pro bono consultant have to spend getting to know you and is the outcome worth providing that education up front and then I think the final thing that we really look for and think about is again that readiness factor and with nonprofits, it's not just the staff, but it's the board, too. Is the staff and board ready and open to have this project done and to have it done pro bono and do they have the time to be engaged on the project?



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BETH: Right and on the flip side, you know, how do you educate and train your pro bono providers? I have to say, I remember back in the day before I started my business I practiced a little bit and tried it out and did some freelancing on the side of my day job and I remember at the time, you know saying things to my clients like, “You have to understand I have a day job. I’m not gonna be able to get to this quickly,” and of course they did not understand because they were in fact paying me and it didn’t matter to them that I had a day job, but you know when people have a lot of priorities to juggle, it can be easy to say, “You’re the thing I’m doing for free so you have to wait,” and, of course, that’s generally true, but there’s a line between I’ll get to it after my other things and I’ll get to it when I get to it. How do you ensure that the nonprofit actually does end up getting the deliverable that everyone committed to?

ALLIE: Yeah, well I think first of all I have to say that the pro bonos that work on projects with Taproot just really impress me every day and these things are always going to be a challenge with any kind of volunteer work, but really I think there’s so much value added to giving back your skills and doing it in a way you feel like wow this organization is really going to use this and they’re really going to be able to create a bigger impact from this result. That’s really inspiring and we have some really incredible people that work with us. I think a part of that again goes back to not to toot our own horn, but back to Taproot really being able to identify the right partners to work with.

BETH: Yeah, it does sound like that whole process that you go through with like, but if you’re only down to accepting 40 percent, you’ve probably figured out like who is most likely to deliver.

ALLIE: Right, right. Yeah, and we’re very clear up front with everybody about what’s involved and there are multiple steps and again multiple opportunities to kind of decide it might not be the right fit and we try to be very transparent about what we offer and what the limitations are of that and so you know we put it all out on the table and hope that by doing some really great vetting and really



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great communicating up front that some of those risk factors can be mitigated early on. You know that being said, you never know and things happen. We at Taproot have quite a sort of I guess a safety net with database of folks that we work with so if something does happen with consulting we can draw upon a back up or if a consultant isn't quite the right fit we can have that conversation and maybe see if there's a better fit or see maybe what we should do next. So those conversations happen. I think that's part of you know why Taproot is really helpful for organizations and for volunteers a like. We intervene when we need to and ensure that everyone is getting out of it what they're hoping for.

BETH: So I mean that's terrific. So you've got a lot of effort that you put into getting these people, building these relationships and you've been doing a lot of it time after time. So you have a lot invested in attracting the right people, keeping them involved and engaged and participating in the work that you're doing and then as I call it inspiring them to give back and in your case that means taking on projects and doing it. In all of this effort, what kind of communications do you do to attract these people and keep them engaged and involved? What have you seen really works?

ALLIE: Yeah, well I think for nonprofit community in terms of attracting nonprofits for pro bono, believe it or not, it's not always easy to get nonprofits in the door either.

BETH: Really?

ALLIE: Nonprofits have a lot on their plate, yes, and pro bono is something that I think for many organizations more and more over time we see pro bono becoming a resource that they think of and that's part of Taproot's vision is can we create a world where nonprofits think of pro bono when they're thinking of something they need and so more and more we see that, but not everyone so it's still an education process of making clear what pro bono is and how it can be helpful and I think just making it really relatable and using examples of what



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projects you can get done pro bono and most nonprofits I think are doing pro bono where they don't even know it and are doing projects with the help of friends and family with their expertise and not even think about it as pro bono. So that's important to the nonprofit side is really making it relatable, making it real life, talking about it kind of in a way that it's going to impact their day to day. For consultants on the other hand, I think you know making the pro bono involvement personal and making it sound like something that will have a really great impact so we like to lead with the mission of the nonprofits that we're working with. You know that's the biggest draw for volunteers who want to give back is what impact are we having on the communities, what their specific project means for the organization and getting those stories and those updates after they engage with the nonprofit as well.

BETH: Yeah, I can see that that could be really helpful. So what do you actually do with them? Do you, how do the volunteers find you? Do you advertise?

ALLIE: Yeah we do a little bit. We do advertise a little bit on some kind of job boards for pro bono opportunities, but it's funny, at least in our New York market. We have just such overwhelming number of professionals who you know want to do this and I think part of that is just not that we have wonderful people here in New York, but also that there's beginning to be more of a culture around pro bono and I think companies and employers are getting behind it as well and you know promoting their employees to get involved with something like this and then maybe for people who are maybe unemployed or in between positions or you know in some sort of different situation they can use pro bono as a way to continue to work in an area that they love or to keep up a skill that they know really well so there's lots of reasons why it can be you know helpful on the consultant's side.

BETH: That is terrific. So if somebody wanted to start thinking about this and really say, "You know what? I never thought about using pro bono help in a structured way for my organization." What tip would you give them as far as a



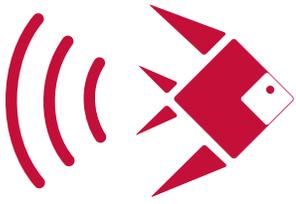
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place to begin or one thing that would help them make it successful?

ALLIE: Yeah, you know I think for nonprofits to think about pro bono and how they can use it at their organization, the first step is really to kind of think about what your primary needs are. What are your priorities? So you probably have a list of things for the upcoming year or maybe you have a strategic plan that's setting your path for the next few years and you can outline you know what the big goals you have are in mind for the organization and you probably have a pretty good plan of what your paying points are. I think most organizations have trouble identifying here's a list of three things that could use some help with so just start thinking about those things and start talking about them internally. I think having conversations with your staff and you know with your board to see where the organization on a whole is at and what the priorities are for all of you before you start to think about "OK, well, how can I turn this into a project that I could use that would be helpful for us right now," and on the consultant's side, I mean I think what I would say is I think everybody has something to give and I think thinking about your professional expertise and where you could apply your expertise and then just thinking about what kind of organization you want to get involved with and where would you feel really motivated because at the end of the day, any kind of pro bono consulting will work best where you feel very motivated to give back.

BETH: I think that is such good advice. I feel like I've actually been in a therapy session rather than an interview. I've learned a lot because we've all been in these situations where we've been asked to do things. Hopefully it goes well. Sometimes you know back in my early days when I first started working in my business, I did a lot of "Hey, I'll do this for you for free to get it into my portfolio," and it doesn't always work. So learning ways that people can do this in a way that does work is really helpful because as you know, we do this for a living. All of our clients are in this world so we have a little bit, but we don't do a lot of it. I tend to do my volunteering in other ways, but it's not possible for everybody on every project to necessarily get the kind of help and the skill level help that they need

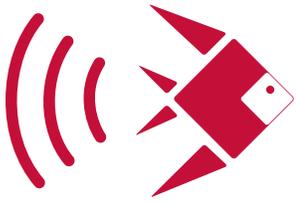


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at the pay level that they can afford. So having a resource out there for when it's the right match and the right fit is so valuable for organizations and I really do appreciate you coming on and sharing it with our community. Thank you so much.

ALLIE: Thank you. I'm happy to. Thank you so much.



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