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VOLUNTEERS IN LEADERSHIP ROLES

LES BÉNÉVOLES DANS DES RÔLES DE LEADERSHIP

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EDITORIAL

The Editorial Team has encouraged individuals from across Canada to present their views and experiences for this theme 'Volunteers in Leadership Roles'.

David Holtzman's article 'Community Leadership Programs' provides insight into the dreams of a committee to build a strong volunteer leadership program, which resulted in a lasting legacy - Leadership Vancouver.

Dianne Leigh's article 'Coaching Volunteers for Leadership Roles' highlights the importance of offering courses to develop coaching skills when encouraging volunteers as leaders. Diane eloquently emphasises what she calls 'authentic acknowledgement'.

Sharon McKeown has written an inspiring article recounting how a divine intervention spurred two women on to form 'Transition to Betterness'.

Erin Williams exemplifies leadership in her personal story - 'Harmony House: Where Volunteers Lead'.

Ryan Hreljac and Mathew and Jacob Brown, tell us their stories about how they got involved in creating changes in both local and global communities when they were only 6, 4 and 7 respectively.

Shireen Hossain reflects on how her background affected her volunteer choices and how that experience has enriched her life.

This issue of The Journal has captured personal experiences from across Canada and certainly proves that volunteer leadership is very active and, with the encouragement and guidance of our Managers of Volunteer Resources, will continue to reach new horizons.

Carol Anne Clarke
Editorial Member

COMMUNITY LEADERSHIP PROGRAMS

by David Holtzman

The scarce resource for the 21st century is good leadership. At every level of human endeavour - business, government, voluntary organization - we require experienced and committed leaders to thrive and prosper in a rapidly changing and challenging world. We need leaders who will instill trust, commitment and confidence, build teams and partnerships, define goals and objectives, direct and manage change and develop and inspire vision. Our future depends upon the quality and qualities of our leaders who make the decisions that affect us all. Leaders are truly the most valuable resource in every community.

Community Leadership programs, such as Leadership Vancouver where I serve, are about all leaders. Leaders are from all sectors of society; elected leaders, business leaders, volunteer leaders and established leaders. These programs are created to assist leaders and about-to-be leaders to be more effective in their own organizations, in the community and in society as a whole.

The benefits to society are great. We know that our communities benefit when the strength of a local, regional or global community comes from people who work together to craft a vision, based on diversity, harmony and shared values. As professionals, we cannot afford to be isolated from our fellow decision-makers. As people, we cannot continue to be insulated from our fellow citizens.

Community Leadership programs offer participants an opportunity to:

- ♦gain awareness and understanding of the issues and challenges facing their region;
- ♦develop their leadership skills in areas such as team building, communications, group process and motivating others;
- ♦join an excellent and diverse communication network;
- ♦become a more effective leader in the company or organization for which they work;
- ♦learn to become servant leaders and community stewards;
- ♦be recognized for their voluntary community activities; and
- ♦be invited to take an active role in addressing our community needs.

Communities need leaders who understand the region's strengths and weaknesses and who have the vision, energy and skills to set common goals and inspire people to take action. In a healthy vibrant community, leadership should ideally be as broad-based as possible. In the past, business leaders, through a process of informal mentoring, often provided leadership development and, as a result, participation was often limited in scope. Today, Community Leadership programs enable this valuable social capital to be

explicitly fostered and much more broadly based and diverse. Community Leadership programs make it much easier for the rising generation of decision-makers from all of the different sectors in a community (private, public and voluntary) to have access to this unique educational experience.

In Vancouver in 1991, a prescient group wanted to develop a program to respond to the need for better community leadership and to build social capital. The result is Leadership Vancouver Society - the first Canadian program. After researching the best programs around the world, particularly in Germany and the United States, our program was loosely modeled on Seattle's Leadership Tomorrow program. Seattle was a good choice and, given our geographical proximity, they kindly supported us.

The American models were founded in addressing tragedy. In the 1950s, racial tension triggered violence in Philadelphia, further dividing a community in need of connection. In 1959, with the hope of rebuilding a torn community, the city launched the first community leadership program. In 1962, a plane crash near Paris killed more than 100 Atlanta community leaders, leaving a vast human and leadership void in that city. Atlanta, like Philadelphia, also responded with creativity and vision, creating a program to address the leadership shortage and ensure that the emergence of future leadership would not be left to chance.

That concept spread throughout North America. Meanwhile, in the United Kingdom, Common Purpose began similar programs during the late 1980s. Globally the time was right to explicitly support community leadership and now we support each other.

Following Vancouver's lead, Calgary launched its first program in 1998. Around this time The J. W. McConnell Foundation heard about what was going on in Vancouver and explored the idea of supporting the concept nationally. The Foundation conducted an evaluation of Leadership Vancouver, found the work to be nationally relevant and began providing funding to "... initiatives of national significance, which address challenges for Canadian society by engaging people, by building resilient communities and by developing a strong knowledge base for the work that we support."

In 1999 and 2000, The J.W. McConnell Family Foundation approved three-year seed funding to agencies (generally community foundations, volunteer centres or United Ways) to design community leadership programs in ten new communities: Victoria, Hamilton-Wentworth (Bay Area), Edmonton, Saskatoon, Windsor-Essex, Ottawa-Carleton, Kitchener-Waterloo, Regina, Red Deer (Central Alberta), and Winnipeg. Due to the successes in these communities, the Foundation renewed its commitment to community leadership in June 2001 by funding the design of programs in St. John's, Fredericton, Medicine Hat and Thunder Bay. Recently the Foundation provided its final design grant to Halifax.

Four and a half decades later new programs continue to spring up nationally and

globally. Here in BC, Leadership Sea-to-Sky and Leadership BC are both great examples.

In general, each program is a balanced combination of retreats, seminars and small groups and community action projects. Each month, participants attend daylong thematic sessions or 'Learning Days' focusing on significant assets and challenges facing each region. They learn and practice leadership skills and meet many of the region's exceptional leaders. Issues covered in past years have included the economy, regional transportation challenges and opportunities to better understand and improve education, health care and our criminal justice system. Presenters are subject-matter experts who are passionate about what they do in our community. The community is both the venue and the subject matter.

Throughout the program, participants work in teams on small group projects of their own design to benefit our community. These projects require a significant time commitment, develop lasting networks and provide hands-on practical experience in civic leadership development. They are also like a practicum for participants and are often considered a major gift to the recipients, whether it's a specific voluntary sector organization or the community at large.

Community Leadership programs are, in essence, an investment in leaders. They endeavour to engage leaders in the common interests of their community. The fundamental mission is to attract and inspire more interest in community leadership and good leadership practices. Each program is its own community's response to the need for community leadership and provides a forum for collaborating around the ideas of leadership and the practices of good leaders.

Good leaders create community by fostering environments where people are valued, care for one another and pursue their personal interests by serving the interests of others and the common interests of the community. Good leaders demonstrate that we can change things by changing how we do things. Investing in leadership is a highly leveraged, high- return investment.

Community leadership programs live up to the 'think globally, act locally' ideal. Programs are loosely connected to an international network of hundreds of similar organizations from Victoria, to Bangkok, Scotland to South Africa. All these programs serve as unique educational experiences for rising generations of decision-makers from all different sectors in a community-private, public and voluntary. Each program provides the emerging leaders with a 360-degree perspective on the community in which they live and work. While each program is strongly imprinted by the issues and concerns facing that particular city or region, the majority of programs try

to meet three fundamental objectives.

- 1) To identify and nurture potential leaders.
- 2) To develop networks of people from different sectors of the community who can work together to address community problems.
- 3) To instill a sense of community trusteeship among potential leaders.

Leadership Vancouver's lasting legacy is its graduates. More than 550 graduates serve as policy-level trustees for more than 300 organizations as elected and appointed officials and as leaders in the private, public and non-for-profit sectors of the Greater Vancouver area. Looking at the numbers nationally or globally they become significant. .

At Leadership Vancouver and in all programs around the globe insights emerge, relationships are forged and worlds change.

Works Consulted:

www.leadershipvancouver.org
www.leadershiptomorrowseattle.com
www.commonpurpose.org.uk
www.leadershipcanada.org

David Holtzman BA, MA is the Executive Director of Leadership Vancouver Society. David has worked in Europe, Asia and throughout North America with the Department of External Affairs, with the Rick Hansen Man in Motion World Tour and with the World University Service of Canada. Prior to joining Leadership Vancouver in 2001, David was Executive Director of A Loving Spoonful, The Vancouver Meals Society.

TRANSLATION OF MAIN ARTICLE AVAILABLE UPON REQUEST

COACHING VOLUNTEERS FOR LEADERSHIP ROLES

by Dianne Leigh

Natural leaders among volunteers emerge as they exhibit some of the following behaviours. Leaders have a good sense of self. They are risk takers, visionaries, wise communicators and display integrity, intuition and the willingness to be wrong. Leaders act and react well under pressure. They make mistakes and take responsibility for their actions. Leaders are able to laugh at themselves and their own human foibles. They are able to ask for help when they need it. Natural leaders empower others to shine.

Managers of volunteer resources recognize these qualities and genuinely want to support, direct and retain these individuals. We know that volunteer leaders are among our most valuable resources. Coaching skills, which will assist these natural leaders to enhance organizations, include:

- Goal setting and planning
- Brainstorming ideas
- Challenging and helping the volunteer to see 'the bigger picture'
- Asking powerful questions.

As a result the volunteer develops personal clarity and focus. Allowing volunteers to articulate their frustrations and then reframe experiences in a supportive environment helps to move volunteers into leadership roles.

In my experience, managers of volunteer resources are extremely skilled in most of the above strategies. Many years ago I co-managed and trained the volunteers in an elementary school. As I became educated in coaching tools, I recognized that one of the skills which we as coaches know to be the most powerful was also the skill which elicited the greatest enthusiasm, interaction, focus, reliability and commitment to our school program. It was the ability to give authentic, insightful and consistent acknowledgment. Leaders at all levels put themselves on the line. Our volunteer leaders do it without receiving financial remuneration.

Those words that touch our hearts are those which tell us that someone has actually seen our amazing values, skills, desires, competencies, our ability to give even when we're exhausted, our humour, in short our many faceted brilliance. In acknowledging our potential leaders we help to bring out their magnificent gifts. We see these inherent qualities, and by articulating them, encourage volunteers to exhibit more of their strengths. Instead of "I appreciate the work you did on that project, or with that group", it might sound like "it touched me deeply when you articulated the vision you saw for this agency, and I looked around and saw how it touched the hearts of others as well". Be as specific as possible. Acknowledging the skills and abilities of the leader

gives them more interest, energy and enthusiasm to continue building and creating and calls them forth as even stronger leaders.

Acknowledgment comes in many different forms and powerful acknowledgment comes when the manager of volunteer resources is personally moved. In those moments when you feel gratitude, joy and delight toward the volunteer leader, find a way to reflect back what the impact was on you. A short note delivered by 'snail mail' is a delight for all to receive. Due to time constraints, I left a message on volunteers' answering machines and receive feedback about how inspiring it was to come home tired and receive a complimentary message.

Acknowledging mistakes is also necessary. Recently I heard Ben Zander, conductor of the Boston Philharmonic and co-author of the book entitled *The Art of Possibility*, speak to a group of 1200 coaches. During his two hour inspirational talk, he spoke about the grandness of making mistakes. His immediate line when one of his musicians makes an error is "fantastic". He recognizes what a gift mistakes can be. They always lead to change.

We know that mistakes happen when volunteer leaders are moving outside of their comfort zone. Helping people to acknowledge and dance with failure is often a precursor to exemplary growth and another way to coach volunteers to greater heights. How appropriate that the word Zander chose is "fantastic". By acknowledging mistakes quickly and in celebration, we clean up the mess, recover and move forward with integrity.

I want to leave you with a final authentic acknowledgement! As managers of volunteer resources, you get to be the role model for all the volunteers. The more you hand out acknowledgement, the more you will receive back. You are the conduit of leadership and life in the organization. In your role you open up the realm of possibility to many, including yourself. I stand in awe of the ability you have to affect many lives with compassion and wisdom, with deep intellectual understanding and a vision for what can be. I am truly overwhelmed at the personal dedication to social justice that I see inherent in the profession. I note the lobbying and the activism, which are necessary to achieve the goals you set for your profession. I have observed the gentleness of a silent sharing of grief with a volunteer. Your outrageous humour absolutely engulfs me in your greatness of spirit. How lucky this nation is to have you as part of its vital essence.

Dianne is currently in private practice with her co-leader Rachel Gould. She develops and leads workshops on team building and leadership, both in the public and private sector. Dianne and Rachel will be presenting a workshop entitled Inspiring Volunteers through Coaching Strategies at PAVR-O's 2005 Conference in Kingston.

TRANSITION TO BETTERNESS: THE FUTURE OF PHILANTHROPY

by Sharon McKeown

Tania Sorge and Doris Lapico are devout believers in divine intervention. Too many 'coincidences' have occurred during their journey for all of them to be accidents of fate.

Doris gave birth to her first child, Andrew, in 1996. Throughout her pregnancy she dreamed about the number 11/11. A number of times the dream became reality when attached to specific events during the pregnancy. Then, one day, she was casually speaking to a neighbour whom she knew only in passing and discovered that this neighbour, Tania was celebrating her birthday the following week on 11/11! Because of Tania's birth date, Doris felt compelled to pursue a connection and on Tania's birthday she took her flowers. They sat and talked and discovered the commonalities in their backgrounds.

One commonality was that both Tania's and Doris' mothers-in-law died from cancer. Tania's mother-in-law, Fiorina, was first diagnosed with cancer in her lymph nodes which then spread to her skeletal structure. Doris' mother-in-law, Maureen, was diagnosed with breast cancer, which eventually invaded her bones.

Maureen and Fiorina were common spirits. Each was the binding force in her family. Each had three children. Each exuded love and joy. Each loved to dance. Each died too young, just as their children were marrying and they were looking forward to enjoying grandchildren.

During the later stages of her illness, Maureen was a frequent patient in the oncology unit at Windsor Regional Hospital. She never complained about the pain, the drugs, the weariness or the incessant treatments. She was irritated, however, by the sterile décor of the hospital room. The colourless walls, the steel bed, the venetian blinds and the linoleum floors did not provide any soothing comfort for her spirit and it was her spirit that needed care. She spoke about the rooms daily. Her family was in the construction business and she wanted them to 'spruce up' the rooms, free of charge to the hospital. It was to be her gift to others enduring cancer care.

Rules, however, prevented the family from doing this. Hospital policy and procedures and trade union agreements made it impossible for volunteer painters to come in and decorate rooms in the manner of the patients' choosing. Approvals must be sought. So Doris set aside the idea and concentrated on ensuring that Maureen received lots of love and support to

compensate for the dull, dreary environment.

When Doris described Maureen's discomfort and her own frustration at being unable to create a more comforting and comfortable environment in the oncology unit, Tania did not accept this. They simply needed to take a different approach. Thus, from Doris' creative ideas and Tania's organizational skills, the idea was born to hold a gala to raise \$30,000, enough money to renovate a room in memory of their mothers-in-law. In their wildest dreams, they thought they might eventually, be able to raise enough money to do two rooms.

Tania, her husband Angelo and Doris and her husband Anthony pulled together the first gala. They did not know that it was supposed to be an overwhelming task so they just approached it step by step. They asked their families and their extensive circle of friends to buy tickets for the gala and to donate food, decorations, raffle and auction items. Those that they approached were very eager to help because the proceeds would be used to purchase items that would provide comfort for many local cancer patients and their families. All of the money would stay within the community.

They sold advertising space in the program that would be published for the event to their families' business contacts. Anthony and Angelo designed and produced the programs and later filled the role of masters of ceremony at the gala.

Since Windsor is adjacent to Detroit, Michigan it is the home of many Red Wing hockey fans. Tania and Doris decided that hockey memorabilia would be the perfect items to auction. Fate intervened when one evening Tania and Doris stopped by a local sports bar. There was Darren McCarty, a Red Wings hero and native of the Windsor area. Doris mustered her nerve and approached him. Mr. McCarty was immediately onside since his father was battling cancer. Darren provided autographed Red Wings jerseys for the auction.

After 5 months of planning, disaster seemed to strike the day before the event. The auctioneer cancelled leaving Tania and Doris frantically searching through the phone book. The first one listed was Adams, Gary. The women phoned him, pleaded and he agreed to do the event. He did a wonderful job and has been successfully doing the auction at every subsequent gala. It was only after the gala that Tania and Doris learned that Gary was a cattle auctioneer.

All of the hard work paid off. As a result of 5 months of planning and an outstanding evening of fine cuisine for 750 people, music, a raffle for a pair of diamond earrings and auction, the team raised \$30,000. They had reached their goal. It was enough to renovate the first room in the oncology unit.

The women worked with the hospital staff and enjoyed the 'hands-on' experience of participating in the decorating choices.

After a month of R & R, the women decided that they could do this again - bigger and better than ever. So many families have been touched by cancer and so many people wanted to help. Planning began for the next gala. Each gala dons a different theme and each gala honours the memory of loved ones that have succumbed to cancer.

In a letter that the CEO of Windsor Regional Hospital, Dr. Martin Girash, wrote to Tania and Doris after the first event, he applauded the work that they were doing to help oncology patients through their "transition to betterness". The phrase captured the essence of what the women were trying to achieve and they adopted the phrase as the name of their organization. Since then they have incorporated and become a registered charity.

The first event in 1998 raised \$30,000. In 2004 the Transition to Betterness team raised over \$400,000 bringing their total to over \$2 million! The money has been used to renovate all of the rooms in the current oncology unit and to furnish palliative care rooms at the hospital. They have also provided funds to renovate rooms at Leamington District Memorial Hospital, a community hospital located outside of Windsor, within Essex County. They have funded the construction of a palliative care house at Windsor's Hospice Village. They have provided education seminars about alternative treatment.

Many other events have helped to raise money. For instance, Doris' hairdresser, Gloria, had lost her sister to cancer and wanted to help. She began a cut-a-thon by asking several well-known hairdressers to donate their services and cut hair in the main street of Kingsville. The first year, 1998, the event raised \$7,000. One individual showed up with \$1,000, stating that his friends and family would contribute this sum if he would have his head shaved. The idea of this one individual has grown to become the 'Mane Event'. As well as the cut-a-thon, each year two well-known individuals within the community compete to see which one can raise the most money in donations to Transition to Betterness. A boxing ring is set up for the day of the event and the loser must have his/her head shaved. Last year this event alone raised \$250,000!

Tania and Doris gave birth to Transition to Betterness and their mothering instincts originally made it difficult for them to let go and to allow others to have decision-making power within the organization. They have overcome that now. They have a Board of Directors with various backgrounds, which share in the decision-making.

Fundraising and community work is most commonly undertaken by an older, established generation. Tania and Doris are both young, working mothers. They were not looking for something to fill their spare time - they did not

have any. Thanks to family support they were able to make time to honour their mothers-in-law. They are the future of philanthropy.

Tania and Doris are encouraging young people to get involved. Several events are run and attended by young adults. There is a creative bartending competition, in which people have 1 minute to create drinks, which are then auctioned off. There are fashion shows geared to young adults. The individuals involved not only have an opportunity to reap the personal rewards of giving of themselves to help others, they take the message home to their families.

How do they maintain their enthusiasm? The expanding team makes the difference. This is a local project that benefits the local community. Dealing with death and dying is very difficult but Tania and Doris remain focused on comfort and care for patients and families.

Doris and Tania believe they each have an angel of their shoulder. Perhaps these angels are named Maureen and Fiorina.

Sharon McKeown is a chartered accountant and teaches in the Executive MBA program at the University of Windsor. Currently she is chair of the St. Clair College Foundation Board and past chair of the Windsor Regional Hospital Board. She served as Treasurer of the Windsor/Essex County Hospitals Board where she played an instrumental role in raising \$40 million towards the cost of restructuring the areas hospitals. Sharon has also volunteered on teams that went to Nigeria and Egypt to help eradicate polio.

NEWSBITS

World Health Day takes place every year on April 7th.

This year marks the dedication to Make every Mother and Child Matter

The World Health Organization will be launch The World Health Report 2005 which will focus on healthy mothers and children.

For more information on this report and other WHO activities, visit their website at <http://www.who.int/en/>

HARMONY HOUSE: WHERE VOLUNTEERS LEAD

by Erin Williams

Harmony House is a community where women truly support women. Being a part of this unique environment has been an amazing experience for me. It has given me an understanding of what women can go through and shown me that there are places that will support and cherish women, no matter what. I found my way to Harmony House, a second-stage or transitional shelter for abused women, almost immediately after my search for a volunteer position began.

Now, as a volunteer in a managerial role, I have come to understand how incredibly important non-paid work actually is. Volunteerism is essentially at the root of all successful community based organizations and, in the case of Harmony House, volunteers are vital for its mere survival.

I joined Harmony House in the summer of 2003 after graduating from university. I began as a junior volunteer for the newly created legal program and shortly afterwards rose to the challenge of coordinator. Having no hands-on experience with legal issues that face women survivors of violence and having never managed a professional program, I was apprehensive at the opportunity. However, I quickly embraced the challenge and embarked on the development of what is now called the Legal Advocacy Program (LAP).

For almost a year and a half, I have supervised a volunteer team of eleven and developed a program to make legal information more accessible for women survivors of violence. The goal of the LAP is to offer information, support and accompaniment to the women residents and ex-residents of Harmony House. The role of our legal advocate is to offer referrals, help with legal applications and support during legal aid appointments, lawyers' meetings and court appearances.

The program's declaration statement, protocol and procedures and all supporting documents were quickly developed. To date, the LAP has served over fifteen individual women. In addition, we successfully organized a four month pilot project. It was a referral-based legal drop-in centre that ran once a month at the beginning of 2004 and was open to all women in the Ottawa community.

Our greatest achievement thus far is our first-ever Legal Resource and Information Booklet. Released in the fall of 2004, it was compiled through a complete volunteer effort and has been distributed to service providers in Ottawa. The booklet is designed in an easy-to-read format to help women survivors of violence better understand the law. Our objectives are to help

empower women, enabling them to make informed decisions for themselves and their families. This booklet is a work in progress and we intend to release an updated version later this year.

Harmony House lost all provincial funding in 1996 and relies solely on independent, corporate and charitable donations to survive. As of now, the 3.5 million dollars that was recently awarded by the government to strengthen transitional support, has had no impact on our core funding. As a result, Harmony House relies a great deal on volunteer effort to successfully run its programs. However, managing volunteer resources is impossible without an organized structure and plan of action.

By June 2004, the need for a volunteer coordinator was clear and I decided to take on the responsibility without compensation. Since then, I try to provide as many volunteers as I can for our weekly Foodbank program, our Trading Spaces or unit prep program, our donation program, our various childcare programs and all our fundraising and special events. Currently, Harmony House boasts twenty-seven volunteers!

As a volunteer myself, I appreciate the incredible amount of energy put forth by our volunteers every day. Working within a charitable organization, with no core funding and very limited resources, does make my job challenging. However, recently, through the dedication of the board and director, I have been provided with an honorarium for my work.

Through my time at Harmony House I have been able to recruit, motivate and create a sense of community for all our volunteers. Volunteers should feel proud that they have made a difference and have contributed to the fundamental operation of their organizations.

Erin is the Insight Theatre Co-ordinator at Planned Parenthood in Ottawa as well as a very active Volunteer and Legal Advocacy Program Coordinator for Harmony House. You can reach her at: volunteers@harmonyhousews.com www.harmonyhousews.com

RYAN'S WELL

by Ryan Hreljac

As fast as you can snap your fingers people are dying because they don't have clean water. Every eight seconds another person dies in the world because they have dirty water or no water at all. That makes me very sad.

I was six years old when I decided to build a well. I was six years old and we were talking about children who didn't have toys or Nintendo or even clean water at school one day. Then I heard Mrs. Prest say that \$70 was for a well. My teacher told us that people were dying because they didn't have clean water.

I went home and asked my Mom and Dad for the money. I begged and begged them. They told me that I couldn't have the money but I could do extra chores to earn it. I did lots of chores like vacuuming, washing windows, picking up brush from the big ice storm we had. After four months I saved \$70. Then, I found out that my well was going to cost \$2,000! So I said I would just do more chores!

I saved on my own at the start but with lots and lots of help from other people, and CIDA, the Canadian International Development Agency, we have helped raise over \$750,000. There is even a foundation now called the Ryan's Well Foundation. Teachers and other volunteers are helping me to spread the word about how children can help adults to make a difference whether it's helping with clean water or with something else.

I know I am lucky because I was born in a country that has lots of clean water. People in other countries are not as lucky.

In July 2000 I got to go and see my very first well. I went all the way to Angolo Primary School in northern Uganda. It was awesome. I even drank from my well. It tasted great! I even saw my drilling equipment in action. The school had a huge celebration there. There were over five thousand people. They even gave me a goat. I named her Peace!

I asked if I could go to school for a day when I was in Africa. There were over 100 kids in my class at Angolo Primary School. We all sat on the ground. It was very crowded but I still had fun. I learned all about the human skeleton that day in a language called Luo. We even played soccer at lunchtime but they called it football there. They were really good at soccer. We all had a blast. We had a great time just being kids. They were so happy in Uganda and all because they have clean water now at Angolo Primary School.

I want to tell you how I felt when I went to see my new drilling rig in Uganda. I

met two boys who were very nice but meeting them made me very sad. Their stomachs were all sticking out. They were sick from drinking dirty water. That made me feel sick too. No one should have to live like that.

Last August I went to Africa for the second time. I did some speeches at the World Summit in Johannesburg, South Africa. I visited some water projects and camps in South Africa too. It was amazing but I know that we all have lots of work left to do.

People ask me if I'm sad because my friends in Africa are poor. They want to know if I am sad because I live in a brick house and they live in mud and grass houses. They might be poor because they don't have much money but in other ways they are not poor at all. In Africa they say, "Water is Life." Now I really understand what they mean.

There are lots of great kids in the world. I know that lots of them are working to make the world a better place. I just met 130 of these amazing kids at the Children's World Water Forum in Japan a few weeks ago!

But every child needs certain things if they are going to be healthy and happy. Children need clean water and sanitation, they need enough food to eat, they need to be able to go to school, and they need a chance to play and have fun. If we all help out then maybe someday we will all make a difference. In my house, I take seven steps and I have it - clean water right at my tap! Other kids have to walk for hours just to get a drink. That's not fair. No one should have to live like that. I dream of the day when everyone in the world has clean water. That's a big dream. But I learned that you can do anything but only if you really try hard and you really want to.

The world needs kids but they need grownups too. Adults like Nelson Mandela are doing great things to make the world a better place. He is like a big old oak tree and kids like us are like little seedlings. But with lots of water, sun and love maybe we will grow up to be big old oak trees too.

I found out where my puzzle piece fits in the world and that is with water. I just hope every one of you finds out where your puzzle piece fits too. Who knows? If all the kids and adults work together and they never give up then maybe someday there will be peace and clean water for everyone on earth.

This was taken from a speech that Ryan Hreljac gave on April 7th, 2003 at the Canadian Government Conference Centre.

When Ryan is not raising money for clean water in Africa, he enjoys playing soccer, basketball and hockey as well as reading, playing Nintendo and swimming. He lives with his parents and three brothers in North Grenville, Ontario

THE CHALLENGE OF LEADING

by Shireen Hossain

Perhaps unlikely sources of inspiration for a child of 10 when juxtaposed to Michael Jordan and Patrick Roy but Mother Theresa, Martin Luther King Jr. and Mahatma Gandhi were the role models that I acquired during my childhood and early adolescence. Born of Bangladeshi parents, I spent summer vacations visiting relatives and friends. There I witnessed the hunger, helplessness and utter despair of many poverty-stricken children my age whose only crime was being born into a poor family. These memories cling to me still, reminding me of global injustice and how fortunate I am. They call me to action.

"You must be the change you wish to see in the world" Mahatma Gandhi

I chose to volunteer to help offset the inequalities fate deals. I have participated in a diverse array of volunteer activities including selling baked goods to raise money for cancer research, helping out at blood drives and volunteering at the Old Brewery Mission, a homeless shelter. Although all were gratifying experiences, I eventually started to feel unmotivated and dissatisfied. I had ideas I wanted to explore and was determined to take on growing levels of responsibility. I knew in my heart that I had more to offer than mere participation. This self-confidence gave me the incentive to seek out new challenges.

During my interview for volunteer work at St. Mary's Hospital Center, the Director of Volunteer Services, Romy Litwin, described her vision of uniting all student volunteers into a mini-community encompassing both educational and recreational aspects. Having 3 years experience as President of the Student Services McGill University (SSMU) Volunteer Program, I was ready for a new and exciting challenge and was thrilled when I was offered the opportunity to help create this program! I jumped aboard without a second thought!

Working side by side with my co-president over the summer, we sketched in our dreams and plans for both the program and the year. Essentially presented with a blank sheet and a few basic guidelines our creativity took flight under the Director's guidance. After many eraser-shavings, late-nights and hour long discussions, spent planning and organizing, a portrait of hopes and aspirations was created.

"Of the people, by the people, for the people" Abraham Lincoln

In September 2004, Student Managed Youth Leadership Experience (SMYLE) was launched. SMYLE currently offers social events, a specially designed lecture series and a mentor system. It is still a work in progress, but with the constant support and encouragement from Romy, we are well on our way to

becoming a successful and distinctive program within an existing volunteer community.

"At the beginning of a journey, a river is just a river, in the middle of the journey, a river is no longer a river. At the end of a journey, a river is again a river" (author unknown)

Assuming a leadership position within SMYLE has been an invaluable learning experience in planning and cooperation. As I quickly discovered, leading a committee of 30 eager and dedicated students is a constant game of discovery, adaptation, organization, resourcefulness and focus. The unyielding support and encouragement from the Director of Volunteer Services renews our confidence and drive. I have learnt that as captain of a ship, one cannot sail alone. The support and effort of each and every crewmember is vital. Thus, as a chairperson, I have had to discover how to effectively delegate responsibility to others at the same time as providing motivation.

This volunteer opportunity is turning out to be one of the most challenging and yet gratifying experiences of my life. I strongly encourage the youth of today to volunteer for causes they believe in and to seek out a more involved role not only for altruistic benefits, but also for the satisfaction and invaluable inner journey of oneself. These are the life-altering moments in one's existence.

As a leader, one "has the vision and conviction that a dream can be achieved. He inspires the power and the energy to get it done." Ralph Nader.

Shireen was born in Saudi Arabia, moving to Montreal at the age of 6. She attended Marianopolis College in Health Sciences and graduated from McGill University with a BSc. She is currently a third year PhD student at McGill in the Department of Pharmacology and Therapeutics. She helped revive the defunct McGill Volunteer Bureau and re-establish it as the Students' Society of McGill University (SSMU) Volunteer Program, of which she is currently President. She is also presently the co-President of the Student Managed Youth Leadership Experience (SMYLE) @ St. Mary's Hospital.

If you would like to submit an article to an upcoming edition of the Canadian Journal of Volunteer Resources Management, please email us at joaniec@sympatico.ca

CHILDREN FOR CHARITY

by Mathew and Jacob Brown

In 1994, Jacob and I heard that one of our grandmother's friends had breast cancer. Later that year came Christmas and our grandmother sent us beads. We did not know what to do with them at first. Then together we decided that we would make jewelry and raise money for cancer research.

We called ourselves 'Brother's Beading'. We started making jewelry right away. My brother was 4 and I was 7 years old. We had help from our mother Maxine Brown. We went to local craft shows for a few years. Then we decided to take things a step further; we organized our own craft shows. We now called ourselves 'Children for Charity'. After a few shows we added a celebrity auction with many autographed celebrity items. Time went by and we decided that the auction was all we needed. It brought in the most amount of money, usually raising about \$7000 an auction.

Children of Charity also organized a concert with the Village People and featured other talent. The show was to raise awareness.

We also designed a handbag called The Handbag of Hope. With the money we raised from the sale of the bag, we opened a centre at the Carleton Place Memorial Hospital. The Brown's Breast Health Information Centre is a centre with books and information on support groups.

A little after that we decided that we would have our last auction in Carleton Place. In 2004 the charity came to a close. In 10 years Children of Charity raised over \$70,000 for breast cancer research. Now Jacob is 14 and I am 17 years old. I am off to college soon. We had a great time learning and raising money.

Mathew is 17 years old and is heading off to college in August 2005 to study Robotics Technology. Jacob is 14 years old and is continuing high school. He hopes to study technology in the future. Their dreams of making a difference continue...

BOOK REVIEW

by Jeanne Geldart

The Leadership Challenge by Jim Kouzes and Barry Posner

The Leadership Challenge is one of the best-selling leadership books of all time. In its third edition, it was researched and written by Jim Kouzes and Barry Posner, pre-eminent researchers, award-winning writers and highly sought after teachers in the field of leadership. They present their groundbreaking studies on ordinary people achieving "individual leadership standards of excellence" in a model of leadership that has been embraced by more than 1 million people worldwide. "What we have discovered and rediscovered, is that leadership is not the private reserve of a few charismatic men and women," writes Kouzes. "People make extraordinary things happen by liberating the leader within everyone".

When undertaking their research the authors wanted to know what it takes to become a leader, what are the common practices of ordinary men and women when they are at their leadership best - when they take people places they have never been before. Their analysis revealed the Five Practices of Exemplary Leadership: model the way; inspire a shared vision; challenge the process; enable others to act; encourage the heart. In a pair of chapters for each of these practices, the authors clarify what they mean regarding the practices, present case studies and research findings and provide examples to apply to one's own leadership practices. For each of the five practices they reveal two behavioural commitments that were present among the leaders they studied. For example, when leaders challenge the process they 'search for opportunities' and 'experiment and take risks'; when enabling others to act, leaders 'foster collaboration' and 'strengthen others'.

The book is easy to read and quick, the theories well explained and practical. It's easy to see from the examples provided how many seemingly easy things (like thanking our co-workers or volunteers) are not followed by current leaders. In addition the authors have developed a Leadership Practices Inventory that approaches leadership in a measurable, learnable and teachable set of behaviours and they created all of the tools and resource materials that can help an individual and an organization put these exemplary leadership practices into actual practice. Visit www.leadershipchallenge.com for more information.

Jeanne Geldart is the Program Director, YMCA Leadership Fredericton

JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

Objective

The Journal of Volunteer Resources Management is intended:

1. to serve as a credible source of information on the management of volunteers in Canada;
2. to provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
3. to provide a professional development tool for managers of volunteers;
4. to recognize and encourage Canadian talent in the field of management of volunteers;
5. to include in each issue at least two articles that will consider different views on a specific and predetermined theme.

Target Audience

The Journal's intended audience includes managers of volunteers, educators, media and funders of not-for-profit organizations across the country.

Submissions

All manuscripts will be accepted on diskette or via e-mail in either Microsoft Word or Word Perfect. Submissions should be written according to "Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press. External reviewers may be engaged to review content if deemed advisable by the committee.

The revised draft is edited for clarity and consistency by the Editorial Team.

The edited version is returned to the author for acceptance along with an approval form for signature.

The signed form is to be returned to the Editorial Team within a week along with any suggestions for final revisions.

Format and Style

Authors are asked to respect the following word counts:

	Words	Pages
Lead Article	2000	5-6
Secondary Article	700-800	2-3
Book Review	150	1

The lead article will look at the topic in some depth and will normally require the author to conduct research into current trends and perspectives on the subject.

The secondary article will adopt a more practical approach, including personal experiences and opinions.

Advertising

Limited advertising space will be allowed in the Journal, for materials of direct relevance to managers of volunteer service, and as long as it conforms to the guidelines set out by the Editorial Team.

Guidelines:

1. Only ¼ page and ½ page ads will be accepted.
2. Ad must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Job ads are not recommended.
5. Cost is to be determined by the Editorial Team.

LOOKING AHEAD

**May 10-12, 2005
Kingston, Ontario**

Professional Administrators of Volunteer
Resources - Ontario Conference

**June 9-11
Calgary, Alberta**

Vitalize Provincial Volunteer Conference

**June 23-26
Vancouver, BC**

Canadian Administrators of Volunteer Resources conference

**November 2-5, 2005
Jacksonville, Florida**

Association for Volunteer Administrators conference

Click on the following websites if you want either more information or to become a member of: PAVR-O www.pavro.on.ca or CAVR www.cavr.org

DEADLINES FOR SUBMISSIONS & THEMES

□	Issue □ □	Deadline □ □	□	Theme
□	Spring '05 □ □	articles due on the □ □	□	The Challenge of Diversity
□	□ □	24th of May		
□	Summer '05 □ □	articles due on the □ □	□	Future Trends
□	□ □	24th of July		