

A VOLUNTEER COMPONENT IN PAID EMPLOYMENT: HOW IT COULD HELP

"Volunteer Leader" is our shorthand term for people who work mainly or entirely with and through volunteers.

Our question is: what special skills and knowledge do volunteer leaders have that would be useful to people employing and supervising paid workers?

The general answer is that because the "volunteer paycheck" is solely in satisfaction, volunteer leaders must develop high levels of skill and sensitivity in the use of non-monetary factors to motivate workers. I believe the well-motivated worker is also likely to be a productive one and therefore in many respects, it will be worthwhile treating employees as if they were volunteers.

Non-monetary motivational factors can be divided into those which are external or extrinsic to the work, and those which are internal or intrinsic.

External or Extrinsic Factors

1) Volunteer leaders must become expert in the use of largely intangible recognitions for workers. Since, usually, little money is available for purchase of recognition items or production of recognition events, the volunteer leader's expertise usually involves reinforcements which are low cost in money, time, and organizational effort. (See "101 Ways to Recognize Volunteers")

2) The most effective recognition also tends to be daily, which frequently turns out to depend on genuine appreciation by supervisors, co-workers, and clients or consumers. Volunteer Leaders therefore tend to become skilled in designing work so that it will be valued by supervisors and co-workers. (See Need Overlap Analysis, in "The New People Approach Handbook") Appreciation is also produced in the development of support systems for and among workers. Indeed, network design and maintenance is a people-to-people facet of volunteering which is increasingly seen as an important competency for the volunteer leader. (See "The Bridge: A Guide for Networkers")

Internal or Intrinsic Factors

Survey data show that the nature of the work itself is a powerful motivator of volunteers. At the same time, money cannot be used as an enforcer to ensure that volunteers satisfactorily perform tasks they dislike.

1) For both these reasons, volunteer leaders become especially expert in matching people to the work for which they are best fit, by virtue of both preference and competence (people - rather than task-oriented interviewing, and the work fulfillment grid).

2) Where best fit work is unavailable for matching, volunteer leaders are skilled at shaping work around the special talents and motivations of people. (The Window of Work)

3) Where neither matching nor shaping are feasible, volunteer leaders are generally expert at re-designing tasks so that the same goals can be attained via other styles or organization of the work process. ("Style Profiling" and "The Architecture of Work". Some overlap with the Hackman and Oldham job design process)

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WORK FULFILLMENT SYSTEMS: PHILOSOPHY AND APPROACH

A DISCUSSION OUTLINE BY

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SCOPE

This paper is intended as prior background for workshop or conversation, or as reminder of key points following such discussions. Without accompanying dialogue, the paper alone is far from fully adequate as explanation.

WORK

The dictionary defines work as "serious effort with a purpose." The definition leaves open all the places where this serious effort can occur, and whether it is paid for or not. Serious effort with a purpose therefore includes both paid and volunteer employment in more traditional settings such as offices, stores, and factories; it also includes housework, parenting, the frequently serious business of growing up and learning.

Thus de-segregated in our consideration, work collectively consumes an enormous part of our waking lives. It is difficult to see how quality of life can ever be achieved absent quality of work.

APPROACHES TO WORK

Two broad emphases are possible in our approach to work: output orientation and satisfaction orientation.

- A) The output orientation focuses first on results we want to achieve: output, products, performance, effectiveness. While we may hope that worker satisfaction also occurs, it is the results that count as primary priority, even if some satisfaction has to be sacrificed to that end.

Names like Frederick Taylor, Frank and Lillian Gilbreth are associated with the "effectiveness first" emphasis in industry. At its best, this approach does indeed achieve good and efficient production (and where would society be without this?) with reasonable levels of worker satisfaction. But at its worst, this emphasis is inclined to treat people like machines, sacrificing people on the altar of efficiency. Ironically, the sacrifice

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Margery Nobel and Ernie Rose helped arrange a first tryout with paid employees of the Greater Buffalo chapter of the American Red Cross, and I have learned much from participant evaluation of that pilot test.

frequently fails of its intent, for along with suffering, emptiness and ulcers for workers, productivity suffers too, via absenteeism, ineffectiveness, drugs/alcohol, burnout, turnover, etc.

Side effects of misery in the workplace can also adversely impact the rest of a person's life. Consider, for example this paraphrase from Studs Terkel's book, Working, in an interview with an assembly line worker. "What do you do? You can't sock GM. You can't sock the system. So I go down to the neighborhood bar and sock the guy next to me." For "the guy next to me", could easily be substituted "wife", "kids", "husband", "passersby", not to mention pets.

Other excerpts from Terkel's interviews with people in a wide range of occupations:

"There's no way I could do this work and think about it."

"I take my money and run."

There are some happy exceptions in Terkel's book but the trend is clear: by far most people dislike what they are doing "for a living" (ironic phrase); some even seem to consider it a kind of inevitable purgatory survived if possible only because of the good things the money thus ransomed can buy. Gallup polls consistently confirm the overall trend, in a range between 2/3 and 3/4 of all paid workers. My own experience suggests that a significant proportion of unpaid people are also unsatisfied in their volunteer work, housework, learning-work (as students), etc. Quality of worklife qualifies as a national tragedy in America, a scandal, too, perhaps.

- B) An alternative approach to work focuses first on worker satisfaction, motivation, meaningfulness, even enjoyment, then hopes and expects productivity will also occur. (There is some controversy about the extent of the satisfaction-productivity correlation.) This more recently developing theme runs generally through the work of McGregor (Theory X), Maslow, Herzberg, Hackman, and Oldham.

Volunteerism sympathizes with this second stream of thought not only because of its concern for compassionate causes, but for more technical reasons as well:

1) Volunteerism has always had to focus primarily on satisfaction because there is nothing else to "pay" volunteers. Inability to rely on money as a motivator has probably sharpened insight and practice re other motivators.

2) Ordinarily, volunteers can't be asked to change their natural ways as radically as we can require of paid people. Therefore, an approach has developed especially skilled in building work around people, making the very most of what people bring to the work situation. By contrast to behavior modification, read behavior acceptance here, or what is elsewhere called people approach: make the minimum difference in what a person wants to do and can do, which will have the maximum positive impact on the purpose we wish to achieve. Again, job placement for volunteers has had to be more matching than manipulation, more acceptance of exhibited motivations and less deep-psych (volunteers usually won't stand for this, anyhow).

3) Because volunteers aren't rewarded in dollars, volunteer leaders have become extraordinarily skilled in other forms of recognition, especially intangible ones.

INTEGRATION

The work fulfillment system attempts integration at two levels

- 1) of volunteerism, with the "satisfaction first" approach to work.
- 2) of "satisfaction first" with the output-oriented emphasis.

DEFINITION

The second kind of integration is reflected in what I hope is more than a semantic tour de force; this is a refusal to consider satisfaction and productivity separately. Thus, by definition here, a person (or group considered as a single participant) is fulfilled in work only as she/he is both effective and satisfied in this work. The happy sales person who can't sell is not fulfilled; nor is the leader in sales who hates it and is cultivating an ulcer.

I assume competence and motivation are usually correlated in work--we tend to enjoy doing what we're good at and are good at what we enjoy. But even where this may not be so, the word "fulfillment" is used only when both are present.

A work fulfillment system is a set of concepts and methods in which, to the greatest degree possible in a workplace

- 1) Individuals enjoy the tasks they engage in and perform these tasks well, and
- 2) Tasks are assigned to individuals who like them and can do them well.*

An ultra-simplified example of such a system would be evening meal on a camping trip taken by you and me. You like cooking and are a good cook; I like washing up and do a good job of it. A "fair" rotation of these two duties between us is not maximum work fulfillment in this system; that desirable state occurs only when you consistently cook and I wash up. The lowest or most masochistic motivational solution would be me cooking and you washing up all the time.

CONDITIONS

Two conditions are essential for a work fulfillment system:

*These aren't necessarily the same thing. To please Bob, you might give him a task he enjoys more than he does other tasks. But suppose Mary enjoys that task even more (and can do it better)?

- 1) The total work must be analyzable into a set of reasonably performable tasks or task elements, and
- 2) Two or more individuals must be able to relate to or be engaged with two or more distinct tasks (as with the camping example). The number of tasks and people does not have to be equal.

Additional desirable conditions include the following:

- 3) Flexibility in the extent to which different people can be assigned the same task, and the same person can be assigned different tasks. Utterly fixed roles, or job descriptions cast in concrete are somewhere between damaging and disastrous. The capacity for horizontal as well as vertical delegation is a very good sign, as is any scope for networking among people on who should do what, and how.
- 4) Among potential participants in a work fulfillment system, there should be solid understanding and support at all levels of the organization or group, from top executive to line, from leaders to followers, and among all peers.
- 5) It should be possible easily to check and validate, people's claims of competence and preference for certain kinds of work--this without undue damage when such claims prove unfounded.
- 6) Participation in the system should be as voluntary as possible. Mandated involvement will suffice in many circumstances, if necessary, but is rarely desirable.

Less is known about other possible conditions, e.g., under what circumstances is a skilled outside facilitator useful for the process, as distinct from a predominantly inside job.

BACKGROUND AND OUTLINE FOR THE PROCESS

We have said that we will use knowledge gained from working with volunteers to enrich the "satisfaction first" approach to all work. This paper will concentrate on paid employment in business, industry, government, and small non-profit organizations. Left for later will be translations to housework, parenting, studenting, and other kinds of work.

We have also identified as a basic element in our system, a person's work fulfillment (= satisfaction plus effectiveness). To begin, let's concentrate on the satisfaction aspect. Such concentration is, of course, a necessity where volunteers are concerned. I like to emphasize the "volunteer connection" (though not necessarily using the word) in describing work fulfillment to paid employees and management. First, I ask them to imagine finding a million dollars on their doorstep tomorrow. Better yet, IRS says you can keep a reasonable share of it. Question: would you seriously consider continuing with your present job (though probably more part time) just because you like it, and felt it was important, though no longer needing the money? The "million dollar test" of work tends to startle and sometimes upset people. Yet, I point out to them that people have a right to meaningfulness in their work, a right to feel as good about it as a volunteer would. Payment does not excuse misery in working just as non-payment is no excuse for inferiority.

To managers, I say: try treating your employees as if they were volunteers and you will be making all the basic right moves in a work fulfillment system. For volunteers, or our paid-employee-cum-volunteer, there are essentially two kinds of work satisfiers: factors external to the work (extrinsic) and factors in the work itself (intrinsic).

EXTRINSIC FACTORS

These include money, other tangible rewards, and more symbolic rewards and recognition such as pins, buttons, badges, certificates, smiles, pats on the back, etc., etc.

Assuming that objectively the money part is reasonably well taken care of (Herzberg called it a "hygiene factor"), or at almost any level of financial compensation, skillful and sensitive use of other extrinsic rewards can substantially enrich worker satisfaction. Volunteer leaders, prohibited from relying on money as an important satisfier, tend to become quite masterly at minting this "motivational coinage".

Here's a suggested sequence for the supervisor (manager of paid employees).

- 1) Intensively cultivate a mindset in which you treat your employees as if they were volunteers. You know it's not true; so do they; but insofar as you can act as if it were true, you might make it closer to truth.
- 2) Get the largest most varied list you can of recognition/rewards successful in attracting and holding volunteers. Talk to a volunteer coordinator or director or person in a similar role; read a good book on the subject such as Sue Vineyard's Beyond Banquets, Plaques and Pins (1981, available from Yellowfire Press).
- 3) Determine which of these recognitions and rewards might be both feasible and effective for your employees (have some employees on your selection committee).
- 4) Try it out.

I recently took Vern Lake's "101 ways to give recognition to volunteers" and rated the list as follows: 41 out of 101, clearly feasible and effective for most paid employees.

33 out of 101, might be feasible and effective for some employees if appropriately adapted.

In all, 74 out of 101 volunteer recognitions, about three-fourths, appear to have reasonable potential for application to other work situations. And Vern Lake's list is only a small fraction of the possibilities. Still, I expect applications won't always be that easy. Translation to non-volunteer situations could be tricky and paid employees might be suspicious or even resentful in some cases, at the first shock of being nurtured as if volunteers.

Recognition/reward is not the only motivating factor external to the work itself. Other extrinsic factors, briefly mentioned are:

1) The Hawthorne Effect, well known in industrial psychology, is the motivational boost from knowing your work situation is special and is being watched, because part of a special study, research, demonstration project, elite team, a model or showcase for visitors, etc. There are several ways in which this effect could be deliberately pumped in a work situation, but I worry about the deviousness of it all.

2) In what might be called gaming, the attempt is to take an intrinsically unattractive task and make a game of it, a contest, say, or add some humor, fantasy, daydream, or absurdity. This can lead to damaging or even dangerous kinds of psychological absenteeism, but the idea may still be worth looking into further. Thus, a highly successful businessman in Studs Terkel's book Working says: "Business becomes a kind of game. Money is just the way you keep score."

INTRINSIC FACTORS

"As if volunteer" recognition and reward should always be tried for all forms of work, in industry, government, at home, in school, etc. Still, it will rarely suffice by itself to assure complete work fulfillment. All the certificates and smiles in the world won't salvage the situation for people who truly despise their work.

Factors in the work itself and closely surrounding work situations, are other powerful motivators or de-motivators which should be tried. But isn't the task a fixed given? Work is work, isn't it, and has to be done? Not so. Work is serious effort with a purpose, and there's usually more than one way to achieve a purpose. Indeed, that last statement is a main theme of the work fulfillment system, a theme which further divides in four parts

- I. Select the Work You Wish to Make More Fulfilling
- II. Analyze this Work into Elements
- III. Re-Assign Elements to Maximize Fulfillment, Wherever Possible
- IV. Re-Organize and Re-Engineer Tasks Which Cannot Be Made More Fulfilling by Re-Assignment.

I. Selecting the Work to be Studied and Enriched

My experience has been that people easily identify the work they want to troubleshoot, without elaborate selection procedures. The sore spot is all too insistent; sophisticated diagnosis is rarely necessary. Still, a few general guidelines are worth keeping in mind:

- 1) Be aware of all your options in choice of work to deal with: part- or full-time, short or long-term, paid or unpaid, organized around a desired outcome, as in a project, or organized around people and job descriptions. Be aware, too, of a wide range of possibilities in scope from two or more individuals to an office, unit, division, or an entire organization or company.
- 2) Determine if this piece of work meets the two essential conditions for a work fulfillment system (described earlier). If so, how does it stack up against the additional four desirable conditions?

- 3) It is probably a good idea, insofar as possible, to apply the system first to yourself and your own work, at least to get the feel of it, before venturing to apply it to other people and their work.

II. Analyzing the Work

Once the work is selected, divide or fractionate it into specific performable elements/activities/tasks.

- 1) Insofar as the work is defined in terms of a desired result or purpose we want to achieve, think about what has to happen before this outcome can successfully occur. Sometimes it helps to think backwards from the desired outcome. However, the outcome-preceding activities or events don't have to be in any particular order, sequence, or priority, for purposes of this listing.
- 2) Wherever the work has been defined in terms of people and the roles they fill, job factoring is a useful process. An application of this process for volunteer job development is Need Overlap Analysis in Helping (NOAH) described in "The New People Approach Handbook" (1981, Yellowfire Press).

Whichever of the two approaches is used, it is usually preferable for each participant to do the process independently, after which all participants compare notes and combine according to requirements of Part III or IV methods.

Part II is designed to produce a comprehensive listing of discrete task elements potentially performable by one or more participants in the overall work being considered. This list need not be in any particular order of frequency, priority, or logic.

Parts I and II are necessary preparatory steps in the intrinsic factor portion of the work fulfillment system. By contrast, Parts III and IV are a set of options among which users can choose at will, as appropriate. I suggest this point be stressed: Parts III and IV are a cafeteria of methods from which we may judiciously select, not a ten-course meal to be consumed entirely in strict order.

III. Re-Assigning Where Possible: Work Swapping

The camp cooking example illustrates the principle. If you give me something you dislike and do poorly, which happens to be something I like and do well; and if the same kind of thing happens from me to you, we have both gained by being more fulfilled and the overall work system has increased in work fulfillment value. It's a win-win exchange principle* much like one form of networking. Indeed, people who can openly and effectively network with one another in regard to their work, are substantially implementing the present "trade-up" part of the work fulfillment system (See "The Bridge: A Guide for Networkers", Yellowfire Press, 1981.)

*Actually a win-win-win because the system wins along with the participants.

Now consider this example:

Example: Bill hates doing the pricing but that's part of his job!
Mary would love to do the pricing and is really good at it,
but can't because it is not part of her job.

Such workplace rigidities must be confronted and, where possible, minimized at this point, because this part of the work fulfillment system is severely handicapped in dealing with non-tradeable task elements.

Part III therefore begins by scanning the total list of task elements (from Part II) to eliminate those elements which are fixed in assignment to one participant or group because of status, role, salary, management policy, organized labor, law, government regulations, or for any other reason. It may also be desirable to allow each participant to reserve for herself/himself at least a few activities they simply enjoy too much to give up, or would feel badly giving up for any reason. They don't have to name the reason, though it might include job threat, professional pride, or whatever. The use of a reasonable number of these unchallenged vetos is highly recommended, even though it can lead to some complexities, e.g., the same job element is fixed for one person and tradeable for another.

Naturally, the work fulfillment facilitator will try to minimize the number of fixed-assignment elements. The process is a good occasion for confronting unnecessary work rigidities. Indeed, with too few trade-ables, Part III of the work fulfillment process is unproductive or impossible until that situation changes.

In looking for fruitful trades, we can scan informally for the kind of situation described previously: my disliked task is your liked one and vice versa.

The work fulfillment grid is a somewhat more structured way of doing this for a set of people and tasks. However, the grid is never more than an aid supporting thought and insight on possible win-win trades; it does not do the thinking for you.

Let's say our work fulfillment system consists of persons A, B, C, D and tasks 1-10. Each person rates each task as follows.

+ = Like a lot and do well
(blank) = In-between, uncertain
- = Dislike a lot.

(We can also, if we wish, restrict the number or percentage of +'s and -'s a person can mark.)

Combining results over individuals (overlays can also be used) we might get a grid like this:

TASKS	PEOPLE			
	A	B	C	D
#1	+		-	+
#2		+		+
#3	-	-		+
#4	-		+	
#5	+			
#6	+			+
#7			-	-
#8	-	-	+	
#9				+
#10	-	-	-	-

The rough-guideline use of the grid is then as follows:

- 1) Consider only the pluses in the grid and see how many tasks are covered by pluses. In this example, all but tasks #7 and #10 have at least one plus, indicating a person who likes the task and claims to do it well.
- 2) Where there are more pluses than are needed for a task (say two or more) choose the plus which is:
 - (a) from a person who is less heavily engaged elsewhere. Thus, we might choose person A for Task 1, person B for Task 2, saving person D for Task 9 which lacks other coverage.
 - (b) is most clearly validated. Thus we might be inclined to choose person A rather than D for Task 6, if we have actually seen person A perform this task with relish and competence, and have no information on D's performance. The question of such validation is a vexatious one in

this part of the work fulfillment system. The best situation is when a person's claims of competence/preference can easily be validated, either because the person has a known record of previous performance, or because she/he could readily be allowed to attempt the task with no serious damage done if performance is poor. Thus, you could let me wash the dishes one night at camp, the harm being repairable if I did a poor job of it. Much harder is the case where there is no checkable record of previous performance and a tryout failure would be disastrous, e.g., a person who would love to assemble parachutes or do quality control on a large batch of anti-biotics. Here, supervised and/or simulated tryouts are the way to go.

- 3) What about tasks lacking pluses, without anyone who would be fulfilled in them (Tasks 7 and 10 in our example)?
 - (a) If you intend going no further in the work fulfillment system, at least avoid assigning minuses to these tasks, and assigns "blanks" who are less heavily engaged elsewhere. (This might be person B on Task 7). When this kind of process isn't clear or feasible (See Task 10), some means of fair assignment, such as rotation, might be practical, or some extra external incentives could be provided for this task.
 - (b) But ordinarily, such uncovered tasks will simply be carried forward for special attention in Part IV of the system.
- 4) You may also wish to consider the grid from the viewpoint of personnel placement. Thus, a vertical scan suggests that person D has good prospects for fulfillment in this work system, while person B might find more fulfillment in other systems.

The grid, never more than an aid to decision-making on task trading, could nevertheless be made somewhat more sophisticated in ways such as the following:

- 1) Take account of (a) how much time a person has to give over all his/her pluses, and (b) how much time each task needs.
- 2) Recognize the interconnectedness of some tasks more than others. Some of the ways in which tasks can inter-relate are described in Part IV C: "The Architecture of Work". Pluses and minuses need not be considered so independent of one another in a set of inter-related tasks--but the implications for such processing are far subtler than that, and far from fully understood at present.
- 3) The rating scale could be more elaborate, e.g.,
 - (a) a five-point scale: ++, +, (blank), -, --
 - (b) a mark could be circled if it's something the person does now.
 - (c) an asterisk could signify a task the person might like but has little or no experience with now.
 - (d) different kinds of pluses could be recognized, e.g., glad gives, once-in-a-whiles, quests. These are described in The New People Approach Handbook and The Bridge, both 1981 publications from Yellowfire Press.

Let's face it, in many situations people may be reluctant to report minuses, at least for any part of a job they currently have. In such circumstances, people might still be asked to mark only pluses, probably in a fixed number or percentage, e.g., "Mark the four parts of your work you enjoy most." Most of the grid analysis steps just described will still apply on a plus-only basis.

In addition, "job threatened" people could be asked to review tasks and assign their pluses for work in other parts of the office, factory, group, or organization. Finally, they could be asked to list things they enjoy doing and do well from their life experience at large.

The above procedures at least allow people to communicate the actual and potential positives in their work, thus making it easier for sensitive supervisors to "pile on the pluses" wherever possible rather than the uncertain minuses. The net effect would be more work fulfillment in the system.

IV. Re-Organizing and Re-Engineering Tasks

Part III explored the work fulfillment potential in trading tasks between people, the tasks themselves remaining the same. Part IV gets inside tasks to change and re-arrange them so they'll be more fulfilling for more people.

The methods for this motivational engineering of work are merely indicated here, and are also presented in their original orientation towards volunteer

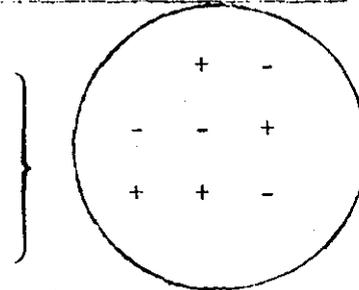
job development. Details of application can't be properly judged from the outline which follows.

A. Division

SOMETIMES AN OVERALL JOB OR PIECE OF WORK INCLUDES COMPONENTS WHICH MIGHT HAVE VERY DIFFERENT "MOTIVATIONAL VALUES" FOR PEOPLE.

For Example: "Please Take Care of the Potluck for Volunteers" can include sub-tasks such as

- Decide who's to be invited
- Select date, time, place
- Design invitations
- Address and mail invitations
- Arrange food
- Plan and get equipment for games
- Etc.



THE DANGER IS THE NEGATIVE COMPONENTS WILL "INFECT" THE WHOLE.

Example: Your potential potluck volunteer cordially detests organizing people so there won't be nine salads and no dessert. Though willing and even eager on the other components, she (he) turns you down on the overall job because of the negative sign on "arrange food."

THEREFORE "SPLITTING" OR DIVIDING A TASK INTO COMPONENT PARTS WILL SOMETIMES GET YOU "YES'S" WHERE BEFORE YOU WERE GETTING "NO'S", BECAUSE YOU NOW ALLOW PEOPLE TO CHOOSE PARTS THAT APPEAL TO THEM.

Example: Our potential potluck volunteer can now avoid the food arranging and is more likely to say yes to some or all of the other parts.

In the same way, division can be an excellent way to begin planning work for a committee or group. Once the overall work is divided, each individual is more able to sign on for things she/he most likes to do and can do best, while avoiding the rest. When this situation is maximized for the entire group, there's a better chance the overall task will be accomplished willingly and effectively.

SOME CAUTIONS:

1. Be specific about the components. You can always combine elements later.
2. Now that each individual tends to have a smaller piece of the action, we must be especially careful they still understand how their piece fits in the overall picture.
3. Once divided, a piece of work stands more in need of a coordinator role.

B. Combination

Division depends on a kind of "chameleon factor" which can work both ways: a motivationally negative task pulling down associated work, or a

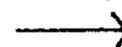
motivationally positive task pulling others up. Combination, the counterpart to Division, capitalizes on the latter or pull-up possibility. We attempt to color an unfulfilling task positive through association with a well-liked task, which hopefully dominates the total work picture.

C. Growing Meaningful Jobs: The Architecture of Work

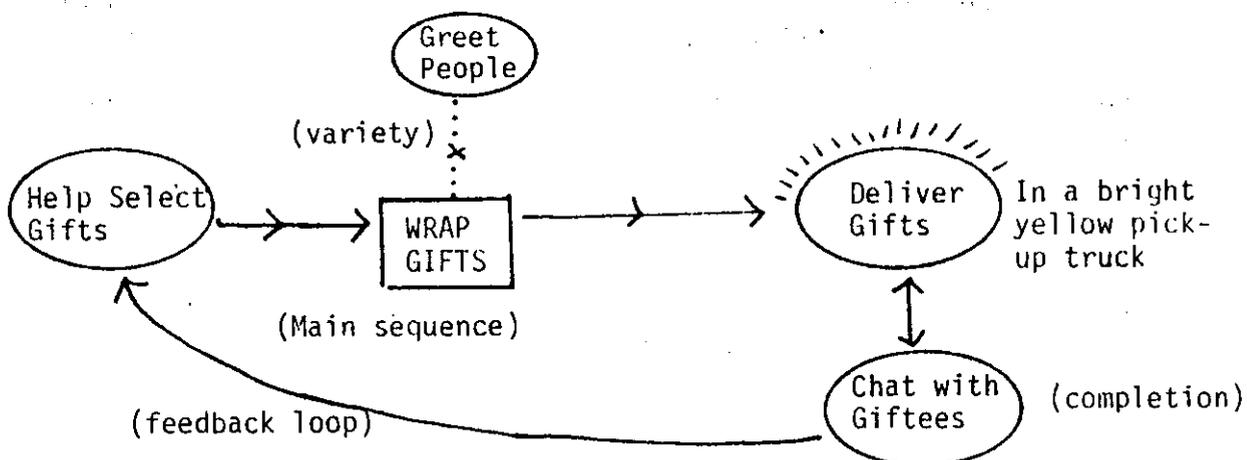
Consider these five principles:

1. Main Sequence. Link elements over time to show evolving purpose:
2. Feedback Loops. The end of a work process feeds back into an improved repetition of the work cycle (More than sheer repetition):
3. Completion. At about the same time as one thing is being done, seize the opportunity to do something else which gives a fuller sense of total purpose achieved.
4. Variety. At about the same time as one thing is being done, seize the opportunity to do something else for contrast, variety, a change of pace.
5. Instrumentation: The Equipment Factor. Sometimes the motivation is largely in the tool through which a task is accomplished.

Chart Symbol



Example, Starting with WRAPPING GIFTS



You can apply this process in two ways:

1. "Creating" new or expanded jobs by building more motivation into a task it is difficult to get people to do willingly, e.g., wrap gifts, filing, attending board meetings, and/or
2. Applying the principles to volunteer jobs or roles already in existence, by "drawing a map" of such work as in the example above. If, as diagrammed, an existing volunteer role seriously misses observance of most or all of the five principles (especially the first three or four), you may be headed for motivational trouble with this volunteer job (or already there).

D. Emerging Principles: The Consequence Connection and Progressiveness

These have some relationship to the five principles just discussed, but are somewhat broader and less mechanical.

1) The Consequence Connection

People will be more motivated by work insofar as we remove the shielding which insulates tasks from their ultimate consequences. The insulation may be due to ignorance of what happens to the work when you're done with it, why it makes a difference in the fate of later steps, etc. More radically, we place people in a position not only to know consequences but to take them (a) in terms of evaluation by respected others and/or (b) actually being impacted by results. Example: a poor job splitting wood for the winter produces cold inconveniences for you later (unless friends or the utility intervene); the better job directly results in more warmth and comfort.

The development of the consequence connection as a principle tends to confront work approaches which permit isolation of its parts, indifference, rationalizations of mediocrity, and buck-passing.

2) Progressiveness

This principle tries to improve the extent to which a person sees something cumulative and growing in her/his work, rather than a treadmill which can only temporarily prevent or delay the return of inevitable decay or deterioration. Examples might be the ordinary perceptions of house-cleaning, garbage collection, law enforcement (?), caring for terminally ill or irrevocably senile patients. But perhaps we can re-perceive as well as re-organize such work so that it can be seen more in the light of cumulative progress.

E. Style Profiling

Background References on Style Options: EXPLORING VOLUNTEER SPACE: THE RECRUITING OF A NATION, 1980, 200 pages, \$10.95. Yellowfire Press.

Purpose: To get more people involved more willingly in helping to achieve your work purpose. [More willing because we have effectively adapted the work to people's natural styles of helping.]

Step 1. Choose a volunteer job, actual or planned, which might be or is difficult to recruit for. Example: "Friendly Visitor".

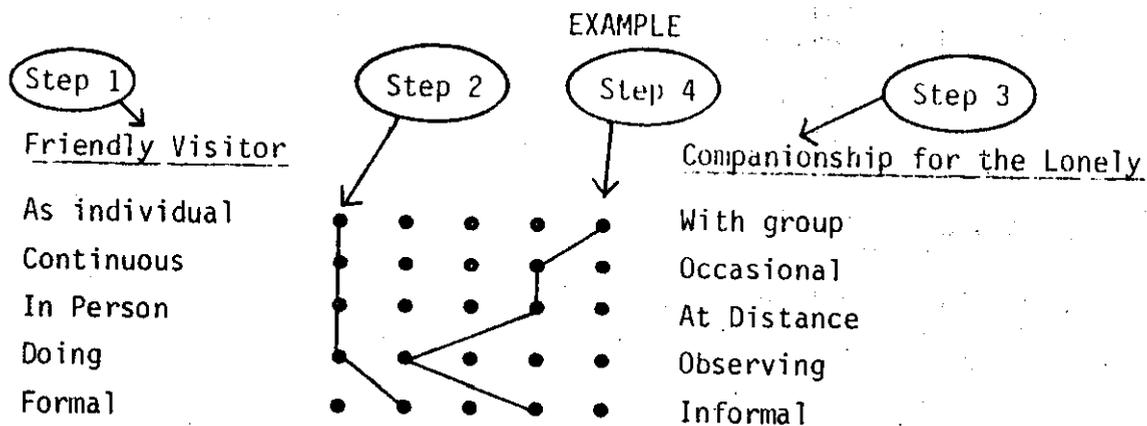
Step 2. In box lower on page, or for any set of style options, graph the central tendency of style for this job as presently conceived. Example: the line to the left in the figure below.

Step 3. Generalize the job to an overall purpose of which it is a part.

Examples

<u>Specific Job</u>	<u>General Purpose of Which it is a Part</u>
Friendly visitor	Companionship for the lonely
Tutor	Helping people learn
Grant-Writer	Raising money
Board Member	Helping us set policy

Step 4. Draw in another line to show the outer limit(s) of other styles by which this general purpose could be achieved. In the example below, this is the line to the right.



The space between the two lines represents the increased scope of opportunity for involving people to achieve your purpose, because you've opened up more style options for them to choose from.

WHEN ALL ELSE FAILS . . .

. . . Minuses will almost surely remain.

A) Check the possibility of dropping or lowering priority on tasks which remain unfilling. Ask if it is possible that these tasks:

- 1) are not vital to the overall achievement of work purpose, and
- 2) may be there simply or mainly because of historical reflex: "But we've always done it this way . . ."

At an admirable extreme of this, I once heard a neighborhood worker hold forth to this effect: I list priority projects. If no one comes forward to do them, I'm not disappointed that a priority project remains un-done; I simply correct an error in priority setting, because people's non-participation tells me the priority of that project was really zero.

But beware: some people might be insulted at the mere suggestion their shop requires redundant tasks of workers.

B) Finally, a miscellany of more familiar methods can be applied. These methods move us partly or fully out of the work fulfillment family of strategies.

--Appeal more heavily to conscience, sense of duty, or obligation.

--Apply other less ethical forms of pressure: raw authority, threat, punishment, etc.

--Assign unwanted work on the most equitable possible basis of rotation.

--Assign the work to a machine (automation). I do feel that instead of shrinking human work out of existence willy-nilly, whatever motivational value, machines should be more oriented to take over unloved work.

FULFILLMENT . . .

. . . for me would be to hear from you with comments, critique, suggestions. Even nicer would be to know you're interested in giving the idea a tryout. If so, I know someone who might find it fulfilling to be your stipended volunteer.

Stay in touch.