The New Breed: Understanding and Equipping the 21st Century Volunteer

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2008 Group Loveland, Colorado

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The New Breed of Volunteer:

\* Is very busy, has many obligations, and often volunteers for multiple organizations

\* wants flexibility

\* expects to be empowered

\* won't tolerate working alongside incompetent volunteers

\* is tech savvy

\* doesn't want to simple make a contribution; the new breed of volunteer wants to make a difference

\* doesn't want to be micromanaged

Chapter 2: Recruiting the New Breed of Volunteers? - The "Courting" Relationship (25)

The Dating Method (30)

\* First Date: A tour; an opportunity to serve; a chance to experience your mission; a lunch where they hear your passion.

\* Goal: Give them a taste; gather information; get a second date

\* Second date: Listen to their heart; find a fit; share roles and responsibilities; avoid "Oh, by the ways."

\* Goal: Recruiting, or building relationship for future recruiting, or securing a future date

\* Future dates: Understand that "no" doesn't always mean "never."

\* Goal: recruiting

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Sin 2 - Got It Alone (35)

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Sin 4 - Assume That "No" Means "Never" (41)

Sin 5 - Recruit Any Ol' B.I.C. (41)

Sin 6 - Ask Busy People to Do Busy Work (44)

Sin 7 - Hire Professionals Who Know Nothing About Volunteer Management (45)

Seven Skills (47)

1. Ask personally rather than rely on announcements - get the first date.

Remember that you're not looking for someone "to volunteer." You're looking for someone to commit as a volunteer for your cause.

2. Develop strategic recruiting partnerships - build your network or a recruiting team. Don't go it alone

3. Recruit short-term project teams. The more specific the time limit, the more people you'll likely get to join you to help with a project. And short-term commitments might open the door to longer commitments.

4. Assume that a "no" means "not now," or "not this position." Think of a "no" as an open door to listen carefully to the reasons behind the "no."

5. Develop roles and responsibilities or a position charter for each position.

Don't fill any position until you find the person who matches what you're looking for.

6. Recruit specific people for specific roles. Ask professionals to be in charge of significant areas of your organization that also represent what they love doing.

7. Hire true volunteer managers - people who know and live out the principles of this book. Make sure they have a "positive volunteer attitude."

Chapter 4: Tapping Into Two New Breeds of Volunteers - Retiring "Boomers" and "Generation @" (49)

Retiring professionals want to make a difference. (54)

Retiring professionals aren't afraid of commitment. (55)

Retiring professionals want flexibility (56)

You Professionals

- They're impatient (57)

- They're multi-taskers. (57)

- They think "digital" (58)

- They're tolerant (59)

- They're looking for causes (60)

- They're team players

- They're don't want to be managed; they want to be led. (62)

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The relational drive (68)

The core motivational drive - their beliefs (68)

2. Give regular feedback (69)

3. Offer special privileges and perks(70)

4. Send volunteers to conferences (72)

5. Provide on-the-job vocational training (73)

6. Be Available to Volunteers (74)

7. Provide Free Food (75)

8. Provide Tangible Incentives (76)

9. Have Fun (77)

10. Accountability (77)

11. Positive Gossip (78)

12. Huddles (78)

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"Peters and Austin also tell how Ford Motor Company revolutionized their Edison, New Jersey, plant when they made a gutsy move and gave the assembly line employees a button they could push to stop the line. Employees did use the buttons. "To be precise, they shut the facility down twenty to thirty times per day." But each shutdown was only about 10 seconds. Although the stoppage was hardly noticeable, the quality improved as employees took ownership of the production. Peters and Austin say:

The number of defects per car produced dropped...from 17.1 per car to 0.8 per car. The number of cars requiring rework...fell by 97 percent. And the backlog of union grievances...plummeted from an average of well over 200 to an average of less than 12." (81)

Six Rules of Empowerment (90)

1. Don't take the football - give it away.

2. Label each handoff as either delegation or empowerment.

3. Secure the handoff with a check-up empowerment.

4. Break down tasks into manageable goals.

5. Don't the football if you can't do anything about it.

6. Develop good handoff skills to avoid disaster.

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In a nutshell

Step 1: Step into their shoes

Step 2: Ask "Are there valid complaints?"

- Use the "facts, feelings, and future" listening technique

Step 3: Determine how you'll respond

- Performance coaching: Give feedback.

- Frame the problem: Do you have a problem volunteer or volunteer with a problem?

- Enforce the rules: Keep the standards high.

- Timeout: Not for punishment, but refreshment

Firing

- Consider legal implications

- Document all discussions

- Facilitate the firing meeting.

- Hold it in a private place

- be specific

- write a follow-up letter

**Section Three: The Volunteer Leader (115)**

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Essentials (127)

- Passion - Are our volunteers passionate about our mission? It all starts here.

- Focus - Is that passion focused like a laser, or unfocused like a lukewarm light bulb?

- Strategy - Are we thinking strategically, using carefully crafted mission and vision statements?

- Team - How are we building community among our volunteers? Do they love working with us?

- Training - Is our training geared for the new breed of volunteers who want to do it their way?﻿

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