

What Volunteers Want:

Sustaining Volunteer Engagement

Marty Pipp Petillo, Volunteer Services Manager
Olbrich Botanical Gardens

What Volunteers Want:

How Do Nonprofits Keep Their Volunteer Talent Over Time

Marty Pipp Petillo, Volunteer Services Manager
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Goodbye, don't cry! We won't!



7 Reasons Volunteer Leave

7. No flexibility in vol opps or scheduling
6. Wasted time in useless or unprod meetings
5. Lack of communication
4. Lack of professionalism
3. Not really making a difference
2. No feedback from leadership

7 Reasons Volunteer Leave

1 Reason...

Volunteer Manager
—and Volunteer
Supervisors—don't
know how to
lead!



Keeping Talent:

1. It's all about YOU as a leader.
Volunteers stay because of YOU.
2. Your organizational culture or structure can also discourage vols.

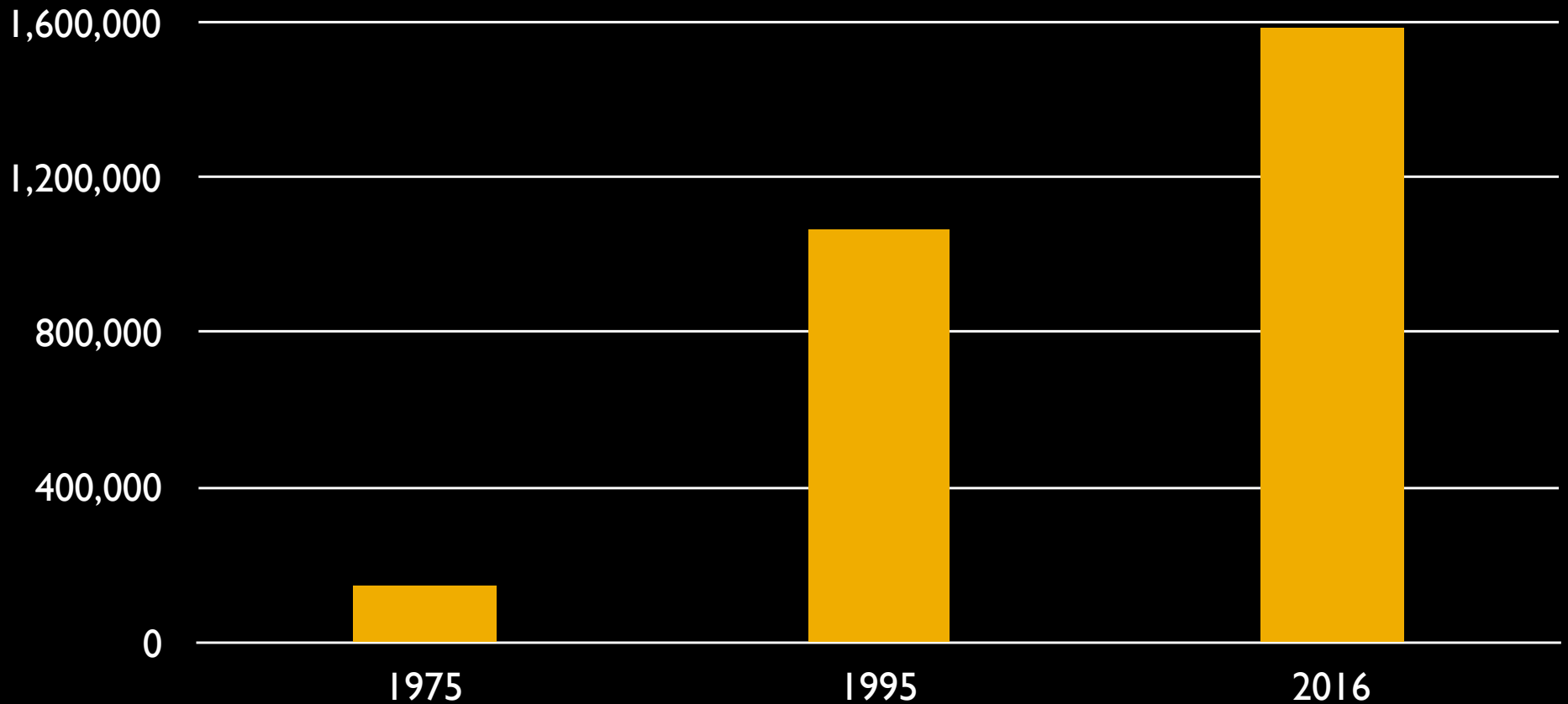
You will leave here motivated to talk with your staff about your nonprofit's readiness for the next decade of work.

What's the problem?

- Nonprofits depend on volunteers to deliver on their missions
- ↑ # of US nonprofits
- ↓ # of US volunteers
- Many nonprofits can't fill volunteer jobs or can't keep volunteers over time—so use resources to keep recruiting

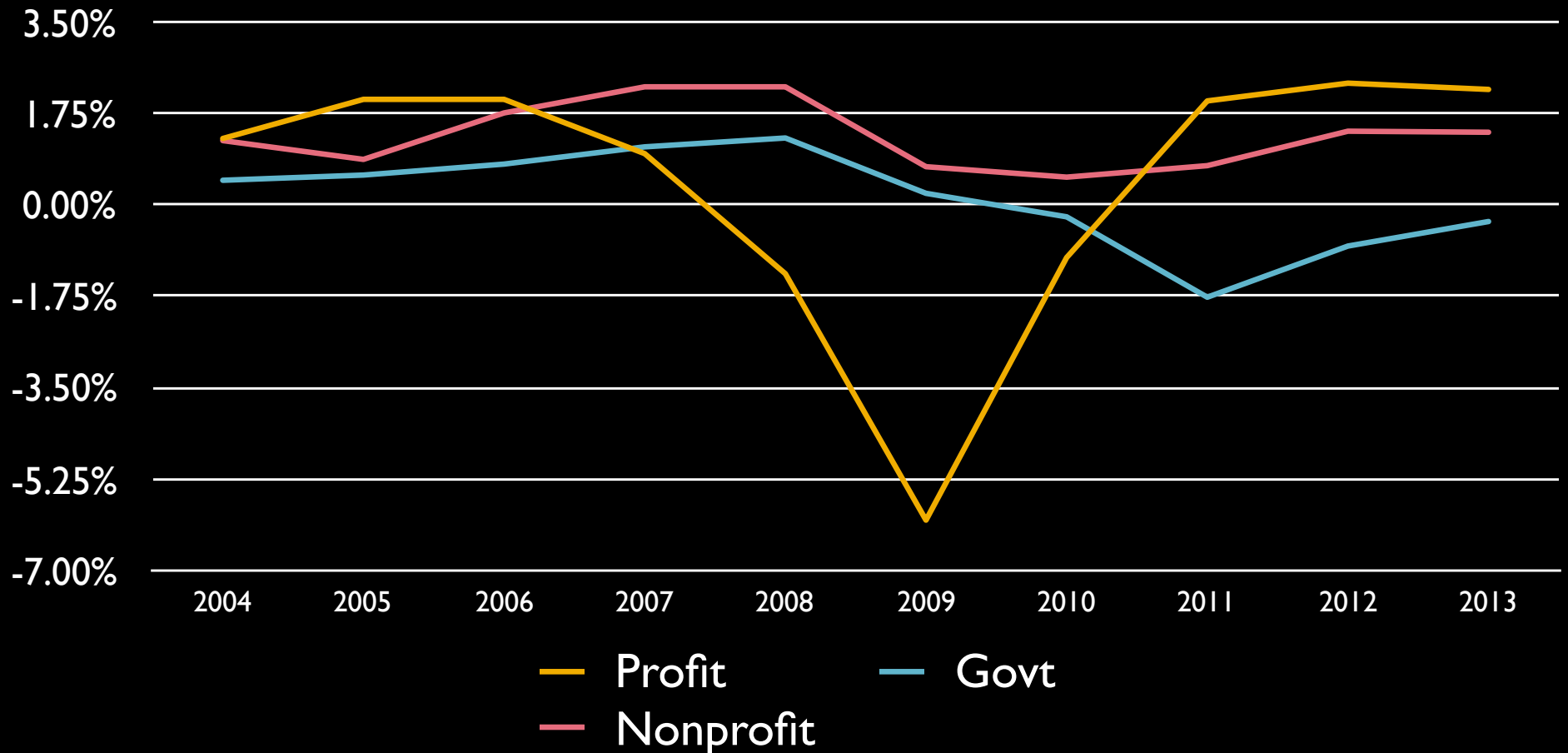
Internal Revenue Service

No. of Registered Nonprofits



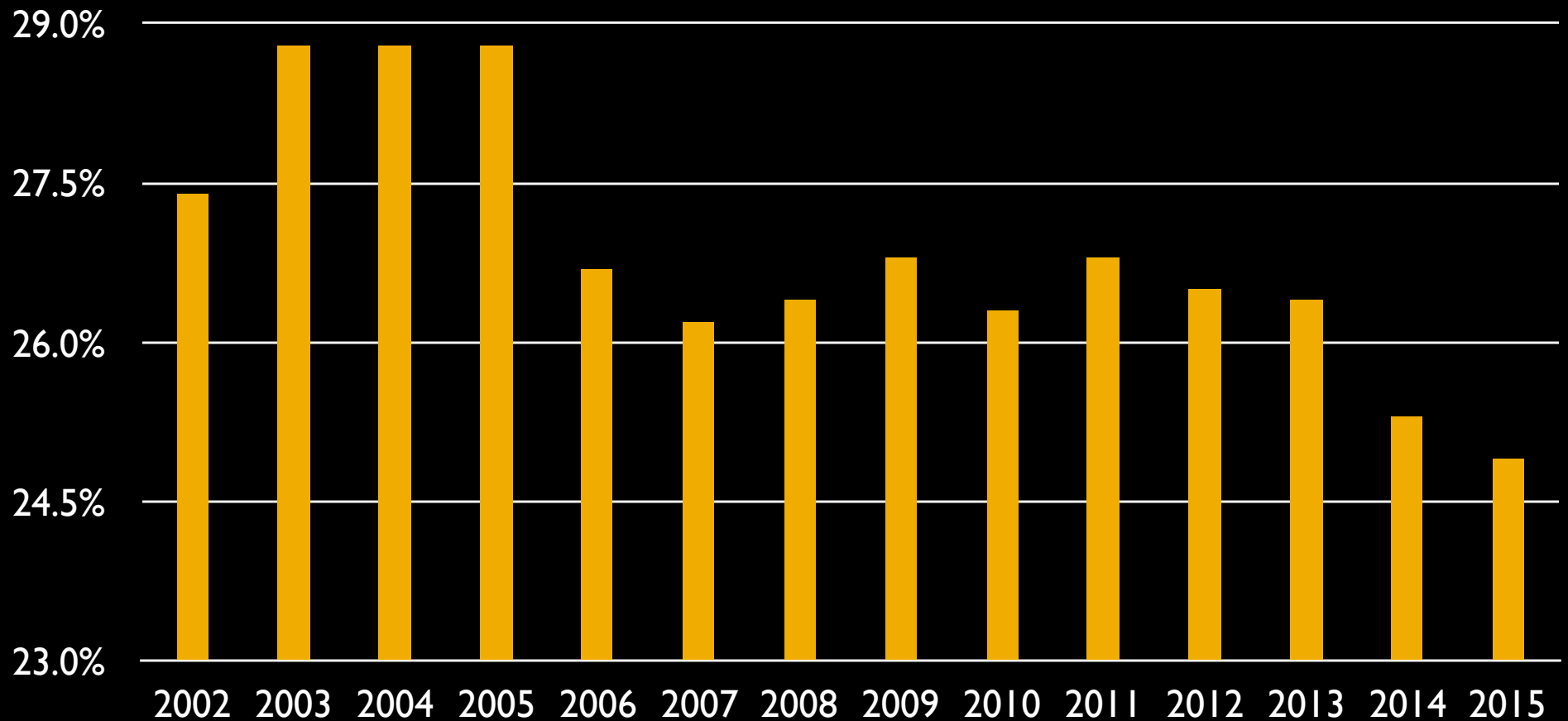
Bureau of Labor Statistics

% Job Growth by Sector



Bureau of Labor Statistics

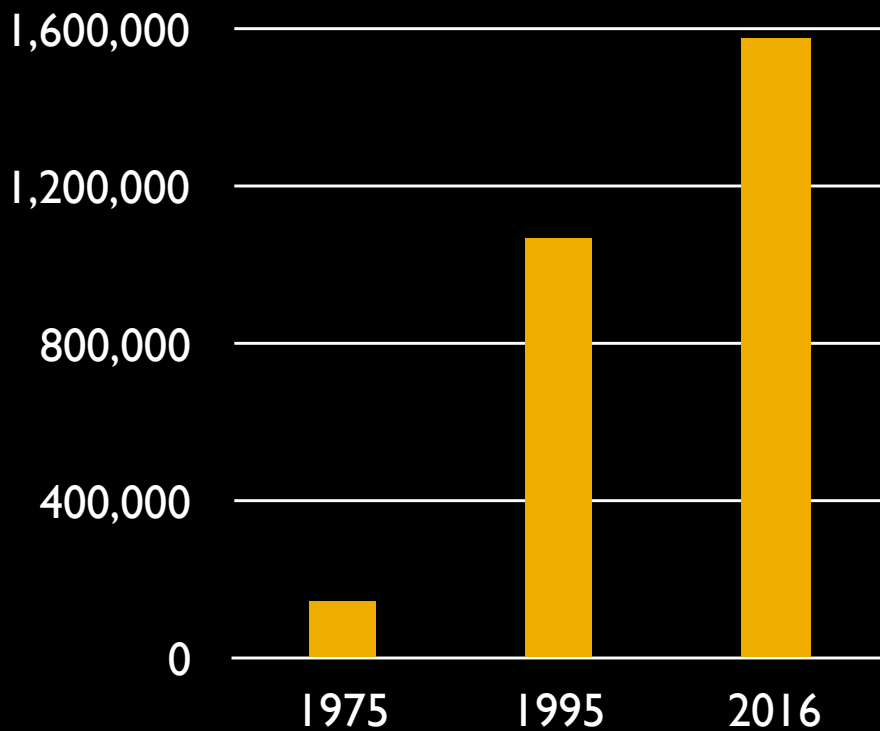
Percent of Americans Volunteering



Nonprofits depend on vols

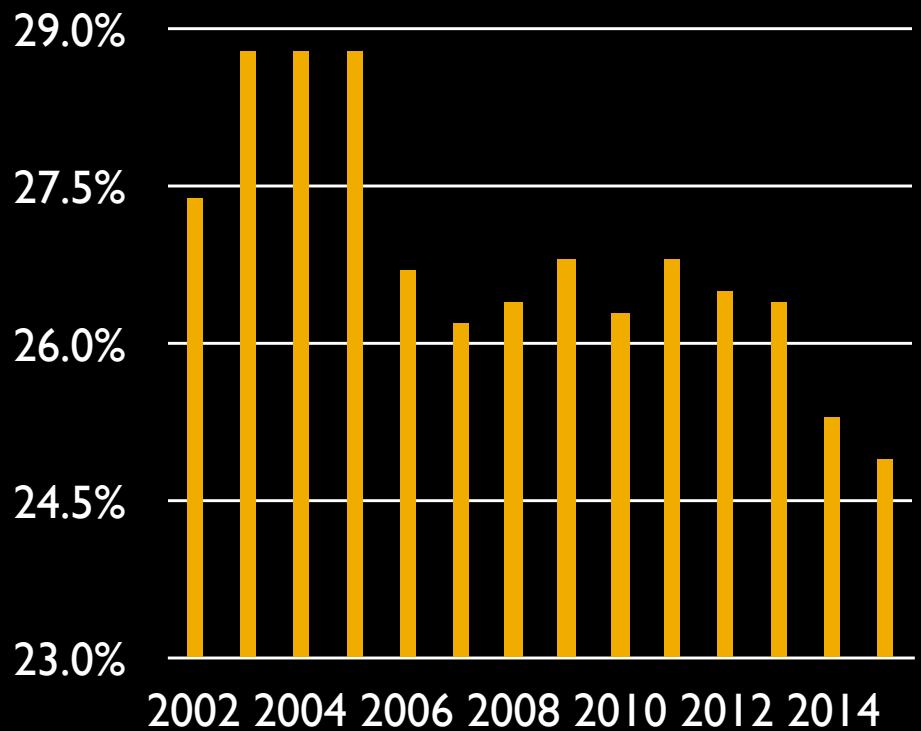
WORKPLACES

of Reg
Nonprofits



UNPAID WORKERS

% Volunteering



Volunteer Drop Out

About **one third** of volunteers drop out and do not return to volunteer in any nonprofit the following year!

Corp for National & Com Service
BLS Current Population Survey

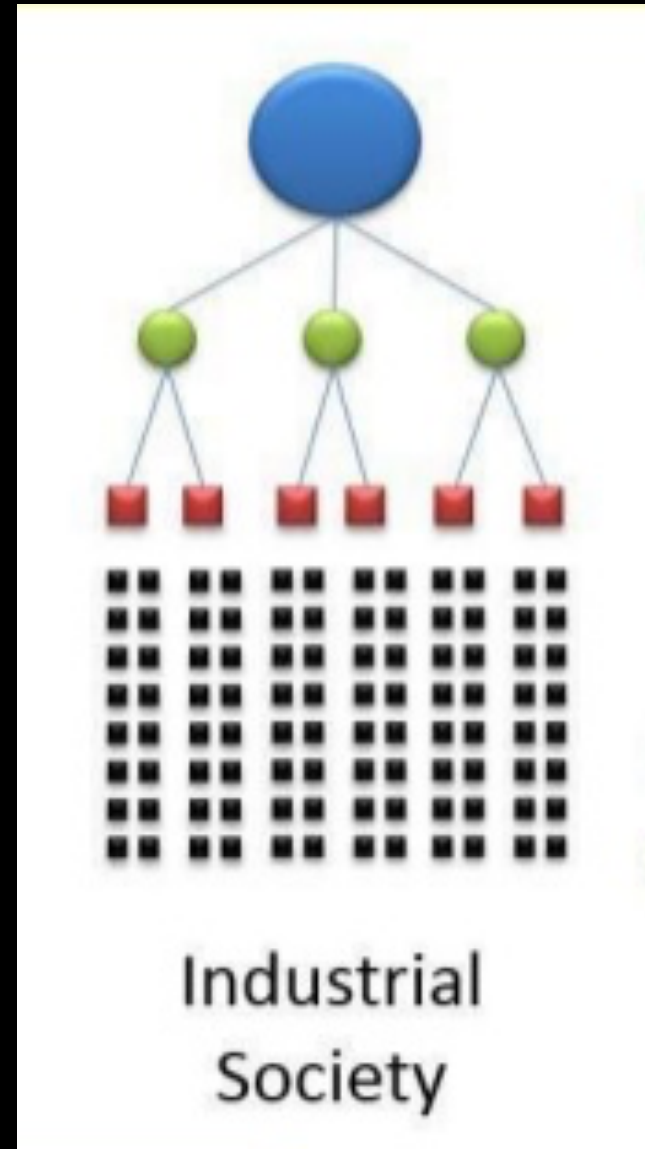
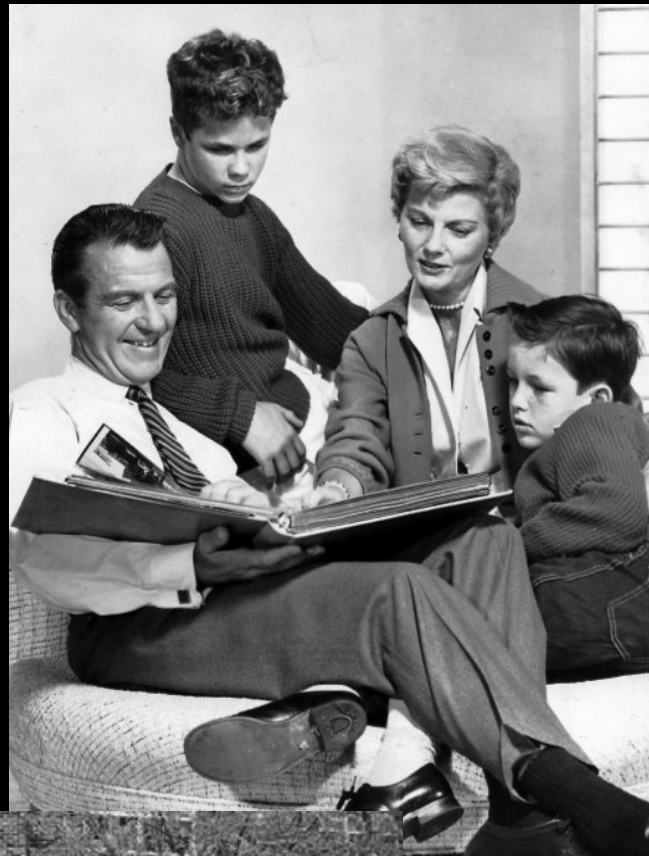


The Birth of Nonprofits

Revenue Act of 1954, Section 501(c):

*“To enjoy tax-exempt status,
a nonprofit institution must be organized and
operated purely for nonprofit reasons with none of
its earnings going to any member of the
organization.”*

1950s



Associated Press
Leased Wire

The Bee

FOR ALL DEPARTMENTS CALL
4500

Friday, May 11, 1954

SEGREGATION IN PUBLIC SCHOOLS ENDED BY COURT

Ruled Unconstitutional By Supreme Court; Date To End Practice Not Set

Five Entered, Hand Is Held; Boy Wounded

Paroled Slayer Captured After Bizarre Deaths

McCarthy-Army Hearings' Future Thrown In Doubt

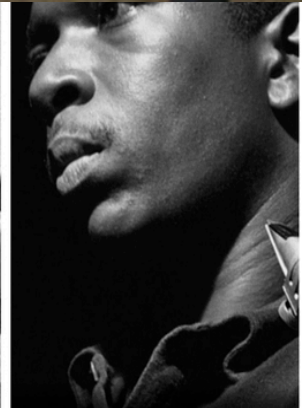
Denville School Board Will Meet At Once To Study Court Decision

Official's View Varies On Whether Call For Calm Study On All Sides



50 YEARS AGO PRESIDENT LYNDON B. JOHNSON DECLARED A "WAR ON POVERTY."

It's time to acknowledge that to win the War on Poverty, we must wage a battle



Work in the 1970s

Working:

People Talk About What They
Do All Day and How They Feel
About What They Do

Studs Terkel

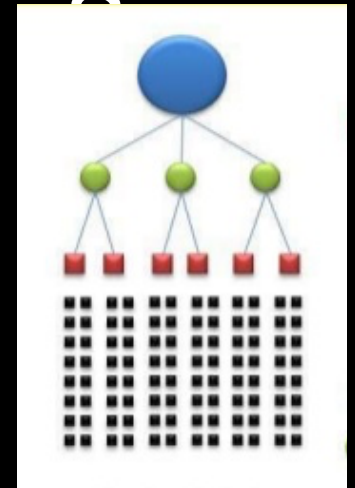
1972

“I think most of us are looking for a calling, not a job. Most of us, like the assembly line worker have jobs that are too small for our spirit. Jobs are not big enough for people.”

Nora Watson, Editor

Nonprofits in the 1970s

- Few registered nonprofits
- Many nonprofits run by unpaid staff (volunteers)
- Profession of volunteer management established
- Most early vol programs: command & control



Volunteers in the 1970s

- Most early volunteer programs:
“command & control”
- Alternative to work
- Task-based, regular schedules

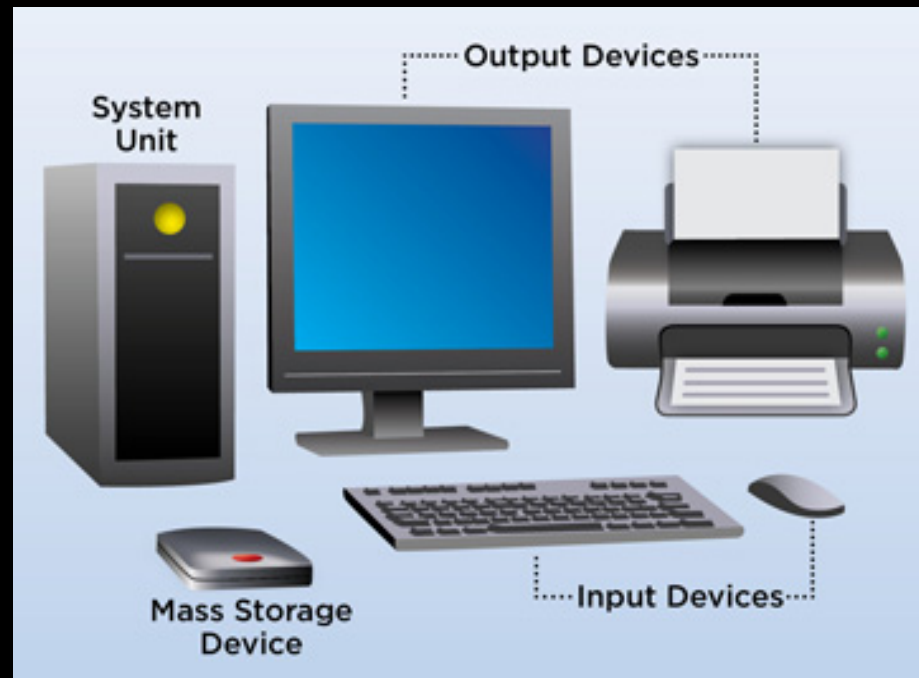


Fast Forward to 2018

Punch Card in Punch Card Machine



ComputerHope.com



Technology Changed Work

SPEED

- Slow movements → rapid change
- Technology enabling rapid response
 - Expect workers to make quick decisions
 - Expect work place to adapt quickly

ACCESS

- Anyone can create content

Jobs Changed With Tech

- Skilled work → → knowledge work
- Workers want to make decisions, be empowered
- Employee engage



Demographics Today

Social Isolation

- Americans today have fewer closer friends than parents
- Alone in homes, E-friends
- Less involved with social groups/clubs

Leave it to Beaver

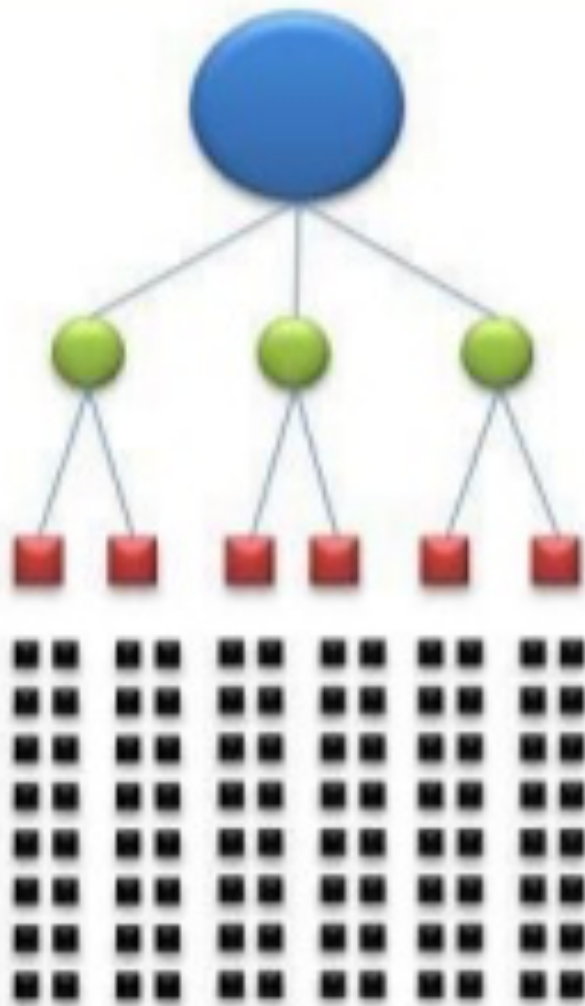


Modern Family

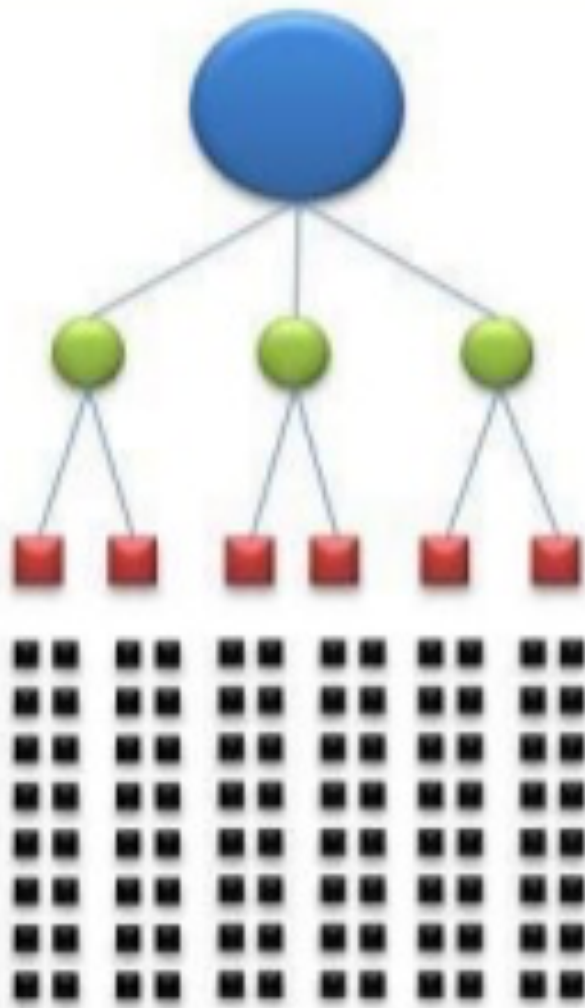


This Is Us

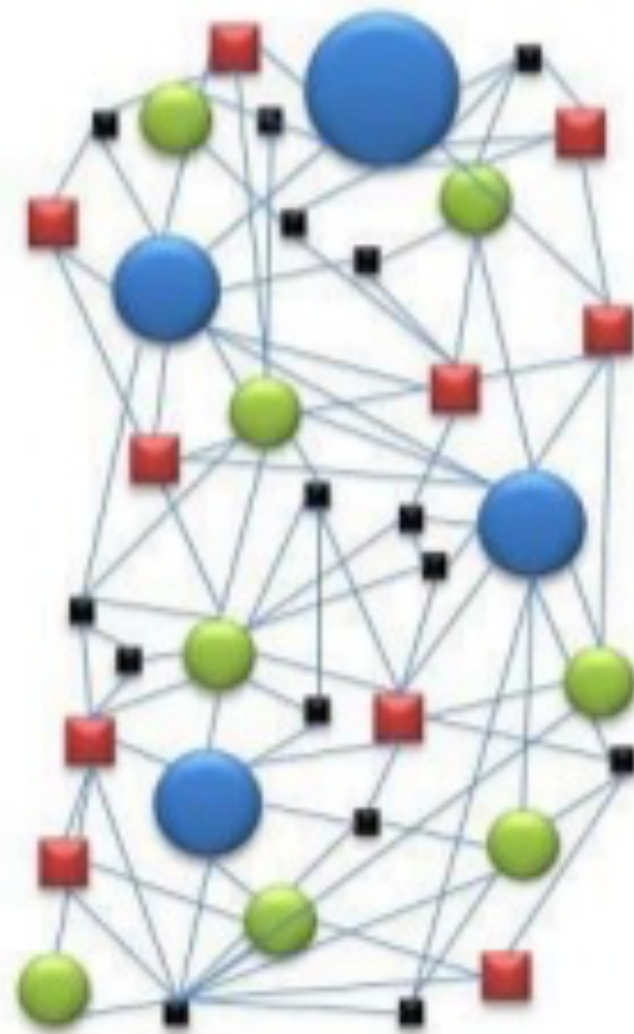




Industrial
Society



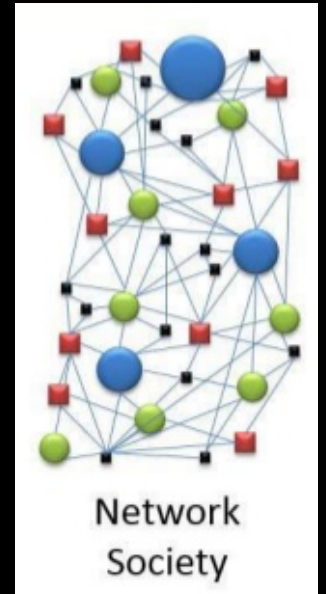
Industrial
Society



Network
Society

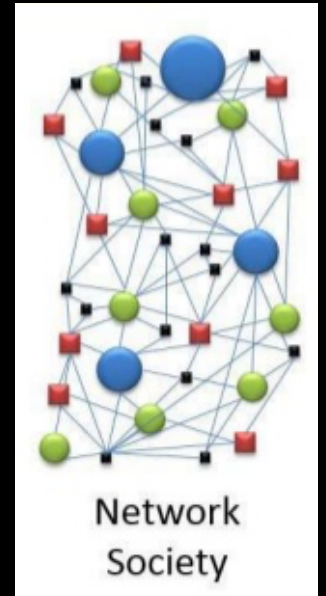
Today's Volunteer

- Busy, obligated
- Wants flexibility
- Expects to be empowered
- No tolerance for incompetence
- Tech savvy
- Wants to make a difference
- Doesn't want to be micromanaged



Today's Workers: Unpaid & Paid

- Busy, obligated
- Wants flexibility
- Expects to be empowered
- No tolerance for incompetence
- Tech savvy
- Wants to make a difference
- Doesn't want to be micromanaged



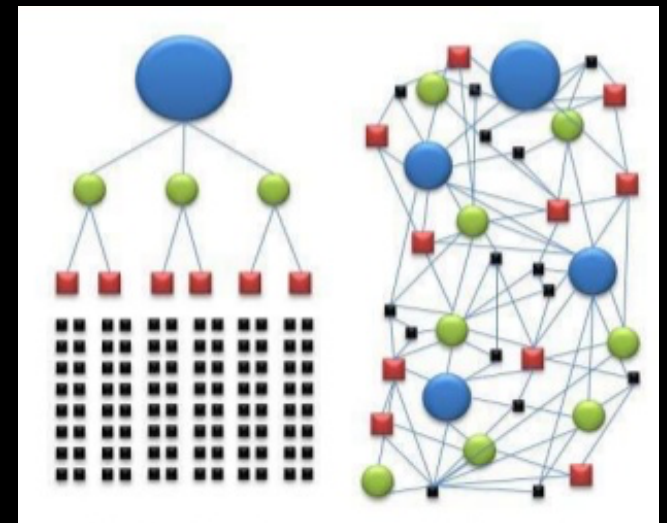
Nonprofit Challenges

Individual tasks v. team approach

LT commitment v. project-based work

Rigid v. flexible schedules and jobs

Perceived risks (by staff)
inherent in innovation



Nonprofit Challenges

- Growth! In new orgs & in scope of work
- Slight decline in # unpaid workers and hours
- At same time, ↑ in reported altruism:
In 2011, 65% reported helping friends, a 9.5% increase over 2010.

Altruistic but not volunteering?

Nonprofits: How interpret?

Community participation is alive and well, but...

■ Nonprofit Capacity

- Expectations up, funding stagnant
- Unable to place volunteers

■ Volunteer Programs

- Current nonprofit vol jobs may lack appeal
- Informal, self-directed volunteering and its flexibility and autonomy may be preferred

Time for us to change...

1970s Model

Alternative to work =

Focus on procedures =

Vol management =

Retention =

Counting hours =

Supervision =

2020s Model

Alternative to leisure

Focus on people

Partner engagement

Serial involvement

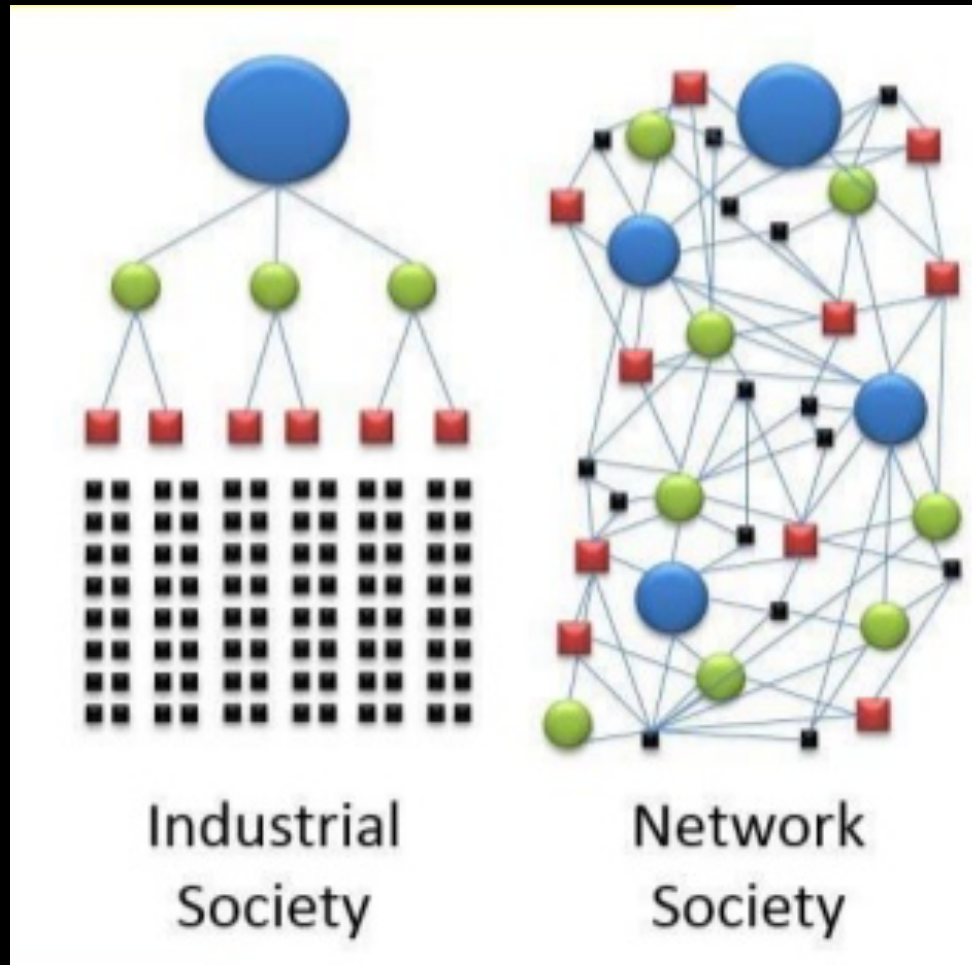
Measuring impact

Leadership

Rethinking Nonprofits

Command & Control

Based on external forces as motivators



Equip,
Guide,
Support,
Inspire

Based on
intrinsic
drivers as
motivators

Managers use carrot and stick to direct work.

Leaders create an environment that fans the flames that burn within workers (paid & unpaid).

What's the difference?

Managers	Leaders
Subordinates	Followers
Authoritarian	Charismatic
Transactional style \$ \$	Transformational style ♥ ♥
Work focus	People focus
Seek comfort (“happy ship”)	Seek risk

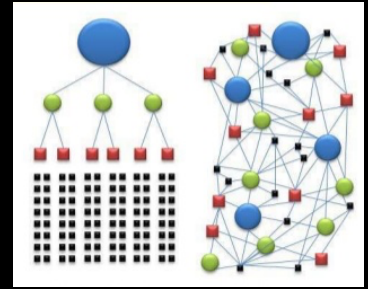
Ref: Leadership v. Management, Mary Gonzalez

“Leadership is getting
other people to do
things because they
want to.”

General Dwight D. Eisenhower

Has your
organizations
adapted to the
21st century
challenges?

Time for us to change...



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2020s Model

Alternative to leisure

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Measuring impact

Leadership

Engagement:

What is it?

Volunteer Engagement is...

A strategy that builds organizational capacity through staff and volunteer collaboration and the development of high-impact, meaningful opportunities that create greater influence and outcome for the organization.

Jill Friedman Fixler, JFFixler Group

Engagement is...

Willingness to give one's best at work.

HR.com

what are other
words for
do one's best?



go all out, give one's best,
give full measure,
do one's utmost, try, strive,
bend over backwards



Another shift in perspective...

*From improving
worker engagement to...*

*Building an **irresistible** organization!*

Deloitte Review, Issue 16

The Simply Irresistible Org

A work environment that is:

- Magnetic: it attracts talent
- Effective: creates a high level of performance and passion
- Changing: continuously monitors problems that need to be fixed and fixes them

The Simply Irresistible Org

1. Meaningful work
2. Hands-on management
3. Positive work environment
4. Growth opportunities
5. Trust in leadership

Figure 1. The simply irresistible organization®

What we have learned: Five elements drive engagement



Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration

A focus on simplicity



Keeping Your Talent

A sustainable nonprofit is....

an organization
that people
don't want to leave