

SECRETS OF MOTIVATION

HOW TO GET & KEEP
VOLUNTEERS & PAID STAFF!



BY **SUE VINEYARD**

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VOLUNTEERS AND PAID STAFF**

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*"If You Want One Year Of Prosperity, Grow Grain.
If You Want Ten Years Of Prosperity, Grow Trees.
If You Want One Hundred Years Of Prosperity, Grow People."*

— Chinese Proverb

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"Volunteerism's IDEA People!"

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Assignments That May Motivate: Achievers, Affiliators, Empowerers, Single Parents, Youth, Volunteers of the 90's, Lower Income Folks, Working People, Seniors, Handicapped, Culturally Diverse Groups, plus Physical Surrounding Tips, Management & Climate Tips and 75 More* Ways to Recognize People Creatively!

INTRODUCTION

As in my last book, *The Great Trainer's Guide*, I will make this introduction as brief as possible, as I know we both are pressed for time and what you don't need in your day is a lengthy discussion of how I came to write about and believe in motivation. You have to have the latter if you decide to do the former!

Instead, I'll make this short 'n sweet . . . another "introdunctette" of sorts:

1. Of course I believe in motivation, it's the driving force of my life.
2. I've had decades (never mind how many) of motivating others. Some assignments along that vein were harder than others.
3. No, there are no easy answers, but there are some simple ways to stimulate others to action . . . being kind and honest come to mind.
4. This is a compilation of what I've learned on the front lines. It doesn't come from retelling someone else's ideas — it's usually what I've learned the hard way.
5. You'll see a lot of marketing and recognition and management tips in this book. Why not? I've been talking about those subjects for years. They bring out the passion I have for taking theory and putting it to the test. Theory alone is hot wind; action is success.

Happy Motivating,

Sue Vineyard, 1991



This book is quietly dedicated to those who have motivated me through half a century . . . parents, husband, teachers, family, friends, clients, colleagues, writers, mentors, a great partner, a very much missed black Lab, and most notably – two young men named Bill and Bob, who are now on their own, discovering their own secrets and who can still motivate their Mom to a quick tear or lump in the throat by a loving word, news of their own success or a quick hug.

Thank you.



Chapter 1

MOTIVATION AND VOLUNTEERING: What's The Connection?

People have labeled the 1990's as the "Age of Anxiety" with unrest and concern coming from world conflicts, the economy and powershifts.

As directors of programs, agencies and organizations which tap the rich resource of volunteers and work to involve them in a team approach along with paid staff, we must concern ourselves with information that can **GET** and **KEEP** good people.

If we only attend to getting people involved and ignore keeping them, our costs for turnover will eat us alive!

The trick to keeping people is to let them do what they like to do – and that leads to the simplest definition of motivation possible:

MOTIVATION:
Whatever stimulates people to act by offering them an opportunity to do what they like to do or are interested in.

Eleanor Roosevelt once said: "I've always seen life personally. My interest or sympathy or indignation is not aroused by abstract causes, but by the plight of a single person."

Her quote points out how personalized motivation is. This brings us to our first "secret":

SECRET
#1



MOTIVATION IS
'USER-DEFINED!'

WHAT MOTIVATION IS

Motivation is determined by the individual. You can break your back trying to motivate someone, but unless you offer them something *THEY* find interesting or compelling, it won't work – it won't become a "motivation" until they internalize or personalize and respond to it.

In the mid 1980's Ray Francis¹ wrote his graduate thesis on his belief that when volunteers are offered and given jobs that match their personal motivations, they will:

1. Accept a position more readily.
2. Have greater satisfaction in the position.
3. Stay longer.



To support and prove his theory, he developed an instrument to identify motivation called the "Volunteer Motivation Profile". It was based on Exchange Theories²

and Expectancy models³ and is designed to help agencies measure needs and satisfactions.

The results simply validate what most experienced program managers know about workers, paid or volunteer:

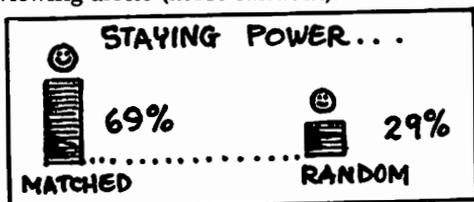
SECRET #2



PEOPLE WHO HAVE THEIR NEEDS MET ARE MOTIVATED TO SIGN-ON AND STAY-ON LONGER AND WITH GREATER SATISFACTION.

The statistics Francis gathered showed:

1. 69% of people who had been matched according to their motivations as revealed in the profile, remained active in their volunteer job after three months, versus:
2. 29% of people matched to work through interviewing alone (more random).



Through his research Francis concluded:

1. The degree of match (motivation to job) does influence the likelihood of a volunteer remaining at the task.
2. The degree of match does effect the volunteer's satisfaction in a positive direction.
3. Continued satisfaction and retention on the job, however, was found not to be a function of the initial motivation.

Look carefully at that last conclusion . . . it tells us that a person can be highly motivated by what they expect the job will be as they are first recruited, but if the reality of the job does not live up to that expectation, they will turn away.

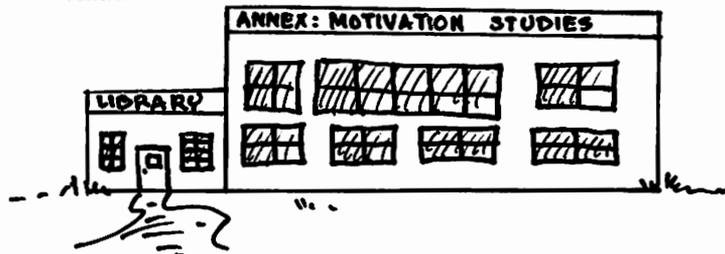
Job satisfaction and retention, therefore, call for new motivations beyond those that first drew people to a job. We'll get into more of this later as we talk about Victor Vroom's Theory of Expectancy, but let's stop here for a critical secret that can't be pointed out too often:

SECRET #3



NEVER PROMISE WHAT YOU CAN'T DELIVER!

In this little book* we'll look at what's behind all the secrets of motivation. We'll look at some theories that impact our work and try to draw conclusions that can help us as we approach, recruit, work with and retain both volunteers and paid staff. I do not intend this work to be all inclusive, but I hope it will offer you the meat of what you need to know to do an effective job in this decade.



There are a lot of references tucked in here and there that can lead you to tons of greater information, so pursue all that at your own risk . . . here we'll simply focus on the basics, giving you information to translate into practical, use-it-today tools.

All that leads us to two more secrets that are really so obvious, they are "non-secrets" to be sure:

SECRET #4



INFORMATION IS POWERFUL!

and . . .

SECRET #5



THIS BOOK OFFERS BASIC TOOLS TO HELP YOU MOTIVATE PEOPLE – IT IS NOT INTENDED TO BE AN ENCYCLOPEDIA OF MOTIVATION!*

*Think of it as the Reader's Digest Condensed version of "All There Is To Know About Motivation," Volumes #1 - #78.3 Trillion.

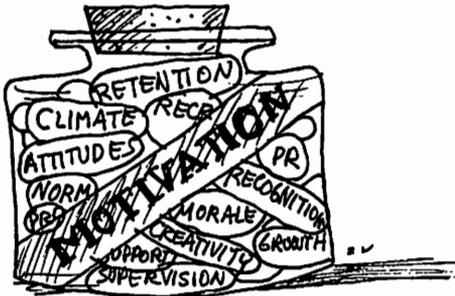
WHAT MOTIVATION EFFECTS

Motivation effects more than placement and retention. Understand that it also shapes:

work climate ♦ *attitudes* ♦ *production* ♦ *team building* ♦ *morale* ♦ *recruitment* ♦ *PR* ♦ *visibility* ♦ *client services* ♦ *funding* ♦ *support* ♦ *recognition* ♦ *creativity* ♦ *planning* ♦ *organizing* ♦ *problem solving* ♦ *leadership development* ♦ *supervision* . . . etc, etc.

In short, *everything* you do! If people are motivated positively by being **passionate** about the vision or purpose of your program, **like** the work they are assigned, get to work with people who are **like-minded**, and feel they are making a **difference**, you're on the road to success.

If workers are mis-matched to jobs, are surrounded by workers who are also misplaced and therefore unhappy, and have no feeling about the mission . . . **WATCH OUT** . . . you're probably on the back ally of failure!



WHAT MOTIVATION IS NOT

A quick word here about what motivating is NOT:

1. It is not arm-twisting.
2. It is not dishonest.
3. It is not manipulative.
4. It is not unfair.
5. It is not a bribe.
6. It is not a way to fill your needs and ignore that of the other party.
7. It is never a threat.
8. It is never scorekeeping.
9. It does not offer what it can't provide.

. . . and most of all

SECRET

#6

SUCCESSFUL MOTIVATION IS NOT A BODY COUNT. IT IS A RELATIONSHIP!



MOTIVATING VOLUNTEERS IN THIS DECADE.

Each decade seems to present new challenges to coordinators of programs as they seek to first motivate volunteers to become involved and to work effectively toward the mission of the organization and then remain active to provide stability and continuing support.

Frequently when asked to help groups diagnose problems that they have identified, typically declining volunteer participation, I've found that they have built an entire motivational effort on outdated assumptions about who the volunteers are, what they are interested in, and how to work with them.

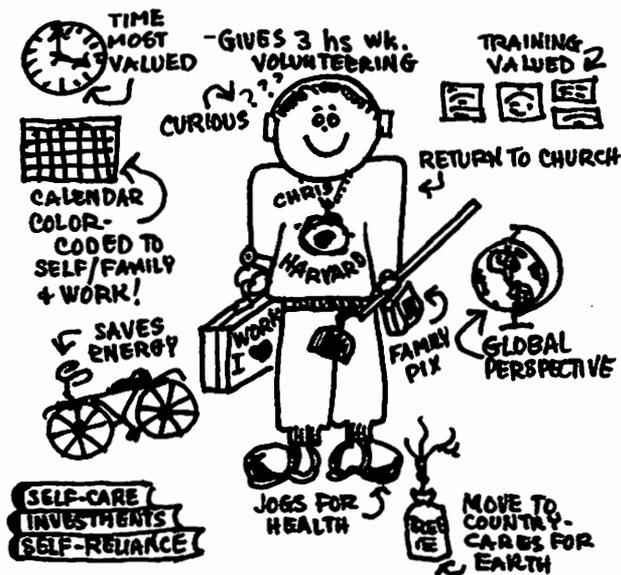
I've called this stereotypical volunteer "Polly Do-Gooder" and drawn her like this:



NOT EMPLOYED, RICH, CAN DO 19 THINGS AT ONCE, COMES EQUIPPED WITH VAN, ZERDX, COMPUTER, ENDLESS ENERGY, PERMANENT SMILE, MARTYRDOM NEED!

In the real world of the 1990's and into the new century, Polly's not only dead and gone, she's been dug up from her old-fashioned place of rest and turned into an environmentally beneficial growth-enhancer (ah . . . fertilizer, to be blunt) for wild-flowers planted near public housing co-ops owned by residents.

 The Volunteer of the 90's + looks like this:



© S. VINEYARD

"Chris" characteristics show: *

1. A deep *belief* in volunteering – 50% of American adults volunteer regularly.
2. Younger adults (25-40) overwhelmingly, 98%, believe that a great deal of *satisfaction* is gained by volunteering and 76% think it's important to include volunteer activities in their life.
3. *Married people* in single-income households are somewhat more inclined to believe the above (46% vs. 34%).
4. It is not just the well-to-do that volunteer: 48% of American volunteers come from households with incomes *under \$10,000* annually.
5. Volunteers *contribute* an average of slightly over \$1000 a year versus "non-volunteers" average of under \$500.
6. The most likely volunteer is a *working* (outside of home) *woman*.
7. People over the age of 40 are *more likely* than younger survey respondents to strongly agree that it's important to volunteer. (47% vs. 38%). This also holds true more for people who have *advanced education*.

"Volunteering is good."

"Time."

"Help Kids."

8. Three quarters of those surveyed feel that all Americans are *equally obligated* to volunteer time to help the less fortunate. People living in the suburbs, small towns and rural areas believe this most fervently.
9. 75% agree that they would like to *help the less fortunate*, but do not have the time. Four out of ten would *rather donate* money than contribute time. 32% of the younger survey respondents feel *professionals* can do a better job than volunteers.
10. Time is one of this decade's most valued commodities. They love to have jobs that offer them the opportunity to do more than one thing at once, such as volunteering as a family or friend unit, thus being able to do good work, socialize at the same time and possibly model values to children or co-workers.
11. Volunteers give an *average* of 3-5 hours a week.
12. We are seeing a desire, especially among young volunteers, to have job opportunities that offer *flexible hours*, multiple options of where work can be done and short-term assignments. We also see what I call "hit'n-run" volunteers that want to help on occasion then not be "bugged" to return on a continual "Now I've gotcha for life!" basis.
13. *Relationships* are highly valued, so that opportunities to work with those they enjoy often are snapped up.
14. People tend to respond best to requests to aid *children, disadvantaged or handicapped*.
15. They are most likely to volunteer from *within a group* such as church, service club, work project and gravitate to efforts in schools, hospitals and places of worship.
16. Information given by people who are not now volunteering, but very willing to do so indicate several *under-tapped resources*: Blacks, Hispanics, youth ages 18-24 and people with incomes under \$20,000 annually.

*These statistics come primarily from two surveys: Gallup Poll on Volunteering & Giving and Lion's Club "Young Adults Opinions on Volunteering".

17. There is a *return to religion* in America that is reflected in attendance at worship, a desire to involve their children in opportunities for service and values as provided by their church, temple or mosque and a climbing statistic regarding volunteerism in and through these sites.
18. There is a *high value on education*. The definition of this extends beyond the formal classroom, school or university to seminars, one on one coaching and peer instruction opportunities. When volunteers perceive that they can learn something from a position, they are more



likely to respond positively. They see it as part of the "retraining" revolution sweeping North America (by the year 2000, 90%

of present day workers will require some form of retraining.)

19. People of this decade are moving toward *more entrepreneurial work* (or *co-preneurial work* with a spouse, other family member or close friend) and identifying a narrow, single-focused specialty that suits their skills and quality of living values. Titles in big corporations do not have the lure they once had. Neither do mountains of status symbols or "stuff". Their address is just as important to them as before, but now it is more valued if it is in a less hectic, more natural, time-efficient and ecologically sound location. Big cities are "out", mid-sized ones are "in".⁴
20. *Fitness and personal wellness* are a top consideration. Getting and keeping fit are part of everyday thinking. Whatever offers physical, mental, spiritual or emotional health, become strong motivators.
21. These folks care about the *environment* and the impact they can have to clean it up today and keep it safe for their grand-children. They believe that every little effort helps and seek suggestions on an ongoing basis.
22. Our volunteers have formed *strong opinions* about what is right and wrong, and question requests that seem frivolous or bound by "but-we-always" thinking. They think *long term*, want to enjoy their work and make a difference. They are not intimidated by Status Quo and prefer to be *creative* as



they solve problems. They believe in what they can do and want people to let them do it, without red tape or hassles. They value change, action and holding hands and can do all equally well and *without embarrassment* or regard to outdated stereotyping by sex, race, economic level, religion, origin, physical limitations or work assignments.

 In short, the volunteer of this decade reflects the concerns of the day for taking good care of self, significant others and the earth. Time is spent as carefully as money and money is used to insure values and perceived quality in life.

The fatal flaw of many organizations is that they are still looking for poor, dead Polly Do-Gooder who gives 60 hours a week in her ode to martyrdom for others, never thinking of herself and being blindly obedient to whatever she is asked to do.

In order to motivate people to work with us effectively, we need to understand them. It is through this understanding that we can shape successful efforts for today and tomorrow as we see volunteers as individuals and treat them as such as they interact with us . . . some for one time, some for a lifetime.

OUR BIGGEST AND MOST IMPORTANT SECRET:

SECRET #7



WE MUST UNDERSTAND AND ACCEPT PEOPLE WHERE THEY ARE, THEN WORK TO LET THEM KNOW WHERE WE ARE GOING, WHY, AND HOW THEY CAN HELP IN OUR JOURNEY TOWARD THE VISION OF A BETTER TOMORROW – THEN WE MUST FIND WAYS TO WORK WITH THEM AS THEY JOIN OUR JOURNEY – APPRECIATING THEM FOR WHATEVER LENGTH OF TIME, WHATEVER RESOURCES THEY BRING TO OUR TREK.



Chapter II

WHY PEOPLE VOLUNTEER

There are a variety of information sources that give us a glimpse of what makes people volunteer or become involved with certain job opportunities. Let's start globally and work toward more specifics by looking at major trends of our decade that influence motivations within people.

SECRET
#8



MOTIVATION REFLECTS
MAJOR TRENDS.

MOTIVATION & MAJOR TRENDS

There are three major trends for the 90's which reflect people's interests and thus their motivations. Let's look at each of them along with their key points:



Trend #1: EDUCATION



1. People are valuing learning as never before.
2. They are redefining "education" and no longer restrict it to classroom-limited learning.

3. Specialized education will be valued that is practical, on-the-job, and common sense and can be used immediately.
4. Opportunities to learn are highly valued when they are energy and time efficient. "Coaching" is especially valued - one on one education.
5. People are aware of the avalanche of information available and want others to cut through it and tell them only what they need to know to be effective, productive and successful.
6. Education must supply practical tools for use.
7. Education provided for "units" of people (family, couples, work and study, friends, etc.) is highly valued because it affords learning and relationship building simultaneously.
8. Education is valued when presented simply . . .

"Never use quarter words when nickel ones will do!"
9. Opportunities to increase children's learning are valued.
10. The 'upgrade' of information and skill building is valued.



Trend #2: ETHICS

1. People are demanding ethical treatment of self, others and the earth.

2. People want to work with ethical others; avoid unethical ones.
3. People will sacrifice money, titles, etc. to avoid unethical others, work, causes and situations.
4. People want to measure ethics of others before becoming involved. They do so by observing expressed and demonstrated values. They search for congruency between statements and actions. Lip service alone won't cut it!



Trend #3: ECOLOGY



1. People want to protect the earth, its resources and inhabitants.
2. The definition of ecology has been expanded to include the "ecology of self" . . . attending to one's own wellness, energy, revitalization, spirituality, renewal, time and energy distribution and preservation of any "endangered" parts of themselves or their relationships.
3. People assess their environment, weeding out what is toxic, nurturing what is tonic.
4. People consider time their most prized resource, to be used on relationships to others, self and activities that really matter to them.
5. People reject what they perceive as harmful to self, others and the environment. They can quickly become activists when feeling threatened!



Watch for any points under education, ethics and ecology that reflect the work you do, the mission of your organization or the kind of jobs you can offer that would therefore tap into people's motivation in these three areas.

Example: People might be motivated to work with you if your efforts offer an opportunity to keep waterways clean (earth ecology), work with people of like values (ethics) and encourage them to bring their children to help on a cleanup of a local stream (ecology of relationships plus education of children).

MEGATRENDS

Two other sources of information you might use in understanding motivation come from John Naisbitt and Patricia Aburdene's books, "Megatrends" and "Megatrends 2000"⁵.

Listed here are some points from these works which affect motivations in our decade:

MULTIPLE OPTIONS:



1. People do not want a mandate for only *one* job or *one* method as they work. They want options to choose from as they select jobs that could serve the cause, and an authority to accomplish that work in several possible ways. The days of "here's the only job we will let you do and you can only do it *our* way" are over for the most part.
2. People want to be able to put their personal touch into their work and have several options of work open to them from which to choose.
3. They do not want to have to do the exact same job year after year usually (ask them!).

SECRET #9



LOOK FOR NATURAL MOTIVATORS IN THE WORK YOU OFFER THAT REFLECTS COMMONLY-HELD INTERESTS AND VALUES.

SECRET #10



OFFER PEOPLE OPTIONS TO MOTIVATE THEM.



PARTICIPATIVE INVOLVEMENT



1. People want to feel part of a team approach to solve problems and get work done.
2. They need to feel they can talk to anyone with information and skills that can enhance their efforts.
3. They resist hierarchical fences and restraints.
4. They expect a free-flow of information that helps them accomplish goals.
5. They expect to be part of goal setting.
6. They demand to be involved in decisions that affect them.

SECRET #11



INVOLVE PEOPLE TO MOTIVATE THEM.



INFORMATION AGE



1. People demand good information. Do not withhold information, even if it's bad news.
2. People expect leaders to sort through information and provide what is needed to get the job done.
3. People know how to access information and will do so if necessary.
4. People want information given logically in easy-to-use-and-understand formats ("cut-to-the-chase" demands!).
5. People consider information shared with them as a vote of confidence and recognition of their contributions, potential and personal worth.
6. People must feel they can trust information given.

"I need to trust."

Be consistent. Check facts. Update as possible. When data conflicts, explain why. When it is incomplete, share why.

7. Tap into people's own information and/or their ability to acquire it. Get data from as many perspectives as possible to get wholistic views.
8. Never share confidential information unless parties understand confidentiality and need to know information to do assigned work. ie: social workers, hospice volunteers, etc.
9. Never play games with information – withholding parts, leaving key points out, etc.

SECRET #12



GATHER AND SHARE INFORMATION OPENLY AND APPROPRIATELY. THIS SERVES AS MOTIVATION FOR RETENTION.



HIGH TECH/HIGH TOUCH



1. People are surrounded by high technology which seems cold and impersonal. This has prompted a desire for greater human contact and personalization.
2. In recruiting and retaining people, introduce and highlight opportunities to interact with others.
3. Recruit volunteers and paid staff to clients and people served by programs, not to the programs alone (ie: recruit to people served by Red Cross, not the organization itself).
4. Some people are intimidated by technology, computers, voice mail, etc. Help people become familiar and comfortable with any of these items in their work with you to help with retention and job satisfaction.

SECRET #13



KEEP PEOPLE FOCUSED ON PEOPLE SERVED! . . . NOT THINGS. PEOPLE WORK FOR PEOPLE.

RETURN TO VALUES CONSIDERATIONS



1. People are moving to "2nd tier" cities of mid-size populations and away from huge metro areas (i.e. from New York and Chicago to Minneapolis or Raleigh-Durham, etc.) seeking better expression of their values such as : time with family, proximity to work, greater living space, more affordable conditions that allow more discretionary income; closer to areas of relaxation and renewal; more relaxed pace; more feelings of community.
2. Return to spiritual homes – churches, synagogues, etc. plus groups molded around common values beyond tangible assets.
3. Worth defined beyond material possessions.
4. Relationships highly valued and worked on – mates, life-partners, children, parents, extended family, friends, co-workers, co-members of groups and sub-groups, neighborhoods, communities, citizenry, etc.
5. Appreciation for opportunities to model values to others . . . especially children, co-workers, etc. Volunteer jobs that allow parents and children to work side by side affords the parents a way to model values without having to "preach".



SECRET #14

OFFER OPPORTUNITIES TO DEMONSTRATE OR WORK TOWARD VALUES.



GLOBAL THINKING—CULTURAL DIVERSITY

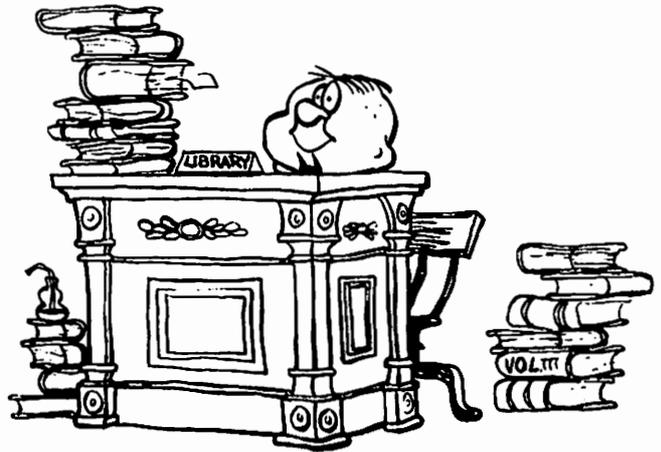


1. Due to availability of instant communication and information, people think more globally than ever before. There is greater understanding of interlocking cause and effect throughout the world . . . it is accepted that what happens in Japan, Russia or the Persian Gulf, affects us in Peoria, Toronto and Chicago.
2. Awareness of both our interconnectedness and our diversities creates a desire to have our cultural characteristics respected by others. As we see ourselves more and more as one group (earthlings) we will find a need to highlight our own uniqueness so that we can be seen as special, different and therefore, valuable.
3. Cultural groups will expect recruiters to understand them, speak their language (literally) and respect their unique norms or accepted rules of behavior.
4. Campaigns to involve minorities and specific groups must be well informed and targeted properly. Assumptions will become more dangerous and will be interpreted as an insult when projected on any group. ie: The assumptions by an agency that all people over the age of 65 have low energy will be resented by the 73 year old Boston marathoner! The black executive who has become a board member for the local opera company will not be pleased with any other member's assumption that he know little or nothing about opera! etc.
5. Groups will have to carefully do their homework on cultural diversity, involving representatives from within that structure to assist them in tailoring recruitment and information campaigns, recognition processes, supervisory and retention efforts, etc.

SECRET #15

GROUPS WILL NEED TO UNDERSTAND AND RESPECT GLOBAL PERSPECTIVES AND CULTURAL DIVERSITY.





Chapter III

GETTING THE FACTS ON VOLUNTEER MOTIVATION

Independent Sector of Washington, DC has commissioned the Gallup Poll organization to document statistics concerning volunteering and philanthropy since 1980⁶.

These in depth surveys help us understand much about the motivation of volunteers. Throughout the time of these surveys the results have shown that approximately 50% of American adults volunteer regularly and that teens volunteer in numbers just slightly above that (good news for the future of volunteering!).

Year after year the patterns of volunteering show the reasons sited for sharing energies, resources and time in the following manner:

REASONS FOR FIRST VOLUNTEERING

Reason #1: "Wanted to do something useful."

There is a need people have to make a difference and do something useful. This means it is critical for us to create jobs that provide meaningful work . . . something that is truly needed.

"HELPING"

Reason #2: "Thought I would enjoy the work."

Enjoyment follows usefulness as being valued by people. This speaks to our need to do all we can to create a climate that fosters enjoyment . . . much of which can come from correctly matched people to work assignments.

"FUN"

Reason #3: "Friend or family member would benefit."

This third reason points toward people's positive response to requests to work in programs that help those they care about . . . thus the base reason for room mothers, church school teachers, PTA membership, Little League coaches, Scout leaders, nursing home volunteers, school aides, etc.

"LOVED
ONE"

Reason #4: "Previously benefited from the activity."

Volunteering for groups that have previously helped them, accounts for much of the work in self-help groups, parent aid, and youth and church groups. Understand that self-help groups are the fastest growing segment of volunteering in recent years.

"I
BENEFITED"

Reason #5: "Wanted to learn, get experience."

This reflects people's desire to grow, understand and build skills. It is rewarding by its very nature of making a difference, but also allows people to be recognized for skills and to build a reserve of learnings that might be applied anywhere in life . . . even in new jobs outside of volunteering.



Reason #6: "Lots of free time."

To the harried project manager or the volunteer with more meetings than white space on their calendar, this may seem impossible, but indeed it is true that many people have time that is unfilled and they would like to fill it with meaningful work. For retirees this is frequently work that allows them to use their skills from former careers. For people who are lonely, it allows them to come into contact with others and possibly form relationships, etc.



SECRET #16



UNDERSTANDING WHY PEOPLE FIRST VOLUNTEER CAN HELP US TAILOR RECRUITMENT EFFORTS AS WE HIGHLIGHT POTENTIAL MOTIVATORS.

The Gallup Poll also asked how people first *learned* of their volunteer job and the results simply underscored the fact that people usually hear about such opportunities or needs from people they know.

The number one reason given for people first taking on volunteer jobs was as simple as it can be: **SOMEONE ASKED**. The second largest reason for becoming involved was because they were part of a group that had committed to help and the third was because a friend or family member had benefited.

As you can see, in each case, it was the personal connection that motivated them to get involved. By comparison, and with apologies to all the purple and



green suited PR ad campaign advocates, volunteers rarely came to a position because they saw an advertisement for it (5.3% vs. 40.4% for the top reason).

What we learn from all this is:

1. People respond to *direct* appeals from people they know and trust.
2. People are likely to get involved when they feel someone they care about will be helped.
3. Motivational appeals need to be personalized.



SECRET #17



PEOPLE ARE BEST MOTIVATED TO ACTION WHEN ASKED SPECIFICALLY AND BY THOSE THEY KNOW, TRUST AND CARE ABOUT

SECRET #18



YOU WON'T GET WHAT YOU DON'T ASK FOR!*

* Interesting tidbit: the number one reason people willing to volunteer said they were NOT doing so at the time of the survey?: "No one asked!".

VOLUNTEER JOB RETENTION AND SATISFACTION

Paul Colomy, Huey-tyh Chen and Gregg Andrews questioned nearly 300 volunteers, asking how important specific things were to their job satisfaction⁷.

Their results told us the following about motivations that kept people on the job and doing the work happily:

PEOPLE-RELATED MOTIVATORS

Three of the top five reasons for job satisfaction have to do with relationships to and with others – **helping people**, the **competence of a supervisor** and the willingness of that **supervisor to support them**. Seems to me we're back to people working for people, not things.

SECRET #19



PEOPLE FEEL SATISFIED WHEN THEY CAN ENJOY RELATIONSHIPS, ESPECIALLY WITH A SUPPORTIVE SUPERVISOR.

SECRET #20



PEOPLE FEEL GOOD WHEN THEY FEEL THEIR WORK HELPS OTHERS.

People also mentioned other people-related incentives such as a chance to make friends and opportunities to work with professional staff.

HOW TO CAPITALIZE ON PEOPLE'S NEED FOR RELATIONSHIPS:

1. Think how you can encourage team building and task forces that feed this need for personal interactions.
2. Design your efforts to constantly keep the clients being served in the forefront of thinking. Personalize efforts by equating tasks to people served, ie: not: "We raised \$1500" but: "The \$1500 we raised will provide 150 of our clients with life-saving vaccinations."



3. Diligently work with supervisors – paid or volunteer – to build appropriately enabling supervisory and coaching skills they can use in working with people.

JOB-RELATED MOTIVATORS

Of the top ten reasons given for job satisfaction, half of them were related to the job itself: clearly defined responsibility, interesting work, seeing results of that work, reasonable work schedules and fair work load.

HOW TO CAPITALIZE ON PEOPLE'S NEED FOR JOB SATISFACTION:

1. These, coupled with other job-related satisfactions mentioned, including adequate reimbursement, opportunity for paid work and skill development, add up to clues as we structure jobs for our workers.



2. We need to attend carefully to creating jobs that are clear, interesting, productive and reasonable in their demands on the worker.

SECRET #21



CAREFUL CRAFTING OF JOBS WITH ATTENTION TO WORKER'S NEEDS IS CRITICAL TO SATISFACTION AND RETENTION.

ORGANIZATIONAL MOTIVATORS

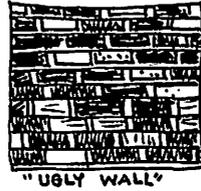
Three items mentioned in the survey have to do with the organization a person works for, which they value when it is *respected*, *convenient* and offers *pleasant physical surroundings*.

HOW TO CAPITALIZE ON PEOPLE'S NEED FOR ORGANIZATIONAL INTEGRITY:

1. At top leadership positions, examine both your community reputation and your physical climate. Enhance the former and as much of the latter as possible.

- If you have a site that won't qualify for a Better Homes & Gardens award, challenge paid and volunteer staff, supporters, clients, etc. to spruce it up! You might even have a "MAKE OUR DAY!" contest to encourage creativity in making your setting more attractive.

I recall one agency which was using a donated warehouse as office space. A dark ugly brick wall loomed over everyone and became a symbol of (as one worker called it) "all that we can't accomplish". The Founder then challenged everyone to think of ways to make it a symbol of all that they *could do* in the future and were *already doing* now that was positive and part of their mission.



Ideas flourished and in the end it became the group's "solid victories" wall, complete with pictures of clients helped; painted blue sky with clouds boasting major accomplishments; "flowers" attached to designate growth patterns, and "trophies" painted on it with names added for volunteer and employee of the month, etc.



When it came time to look for a permanent site, workers were so attached to "their wall," they voted to purchase their donated space so they would not have to leave it!

SECRET
#22

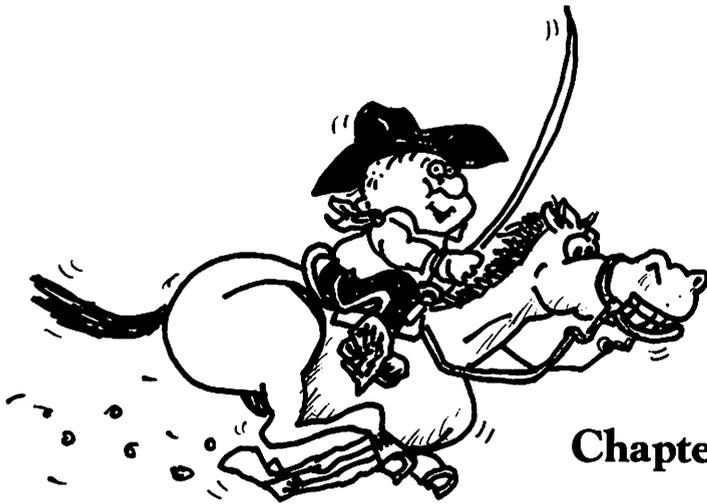


NURTURE YOUR SURROUNDINGS AND REPUTATION CREATIVELY AND WITH CARE SO IT BECOMES A POSITIVE MOTIVATOR FOR WORKERS!

 **PERSONAL MOTIVATORS**

Tucked in amongst all the other finding were four "satisfiers" that must never be overlooked:

- "Doing what I do best."
- "Freedom to decide how to get things done."
- "Challenging problems to solve."
- "Recognition for what I do."



Chapter IV

WHAT TURNS PEOPLE ON*

*** AND OFF!**

Fasten your seat belts . . . we're going to explore some of the motivational theories that impact our work! From such examination we can gain a lot of "AH-HA's!" as we equip ourselves for life-long understanding of what turns people on (and off), why certain people love one job and hate another, how motivation can predict job satisfaction and how needs stimulate all of us as individuals.



Being equipped with this basic understanding of motivation affords us the informational tools to recruit, place, train, supervise, evaluate and recognize people appropriately so that

we retain volunteers a maximum amount of time.

Note I did not say "forever", because having folks sign on to a job for life may be fine (?) for the Supreme Court of America, but a "forever volunteer" in one position might not be in anyone's best interest!

As a consultant called in by groups to help them "fix" serious problems, I've run into too many situations where the root of the trouble is a 40th year board member, a 3½ decades manager or a club's "for life"

President. Fine people all, but rather too secure in their own "but we always/but we never" philosophy of management and outdated recruitment ideas.

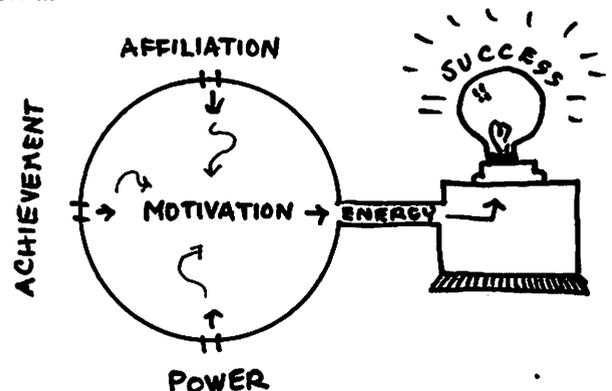
Please lay aside any pre-conceived notions about any of the following theories as we explore them solely from the perspective of how their insight is useful in recruiting, retaining and recognizing volunteers and paid staff.

MATCHING PEOPLE AND WORK



The major tool we can use to try to align people to work they will enjoy and do well, is provided by David McClelland and John Atkinson in their "Motivational Theory".⁸

In other works I've authored, I've diagrammed their studies as:



McClelland and Atkinson offer us a framework of potential understanding of how people are motivated. They teach us that people craft responses to stimulation through a dynamic filtering system of preferences, experience and feelings.

This learning reveals a crucial key to motivation: **HOW PEOPLE FEEL ABOUT THEIR WORK DETERMINES HOW LONG THEY STAY INVOLVED.** The best systems, job designs and office space in the world will not keep people around if it doesn't "feel right," and we must respect these feelings, as they are very real to the people experiencing them.

SECRET #23



FEELINGS ARE FACTS, FOLKS!

KEY POINTS

1. There are three categories of motivation which all of us carry:

- a. Achievement
- b. Affiliation
- c. Power



- 2. We carry all three, but one predominates over the other two in the various segments of our lives (home, work, personal).
- 3. We change in predominance at different times in our life according to needs and interests; i.e. Newly widowed people may have been motivated by achievement for years but become motivated by affiliation or relationships after the death of a spouse.
- 4. We filter all experiences through the motivation that is primary to us.
- 5. Our motivation leads to the production of energy which we put into actions.
- 6. We desire all actions we take to lead to success.

HOW WE CAN MOTIVATE ACHIEVERS:

Those people most motivated by Achievement have the following characteristics:

- 1. Want to do their personal best.
- 2. Measure "success" against past performances of self and others.
- 3. Deep concern with excellence and reward for same.
- 4. Will take only highly calculated risks.
- 5. Set goals and checkpoints to measure progress.
- 6. Like to problem solve and take responsibility for same.
- 7. Like to achieve unique accomplishments.
- 8. Like pressure and hard work.
- 9. Need specific instructions (what's "right") and job designs.
- 10. Tend to quantify everything; turn efforts into list formats to check off.
- 11. Need definition of what success is and feedback along the way.



These people spend time thinking about how to do their job better, accomplish something important, be very visible as they solve problems, attain concrete goals and advance on a career path.



"I LEARNED TO FLY SO I COULD ENTER RACES!"



AS WE WORK WITH SUCH PEOPLE, WE NEED TO

1. Be very clear as to what we want them to do, why, when and where.
2. Tell them how and when success will be measured.
3. Offer checkpoints along way to help them know they are on right path.
4. Give them something concrete and measurable to work on.
5. Understand they can work independently – they don't need companionship.
6. Reward them by documenting success to significant others in measurable terms; i.e. a letter to their boss recognizing the exact number of hours they spent contacting X people and raising X amount of dollars for the cause.
7. Offer them a challenge that can stimulate their desire for measurable achievement, especially if it's unique or "first" or "biggest", etc.
8. Involve them in the designing of processes to achieve goals. They typically are very good at creating step by step plans to get from point A to point B.
9. Understand that their goal is to attain success through measured excellence or improved performance.

Jobs they typically enjoy and stick with, include:

fundraisers ♦ gathering data ♦ treasurers ♦ designing systems ♦ keeping records ♦ program developers ♦ information specialists ♦ committee or event Chairs ♦ working Board positions

SECRET
#24



ACHIEVERS ARE MOTIVATED BY CHALLENGING WORK THAT IS CLEARLY LAID OUT AND MARKED BY CHECKPOINTS TO JUDGE PROGRESS THAT LEAD TO MEASURABLE SUCCESS.

HOW WE CAN MOTIVATE AFFILIATORS

People most motivated by Affiliation are characterized by:

1. A need to be accepted and liked.
2. A focus on relationships – a desire to include others.
3. A need for interaction, inclusion and close proximity to others.
4. A dislike of working alone.
5. A deep concern for keeping people happy and congenial.
6. A desire to know fellow workers personally and even intimately.
7. A real concern for helping people in trouble.
8. A desire to avoid risk if possible.

"I like to work with people"

These people spend time thinking about relationships, inclusion, keeping the peace, being liked, helping or "fixing" others, feelings of others and themselves.



"I LEARNED TO FLY SO I COULD TAKE FRIENDS FOR RIDES!"



AS WE WORK WITH SUCH PEOPLE, WE NEED TO

1. Establish a personal relationship with them.
2. Express our appreciation of them personally.
3. Give them opportunities to interact with others.
4. Recognize them in front of their peers.
5. Help them feel included.
6. Recruit them to assignments in terms of people to be served.
7. Personalize recognition efforts.

8. Learn about their family, pets, hobbies, etc. and show genuine interest in these things that matter so much to them.
9. Understand that being able to interact with others during work is not a waste of time but an insurance policy that these people will "stay with" a job placement.

Jobs they typically enjoy and stick with include:

client services ♦ social event chair ♦ coach ♦ committee work ♦ nursing home visitors ♦ church visitors ♦ hospital committee ♦ information desk ♦ recruitment ♦ welcoming committees ♦ school aids ♦ task force assignments ♦ tutor.

SECRET
#25



AFFILIATORS ARE MOTIVATED BY OPPORTUNITIES TO ENJOY RELATIONSHIPS AND TO BE LIKED AND ACCEPTED BY OTHERS.

HOW WE CAN MOTIVATE POWER ORIENTED PEOPLE:

People most motivated by power considerations are characterized by:

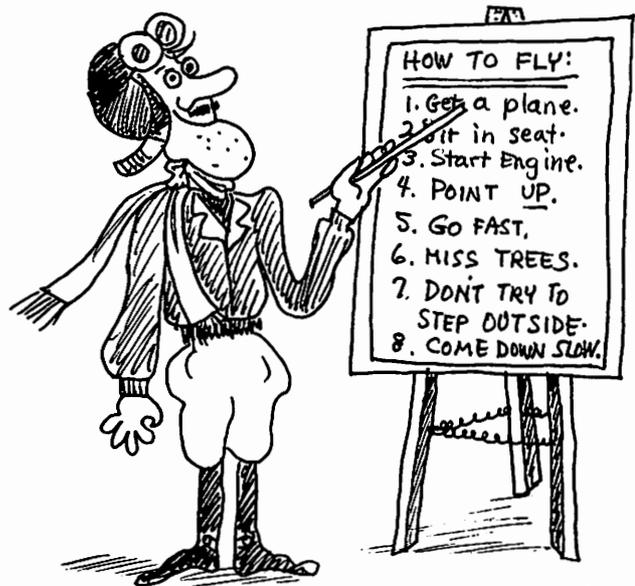
1. Desire to impact and influence positively.
2. Desire to create – to cut their own path.
3. Willingness for high risk – to be different and change things.
4. Feeling challenged by what others feel is impossible.
5. Concern for their reputation and position.
6. Desire to advise and have ideas heard.
7. Having strong feelings about status and prestige.
8. Usually being verbally articulate and forceful.
9. Often seen by others as strong, powerful and opinionated.
10. Ability to see how things connect; the big picture and steps needed to get there.



These people spend their time thinking about influence, advising, channeling others and programs in

the direction of their visions, and how to use their influence to change and challenge the status quo.

Please note that McClelland is using the word "power" in a positive manner.⁹ He distinguishes between negative power used to cheat, threaten, demand rigid control, coerce and undercut anyone or anything to benefit personal ego-gratification (which he calls 'personal power') and positive power (he labels that 'social power') which is used to help others, work for the common good, achieve group goals, empower others, inspire and work with others so they feel a part of success.



"I LEARNED TO FLY SO I COULD TEACH OTHERS HOW GREAT IT IS!"

AS WE WORK WITH SUCH PEOPLE, WE NEED TO

1. Let them follow their own plan after giving them their assignment and any information and parameters.
2. Give them access to anyone and any information they need.
3. Give them challenging work, then step back!
4. Insure that they see the vision of what is to be done.
5. Allow them to risk.
6. Reward them publicly.
7. Give them a title that commands respect.

8. Involve them in planning that requires advocacy and political savvy.
9. Give them responsibility and authority.
10. Insure that they are continually sensitive to others.
11. Recognize and encourage their activity.
12. Channel their enthusiasm. (Good luck!)
13. Move them frequently from job to job – they become bored easily if called on to do the same thing over and over again.
14. Understand their extreme enthusiasm for conceiving and managing an original event or program and their subsequent lack of enthusiasm at having to maintain the effort. They are start-up leaders but not maintenance managers.

2. People are motivated by their lowest level of need. i.e. If you are normally at the top level (self-actualization) and get hungry, you'll drop that exciting project in search of a peanut butter sandwich and Snickers bar!
3. A MET need does not motivate . . . an UNMET need does; i.e. When your tummy is full, having someone ask you to do something for which the reward will be another PB sandwich just won't cut it!
4. We have different needs in different parts of our lives - work, home, family, social, etc. and different needs arise in these settings. We also have different needs at different times or periods of our lives – youth, young adult, senior, etc.

The translation to our challenge to motivate people lies in Maslow's point that UNMET needs motivate, therefore to stimulate people to action at the five various levels, we can try the following:

SECRET #26



POWER MOTIVATED PEOPLE NEED JOBS THAT ALLOW THEM TO IMPACT AND INFLUENCE OTHERS FOR THE COMMON GOOD. THEY RESPOND TO CHALLENGES AND 'IMPOSSIBLE DREAMS'.

UNDERSTANDING PEOPLE'S NEEDS:

I'm sure you knew when you picked up this book that we couldn't get to its last page without mentioning Abraham Maslow and his Hierarchy of Needs!¹⁰

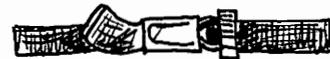
Poor Abe . . . he's been much maligned of late by those who say his Hierarchy is not broad enough, does not put God at the highest level, etc. I don't intend to debate all that – just share the points Maslow makes that impact our understanding on how we can motivate volunteers and paid workers.

PHYSICAL NEEDS: (food, water, clothing, body comfort, etc.)



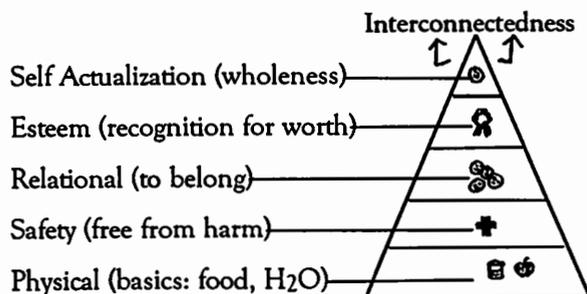
1. *Provide tangible benefits* to volunteers – such as those working in a hospital to have free meals in the cafeteria, temperature control (warm in winter, cool in summer, etc.) – which cuts down on their utility costs; uniforms, etc.

SAFETY NEEDS: (free from harm, having shelter, protection, etc.)



Key Points Maslow Makes Include:

1. People have five levels of need:



1. *Provide a safe environment* - if your program is located in a less than safe area, provide adequate light in passageways, parking lots, etc. Consider any need for Guards at strategic spots volunteers will be. Insure all fire regulations are met. Insure any physical dangers from the site or occupants is eliminated.

2. *Expand your definition of safety* to include safety from economic hardship - thus, learning new skills can become a tangible motivator as people increase their ability to acquire new jobs elsewhere or make contacts that can lead to better employment.

RELATIONAL OR BELONGING NEEDS:
(interpersonal relationships, etc.)



1. *Provide opportunities for intermingling and working with others.*
2. *Encourage functions* such as retreats, socials, brainstorming days, orientations, etc. that foster relationships and bonding.
3. *Insure new people are integrated* into existing systems and work groups.
4. *Model friendliness and personalization* — remember birthdays, anniversaries, etc.
5. *Establish a central space* such as a coffee lounge that allows people to congregate in a relaxed manner.
6. *Discourage cliques* that exclude newcomers.
7. *Help people see the vision* of your cause in terms of people served.
8. *Recognize workers* in terms of good relationships.
9. *Create symbols of belonging* — logos, pins, uniforms, distinctive plaques, etc.
10. *Assign an experienced volunteer* (an Affiliator would be good!) to help ease the new person into the systems and groups.

ESTEEM NEEDS: (need for appreciation, being valued and "worthed" by others)

1. *Praise frequently and honestly.*
2. *Recognize these folks in front of others.*
3. *Build feature articles* in newsletters, papers, etc. around the good these people are doing.
4. *Document their accomplishments* and send copies to significant others — mates, parents, bosses, organizations, etc.
5. *Remind them of the difference* they are making in other people's lives.



SELF-ACTUALIZATION OR WHOLENESS NEEDS: (freedom to be their best, to use talents and gifts to full advantage)



1. *Give these people the opportunity to use their gifts.*
2. *Encourage them to create and explore new horizons.*
3. *Allow them freedom* to experiment and risk.
4. *Utilize as advisors.*
5. *Tap their vision.*
6. *Engage them in problem solving* and conflict resolution.
7. *Be prepared to shift with them* as they experience growth spurts.
8. *Don't try to control them.*
9. *Be aware that as they become more confident* in their own wholeness they will want to move on to inter-connectedness with others — especially "whole" or "together" and mature people.
10. *Respect their need for independence* along with their desire for interdependence — the two are not mutually exclusive.

11. Understand they tend to *challenge status quo* and be change agents - they tend to salivate when told something can't be done, and run over the naysayers on their way to doing it!

Maslow has a lot to lend to our arsenal of motivation tools. He points out needs all of us carry in parts of our life. For volunteerism he offers us a great clue to successful recruitment, retention and worker satisfaction:

PEOPLE ARE MOTIVATED BY NEEDS THEY HAVE THAT ARE UNMET . . .

Translation: find someone with an unused talent or gift and offer them work that will allow them to use it, and you'll likely have a solid match of person to job!

SECRET #27



PEOPLE ARE MOTIVATED BY THEIR NEEDS – FINDING OUT WHAT THESE ARE AND PLACING THEM IN POSITIONS THAT FILL THOSE NEEDS CAN CREATE A WIN-WIN RELATIONSHIP FOR WORKER AND AGENCY!

GREAT EXPECTATIONS AND MOTIVATION

Good old Victor Vroom came up with his Expectancy Theory¹¹ some time ago and it is *critical* to understanding worker satisfaction and motivation. Unfortunately Vic had a hard time putting his theory into language most of us can understand and use. I've told people for decades that to get something across; "NEVER USE QUARTER WORDS WHEN NICKEL ONES WILL DO!" but Dr. Vroom not only didn't adhere to that philosophy, he sought out and found \$1.79 words and used them a lot.**

**or as V.V. would say: "multilaterally, exorbitantly and prodigiously, thank you!"

In a nutshell, his Expectancy Theory says:

"IF REALITY DOES NOT LIVE UP TO EXPECTATIONS, PEOPLE WILL BE DE-MOTIVATED.

Understanding this principle helps us as we recruit, supervise and work to stimulate workers. It is critical to:

1. *Clearly explain* what the vision of the organization is – where you are going, what you want to accomplish.

2. *Clearly define* responsibilities, goals, authority, support and expectations of the job assigned them.



3. Put *realistic timelines* on work.
4. Draw out any *parameters* or guidelines – any "forbiddens", "musts", legal limitations, physical boundaries, etc.
5. Require newly approached volunteers to give you *feedback* on what they expect they will be doing, giving, getting, etc. if they take on a specific assignment.
6. Understand what their *personal goals* are and check them against reality.
7. Invite folks to *come to you* with any concerns they have after they begin work. (One "rule" I had for my volunteers and paid staff while National Director of Project Concern was: "If you like it, tell others; if you don't, tell me".)
8. *Constantly check* to make sure your understanding of the reality of an assignment is indeed up to date and accurate.
9. *Be honest, forthright* and revealing – don't hide facts that may be disturbing to a volunteer when they come to the job (people really don't like such surprises).
10. *Listen for and stimulate feedback* from people as new information or changes are shared, to insure they understand what was said.
11. When change is necessary, *involve them in the decisions that affect them* – making them part of the change process – even rewarding them for their positive contributions. Remember:

"What I am not UP on, I will probably be DOWN on!"

12. *Understand resistance to change* will naturally come if people feel:
 - a. their position is threatened
 - b. work patterns or groups are to be changed
 - c. they feel their status will be lower
 - d. the change is meaningless
 - e. the change is not explained openly



Vroom may have been very academic in his explanations of the Expectancy Theory, but it remains a critical tool for us to use in motivation.

SECRET #28



PEOPLE ARE MOTIVATED ON A CONTINUING BASIS WHEN EXPECTATIONS ARE MET; THEY ARE DE-MOTIVATED WHEN THEY ARE NOT!

and . . .

SECRET #29



LEADERS AND MANAGERS MUST LEARN PEOPLE'S EXPECTATIONS AND MEASURE THEM AGAINST REALITY, RE-ALIGNING THEM WHEN NECESSARY.

and also . . .

SECRET #30



MANAGERS MUST REASSESS EXPECTATIONS WHEN CHANGE OCCURS; INVOLVING PEOPLE IN THE CHANGE PROCESS ASSISTS PEOPLE IN REMODELING EXPECTATIONS.

and of course . . .

SECRET #31



NEVER USE QUARTER WORDS WHEN NICKEL ONES WILL DO!

and last, but most important . . .

SECRET #32



NEVER PROMISE WHAT YOU CAN'T DELIVER!!!

A FEW LAST "AH-HA's"! . . .

By this time you probably feel as though you've overdosed on theories, but hang on, there are two more I'll share, in short-hand version, that I will leave for you to extend into understanding of what drives people:

MOTIVATION & HYGIENE

Frederick Herzberg's Motivational-Hygiene Theory¹² which says people are motivated when you provide opportunities for:

1. Achievement
2. Recognition
3. Challenging work
4. Increased responsibility
5. Growth and development

"I'm motivated by . . ."

We could have an interesting debate about increased responsibility when talking about those volunteers who have incredible pressure from their paid work and therefore, in their volunteer work, simply want to rock babies or stuff envelopes . . . nothing that requires high decision making or great responsibility.

That discussion aside, however, Herzberg offers data to suggest that hygiene factors at work - policies, administration, supervision, working conditions, rewards, status, security and interpersonal relations, play a critical role in worker satisfaction, retention and motivation.

When present and positive, workers don't think too much about them. They really aren't the primary reasons they stick around . . . **BUT**, when they are absent or negative, they notice and are distracted, turned off and DE-motivated.



The lesson we can learn? Attend to the hygiene factors in your agency!

SECRET
#33



PEOPLE CAN BE DEMOTIVATED BY ADVERSE CONDITIONS AND ENVIRONMENT AND MOTIVATED BY HERZBERG'S FIVE WORKING FACTORS.

SIGNIFICANCE

A Japanese psychologist, Dr. Inamura, shares his Theory of Significance¹³, which is based on human beings' need to feel they or the work they do is significant and matters. This speaks to our need to design meaningful work and to let volunteers and paid staff know how important they are to the mission.

SECRET
#34

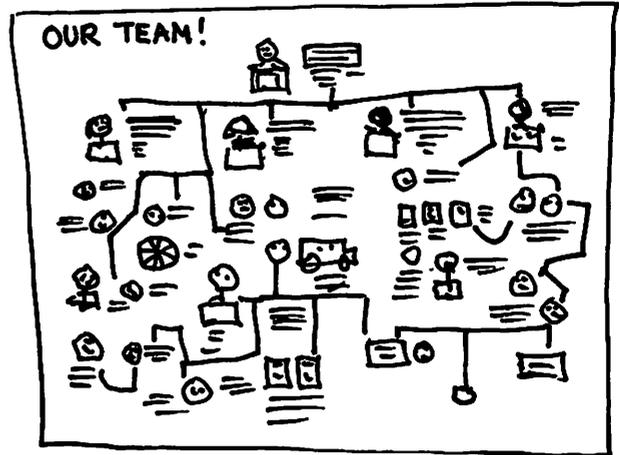


PEOPLE NEED TO HAVE SIGNIFICANT WORK AND TO BE RECOGNIZED FOR IT.

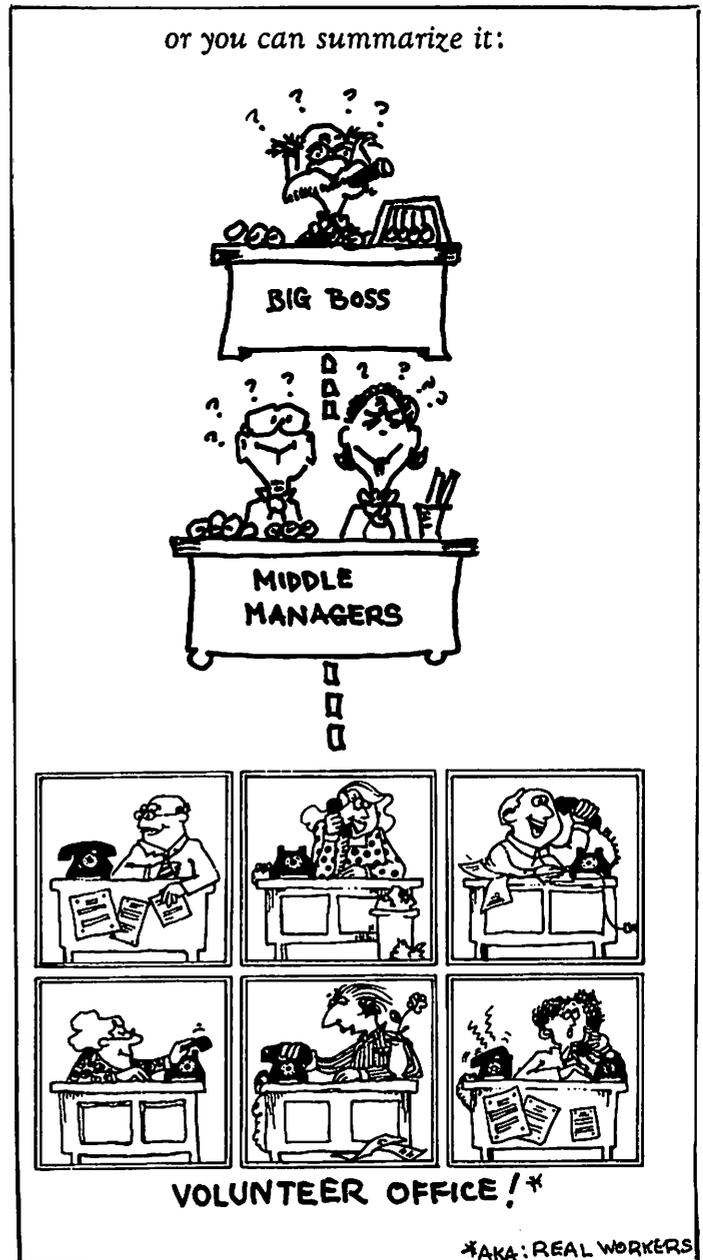
Even if the job is stuffing envelopes, let the staffers know that their efforts mean that potential supporters will be contacted and have the opportunity to support the clients and that without their volunteer efforts to get this communication out, that support would not be possible. *Significance.*

Help people understand that there are **NO** insignificant jobs in the organizations work to accomplish its mission . . . all the "parts" need to be present and working well for the goals to be reached.

A helpful tool to graphically demonstrate this is the creation and display of a cartooned Organizational Chart to show interdependence:



or you can summarize it:



*AKA: REAL WORKERS



CHAPTER V

HOW TO KEEP VOLUNTEERS AND PAID STAFF

Now that you've had just about all the theories you can handle, we need to put all this information to work to help you attract, enlist, place and **KEEP** folks in the support positions critical to the success of your organization.

All that we have looked at so far is the basis for how we go about the actual work of motivating volunteers and paid staff (by this time you have probably caught on that I consider volunteers part of your staff and that people are motivated regardless of how they are classified on your organization chart).

This chapter will afford you your first opportunity to apply what you have learned about motivations, trends, needs, wants, etc. to the steps that go into keeping people as long as possible. (Remember my warning about "forever" volunteers in chapter one!)

 **KEEPING VOLUNTEERS STARTS BEFORE THEY ENTER YOUR DOOR!**

Do not limit your thoughts regarding effective motivation to just those times when you have the volunteer within your sites or on the job . . . motivation, like

anything else worthwhile, begins long before you come in contact with potential recruits or workers and demands solid planning and hard work.

SECRET
#35



MOTIVATION BEGINS AT THE DAWN OF A DREAM AND CONTINUES, THROUGH HARD WORK, FOREVER!



The basic foundation for all motivation lies in the 'vision' of the organization. People are attracted to a calling or dream, and it is up to the first dreamers or visionaries to be able to articulate that dream so that others will want to be a part of turning it into reality.

1. Leaders must continuously keep the **vision** or mission of the organization in front of people, devising simple ways to keep it foremost in thinking as work is carried out.

2. When talking to people, you need to draw mental pictures in terms of *people* that can be helped if the dream is realized.



3. You will want to speak specifically about efforts needed to make the dream happen - always relating to the people to be served rather than only things that need to happen. Describe the work, but tell what it means to clients.

 The next step is what I have called the "11th Commandment":



After focusing on the vision and learning how to articulate it to others, you then need to begin to put structure around your dream:

1. Think in terms of the steps necessary to make your vision a reality:
 - a. What sequence must the steps take?
 - b. What parts must be created for your organization?
 - c. What objectives are logical and needed?
 - d. What action plans?
 - e. Who do you need to carry out the plans?
 - f. When must the steps happen?
 - g. What support do you need? Permissions? Funding? Workers?
 - h. What do you already have on which to build or barter?
2. This careful thinking will produce some of your best motivational ammunition for both recruitment and retention of volunteers and paid staff:



- a. Clear, concise, practical job designs telling title, responsibilities, skills needed, timing, supervisor, parameters and accountability.
- b. Carefully crafted Plans of Action, Objectives and Goals.
- c. A master plan of how to reach your goals.
- d. An assessment of what you have, what you need, who might have it and how to go about getting it (Sound familiar? Those are the four steps of marketing?).

 Next step? **RECRUITMENT!** . . .

AFTER all your preliminary work above, you are ready to seek out people who can help you by doing the work you have laid out. *By the way, please understand that the process of designing the mechanism to make the dream a reality should NEVER be done in a vacuum . . . it needs to involve as many people as possible, who can offer creative options and different perspectives on how best to accomplish the work. They would certainly include key volunteers you might be able to involve.*

1. Decide in prioritized fashion, which jobs need to be filled first. Do **NOT** have just one job option in mind, but several, so that as you interact with potential recruits, you are focused on matching right people to right jobs, not simply filling a slot that marks your highest need!
2. Have the job designs clearly in mind.
3. Brainstorm with fellow leaders where you might be most likely to find people with the required skills, then identify people who have *access* to such potential recruits. You may be thinking of specific individuals or sites where they might be, organizations that could assist, etc.
4. Decide *who* should make the appeal, plus *how* and when it should be made. Remember that the best way to approach and motivate someone is one on one, tapping into the basic two reasons people share their resources (time, energy, money, expertise, etc.).



WHY PEOPLE GIVE

- #1. Because of attachment to the asker, or . . .
- #2. Because they get something in return (satisfaction, recognition, ability to make a difference, learning, put faith into action, help loved one, etc.)

5. Make your appeal to the individual or group after learning as much about them as possible:
 - a. What motivates them?
 - b. What needs do they have?
 - c. What energy might they have available to do the work?
 - d. What is unique about them?
 - e. What is their past history of involvement?
6. Speak their language - know what interests them and tap into that.



 Oh, oh, here it comes again!: **NEVER PROMISE WHAT YOU CAN'T DELIVER!**

7. Tell listeners of your own commitment, the vision of the organization, what is needed to get the work done, why and how you need them and then:

SECRET
#37



ASK SPECIFICALLY!

People respond best when asked for a specific task. Asking someone to take care of your dog will probably get you a blank stare unless you share more specifics, such as how long, how and where you need a dog-caretaker. Who knows, without such information the poor unsuspecting recruit may have just said yes to



caring for Brunette, a 200 lb. Great Dane in heat, who will require 30 lbs. of food a day while the owner is out of the country for the next two years!

8. If you are speaking to a group, take another person with you to spot interested people in the audience and talk to them individually at coffee break, getting their name, address, phone and interest information. Then use this within 48 hours to set up a one on one follow-up visit to discuss job opportunities.
9. If you have targeted a specific person or group, find someone known to them and have them help you make the initial contact. These are **AUTHENTICATORS** for you and your or-



ganization, especially when the targeted audience does not know you personally.

10. Listen carefully to the people you speak with, searching for clues as to what turns them on or off.
11. When you locate people you feel would be a good match for your organization, set up a time for a full interview and possible introduction to your work site and the people who would be fellow workers. Usually, at this point, you are still not ready to slot them into a particular job, even if you have an idea where they might best fit, so withhold any commitment to one position.

 **At this juncture, you have motivated the potential recruit TO THE CAUSE OF THE ORGANIZATION, TO THE VISION, TO AN EXPECTATION THAT THEY ARE WANTED, NEEDED AND CAN BE VALUABLE AND MAKE A DIFFERENCE THROUGH THEIR WORK WITH YOU.**

You have brought them to your threshold, and now it's time to bring them through the front door and discover

the best match for them so that they will be a “right” person in a job that is “right” for them AND the organization. To uncover the best match, you will need to INTERVIEW them carefully.

Some of you will be able to use tools such as mentioned in Chapter 1 – a survey that matches people and motivations, but most of you will have to rely on good interviewing skills that include:

1. Active listening – keeping your mouth closed and encouraging them to talk.
2. Keeping the interview focused and not allowing it to ramble off the subject.
3. Answering any questions carefully and honestly.



4. Using non-directive questions, such as:

... “Tell me about volunteer or paid jobs you have held in the past you liked especially well.” (Not: “We need someone to make speeches, think you can handle that?”)

... “Tell me what attracts you to our cause.” (Not: “Well I guess you like kids or you wouldn’t be here, right big fella?”)

... “Can you describe a person you have worked for that really supervised you well? What things did they do?” (Not: “Well, you’d be working with me and I like to boss people around, surely you’ll be able to take it, Little Lady!”)

... “What are some of the best decisions you think you’ve made? Why?” (Not: “All of us blow it sometimes, where’d you lay the biggest bomb, friend?”)

... “Tell me what you see yourself doing to help our clients.” (Not: “Well, I got this hole in my organizational chart that needs filling, doesn’t sound like you’ve got the skills to do it, but it’s what I need the most, so I guess you got the winning ticket, you lucky dog you!”)

Yes, yes, that’s stretching the extremes, but you get the picture: Don’t predetermine the answers by asking direct questions that give people clues as to what you want them to say. You will have better information on their wants, needs and motivations if you ask what jobs they have held that they really loved, and their answer always mentions *children*, rather than saying, “We are desperate to find someone to work with kids.” and they say they will do it. People tend to want to give the “right” answers and accommodate others.

5. When you feel you have as much insight as possible, have them provide basic information including references. Then set up a time to get back to them with a specific request for their help and after checking on any information you need to verify or discuss with others.
6. Follow through on your commitment to get back with them. Don’t let them dangle! Even if you feel this is not the person for you, tell them that, possibly with suggestions about where else in the volunteer community they might be needed. (Always try to keep apprised of needs other groups have, especially for those potential volunteers that have specific skills and timeframes they wish to share.)



Your next step is the placement and preparation of the volunteer or paid staff to do a specific job.

1. Placement should come after talking in depth with the recruit about the job you have in mind for them and their agreement to such a placement.

You will probably note that all through this book I have referred to a “Job Design” rather than a “Job Description” – the former suggests flexibility, the latter does not.

The job agreed to becomes the result of a negotiation between worker and placement person as to how the job will be done, timeframe, etc. The person doing the placing will need to balance out the volunteer’s needs and the agencies, making adjustments where possible and when the resulting agreement **still serves the needs of the organization.**

“Where is the best placement?”

When the accommodation required by the volunteer would not meet the job needs, other jobs should be considered. Other options for accommodation include:

- a. Job sharing with another person.
 - b. Optional work site —can they work at home? etc.
 - c. Flex-time.
2. After placement has been agreed on, the worker needs to know when they will be trained to do the work. Such training may come in several ways:
- a. An initial orientation to the agency and its work.
 - b. On the job training (adults learn best by watching someone do the work).
 - c. Classroom training.
 - d. Coaching.
 - e. On-going upgrade of skills.
 - f. Support from informed others on a consultant basis.



 After placement and training, the actual supervision begins which involves:

1. Knowing how best to motivate them to a high level of confidence and competence.
2. Finding out if they are achievers, affiliators or

SECRET #38



IT IS CRITICAL TO CONTINUALLY ATTEND TO WORKER CONFIDENCE AND COMPETENCE AS YOU WORK WITH THEM!

- power motivated people and what their needs and expectations are. (That was your first test, remember all we talked about before?)
3. How best to enable them to do their job well and to satisfy their own internal expectations for themselves and their work — their “Significance”. What information do they need? What “tools”? What support? What authority?

SECRET #39



IT IS CRITICAL TO EMPOWER PEOPLE BY GIVING THEM AUTHORITY IN LINE WITH THEIR RESPONSIBILITY.

4. Attending to the positive climate that surrounds them: work conditions, relationships, encouragement for risk-taking and creativity, listening to new ideas, seeing results, making the work site safe, convenient and productive, having time for informal interactions, wellness, etc.

SECRET #40



NEVER UNDER-ESTIMATE THE EMPOWERMENT OF A GOOD CLIMATE!

 The most powerful tool of motivation, I have left to the last, although it is wrapped up in all of the above steps, that tool is, of course, **RECOGNITION.**

Recognition has many faces and affords us many opportunities to tell people how valuable they are- personally, professionally, through their work, etc.



Key points to keep in mind:

1. Most of the best recognition is informal, a cheery hello, remembering someone’s name and using it, recalling special dates or events in the worker’s life, a personal note on the edge of a communication, etc.
2. It requires tangible symbols: a coffee cup with the volunteer’s name on it, a good parking

space, a place to relax, somewhere to offer suggestions, tuition free attendance at in-house training, sending them "outside" for learning, a title that reflects both authority and responsibility, reimbursement for out-of-pocket expenses and renegotiation at the end of an agreed-on timeframe for a job.

3. Catch people being good – too often we as managers only interact with people, especially those who are doing the line work, when problems arise.
4. Understand individual's motivations and recognize them appropriately:
 - a. Affiliators in front of peers and to significant others.
 - b. Achievers in terms of numbers and awards that document success.
 - c. Power folks in ways that can influence others, via media, etc.
5. Involve people in designing recognition. Encourage fun and creativity!
6. Understand recognition is a process that goes on all the time, it is not just a banquet, plaque or pin (sound familiar?)¹³ and it is always **USER-DEFINED!**
7. Recognition: Use it or lose it!
8. Recognize actions you want to encourage; do not recognize any you wish to halt.

SECRET
#41



**THE MOST CRITICAL TOOL
IN YOUR TOOL – BOX OF
MOTIVATION IS CARING,
CREATIVE,
USER-APPROPRIATE
RECOGNITION!
NOW AND FOREVER
AMEN.**

As volunteering patterns have changed, so have people's perceptions of reward and recognition. Penny Ream, in the 1980's, surveyed volunteers in 13 different groups in the Minneapolis/St. Paul, MN area to find out what recognition techniques were meaningful to them.

The results showed that discounts on memberships, tickets or gift items and additional training for volunteer work were the top two responses (81.4% and 81.2%, respectively).

Following close behind, in order, were: 3) personal development training, 4) luncheon with other volunteers, 5) employee privileges, 6) job enhancement, 7) participation in staff activities, 8) individual luncheon with agency official and 9) a social event with other volunteers.

The last seven preferences listed were: 10) gift item with agency logo, 11) community recognition, 12) personalized gift item, 13) award pin, 14) award certificate, 15) gift item with universal volunteer logo and very last: participation in organized sports event.

A quick scan of Reams' results show the shifting preferences away from the old recognition standbys: banquets, plaques and pins, and the valuing of training, interaction, job enhancement and tangible rewards that personally affect them.

If your recognition systems are still beating the drum of an annual banquet and a certificate to the exclusion of anything else, I urge you to take a long, hard look at reward preferences and find a way to check with your volunteers and staff to uncover what would be most meaningful for them. Recognition that helps people feel rewarded and good about their surroundings is your best tool for retention!

CONCLUSION

And so there it is . . .



Hopefully by this point you have come to understand that there is no single trick or set of tricks that guarantee that you can motivate everyone to action. There is no sure method or thing that you can use that will *always* bring you the top volunteers or paid staff you need to carry out the dreams you have for your clients or consumers, let alone some elixir that makes them stay on forever!

As usual, there is simply the hard work all of us are called upon to do when something is worth doing and needing to be done.

If there is a "trick", it is that we care deeply about what we have set out to do and about those with whom we come in contact, so that we take the time to find out something about those others.

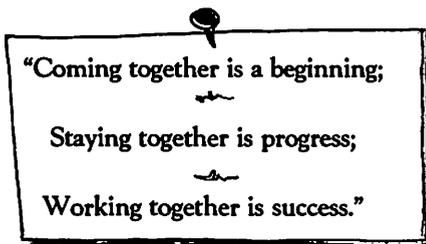
We need to understand that sound, mature, productive and **LASTING** relationships are a product of an exchange between people and organizations that is mutually beneficial . . . a win-win for all involved.

I believe that true motivation is rooted first in the passion and resulting personal motivation of anyone charged with motivating others. Like laughter, it is

contagious and tends to stimulate others' interest and action. When people see someone who is dedicated, enthusiastic and satisfied, they tend to be drawn to their cause, to at least examine it for any opportunities that lie there to get involved themselves and experience such satisfaction.

Such initial involvement or enlistment is, however, the easier part of motivation, as people burst onto a job filled with vigor and enthusiasm. The hard part comes in keeping people motivated on the job and through the months or years of involvement.

Ten years ago I tacked up on my office wall a quote from some wise soul, that in the past few years I have come to understand even better than in my naïve state a decade past. It says:



"Coming together is a beginning;
Staying together is progress;
Working together is success."

To truly understand motivation we must understand those wise words: To motivate someone to first join you is certainly a *beginning*. *Staying together* demonstrates progress as you carry the initial enthusiasm of commitment along the road toward a shared vision.

But it is the *working together* – through tough times, through those spots when you disagree and have differ-

ing views of how you beat a path to a vision, when even your visions differ – that you measure success.

Success in spite of differences. In spite of impossible odds. In spite of setbacks and readjustments and even failure. It is during these times that you test the mettle of motivation and commitment and passion. It is times such as these that as a primary motivator you work the hardest to continue to keep those around you forging ahead, of keeping yourself and others "up".

The only other secret I can think of to share about such a challenge is one that sums up the entire book . . . and the broad subject of motivation.

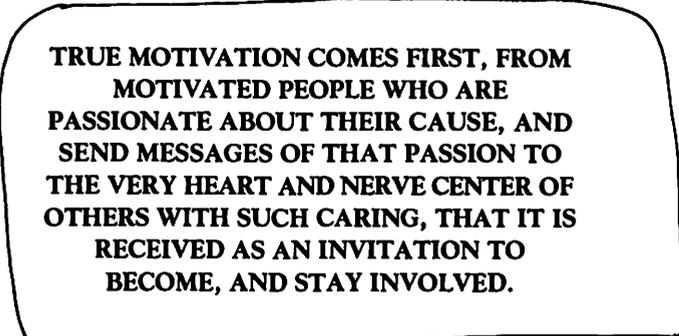
In the marvelous original movie of Rocky, the lead character, played by Sylvester Stallone, is talking to his future brother-in-law, who is questioning how Rocky and his sister fell in love and decided to marry even though they are two such different people. With great simplicity and great feeling, Rocky replies:

"Cause I got gaps, and she got gaps,
and we fill each other's gaps."

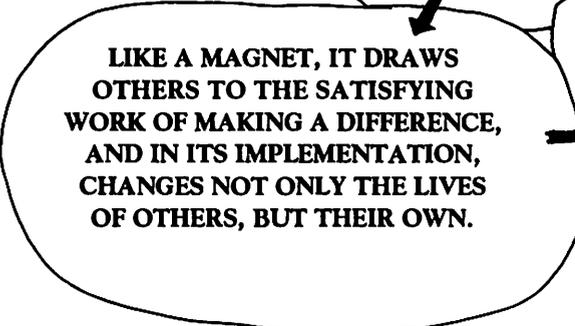
Motivation is the invitation we send to others and find within ourselves, to fill gaps that exist; to match and fit together like a jigsaw puzzle, the needs we carry that can only be met through the serving of causes greater than ourselves!

HAPPY MOTIVATING

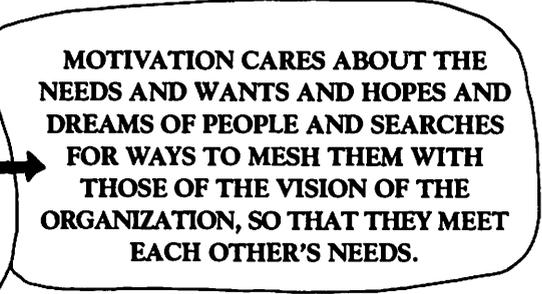
**THE
LAST,
GREAT
SECRET
#42**



TRUE MOTIVATION COMES FIRST, FROM MOTIVATED PEOPLE WHO ARE PASSIONATE ABOUT THEIR CAUSE, AND SEND MESSAGES OF THAT PASSION TO THE VERY HEART AND NERVE CENTER OF OTHERS WITH SUCH CARING, THAT IT IS RECEIVED AS AN INVITATION TO BECOME, AND STAY INVOLVED.



LIKE A MAGNET, IT DRAWS OTHERS TO THE SATISFYING WORK OF MAKING A DIFFERENCE, AND IN ITS IMPLEMENTATION, CHANGES NOT ONLY THE LIVES OF OTHERS, BUT THEIR OWN.



MOTIVATION CARES ABOUT THE NEEDS AND WANTS AND HOPES AND DREAMS OF PEOPLE AND SEARCHES FOR WAYS TO MESH THEM WITH THOSE OF THE VISION OF THE ORGANIZATION, SO THAT THEY MEET EACH OTHER'S NEEDS.

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Assignments that may* motivate:

*Don't assume! These are generalities, and need to be checked out with individuals!!

ACHIEVERS:

- Problem solving.
- Designing systems.
- Creating surveys.
- Analysis.
- Authoritarian.
- Dissemination.
- Setting new goals.
- Futuring projects.
- Efficiency studies.
- Design training.
- Running fundraisers.
- Being campaign chair.
- Program designers.
- Designing efficient work space.
- Assessing options for change.
- Making projections.
- Plotting history.
- Doing research.
- Planning retreats, events.
- Organizing
- Interweaving complex systems.
- Creating timelines.
- Designing processes.

AFFILIATORS:

- Expanding recruitment efforts.
- Welcoming new people.
- Hosting.
- Interviewing.
- Greeting visitors.
- Designing recognition efforts.
- 1 to 1 mentoring.
- Planning retirement parties.
- Helping new people to get acquainted.
- Direct dealing with clients.
- Receptionist.
- Phone banks.
- Crisis hot lines.
- Buying recognition gifts.
- Counseling.
- Comforting.
- Cultivating support 1 on 1.
- Social director for retreats, events.
- Leading task forces.
- Handling complaints tactfully.
- Assessing climate.
- Improving site.

EMPOWERERS:

New challenges.
The "impossible".
Creative thinking.
Advocacy.
Authority positions.
Plotting high power support.
Strategizing.
Dealing with press.
M.C. events.
Speaking on radio, TV.
Hosting celebrities.
Articulating vision.
Giving interviews.
Persuading.
Cutting through red tape.
Winning permission.
Motivating people.
Recruiting.
Futuring.
Public speaking.
Influencing people or groups.
Debating.
Persuading people to change.
Leading events.
Making policy.
Drawing parallels in information.
Changing climate.
Designing change.
Challenging status quo.
Putting things in perspective.
Simplifying for ease of activity.
Setting new goals.

SINGLE PARENTS:

Jobs that can involve their children.
Jobs that offer child care services.
Volunteer work at their paid work site.
Exposure to different cultures for children.
Opportunities to meet new people.
Opportunities to mix with other single parents & children.
Assignments that afford learning.
Jobs that involve fun or play.
Jobs on weekends, summer etc.
Opportunities to model values to kids.
In-out assignments, short term.

YOUTH:

Jobs that offer:
Social opportunities
Good use of time
Relationships
Ability to make a difference
Opportunity to impact future
Learning
Skill building
Resume enhancement
Contacts/networking
Career exploration
Fun, enjoyment

VOLUNTEERS OF THE 90's:

Short term assignments.
Flexible timing.
Flexible locations for work.
Job sharing.
Closed-end assignments.
Easy access to work site.
Fun assignments.
Mixed cultural exposure.
Time-efficient jobs.
In-out assignments.
Opportunity to learn.
Opportunity to impact others.
Opportunity to impact environment.
Multiple option jobs.
Jobs affecting global wellness.
Energy efficient work.
Opportunity to combine work with:
fitness
ecology
others
significant others
learning
resume building
recognition by boss
beneficial contacts
training
a second effort (2 at once!)
values
ethical statements to others

LOWER INCOME:

Jobs that offer:
tangible benefits..meals.
transportation, discounts, uniforms,
reimbursement, minimum pay, etc.
Opportunities to conserve own utility costs.
Safe environment.
Skill building.
Resume building.
Training.
Job recommendations.
Networking opportunities.
Child care during work.
Cooperative sharing of resources, skills.
Easy access.
Visible recognition with peers & others.
Free attendance at in-service training.
Benefits same as paid employees.
Discounted purchase of out-of-date equip.
Logo embossed clothing.
Discounts on any products produced.
Retreats.
Site visits.
Banquets, parties, etc.
Opportunity for impact.

WORKING PEOPLE:

Commendation to employer.
Visible recognition.
Flextime.
Flexspace.
Authority to be creative.
Time & energy efficiency.
Meaningful goals.
Short term assignments.
Use of unused talents/gifts.
Multiple ways to contribute.
Use of skills, learning.
Opportunity to make new contacts.
Networking.
Recognition by work hierarchy.
Training in new skills.
Acquiring new information.
Opportunity to meet influential people.
Build stronger resume.
Opportunity for group/family assignments.
Opportunity for fun, relaxation, play.
Authority to personalize efforts.
Chance to make real difference.
Opportunity to be recognized in front of
boss, co-workers.



SENIORS:

Jobs that promote:
Relationships
Fitness
New experiences
Multiple options for service
Meeting new people
Varied pace options
Seasonal work assignments
Job sharing w/chosen others
Meaningful use of time
Real impact
Use of skills/talents/gifts
Fun & enjoyment
Exploration of new ideas
Building legacies
Keeping work skills honed
Social opportunities
Going to new places/sites
Expression of values
Tradition
Recognition of experience
Valuing of their perspective

HANDICAPPED:

Jobs that offer:
Optional sites
Flexspace
Multiple options for work
Flextime
Creative supervision to overcome any obstacles
Work site accessibility
Use of strengths
Valuing of their perspective
Visioning, planning
Strategizing

Real opportunity for impact
Positive assumptions
Learning
Gaining new experiences
Relationship building opportunities.
Meeting new people.

CULTURALLY DIVERSE GROUPS:

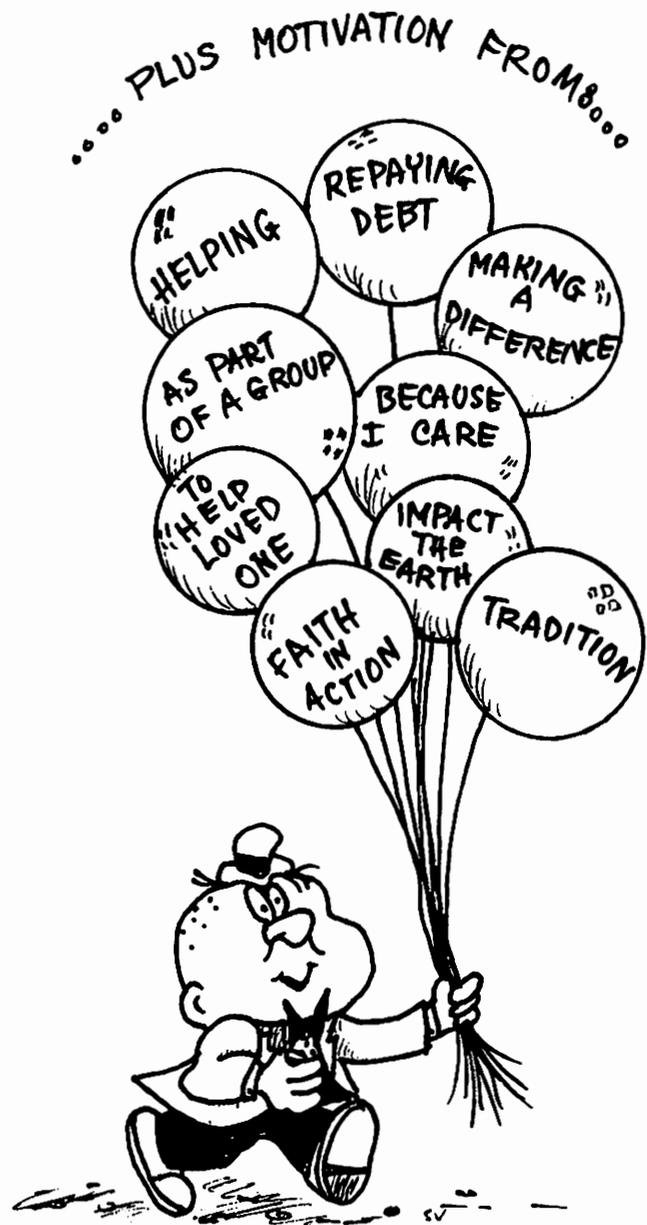
Jobs that offer:
Skill building
Native language instruction
Training
Opportunity to impact future
Opportunity to improve conditions
Improvement of cross-cultural understanding
Working with others
Design of service programs to group
Chance to refine programs
Chance to set future goals
Aide to understanding cultural norms

PHYSICAL SURROUNDING TIPS THAT CAN MOTIVATE PEOPLE TO STAY:

Safe site.
Accessibility.
Bring lighting.
Good ventilation.
Windows (clean, thankyou!).
OK to personalize work area.
Central relaxation site.
Attractive color schemes.
Convenient parking.
Place for personal effects.
Client success stories/pictures.
Client or site mementos.
Pictures of workers in central location.
Appropriate sound background.
OK to bring in appropriate furniture
Evident, appropriate humor.
Good temperature control.
Non-cluttered work site.

MANAGEMENT & CLIMATE TIPS TO MOTIVATE PEOPLE TO STAY:

Opportunities to network & mingle.
Remembering birthdays, special occasions.
Relaxed relationships.
Access to information.
Friendliness.
Not trying to change behavior that has nothing to do with work.
Confidentiality kept.
Open appreciation.
Appropriate recognition/reward.
Understanding of cultural norms.
Gentle enforcement of work norms.
Clear guidelines for work.
Good job description.
Opportunities to negotiate work assignment
Increased responsibility.
Authority in line with responsibility.
Keeping people "up" on change.
Being part of planning, goal setting.
Fair supervision.
Realistic expectations.
Fair work load.
No hidden facts.
No denial of problems.
No 'gunny-sacking' (stored-up grievances)
No games-playing.
No gossiping.
No unchecked assumptions.
No stereotyping for individuals.
Fair evaluation from different perspectives
Respect as individuals.
Trust.
Humor.
Adult relationships.
Saying "I'm sorry"; admitting goofs.
Adult to adult relationships.
Honesty.
High ethical behavior.
Clear goal and vision.
Involvement in decisions that effect them.
Flexibility.
Concern for ecology.
Concern for wellness..
Opportunity to grow.
Sensible rules.
Multiple options.
Good training.
Continual sill upgrading.
Personalized surrounding.s
Social opportunities among workers.
Client interaction.
Good benefits.
Comp-time.
Being polite and considerate.
Forgiving.
Letting go of grudges, bad history.
Appreciation for change agents.



75 MORE* WAYS TO RECOGNIZE PEOPLE CREATIVELY!

(Here's your final exam...each of these suggestions fit a category of motivation described in this book. You figure out which!!)

1. Send "thankyou for sharing (name)with us" letters to family, boss, etc.
2. Plan roast.
3. Permit volunteers to attend in-house training.
4. Give discounts to any in-house products.
5. Appropriate cartoons.
6. Green plant for desk.
7. Take person to lunch.
8. Invite to sit in on Board meeting.
9. Appoint them to event planning group.
10. Appoint as advisor to Board.
11. "Elect" volunteers to take over key jobs for one day (Day as Mayor, etc.)
12. Offer skill building training..no cost.
13. Free meals at site.
14. Convenient parking places.
15. Comfortable coffee area, personalized.
16. Give access to information.
17. Personal notes on business letters.
18. Holiday cards.
19. Birthday card, gift.
20. Ask about hobbies
21. Tickets to community events of interest.
22. Invite family to award ceremonies.
23. Greet by name.
24. Smile.
25. Schedule retreat.
26. In-office celebrations.
27. Encourage personalized work space.
28. Bulletin board w/pix and credit for work
29. Mention effort in newsletter.
30. Letter from high level leaders.
31. Author-inscribed books of interest.
32. Write article on person for magazine of group to which they belong.
33. Write for commendation from White Hse
34. Name event, site for person.
35. Give service award in their name.
36. Offer day care for children/elderly.
37. Arrange transportation to work/event.
38. Plan party.
39. Give personalized coffee cups.
40. Pin/badge with logo or slogan.
41. Arrange thankyou letter from client.
42. Change assignments regularly.
43. Ask them what they need.
44. Encourage creative thinking.
45. Appoint them as spokesperson.
46. Commendation letter to work boss.
47. Arrange award presentation at meeting of group important to them.
48. Leave candy kisses at desk.
49. Give volunteers some paid worker benefits, if possible.
50. Assign whole tasks.
51. Take them to work sites to observe.
52. Involve them in design of recognition of others.
53. Letter of commendation to church newsletter.
54. Banquet.
55. Add to their special collections.
56. Place in alignment to avocation.
57. Assign them work in tandem with others they value.
58. Personal letters from key leaders.
59. Letter, phone call from founder.
60. Field trips.
61. Training to make people comfortable with new technology.
62. Work assignments as family units.
63. Controlled use of Watts lines.
64. Controlled use of computers, etc.
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75. Letting them go when they are tired & want to move on!...But keep in touch!



*Refers to two of Sue Vineyard's previous books: "Beyond Banquets, Plaques & Pins: Creative Ways to Recognize Volunteers & Staff" and "101 Ideas for Volunteer Programs" co-authored with Steve McCurley. Available through Heritage Arts.

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SUE VINEYARD

Sue Vineyard has been a trainer for an international health charity and independently through her own company for nearly 20 years. She is one of North America's most sought after speakers and has brought wit and wisdom along with practical information to thousands of participants around the world. Specialties include management, motivation, marketing, wellness, organizational climate and training.

Presently she is the managing partner of VMSystems, a training and consulting company based in Illinois and Washington, DC and heads Heritage Arts Publishing as President and Founder.

Previously she was National Director for Project Concern International, a journalist and teacher. Honors include *The Outstanding Young Women of America Award* and the *Distinguished Service Award* from the Association of Volunteer Administration.

The author of twelve previous books and countless articles, manuals and AV training aides, she holds a BSEd from Western Illinois University and CVM from the University of Colorado.

She has held membership and board positions in such groups as the National Association of Female Executives, National Society of Fundraising Executives, Association of Volunteer Administration, VOLUNTEER: The National Center, Association for Children With Learning Disabilities, American Red Cross, plus local civic and school organizations in her home town of Downers Grove, Illinois.

Currently she is a member of the Advisory Board of Hanover Insurance Company and the Board of Volunteer Leadership Institute.

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