

AMERICAN CANCER SOCIETY RELAY FOR LIFE



Celebrate.

Remember.

Fight Back.



Team Development Guidebook



Team Development Guidebook



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Welcome

Greetings, Relayer!

As the American Cancer Society's signature activity, Relay For Life is a major player in every facet of the Society's mission. Relay serves to increase awareness, recognize and celebrate survivors and caregivers, remember those who lost the cancer battle, and encourage grassroots involvement in the fight against cancer. The funds raised play a significant role in helping accomplish many of the Society's recent accomplishments.

Whether you are a new event chair starting a Relay For Life event in your community, a new committee chair of an established event, or you are simply searching for information to improve your existing event, you should find this guidebook a valuable resource.

Information and guidelines have been taken from the best of the best Division guidebooks; time-tested tips and best practices from experienced staff and volunteers will help you plan and build your Relay For Life event. From information on recruitment and committee development to planning a closing ceremony, you will find the tools you need to make your Relay the best it can be.

A special thank you to all the staff and volunteer Guidebook Workgroup members for their dedication and long hours spent developing this guidebook. The work was done with the hope that Relay volunteers and staff nationwide will find the resources needed to help continue the Relay For Life tradition of excellence in communities across America. Good luck in planning and executing your event and thank you for all you do to help eradicate cancer. We *are* making a difference!

Phylecia

Phylecia Wilson

Volunteer Chair

National Relay For Life Guidebook Committee










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Icon Overview

This guidebook includes icons which will alert you to valuable information and advice.

Watch for these icons:

 IDEA!	<p>IDEA Icon</p> <p>When you see this icon, pay attention! Somewhere along the line, some creative, successful Relay volunteer has come up with an “out of the box” idea that is extra special.</p>
 IMPORTANT!	<p>IMPORTANT Icon</p> <p>This icon shows you something you definitely don’t want to overlook or miss! It might be information worth reading twice and perhaps even committing to memory.</p>
 PRINT!	<p>PRINT Icon</p> <p>This icon shows you something you may want to print, either to duplicate or to share with your committee.</p>
 SHARE!	<p>SHARE Icon</p> <p>This icon will highlight a factoid or something that we highly recommend be shared with your committee or discussed with your staff partner.</p>
 ON TARGET!	<p>ON TARGET Icon</p> <p>This icon alerts you to tried-and-true best practices that will save you from making rookie mistakes.</p>
 DATA!	<p>DATA Icon</p> <p>This icon will give interesting statistical or data evidence.</p>
 CLICK!	<p>CLICK Icon</p> <p>This icon alerts you to click on the documents located next to it. Documents will open in the appropriate software, such as Microsoft® Word, Excel or Adobe® Acrobat Reader. Please be sure to have these programs installed before attempting to open documents.</p>
 HINT!	<p>HINT Icon</p> <p>This icon will give you helpful hints about the topic at hand.</p>



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Who is the American Cancer Society?

American Cancer Society Facts

- The Society is the largest private, nonprofit source of cancer research funding, second only to the federal government in total dollars spent. We have funded 40 Nobel Prize laureates.
- The mission of the American Cancer Society is to eliminate cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.

Corporate Impact

- According to the 2002 Cone Corporate Citizenship Study, 89 percent of Americans say that in light of the Enron collapse and WorldCom financial situation, it is more important than ever for companies to be socially responsible. More Americans than ever also reported making investment, purchasing, and employment decisions to reward companies that support community needs.
- The 1999 Cone/Roper Cause-Related Trends Report indicates that eight in 10 Americans have a more positive image of companies with causes, and two-thirds will switch brands because of that. Also, 80 percent of consumers consistently reported that they preferred companies to commit to a specific cause for a long period of time, rather than making a one-time contribution. Eighty-seven percent of employees at companies with cause programs indicated a strong sense of loyalty to their employer.
- In the 1999 Millennium Poll on Corporate Social Responsibility, a global opinion survey, two in three citizens wanted companies to go beyond their traditional business and profit-making roles to contribute to broader societal goals. Moreover, more than one in five consumers reported either rewarding or punishing companies in the marketplace within the past year based on their perceived social performance.
- The 2000 Cone/Roper Cause-Related Teen Survey showed that under the same conditions, nearly nine in 10 teens would be likely to switch brands and 85 percent would be likely to switch retailers.

From *Business in the Community Brand Benefits 2003*

- Seventy-three percent of Americans have participated in at least one cause marketing program.
- Sixty-eight percent of consumers surveyed are calling on more companies to be involved with cause marketing.
- Forty-eight percent said they switched brands, increased use, or inquired about new products based on a cause marketing affiliation.
- Forty-six percent said cause marketing affiliations improved their perceptions by making them feel better about using a product, company, or service.



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Our Mission

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.

A Sense of Urgency

Since the American Cancer Society was founded, much progress has been made in the way we approach, talk about, and treat cancer. But there is still much to be done. The fight against cancer can't wait or slow down even for one moment. In 2007:

- An estimated 1,444,920 people will hear the words "you have cancer."
- An estimated 559,660 people will die from cancer.

However, we are making progress. Today the five-year survival rate for all cancers is 66 percent up from 51 percent in 1975-1977. For the second year in a row, the absolute number of cancer deaths has declined.

Your involvement with the American Cancer Society is helping to save lives and improve the quality of life for cancer patients and their families.

One Person Can Make a Difference

When you support the American Cancer Society, you become part of a network of people who are committed to eliminating cancer. You help us fund pioneering cancer research that leads to lifesaving discoveries. You empower us to share cancer knowledge and resources with people wherever they are – including your own community. You encourage our policymakers to pass laws that benefit the health and well-being of people nationwide. You provide vital services that help cancer patients in your town, and thousands of others, triumph over the disease.



2015 Goals

The American Cancer Society has four goals that we want/need to reach by 2015. These are:

- A 50 percent reduction in the age-adjusted cancer mortality rate.
- A 25 percent reduction in the age-adjusted cancer incidence rate.
- A measurable improvement in the quality of life from the time of diagnosis and for the balance of life for all cancer survivors.
- If our 2015 goals are achieved, it is estimated there may be 5.7 million fewer cancer cases and 4.9 million fewer cancer deaths.



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An Investment in Tomorrow



We are Here to Help

Whether you know what you need or you're not even sure where to start, a call to the American Cancer Society's 24-hour, toll-free information service or a visit to its Web site can be a critical step in understanding your disease and deciding how to overcome it.

Your involvement in Relay For Life allows the American Cancer Society to offer these services that mean so much to cancer patients, survivors, and their families. By visiting www.cancer.org or by calling 1-800-ACS-2345, anyone touched by cancer can quickly find information, comfort, and support.

In 2003, www.cancer.org received more than 15 million visits, and visitors found the information about cancer, events, and services they needed. We also received more than 37,000 emails seeking guidance and information. More than a million people called 1-800-ACS-2345, where trained cancer information specialists provided answers and encouragement, links to resources in the community, and information on local events.

In addition, to ensure all people have access to the information and support they need in spite of language, cultural, or other barriers, we offer Spanish-speaking cancer information specialists and an AT&T Language Line to serve callers from 90 additional language groups. The hearing and/or speech impaired can call their Telecommunication Device for the Deaf (TDD) agency, which routes their calls to the Society's 800 number. Without your donations, these population groups might not have access to the hope and answers the Society is able to provide at no cost.

Getting fast, accurate, and relevant information is an enormous comfort to a person facing cancer. The Society offers the information and resources that empower everyone touched by cancer to make informed decisions for themselves and their loved ones. Whether you are looking for up-to-date cancer information, local community resources, a support group, or just someone to talk to, you can count on the American Cancer Society to help you find your way.

Cancer Survivors NetworkSM

For many people dealing with cancer, connecting with others who have faced similar challenges is an immeasurable source of inspiration and support. Survivors and their families share a common need to draw strength from each other, which is why the American Cancer Society Cancer Survivors Network is such a vital part of reaching out to the cancer community. This online community connects cancer patients and their loved ones at any point in their cancer journey with others who have "been there" for insight, moral support, and inspiration. Relay For Life is another avenue that directly reaches out to survivors in your community to provide year-round support.



Cancer Resource
Network.doc



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20 Years of Progress



The American Cancer Society has made enormous strides in the fight against cancer since the first Relay For Life in 1985.

When Dr. Gordy Klatt set out on that first Relay, few people envisioned that – in just 20 years – smoking would be banned in many public places; that the human genome would be sequenced, giving hope that a cure can be found; or that groundbreaking Society-funded research would yield remarkable breakthroughs in cancer treatment. These milestones in the fight against cancer were made possible in large part due to funds raised through Relay For Life events all over the world.

The 1980s

The Society develops breast cancer early detection guidelines, and backs legislation allowing Medicare coverage for Pap tests, which means more women have a chance to prevent cervical cancer.

The 1990s

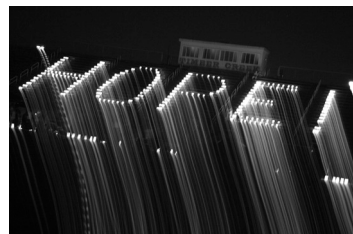
Early detection pays off as overall cancer death rates drop 1.6 percent between 1991 and 1995. The Society helps pass the Breast and Cervical Cancer Mortality Prevention Act, which provides grants to states to establish programs for breast and cervical cancer screening, case management, outreach, and education. Programs that serve low-income and under-served women are a priority.

2000 and Beyond

The 21st century begins the largest drop in per capita cigarette consumption in 60 years. The human genome is sequenced – partly thanks to Society grantees – opening the door to understanding how cancer develops. A remarkable new drug, Gleevec, increases life expectancy for most chronic myeloid leukemia patients. Death rates for female breast cancer drop 20.8 percent, and prostate cancer death rates drop by more than 26 percent between 1991 and 2001. The five-year relative survival rates for cancer in general increase dramatically to 64 percent, up from the 50 percent rate between 1974 and 1976. In 2000, there were 9.5 million cancer survivors; by 2015, it is projected there will be 11.3 million cancer survivors nationwide, a 19 percent increase.



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Relay For Life Overview



What is Relay For Life?

Relay For Life is the American Cancer Society's signature activity. It offers everyone in a community an opportunity to participate in the fight against cancer. Teams of people camp out at a local high school, park, or fairground and take turns walking or running around a track or path. Each team is asked to have a representative on the track at all times during the event. Relays are an overnight event, up to 24 hours in length.

Teams of people from all walks of life have fun while raising much-needed funds to fight cancer and raise awareness of cancer prevention and treatment. No matter who you are, there's a place for you at Relay. To participate, form a team, or dedicate a luminaria at your local American Cancer Society Relay For Life, please call 1-800-ACS-2345 or visit www.cancer.org.

Relay For Life is a life-changing event that brings together more than 3.5 million people to:

- **Celebrate** the lives of those who have battled cancer. The strength of survivors inspires others to continue to fight.
- **Remember** loved ones lost to the disease. At Relay, people who have walked alongside people battling cancer can grieve and find healing.
- **Fight Back.** We Relay because we have been touched by cancer and desperately want to put an end to the disease.

Philosophy – Why We Relay

The American Cancer Society Relay For Life represents the hope that those lost to cancer will never be forgotten, that those who face cancer will be supported, and that one day cancer will be eliminated.

Why Relay?

One in three people will be diagnosed with cancer during their lifetime. The funds raised at Relay save lives by funding cutting-edge cancer research, early detection and prevention education, advocacy efforts, and life-affirming patient services. It is because of your involvement that we are able to save lives, help those battling cancer, and empower all to fight back against the disease.



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History of Relay



Celebrating Hope

One person can make a difference. Nowhere is that more evident than with the story of the American Cancer Society Relay For Life, which began in Tacoma, Washington.

In the mid-1980s, Dr. Gordy Klatt, a Tacoma colorectal surgeon, wanted to enhance the income of his local American Cancer Society office and to show support for all of his patients who had battled cancer. He decided to personally raise money for the fight by doing something he enjoyed – running marathons.

In May 1985, Dr. Klatt spent a grueling 24 hours circling the track at Baker Stadium at the University of Puget Sound in Tacoma. He ran for more than 83 miles. That first year, nearly 300 of Dr. Klatt's friends, family, and patients watched as he ran and walked the course. Throughout the night, friends donated \$25 to run or walk with Dr. Klatt for 30 minutes. His efforts raised \$27,000 to fight cancer.

While circling the track those 24 hours, Dr. Klatt thought about how others could take part in his mission to fight cancer. He envisioned a 24-hour team relay event that could raise more money to fight cancer. Over the next few months, he pulled together a small committee to plan the first team relay event, known as the City of Destiny Classic 24-Hour Run Against Cancer.

In 1986, with the help of Pat Flynn – now known as the “Mother of Relay” – 19 teams took part in the first team Relay event on the track at the historic Stadium Bowl and raised \$33,000. An indescribable spirit prevailed at the track and in the tents that dotted the infield.



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The Impact of Relay Around the World



SHARE!



PRINT!



CLICK!

A Presence in Communities

Relay For Life is conducted not simply to raise funds, but to involve new communities, give the Society a local presence, and provide communities the opportunity to own the mission. Because Relay provides grassroots access to the population, it is a critical means of achieving the Society's 2015 goals.



Relay Growth Facts &
Numbers.doc



Relay Milestones.doc

A Celebration of Cancer Survivorship

Relay is a moving celebration of cancer survivorship. The event begins with a Survivors Lap in which cancer survivors take a victory lap around the track. A candlelight ceremony is held later in the evening to honor cancer survivors and remember those who we've lost to this disease. Recruiting as many survivors as possible adds to the impact of the event. (Please see National Survivor Model on page 21.)

A Community Event

Relay For Life is a community event. Event sites should be selected based on how communities identify themselves. A town or small city may see itself as one community. Larger cities are usually made up of several different communities and neighborhoods. If people identify themselves as being part of a given community, the community qualifies as a Relay site. For example, Relays are even happening on college and corporate campuses, on military bases, and in cyberspace.

A Community-Owned / Volunteer-Driven Activity

As a community event, Relay fulfills a need for belonging that we all have. It also creates a sense of community by bringing people together in a moving and fun atmosphere, with sufficient time for cultivating relationships. The event is volunteer-driven, with Society staff coaching the volunteers. There is a true partnership between volunteers and staff.

A Means of Unifying Communities

Cancer is indiscriminate and knows no boundaries. As voluntary organizations in the United States must serve an increasingly diverse population and customer base, the way in which the American Cancer Society does business will need to shift. Our ability to communicate appropriately and utilize partners in our efforts will facilitate our growth in reaching diverse communities and ultimately in reaching the 2015 goals of the Society. Inclusion is imperative.



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A Tool for Year-Round Fundraising

With teams being retained over multiple years at given Relays, there is great opportunity for year-round fundraising. This allows teams to implement their favorite fundraising events to raise money for their teams. These events may include “jail and bail” events, golf tournaments, bake sales – whatever their team deems to be fun and worthwhile activities.

A Venue for Mission Delivery

Relay is a venue for interactive education and provides an environment where relationships can be built with community-based organizations, businesses, service groups, and schools. In establishing these relationships, mission delivery staff and volunteers can bring Society messages to organizations on a year-round basis.



- 
Mission Integration
Toolkit.doc
- 
Mission Delivery
Assessment Tool.doc
- 
Mission Delivery Tiered
Approach.doc
- 
Mission Matters.doc

An Opportunity to Build Relationships with Major Donors

If you’re looking to develop stronger relationships with major donors and to develop legacy/planned-giving opportunities, Relay is a great way to showcase how the Society impacts the community. Invite these individuals to the Survivors Lap and the Luminaria Ceremony so they can experience the powerful displays of survivorship.

A Location for Volunteer Recruitment

Relays are an excellent way to recruit new volunteers for the multitude of community projects conducted by the local American Cancer Society. They build a community infrastructure that provides significant financial resources, serve as an entry point for volunteers, develop volunteer leadership, and provide a connection to the community that will put the American Cancer Society in a position to achieve its 2015 goals.

A Way to Involve Youth in the Mission

Relay is the doorway for young people to get to know the Society. Young people are the future volunteer and staff leaders of the American Cancer Society. Their interest and passion are powerful. Young people across the country have shown they have the organizational skills, motivation, and leadership to be involved in Relay either as team captains, team members, or by building high school and college Relays.



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The Impact of Relay Around the World

Planning an overseas holiday? Why not include visiting an International Relay in your vacation plans? In 1996, the United Kingdom became the first country to launch a Relay For Life outside the United States, marking the global debut of what has become the world's largest volunteer fundraising event. The growth of Relay around the globe is a powerful reminder that cancer affects everyone. Today, communities in 20 nations, including the United States, proudly host Relay For Life events.

- | | | |
|-----------|-------------|----------------|
| Australia | Honduras | Philippines |
| Belgium | Jamaica | Portugal |
| Brazil | Japan | Slovenia |
| Canada | Luxembourg | South Africa |
| Denmark | Malaysia | United Kingdom |
| France | Netherlands | United States |
| Germany | New Zealand | |

For additional information on International Relays, please visit our 5D+Mission interactive training modules, which can be found on www.RelayForLife.org.





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National Event Standards



Overnight Event

The American Cancer Society Relay For Life was originally created as a 24-hour event to represent the fact that cancer never sleeps. Someone who has cancer battles it 24 hours a day. Those Relays fewer than 24 hours in length (usually 12 to 18 hours) are still overnight. Overnight can be defined as sunset to sunrise.

Opening and Closing Ceremony

Relays begin with an opening ceremony, which clearly emphasizes that Relay For Life is an American Cancer Society event. The opening ceremony includes an opening lap by cancer survivors that sets the tone for the entire event. The closing ceremony provides another opportunity for cancer survivors and their caregivers to walk the track and to celebrate their success.

Luminaria Ceremony

Luminaria, paper sacks filled with sand to support a lighted candle, are a Southwestern tradition. The Luminaria Ceremony is often referred to as the Ceremony of Hope. It is a time to remember people we have lost to cancer, to support people who currently have cancer, and to honor people who have fought cancer in the past. The power of this ceremony lies in providing an opportunity for people to work through grief and find hope.

Survivorship Activities

Survivorship activities include hosting a reception, as well as giving a special recognition memento to survivors (a sash, pin, or special shirt). Additional survivorship activities are encouraged. (Please see National Survivor Model on page 14.)

Mission Delivery

Educational activities at Relay result in greater awareness of cancer prevention and early detection methods. Relay supporters have evolved into year-round collaborative partners who promote cancer awareness and programs before, during, and after Relay.

Team Registration/Commitment Fee

Teams that pay a commitment fee are more likely to follow through on their participation and fundraising. If nothing else, the commitment fee covers the costs of printing the registration materials and other event overhead costs. There is no nationally recommended amount, although many Relays charge \$10 a person or \$150 a team.



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Tobacco-Free Environment

A tobacco-free environment does not mean banning smokers/chewers. Rather, we encourage their participation but prohibit their use of tobacco during the event.

No Alcohol Allowed

Relay For Life is a family event and often held on school property; therefore, alcohol is always prohibited.

Follow National Text/Graphic Standards

All national text/graphic standards for Relay must be adhered to. (The American Cancer Society Relay For Life Standards manual can be ordered from the shared services fulfillment center – product number 7542.24.)



National Text
Standards.doc

National Recommendations

- Caregiver ceremony
- Sponsorships
- Team and individual incentives
- Expense ratio of 10 percent
- Communication/newsletters
- Team captain/leader meetings
- Bank nights

Always Focus on Teams

Emphasis should be placed on encouraging businesses, service clubs, and school teams to bring their families to the event, thereby leading to greater retention of teams. Relay is a family-friendly event.

Mentor Teams Through Time

Groom teams through time to raise more funds. These participants become the source of your new committee members and provide new doorways into the community. Involve teams in other American Cancer Society activities throughout the year.



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Communicate, Communicate, Communicate

Inform teams through newsletters, meetings, and the Internet. Educate people on the information, programs, and services that the Society provides.

Location, Location, Location

Relays are typically held at school or community football fields, fairgrounds, or parks.

Length of Event

It is at least 12 hours, always overnight, usually starting on Friday evening. The majority of the events last 18 to 24 hours. The longer the event, the greater the opportunity for mission delivery, advocacy, fundraising, relationship building, and the recruitment of volunteers.

Totality of the Event

Participants describe Relay as a life-changing event, one that provides them an opportunity to heal and grow. Relay can be like a support group for cancer survivors, caregivers, and their family and friends.



Building Relay Excellence – The 5Ds

For Relay to be successful for another 20 years, volunteers and staff alike are committed to building greater event efficiency through:



5Ds Key Research Findings.doc

1. Leadership Development

- a) Establish a business culture within each event (event evaluation, data analysis, planning sessions, plan development, and repeating the cycle).
- b) Focus on building relationships, networking, and social contracting.
- c) Commit to chairs and co-chairs for not only the event, but also for all subcommittees.
- d) Ensure evolution of leadership with chairs stepping down after two years and taking on new roles.
- e) Organize event committees by installing two-pronged committee structure where certain subcommittees focus on producing the event (logistics, registration, luminaria, etc.) and certain subcommittees focus on growing the event (team recruitment, survivor recruitment, corporate sponsorship, etc.).
- f) Develop leaders from diverse populations.
- g) Develop youth leaders and youth events.

For additional information on Leadership Development, please visit our 5D+Mission interactive training modules that can be found on www.RelayForLife.org.

2. Team Development

- a) Establish a Team Development committee for every event, having a chair and co-chair for:
 - Team recruitment
 - Team retention
 - Team mentoring
 - Data collection
 - Outreach (diverse communities)
- b) Ensure team captains have co-captains.
- c) Develop youth teams.

For additional information on Team Development, please visit our 5D+Mission interactive training modules that can be found on www.RelayForLife.org.



Team Development Guidebook



3. Survivor Development

- a) Establish a Survivor Development subcommittee for every event, having a chair for:
 - Survivor and caregiver recruitment subcommittee
 - Survivor and caregiver retention subcommittee
 - Survivor and caregiver recognition subcommittee
 - Survivor and caregiver engagement subcommittee

To develop stronger relationships with a community's cancer survivors, Relay committees are being asked to implement the National Survivor Model. For more information about the National Survivor Model, please see the embedded document below.

- b) The focus of the HOPE model lies in four key areas: Honor, Opportunity, Provide, and Engage. Recruit more survivors, develop stronger relationships, and employ them as advocates for the Society.
- c) Recruit survivors from diverse and younger populations.

For additional information on Survivor Development, please visit our 5D+Mission interactive training modules that can be found on www.RelayForLife.org.



CLICK!



Survivor Model HOPE.doc

4. Event Development

- a) Relay ceremonies set the tone for the event and have the ability to emotionally impact everyone and provide healing and hope to all. A well-run, entertaining Relay will ensure participants return.
- b) The mantra has always been “teams, teams, teams.” But if there is “no show,” coming back may become an option instead of a way of life for participants.
- c) Relays need to begin with a well-planned Survivors Lap and an inspiring opening ceremony.
- d) The Luminaria Ceremony, known as the Ceremony of Hope, needs to allow people to work through grief and to find hope.
- e) A caregivers ceremony provides an opportunity for survivors to say thank you to those who cared most for them.
- f) Relay should be filled with games, activities, and entertainment. Cancer education can be worked into each of these areas.
- g) Be sure entertainment and other cultural aspects of the event reach out to the needs of diverse populations and youth.

For additional information on Event Development, please visit our 5D+Mission interactive training modules that can be found on www.RelayForLife.org.



Team Development Guidebook



5. Fundraising Development

- a) Refocus fundraising as a priority at the national, Division, region, and community levels.
- b) Ensure that fundraising best practices reach every participant, not just captains, and explain them with “how to” steps to maximize success.
- c) At a minimum, every Relayer should write a fundraising letter.
- d) Ensure fundraising is taught to diverse populations, and be sensitive to cultural differences.
- e) Ensure fundraising is taught to youth populations.

For additional information on Fundraising Development, please visit our 5D+Mission interactive training modules that can be found on www.RelayForLife.org.



Team Development Guidebook



Your Involvement Makes All the Difference!



Through the story of Dr. Klatt, we know that one person can make a difference. By participating in Relay For Life, you have the power to continue the American Cancer Society's progress toward a future when cancer doesn't take the lives of our friends and family. By participating as a committee member, you have the power to involve so many more members of your community in the fight against cancer making an even bigger impact! Thank you for taking this challenge head on. We promise the lives you touch will be many and the heartfelt thanks will be even more.

Relay and American Cancer Society Quick Facts

- The American Cancer Society Relay For Life represents the hope that those lost to cancer will never be forgotten, that those who face cancer will be supported, and that one day cancer will be eliminated.
- The American Cancer Society's Relay For Life is an overnight celebration of life and cancer survivorship.
- The first Relay was held in May 1985, when Dr. Gordy Klatt took the first step of his walk/jog/run around a track in Tacoma, Washington, raising \$27,000 to support the American Cancer Society.
- One in three people will be diagnosed with cancer during their lifetime. The money raised at Relay saves lives by funding cutting-edge cancer research, early detection and prevention education, advocacy efforts, and life-affirming patient services.
- More than two-thirds of all cancer deaths are preventable. A critical part of our work is to teach people how to maintain healthy lifestyles and get regular check-ups.
- The American Cancer Society's advocacy initiative strives to influence public policies at all levels. We work to educate policy makers about cancer and how it affects the individuals and families they represent. In September 2006, thousands of cancer survivors and Relayers gathered on Capitol Hill for Celebration on the Hill™. The event sent a definitive message to Congress that fighting cancer should be a national priority.
- The American Cancer Society can help anyone touched by cancer find the information or quality-of-life programs they need. Help is available 24 hours a day, 365 days a year, by calling 1-800-ACS-2345 or visiting www.cancer.org.
- In 1989, the Society teamed up with the Cosmetic, Toiletry, and Fragrance Association to produce Look Good...Feel Better®, a program that helps women deal with appearance-related side effects of cancer treatment.
- In 1989, the Society advocated for legislation to allow Medicare coverage of Pap tests, which means more women have a chance at catching cervical cancer early, when it is most treatable.



Team Development Guidebook



Your Involvement Makes All the Difference!

- In 1990, the Society helped pass the Breast and Cervical Cancer Mortality Prevention Act, which provides grants to states to establish programs for breast and cervical cancer screening.
- In 1992, Relay For Life was adopted as the American Cancer Society's premier fundraising event.
- In 1995, the Society launched www.cancer.org to serve as a definitive resource for cancer information seekers online.
- In 1997, the Society launched 1-800-ACS-2345. This phone number and supporting call center provide cancer information from trained specialists 24 hours a day, seven days a week.
- In 1998, the Society documented the first overall decrease in cancer incidence rates; overall cancer incidence rates fell 5.7 percent between 1991 and 1995.
- In 1999, Relay For Life was designated as the Society's signature activity.
- In 1999, the first Relay in the southern hemisphere took place in Melbourne, Australia. Relay became a worldwide movement to end cancer, and is now held in 19 foreign countries.
- In 2000, the Society launched the Cancer Survivors NetworkSM, an online community connecting patients, survivors, and their loved ones with others who have "been there" for insight, moral support, and inspiration.
- Seven thousand American Cancer Society volunteers journeyed to Capitol Hill on September 19, 2002, to take part in the first Celebration on the Hill, an event designed to make cancer research, treatment, and patient support a national priority.
- In 2003, American Cancer Society researchers, led by Eugenia Calle, PhD, conclude that overweight and obesity contribute to most types of cancer, and could account for 14 percent of cancers in men and 20 percent cancers in women.
- In 2004, three additional Society-supported researchers were awarded Nobel Prizes for their groundbreaking work in discovering how cells mark and then destroy unwanted proteins. This research has led to the development of a new class of cancer-fighting drugs. As of 2004, 38 Nobel Prize laureates had been funded by the American Cancer Society during their careers.
- In 2005, nearly \$6,000 was raised at the Second Life Relay For Life – the first ever completely virtual Relay For Life event.
- In 2006, Society-supported grantees Craig C. Mello, PhD, and Roger D. Kornberg, PhD, were awarded the Nobel Prize for their work, bringing the total number of American Cancer Society-supported Nobel Prize laureates to 40.



Team Development Guidebook



Relay Year in Review – 2006



Income

- \$375 million
- \$24 million increase over 2005
- Seven percent increase over 2005
- Achieved \$1.25 per capita income nationwide
- Online income grew from \$16 million to \$37 million
- \$18.3 million raised from all-youth and campus events
- Averaged \$82,000 per event
- \$2.27 billion raised since 1985

Community Presence

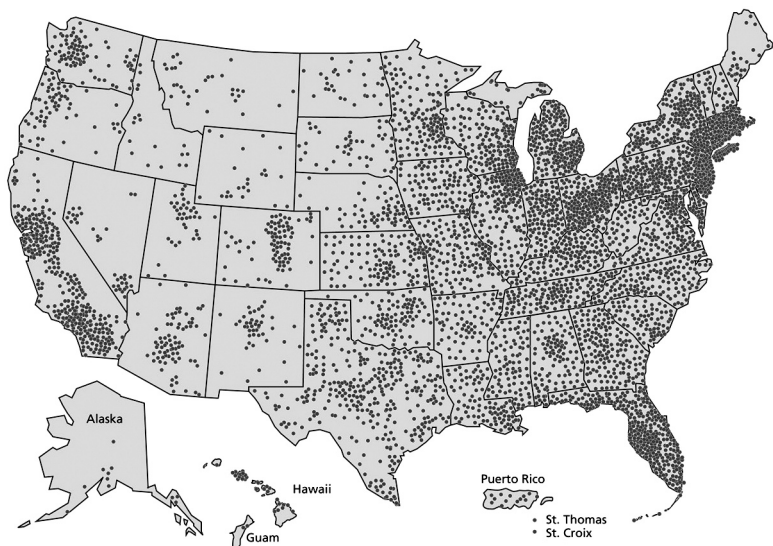
- 4,580 community sites
- One event for every 65,000 Americans
- 242 new community sites planned for 2007

Volunteers

- More than three million total participants
- More than 500,000 cancer survivors
- More than 350,000 event, committee, and team leaders



Relay Growth Facts & Numbers.doc





Team Development Guidebook



Relay Year in Review – 2006

More Relay Facts

- Eighty percent of the growth in the Society's annual giving since 1995 is from Relay.
- Relay accounts for more than 40 percent of giving from all sources to the Society.
- Twenty-eight corporations (12 new in 2006) have joined the National Relay For Life Corporate Team Program, raising nearly \$10 million in 2006.
- Luminaria donations total more than \$30 million.
- Three hundred thirty college campus events (45 new) were held in 2006.
- A total of 287 Colleges Against CancerSM chapters are currently active in Relay For Life.
- More than 1,000 participants raised \$41,000 at the second completely virtual Relay For Life in second life – a tenfold increase over 2005.
- Relay For Life was showcased on national television by two major networks, ABC's *Extreme Makeover: Home Edition* featured the story of an Indiana Relay event chair and Discovery Health network premiered the documentary *Relay For Life: Giant Steps*.
- Ten thousand participants, including 3,500 Celebration Ambassadors, attended Celebration on the Hill 2006 in Washington, DC. Many ambassadors represented Relay events nationwide.
- Projections for the next three years show that Relay income will average more than \$1 million a day and total more than \$1.1 billion.



Relay Milestones.doc



Team Development Guidebook



Team Development

What Is Team Development?

Team Development is one of the “5D” components of Relay. It is one of the most critical elements of the success and growth of your Relay because without teams, there is no Relay For Life event!

There are four components to Team Development:

- Team recruitment
- Team retention
- Team recognition
- Team mentoring

In this guidebook, we will look closely at each of these four elements.

For additional information and training on Team Development, please visit our 5D+Mission interactive training modules, and be sure to also view the Team D Virtual Training. Both of these components can be found in the training room on www.RelayForLife.org.

Team Development Chair – Roles and Responsibilities



As Team Development chair, you play a key role in the success of Relay. Most importantly, remember that you are not alone. Your event chair and your staff partner will support and encourage you as you accomplish your first task: identifying and recruiting additional volunteer leaders to fill roles in Team Recruitment, Retention, Recognition, and Mentoring subcommittees.

In addition to the recruitment of your subcommittee chairs, you will be responsible for the following:

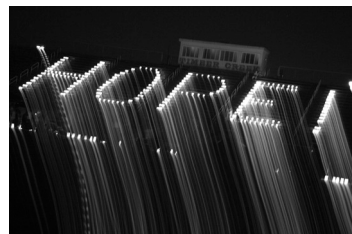
- Being well-versed on the American Cancer Society’s mission and programs
- Understanding and working within American Cancer Society Relay For Life event standards and philosophies
- Reviewing the Team Development Chair Guidebook, overall event timeline, and checklist
- Ensuring that each of the Team Development subcommittees has a chair/co-chair in place
- Assisting subcommittee chairs with recruitment of subcommittee members as needed
- Reviewing and agreeing on expectations with each subcommittee chair by utilizing the Partnership Agreement embedded below



Partnership Agreement.doc



Team Development Guidebook



- Working closely with subcommittee chairs to build their plans, monitor their progress, and recognize their achievement
- Strategizing with event chair/committee to reach team recruitment goals
- Reporting activities of the Team Development subcommittees at the Event committee meetings
- Working with Survivorship committee to ensure that all survivors are invited to join a team
- Working with the Team Retention chair to schedule and facilitate team captain meetings and integrate Mission/Advocacy activities and messages
- Assisting event chairs with identifying and recruiting an appropriate person to succeed you in your position.
- Attending region and/or Division trainings as recommended
- Ensuring that all team captains are trained to use the online fundraising tool
- Ensuring that thank-you notes are sent to volunteers and teams after the event

Your Team Development Committee

Relay For Life Team Development begins with building a great committee that is reflective of your community. An effective, diverse Team Development committee must be in place in order for the number of teams to increase each year, and for your event itself to continue to grow.

Sample Committee Structure: One Size Does Not Fit All!

It is important that your committee reflects your community and your Relay. Whether yours is a first-year Relay or a more mature event, your committee should be structured with your event's future growth potential in mind. The structure referenced here is only an example and can be adapted to best meet the needs of your community's Relay.

The attached committee structure document gives you three options based on the size of your event. This is called the Three Tiered Committee Structure and is color-coded for ease of reading. The three structures are:

- **Yellow Structure (Tier 1: Starting Out)** This is for first-year or young events. This committee structure has only basic Relay committee positions.
- **Green Structure (Tier 2: Growth Phase)** This committee structure builds on the basic committee structure in Tier 1 by adding committee members to position your event for growth. It is recommended for events three years old or older.
- **Purple Structure (Tier 3: Maximize Potential)** This committee structure is recommended for mature events and builds upon both Tier 1 and Tier 2.



CLICK!



Three Tiered Committee Structure.xls



Team Development Guidebook



Committee Recruitment and Development

Historically, the most successful Relay For Life events have a separate committee that focuses solely on the engagement and recruitment of new teams. One person cannot effectively recruit new teams for an entire Relay For Life event, so it is recommended that you have one recruitment committee member for every five new teams you plan to recruit.

Building your Team Development subcommittee takes some strategy. It's important that you know your Relay community well enough so that you are able to identify sectors that may be under-represented (or not represented at all) on your committee. After all, if we want your Relay to reflect your community, then your committee must also be reflective of your community. The Team Recruitment Wheel attached below and in the Team Recruitment Section of this guidebook is also a terrific resource to use for committee recruitment.



Recruitment Wheel.doc

Example: An example of how to do this is to select a sector of your community. (See examples of sectors below). Let's start with banks.

- Identify the number of banks in your Relay community.
- Do you have anyone on your committee representing a bank?
- If not – or if you need additional support – reach out to them.
- Ask them to join your committee and represent the banking community.
- Schedule a face-to-face meeting with them and be specific about what you are asking them to do:

“We are looking for people who are great with others and compassionate about fighting cancer through Relay. We would be honored to have you join our committee – with your background, you would be a tremendous asset! This team would be responsible for targeting and recruiting potential area businesses to participate in Relay as a team. You will be the voice and face of Relay in your community.”

Sectors that may be listed on the Team/Committee Recruitment Wheel:

- Banks and/or credit unions
- Faith-based organizations and groups
- Health-oriented people and organizations, such as hospitals, nurses, and clinics
- Schools and/or universities
- Civic organizations
- Community organizations
- Small businesses
- Corporations



Team Development Guidebook



Once your Team Development subcommittees are in place:

- Clarify roles and responsibilities using the Partnership Agreement.
- Review team goals.
- Communicate consistently.
- Hold monthly committee meetings.
- Offer ideas, assistance, and incentives.
- Recognize their efforts.
- Give praise and thank them frequently.
- Give direction and guidance.
- Utilize the Team Development checklist and timeline attached below to track your progress.



Team Development
Checklist.doc



Timeline.xls



Team Development Guidebook



Team Recruitment

Congratulations!

You have joined the Team Development committee and volunteered to lead Team Recruitment for your American Cancer Society's Relay For Life event! Your position is one of the most important positions on the committee. This guidebook outlines your specific responsibilities and duties as the Team Recruitment subcommittee chairperson, and gives you important information that will guide you every step of the way toward success. So read on and let the fun begin!

As you work through this guidebook, there are two key words to remember: **adapt** and **adjust**. This manual has ideas that are adaptable for your event and your community. Whether you anticipate 300 participants or 3,000, you may be surprised to realize how the simple formula outlined here can be adapted to work for every Relay For Life event.

For more in-depth information on Team Recruitment, please visit our 5D+Mission interactive training modules, which can be found on www.RelayForLife.org.

Team Recruitment Chair – Roles and Responsibilities

The role of the Team Recruitment chair is to work closely with the Team Development chair and Event chair to set new team recruitment goals and put a plan in place to reach those goals. New Relay teams are crucial to an event's success and growth, and **recruiting teams is a top priority!**

Responsibilities of the Team Recruitment chair include:

- Being well-versed on the American Cancer Society's mission and programs
- Reviewing the Team Recruitment Chair Guidebook, Event Timeline, and Checklist
- Recruiting, training, and developing your Team Recruitment subcommittee. The rule of thumb is that you will need one committee member for every five new teams you want to recruit
- Assist first with identifying an appropriate person for future succession of your position and for the recruitment of subcommittee members
- Developing a recruitment strategy
- Training your committee on "Telling the American Cancer Society Story" and on "Making the Ask" (Your staff partner can assist you with this.)
- Creating an incentive plan for your committee to make recruitment fun and rewarding
- Motivating and encouraging your subcommittee members, helping them to reach their recruitment goals
- Making sure your subcommittee and recruitment efforts accurately reflect your community
- Assisting the Team Development chair in planning the team kickoff
- Utilizing checklists and a timeline below to track progress



CLICK!



Timeline.xls



Team Development Guidebook



Characteristics of a Team Recruitment Chair include:

- An outgoing and enthusiastic personality
- Excellent leadership and organizational skills
- Having the ability to make time commitment
- Having a goal-oriented focus
- Feeling creative and passionate about Relay
- Having the ability to motivate others

Team Recruitment Committee

The Team Recruitment subcommittee, led by you, is responsible for recruiting new teams to the event. Ideally, there will be one “recruiter” responsible for every five teams you plan to recruit. When developing your committee, find a person who is definitely not shy, who doesn’t take “no” for an answer, and who has an overwhelming “can do” attitude!



CLICK!



Three Tiered Committee Structure.xls

Steps to Successful Team Recruitment

Once you have your committee in place, the next step is to train them to recruit Relay teams. By training your committee, you are empowering and equipping them to enjoy success! The following team recruitment strategies will help your committee use a more targeted approach as they recruit new teams for your Relay:



IMPORTANT!

Step 1 – Setting Team Goals

As Team Recruitment chair, your first order of business is to work closely with your Event chair and Team Development chair to set your new team recruitment goal. This goal will set the foundation for the team recruitment strategy you put in place. Once you have set your team goal, you may revisit this step for adjustments as you work through the next few steps of Team Recruitment.



IMPORTANT!

Step 2 – Assessing Your Relay Community

It’s important that your Relay teams reflect your Relay community, so being familiar with the makeup of your Relay community is the first strategic step in reaching your team goal and having a diverse Relay.



ON TARGET!

One of the best – if not THE best – tools for getting to know your community is the Community Assessment Profile attached below. It is recommended that you use this tool prior to going to step three. If you already have a recruitment committee in place, this is a great exercise to do as a committee! Have lots of prizes, and note the tools you need.



CLICK!



Community Assessment Profile.doc



Team Development Guidebook



Step 3 – Creating Your Target List

Once you have completed the Community Assessment Profile exercise, you are ready to create your team target list. The very best exercise is the tried-and-true Recruitment Wheel exercise below. This is a fun, interactive committee activity that will help you identify different community sectors. Refer to your Community Assessment Profile as you work through this exercise.

In addition, the Community Mapping Tool is an effective way to truly get to know your community as you begin developing your target list. If you have not tried this activity as a recruitment and targeting tool, give it a try! (You'll find it attached below!)



CLICK!



RFL Mapping for
Success.doc



Recruitment Wheel.doc



ON TARGET



SHARE!

Team Recruitment Wheel Exercise

1. Draw a circle on a flip chart, and label it “This is the community of _____.”
2. Divide it up like a pie into as many sections as you feel you need. Each section represents a sector in your community from where you will recruit teams.
3. As a group, brainstorm each of these sections. Keep each section generic, such as “banks” or “schools.” Make sure you have plenty of resources available for reference when everyone draws a blank. Good references would be telephone books, Chamber of Commerce membership directories, and small community newspapers.
4. Brainstorm how many teams you would like to recruit from each sector. Write that number on each “pie slice.”
5. At this point, you will want to identify the current teams you have represented in each sector and where they fit into the wheel. While retaining these existing teams is the responsibility of the Team Retention committee, you will still want your committee to be aware of what you have.
6. Now look at your pie. Where are your areas of opportunity? This is when the fun begins. As a group, begin to brainstorm on businesses and corporations that fall into each sector, and assign committee members to these potential teams. Make sure each committee member either takes a slice of the pie or has several potential team contacts. As committee members are being assigned potential teams, they should be filling out the attached Team Prospect Worksheet.



CLICK!



Recruitment Wheel.doc



Team Recruitment Plan.doc



Team Prospect
Worksheet.doc



Team Development Guidebook



Other Resources for Developing Your Target List

In addition to the Recruitment Wheel exercise to target potential teams, there are other strategic ways to identify potential Relay teams. Pull up community data to help build a successful new team recruitment strategy. You will want to talk to your staff partner or Event chair regarding these three resources:

1. **Market Data** – This data is researched information about your community, including all corporate, small business, school, medical, faith-based, and civic institutions within your community with 25 or more employees or members.
2. **Siebel Data** – Siebel is an American Cancer Society database in which all of our constituent data is captured and retrieved. The data within Siebel is internal to the Society and is not given to anyone outside the organization. Constituents included within Siebel are donors, volunteers, cancer patients and survivors, and corporate sponsors, to name a few. Specific to Relay, Siebel can provide to your committee with important information about potential new teams. Ask your staff partner to pull information from Siebel on the following:
 - Any company who has donated to the Society in your community but is not currently involved with Relay as a sponsor or team
 - Any individual in your community who has donated \$50 or more to the American Cancer Society in the past year who is currently not involved with Relay
3. **Civic and Government Data** – While some civic and government contact information may be available within the Market and Siebel data, you may need to utilize your local community directory or phonebook to retrieve information about the civic and government groups within your community. Click on the link below for more information:



Community Research
Websites.doc



Team Development Guidebook



SHARE!

Where to Find Teams

As you develop your new team target list, don't forget to consider the following:

- National Corporate Team Program participants
- American Cancer Society boards/committees
- Organizations and businesses with current Society relationships, programs, and services
- Local businesses
- Real estate offices
- Cancer survivors and their families
- Health and fitness centers
- Faith-based organizations and youth groups
- Corporations/large businesses
- High school clubs
- College and university groups
- Police departments
- Fire departments
- National Guard/reserves/military
- Hospitals/doctors' offices
- Athletic teams
- Barber or beauty shops
- State and city employees



ON TARGET!

National Corporate Team Program

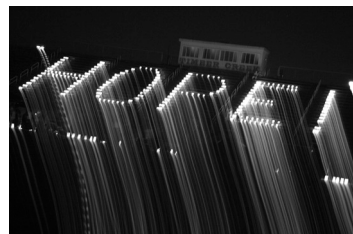
The Relay For Life National Corporate Team Program (NCTP) appeals to companies with large regional or national networks. Businesses that join with the Society commit to:

- Recruiting at least 50 teams to participate annually in Relay in two or more states throughout the United States.
- Assigning a volunteer corporate contact to coordinate Relay teams within the company.
- Promoting executive level support.
- Encouraging participation in major office locations.
- Recording and tracking team fundraising data and sharing the information.

If your corporation would like to apply for the National Corporate Team Program, contact your local Society staff partner for more information, or visit www.acsworkplacesolutions.com.



Team Development Guidebook



Step 4 – Making “The Ask”

The most common ways you can recruit teams are either a one-on-one or group presentation situation. The one-on-one method will likely be less formal, more casual – perhaps with someone you know or maybe while standing in line at the grocery store. The group presentation is much different, because this is usually set up in advance. Either way, the key to recruiting teams is to be prepared.

One-on-One

Think back to how you first became involved in Relay. More than likely, someone told you why they were involved and then asked you to participate. In other words, they just asked! The key to your success in recruiting teams is becoming familiar with the American Cancer Society, and Relay For Life and being prepared. Here is an easy, three-point plan to making the ask – hook, line, and sinker.

Hook: Leading with the Mission

As a volunteer working with the American Cancer Society, you have complete bragging rights. As you recruit teams for your Relay, one way to grab the undivided attention of the person you are talking to is to lead the conversation with a staggering statistic: “Did you know that one in three women and one in two men will be affected with cancer in our lifetime?” Pow! Now that you have their attention, tell them why you are involved.

Line: Telling Your Story

The most compelling invitation is a passionate, sincere plea. And the most effective way to invite someone to participate in Relay is to accompany your invitation with your personal story. Everyone has been affected by cancer, so tell them your story. But keep it short.

More information on Telling the American Cancer Society Story can be found on the 5D+Mission interactive training modules on www.RelayForLife.org. Your staff partner can also provide training for you and your committee members.

Sinker: Closing the Deal

In order to close the deal, you must answer the question, “What’s in it for me?” Everyone is motivated by something. Are they passionate about cancer? Did your story affect them enough for them to share their own story? Or have they been involved in other fundraising events because they love to volunteer? Are they looking for ways to network in the community? Find out what motivates them and appeal to that.



Community Visit
Script.doc



Team Development Guidebook



Community/Group Presentations

Community or group presentations are a great way to publicize Relay For Life and to recruit volunteers, teams, and survivors. Usually there are people on your committee who are more comfortable in this setting than others. If a volunteer is not available to do the presentation, let a survivor, team captain, or caregiver who has been affected by cancer tell the story of why they Relay.

Tips for Community Presentations

- Reserve a meeting room and/or audio-visual equipment.
- If you are showing a video to a large group, make sure you have speakers or a venue with a sound system.
- Call to confirm the presentation time, place, and number of people in the audience; this is a very important step.
- Arrive in plenty of time to set up A/V equipment and ensure that it works.
- Know your audience in advance. Will you be making a presentation to business professionals in a board room or to mechanics in a warehouse? It makes a big difference in how you approach your group.
- Determine what you need and what are you asking for (teams, survivors, community members or day-of volunteers).
- Rehearse your story.
- Prepare information about how the American Cancer Society is making a difference in their community. Everyone wants to know that their dollars and their efforts are going to be used for friends, family, and neighbors, so give examples of local programs and services.
- Prepare your materials.
- Practice, practice, practice!

The Relay Kickoff – your best recruitment tool and a fun party!

To the Team Recruitment committee, there is no more important event than the Relay For Life kickoff. The kickoff is an event in and of itself – the purpose is to recruit Relay teams. The kickoff should be held at least 16 weeks before your Relay date in order to give teams plenty of time to fundraise effectively. Attached you will find all the information you

need to put on a fabulous, fun, and productive Relay kickoff, so put on your party hat and have fun!



CLICK!



RFL Kick Off Team.doc

For more examples of kickoff agendas for “Celebrate. Remember. Fight Back.”, go to www.RelayForLife.org.



Team Development Guidebook



Great Recruitment Phrases

These phrases are worth the time it takes to memorize them. Feel free to make them your own as you prepare your recruitment speech.

- I'm not sure how cancer has affected you, but let me tell you how you can affect cancer!
- This will be an overnight experience you will never forget.
- This is an opportunity for your company to come together in the fight against cancer.
- This experience touches the entire community.
- This is our opportunity to honor cancer survivors.
- This is our opportunity to bring cancer awareness and education to our community.
- Cancer patients deal with cancer 24/7 – one overnight is a small price to pay in comparison.
- Relay is the largest nonprofit fundraising event in the world.
- One in every 100 Americans participates in Relay.
- One in 10 Relayers is a young person.
- There are more than nine million cancer survivors today! We want to honor all of those courageous people in our community.

Past Team Captains and Sponsors

For existing events, plan to work with your Team Retention counterparts early to plan a way to utilize your past team captains and sponsors to help you recruit new teams. Any team prospects identified through these measures should be added to your target list. Ensure the contact information from your list is correct and assign each potential team to a committee member to contact. Follow-up is very important here.

If you haven't already, you may want to send an e-mail to your team captains, announcing incentives available for bringing on new teams and/or identifying new prospects. Don't forget to include the Team Retention committee in your plans and include them in your communications with past team captains regarding incentives.



Team Development Guidebook



Step 5 – Committee Participation and Accountability

All Recruitment committee members should be involved in the recruitment process. This should be no surprise to them; after all, you recruited them for your committee because of their outgoing personalities and powers of persuasion, right?

The key to their success is empowering them by giving them ownership of their results. Assign tasks, set benchmarks and timelines, and follow up. Communication is key here – if your committee members know they will be hearing from you in a week to get an update, chances are better that they will commit and produce results.

Be creative in how you hold your committee accountable. Hold contests and incentives, and when benchmarks are met and teams are recruited, then recognize, reward, and celebrate!

Track the progress of your committee by utilizing the Team Development checklist or timeline attached below. While this timeline may seem overwhelming at first glance, we recommend you take some time to look it over. It's your "to do" list in detail, complete with due dates. Nothing should fall through the cracks if you use this tool.



CLICK!



Team Development
Checklist.doc



Timeline.xls

Recruiting Successful Team Captains

All successful events have one thing in common... teams!

A team consists of a group of people getting together to represent their place of employment, school, neighborhood, church, family and friends, or community organization. These teams are led by an extremely important person – the team captain. The team captain is responsible for actively recruiting people to be on his/her team, encouraging and coaching team members in fundraising, and sharing information about the Relay.

When developing your recruitment strategy, be sure to consider the following skills as you recruit team captains:

- Possesses leadership skills
- Has the ability to delegate tasks to other team members – this is important to prevent burnout!
- Possesses passion for fighting cancer through Relay For Life
- Attends Team Captain Universities or other trainings
- Attends team captain meetings
- Sets up a team leadership succession plan

The success of your team captains depends not only on their skills, but also in the training and mentoring provided once they commit to joining your Relay. If your committee offers mentoring, be sure your newly recruited teams are paired with a mentor.



Team Development Guidebook



Team Captain Meetings

Team captain meetings are your best opportunity to cultivate relationships with and to train your team captains. As the Team Development chair, these meetings are planned and facilitated by you but certainly supported by your subcommittee members. In this section, you will find helpful information about team captain meetings. You can also find additional information, including sample meeting agendas, etc., on www.RelayForLife.org.

Discussion Questions for the Team Captain's Meetings

- Is this your first Relay?
- How is everyone coming along in forming their team?
- Do you have any questions or are you unsure of what you are doing?
- Do you have any questions about the team captain packet?
- Have you had a chance to set team fundraising goals?
- Is anyone having problems getting their commitment fee turned in?
- Would anyone like to share their fundraising ideas and successes?
- Have any of you had the opportunity to have a team meeting? How did it go?
- Does anyone have any potential new teams in mind that we could contact?

Team Fundraising

Teach teams to *FUN*raise! Most people are not inherent fundraisers, so you must teach them to overcome the fear of fundraising. Encourage individual letter-writing campaigns with a personal message. They can do it by mail or e-mail. Also encourage team fundraisers to help supplement individual fundraising. Giving teams fundraising tips and best practices will make them feel prepared and comfortable when asking for support. The most common reason a person does not give to the American Cancer Society is because they were never asked. The worst they can do is say no. Fundraising should be highlighted at every team captain meeting. If a team puts on a great bake sale or garage sale, encourage them to share the steps they took to execute the fundraiser.

We've included some fundraising tips in this guidebook. For a more extensive look at fundraising, please refer to the Fundraising Guidebook.



Team Development Guidebook



Steps to Successful Team Fundraising

Good planning is essential to successful team fundraising. To be successful in leading a team's fundraising efforts, the team captain must wear many hats, including that of a team manager. Successful team captains help set goals, delegate tasks to their team members, keep their team organized, and communicate effectively and consistently with their team.

Goal-setting is an important part of fundraising. The team captain's role is to encourage each individual to set his or her personal fundraising goal and to work with the team to establish challenging but realistic goals for team fundraising. The total of the individual goals combined with the team fundraising goal is the amount that you are challenging yourselves to raise. Across the country, we know that teams successful in fundraising share the following characteristics:

- Members are passionate about Relay and about supporting the American Cancer Society.
- They possess and create a competitive spirit.
- Members have the desire to make raising funds fun.
- The team members communicate with each other frequently and on a regular basis.
- They fundraise year-round.

So, now that the team has set a goal and you are ready to assist in leading the team to success, what do you do to fundraise? When planning activities for the team, keep in mind the importance of variety concerning the time of the year, type of fundraiser, and the target audience.

Online Fundraising – Sign Up! Set Up! Send!

In 2005-2006, \$36,000,000 was raised through online fundraising. This year we have already raised more than \$38,000,000 online. Raising funds online is easy, convenient, and fun. Online fundraising should be featured at each team captain meeting. If possible, have a computer set up and be prepared to help team captains set up their Web pages!

For additional information about online fundraising for Relay, please refer to the Fundraising Guidebook.



Team Development Guidebook



Team Retention

Why Team Retention?

Our goal is to retain teams – to keep them involved and coming back for years to come. Teams put a lot of time and energy into Relay For Life, and when they feel appreciated, common sense tells us that they're more likely to continue.

It has been said that in order for a person to realize they are appreciated, they need to be thanked seven times. I think we can all agree that one thank you isn't enough. And even though you may not make it to seven for everyone, it's a good goal to have in mind.

Consider these examples:

- Nationwide data shows events that teams that give incentives have a higher average of dollars per team.
- Teams that feel appreciated are much more likely to participate and fundraise year after year.
- Another benefit is that team recognition promotes healthy competition among teams, increased camaraderie, a desire to stay involved, and greater satisfaction in participating in a worthy cause.

The bottom line is this: recognizing your teams shows them that you care, that you want them to continue to be involved in Relay For Life, and that they are truly an integral part of the success of the event and are making a difference in the fight against cancer. All it takes is making a plan for recognizing and rewarding your teams and making sure that someone on your Team Development committee is responsible for implementing that plan.

For additional information on Team Retention, please visit our 5D+Mission interactive training modules, which can be found on www.RelayForLife.org.

Team Retention Chair – Roles and Responsibilities:

The Team Retention chair is an important position on the Team Development committee. The Team Retention chair is responsible for retaining teams through creative communication during the nontraditional Relay months. The Team Retention chair should work closely with the Team Mentor chair to develop a comprehensive team communication plan. Retaining past teams should be a top priority!

The responsibilities of the Team Retention chair include:

- Being well-versed on the American Cancer Society's mission and programs
- Reviewing the Team Retention guidebook
- Meeting with your Team Development chair and your staff partner to develop and review your partnership agreement
- Recruiting a Team Retention subcommittee
- Developing and utilizing a Team Retention plan to involve past teams in year-round Relay activities and communications
- Setting a Team Retention goal and sticking to it



Team Development Guidebook



- Assisting the Team Development chair in planning an early bird registration event.
- Ensuring that teams have a succession plan in place and are using co-captains to prevent burnout.
- Assisting in identifying an appropriate person to succeed you in your position as well as people to succeed your committee members.
- Communicating regularly and monitoring the progress of the Team Retention subcommittee members to ensure that tasks are completed according to the timeline.
- Holding your subcommittee members accountable for their tasks and team retention goals.
- Encouraging teams to fundraise year-round.
- Thanking Team Retention subcommittee volunteers and ensuring that appropriate recognition activities take place.
- Tracking progress utilizing the timeline below.



CLICK!



Timeline.xls

Characteristics of a Team Retention Chair include:

- Having an outgoing and enthusiastic personality
- Having excellent leadership skills
- Having good speaking and presenting abilities
- Having excellent follow-up skills
- Having good organizational skills
- Having the ability to make a time commitment
- Being well-connected within the community
- Loving challenges and is goal-oriented
- Being creative and flexible

Team Retention Committee

The Team Retention committee, led by you, is responsible for retaining Relay teams. Ideally, there will be one committee member for every 10 teams you plan to retain. When building your Team Retention committee, think about people who currently participate and who have time to write personal notes or make phone calls to team captains. These are important relationship builders.



CLICK!



Three Tiered Committee
Structure.xls



Team Development Guidebook



Team Retention Committee – Roles and Responsibilities

Whether your Relay For Life is a new event or seasoned one, your Team Retention committee plays a key role in the success of your event this year and for years to come. Across the country, research shows that our most successful events in all community sizes have Team Retention committees.



Why? Because returning teams raise 50 percent more money than new teams! There are lots of other great reasons why retaining teams is important to your event's success:

- It makes your job easier. It is much easier to keep a team than it is to replace it with a new team.
- It increases team numbers. Returning teams often increase into multiple teams as they continue to participate, growing your overall team numbers.
- It helps develop leadership. Many of our successful, returning team captains are excellent candidates to grow our existing Relay committees. They have a passion for the cause, proven leadership abilities, and a history with the event!

Successful retention rates enhance a team's experience leading up to Relay, and their enjoyment of the event itself. Our current nationwide research shows the average team retention rate is 60 percent. With a focused approach, that percentage - and your event's support of funding our mission - will soar to new heights.

The Team Retention Subcommittee

- Develops a strong plan for re-recruiting past teams and ensuring current teams remain engaged.
- Assists the Team Development chair in facilitating effective team captain meetings.
- Capitalizes on the excitement of the event to ensure team participation from year to year.
- Utilizes the "Work the Track" form attached below to capture team information at Relay.



Working the Track
Forms.doc



Team Development Guidebook



Steps to Successful Team Retention

It is important for your Team Retention committee to develop a year-round plan to keep teams engaged in Relay. Follow these steps to retain your teams.

1. Identify your teams to retain.

When generating your list, consider including the following:

- Last year's teams
- Dropped teams from the previous three years

Ask your staff partner to pull the contact information for last year's team list from Siebel. Other event volunteers (such as the event chair or Team Development chair) may also have their own Excel files and mailing lists. You can easily cross reference all of your lists to determine which teams have not returned over the past three years.

Remember, often times teams do not return because they were not asked or they had a temporary conflict. Now is a great time to bring them back to Relay.

2. Prioritize your information.

Once you have generated your list, you may want to consider prioritizing that list using the following categories:

- **High-priority teams** – These would be above-average all-star teams, top fundraising teams, or those who have multiple teams at your event.
- **Priority teams** – These teams were in the middle of the pack, but have the potential to become high-priority teams.
- **Opportunity teams** – These are your new teams and any returning teams with lots of potential but that did not reach their goal.

All teams are important to try and recapture. Classifying your teams will simply allow you to identify and focus in on those teams who raise the highest percentage of your event income first. It will also provide valuable insight to your committee members as to the current needs of each team.

3. Contact the teams.

Once you and your committee have prioritized your past teams, decide who is going to be contacting each team. If this is done prior to your actual event, each committee member can work the track and introduce themselves to their assigned teams and let them know they will be following up with them over the summer. If your committee receives their assigned teams after the event, make a deadline to contact each team as soon as possible. Every week that passes without them hearing about the American Cancer Society or next year's Relay For Life is a chance we may lose touch. It's crucial to have a good contact management system – one that can trigger your next contact with a team and help you stay organized.



Team Development Guidebook



When you contact the teams:

- Thank them for their involvement with Relay For Life.
- Introduce yourself as their contact and give them your contact information in case they have any questions
- Ask them if they are planning on having a Relay For Life team. If they say yes, ask if their entire team is coming back. It is very important to retain the entire team, not just the captain. If no, ask them why not and if anyone else on the team might be interested in taking over the role of team captain.
- Offer to have someone from the Society come and talk to them about the programs and services that are possible because of their efforts in raising dollars through Relay For Life.
- Make sure they have all the tools they need for the upcoming Relay For Life.
- Personally invite them to the kickoff and give them any other dates in which they might be interested (i.e., dates of Team Captain University).
- Let them know you look forward to meeting them and seeing them at the kickoff.
- Ask them how their fundraising is going and if they need any ideas.
- Stop by their organization or office and drop off cookies or special treats to let them know their Relay For Life committee is thinking of them.
- Send them information about our programs and services.

As great as all of the above recommended “touches” are, none – not one – beats a handwritten note. This tells the receiver, “You are so important that I decided to actually pause, put pen to paper, and write you a personal note.”



IDEA!

At each Team Retention committee meeting, ask your committee members to report on their contact with the teams and whether or not they will be participating in the Relay. Compile the information and report the information at the Relay For Life planning committee meeting.

Track your progress using the Team Contact Worksheet attached.



CLICK!



Team Contact
Worksheet.doc

Your Early Bird Kickoff – a Great Retention Tool!

An early bird registration or kickoff is an event much like your regular kickoff, but it is a scaled-down version designed to give returning teams an opportunity to register in advance. This is an important part of your retention strategy. Committee members should contact team members and invite them to attend the early bird registration. Of course, you should offer an incentive, such as early pick of a campsite or a discounted registration rate. For your “opportunity teams,” your goal is to get them to the early bird event. Once there, all your teams will be motivated and ready to participate!



Team Development Guidebook



Team Retention Best Practices

Before the Event:

- Obtain previous years' team lists from Society Staff.
- Contact previous teams for a commitment to the current year's Relay.
- Ensure that all previous teams receive a kickoff invitation and a reminder phone call prior to the kickoff event.
- Encourage team captains to recruit co-captains and others to manage team responsibilities.
- Communicate with teams throughout the year to keep teams engaged.
- Work to ensure that team captains know about the supplies and materials needed for a successful team.
- Work with the Team Recruitment chair to pair up a new team with an experienced team.
- Follow up with teams regarding their commitment fee, roster, T-shirts, etc.
- Highlight the teams and team captains that are going above and beyond their role in Relay newsletters and as community speakers. Deliver a balloon bouquet to them by noting them with Relay fortunes in each balloon; make up fortunes to fit your event. Add a surprise or a small prize.
- Offer an early registration discount.
- Offer Relay bucks or spirit points. For more information on this program, visit www.RelayForLife.org.
- As teams register, allow them to choose their campsites.
- Give teams who register first more sought after parking spaces at the event.
- Send a ball to your teams with a note that says "Bounce back to Relay."
- Send popcorn to teams with a note that says "Pop on over to Relay."
- Send "forget me knots" that say – "Please do not forget about Relay. Looking forward to 2008."

During the Event:

- Greet and thank team captains and co-captains.
- Help direct teams to their sites.
- Track actual teams at the event.
- Utilize the "Work the Track" exercise.

After the Event:

- Ensure that all teams receive an event survey.
- Thank the members of the Team Retention committee.
- Help plan the team captain wrap-up.



Team Development Guidebook



Tips for Success:

- Start early! Teams will have more time to raise money.
- Get teams registered early. Whether they complete a paper registration form or use the Relay online method, early registration gets them committed.
- Make sure the commitment fee is paid.
- Make sure every captain has a team captain's packet.
- If your event is using Relay online, make sure they are trained and have the information they need to use this successful fundraising tool.
- Know your team captains. Talk to them, encourage them, and offer support.
- Team captains are vital to the success of Relay. Train them in their duties and offer plenty of thanks for their role.
- Share fundraising tips.



Working the Track

Team retention starts at your event! By taking the time to meet the current teams and captains, you are ensuring success in recruiting these teams back the next year. This is called "Working the Track." Not only is working the track a fun exercise that your committee can do at Relay, it also has been proven to deliver results! By spending time at Relay getting to know your teams and captains better, you are ensuring the future success of your event. Your Relay's top fundraisers, engaged survivors, youth, and potential future committee members are all at the event. Your job is to learn from them and get them more involved. When working the track, make sure you write down all of the contact information of people who are interested in becoming more involved. Contact them within one week of the Relay.



Working the Track
Forms.doc

Team Captain Telephone Survey

The ideas and feedback our captains provide to us is invaluable. Take 10 minutes to call each of your assigned team captains and learn from their Relay experience. Use the following form to keep a record of your conversation.



Team Captain Phone
Survey.doc



Team Development Guidebook



Incentive Prizes

Using an incentive prize program is a great way to increase team and individual fundraising amounts while also recognizing teams and individuals for their efforts. Just as important, overall expense ratios should also go down as individual and team fundraising increases.

For example, if an individual increases his fundraising from \$100 to \$250, it makes sense to reward and recognize him with an incentive prize for that level of fundraising. The expense per person is minimal relative to the increased level of fundraising.

Before you get started, however, work with your staff partner to develop your budget and to examine the feasibility of incentives for your individual event.

Many Divisions already have a Division-wide incentive program in place. We encourage you to work with your staff partner to learn more about incentive programs and options that may already exist.



Team Development Guidebook



Team Recognition

The Team Recognition subcommittee ensures that team captains and their members receive the attention they deserve before, during, and after the event. The subcommittee employs both formal and informal means of recognition to acknowledge the participants efforts, and works closely with the Team Retention committee.

For additional information on Team Recognition, please visit our 5D+Mission interactive training modules, which can be found on www.RelayForLife.org.

Team Recognition Chair – Roles and Responsibilities

As Team Recognition chair, you will develop and utilize a creative recognition plan for Relay For Life teams. After all, it's all about teams!

- Become well-versed on the American Cancer Society mission and programs.
- Recruit, train, and develop your Team Recognition subcommittee.
- Develop and implement your Team Recognition plan.
- Facilitate scheduled meetings.
- Attend Relay For Life Planning committee meetings and team captain meetings.
- Work with the Team Development chair and your Society staff person to ensure that recognition happens at kickoff and at each captain meeting.
- Regularly communicate with the accounting chair so that top fundraising teams and all-star teams are recognized.
- Assist with a succession plan both for yourself and for your committee members.
- Utilize checklists and timelines to track your progress.

Characteristics of a Team Recognition Chair include:

- A commitment to and passion for the Society's mission
- Knowledge of the local community
- Being outgoing and enthusiastic
- Having good speaking and presenting personality skills
- Having good organizational skills
- Having the ability to make a time commitment
- Loving a challenge and having a goal-oriented focus
- Being creative and flexible
- Having the respect for and an understanding of the roles of volunteers and staff in the volunteer/staff partnership



Team Development Guidebook



Team Recognition Committee

As you build your committee, think about those who currently participate and are creative and passionate about the American Cancer Society. These are relationship-oriented people who are out-of-the-box thinkers:

- Cancer survivors
- Caregivers
- Former caregivers
- Past event chairs
- Past Team Development chairs
- Current team captains
- Current subcommittee members who would like to try something new
- Family and friends
- Any interested, fun, creative people

Team Recognition committee members are creative, fun, out-of-the box thinkers and good communicators who understand the value of relationships.



Three Tiered Committee
Structure.xls



Team Development Guidebook



Team Recognition Best Practices

Everyone likes to be recognized. The simplest gestures can hold tremendous significance, so make sure you take time during team captain meetings to recognize your captains. Here are some creative ways to recognize team accomplishments. And remember, there is no need to spend a lot of money. Even an inexpensive token can say a lot.



Captain Recognition.doc



Team Recognition Worksheet.doc

Be sure to work closely with your Team Development chair or the person responsible for planning and implementing your team captain meetings on these ideas for team captain gifts:

Give them a...

- Ball with a note saying, “Thank you for helping kickoff the Relay season.”
- Crown or tiara with a note saying, “_____ is the king/queen of _____.”
- Toy car with a note saying, “Thank you for helping to drive the success of the Relay For Life.”
- Something heart shaped with a note saying, “Thank you for putting your heart into the Relay For Life of _____.”
- Now and Later candy with a note saying, “All the work you are doing now is really going to pay for later. Thanks for all you do.”
- Bubbles with a note saying, “Congratulations on blowing out your _____ goal.”
- Watch with a note saying, “Thank you for all the time you have put into Relay For Life.”
- Something with a smiley-face on it with a note saying, “Thank you for always smiling.”
- Plant or Seeds with a note saying, “Thank you for helping Relay grow.”
- Ruler with a note saying, “Thank you for doing such a great job with Relay – you rule!”
- Map or Compass with a note saying, “Thank you for leading us in the right direction.”
- Mirror with a note saying, “Because of you, lives are saved and lives are changed.”
- Lego blocks with a note saying, “Thank you for helping us build such a great foundation.”
- Megaphone with a note saying, “Thank you for doing such as amazing job spreading the word about Relay.”
- Snickers with a note saying, “Thank you for always keeping us laughing.”
- Write a thank-you note!



Team Development Guidebook



IDEA!

Team Recognition Tips – Contests and Awards

A way to motivate your teams is to increase the competitive spirit. Many captains say that competition is a leading motivator for success. They want to be the best! They want to be recognized as the number-one fundraiser or the team with the most spirit. Implement several contests and awards and invite teams to compete. Make sure that you share your contests early. Work with your Team Development chair or the person responsible for planning and implementing your team captain meetings to make sure these contests are shared at all of your captain meetings.

Here are a few recognition ideas:

At-Event Awards:

- Best Rookie Team – for the new team raising the most money
- Outstanding Mission Delivery Through Relay
- Outstanding Advocacy Through Relay
- Most Spirited Team
- Highest Fundraising Team
- Best Campsite
- Best Mission Activity
- Best Advocacy Theme/Activity
- “Celebrate. Remember. Fight Back.” Awards
- Bullseye Award – for all teams who hit their team goal
- Courage Award – given to a cancer survivor
- Most Improved Award – for team with biggest fundraising increase since last year
- Top Fundraising Team – 15 members or less
- Top Individual Fundraiser
- Best Campsite Food
- Best Decorated Campsite
- Team Boomerang – given to all returning teams
- Early Bird Award – to teams that have signed up for next year
- Future Relay Chair – (for youth participant representing the biggest potential)
- Team Fundraising Club recognition
- Most Team Spirit
- Best Team Captain recognition
- Top Youth Fundraising team



Team Development Guidebook



Personal Thank You

Never to be forgotten, a personal thank you is almost always best. Included here are ideas you may want to keep in mind when thanking your team captains. A personal thank you will go a long way.

- **Personal messaging** – Sending handwritten thank-you notes and holiday cards are a great way to recognize your captains.
- **Verbal face-to-face** – Thanking captains face-to-face verbally is also very important. Be sure to acknowledge them and thank them for all they are doing.
- **Personal touch** – The next time you thank a captain, consider extending a hand to shake or giving a pat on the back. Personal touch, when provided appropriately, is a great way to show your appreciation for hard work and dedication.
- **Personal visit** – Ask the teams how they would like to be recognized. Ask a school if you can come to an assembly and recognize the top team at the school.
- **Leadership opportunities** – One of the most important ways to recognize captains for their hard work and dedication is to ask them to share their expertise on the event planning committee. Captains display incredible leadership abilities and are a great asset to subcommittees.
- **Length of service awards** – Give these to teams that have been involved with Relay for a certain number of years, such as 5, 10, or 15 years.



Keeping Your Awards Rewarding

As you put on your thinking cap for new ways to recognize your teams, think with the end in mind. In other words, what goals do you have? Do you want your teams to stay overnight? Do you want them to stay until closing ceremonies? Do you want them to increase their fundraising?

Determine what outcomes you desire and then create awards that specifically encourage teams to do those things. In other words, we set up an award system that rewards desired behavior, such as:

- **“Last Tent Standing” Award** – Our goal is to keep teams through the closing ceremony, so we give them an incentive to stay to the end.
- **“Golden Pillowcase” Award** – Our goal is to have teams spend the night, so we reward those teams that stay throughout the night.
- **“Years of Service” Award** – Our goal is to have teams return year after year, so we reward teams for their years of service (five-year award, 10-year award, etc.).



Team Development Guidebook



Team Mentoring

Mentoring teams include communication, training, and cultivation, and play a major role in Team Retention. Team mentoring is about building relationships and is key to happy teams and a successful Relay!

For additional information on Team Mentoring, please visit our 5D+Mission interactive training modules, which can be found on www.RelayForLife.org.

Team Mentoring Chair – Roles and Responsibilities

The Team Mentoring chair is an important position on the Team Development committee. The Team Mentoring chair is responsible for building relationships with team captains, and ensuring they feel informed, equipped, and empowered in their roles.

The responsibilities of a Team Mentoring chair include:

- Being well-versed about the Society's mission and programs.
- Reviewing the Team Mentoring guidebook.
- Recruiting and training subcommittee members as needed.
- Work with the Team Development chair to develop a Team Mentoring plan.
- Working with the Team Retention chair to identify past captains who want to serve as mentors to new teams.
- Assisting with a succession plan for yourself and your committee members.
- Ensuring teams have a succession plan in place and are using co-captains to prevent burnout.
- Communicating regularly and monitoring progress of Team Mentoring subcommittee members to ensure that tasks are completed according to the timeline.
- Utilizing checklists and timelines to track progress.

Characteristics of a Team Mentoring Chair include:

- Having an outgoing and enthusiastic personality
- Having excellent leadership skills
- Having good speaking and presenting abilities
- Having excellent follow-up skills
- Having good organizational skills
- Having the ability to make a time commitment
- Having creativity and flexibility



Team Development Guidebook



Team Mentoring Committee

The Team Mentoring subcommittee, led by you, is responsible for developing a creative mentoring plan for Relay teams. Ideally, there will be one committee member for every 10 teams you plan to mentor. Everyone on your committee should be great communicators and relationship builders.



Three Tiered Committee
Structure.xls

Team Mentoring Committee – Roles and Responsibilities

Whether your Relay For Life is a new event or seasoned one, your Team Mentoring committee plays a key role in the success of your event this year and for years to come. Your committee should focus on:

- Providing one-on-one support to team captains
- Showing each captain you truly care
- Communicating with captains on a regular basis
- Reminding captains of deadlines and meeting dates
- Answering their questions

Your Mentoring Plan

A mentoring program will help ensure that more newly recruited teams actually materialize. Not only that, but they'll also know what their doing, have fun at the event, raise more money, and fully participate in the Relay experience!

There are two different ways a mentoring program can be structured.

- There can be a more informal process, where top team captains are asked to “adopt” newbie captains and help out.
- Or, there is a more structured approach, where the Team Development committee has a separate committee position for mentoring, and this person oversees the development and implementation of the mentoring program for your event.

The first approach is usually best for smaller events that are just starting out or those that don't have the committee structure in place yet to handle a large-scale mentoring program. In this case, the mentoring program responsibilities fall to team recruitment or to whomever is in charge of coordinating team captain meetings.



Team Development Guidebook



Putting this type of program together is easy if you follow this four-step process:

1. Just after the Relay, contact top team captains and ask if they can help advise and mentor new incoming captains for the following year. This process of identifying and recruiting your top team captain mentors should happen at the event or shortly thereafter, but definitely within that next month.
2. As those successful team captains accept the role of mentor, create a list. Then, as new teams are recruited for next year's Relay, **assign** each new captain to one of the team mentors on the list.
3. Call and e-mail both captains, **share** contact information, and make an introduction whenever possible.
4. **Help** your mentoring team captains by giving them tools and tips and encourage at least a minimum amount of communication. Keep the list of mentors and the captains they are mentoring updated.

Steps to Successful Team Mentoring

1. **The welcome call: Within one week of signing up as a team captain**
As a mentor, you should call the captains soon after they have signed up to organize a team. Be ready to answer questions and provide materials to get them started!
 - Invite them to the kickoff or the next captains' meeting.
 - Encourage them to bring others to the kickoff.
 - Make sure they have a team captain packet and everything they need.
 - Answer any questions they may have.
 - Make sure they have a team captain meeting schedule.
 - Make sure you have all of their contact information.
2. **Call or E-mail: One week after the kickoff**
 - Thank them for attending the kickoff.
 - Remind them of deadlines for team registration, fees, and forms.
 - Send them photos of last year's Relay.
 - Remind them of team captain meetings.
 - Ask them for new team referrals.
 - Talk to them about team fundraising.
 - Answer any questions they may have.
3. **Face-to-Face: Team Captain Meetings**
 - Thank them for attending.
 - Give them a small gift.
 - Talk to them about what happens at Relay, including fundraising, activities, and ceremonies.
 - Answer any questions they may have.
 - Talk about team awards.



Team Development Guidebook



4. Communication: Phone Calls, E-mails, cards

- Remind them to turn in registration forms.
- Remind them to turn in completed participant forms.
- Remind them of team captain meetings and bank night.
- Send a handwritten note!
- Motivate, encourage, and praise them!

Team Training and Cultivation

A very important part of mentoring teams is equipping and empowering them with information through various training and cultivation opportunities. Don't assume that a team captain knows what to do! Training is very important to a team's success.

Cultivating your teams year-round is a top priority and will reap benefits for your Relay. Cultivating a team is much like cultivating a garden: Give it what it needs and it will flourish!



Helpful Hints to Cultivate Teams

- Attend/support one of their team fundraisers.
- Send team members birthday and holiday cards.
- Invite teams to other Society gatherings.
- Invite a survivor to speak to company teams.
- Ask a survivor to write a thank-you note to team members.
- Send a letter to employers expressing gratitude for their wonderful employees.

Building Relationships

It's important to know as much background information as possible about your assigned team captains so you can best guide them along the way. The first step is to know the history of their fundraising success. Through e-mails, phone calls, and face-to-face bonding time at team captain meetings, you can build a great relationship with team captains throughout the Relay season.

Keep a record of contacts and note the date of your communication. See the Team Contact Worksheet attached. If a captain is not returning your calls or e-mails for about a month, please try to do a personal visit. If it appears that the team captain is not responding, contact the Team Development chair and let them know the difficulty you are having.



Team Contact Worksheet.doc



Mentor Checklist.doc



Mentors Team Checklist.doc



Team Development Guidebook



Sample Phone Call Script:

Hello! This is _____ checking in again. How are you doing? How are the wedding plans for your son coming along?

It's hard to believe it's March already! How is your team doing? Have you had a chance to get them together for a fun team meeting? We just had our team meeting last month at our house. We had a mystery dinner and it was a blast. We watched a great Relay video that helped motivate everyone. If you want to borrow it, I'd be happy to get it to you.

Just a reminder: Our next team captain's meeting is in a week on March 21st at 6 pm. It's going to be a lot of fun and you will learn some great tips on fundraising. If you can't make it, please make sure to send either your co-captain or another individual from your team. We will be giving out important information that you will want to share with your team. And we will have food and door prizes, of course!

If you have any questions, please feel free to send me an e-mail or give me a call. See you at the meeting next week!



Asking questions is a good method for finding out information; however, sometimes just making a call and saying, "How are you doing," might be best. If someone has not been able to accomplish what they had planned due to whatever pressures are in their life, question after question might be a bit much. Put on your intuitive hat and listen for triggers that tell you they might not be ready for questions right now.

When Challenges Arise

As a mentor, remember that you are just a coach, not an expert. You are there to offer encouragement, brainstorm ideas, and keep them motivated. You don't have to know all the answers and it's okay if you don't!

What should you do when you hit a roadblock or get stuck with a tough question that you can't answer?

Tell the captain very politely that you will need to get back to them with an answer, and tell them when that will be.

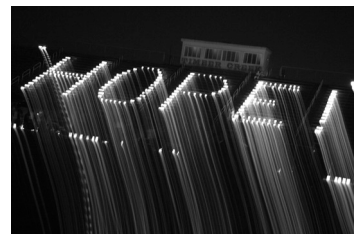
Contact your Team Development committee for the answer. Make sure to contact them in a timely manner so that you can get back to your captain as soon as possible.

What should you do when you get a team that's way off track – not enough team members, not raising money, not excited, etc.?

Try to get your captain going in the right direction with a little TLC. Keep in touch more frequently and offer to help in any way. For example, if a team is having a hard time getting co-workers to sign up, offer to assist in leading a team meeting over lunch. The captain could line up the food and recruit co-workers to attend. You can help lead the meeting by talking about Relay, showing a video, and motivating them.



Team Development Guidebook



Appendix

Imbedded Document Name	Software	Location
• 5Ds Key Research Findings.doc	Word	Page 15
• Cancer Resource Network.doc	Word	Page 5
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