

Creating an Organizational Climate to Motivate Volunteers

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INTRODUCTION

Staff and volunteers from other performing arts organizations in New York City frequently ask why the New York Philharmonic Volunteer Council (NYPVC) is so successful. They want to know how they might develop equally successful volunteer groups to serve their organizations. These managers of volunteers seem particularly interested in attracting and keeping daytime volunteers with leadership abilities—those very competent, highly motivated, often socially prominent women who can take charge of gala fundraising projects.

Their questions have led to this examination of the structure and inner workings of the NYPVC in the context of organizational theory. While the Philharmonic has attracted strong volunteer fundraisers for many years, its current management and NYPVC leadership have created a democratic organization of four hundred members who annually conduct more than twenty educational, public relations, and fundraising projects.

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The effectiveness of this organization would not surprise the leaders of major museum volunteer programs or some major symphony managers across the country who have a history of highly organized volunteer programs. Many other performing arts organizations, however, have not been able to develop such highly structured and effective volunteer programs.

History of the Philharmonic Council

Founded in 1842, the New York Philharmonic has a long tradition of active volunteers. Prior to 1980, the Auxiliary Board of 120 women, the Junior Committee of sixty, and The (Men's) Committee were the major volunteer groups. With expanded programming in the 1960s and 1970s, such as the Radiothon (annual telephone-radio fundraiser) and the Free Parks Concerts, new volunteers were attracted. Recognizing the need to reorganize and focus the energies of a growing number of highly competent volunteers, the Philharmonic's managing director, a board member who also was a volunteer leader, and leaders from each of the three existing volunteer groups formed an ad-hoc committee and met several times over the period of a year to evaluate existing efforts and formulate the following recommendations:

1. That the existing separate groups dissolve and become part of one new service organization, the "Council," which would operate as a department of the Philharmonic and not as a separate organization;
2. That the Philharmonic create a full-time staff position for a director of volunteer services to act as business manager and liaison between the volunteers and the symphony management; and
3. That the membership requirements for the new "Council" consist of a commitment to be an active volunteer worker in at least one ongoing activity and a minimum \$15 donation to become a member of the Philharmonic Symphony Society.

In order to participate in the formation of the new "Council," the existing volunteer groups voted to dissolve their organizations and follow the recommendations of the ad-hoc committee.

A PROFESSIONAL APPROACH TO EMPLOYING VOLUNTEERS

In 1982, soon after the NYPVC was formed, Elizabeth Peck, the new director of volunteer services, wrote an article for the Theatre Com-

munications Group's *Performing Arts Ideabooks* called *Employing Volunteers: A Professional Approach at the New York Philharmonic*.¹ In this case study, Peck described how the organizational and communications structure, the membership process, and the working procedures of the NYPVC encourage volunteers to feel that, while they are unpaid, they are accomplishing important tasks in a professional manner.

Peck felt that the following aspects of the organizational structure of the NYPVC contributed to this professional approach: (1) leadership structure; (2) program focus; (3) membership process; and (4) communication among the volunteers and staff. Each of these will be discussed below.

Leadership Structure

The leadership structure of the NYPVC is similar to that of other membership organizations. The following officers are elected for one-year terms by the membership of the council:

1. *Council Chairman*—reports to the Philharmonic managing director;
2. *First Vice Chairman*—in training to become chairman;
3. *Vice Chairmen*—each of five vice chairmen oversees four or five project chairmen (see following section on program focus); and
4. *Secretary*—prepares minutes of Executive and Steering Committee meetings; accomplishes other tasks as assigned by the chairman.

The vice chairmen and secretary report to the NYPVC chairman and, with him or her, are responsible for the daily management of the Council's programs (see following section). They work closely with each other, their volunteer project chairmen, and the director of volunteer services in the office several days a week. They meet together informally each week to solve problems and are part of the formal Executive Committee, which meets once a month. The Executive Committee also includes the managing director, immediate past chairman, past chairman, and board advisor (appointed by the board). The formal reporting systems are illustrated in Figure 1.

Program Focus

The volunteer programs of the NYPVC are organized into four program areas: fundraising, public awareness, service to the orchestra and management, and volunteer operations. Specific projects under each area are shown in Table 1.²

FIGURE 1.—Volunteer Council of the New York Philharmonic.

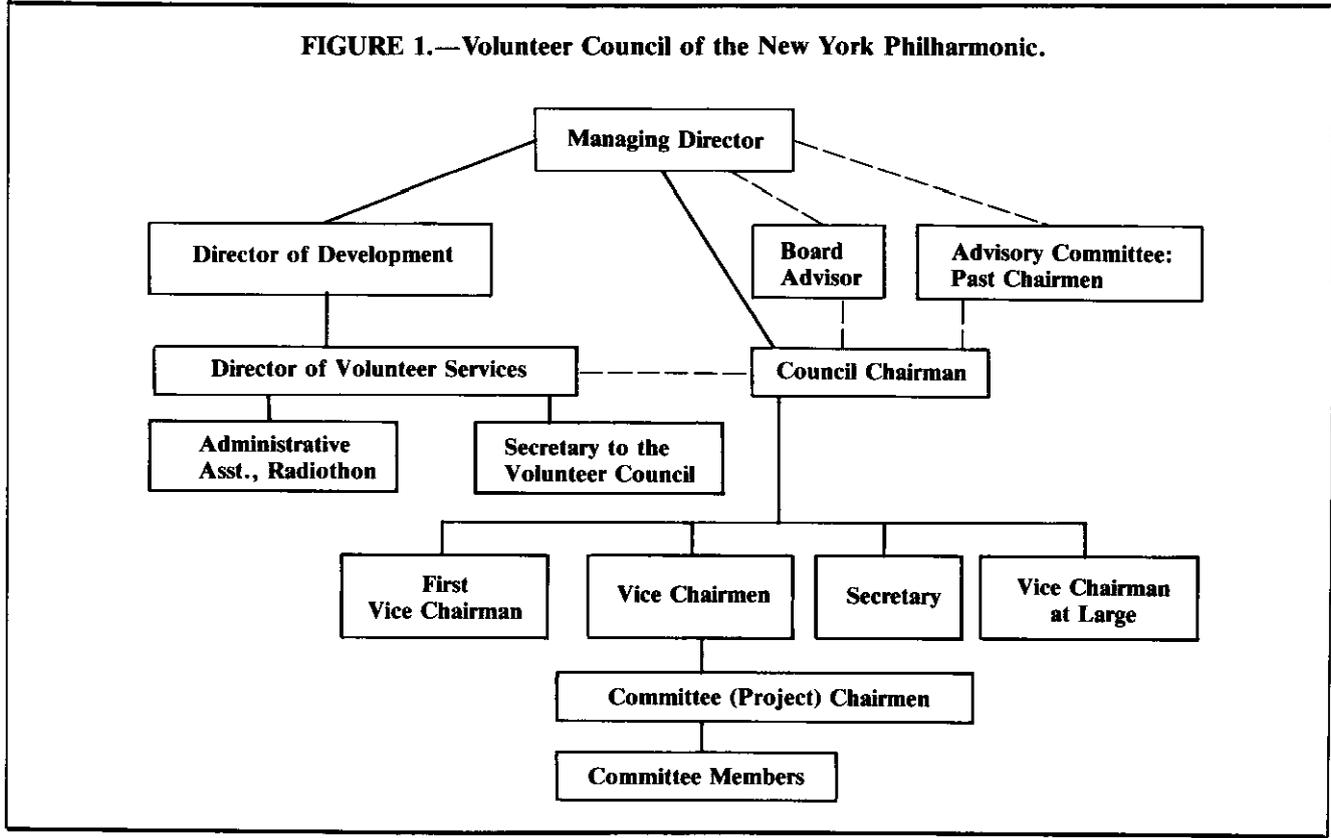


TABLE 1.—NYPVC Program Areas.

Fundraising	Public awareness	Service to the orchestra and management	Volunteer operations
Annual luncheon	Arts advocate	ASOL activities	Council luncheons
Holiday gala	Audience	Orchestra coffee	Evening volunteers
Opening night	development	breaks	Membership
Philharmonic	Educational	Orchestra	Newsletter
Ball	affiliates	luncheon	Research/ resources
Metropolitan Committee	Friends coffee bar	Staff assistance	
Philharmonic	NYP Ensembles		
Gift Shop	“You Gotta Have Park”		
Radiothon			
Parks concerts			

Each project is managed by a volunteer chairman appointed by the Council chairman, who also assigns each vice chairman to oversee four or five project chairmen. Each project chairman selects his/her committee, which includes new members as well as those who have previously worked on the project and want to continue. Each project chairman is given a job description outlining the overall goals and responsibilities of the project and a detailed final report from the preceding chairman. Vice chairmen and project chairmen also are given a chairman's manual that describes Philharmonic and office procedures and some performance expectations.

Chairmen generally have been working members of committees they are asked to chair; thus, they bring direct experience with them when they begin a new project. New project chairmen have a planning session with the NYPVC chairman, the vice chairman overseeing their project, the director of volunteer services, and other support people as needed.

The project chairmen and the Executive Committee form the Steering Committee, which also meets once a month. At this meeting, the project chairmen report on projects, participate in management training, and receive information on upcoming Philharmonic events and issues.

In the introduction to Peck's article, editor Bruce Phariss points out that the Philharmonic gives its volunteers "substantive work" and focused tasks for which "a specific goal or purpose is articulated." Thus, he says, a "volunteer seldom feels frustrated or as if he or she were wasting time—an important point when time is valued so highly."³

Membership Process

The NYPVC membership process is actually a personnel employment process that includes recruitment, interviewing, placement, training, supervision, recordkeeping, and evaluation. Recruitment is informal because Council members individually seek out people they feel can make a contribution and enjoy participating in the Council's work. Other prospective volunteers request membership information because they have seen or heard about the work of the NYPVC.

Prospective volunteers are sent a booklet describing the Council's structure and programs and a membership application form. When the application is returned, the volunteer membership chairman schedules an interview for each person seeking membership. The interviewers, who may be one or two Council officers and/or members of the Membership Committee, provide more information to the prospective volunteer and ascertain his/her interest in actively working on one or more of the Council's programs.

If the applicant's time availability and interests match the needs of the Council, he or she is invited to become a member and is recommended to the appropriate project chairman who introduces the particular project activities. If the Council's and prospective volunteer's mutual interests do not match for a year-round commitment, the volunteer may wish to give a small amount of time for special projects such as the Radiothon or Free Parks Concerts.

Two or three times a year, the NYPVC holds an orientation for new members during which the Council chairman and managing director welcome them and acquaint them with the overall mission and structure of the New York Philharmonic. The new volunteers are introduced to the senior staff who direct the departments and are given a tour of Avery Fisher Hall.

Project chairmen are responsible for training the new volunteers to participate in their projects. This training may consist of an individual discussion of the project activities and/or a group skill-development session (for example, learning to operate the Gift Shop).

Each volunteer has an ongoing membership record card showing the projects in which he or she has participated each year since becoming a member. Project chairmen and their advising vice chairmen are responsible for informally evaluating the continuing interest and ability of each volunteer to meet the particular needs of each project. Each of these endeavors is evaluated annually by a wrap-up meeting of participants, and final reports are prepared by the project chairmen and director of volunteer services.

Communication Channels

Internal Communication

Much of the communication between volunteer leaders about daily activities they are managing takes place through informal discussion in the office and weekly operational meetings of the officers. More formal channels include

1. Monthly Executive and Steering Committee meetings;
2. Semi-annual luncheons to offer the entire membership an opportunity to hear reports on the projects and have a social time;
3. The Volunteer Council newsletter, which is sent to the entire membership and the orchestra, board, and staff three times a year; and
4. A membership directory, which is published bi-annually.

Utilizing these channels of internal communication and working closely with the director of volunteer services, the Council chairman is responsible for facilitating communication and working relationships among the volunteers.

Volunteer-Staff Communication

The Philharmonic's managing director places a very high value on the contributions of the NYPVC and frequently praises and recognizes its work. He is available when needed for consultation with the Council chairman and the director of volunteer services, thus communicating his support for the professional quality of the volunteer activities.

The key to the success of the volunteers' communication and positive working relationships with the staff is the managing director's encouragement of open discussion and joint decisionmaking between staff and volunteers. For example, armed with experience, a job description, and final reports from the previous chairmen, volunteer project chairmen are encouraged to meet with relevant staff at the beginning of each project to review issues of common concern, agree on mutual goals, establish working schedules, and generate lists of prospective contacts. After such a meeting, the Council chairman and the director of volunteer services will work together to monitor the interdepartmental activities related to each project and facilitate communication between the volunteers and staff.

To summarize, some of the ingredients necessary to establish and maintain a program that offers professional-quality positions for serious volunteers are (1) an organization that is structured to provide the volunteers with clearly defined responsibilities for their programs; (2) leader-

ship from the senior management and volunteer officers that places a priority on mutual support and open staff-volunteer communication; and (3) frequent praise and public recognition for the contributions of the volunteers.

THE LARGER PERSPECTIVE ON VOLUNTEER PROFESSIONALISM

Since 1982, when Peck described some of the ways the NYPVC used professional employment practices in placing and supervising volunteers, there has been great advancement in the variety of techniques and level of sophistication in volunteer employment practices of recruitment, placement, training, supervision, and evaluation. Other articles in this issue of *The Journal of Arts Management and Law* will articulate some current practices in volunteer recruiting and evaluation. Additionally, for an updated overview of employment practices for volunteers, a good resource is the 1986 winter issue of the *American Association for Museum Volunteers Newsletter* entitled *Management of Museum Volunteers*. This issue gives concise guidelines for recruiting, training, and evaluating volunteers.⁴

Recently in this same newsletter, Barbara Kelly of the Denver Museum focused on the issue of professionalism in volunteering. She asks

If professionalism does not imply money, then what factors does it include? My definition would be (1) responsibility and accountability, (2) reliability, (3) efficiency, (4) ability to perform according to defined standards, (5) pride in work, (6) optimum presentation of oneself, (7) a nonemotional, rational approach to problem solving, (8) a commitment to the institution and task, and (9) most importantly, a willingness to support the leaders, both staff and volunteers, in achievement of mutual goals.⁵

This list of professional attitudes and behaviors is useful to us because it implies that there are very strong achievement motivations among volunteers who are willing to make such professional commitments.

While the components of the NYPVC mentioned above define a professional organization, they do not account entirely for the very high level of commitment from competent volunteers who have many demands on their time and are coveted by other organizations. (In addition to their demanding roles at the Philharmonic, the leadership volunteers usually have at least one other responsible volunteer position.) The remainder of this article will explore some theories on the relationships between motivation and organizational climate and consider how these ideas are applicable to the NYPVC.

PSYCHIC REWARDS

Since volunteers are not paid, psychic rewards are the only remuneration they receive. To increase their effectiveness and keep their energies committed to our particular organization, it seems necessary to recognize that volunteers seek a great variety of such rewards. We must develop a work environment or organizational climate that provides all the needed types of psychic rewards. Most volunteers want to do professional-quality work that benefits the organization, but there are additional levels of rewards that both increase their motivation and enhance their personal growth.

Achievement Motivation among Council Officers

Recently, the NYPVC chairman asked her officers to respond to a questionnaire produced by the Junior League of Cleveland, Inc., which asked each individual to answer questions that would show his or her preferences among three different leadership styles—to promote (1) expression of individual feelings, (2) an emphasis on group climate, or (3) achievement of the tasks. The nine officers and director of volunteer services were asked to rate responses to ten questions in order of their individual preferences. For example, one question reads

- You are leading a meeting; it is important to
- (a) Keep focused on the agenda (achievement of task);
 - (b) Focus on each individual's feelings and help people express their emotional reactions to the issue (individual expression);
 - (c) Focus on the differing positions people take and how they deal with each other (group climate orientation).⁶

The composite scores of the NYPVC volunteers indicated a very strong task or achievement orientation. All but one of ten participants scored highest in preferences that focused on achievement of the task. The questionnaire was intended to help the volunteer officers analyze their own strengths and be aware of aspects of leadership they may have overlooked. The results suggest that these volunteers may need to increase their attention to individual expression of ideas and feelings and group decisionmaking. However, the questionnaire also provides useful insight into the factors that motivate these volunteer leaders.

Since New York City is an achievement-oriented environment, a high level of achievement motivation among NYPVC volunteers is no surprise. Furthermore, the Council's professional employment practices, leadership structure, and program focus described above contribute to

their sense of professionalism and job satisfaction. The environment and motivational systems at the Philharmonic, however, seem to be more complex than this. Further exploration of the motives and needs of the volunteers—the basis for psychic rewards—in relation to the organizational climate is required.

The Theoretical Relationships between Motivation and Organizational Climate

In her book, *The Effective Management of Volunteer Programs*, Marlene Wilson identifies four interdependent elements that affect work behavior.

1. The motives and needs a person brings to the situation;
2. The job or task to be done;
3. The personal strengths, weaknesses, and leadership style of the manager; and
4. The climate of the organization.⁷

To these I would add a fifth element that seems necessary in charitable organizations: the organization must have a compelling and well-articulated mission.

To further explain work behavior, Wilson identified three types of motivational systems—affiliation motivation, achievement motivation, and power motivation—and defined each of these by describing the aspects of organizational climate that would support each type.

To create an affiliation-oriented climate:

1. encourage close, *warm relationships*;
2. give considerable *support* and encouragement;
3. provide a great deal of *freedom* and little structure or constraint; and
4. make the individual feel like an *accepted member of your group*.

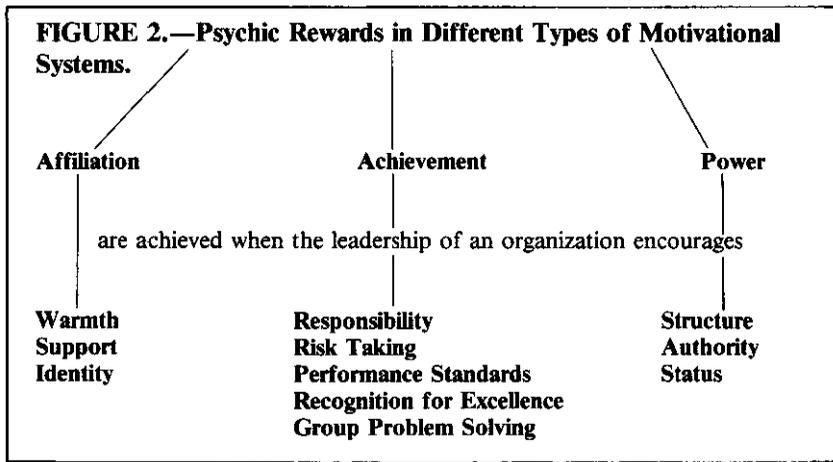
To create an achievement-oriented climate:

1. emphasize personal *responsibility*;
2. allow and encourage calculated *risks and innovation*; and
3. give *recognition* and reward *for excellent performance*—not for mediocre or poor performance.

To create a power-oriented climate:

1. provide considerable *structure*, such as rules, policies, etc.;
2. allow people to obtain positions of responsibility, *authority, and status*; and
3. encourage the use of *formal authority* as a basis for resolving conflict and disagreement.⁸

Figure 2 illustrates another way to express Wilson's description of motivational systems in relation to factors of organizational climate.



Although Wilson implies that these motivational systems and organizational supports are mutually exclusive, we shall see that in the NYPVC they all co-exist to a high degree and are mutually supportive.

Affiliation Motivation

Affiliation rewards have been the major tool of volunteer organizations for years. At the annual conventions of the American Symphony Orchestra League, volunteer workshop leaders emphasize warmth, praise, support, and encouragement. Furthermore, in *The One Minute Manager*, Kenneth Blanchard argues that giving praise and warmth are at least half of the key to success for all managers.⁹

While an organization as tightly structured and achievement-oriented as the NYPVC might not appear to foster affiliation motivation, the structure is actually very instrumental in providing a well-trained group of leaders and co-workers who understand that an important aspect of their job is to support each other, give praise and recognition, and create a feeling of warmth and good fellowship. Efforts are made, usually successfully, to find a comfortable role for each volunteer with people he or she enjoys. In addition to being interesting and satisfying, the work should be enjoyable. Great care is taken to create pleasant, positive work environments.

Volunteer project chairmen who do not generate a high level of warmth and support or who have difficulty accepting the diversity of personalities will receive informal training from their advising vice chair-

man on ways to support and appreciate their volunteer workers. Such advice might include

- be available to your volunteers when they are working to assist and praise them;
- schedule and plan activities so the work will be pleasantly paced and not frantic;
- divide the work so more people can participate;
- provide refreshments and a social time for your workers; and
- invite the Council chairman or a member of the senior staff to thank them for their participation.

Project chairmen who cannot learn to delegate, praise, and work with a variety of people are not invited to continue in this type of role.

The membership structure of the Council also contributes to the psychic rewards of affiliation. Belonging to a working committee within a powerful membership organization creates both small- and large-group identity. The more a volunteer participates, the more he or she will feel a sense of acceptance and involvement and will identify with the group.

While dispensing praise and warmth to meet the affiliation needs of their volunteer workers is clearly a tool employed by the officers and program chairmen to achieve their goals, these leaders also frequently express appreciation for the warmth and support they receive from each other and from the senior management of the Philharmonic. We will see that affiliation rewards also become power rewards when bestowed by those in power.

Achievement and Power

In addition to professional employment practices, which provide a high level of psychic rewards for people with achievement motivations, the NYPVC structure described earlier provides the officers and project chairmen with power rewards such as authority and status. In fact, the achievement and power rewards desired and received by members of the Council are so closely connected that it would be redundant to try to illustrate them separately. Instead I would like to discuss the ways the following four elements of Council organizational climate and leadership provide both achievement and power rewards.

1. The volunteer organization is structured so volunteer leaders make the operational decisions and manage other volunteers;
2. The volunteer leadership team provides its own training and mutual support;

Creating an Organizational Climate to Motivate Volunteers

3. The volunteer organization operates as an internal department of the Philharmonic with its own support staff and access to the senior management of the Philharmonic; and
4. The individual volunteers and the contributions of the Council are highly valued by the Philharmonic managing director, senior staff, and key board members.

Volunteer Management

The volunteer officers manage their own programs and the other volunteers, giving the leaders the achievement rewards of top management responsibilities and recognition for performance. Because they make decisions and are elected to their positions, they also receive the power rewards of authority and status.

The Council leaders have a clear sense of their responsibilities as leaders to sustain the climate of professionalism and mutual support. Marlene Wilson describes the roles of managers or leaders as follows: "The most important and dramatic determinant of climate seems to be the leadership style utilized by managers or by informal leaders." She continues to say that "leadership is a dynamic process and varies from situation to situation, based on the unique combination of leader, follower, work to be done, and situation," meaning that "the manager does not have *a* role, but rather *many* roles to fill."¹⁰ Thus, because the volunteer officers understand the complexities and importance of their leadership roles, the leadership structure described earlier is a major factor in the success of the NYPVC as well as a source of both achievement and power rewards for the individual leaders.

Another source of achievement and power rewards is the encouragement to set high goals and take risks. Council volunteer project chairmen are in charge of their projects. They have the support of the organization and the freedom to take risks and develop ideas within specifically defined organizational guidelines (see page 55). With the support of their advising vice chairmen, the Council chairman, and the director of volunteer services, they

- set goals and plan projects;
- recruit committees to solicit underwriting, sell tickets, and carry out projects;
- develop budgets;
- create ideas for fundraising galas or gift items;
- solicit bids from vendors;

- select the appropriate vendors and monitor the quality of work; and
- develop and refine marketing tools, which may include activities as diverse as
 - organizing the resources to design, print, and individually address 5,000 gala invitations to be sent to a selected list of New York's social elite; or
 - publishing 175,000 copies of a 40-page Radiothon Catalogue (listing 1,200 gift items they have solicited) which are then mailed by a professional mailing house using computerized mailing lists the volunteers have helped develop over the past ten years.

One example of goal setting and risk taking by a project chairman occurred recently when, in response to a suggestion made by the preceding chairman in her final report, a project chairman requested an increase in the traditional ticket price for an event. Concurrently she accepted the suggestion from the development director to add a new price category for benefactor tables. Both ideas were approved, and she set a goal for selling the usual number of tickets at the increased price as well as ten benefactor tables. She personally solicited several potential corporate benefactors. The event was a sell-out, and eleven benefactor tables were sold because of the powerful combination of the traditional attraction of the event for Philharmonic patrons, the chairman's infectious enthusiasm and attention to details, and the support she received from the Council leadership team and Philharmonic staff. The net proceeds from the event nearly doubled from the preceding year. In addition to thank-you letters and public recognition, this chairman has been rewarded with an offer to chair another prestigious event.

The vice chairmen who supervise the project chairmen have even broader responsibilities to advise and assist these chairmen, monitor schedules and budgets, and coordinate resources and communication. In conjunction with the project chairmen, they are responsible for large fundraising projects and receive recognition for excellent performance. Along with the Council chairman and first vice chairman, they have the status, power, and authority that create the satisfactions that come from being top management.

Training and Support

With assistance from the staff when requested, the volunteer leadership team provides its own training and acts as a support group, thus

Creating an Organizational Climate to Motivate Volunteers

creating a sense of strong internal support and allowing members to grow into positions of greater responsibility. The training process is structured by the NYPVC nomination procedures, which require that to be eligible for nomination as a vice chairman, a member must have completed at least two years as the chairman of one or more projects.

Each year the overall Council chairman, with advice from the Executive Committee, selects the project chairmen from those who have shown interest and leadership ability. He or she will make an effort to offer those with leadership ability a chairmanship that will help them grow and expand their view of how the Council works. For example, in 1985, one young potential leader chaired a small benefit party as her first project. To broaden her perspective, she was then asked to chair the membership committee, a very responsible position in which she is becoming more familiar with the broad Council membership, the formal and informal rules, the way the office works, and the ways NYPVC members communicate with each other and with staff. She is asked to set goals, plan and delegate tasks, provide support for her committee members, and see that they follow through on tasks. She is learning that the Council has very high expectations for accuracy and attention to detail. She also is learning to be patient with her workers and take constructive criticism as well as praise.

Some project chairmen who are very successful party fundraisers would not be good managers or officers because they are not able to delegate responsibilities and be supportive of others. They are talented at generating and implementing exciting ideas, thus creating an event that "sells." They are self-disciplined, have very high standards, are detail oriented, and are very demanding of themselves and others. Even though they are not good managers of people, these program or event chairmen can perform well within the NYPVC structure because the Council officers and director of volunteer services will support them and shield other volunteers and staff from unreasonable demands. They will reassure the chairmen that the work to be done will be on the list of priorities; if delays and problems arise, they will help keep communication channels open.

The leadership training process continues for vice chairmen, who usually complete at least two years in this role before being nominated to become first vice chairman, then automatically Council chairman. Thus, each ascending NYPVC chairman has at least five years of training and supervisory experience. Within the top level of volunteer management, poor performance is not tolerated. When the peer group perceives that a weakness of one of its members will interfere with the Council's success, ways will be sought to fill the gap or help the individual change his or her behavior.

Departmental Status

The NYPVC functions as a department of the Philharmonic—in other words, as an integral part of the entire Philharmonic structure, giving the volunteers access to and support from the senior management and the rest of the staff. Although mutual working schedules are established, the priorities of the other departments may sometimes distract the paid staff from maintaining mutually agreed-on schedules. When this happens, volunteers may feel that their priorities are being ignored. The director of volunteer services and NYPVC chairman will work with the staff and volunteers to reschedule the activities and repair damaged communications channels. Thus, the volunteers receive the achievement rewards of being an integral part of a well-managed, supportive organization as well as the power rewards of status and authority within this larger prestigious organization.

In return for the organization's trust, the volunteers follow a strict set of rules requiring senior management approval of schedules, budgets, printed materials, and contact with donors. The director of volunteer services is their guide in preparing budgets and printed materials and obtaining approvals. She can enlist the aid of any staff person and plays the role of a partner in the daily activities, particularly to the overall NYPVC chairman. Organizationally she reports to the director of development, but, as in many other areas of the Council and Philharmonic functioning, there is a great deal of flexibility in her role, and she is encouraged to seek the advice and assistance of any member of the staff as needed.

In addition to her role as partner to the volunteer leadership and liaison with the paid staff, the director of volunteers hires and supervises support staff (one secretary and one administrative assistant) assigned to the Council. Having the services of such staff greatly increases the level of professionalism and achievement of the volunteers.

Integrating a strong volunteer group into the central management structure of an organization requires a professionally secure staff willing to give credit to productive volunteers as well as secure volunteers willing to have their work closely scrutinized. It is the job of the NYPVC chairman to bring his or her suggestions to the senior management and volunteer leadership for discussion and joint decisionmaking.

Rewards from the Philharmonic Senior Management and Board

Wilson's description of the importance of the leadership style of the managers is equally true when analyzing the dynamics of the Philharmonic senior management and board in relation to the Volunteer Council. As described above, the managing director and key board members

can clearly articulate the value of the NYPVC to the Philharmonic and frequently express their gratitude and support. More than anyone, the managing director sets the example for providing achievement and power rewards by working with the volunteer leaders as though they were professional staff. Staff members are made aware that they should let the volunteers receive the spotlight and recognition for their work, even though staff contributions to the project might have been equally critical to its success. Volunteers also take time to recognize and thank the staff. The managing director keeps the NYPVC officers informed about upcoming events and long-range possibilities and shares with them some of the interesting and amusing "behind the scenes" stories that unfold. As part of their psychic rewards, the volunteer leaders receive invitations to many Philharmonic events and are invited to host special parties honoring guest artists.

Thus, the Philharmonic's managing director communicates a sense of security and trust in working with powerful, productive volunteers. He was instrumental in designing their organization, and his ultimate authority and leadership are completely accepted because NYPVC leaders know they are part of the decisionmaking process.

While several members of the Philharmonic board also are members of the NYPVC and participate in its programs, the differences in the roles and prerogatives of the board and Council are very clear and distinct. The board president and those long-standing dual members described above stay informed and ready to support and assist the Council as needed. Roles they and the managing director might play include helping orient a new Council chairman to some of the complexities of his or her duties, informing their co-board members about the need to support a particular activity, and contributing to the Council's long-range planning.

CONCLUSION

To complete this description of the psychic rewards generated by the structure and leadership of the Philharmonic, it should be noted that precisely because of their commitment, training, and support for each other, the leadership team of the NYPVC has acquired significant and highly recognized power, status, and authority. Those who desire a combination of *affiliation* and *power* rewards receive them as *recognition* for *achievements* that contribute to the success of the whole group. This interdependence of psychic rewards in each of the three motivational areas seems to be one of the greatest strengths of the Council.

Such interconnections of affiliation, achievement, and power re-

wards can lead to a sense of empowerment. In *The Power Handbook*, Pamela Cumings describes "empowerment" as follows.

To feel empowered is to have a strong sense of "can do," a feeling of control and choice over life's events. People who are empowered are fully aware of all their resources—their strengths and weaknesses, their feelings and frustrations, their values and attitudes. They are clear about what they want to accomplish in life and are optimistic about their ability to achieve these goals.¹¹

This state of feeling empowered is the result of exercising one's abilities and taking responsibility and risks within organizations or other group structures that encourage self esteem, personal growth, and achievement. Volunteers will certainly be loyal to the arts organization that provides a work environment in which they can experience a variety of psychic rewards leading to the ultimate reward: a sense of empowerment.

NOTES

1. Peck, E. 1982. Employing volunteers: A professional approach at the New York Philharmonic. *Performing arts ideabooks*. New York: Theatre Communications Group, Inc.
2. The organizational chart and program list are taken from the New York Philharmonic Volunteer Council Handbook, revised in 1985.
3. Phariss, B., editor. Introduction to Employing volunteers: A professional approach at the New York Philharmonic. *Performing arts ideabooks*, 1.
4. *American Association of Museum Volunteers Newsletter*. Winter 1986. Special Issue, Management of Museum Volunteers, 2, 7.
5. Kelly, B. Winter 1986. The volunteer as professional. *American Association of Museum Volunteers Newsletter*, 3.
6. Junior League of Cleveland, Inc. Leadership questionnaire.
7. Wilson, M. 1976. *The effective management of volunteer programs*. Boulder: Volunteer Management Associates, 58.
8. *Ibid.*, 59-60. (emphasis and order added.)
9. Blanchard, K., and S. Johnson. 1982. *The one minute manager*. New York: William Morrow & Co., Inc.
10. Wilson, *The effective management of volunteer programs*, 60.
11. Cumings, P. 1981. *The power handbook*. Boston: CBI Publishing Co., Inc., 2.