

Notes on ESC US Peer Affiliate Call #4, July 18, 2019

Topic: "Best practices for volunteer recognition and motivation"

On this call:

Darlyne Koretos (Cincinnati), moderator; Craig Kowalski (Cincinnati), note-taker
Jim Rather (Houston); Miles Robinson (Boston); Meghan Maloney (SoCal); Nancy Brennen (NESC)

Darlyne opened discussion referencing announcement of topic and five 'buckets' to frame this call (see copy of call announcement at end of these notes). She explained that she would call on participants to avoid confusion and crosstalk problems.

- **Professional development for the volunteer as a reward/motivator** – if you offer training, explain how/why it motivates the volunteer. If you do not offer training, what other incentives might satisfy professional development for the volunteer?

Meghan (So Cal): volunteers value opportunities for learning, but very interested in those opportunities that bring volunteers together. So Cal holds quarterly continuing education-toe workshops and ask volunteers for suggested topics (cited example coming up: Founder's Syndrome). Regular consultant training also serves both learning and connecting purposes. She noted that there was no budget to use for sending volunteers to outside workshops or conferences.

Miles (Boston): They have seen similar - primary interest in learning and growing. They hold lunch and learns with consultants as presenters, record sessions for posting on web and later viewing if unable to attend. Professional development is a good volunteer recruiting tool, as opportunity to learn new things. They have noticed volunteers requesting assignment to areas not their expertise, so they can learn.

Nancy (NESC): Most of their consultants are very experienced. They want social connections as well as project assignment.

- **Non-monetary rewards** – Do you reward volunteers based on **performance** or do you reward **all volunteers equally**? For instance, have you used (donated) gift cards to local establishments (i.e., restaurants, hotels, spas) based on performance? Or, do you provide yearly “thank you” dinners to all volunteers?

Meghan: They haven't done any gift cards. They do try to provide data informed feedback on performance on projects.

One area of reward is being selected to be part of a Consultant Advisory Council (David Factor, CEO, appoints). Appointment recognizes consultants having provided good service.

Volunteer luncheon, annual event, 'dressy', good food and libations. Focal point is announcement of three awards: Excellent Service Overall (typically about 5 years service); Service to ESC (for services in support to staff, or internal project); and Lifetime Achievement (10+ years; this year's honoree has 20+ years service). Luncheon is well attended, volunteers, staff and several board members.

Darlyne (Cincinnati): Relayed story about one of Cincinnati's past Lifetime Achievement winners, a former Executive Director, and long time volunteer, still displays trophy in home.

Miles: Boston does similar volunteer appreciation event, but without award presentations. He also noted that volunteers appreciate recognition as resource to newer volunteers; training, both as audience, but also as presenter - considered an honor to be in presenter role.

Darlyne: Pride is also a motivator / reward - pride in service.

Meghan: How does Boston determine 'Best Project' award?

Miles: it's a judgment call (staff, board - with client feedback); typically based on project complexity, innovative service, overcoming challenges; typically bigger projects. It is hard to determine, but they try to get consensus from selection committee.

- **Relationship building** – to what extent is a volunteer motivated by a need to build a relationship with those they help (clients) or work with (fellow volunteers, staff, board) How does your affiliate fill that need?

Darlyne: we've touched on this, any other input to share?

Meghan: this is core to what we do. She said she was amazed to watch friendships develop. Currently exploring how to form a book club with business or nonprofit topics.

Darlyne and Craig: Cincinnati has had a little success with monthly, very informal, volunteer gatherings. Typically 5-8 attendees at designated coffee shops.

- **Other motivators/rewards not mentioned**

Craig (Cincinnati): a no or very low cost reward is listing project starts or completions, with team participants' names in monthly newsletter, with short project description. Positive feedback from volunteers - like seeing what others are doing.

Meghan: they try to send greeting cards for birthdays, etc., but struggle with policy what and whom to include. Does anyone have policy?

Craig: We've struggled, too. Worried missing someone or something important to the volunteers, as well as privacy issue.

- **Examples of tactics that have not worked and why not.**

None mentioned.

- **Other thoughts:**

Nancy: Noticed in interviewing potential volunteers, some surprised that assignments may be like the work they retired from.

Meghan: They have used a volunteer motivation quiz, that although from the 60's, has been useful. It cites three areas: 1) relationships / social; 2) influence / recognition; 3) achievement. She said she would send a copy to all.

Darlyne closed discussion and thanked all. She noted that a short feedback survey will be sent to today's participants. Please complete (only five questions).

Adjourned 3:30 pm

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Announcement (email from Darlyne)

We are pleased to announce the subject of the next Peer Affiliate Call **Thursday, July 18 @2:30pm (EST)**. Call in information is **1-605-313-4304 Pin: 370477**. **We will be sharing best practices for volunteer recognition and motivation**. We hope everyone can join the discussion then but especially if you are the Volunteer Director/Manager at your affiliate. **Please R.S.V.P** to me only (do not select reply all) **by July 11** and let us know if you will be **participating in the discussion or listening to learn**. Both options are valid and welcomed. I will be moderating this call.

I am preaching to the choir when I say that the volunteer consultant is the heart of the Executive Service Corps business model. Not only does the consultant deliver 100% of the services to our clients (by most of our affiliates) but he/she is expected to be an experienced professional that will stay with the project sometimes for as long as six months to a year. Whew! That's a lot to ask of anyone! I know we all say we love to "give back to the community" but behind that statement there is some need being filled. Keeping all of this in mind, what have you found that motivates these individuals and/or recognizes the unselfish service they provide? Or, conversely, what have you tried that was not successful?

Please consider the following categories for discussion:

- **Professional development for the volunteer as a reward/motivator** – if you offer training, explain how/why it motivates the volunteer. If you do not offer training, what other incentives might satisfy professional development for the volunteer?
- **Non-monetary rewards** – Do you reward volunteers based on **performance** or do you reward **all volunteers equally**? For instance, have you used (donated) gift cards to local establishments (i.e., restaurants, hotels, spas) based on performance? Or, do you provide yearly "thank you" dinners to all volunteers?
- **Relationship building** – to what extent is a volunteer motivated by a need to build a relationship with those they help (clients) or work with (fellow volunteers, staff, board) How does your affiliate fill that need?
- **Other motivators/rewards not mentioned**
- **Examples of tactics that have not worked and why not.**

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Motivational Analysis of Volunteers

McClelland, D. (1962) Business Drive and National Achievement Harvard Business Review, 40 (4). 99-112

Each of the following questions has three choices. Choose the one which most nearly describes you. There are no right or wrong answers.

1. ___a. When doing a job, I seek feedback.
___b. I prefer to work alone and to be my own boss.
___c. I am uncomfortable when forced to work alone.

2. ___a. I go out of my way to make friends with new people.
___b. I enjoy a good argument.
___c. After starting a task, I am uncomfortable until it is completed.

3. ___a. Status symbols are important to me.
___b. I am always getting involved with group projects.
___c. I work better when there is a deadline.

4. ___a. I work best when there is some challenge involved.
___b. I would rather give orders than take them.
___c. I am sensitive to others, especially when they are mad.

5. ___a. I am eager to be my own boss.
___b. I accept responsibility eagerly.
___c. I get personally involved with my superiors.

6. ___a. I include others in what I am doing.
___b. I prefer to be in charge of events.
___c. When given responsibility, I set measurable standards of high performance.

7. ___a. I am concerned about my reputation or position.
 ___b. I desire to outperform others.
 ___c. I am concerned about being liked and accepted.
8. ___a. I enjoy and seek warm, friendly relationships.
 ___b. I get completely involved in a project.
 ___c. I want my ideas to be used.
9. ___a. I desire unique accomplishments.
 ___b. I don't like to be left out of things.
 ___c. I enjoy influencing the direction of things.
10. ___a. I think about consoling and helping others.
 ___b. I am verbally fluent.
 ___c. I am restless and innovative.
11. ___a. I think about my goals and how to attain them.
 ___b. I think about ways to change people.
 ___c. I think about my feelings and the feelings of others.

MOTIVATIONAL ANALYSIS KEY

Circle your response for each of the 11 questions from the Motivational Questionnaire.

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|-------------------|----------------|----------------|
| 1. a. Achievement | b. Power | c. Affiliation |
| 2. a. Affiliation | b. Power | c. Achievement |
| 3. a. Power | b. Affiliation | c. Achievement |
| 4. a. Achievement | b. Power | c. Affiliation |
| 5. a. Power | b. Achievement | c. Affiliation |
| 6. a. Affiliation | b. Power | c. Achievement |

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|--------------------|----------------|----------------|
| 7. a. Power | b. Achievement | c. Affiliation |
| 8. a. Affiliation | b. Achievement | c. Power |
| 9. a. Achievement | b. Affiliation | c. Power |
| 10. a. Affiliation | b. Power | c. Achievement |
| 11. a. Achievement | b. Power | c. Affiliation |

Count the number you have in each category and record below. Your highest response will indicate which motivational personality type you are according to McClelland's needs model.

Achievement Motivated Total _____

Power/Influence Motivated Total _____

Affiliation Motivated Total _____

SUPPORTIVE MATERIALS FOR MOTIVATIONAL ANALYSIS

Volunteers must be motivated from within. However, motivation can be stimulated by providing volunteers with experiences which relate to their basic volunteer motivations:

- Need for Achievement
- Need for Influence or Power
- Need for Affiliation

Achievement Motivated Person

Goal: Success in a situation which requires excellent or improved performance.

Characteristics:

- Concern with excellence
- Likes to take personal responsibility for finding solutions
- Wants to achieve unique accomplishments
- Is restless and innovative (enjoys striving)
- Wants concrete feedback

Influence/Power Motivated Person

Goal: Having an impact or influence on others

Characteristics:

- Concern for reputation or position
- Wants his/her ideas to predominate
- Strong feelings about status and prestige
- Strong need to influence others – gives advice
- Often verbally fluent
- Wants to have an impact on one or all – the organization, community, people

Affiliation Motivated Person

Goal: Being with someone and enjoying mutual friendship

Characteristics:

- Concern with being liked and accepted
- Needs warm, friendly relationships and interactions
- Concerned with being separated from others

Motivational Analysis Exercise

"I love my local museum and was surprised when I learned many of my friends have never been. So I invited all my friends to go to for drinks at the museum and we had a great time. We all go often now!"

"I want to leave a legacy, lay the foundation for the future, and put my name on something that will matter."

"It's exciting when you have a breakthrough, when you discover a new way of solving a problem that no one has thought of before."

"People think I'm very fortunate to have my present financial success, but I have worked hard and planned to get where I am now for almost 20 years."

"Unfortunately, last year the event wasn't a huge success. But this year, as Event Chair, and I was really able to influence the tone of the event and make sure we addressed the issues we faced last year."

"I love how we all pulled together. I've met some amazing people through the work I've done for this cause."
