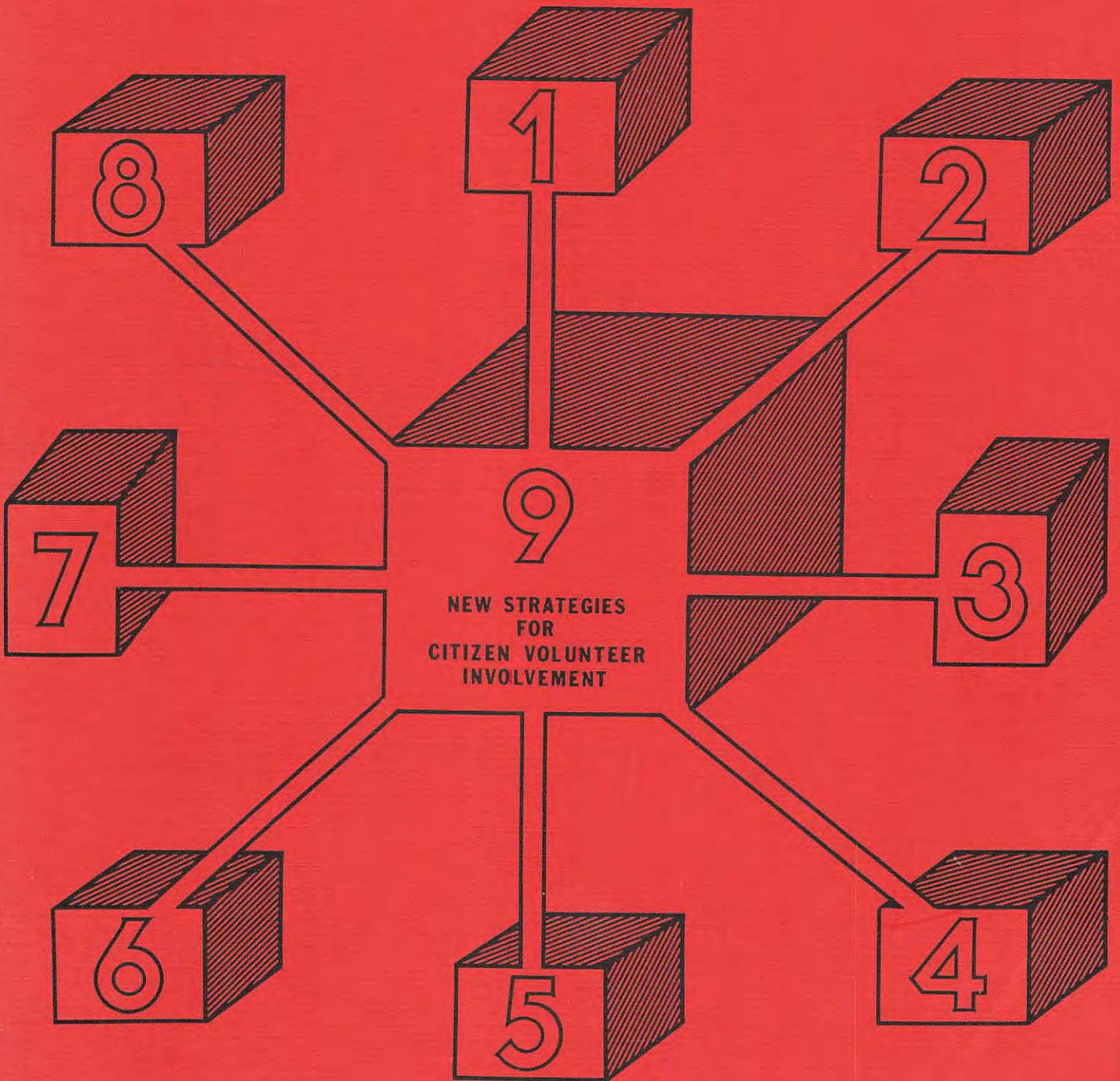


PEOPLE APPROACH



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ADI:34

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PREFACE

This publication describes three years of model development at the National Information Center, yielding nine People-Approach strategies of volunteer involvement.

Discussed here, seriously for the first time, are implications for basic directions and values in the volunteer field.

Three People-Approach strategies are presented here for the first time: Community Linkage Process, Need Broadcasting, and Dyads. The last two are mainly in preview form.

Three other strategies, previously outlined, are developed much further. These are Self-Help and Helping, Perceptual Recruiting, and CO-MINIMAX.

Two relatively well-developed strategies are reworked to incorporate highly significant feedback from field application. These are Need Overlap Analysis in the Helping Process (NOAH) and MINIMAX. Improvements thereby possibly justify adjustments in titles: NOAH-II and MINIMAX-II.

Finally, there is a brief flash of recognition. Over the past six years, NICOV has developed a Basic Feedback System for Volunteer Programs. Described fully in another NICOV publication, it is a People-Approach strategy of volunteer program assessment.

Appropriately enough, the growth of People Approach has been a people-participating process. For this enrichment, I am particularly grateful to Timm Fautsko, Robert Fox, Ann Gowdey, Dorothy Denny, Bob Presson, Bette Reigel, Dorothy Rozga, Bob Voorhees, Martha Romero, and Gwen Winterberger. Graphics for the front cover were designed by Wayne Dicksteen, a workstudy student from the University of Colorado.

There are many others; I hope there will be many more.

Ivan H. Scheier, Ph.D.
January, 1977

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CHAPTER I

DEFINITIONS AND IMPLICATIONS FOR DIRECTIONS IN THE VOLUNTEER MOVEMENT

Introduction

Definition and Current Applications

People Approach is a broad set of assumptions about helping and volunteering. The basic assumption is that volunteering will be reinvigorated by a closer approach to people's natural styles and inclinations in helping. From the perspective of *giving*, this means making the minimum change in what people want to do and can do, which will have the maximum change in what people want to do and can do, which will have the maximum positive impact on other people. From the perspective of *receiving*, the requirement is for clear identification of people's needs for help, to provide the primary guidance for the design of any helping--volunteer or paid. Needs to receive are primary; our particular needs or preferences in style of *delivering* services are strictly secondary. The choice between a human need unfilled and the need of a volunteer program to survive in its traditional mode, is no choice at all, where these two fail to coincide.

The basic idea is to get closer to "where people are at," in the building of volunteer efforts. This idea is a simple one, not to be discounted for that fact. It is also as old as the hills. All NICOV has done these past three years, is to attempt to get back in touch with it, re-articulate it, re-examine its relevance to modern volunteering and begin to apply this relevance. In so doing, we have developed the none strategies of People Approach described in this booklet. They are somewhat new in their self-conscious awareness of People-Approach

principles, and in regularizing or systematizing the process of application.

We would be first to point out that many embodiments of People Approach exist as one emphasis in volunteer leadership today. Let's review some examples which will help orient us to the principle.

1. *Subsistence reimbursement*--for volunteer work-related expenses, or reimbursements equivalent in services; for example, transportation, babysitting, and meal tickets. This approaches and realistically addresses the life conditions of people who could not otherwise be involved; for example, low-income people, senior citizens, minorities, and struggling college students. By contrast, the "Lawn Tennis Association," view preserves the "pure" amateur status of volunteers. This is a people-avoidance position. It results in a financial exclusionary recruitment policy.
2. *A neighborhood-based or storefront* volunteer program is literally People Approach. It physically moves the program to where people and their problems are. It doesn't make them travel to where we are.
3. *Self-help efforts*--the heart does reach out, but what's closest to the heart is often one's *own* needs for help, or those of one's own group. People Approach recognizes that, fundamentally, motivation to help is often not purely altruistic, but *self-help* both individually and collectively. This theme is amplified in a later section on Self-Help and Helping (SHAH).
4. *General acceptance of self-interested motive as valid in helping others*--the emphasis is more on the helping outcome of motivating, less on its source or content per se. Examples might be some VISTA volunteers, business or college interns or community volunteers, especially women. Among women volunteers, we find increasingly today, "selfish" motives such as (a) desire for learning, and on-the-job

experience, and hiring preference for cross-over to paid positions.

The principle is: build on motivation and skills a person has, not the motivation and skills you think they ought to have or wish they had.

5. Closely related to self-interested motive for one person is the sum of it for more than one. This is helping conceived as a reciprocal or *mutual-benefit process*. Helping need not only be a martyr's game; often it can be a non-zero sum game in which both parties win. There are many applications of that principle in today's matching of volunteers and clients.
6. *Program diversification* promotes People Approach. With more jobs to choose from, there is greater likelihood of finding the particular job for which any individual person is a natural. Community- or university-wide clearinghouses for volunteer involvement, such as VACs or Volunteer Bureaus, are in the strongest possible position here, in range of offerable options.
7. *Any sensitive interviewing* which concentrates on the person and probes their capability for contribution. The contrast is loading the interview with what you want them to do, or what you think they might do.

The reader will be able to identify other examples. The nine new strategies described in this booklet are intended only as additional possible avenues for application, not as replacements.

Some readers may worry about references to people's natural styles and needs in modes of service. Indeed, there is danger here; danger that we will assume too much, interpret too much and end (once again) telling people what is natural for them; what they *really* need or want to give.

The above examples provide reassurances on this point. The open eye and ear will find convincing evidence that transportation problems prevent some people from serving; that some people need enabling funds; that some people do see volunteering as an avenue for gaining work experience and credibility, etc.

The safety factor preventing distortion is simply this: until you're sure, *observe* how people naturally want to help, or at least *ask* them. Do it with a minimum of pre-conception. Try first to forget much of what you've read in the volunteer program manuals. On later re-readings, some of the materials will still be relevant, some of them won't.

Further Definition and Implications

One basic way of understanding the difference of emphasis is a distinction between "people approach" and "job approach." Broadly, these are different ways of engaging people in work.

People Approach begins where the person is, not where the job is. We fit the job to the person, rather than the person to the job. We approach Mary Doe, without a job in mind, not even in the back of our minds. We have Mary in mind. We don't ask if she wants to be a volunteer probation officer or a meals-on-wheels volunteer, or a library aide; we ask only what she likes to do, can do, might be able to do. Only then do we think about building a volunteer job around her skillwills. If we discover she happens to like gardening and is good at it, we then try to find where gardening might be useful to other people in the community, or in association with an agency.

"Job approach" is fairly dominant in volunteer programs today. Ordinarily, we come to the potential volunteer and recruit with some notion of what we want that person to do. Indeed, we often take pride in the specificity of our volunteer job description. People must fit through that door to service, or they can't serve, either because they don't want to, or because we won't allow them to serve.

Job approach appears to be one legacy of a powerful trend in modern volunteer leadership: the adaptation of concepts and methods from the paid work world, principally personnel, business and public administration. To our credit, we have been willing to learn and apply what can be applied from other disciplines to the advancement of volunteering. Yet it may be time to pause and reconsider whether we have copied the paid work world too much, and in so doing, lost something of our special genius. We have failed to focus on the things we can do, which are less possible in the paid work world, or impossible. In the paid work world, job approach is necessary. Restricted by available budget lines, the employer seeks a secretary or an accountant not just because the employer has some need for such a position, but also because that's what the employer is able to pay for. An applicant may have many other significant capabilities, but if he/she cannot type, or cannot keep books, he/she cannot be accepted. The employer doesn't have a job opening for that person's other talents. This same person need not be lost to service in the people approach volunteer work model. As long as we are not trapped into copying job approach, volunteering can build the job around the person--People Approach. It is not bound by budget lines in engaging people.

Similarly, volunteer leadership may have copied too much from other disciplines as well; for example, from social work, and sociological and psychological theories of helping, paid or unpaid. People Approach may prove to confront them too, in some of their assumptions about the helping process.

We call for a return to the common ground of work out of which we believe paid work and all other models of service originally developed: people's natural work styles and preferences.

We call for a reconsideration of whether the strategies and methods of volunteer leadership have become too derivative. We believe they have; we believe it is time to redevelop strategies and methods based on the unique skill and spirit of volunteer leadership: motivating

people without money. In order to motivate people without money, we must get closer to what they are motivated to do--People Approach.

A Transition to Motivation

Indeed, we see a future in which other disciplines will copy volunteering more. The best paid worker, for example, does more than he/she has to do (for money) because he/she wants to. This is the volunteer attitude toward work, and those who preside over the paid work need more of this attitude. For this, they can turn to us. We are the experts in motivating people without primary thoughts of financial gain. In this sense, we are not the museum-custodians of an archaic fragment of the work world. We are pilot testing the work model of the future: People Approach. We do believe more and more paid work leadership will come to see the value of the volunteer attitude toward paid work--for volunteering today is not so much a special kind of work as this special attitude toward any kind of work.

As nations approach the affluent society, or some other framework which assures each individual a minimum level of comfort, regardless of paid work employment, people will work more for love and less for money. The steady onset of this situation may be one reason recreation is a multi-billion dollar industry today: more free time to invest as one likes. Not incidentally, volunteering today runs a poor second to recreation in the competition for the free time of people. This is because recreation involves more People Approach than volunteering does. A theme in this booklet is that we don't have to concede second best to recreation forever. As paid work begins to copy us more, we should begin to copy the recreation field. They're so good at motivating people without money, they sometimes get people to pay them for the privilege of working, a kind of volunteering--plus.

When I was a boy and skinned my knee, my mother used to put iodine on it. When I asked why it stung, she said, "It has to hurt before it helps." Then and now, I prefer the mercurochrome theory of helping:

it doesn't *have* to hurt before it helps; it might even be pleasant. Other things being equal, a volunteer who's enjoying himself/herself doing what he/she can do best, gives more real help. He/she doesn't have to be a martyr, and shouldn't be.

Helping can be fun. It's better when it's fun. It's our job to design helping for enjoyment, via People Approach. The finest comment I ever received on a People-Approach presentation was this: "I came away with the vision of a community enjoying themselves helping each other."

If "fun" is too much for you at this point, read "satisfaction." Some may wonder if People Approach is a hedonist theory of helping, especially since we later argue for including self-help in the overall framework of volunteering. People Approach may indeed succeed in translating some kinds of hedonistic motivation to non-hedonistic purposes. Still, if helping can be joy, that does not mean all joy is helpful. The distinction, I think, is between mere self-gratification and naturally-motivated help. People Approach is not complete until what a person wants to do is target-connected to positive impact on real needs. That is not hedonism, in my view. It is everyday ethics. In some of the People-Approach strategies, this is very clear. Indeed, they have real promise of building bridges between the secular and the religiously-oriented volunteer sectors.

Basically a motivational theory, People Approach is not the typical one encountered in volunteer leadership today. It does not attempt to identify and analyze the basic motivations prompting people to volunteer; for example, altruistic, affiliative, and the like. Rather, it *begins* with the preferred-activity resultant of any set of motivations. It then attempts to determine where that resultant can be most productively engaged in helping. The same preferred activity resultant may be caused by different combinations of basic motivations. Theoretically, too, different activity resultants may be caused by the same or similar motivations.

Some will object to a failure to deal with causes. In reply, we plead pragmatism; it is more effective to deal with visible, stable activity preferences than sometimes hypothetical underlying motives.

Let's take the motivational argument back more specifically to volunteering. The term "self-directed" essentially translates to "intrinsically and strongly motivated to do what one is doing or is asked to do."

We are always talking about self-directed volunteers as if they were rare jewels, but the point is,

EVERYONE IS SELF-DIRECTED AT SOMETHING. OUR JOB IS TO DISCOVER THAT SELF-DIRECTION IN EACH INDIVIDUAL, THEN FIND A PLACE WHERE IT CAN THEN BE USED POSITIVELY.

Otherwise stated, the philosophical position is: everyone has something to give; our job is to help them find a way to give it.

Again, this is matching the job to the person, with person first, job second. In a sense, we are talking about even more than that: the person *is* a potential collection of "jobs," which he/she is self-directed to do; for example, *wants* to do and can do. People Approach seeks only to discover the jobs which are in the person, intrinsically, then to find where they can be engaged for positive benefit. There is a direct implication here for motivation-retention of volunteers. Retention of volunteers occurs because people are doing what they want to do. They are doing what they want to in part because someone seriously asked them what they wanted to do (People Approach). Turnover occurs because people aren't doing what they want to do, possibly because no one ever asked them. Recent surveys confirm older ones: high volunteer turnover rate averages out as one of the top volunteer program problem areas. People Approach is necessary medicine for the otherwise mortal disease of volunteer programs--tumbling turnover.

Losses of volunteers will be even more serious in the days ahead as more and more programs compete for the available pool of volunteers.

Our strong impression is that this pool is rarely more than 10-15% of the total population of any community if we mean people *continuously* involved in relatively *formal* volunteer programs. Moreover, the ceiling threatens further lowering for any single program competing as it must with an increasing number of other groups for the available pool of volunteers.

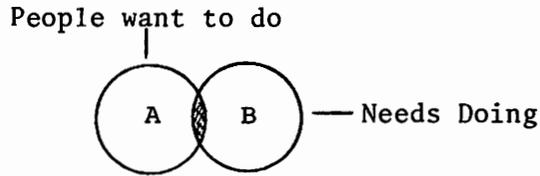
Elitist volunteering may be satisfied with 10-15%. Modern volunteering should not be. Both ethical and functional implications are too drastic. Helping cannot be allowed to become a specialty, a "members only" club. Affirmative action, in the broadest sense, should welcome all to volunteering, and more seriously try to make it attractive for all. This would also make it unfeasible for anyone to put the helping monkey on another's back. For these reasons, modern volunteer leadership should aspire to engage the other 90% by basing on *their* capabilities, *their* desires, *their* time, resources, and style of helping. MINIMAX (later) is an attempt to emulate the helping style of the presently-uninvolved persons instead of always asking them to copy ours. The other 90% includes all the range of people we talk about involving but rarely do: minorities, low-income people, and all those who do not see themselves as designated helpers; that is, either as agency professionals or formal program volunteers.* The People-Approach position is to stop talking about involving "them" with "us," and start talking about how we can involve ourselves with them, or at least begin some informed copying of their helping styles.

Thus, People-Approach application has direct benefits not only for volunteer retention, but for increasing the range and number of volunteers recruited and retained.

The underlying hypothesis can be diagrammed as follows, where the A circle represents things people want to do and can do pretty well; the B circle represents things which need doing to help people.

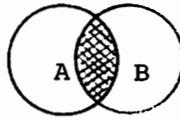
*Recently confirmed by the ACTION Agency's Census Survey: "Americans Volunteer - 1974."

The situation today could be represented as:



Some volunteer help given today coincides with what people naturally want to do and can do.

People Approach believes this can be changed to:



In other words, there is a vast area of further discovery possible in B, of things people want to do in A. The shaded area represents not only a greater total of help given, but more effective help. The assumption is that people will perform better and more reliably in tasks conforming to their naturally motivated "preferred activity resultants."

There will still be much A-that-is-not-B, and it still goes to fun-only pursuits. Secondly, no matter how much the "desired-activity-that-is-not-A" (though less of it) exists, this defines the helping area which: (a) must be paid for, and/or (b) paid or unpaid, must be tackled out of stern duty and obligation.

A final word on neologisms and acronyms which adorn these pages. I have an extremely well-reasoned set of excuses for them. Like souls will not require the rationale; dissidents will never understand. Know only that the clear majority of NICOV staff joins you in deploring this addiction, and suggesting you ignore it whenever possible.

It is simply a case of my preferred activity resultant (PAR) meeting another PAR (yours). That these may conflict, or appear to, is a final philosophical point about People Approach: it requires open negotiation of differences, a process far less compatible than fiat

while it's going on. For more on this, perhaps we may meet again in the next section.

Nine New Strategies

The remainder of this booklet describes nine newly developed People-Approach strategies and their actual or potential applications to the volunteer field. As noted before, these are meant to supplement, not supplant, current embodiments of People Approach.

At worst, the descriptions will raise consciousness about People-Approach potentials in all we do. At best, they are strategies which will provide definite guidance in getting results. We don't ordinarily refer to them as methods. Method implies a cookbook kind of formula application which in fact doesn't exist, or shouldn't. We always encourage flexible adaptations designed for your own unique needs and situations as a volunteer leader, in itself a People-Approach reminder. A few of the strategies are directly designed for use in a formal volunteer program setting. Most are not, but all of them have definite applications in support of such programs. Here, we are perhaps exploring an expanded future role for the Volunteer Administrator who is willing to be a catalyst of community helping in the broadest possible sense.

Taken together, the following sections described actual or potential applications in every principal volunteer program function: (1) planning, (2) volunteer job development, (3) recruiting, (4) screening, (5) motivation, morale and retention, (6) training, (7) evaluation and need assessment, (8) funding, (9) staff-volunteer relationships, (10) team-building, (11) local resource discovery and networking, (12) and inter-group collaboration.

Some traditional methods seem to treat volunteer program functions such as recruiting and volunteer-staff relations as if they were separate or distinct entities. By contrast, each People-Approach

strategy is able to stand alone and yet be multipurpose. A single process has impact ramifications throughout the spectrum of program functions. This is as it should be. Volunteer programming is more like a fabric than a set of separate containers; pluck this fabric anywhere and the whole fabric moves.

CHAPTER II

NEED OVERLAP ANALYSIS IN THE HELPING PROCESS. NOAH-II

Introduction

Of all the People-Approach strategies, Need Overlap Analysis is most directly applicable to structured volunteer program development in agencies. Developed by NICOV three years ago, it is among the most widely field-applied of the strategies. Field feedback has substantially enriched understanding of its practical applications and variations--hence NOAH-II. Contributors to this enrichment include Timm Fautsko, Robert E. Fox, Bob Smith, (Lafayette, Indiana), Keith Fairbanks, Bob Voorhees, Priscilla Reeve, Ruth Pitman, John H. Cauley, Jr., and Helene Lacatis. The first group to operate the entire process extensively in field settings was the Volunteer Programmes Branch, Ministry of Correctional Service, Ontario, Robert E. Fox, Coordinator. The author is particularly grateful for continuing input from this group, much of which has been usefully incorporated in NOAH-II.

Rationale, Purpose

Need Overlap Analysis begins by addressing two fundamental questions in volunteer programming:

1. What is the basic element fueling a volunteer program?
Answer: A volunteer program is fueled by motivation, not money.
2. What is the basic constituency of a volunteer program from which this motivational fuel must come?
Answer: The constituency is *threefold*: (potential) volunteers, consumers of services, and staff. No program

lacking primary relevance to any of these will be trouble-free. Therefore, all three must be People-Approached.

Need Overlap Analysis therefore approaches as people, not just volunteers, but all three types of people who must be pleased with an agency-related volunteer program: volunteers, staff, and clients. It is commonplace to say volunteers need a "motivational paycheck". It is less commonplace to include staff; yet, they must also need the volunteer program, actively and directly. Otherwise, staff apathy or resistance rears its frequent head. (Ordinarily, last and least in our minds, is the consumer client, patient, etc.) Yet, our good feelings about volunteer programs don't guarantee good impact on the client. He/she is an expert who should be consulted on whether his or her needs are being fulfilled by volunteer work. Was *your* volunteer program (job description) developed out of prior primary consultation with the intended consumer? Very few volunteer directors can give a firm "yes" to that question.

All three members of the volunteer program constituency must need the program; the volunteer to reduce attrition, the staff to reduce staff resistance or apathy, and the consumer whose needs must be met. Volunteer programs have no more right to lay helping trips on clients than paid professional programs do.

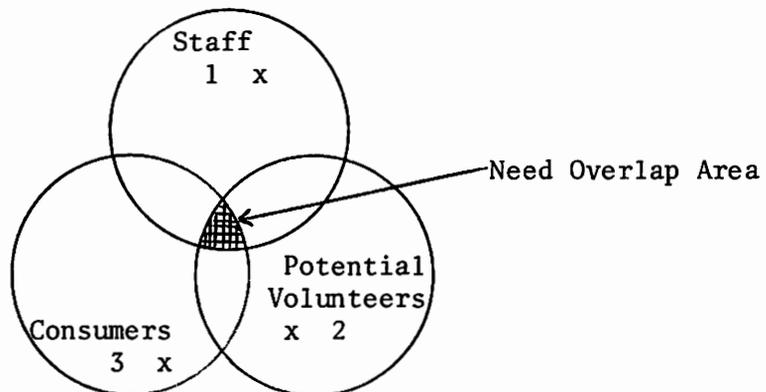
Need Overlap Analysis directly, seriously, and systematically consults volunteer program constituencies as follows: (1) staff on their needs for help with their work, and their willingness to accommodate volunteers in receiving that help from them. (2) consumers/clients on their primary needs for help in their lives. (3) volunteers on their willingness to contribute help which fits in the above two-fold matrix; also what they would like in return. In Need Overlap Analysis (NOAH-I) volunteers and staff both give and receive, but consumers only receive. The latter is a defect which is addressed partly in NOAH-II here, but more directly in later sections on Self-Help and Helping (SHAH) and

Group MINIMAX.* Both of these processes have the potential to enhance the parity of the client in the need overlap process: his/her giving, receiving and directing as well as being directed.

Need Overlap Analysis seeks to reconcile the three types of needs described above in a process which produces a volunteer job description. Ideally, this job description will be in a "need-overlap area," intrinsically needed and therefore motivationally supported by staff, clients, and volunteers.

Hitting this need overlap area requires a systematic strategy; because obviously the three sets of needs will not always naturally coincide. Need overlap analysis is a process which seeks the need consensus area as a motivational tripod on which to base a solid program. It searches out what staff wants volunteers to do, where it overlaps with what volunteers want to do and with what consumers need. This is the motivational matrix out of which volunteer jobs can be articulated.

First, a schema:



The non-overlap areas marked X are: (1) Staff wishes for volunteer jobs which volunteers don't want to do, (e.g., empty wastebaskets); (2) things volunteers want to do which staff won't

*File for future reference: The ideal Need Overlap Analysis would probably be a need resource exchange process among the 3 constituencies. This is group MINIMAX or CO-MINIMAX (see that section).

accept, (e.g., "we want to come in and critique the agency"); and (3) consumer needs that neither volunteers nor staff will accept. Thus, the first expressed need of prisoners is likely to be: "I want to get out of here." Without the reality-testing of NOAH, this suggestion might lead to a "volunteer escape artist" program. The warden might not like that.

Need Overlap Analysis does produce a percentage of consensus job material in the overlap area. Field experience confirms this. The process can produce scores and even hundreds of needed ideas from all three sectors of which up to 5-10% can "hit" the need overlap bull's-eye. The usual problem is boiling these down further to produce a few volunteer job descriptions for actual development.

Need overlap job material will differ for each unique local constellation of staff volunteer consumer negotiation. Thus, Need Overlap Analysis products are typically a direct challenge to transportation of identical volunteer program models from one locale to another. There are always surprises--need overlap jobs you never would have thought of beforehand or identified from reading books, yet they work.

Let's return now to the process. We used to present the need to escape example as humor illustrating the limits of need negotiability. We stopped using the example when we learned this client "escape need" was in fact productively addressed in the Ontario conventional system, and safely so, by developing a successful temporary absence program for less serious offenders. It wasn't quite what the consumers wanted perhaps, but their need wasn't totally rejected either.

Never discount what sensible horsetrading can do with an apparently absurd need. Horsetrading is exactly what Need Overlap Analysis requires and catalyzes. It is a process of communication, negotiation, and reality testing between volunteers, staff, and consumers. The process is healthy in itself, and it produces need overlap volunteer job definitions that are wanted by all three.

In real life situations no one expects this to be a perfectly balanced process. If volunteers are new to an agency, they'll be doing relatively more retreating than winning in the negotiations. Ditto for consumers, insofar as the agency isn't accustomed to consulting them on what's best for them, or they might be overwhelmed by the unaccustomed opportunity to input.

The communication or negotiation process, particularly when face-to-face, is another positive by-product of Need Overlap Analysis. We are of the opinion that it is the best kind of staff orientation to volunteers as real people, volunteer orientation to staff as real people, and in each case orientation to consumers as real people.

Clearly, Need Overlap Analysis is a multi-purpose strategy as described in the previous section. It concurrently involves a whole range of crucial volunteer program functions: planning for relevance to consumers, volunteer job development, volunteer recruiting, retention, motivation and incentive, volunteer-staff relations and both staff-volunteer orientation. In a sense, it is also a molecular re-examination of an agency's mission, purpose, and objectives: what needs to be done, what can be done, and by whom.

Another illustration of the strategy's wholistic nature is that it assumes you cannot deal with a volunteer program in isolation from its total agency context. You cannot properly define the volunteers' roles without at the same time defining staff roles--and the consumers' roles. A volunteer program may be less healthy, or coordinated than the agency of which it is part; it is hard to see how it can be more so. Therefore, it must work within and with the total agency context--positive as well as problematical.

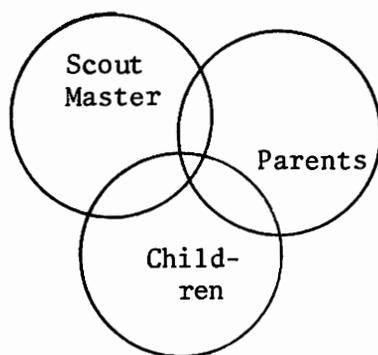
This is realistic, but sometimes challenging. Thus, if there are serious intra-staff conflicts in the agency, need analysis will bring them out and they will have to be dealt with before proceeding to develop a volunteer program. Need Overlap Analysis may also bring out vagueness about agency mission, or serious lack of communication

and conflict between the agency and its consumers. Once again, volunteer program development proceeds at its peril, until NOAH or similar processes resolve and clarify this.

In some cases the honest outcome of Need Overlap Analysis is maybe that the agency is not ready for a serious volunteer program at the time. That is a hard decision, an adult decision. Were it made more often, there would be far less volunteer program tokenism and tragedy, far less exploitation of volunteers.

Need Overlap Analysis ordinarily works well with the constituencies described above for an agency-related volunteer program, but there is nothing sacred about the three circles. You might decide the community-at-large would be an appropriate fourth circle surrounding the other three. Other fourth circles could be your board, the media, your funding sponsor, etc., all according to your perception of the program's important constituencies.

If your program has no paid staff, you might want to go with only two circles: volunteer and consumer. Or, you might feel it appropriate to place your board or your volunteer leaders where the staff circle ordinarily is. You might also see sense in changing the identification of the two, three, or four circles to fit your own situation. In a Scouting situation this might be:



In this, and the following description of method, we strongly urge a maximum of flexible adaptation to your own circumstances. Need Overlap Analysis is a framework, not a formula.

The Need Overlap Process

Introduction

Why, When, Who, How Long...

1. *Why:*

For designing volunteer jobs on the basis of healthy consensus negotiation among the people impacted by a program, rather than consulting a test. A question often asked here is: What good will Need Overlap Analysis do if we're already locked into a volunteer job by decree of funding sponsor or top administration? This situation does restrict the scope of the process, but not fatally. Need Overlap Analysis can still be used:

(a) To gather evidence for convincing funding sponsors or administration that the program should be opened up to include more and more relevant volunteer roles, now and in the future.

(b) To enrich the relevance of currently fixed volunteer roles. For example, even if your program is locked into a volunteer counselling or tutor role, you can run NOAH with this as a ground rule and still enrich the relevance of volunteer work within that role--what the volunteer should or should not be doing *as* a volunteer counsellor, tutor, etc.

2. *When?*

We recommend running of NOAH not only in program planning stages, but periodically thereafter, perhaps every six months or so, for development of new volunteer jobs, re-scanning the old ones for People-Approach relevance and freshening communications between volunteers, staff, and consumers.

A later described version of NOAH is a continuous, on-going process.

Wherever possible, do a need overlap *before* a new volunteer job or program is launched, not after. It will give you the trade-off or pre-troubleshoot advantage. By this we mean that insofar as volunteer jobs are not constituency-supported in the need overlap area from the first, later troubleshooting is like locking the barn door after the horse has gotten out (the horse being the volunteer job). For example, if your volunteers are translating Sanskrit and neither staff, clients, or volunteers want that job, why train them to be better Sanskrit translators* or recruit more of them? All the management skill in the world won't put Humpty-Dumpty together again if he never had it together in the first place.

Management is a good thing including all the skills of recruiting, screening, training, etc. This skill investment in volunteer programs is necessary for success, but maybe we should take a second look at that. What about management for its own sake; flexing our functions for the sheer pleasure of it regardless of whether they are necessary or not. Front-end time invested instead in People Approach job development strategies might give a better return later in trade-offs on managerial functions. To the extent that our volunteers are doing what comes naturally, we have to spend less time buttressing them unnaturally (managerially)? Some readers will have noted skirting of the People Approach *versus* management issue. That is because we're not sure about it. It does seem to be an alternative insofar as management implies control from above. But, People Approach is far more consistent with Marlene Wilson's concept of the manager as an enabler.

3. *Who Participates?*

Essentially, (a) the professional volunteer leader, the director, facilitator, coordinator, or administrator of volunteers,

* A somewhat offended lady in the audience once pointed out to me that her son was translating Sanskrit as a volunteer. Trainer beware: no example is too outré when discussing what volunteers can or cannot do.

(b) a staff committee, (c) a volunteer committee and (d) a consumer committee.

(a) The volunteer Director and her/his staff, or the person(s) you plan to hire for this role may be anywhere from "up front" facilitating the process to quietly watching in the audience.

The latter or paranoid view was originally proposed by the author. The rationale: we don't want to come on here as one more obvious attempt to sell volunteers to staff. Rather, we are talking first about the needs of staff, volunteers, and consumers; only secondarily and later do we get to how volunteers might fit with that pattern of needs. Having the volunteer director up front overly identifies the process with selling volunteers. Any good group facilitator can do it--from within the agency or without.

(b) *The staff committee.* When Need Overlap Analysis is used as a training device, the committee will consist of all the paid or unpaid staff people in the audience. The obvious defects in realism should be explained, especially if the workshop is a national one. When used in field application, the staff committee can be anywhere from 10-100 paid staff in the agency. When fewer people are involved the risk is that the amount and variety of work produced will be insufficient, if the group is too large the amount of work output will be unwieldy.

In a larger agency, one can focus NOAH on a single unit or division. Where staff works on different shifts, NOAH can be run separately for each shift.

Should supervisory staff be present along with line staff? Ordinarily, we believe this acceptable, even valuable, but your own circumstances may dictate otherwise.

A variation on single-agency Need Overlap Analysis is to bring together staff representatives from several agencies having similar responsibilities; for example, all youth-serving agencies in a community.

This gives wider scope for eventual volunteer job definition and placement. It may also allow volunteers to perform the kind of linkage functions for which they are uniquely suited. VAC's, Volunteer Bureaus, and similar clearinghouses have found inter-agency NOAH a productive process.

(c). *The volunteer committee:* The original Need Overlap Analysis publication recommends:

About 5-8 people including, if you have them, 2 or 3 volunteers experienced and respected in the agency. Then, add 2 or 3 people who know the community and what volunteers can do, have done, or want to do in it. Finally, a director of a university and/or community clearinghouse, volunteer bureau, or VAC, FISH, or similar group would be de riguer here, or even a long-time active and successful service volunteer(s) in a range of community service areas.

This core is still regularly used. Field feedback tends to bring an additional message: *more* volunteers should be involved, not necessarily in the face-to-face negotiations with staff, but at least as consultants or committed resource people. NICOV agrees with this position.

(d). *The consumer or client committee.* This is the most important group of all, in our view, and the least understood as to optimum process involvement. Options will be discussed in more detail later in this section.

4. *How Long?*

Need Overlap Analysis can be demonstrated/simulated for training purposes in a 75-100 minute session. In field application, the classic face-to-face process takes approximately half a day, but can be shortened to the extent that groundwork is done beforehand by the three committees. Variations in application include a series of 1-3 hour sessions, and a later-described mediated NOAH process which is essentially continuous over six months or more.

(b) a staff committee, (c) a volunteer committee and (d) a consumer committee.

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Step-By-Step Process Options

The presentation below follows the general outlines of the original concept of Need Overlap Analysis (NOAH-I). Some valuable feedback from field application has come in since then, and this is incorporated throughout (NOAH-II). These field adaptations and variations have decisively improved the original concept; we hope this adaptive process will continue generally and for each program which uses Need Overlap Analysis. Once again, the process below is only a general framework, which you as local experts must mold to your own situation and purpose. In any case, please don't recite the instructions verbatim.

NOAH: Phase I: Staff and Volunteer Committee seek their Need Overlap Area

At least two hours should be left for this phase. Its object is to establish a need overlap between staff and volunteers leaving consumers aside for the moment. On the theory that they might be overwhelmed by co-presence of volunteers and staff, consumers are not even present until Part II.

Step 1: Staff Inputs; Volunteers React

If Need Overlap Analysis is being used as a workshop training-simulation, you might wish to spend some time discussing rationale and purpose of Need Overlap Analysis. If it is an actual field application, we suggest very little of this or none; let the process explain itself for debriefing later.

FIRST STRESS THAT THIS IS FOR REAL--NOT A ROLE PLAY

The task set for staff is a job factoring or analysis of their own jobs. Reassure them that no one will see their work except as they

may choose to share it later. The mood should be: we think it will be valuable for *you* to look at your job, to make it more satisfying for you, and to make *your* work more effective. We have received some reports that some staff object to the job factoring process. If so, the volunteer job identification list can be developed in other ways.

Now say something like this; "Take a pencil and paper please. Now make a list of all the things you've done during your last three days at work (not after work hours). List activities as specifically as you can. You don't need to prioritize them." Allow up to fifteen minutes.

"Now on another piece of paper list your dreams: all the things you'd like to do for and with clients, or in your own work that you can't do now because (a) you never have time to do them, or (b) you don't have the resources to do them, even if you had the time. Dream away; give your positive imagination free rein." Allow up to 10-15 minutes. Note: Here people sometimes want to put in some things which would be good for the agency as a whole, not just for themselves. Fine, if they want to.

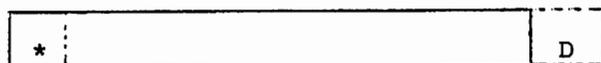
"Now go back to your activity list, and put an asterisk next to each item that meets the following definition: You do it because there's no one else to do it. You feel your experience and training fits you better to do other things, and you'd rather invest your time in those other things to be more productive." Allow at least 5-10 minutes. (The author's standard bad joke at this point has been: "If you find yourself asterisking all the items, see me about a new job." This joke is not recommended for general usage. However, a little humor here and there will help the process).

The above essentially produces a set of volunteer job raw material from the staff NOAH circle. It is the effective total operating potential of that staff circle--the full circle if you will.

Several important NOAH-II field variations are:

1. Give staff an opportunity to prepare their activity-plus-asterisk and their dream lists, before they attend the face-to-face meeting. There's more time for careful thought.
2. These pre-session lists might also be prepared collectively by a unit of the agency; the proviso is to be sure this doesn't suppress any individual's input.
3. From both the above processes, a pattern in dream or asterisked items can be identified prior to the face-to-face session.
4. Some minimal support from administration is always necessary, even to begin the process. In some instances, it may be crucial. Thus, agencies with relatively strict limits about what they perceive or permit as volunteer roles should use the above lists, but have them reviewed and approved by top administration or management before the face-to-face session. Indeed, it has been observed that the (usually) new kinds of volunteer jobs developed by Need Overlap Analysis are conditioned to the extent to which an agency is receptive to institutional change, hence the success of the process itself.

Again, say something like; "Now staff, here is a rough way of diagramming what we have been saying thus far:



The solid rectangle represents your job area now (activity list). If and as you can drop your asterisks (left) and add your dreams (right), your work will be more fulfilling and effective. Thus our object should be to move your work area rightward on the diagram.

"How can we do this? It would be nice if we would purchase people to take over your asterisk items and buy a few dreams, too.

But, this is a zero-budget year. We'll be lucky if we can hold our present allocation."

"There's one other possibility. Maybe we can get help from the community. Maybe people or groups there would be able to relieve you of some of your asterisked items, and provide people or resources to help implement your dreams:"

(NOTE: In accordance with the author's previously described secrecy obsession, the word, "volunteer" has not yet been used. This obsession is optional.)

"The best way for you to find out whether such help is in fact available, is to hear it directly from people representing our community's human resource potential."

About now, bring in the volunteer committee. They can sit at the front of the room, or mix in with staff around a table, etc. While the latter may sometimes get confusing, the confusion is in itself instructive. "You can't tell a volunteer from a staff person without a scorecard," etc.

At this point, ask any staff who are willing to try some of their asterisk or dream ideas on the volunteer committee. Rarely, you might get some dead silence at first. Be prepared with a few ideas of your own, preferable ones you know staff are thinking about.

It is crucial at this point to instruct staff to submit *specific* job ideas from their lists, while volunteers are to answer specifically in three ways:

1. Unconditional yes. Volunteers in this community can do that for you either because we actually know some people who are doing it now or want to do it, or one of us would do it ourselves.
2. Unconditional no. As above, but "No, volunteers today will not empty your garbage." (Facetiously we presume; we once heard a volunteer ask, "What kind of garbage?")

3. Conditional maybe. In volunteer committee response to staff job ideas, this is more frequent than either unconditional yes or no. For example, "We might know of a volunteer who might do that, but first you have to be more specific about (a) hours, qualifications, etc., and (b) the kind of training-support you would give them in return." A process of negotiation with staff then begins from which volunteer job descriptions are born in a healthy atmosphere of direct communication and give-and-take.

Be sure the volunteer committee understands their three options above. Also, you might warn them against being too sweet, accepting every staff suggestion. They may think this as a good way to sell themselves as volunteers; we believe it's underselling and always urge the volunteer committee to gain staff respect by being the real people they really are.

A pitfall at this point is generalized discussion of volunteer and agency philosophy, general staff and volunteer roles. Save that for another time; the purpose is to home in on meaningful job specifics. A second pitfall is that too much dialogue can occur solely among staff or solely among volunteers without referring to each other for reality-testing interaction. The communication among staff may be a valuable spin-off for the agency to be followed through at some other time; it is not the principal objective here. The objective is to set a pattern of direct communication between staff and volunteers out of which honest and valid role definitions will emerge for staff, as well as volunteers. You'll know you've really made it in this regard if you start getting some role identification cross-over; for example, a staff person says something like, "Let me respond to that from the viewpoint of a volunteer; I used to be one."

This dialogue can get hot. Some have found it so hot they now use a mediated version of Need Overlap Analysis in which such direct

nteraction is minimized or absent. However, up to a point some *like* it hot, if it's also honest.

Finally, you can expect from staff initial volunteer job suggestions which are far more mundane drudgery than dream items. Later, as trust builds, and as the volunteer committee advocates respect for volunteers, more challenging job suggestions will develop. The need overlap area will widen. Always remember too that what is asterisk-mundane for staff is not necessarily so for a volunteer. Avoid presenting any item as necessarily mundane.

The step 1 negotiation phase can easily last an hour or more. Even so, the most you have is provisional need overlap contacts (when volunteers say, "yes") and need overlap exclusions (the volunteers say, "no"). The other two will have to be hammered out at leisure later as firm work contracts, or in small negotiation team.

Step 2: Volunteers Input; Staff Reacts

Staff has had their innings in Step 1. We think it's quite important they have the first innings.

Now at the end of Step 1, explain to staff that the volunteer committee will present its ideas to staff, and that staff will have a chance to reality test them for usefulness. Staff too, should be urged to be open and candid, not unnecessarily polite.

Providing that staff has had their innings first establishing that volunteers will indeed serve some of their needs, staff will often show quite surprising receptivity to job ideas which now emanate from the volunteer committee. They too can answer yes, no, or maybe with further dialogue towards job development. "Yes", is again provisionally in the volunteer-initiated need overlap area, "maybe" is maybe, and "no" is out of it.

The volunteer committee has previously been instructed to prepare a community or volunteer skillbank which is maximally:

1. *Valid*--there *are* people in the community who really are doing or want to do these things.
2. *Creative*--challenging items for volunteers to do. Here's a chance for volunteers to get a crack at those dream jobs.
3. *Relevant* to the agency or agencies towards which the need overlap process is targeted. It is desirable here that the volunteer committee have a volunteer or volunteer director with some experience of the agency, or even a staff liason person working with them. Only be sure this particular input doesn't supress free flow of challenging job ideas with remarks such as, "Well, the agency-has-never-done-*that*-before."

If the need overlap process is a training simulation, the volunteer committee will be meeting separately and concurrently when the staff committee meets in Step 1. It won't have much time to develop a thorough list.

In a field application, the volunteer committee should have ample time to research their community skillbank. The director of the local VAC or volunteer clearinghouse will have many valid and creative ideas to contribute from his/her current files. Alternatively or along with this, each volunteer on the committee can do his/her own mini-survey of 5-10 potential volunteers and bring it to the committee.

Field feedback suggests the desirability of volunteers having actual volunteer work pledges in their hands during the Step 2 process, and having a volunteer committee person read the entire skillbank list. For each item, staff members are asked to raise their hands if there's a reasonable chance they might be interested in that one. You can then home-in on ones with more of this initial positive response, for serious negotiation.

Not incidentally, a phenomenon sometimes noted here, is one of staff people bidding with each other for the services of a particularly

desirable volunteer or volunteer job. This is a positive switch on staff resistance to volunteers.

The Step 2 process can easily go 45 minutes to an hour. Step 1 pitfalls are again to be watched for.

In summary, Phase 1, Steps 1 and 2 have a primary volunteer job development function with important positive spin-offs establishing a pattern of direct communication, negotiation and respect between staff and volunteers. Secondly, there may be benefits from communication among staff and volunteers and also clarification of staff roles irrespective of volunteers.* Finally, the process is diagnostic of staff receptivity to volunteers. This can be at least inferred from the level of participation of individual staff members, from the level of volunteer job suggestions they offer (all activity list "Drudge" jobs, vs. the sharing of some dreams), and from their open vs. defensive reaction to the volunteer committee attempts to negotiate enrichment of the jobs offered.

PHASE II: Seeking Need Overlap Consensus Between Staff-Volunteers and Consumers of Services.

The consensus in Phase 1 can easily be 20-25 ideas in the volunteer-staff need overlap area. Three to five are generally enough to be successful. Some people stop here, being unwilling or unable seriously to consult consumers. But, Need Overlap Analysis is not really complete until the staff-volunteer consensus is checked with the consumer.

Our first published conception of this process was as follows:

"Phase II takes these ideas to the consumer committee." This is a representative selected group of 8-10 clients which has been meeting four or five weeks prior to Phase I, not on the topic of volunteers, but on the topic, "What are our major unmet needs?" A staff member or

*Need Overlap Analysis has indeed been used solely for the last named purpose.

volunteer may meet with them mainly as facilitators. The object is to form a real group in which people trust and reality test each other. At week five or six, staff-volunteer yield of volunteer job ideas are brought to them. Their task is to compare these ideas with their list of needs, and make comments. Particularly, they are clearly to indicate with due deliberation, staff-volunteer need overlap volunteer jobs which:

1. Coincide with their own primary unfilled needs, for example, a volunteer job-finder when they really need jobs. In such cases, we have now hit the need overlap area all three ways, and are ready to develop this volunteer position.
2. Are indifferent to their primary unfilled needs. Often, examples of this type are volunteer administrative-type positions serving the agency and not directly impacting the consumer. The consumer really isn't likely to care much either way, unless, perhaps, all or most volunteer positions neglect direct service to her/him in this way.
3. Are partly or wholly, in conflict with consumers' primary needs. For example, a staff-volunteer overlap job might be tutors to help keep drop-out prone children in school when their strong expressed need is somehow to get out of school without provoking the law. We do not propose an absolute "consumer veto" in such cases; consumers can be unrealistic too. We do propose re-negotiation to optimize need overlap. This is often possible. In the above case, the volunteer tutor might conceivably do at least some of the tutoring during school hours outside of the school grounds.
4. Totally miss some primary unfilled needs of the consumer. Thus, consumers might feel they really need financial planning or budget counselling help, but these volunteer jobs are not there in either staff or proposed volunteer roles. One way of dealing with this is to feed these omitted consumer

needs into the final Phase III process below. Field feedback has produced another even more attractive possibility. Beginning at Step 1 by presenting volunteers and staff with the consumer need list. Let volunteers and staff orient their Step 1 negotiations around considered rejection, modification, or full acceptance of these consumer needs via the need overlap process.

A more thoroughgoing process for basing primary program direction on client needs is presented in a later section on Self-Help and Helping (SHAH).

How much you can do here depends on the agency's basic respect for its clients, and the degree to which education can further this respect.

The selection of the consumer committee is a matter of individual decision for each agency. Some agencies may decide to have several consumer committees reflecting important differences in the nature and needs of their clients. In any event, the consumer committee(s) should not reject a job idea solely because it doesn't serve the needs of all clients. If it can serve the needs of any significant segment of consumers, it can be accepted.

Some agencies already have consumer groups in being; others can't or won't convene them. In such cases consumers can still be debriefed individually and anonymously by staff or volunteers who are closest to them, and whom they trust.

Another issue often raised is the competence of some kinds of consumers to function as a NOAH review committee or as individual consultants. Our only suggestion is that when in doubt try it, and when it seems not to work for consumers themselves, seek a group as close as possible to them to represent them as advocates--their parents, friends, etc. Skeptics notwithstanding, there are instances of serious and effective program input provided by consumer groups such as mentally retarded adults, welfare clients, hospital patients, juvenile delinquents, etc.

PHASE III: Seeking Need Consensus Between All Three Groups

One suggestion is to bring representatives from each of three committees together for final discussion of the yield of Steps 1, 2, and 3. Suggested composition of the group is two or three each from the consumer, volunteer, and staff committees, the volunteer coordinator, and perhaps the staff or volunteer person who works with the client committee. Whatever process is followed will probably involve hard, detailed negotiation in a relatively smaller group.

AN IMPORTANT FIELD-SUGGESTED VARIATION OF NEED OVERLAP ANALYSIS:

For this, we are particularly grateful to Bob Fox and his volunteer programme staff in the Ontario Ministry of Corrections Services. This team conducted the first full-scale field application of Need Overlap Analysis in 1974, and they have been refining the process since then. Many of the NOAH-II innovations described in this section derive from their work.

This particular one is relatively recent. We might call it "mediated NOAH." In this process, the volunteer coordinator works the Need Overlap Analysis process with each of the constituent groups: activity-dream lists from staff by individual or small-group interviews (usually anonymous); skillbank ideas from volunteers; important unfilled needs from clients. She/he is essentially a mediator, emissary, diplomat, then an analyst to reconcile and match the written yield. In all this she/he is a surrogate for face-to-face negotiations.

The advantage is surely in the continuity of success. Also, the administrative simplicity and convenience in avoiding the need to get large groups together for long sessions.* Finally, in agencies where volunteer programs have failed, or where latent resentments exist for any reason in any of the three constituencies, mediated

*Although, we wonder if an administration which will not allow any such time is serious enough about volunteer program development.

NOAH avoids emotional explosions possible in face-to-face confrontations. (Face-to-face may come later.)

Of continuous mediated NOAH, some volunteer directors will say, "I do that anyway." Do you? Is your consultation as serious, systematic, reality testing and wholistic as NOAH? If so, fine.

We see much to recommend the mediated variation of NOAH in the above circumstances, particularly the on-going aspect of it. Needs do change, and so do human resources. We would only hope this process can involve some face-to-face interaction among the three constituencies, and work towards more interaction as trust builds. This is because such interaction has unique humanizing and need-validation advantages that are not fully present in mediated Need Overlap Analysis.

An intermediate model would employ face-to-face interaction by representatives of the various group, rather than the full groups, in negotiating the mediated NOAH yield described above.

A final comment from field usage. Certain fringe benefits of Need Overlap Analysis develop over a longer period and are as important as immediate effects. These include improved communication, trust and morale in the agency, positive staff sensitization to volunteers, including more staff requests for volunteers, etc.

Finally, the volunteer committee can actually function as a powerful recruiting arm of the agency with their skillbank and volunteer work pledges. Sometimes in both Steps 1 and 2 volunteers will offer to check out further for staff whether there is someone who might volunteer for a staff suggested job.

Some Evaluative Feedback

In 1975, Timm Fautsko reviewed NICOV workshop trainee ratings of the Need Overlap Analysis process used as a simulation. Ten workshops ratings averaged between 6 and 6.5 on a scale of 1-8 verbally, this is "good" to "very good."

Robert Voorhees, in Vermont, has received similar trainee ratings in his use of NOAH.

In 1975, Bob Smith of Lafayette, Indiana, Youth Service Bureau, conducted a workshop attended by 70 people representing 33 different social service agencies. About 15-20 people completed the workshop evaluation form. To the question: "Do you feel that Need Overlap Analysis can be used within your agency or organization," one person had no opinion; two said no and 14 said yes. However, among these 14, the clear majority indicated some need for qualification and individual adaptation of the process which is precisely the point we have stressed all along.

A second question was: "Will you use Need Overlap Analysis in your agency or organization, or have you already?"

Among 16 attendees who responded to this question...

5 said they had already used NOAH or an adaptation of it.

7 said they hadn't, but intended to.

4 said no, they didn't intend to.

This response conforms well to our pickup that NOAH is in fact being quite widely applied in the field, almost always with local adaptations. Unfortunately, few of these doers are writers. Fortunately, one group is both; this The Volunteer Programme Branch, Ministry of Correctional Services, 2001 Eglinton Avenue, Scarborough, Ontario, CANADA, M1L4P1, Robert E. Fox, Coordinator. In 1975, this group produced a 60-page report entitled NOAH PROCESS AT THE VANIER CENTER FOR WOMEN. It is an extremely valuable, insightful and pragmatic description of what happens when the process is operated for real. Single copies of this report and any later ones, can be obtained while they last, by writing to Mr. Fox.

CHAPTER III

MINIMAX-II

Minimax

To make the *minimum* change in what people *like* to do and *can* do, which will have the *maximum* positive impact on other people-- *minimum* change for *maximum* impact, equals MINI-MAX.

The idea is as old as the hills, an informal helping model long predating programmed help. NICOV has merely attempted to articulate it again, raise consciousness concerning its modern relevance and its interface with structured helping processes. Significant contributions to this NICOV development include Timm Fautsko, Ann Gowdey, Dorothy Rozga, and Bob Voorhees.

Even the name is not new. The term MINIMAX has been used in statistics by Raymond B. Cattell and also in business and military planning. The meaning there has some similarities to the meaning here, but they are far from identical.

NICOV's version of MINIMAX began to be articulated about three years ago. The yield of field applications and feedback since then is recorded here. In our opinion, there is enough added insight to justify the title: MINIMAX-II.

Among People Approach methods, MINIMAX is more radical than Need Overlap Analysis. NOAH is an extension of our present style of formal volunteer helping. MINIMAX proposes a "new" style and strategy; it is an attempt to copy (approach) the helping style of "the other 90%" who don't ordinarily join formal volunteer programs. Still, the director of volunteers need not despair of the value of this section. There are definite auxiliary applications of MINIMAX in support of formal volunteer programs as we know them today. Some are described in the final part of this section.

Our re-exploration of informal helping and its connections to formal helping will continue and broaden in the section on Perceptual Recruiting. For now, let us recognize that formal paid professional and formal volunteer programs are only the visible part of the helping iceberg. They are visible because both of them depend on the concept of designated helpers, either paid professionals or volunteers. Everyone else is either a designated helpee or else is able to cop-out on personal helping responsibility because they are not a designated helper (volunteer or professional). Nevertheless, most of the helping world goes on in informal ways without designated helpers or helpees; it is invisible because we neither designate nor control it. We volunteer people have always been pretty much a part of the formal helping apparatus, the visible tip of the iceberg. Yet, each of us must now ask ourselves: "What is my main purpose: to promote formal volunteer programs as one mode of helping, or to increase the total sum of helping in the world?"

If our answer is honestly the latter, we can more easily take a hard look at any parochial stake we have in formal volunteer programs. As a result, we may be more inclined to believe that *per given investment of our time and effort, the total sum of helping in the world can be more significantly increased by catalyzing informal helping processes than by controlling formal ones (as we do now).*

This is a call to consider broadening our responsibility to include informal and mutual-benefit models of helping. It is part of the progressively more inclusionist thrust in modern volunteering, challenging us to dare unfamiliar ground and process. This is ground which some flatly say we should not tread. We say we should try, if helping is really our game, rather than our particular variation of it. Because, again: *We can catalyze more helping than we can control. We can connect more helping than we can create.*

Even if we don't dare to "run" MINIMAX, we can at least touch bases again with informal helping, learn from it, re-infuse our formal

volunteer programs with its vigor, spontaneity, and understanding of basic helping process. After all, this is the common ground from which we grew originally.

Catalyze (MINIMAX) vs. control. Here are a few warm-up examples:

Suppose, Mr. Smith is on one side of town and Billy Jones on the other. Mr. Smith, a widower, is a retired auto mechanic. likes to play checkers and is somewhat lonely. Billy Jones is 16 and loves cars, but can't find anybody experienced to teach him about them. He likes playing checkers. Both people have needs and they have skills too.

The traditional "designated helper" way of dealing with this situation would be to create programs (volunteer or paid) to meet these needs: a friendly visitor program for Mr. Smith and an auto mechanics course for Billy Jones. By contrast, MINIMAX would simply get these two people *connected* (a catalyst function) without creating any programs (control).

Mr. Smith would help Billy work on cars, feel needed and have good company. Billy would learn about cars from an expert and both of them could enjoy playing checkers together. Everybody wins; nobody is martyred out of obligation to help. Billy's and Mr. Smith's needs and wants just naturally jibe in a reciprocal satisfaction match. All MINIMAX does is discover the possibility of the natural connection and bring the two together. If they're on opposite sides of town, they might otherwise never have found each other. MINIMAX creates neither new skills nor needs; it simply catalyzed matches between available reservoirs of resources and needs in all kinds of formations: dyads, triads, lattices, etc.

Most helping in the world occurs fortuitously in this way in the neighborhood, ghetto, barrio, in the office, and on the street. If I have something or can do something, and I see a neighbor or acquaintance who needs this, and if I have the time and inclination, I might well help him/her out. Next minute, hour, week, or month he/she might help me out in a similar way. Neither of us considers ourselves a

volunteer one moment and a client the next. For example, my neighbor likes to ski; I *have* to travel a great deal. I watch her dog when she's away; she watches mine while I'm away. We both *like* dogs. Cookies occasionally appear on my doorstep after I've watched her dog. I *like* cookies and hers are good enough so that I expect she likes to bake them. Neither of us will ever win the volunteer of the year award; neither of us much cares.

MINIMAX process can also be used more deliberately for relatively technical needs and resources. For example, local associations of volunteer directors have used it to develop lateral or horizontal resource networks among themselves trading off and matching between their volunteer program administration needs and skills.

Usually MINIMAX deals with ordinary human needs and resources. Therefore, it is not to be dismissed, because the sum of ordinary needs unmet may have extraordinary consequences. By frequently meeting them, MINIMAX is, in the deepest sense, prevention. Needs taken care of in a neighborhood do not ordinarily get to agencies' formal volunteer programs or even to natural helpers only in the sense that *everybody* is a natural helper. The theory of natural helpers may be simply another in a long line of cop-outs on everyone's responsibility to help; that is, the natural helper is another designated specialist in helping with volunteers and paid professional people. MINIMAX says: *everybody* is a natural helper at some time and in some situations and at other times everybody is a "natural helpee."

Some Examples of MINIMAX

What we have called the MINIMAX process goes on naturally all the time everywhere. People do what they can do, like to do and conveniently can do to help each other. In return, they may get the same kind of help back.

We rarely explain MINIMAX without someone coming up with several naturally occurring examples in their lives. The only point of MINIMAX as a self-conscious process is to make more connections between such naturally occurring reservoirs of help and need for help (much like a "dating bureau"). That is the main point of this section: awareness and understanding of MINIMAX opens up the opportunity to facilitate more of this kind of help occurring. We may have to sacrifice some spontaneity to do so, but mainly we need only set the stage, outline the process and potential connections, trigger and disappear.

Thus, deliberately constructed (vs. totally natural), somewhat more formalized versions of MINIMAX are beginning to arise as people see the potential in catalyzing the MINIMAX process. Here are a few examples, some of which are expanded later.

1. "Learning Exchange" news sheets. I first saw one of these in the Student Union at the University of Melbourne, Australia, in the summer of 1973. It is exactly like the classified section of the newspaper except (usually) no money is involved. The first notice I saw went something like: "I like to fix cars, but need some help in learning French. Want to trade? Phone _____." I've since heard of several similar service barter news sheets in America. One of them used the same name, "Learning Exchange."
2. More formal *Service Barter Systems* also exist. Sometimes they are built around one service, a babysitting pool, for example, you get so many babysitting points to draw on everytime you babysit for other parents in the pool. Dating bureaus attempt mutual satisfaction matches in the same general way; successful participants may later graduate to babysitting pools.
3. Office, university, housing, and neighborhood store *bulletin boards* are used in much the same way. Example: "Need a ride to Kansas City. Will pay share of gas and

exchange views on politics." The MINIMAX exchange process can be located wherever people are together.

4. Community interactive networks are being experimented with in at least several communities (see "Resource One" on page 70). Basically, the object is to register both the skills and needs of individuals in a neighborhood or a community if they wish to be so registered (thus, university students, street people). Then we seek connections between skills and need via a searching matchup process which may include computers. There may be hundreds or thousands in the network, and they may never meet unless they are connected.
5. The MINIMAX game, to be explained later here, is NICOV's deliberately constructed variation on interactive networks featuring *face-to-face* interaction of only 8-10 people. Our MINIMAX game also has a gimmick, a card game, to make it *fun*. The face-to-face aspect is designed to prevent rip-offs at a distance. These might occur in larger computer networks, for example, the man who registers willingness to fix upholstery, but who in reality may really want to get inside people's homes so that he can sell encyclopedias.
6. There are many other variations on MINIMAX as a strategy. They share only a similar style beginning where people naturally are in the helping process, rather than asking them to come across and adapt to our more formal style of helping, whether volunteer or professional. Indeed, some people have observed that MINIMAX resembles the most natural helping group of all, an extended family.

Some Pros and Cons

The advantages of MINIMAX are all that has been mentioned previously for People Approach systems. First there is involvement

of a greater number and range of people who are more definite in terms of what they want to do. Secondly, there is reduction of staff resistance. Within MINIMAX itself, there is no staff resistance because there isn't any staff. It is an agency by-pass system* an also a formal volunteer program by-pass. It is virtually an "agency prevention" process, which intensifies natural helping capabilities. This takes care of some problems which otherwise would be referred to designated helpers such as agency paid staff or formal program volunteers.

The basic advantage of MINIMAX is that you can catalyze and connect more helping than you can create and control. It's more efficient to bring Mr. Smith and Billy Jones together to serve each other's needs, than to build a new program for each of them. It's better to involve all people in terms of what they have to give, than have an elitist minority of designated helpers stretched thin in numbers and motivation.

Disadvantages of MINIMAX are particularly telling for those of orderly and possessive minds. First of all, you usually can't tell the volunteers from the clients without a scorecard, or even *with* a scorecard. Let's suppose you could. Some of the volunteers would look pretty funny in terms of traditional stereotypes and so would some of the clients. Most of all, MINIMAX can be a threat to a program operator's needs for control and possession. When the program sponsor or budget board asks you the inevitable "how many have you got?"--you don't *have* any volunteers on your rolls. You do good and disappear, and so do your volunteers. MINIMAX is the ultimate in opposition to pride of possession in body count, show and tell, or the taking of credit. You have nothing you can call your own in the helping process--no volunteers, no training, no program, no public acclaim for public help. You have only the quiet satisfaction of catalyzing a lot of helping. High profile type leadership which needs constantly to nibble on press clippings may not be able to digest MINIMAX. The proviso:

*For agencies, there is a group or CO-MINIMAX process described in the next section.

there are applications of MINIMAX supportive of traditional volunteer programs. So don't give up, if that's where you are today.

A second potential disadvantage is interference in natural, indigenous helping processes, somehow, degrading them. We have already been invited to stay out of that yard, and the issue recurs throughout this booklet. Our position: if it's occurring naturally we will indeed stay out of that yard. We will only humbly seek to imitate and apply to our own programs. Where it *isn't* occurring naturally, we will try to facilitate its occurrence and then leave.

Some examples of facilitated MINIMAX were outlined in the previous section. NICOV's addition to that list is described below:

The MINIMAX Card Game

This NICOV developed game has been played at least 500 times in the past three years. It's main features are:

1. Face-to-face validation of helping transactions.
2. Generally, the personal approach with potential positive by-products in communication and team building.
3. A deliberate, even gimmicky, attempt to make helping fun. We believe helping should be as much fun as Monopoly or tennis. We need to get off the sacrificial stereotype of helping. Therefore, we unblushingly welcome any further suggestions for hooking people into the helping process, tailgating on recreational kinds of motivation. Indeed, why for the most part, volunteering has been apeing paid work. All paid work has to show for its efforts is having to pay people to get them to do a job. We ought to copy recreation more. Sometimes they get people to pay for the privilege of doing work, and all the while they are competing very successfully with volunteering for people's

leisure time. (Volunteering is a model intermediate between paid work and recreation; it neither pays nor is paid for work done.)

4. Related to the fun part of MINIMAX is its design as a non-zero sum game. Unlike poker, everybody wins. Indeed, so far no one has found a way to use MINIMAX for hurting people. Rather, it seems to hook people into an exclusively positive frame of interaction competing, if at all, in finding more constructive ways to help one another. Even some recreational activities can't match that.

Preparing For The Game

The Players

Have eight or ten people sitting comfortably in a circle. Somewhere between them have a place on which to put matched cards. Some prefer a chair or small table for this. The game can be played with as few as six or as many as 10-11 people. The game process seems to suffer substantially with fewer than six or more than a dozen. In general, a heterogeneous group is preferable. Particularly avoid loading a group with people who know each other well.

We've seen as many as a dozen separate groups playing the game in the same room. Noise levels can get pretty horrendous, but it doesn't seem to damage the process significantly. There may be a facilitation effect, and intergroup MINIMAX transactions also become possible.

The Mood

As presented, *relax*. Your mood should be one of anticipating fun together. Don't lecture or use notes if you can avoid it.

None of the procedures described below should be taken too seriously, such things as the number and order of rounds of bidding. Allow and encourage innovation. The only purpose of the rules is to get people into a helping mood with a little entering structure. If they can't innovate rules or non-rules which catalyze even more helping, more power to them. That's the only point of the game anyhow. During the instructions, and while you roam around during the game (lightly, please) some nervous folks will be trying to relieve their anxiety by asking for precise structure in the process. Unless their misunderstanding is truly fundamental, say something like "any way you want to do it is fine with me." Emphasize that the rules are only to guide them into the process. Variations are not just permissible; they're welcome.

The Equipment

Paper, pencils, chairs, or pillows, and ...

The Cards

Each person gets four cards of one color (say blue) and four of another (say white) about 4" x 4". Though we'll use "blue" and "white" henceforth, we now think it's better just to have people tear up their own piece of paper into eight squares of any color, put their initials or mark on all of them, S (Skillwill) on 4 and N (Need) on 4.

The Paper

If you think people will want to chart the process later, have chart paper and marking pencils on hand for each group. Any big piece of paper will do.

The Instructions

Please don't recite these instructions verbatim. We suggest you begin with a brief definition and background on MINIMAX. Avoid programming the people. Most of the background will come out later in defriefing.

Now: "Please put your initials either in the upper right, lower right, lower left, upper left or center of the piece of paper. I really don't care. Or, maybe you's prefer to use your own mark: a smile? or scowl?"

"None of what follows is a role play or simulation. Play yourself; be yourself; this is for real and you (may, will) be asked to deliver on promises soon."

"Now take the four blue or (S) cards. They are your "skillwill" cards. A skillwill is something (1) you *like* to do, enjoy doing; (2) you can do quite well and (3) which might be of practical help to someone else in your group, now or in the future."

You might want to elaborate on this in terms of the philosophy of MINIMAX. For example, stress getting away from the martyr theory of helping. That's why we add "will" to "skill" to make "skillwill."

Give examples of skillwills at this point. My own have been: "I like to do dishes." "I like to play around with words and am fairly good with language." "I'm a good tennis player, and could teach someone how to play."

"Now think about yourself and come up with your two most marketable skillwills. Put one of them down on one blue (S) card, another on another blue (S) card. A short sentence or two on each is fine. Leave the other two blue (S) cards blank. They're your wild cards."

"Obviously, you can't borrow anyone else's skillwills. Copying or consulting with others won't get you anywhere that we know of."

"Now take your four white (N) cards. These represent *needs*. Think of your two most important ordinary needs which you might get help with in this group. We don't want you to reveal secrets you'd rather not talk about, or to get too personal. But even so, these needs can be important. You needn't call for six years psychoanalysis, even if you need it. Besides, the psychoanalyst in your group may not have the time, and might want to be paid for her/his services." (If you think it necessary here, underline that MINIMAX transactions are not monied ones.)

Some examples of needs are:

1. "My jeep door keeps flying open on rough roads; it's dangerous and I'm terrible at fixing things. I need someone to help me fix it before I get clobbered."
2. "I already have two big dogs eating me out of house and home, but a stray dog is hanging around, and I just can't take on another dog. She's likely to starve or be abused by other dogs. She's a very nice female and to be perfectly honest, she's probably pregnant. I need a good home for her."

(These are the author's original examples for the MINIMAX game. MINIMAX has gotten me help with both of them.)

"Now fill in each of two white cards with your *two* most important ordinary needs. The needs you think you might get help with there today or soon. Give a sentence or two on each, one need on one N card. Leave the other two white cards blank. They're your wild cards.

"We assume you have needs of your very own and don't have to consult with anyone else about what they are."

Before beginning the actual game, you now run the group through instructions for the rest of the game.

"Suggested procedure is as follows but, please be as flexible as you want to be on this. These are only suggestions:

1. Go around the table once with each person bidding a written skillwill card.
2. Then go around the table as each person bids their uppermost single need card.
3. Once more, bid all the remaining filled-in blue and white cards.
4. Now, use "wild" bidding using previously blank blue (S) and white (N) cards. In round 4, you can fill in a new skillbank card to match a white need card that you have heard here previously and is still unmet, or you can fill in a new need card to match a skillwill card which was bid and would have filled a real need of yours that you didn't have written down at the time.

In this way keep bidding till most of your (S) and (N) cards are matched up, and/or further bidding is no longer producing any matches."

"Let's take bidding in more detail now. Let's say I bid the written skillwill, 'I like to wash dishes.' If anyone else has the exact matching white need card, 'I'd like some help doing my dishes'. The two cards are put together in the center of the circle and diagrammed (see later)."

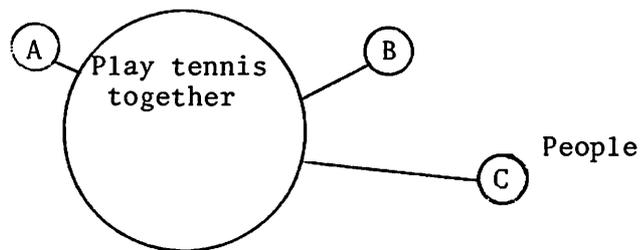
You can also match two needs (washing dishes) to a single skillwill card (want to wash dishes), two skillwills to a single need card, etc.

Now suppose what is more usual in practice: The match is not perfect between (S) and (N) cards. When you get to wild card bidding in round four you can utilize it to a more practical application by writing a real need to fit a skillwill or a real skillwill to fit a need.

But, in the first rounds before wild bidding, there are two other possibilities as well.

Suppose again, I bid the skillwill, "like to wash dishes." However, somebody might be fairly close, for example, "I'd like some help with housework." They can offer to negotiate the difference. I might agree to broaden my skillwill bid, and perhaps they would narrow their need bid a bit, too. If we can get close in our agreement for match, we rewrite S and N cards accordingly and put them together as before. The two people negotiating are the final court of appeal as to whether such a modified match is acceptable to them or not.

A second kind of happening is that two skillwills can join our two needs towards the end of the bidding process when they haven't found a home elsewhere. Thus, two or three people who want to teach tennis may decide to play tennis together when they get no takers for tennis lessons. Again, two people who need cooking lessons, and can't get them, might decide to risk practicing on each other. These are really consortiums where formal distinctions in status as helper or helpee begins to blur. In the diagramming which is progressing (one person assigned) with each transaction, the above kind of consortium is diagrammed.*



A more classical "A gives B receives" transaction would be diagrammed as A fixes door for B.

An example of a helping lattice at the end of several rounds of bidding is Ed Clark's at the end of this section. Some very useful insights on which the groups can take action can come from study of such

*A real option here, is no diagramming until after MINIMAX is completed, and maybe none at all.

lattices, for example, who is interacting most or least in giving (?) receiving (?) and totally. But again, charting is optional and probably best done after the MINIMAX game is completed.

The above bidding process usually lasts 30-45 minutes before group matches are exhausted. There is even a possibility that unused needs and skillwills in one group can be taken to another currently operating MINIMAX group for inter-group exchange. If you can possibly allow people to discover this for themselves rather than telling them, all the better. The same goes for the previous explanation of combinations other than (A)→(B).

If it's going well, there should be lots of laughter and smiles, yet an absorbed mood. Curiously, the main potential for hurt feelings is having skillwills unaccepted, rather than having needs unmet. When this happens, the group begins turning to such people and helping them get their help accepted. Certainly, this is a better kind of problem than trying to get people interested in helping in the first place.

We've run hundreds of MINIMAX groups and never had an instance in which all did not participate in ← or → or  forms.* The more likely trouble is group overheating, and for this reason we've reduced the total number of cards from 12-15 to 8 per person. Rarely, does a group finish with less than 60-75% of its skillwills and needs matched; often it's up to 80-90%, an amazing demonstration of how much help is close to home if only we'll look for it.

The problem is validation. One suggestion is to use the last 45 minutes of the game for validation. If MINIMAX groups are competing, a point system could give credit for validation as follows:

(4 points) → , ← , or  in which the helping transaction was actually completed during the final hour of the group (e.g., a dry land ski lesson).

*Though a very few people have declined to play the game in the first place.

(2 points): Helping transaction began, but was not completed.

(1 point): A written contract signed by both parties provides for completion within a specified time in less than a week, etc., perhaps judged by a referee.

Another variation is to play the game near the beginning of a time period, advising beforehand that all transactions should be actually completed by the end of that time period (possibly 2 or 3 days later).

This makes the game go slower and more seriously, but it's more realistic, and there's less danger it will be taken as a lark or a role play.

We are not experienced as yet with MINIMAX continued with the same people week after week. We suspect that such eyeball experience with each other would be the best validator of all. Thus, people who continuously propose to give help (skillwill) but never deliver would be identified in a few weeks and the type who only take with no giving in return would also be found out. The group would be expected to develop its own way of helping them to work through or confront their invalid helping styles. As the group continues to build trust and validate help, we would also expect some deepening of the significance of needs and helping transactions within the group.

After the MINIMAX game is first demonstrated, we suggest an open debriefing with all participants: How they felt about it, how they think it could be applied, and what it means for volunteering. Participants are likely to develop all the conceptual points in this booklet and perhaps additional ones.

Evaluative Feedback on MINIMAX

In a 1975 study Timothy Fautsko summarized his findings as follows:

"As a contrast game simulation, MINIMAX has been quite successful at many training conferences designed for volunteer coordinators.

In a recent evaluative-overview report of ten NICOV sponsored training events during the past 16 months MINIMAX and its counterpart, NOAH have received the highest ratings. At the Center's second national conference on volunteer programs in prevention/diversion, MINIMAX was rated by participants as 7.3 (excellent) on an eight-point scale."

A principal problem is validation of transactions, as discussed previously. The correlative criticism is: "It's just another parlor game." Once we heard "touchie-feelie" as an epithet; we don't think it's that. True, MINIMAX usually generates a good mood, but it doesn't peel off anyone's skin to do so.

Most people seem intrinsically to enjoy the process. There are occasional exceptions, and these seem to be of two kinds. Most seriously, people who have lived with the natural process in their own neighborhoods may find its formalized articulation boring, and sometimes patronizing. Hopefully, such people will be willing to be involved as resources in explaining background, history, and implications. Secondly, while most professional helpers enjoy the game, some among them, especially students training to be professional helpers, seem to consider it a retrograde step, threatening professional proprietorship of helping. Then there are a few others who generally approve the MINIMAX process, but are skeptical about this particular formal version of it.

Field Applications Of MINIMAX Process

For Traditional Volunteer Program Settings

1. *Icebreaker*

For training sessions, workshops, conferences, board and committee meetings, etc., joint meetings of volunteers-clients, volunteers-staff.

2. *Team-Building*

Communication starter for the above-described situations. Note particularly its application in building volunteer-staff relations.

3. *Recruiting*

To build confidence in your target audience: "Yes, I really can be a helper too even though I've never been a program volunteer." MINIMAX greatly increases the range of people who can feel comfortable with helping.

4. *Volunteer Training or Sensitization, Pre-Service*

For confidence-building as above. Also, getting back in touch with what basic giving of help is like, and just as important, what it's like to receive help, getting comfortable and re-acquainted with help. Churches have used MINIMAX for this purpose.

5. *Program Planning and Volunteer Job Development.*

Design MINIMAX groups which give you patterns of client or agency needs and volunteer skillwills with which you can then make your volunteer jobs consonant.

6. Matching volunteers to clients, especially in 1-to-1 programs. Here you can look at the transaction pattern between mixed groups of volunteers and clients. Again, if you don't think you can get people together in person, you can play MINIMAX at-a-distance. Try to get a good number of skillwills and needs from the participants individually and then study the cards yourself for patterns and best matches. Seek matches between volunteer and client pairs who have the most going between them; not just the volunteer *donating* skillwills to a client's need, but the reverse as well so that the pair has maximum *reciprocal helping* potential.

7. Resource discovery in a board, a group of staff. Even if you think you know the people well, the MINIMAX process will tend to bring out some skillwills that are new to you.

8. Forming Peer or Horizontal Resource Networks. By focusing the MINIMAX process on particular areas of concern; for example:

(a) *Linking* volunteer problems and resources at in-service training meetings.

(b) *Linking* volunteer director's problems and individual resources at local meetings.

(c) As an adjunct to workshop training, registering the trainees skillwills and needs early, then grouping them together for peer learning later during the training session. Professor Jim Jorgensen of Denver University of Denver, has developed a good process for doing this, based on MINIMAX.

9. *Client Development*

Identifying and working from strengths can build a client's self-help confidence and competence. Self-help and Helping (SHAH), discussed in another section, expands on this theme.

10. *Getting Funding or Equivalent Material Resources and Facilities*

A variation of Group or CO-MINIMAX described in the next section, can be used for this purpose.

Some Field Applications Of MINIMAX

MINIMAX is becoming quite widely used in the field for its own sake, rather than primarily as an auxilliary to more traditional helping modes. Some of these follow the MINIMAX card game model quite closely. Many other models are mainly related in spirit and philosophy. Some of these latter were developed completely independently of the MINIMAX Game.

Operation Involvement

This was a community wide project in Kalamazoo, Michigan from September 1, 1974 to July 31, 1975, funded jointly by the National Center for Voluntary Action and the City of Kalamazoo. The project was operated, or more accurately catalyzed by the Voluntary Action Center (VAC) of Kalamazoo, Dorothy Rozga, Director.

Excerpts from the report follow. The full report is recommended reading. Copies, while they last, can be obtained from Dorothy Rozga, Director of Voluntary Services, 121 West Cedar Street, Kalamazoo, Michigan, 49006.

Technique

The technique employed was to have client populations identify community needs (oftentimes, but not always their own) and then to have either them or other community resources work on meeting the needs identified, in whatever manner they determined that they could. The VAC's role in meeting these needs was that of a catalyst for action. The needs were met in programs designed in most cases by the volunteers who were to actually participate in the program. It used a "people-centered" approach similar to the MINIMAX approach.

It was a "free flowing" project moving to meet both changing needs and resources. It connected the two as needs naturally arose and resources developed. The project has no specifically identified givers or receivers. Their person's roles changed according to circumstances. Some of the participants only occupied the role of givers. However, all who were the receivers, at one time or another, were also givers.

The project concentrated on meeting ordinary needs...the needs which were usually the most immediate or obvious in one's environment. It aimed to develop a helping community within the population that it was to serve.

Population Served

Usual volunteer resources (i.e., churches, service clubs, the army reserves, and unions, etc.) were mobilized to meet some of the needs identified by the project. However, the major emphasis was placed on meeting needs by utilizing, as resources, that segment of the population traditionally identified as clients (for examples: AFDC mothers, stroke victims, residents of poverty areas, persons with mental impairments, teens with substance abuse problems, etc.)

Traditionally, about 10% of the population is involved in volunteer work. This raises the obvious question: "Why are the other 90% not involved?" The answer may be that there are no volunteer programs designed to meet the majority's needs and interests. What agency in the community is more appropriate than the VAC for designing such programs? The need for volunteers seems to be rising. (Or at least this is what is happening in Kalamazoo.) The 10% level

is not enough to fill all these volunteer needs. Thus, the VAC will have to assume the responsibility for developing new volunteer resources. The step-volunteering technique (having the person start in a basic non-threatening project as a volunteer and working his way up gradually to more traditional volunteer positions) seems to be a legitimate method of developing volunteer resources. It should be the challenge of the VAC to make people aware that they can volunteer and be successful at it...that volunteering is not just for the person down the street or for the "other person", but that they themselves can do it.

It should be remembered that the various programs of Operation Involvement were not as important as the techniques used to determine the needs and then meet them. The goal was to get the uninvolved active in the community. The programs were merely vehicles to achieve this. In other communities totally different programs might be necessary to achieve the same results.

Also, it is impossible in using this people-oriented approach to know initially what the various programs will be. Thus, applying for funds for such a program proves difficult. Persons used to traditional programs find it hard to understand such an unstructured, free-flowing project.

It is also a difficult project to evaluate. The outcome of the various programs (for example: how many baby layettes were made) is not the primary result that should be evaluated. One must always remember that the program is the technique and that the people becoming involved are the goal and/or the outcome.

A frequent comment of VAC directors and volunteer coordinators is that they would like to recruit disadvantaged persons, minorities, etc. The verbiage is always there. However, we must move beyond talk into an unknown territory. We must go beyond commitment to action.* It is far easier to run the conventional type of volunteer programs. The number and type of problems encountered is considerably fewer in number and more predictable in nature.

Throughout the project period easier ways were available to meet the identified needs (using the usual service clubs, etc.). The temptation to resort to traditional resources and solutions was always there. It was difficult for the VAC to remain the catalyst for a program and not the implementer. It is frustrating not to have the assurance that projects will be completed on time, but in the end, it is well worth the effort.

*Over two-thirds of the volunteers in Operation Involvement were disadvantaged minority persons.

The question to answer before beginning a project such as Operation Involvement is whether or not the VAC is willing to invest the time and money in the project. Does the VAC believe in creating an awareness in persons that they can have an impact on society through volunteering? Is it a value worth working for?

To a degree, Operation Involvement is a preventative program. It works on a grass roots, neighborhood level to solve problems before they become such that the usual human service programs have to take them on.

The Future

With the end of the grant period, Operation Involvement did not end. Many of the programs initiated by Operation Involvement will be continued by volunteers. The Service Club of Kalamazoo has agreed to continue the Christmas project. A volunteer has taken over that component of the project involved in having mentally impaired persons make baby layettes for disadvantaged families. The Human Services Commission (comparable to the Community Action Programs in most communities) has assumed responsibility for the furniture pick-up project. More importantly, many of those introduced to volunteering through Operation Involvement will continue their work in community service in whatever way they choose.

Essentially then, Operation Involvement was and is a community-wide MINIMAX and CO-MINIMAX (see next section).

THE MINIMAX GAME IN A PRISON SETTING

by

EDWARD J. CLARK, Director of Volunteer Services
Kansas Board of Probation and Parole
Report prepared April, 1974

A group of volunteers working in a "Lay Discussion Group" at Kansas Reception and Diagnostic Center (a penal institution) is proving to be quite a valuable experience for volunteers and inmates alike. This particular group consisted of four male inmates of the Kansas Reception and Diagnostic Center and two volunteers (one male, one female). It was agreed to play the MINIMAX Game at our next meeting, April 8, 1974. Probably you can imagine how apprehensive I became, going from a great idea to: "will they (the inmates) laugh me out of the "joint". Not only did we "play" the game, but everyone became deeply involved.

I am attaching our network sheet, hoping it may be of some value to you. While some of the skills and needs may appear trivial, this feeling did not permeate the meeting. Probably, the best results came after the "game" was over, which I shall explain.

Results

1. Clients discovered that many of their skills were needed, not only by volunteers or "squares," but by peers.

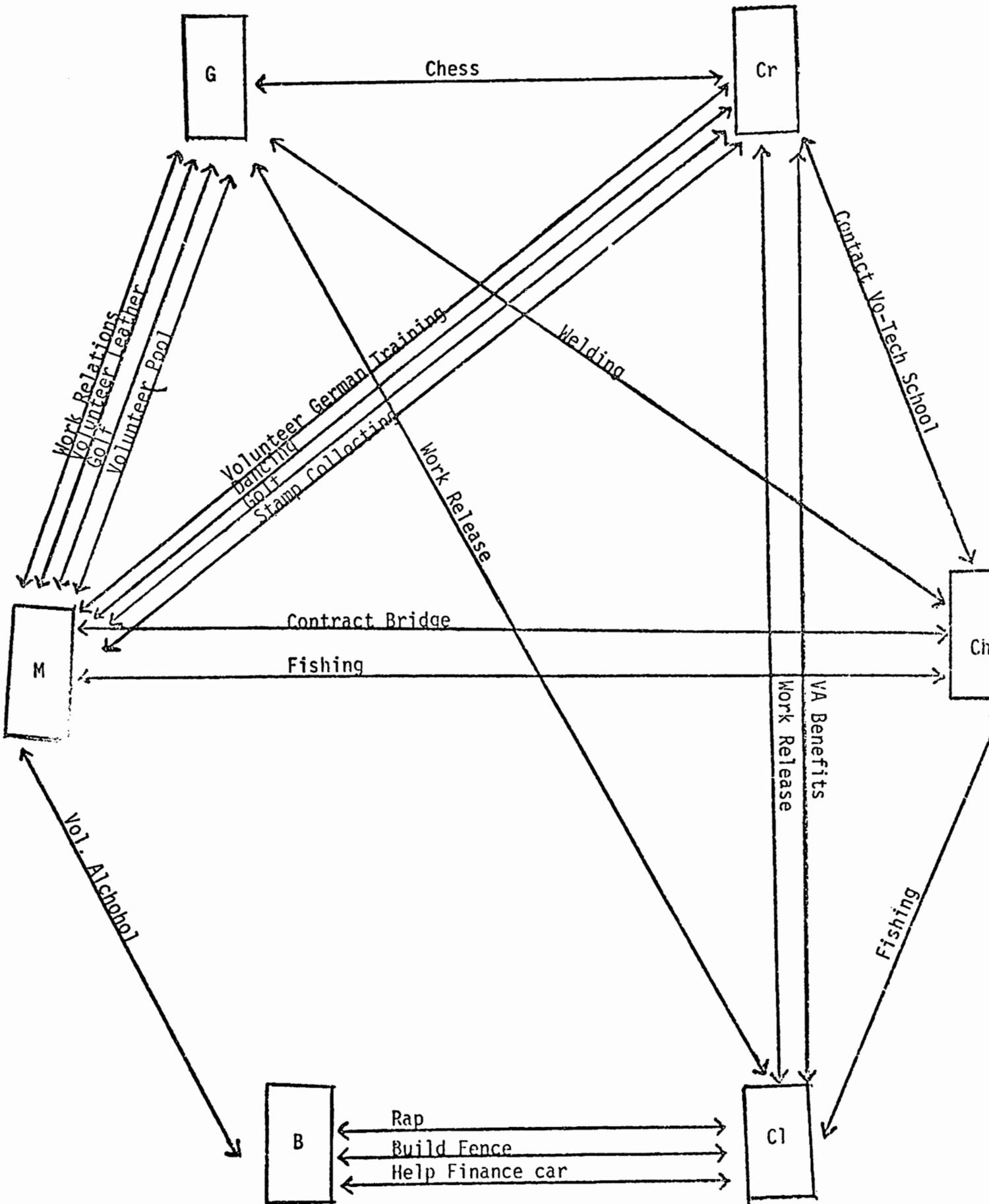
2. Note the additions in the corners. These needs continued to come out after the "game" was over. In the upper left hand corner is the notation "P.K. is B.'s P.O." The translation being that inmate B. asked, if possible, that P.K. be his parole officer. Since then, B. has seen the Board and was granted parole. The supervising parole officer has indeed assigned B.'s case to Parole Officer P.K.

The very important point in my opinion, is that MINIMAX works very well. The second point is that it cannot work unless attempted. Thirdly, this involves clients, in our case minorities, because they are convicts.

Please keep up the good work, continue to demonstrate and encourage MINIMAX. This is involvement brought about in a most interesting and surprising fashion.

We plan a second experience soon with a group of clients, which will all be married couples.

Note: P.K. is B's parole officer



MINIMAX IN A RURAL SETTING

by

LINDA McKINNEY

Weld County, Colorado, Department of Social Service, 1974

About a year and a half ago we started within our social services agency the struggle to define a viable volunteer services program to best meet the diverse needs of the agency and its clients. In synthesizing and adapting the experiences of other programs, certain distinctions and implications for our agency's efforts became apparent.

So many of the program models had been developed for an easily defined clientele, i.e., the offender. In recent years our county agency has been going through a process of examining our social services delivery system to provide services only at the specific request of the client. Consequently, we're not sure yet who our "client" is, and our caseloads are in a state of flux. The caseloads do, however, include the broadest spectrum of problem areas and age groups. We still haven't quite stopped trying to be all things to all people!

Many of the programs we explored seemed to be fairly normal and quite structured. There seemingly has been an attempt to equate the much needed "better management techniques" with a more rigid program structure. There has evolved a rather ritualized process of screening, training, evaluation, etc., before the volunteer is sanctioned as qualified to participate. On the other hand, we are a large, semi-rural, informal county, and this traditional concept of program management frankly turns our prospective volunteers "off."

And finally, to put it mildly, our agency had a rather "negative" image within the community. There was little hope of attracting the traditional middle-class volunteer, so often the backbone of other volunteer programs. We originally turned to using clients as volunteers because they were the only ones willing to volunteer with us!

What has developed with time is a very flexible, individualized and personalized program which seems to be comfortable to both volunteers and the agency and its clients. Thus, MINIMAX to us has captured an attitude, a philosophy that fits our community. It means assisting the community to identify and solve its social services needs on an individual basis through its own natural helping resources. It recognizes first and foremost that every

member of the community (including our clients) has strengths and skills to share with others.

There have been lots of implications for us in attempting to define a working program model.

The program seems to attract highly-motivated, self-directed volunteers. Because of the low profile of the program as an agency service, they are turned on by their assignment, not the "opportunity" to work with the agency. To date, we have had apparently little volunteer boredom and thus little volunteer attrition.

There is little program formality, few written "absolutes," or bulky bureaucracy. (That can create its own brand of havoc come statistics time! It can also make program evaluation a tough process.)

We use written program area descriptions rather than written job descriptions which can lick you into standardized roles. MINIMAX requires that you focus on the volunteer's strengths and skills he's willing to share and what the "client" wants and needs--not conformity to a preconceived agency written standard. This approach allows for highly creative volunteer assignments. (Our procedure, after learning something of the volunteer's skillwill, is to do very individualized verbal contracts which define individual roles and expectations.)

MINIMAX eliminates the stratification problems evident in some programs. The lines of distinction between "providers" of services and "receivers" of services are blurred: all are equal participants. (This is beginning to have an interesting effect on some staff--in several cases I have noticed a reassessment of their clients' strengths.)

By encouraging clients to volunteer, we recognize the value of volunteering to the individual as not only satisfying, but in some cases potentially therapeutic. Volunteering can be part of the case plan of the caseworker in working with the client.

What does all this mean in terms of the actual program examples? One of my favorites, still in pilot status, is a mutual cooperative effort with the anti-shoplifting program of the Youth Services Bureau. As a diversion project, we are using adolescent first-offense shoplifters to provide home and yard maintenance help to disabled or senior citizens living in their own homes. We've already had several "mutual adoptions" take place, and both the kids and the seniors identify the socialization as the most important service.

It would be inappropriate, I suppose, to describe any of this as "new". Certainly people in low income or rural areas would say "we've been helping each other in this way for years." But, what is new, is an agency effort to facilitate more of a good thing! I'm sure we haven't begun to really identify the full ramifications of it all--certainly we've got plenty of "bugs" to work out. But, the nice part is we seem to have hit on an approach which feels "comfortable" to all involved. And what a pleasure for a coordinator (me!) to focus on the needs of clients and volunteers.

MINIMAX IN MORDIALLOC

by

J.R.C. WISE

Director, Social Work Programmes
City of Mordialloc, Victoria, Australia, 1974

Reprinted from Autumn, 1975, issue of *Volunteers for Social Justice*, Volume 8, No. 3. This is a report of one city's attempt to encourage and utilize the community volunteer including the use of MINIMAX self-help and client volunteering on a community-side basis. The author, John Wise, is, among many other enterprises, the Director of the National Information Center on Volunteerism (Australia) and has completed two work tours at NICOV (America). He is currently organizing the first Australian National Conference on Volunteers scheduled for March, 1977.

Mordialloc is a city of about 30,000 people, making up a part of the larger Victorian Capitol Melbourne. About two years ago the city fathers embarked on a long term and ambitious plan to upgrade community welfare facilities utilizing available volunteer resources. Mordialloc until that time had been a typically conservative city with the usual array of formal groups and organizations, but gravely lacking in public participation and involvement.

Fundamental to the whole process was a faith in the potential of citizens to engage in community planning and service, and the inherent belief that cities should be for people and should cater to a variety of needs. In addition, given the opportunity and encouragement, volunteers will not only participate in city planning, but will also have answers to many problems that have perplexed professional planners for countless years.

However, it was obvious that hidden volunteer talent and energy required a little prodding and encouragement.

The City Council accepted willingly the role of innovator and catalyst. It reorganized its decision-making structure to include at a senior level public participation. Known as P.I.C.'s or Public Involvement Groups, they involved individuals and groups who would sit in concert with Councilors to present programs and projects to the Councilors in formal Council. Council for its part would refer relevant topics to the P.I.G.'s for consideration and amendment.

Apart from engaging community volunteers in the decision-making and planning phase of Council activities, Council also joined in partnership with volunteers in the development of a number of specific community welfare projects. Council for its part could offer direct funding and a channel for federal government funding. The community could offer resource and human energy, enthusiasm, and commitment. It has proved to be a union well blessed.

The first offer of good faith from the Council was to present to community groups a large two-story building right in the center of the main shopping area, to be used as a nerve center for the new innovations. After renovation (at the city's expense) the building was to offer a large carpeted lounge and relaxation area where citizens can come to read, drink coffee, meet with other people in informal groups. This particular area is also used as an information dispersion point. Four city-paid community workers are stationed at the Center to act as resource people for any groups or individuals seeking data, guidance, encouragement, or other assistance. In addition to the professional officers, there is a huge team of volunteers who act as drivers, typists, printers, babysitters, advisors, interpreters, etc.

The first floor of the building contains a series of meeting rooms where informal groups can meet free-of-charge to discuss matters of interest or concern.

1. Community Link-Up (incorporating MINIMAX, NOAH learning exchange). Within this broad umbrella and based on the philosophy that we all have skills to share and needs to be met, the community has established a range of integrated "skills-needs programs." Some are formal; others informal. Some are locally based; others are city-wide.

Neighborhood Link-Up

In this program, approximately fifty trained volunteers interviewed about 400 families in a confined geographical area to find out individual and family interests and skills. The aim was to link up people with common interest skills; for example, four people indicated an interest (but not a skill) in flower arranging, another person within the area declared a skill in this category. The five people were linked up. Seven young mothers indicated an interest in meeting with other young mothers on a regular basis to give their children companionship and themselves support.

Many people indicated, however, that they were not interested in meeting with their close neighbors, and would prefer something with a city-wide component. To meet this need the community established...

City Link-Up

Using the interest skills identified at the neighborhood level, a series of informal skill classes were established to operate from

the community center. The instructors were all volunteers with real skills in their specified areas, for example, rug weaving, fishing, Chinese cooking, etc.

The media was used to publicize the program. The response was overwhelming, but what is most significant is that many having indicated a need, also volunteered their services in other ways; some to assist in supervising an emergency shelter for women and children, others to assist with typing clerical work, volunteer nursing.

The Learning Exchange

The most recent segment to be established within the link-up framework is the learning exchange. The aim is on a city-side basis to informally link up individuals with either a specific need to be met, or a specific skill to offer, for example, a Turkish migrant with a language need, and a volunteer prepared to assist that person to speak more fluent English.

2. Youth Service Bureau

An extensive survey of youth needs within the city of Mordialloc revealed an overwhelming interest in and need for an informal meeting place catering specifically to young people. Council assisted in the formation of an autonomous Youth Services Bureau, controlled, planned, and organized by young people. To assist in its development, the city leased a large old house to the group for an annual rent of \$1.00. It also picked up the tab for basic building maintenance and some equipment.

3. Emergency Shelter

The welfare service of the city had for a long time expressed concern about the needs of women and children, who, for a variety of reasons, had left the matrimonial home. The city applied for and received funds from the Federal government to purchase a grand old mansion to be used as an emergency shelter for women and children.

Community groups and citizens have been involved in the planning of the shelter. Control of the project has been handed over to a community-based volunteer organization. Volunteers are now being recruited to staff the center. At the request of the community, no professional staff will be employed at the center.

Support for the project has been overwhelming. It is already apparent that there will not be a shortage of willing and competent volunteers.

The list of projects in which volunteers and Council are actively involved is almost endless. Some citizens are assisting to return the local coastline (long abused) to something like its natural condition--

including the removal of paved car parking areas and the replanting of native trees and shrubs.

(Ed. note: Hurrah! Others are involved in assisting migrants in a home English program. Volunteers deliver daily meals to over a hundred of our frail elderly. Skilled craft volunteers teach art to disadvantaged boys; they stand by a plaintiff or offender in court; they find homes, and babysitters.

The sense of community is beginning to emerge in Mordialloc. It is no longer a frail struggling bud; the flower has begun to bloom).

Family And Church

We've been told of MINIMAX tryouts in a family group and in churches. So far, we haven't any direct feedback from these uses.

Education

Many processes developed independently of MINIMAX are nevertheless consonant with it and demonstrate its applicability.

One of these is the System for Identifying Motivated Skills (SIMS). Developed and copyrighted by Bernard Haldane of Bernard Haldane Associates in Washington, D.C., it comes closest to People Approach in a basic element much like skillwill. Thus a "motivated skill is a skill you use that turns you on when you use it. An unmotivated skill may be very strong, but it turns you off when you use it." SIMS is a practical field-applied process used for career counseling in colleges, for example, at Wilmington College, in Wilmington, Ohio.

As many as half of the SKILLWILLS and NEEDS in a typical MINIMAX game represent eagerness to teach or a desire to learn. Thus, MINIMAX is largely an informal non-agency learning process. It is a kind of storefront learning about which Ivan Illich commented in De-Schooling Society:

For most widely shared skills, a person who demonstrates the skill is the only human resource we ever need or get. Whether in speaking or driving, in cooking, or in the use of directories and catalogues, could not be learned in the same way.

Service Barter Systems

(1) Riverton Community Programs, Inc., Richard J. McCaffery, Executive Director, April, 1974.

Today a number of facts about people in our society are becoming increasingly evident. We have learned that the need for human services and support systems transcends all ethnic, social and economic boundaries. And these needs grow as traditions, patterns, and continuity points of our culture dissolve. Few existing services and support systems effectively meet people's needs in the breadth or relevance of what they offer. Funds for improved or new services are hard to come by and rarely assured on a continuing basis. It is wishful thinking to look to public or private agencies to "solve our problems."...

Volunteerism in the pre-industrialized, urbanized society often involved barter, the exchange of one service for another. Various forms of barter are used today--for example, in cooperative child care arrangements and skill exchange groups. But the use is limited.

Plans At Riverton

A comprehensive barter system whereby individuals may contribute to community projects in return for scrip (such as stamps) which can be used to "purchase" community services, would add a whole new dimension to a community's ability to maintain human support systems. Barter could also be a force for increasing individual-to-individual service exchanges. Before inaugurating a barter system, guidelines must be established so as to maximize the chances of its staying in business and growing in importance to the community.

Riverton offers an excellent opportunity to explore the potential of expanding volunteerism and also of instituting a barter system by developing an administrative process to do so. Volunteer and barter systems in complementary combinations would provide a good testing

ground of a community's interest in and capacity to increase the amount and thereby raise the quality of its services.

(2) Other existing Service Barter Systems were referred to at the beginning of this section: bulletin boards, babysitting pools, etc. The Learning Exchange, 430 Waverley Road, East Malvern, 3145 Victoria, Australia, is probably the most well-established service in Victoria. It produces a paper that circulates within the City of Malvern. The newspaper is called "The Learning Exchange", and acts as the link-up between individuals and groups within that city. Skills and needs are published in the paper that is produced weekly.

Bayside Contact, Spring Street, Highett, 3190, Victoria, Australia is a similar group. It operates from a shopfront and provides a regular telephone and face-to-face service. Its aim, like the others, is to stimulate the interchange of skills, needs, and interests. Like the Learning Exchange, it is in a largely middle-class area and is serviced by volunteers who represent that background.

There are similar operations reported in the U.S. and Canada. Some are quite informal as described in an August 1975 article in *Empire Magazine*, (Denver, Colorado) by Jean Afton entitled: "The Pleasures of Bartering." Both MINIMAX and CO-MINIMAX type applications are indicated by Ms. Afton, thus:

Some persons have been experimenting with this method of exchange. Two business men who house paint and woodwork for relaxation, exchange labor in remodeling their homes. A neighbor donates summer yard work for space in a friend's vegetable garden. A young man with a strong back prefers an embroidered shirt as payment for spading a flower bed.

After living in an age of abundance and high employment, we now are faced with inflation and under-employment. In an era where success is based on competition, we forget how to cooperate and share. Where all services and goods are purchased, we overlook our special knowledge or abilities which may be marketable.

Bartering is an almost forgotten art. It is the direct exchange of goods for goods, goods for services, or service for service.

In pre-literate societies, this exchange may take place between groups or within the group. An expertise is developed which is

saleable. Perhaps a village has discovered that its style of pottery is in demand in the marketplace. With it the village trades for fabrics or garden produce from another community.

Within the group certain specialists emerge: the curer, the potter, the arrow-maker, the storyteller--all exchanging skills for maintenance. In some cases these special abilities become valuable commodities in later years. Each adult realizes that one day he may be dependent upon others. He, therefore, begins to collect obligations by gift-giving or services while he is physically and economically able. These debts are then honored in his old age in the form of subsistence.

It is a tragedy that the elderly are forced to become unwanted, unproductive, and dependent. Why can't we take advantage of the assets of an older generation? Perhaps the retired bookkeeper with the bad heart would be willing to exchange his ability with the young businessman who gardens or paints for relaxation. Maybe the elderly lady in the neighboring apartment would be eager to trade piano lessons for regular transportation to shopping centers. In these centennial-bicentennial years, surely students could put to good use the early memories and experiences of an oldster in exchange for lawn or house work.

There are so many special skills and talents not being fully utilized. Everyone has something to offer. The problem becomes one of publicity and availability. But, it takes an enterprising individual to spread the word within the apartment building or neighborhood. Don't let it get out of hand; keep it small. No one wants to endanger the shopkeeper or service person, but perhaps they too would be eager to participate.

The scale of services is so wide--from the single transaction to long-term mutually beneficial arrangements--that anyone can plug into the system at the level he desires.

Exchange a favorite casserole for a fresh centerpiece; water house plants for vacationers in exchange for babysitting; paint walls for sewing or mending; share produce from a garden by weeding or cultivating; trade yard work for house work; wash a car for cookies; clean a basement for typing, pick and choose, mix and match, rearrange and innovate...be ingenious.

In a time of aloofness and suspicion, enjoy the pleasures of making new friends, of sharing and cooperating. But above all, barter with integrity and honesty.

Service barter networks may also be computerized. Some idea of possible computer applications in MINIMAX is given by this article from the April, 1974 edition of "Resource One," San Francisco, California. Similar kinds of applications meshing skillwill and need have been reported at such places as the Universities of Vermont and Illinois.

The seed of a national public access information network was planted last August in Berkeley. A teletype terminal connected to the Resource One Computer was placed in the lobby of Leopold's Records and people were encouraged to use it as a combined electronic bulletin board and data store. In keeping with our aspirations, we've named this COMMUNITY MEMORY.

Since then, several thousand people have discovered the terminal and typed in messages, classifying their items themselves so other people can find them quickly. The collection, with over a thousand active items now, includes exchanges traditional to other public media--bulletin boards, classified ads, telephone poles, bathroom walls; the type of information found in indexes and directories such as People's Yellow Pages, as well as exchanges and dialogues which are developing their own unique forms. There are cars for sale, rock bands looking for bass players, carpenters looking for jobs, groups offering counseling, tennis players looking for partners, political commentaries, etc., etc.

This seed is now sprouting into a network. Specialized, indexed listings of parts of the data collection are being left with organizations that find them useful; a music directory, for instance, is left weekly at Leopold's. Additional public access terminals now exist.

CHAPTER IV

CO-MINIMAX OR GROUP MINIMAX FOR VOLUNTARY COLLABORATION AMONG AGENCIES AND GROUPS

Introduction

CO-MINIMAX is a process facilitating collaboration. Community responsibility for service to its own requires such collaboration between service groups, not conflict. The same may be said within a larger agency where distinct units or divisions may tend to function as separate mini-agencies. The issue is therefore important to VAC's and VB's; to any volunteer effort needing the cooperation of other agencies or groups for better service to its clients, and to any agency which wants its divisions less divided. There are similar applications for mutual-benefit sharing among church, civic, business labor, and professional groups in the community. Finally, the collaborative effort is needed by boards and committees on which members represent organizations or other clear constituencies.

Collaboration requires trust-building and a willingness to share. Yet, merely to state this is little more than a pious platitude. *We need a process for self-reinforcing volunteer/voluntary cooperation among agencies or groups!* As one approach to this process, NICOV has extended MINIMAX for individuals only, to CO-MINIMAX for groups. As described in the previous section, MINIMAX is a non-zero sub game in which, essentially, everybody wins by the sharing of skillwills and needs. It is also fun and absorbing.

Process

CO-MINIMAX is essentially a MINIMAX in which each individual represents a group or agency rather than himself/herself. In other words,

the individual represents a constituency's skillwills and needs, not his/her personal needs. It is a kind of group volunteering. The constituency represented may be an agency, a division, or unit within an agency, or a community group.

The issue is: how can a person most validly represent his/her constituency in CO-MINIMAX. We suggest this process:

1. Groups or agencies participating send a representative to a meeting. Hopefully, the representative will have maximum credibility and authority to speak for his/her group.
2. The meeting should have enough representatives to form a MINIMAX group or preferably several MINIMAX groups of about eight each. There should also be some general themes of common concern among groups or agencies represented; for example, all interested in serving or involving youth, or all serving a similar geographical area.
3. MINIMAX is explained to the representatives. They play the game as *individuals*, and de-brief on it.
4. Representatives return to their constituent agencies or groups, explain MINIMAX (perhaps demonstrate it), develop a list of skillwills and needs for the agency, agree on clear phrasing of them, and write them down.
5. Representatives return to a second meeting, each armed with as many as five to ten skillwill and need cards representing their agency or group.
6. They then play CO-MINIMAX in groups of about eight each. These should be relatively heterogeneous groups. The contracts, at this point are to be considered provisional pending later confirmation by each agency represented.

7. If there is more than one CO-MINIMAX group, skillwills and needs which cannot be matched within any CO-MINIMAX group, are opened for match *between* CO-MINIMAX groups.
8. Charts of CO-MINIMAX need and skillwill transactions between agencies are carefully recorded and confirmed. Each representative is given a complete copy. This ends the second meeting.
9. Agency or group representatives return to discuss and confirm CO-MINIMAX transaction charts with their constituencies.
10. At a third meeting, confirmed charts are discussed by representatives, amendments from constituency consultations are noted (point 9 above) and final CO-MINIMAX contracts are confirmed.

The process could probably be condensed into two meetings if representatives came to the first MINIMAX demonstration meeting with some provisional authority to "deal" with skillwills and needs for their agency or group. Also useful in accelerating the process, is the possibility of telephone contact between representative and her/his constituency during CO-MINIMAX transactions.

Contact with one's organizational constituency may not be enough if that organization is not in touch with *its* constituency: the people it serves, called clients, patients, or whatever. In other People-Approach processes--NOAH, SHAH, MINIMAX--the ultimate intended beneficiaries are present at the feast, so to speak, to speak for themselves. Ordinarily, in CO-MINIMAX they are not; except by surrogate in the groups which claim to serve them. These groups must therefore, be reminded that the justification of CO-MINIMAX is *NOT* beneficial to the participant organizations in a vacuum; but to those they serve indirectly if not directly, ultimately if not immediately. Otherwise, it may get like giraffes necking: pleasant at high levels, but a long time getting down to the ground (if ever).

Though the MINIMAX Process, on which CO-MINIMAX is based, has been field-tested, CO-MINIMAX is new. Only occasionally has it been

field-tested, and needs additional use. As with other People-Approach strategies, the "newness" is deceptive. CO-MINIMAX simply articulates, systematizes, catalyzes and moderates a process which is probably as old as people: a mutual benefit helping of the horsetrading variety. In the best of circumstances, this goes on everyday without benefit of explicit methods. The advantages of CO-MINIMAX application may only be to heighten awareness of a process which can then be allowed to proceed naturally in an enhanced form as a result of this raised consciousness. In other words, one application of CO-MINIMAX is to explain "the game"--to simulate it, and then follow, adapt, or fail to follow the step-by-step process, according to the taste and convenience of the participants. Perhaps, the more formal CO-MINIMAX process will only be a useful trigger to common sense collaborative processes.

At least one rather literal instance of the step-by-step CO-MINIMAX process has occurred at an adult and continuing education conference in May, 1976. This was a serious simulation within a single two-hour time frame rather than the full two or three meeting process. About 22-24 people participated in the simulation. On de-briefing, the consensus of participants was that CO-MINIMAX or reasonable adaptations of it, would work as a collaborative tool.

In this instance, the CO-MINIMAX process was far more serious and quiet than MINIMAX. Obviously, the game was being played more carefully for higher stakes. For example, in de-briefing, participants said they wanted more time to consider consequences of skillwill-need matches. Some participants also said that acceptance of each other as organizational representatives was more an issue than acceptance as individuals was in MINIMAX. As expected, the issue of the process and validity by which they represented their constituency was important; also the area of discretion in which they had scope for negotiation on behalf of this constituency. To maximize this, they suggested trying to get the top decision-maker as representative at CO-MINIMAX, (or as close to the top as possible). Other suggestions were to have two representatives from each constituency to enable them to check each

other during the process or to have a hotline that went back to one's constituency during the CO-MINIMAX process.

In CO-MINIMAX some participants thought it was relatively more important to lead with needs rather than skillwills. There were two distinct views on this; no consensus emerged. They still wanted to offer some skillwill cards. However, in CO-MINIMAX, the concept of "skillwill" became more naturally understood as agency or group *resources* or *capabilities*.

Several participants felt that geographic accessibility and commonality of clientele might be even more important here than in MINIMAX. This means more careful consideration of who should and should not be in the CO-MINIMAX group. It also suggests serious prior consideration of the purpose and objectives of any particular CO-MINIMAX effort. An example of this is an adaptation proposed by Ann Gowdey of NICOV. The purpose in this case is bringing together: (1) groups who have volunteer programs which can solve problems, but need funding or equivalent resources, and (2) groups who suffer from these problems and have funding or equivalent resources which might support the problem solving programs.

Let us suppose the purpose/problem is shoplifting or petty theft in the community. This defines the two kinds of groups which should participate in the CO-MINIMAX: groups who suffer from the problem but have resources to support problem-solving programs, and groups with programs which prevent or diminish shoplifting or petty theft, but which lack resources fully to implement these programs. The first group might include the local businessmen's association, the Chamber of Commerce, law enforcement, school disciplinary officials, etc. The second group would be all the groups which could demonstrate or reasonably predict that their volunteer (or other) efforts would have an impact in reducing shoplifting, but which need increased funding/support or its equivalent to fully implement their programs.

The basic CO-MINIMAX transaction becomes: "If you will give us funding and/or its equivalent in facilities, technical assistance staff, phone, office supplies, equipment, etc.--we can increase our volunteer effort, and thus relieve the shoplifting or petty theft from which you suffer. As a result there will be a net material gain to you."

Each type of group has needs the other can fill and resources the other can use. This CO-MINIMAX trading potential is assured by clear prior definition of purpose and a selection of participants for that purpose.

Equally clear and well-thought-out should be the CO-MINIMAX contracts which result. They probably should be written agreements once finally negotiated.

The above CO-MINIMAX can also have an important dimension of collaboration among the various, similar-purpose volunteer efforts represented, to avoid duplication and mobilize resources for mutual support. The funding or other resource groups may also collaborate via CO-MINIMAX in providing these to volunteer program groups.

We urge exploration of these "self-interest" models of volunteer program funding, particularly since funding is an increasingly grievous problem for volunteer efforts.

A variation on the above would be a specific collaborative plan developed by CO-MINIMAX process than submitted as a grant proposal. Collaborative proposals are being given most favorable funding consideration today; especially those which are produced by a systematic CO-MINIMAX type of process which assures and documents the utilization of inside resources before asking for outside ones.

Gowdey's funding variation of CO-MINIMAX and similar variations are examples of the principle of parsimony of purpose: a defined and relatively focused purpose in terms of which participants can help one another on a range of other issues and purposes. They need not share any other purpose except the basic ones in a free society. They need not agree with one another on a range of other issues and purposes.

They need not love one another (though the ambience of CO-MINIMAX may in time come to encourage that). They only have to need each other. In short, the participants can be heterogenous, except for the single, convening purpose. Indeed, it is probably better for them to be so. Nor is there anything sacred about all participants representing organized groups. Some individuals, or very loose collections of individuals, can be very powerful resources for a particular or defined purpose. CO-MINIMAX can be a mix of individual and group participants.

Another variation of CO-MINIMAX has already been applied insofar as Need Overlap Analysis (NOAH) has been applied (see Chapter II in this booklet). In fact, Need Overlap Analysis is essentially a CO-MINIMAX between its three circles: clients, staff and volunteers. The differences are that the NOAH client and volunteer groups may be less organized and homogenous than is usual in CO-MINIMAX, this is possibly a disadvantage. But CO-MINIMAX among these three groups goes beyond traditional NOAH in dealing with resources and needs from all three constituencies.

Operation involvement in Kalamazoo, Michigan, has many free-form variations on MINIMAX and CO-MINIMAX application. Among the latter, is a very simple and effective variation of CO-MINIMAX called the Inter-Agency Exchange.

This is a very simple, direct operation. When you work with agencies on other projects, you take a few extra minutes to ask if they have any material needs for which there are no funds available. Example: Need for a couch for their walk-in center or leather for a craft project.

You then ask them if they have any materials they no longer need. Example: Change of program of offices can mean left over equipment that is no longer needed.

The answer to these two questions are recorded in a small separate notebook.

The last step is to match agency excess to agency needs and arrange for the needing agency to get the excess goods. No money spent-- needs met.

In this CO-MINIMAX application, the outside catalyst person mediates the transactions; participants need not be co-present in the same room, nor is there any apparent need for serious consultation between the group's representative and her/his constituency. Were it not as easy as it sounds here, the person might be called a mediator or arbitrator in a more technical sense.

Donna Osborne, student field placement specialist at the Kalamazoo VAC, recently sent us this diagram of some of the CO-MINIMAX transactions which did occur in Kalamazoo. Note the extent to which traditional client groups, marked "C" on the diagram, became givers as well as receivers. (See following page.)

In conclusion, we stress the practical potential of CO-MINIMAX today. Desperately needed service is stifled by turf conflict between agencies and groups or units within them. If conflict is avoided, it is often because of equally regrettable isolation. As always, the consumer suffers most. CO-MINIMAX will have the practical benefit of promoting mutual support instead of suspicion in voluntary relations between service agencies and groups.

Moreover, like other People-Approach strategies, CO-MINIMAX operates not on a basis of obligation, but of opportunity to grow stronger as we strengthen others. We must only have the humility to recognize that our groups, however prideful or powerful, can use some help somewhere. Given this we are as Pogo said, "...confronted with insurmountable opportunities."

CHAPTER V

SELF-HELP AND HELPING (SHAH)

Introduction

Self-Help and Helping (SHAH) has been in process of development for about 18 months. It has been largely a team process at NICOV, with significant input from Timothy F. Fautsko and Dorothy Rozga.

SHAH related to Need Overlap Analysis (NOAH) as one intensified way of getting primary client input from the third circle, the client circle. Faithfully followed, SHAH produces essentially client-designed volunteer programs, with client-selected volunteers. Possibly, many traditional agencies aren't ready to take client wishes quite that seriously. Even so, SHAH is valuable as a consciousness-raising exercise on what can be done as an approach to the ideal. Rarely do we find anyone who has done a complete SHAH by the numbers; equally rare are people who fail to recognize in their experience something like SHAH or a part of the SHAH process, especially if they have ever had experience with CAP or Model Cities-type programs, or with a viable self-help group.

In addition to its interface with Need Overlap Analysis, SHAH identifies self-help as a prime example of People-Approach volunteering. Most healthy people are vitally interested in helping themselves, either as individuals or groups. SHAH assumes self-help is a form of volunteering in which it just happens that the volunteer and the client are one and the same person (or group). But self-help volunteering frequently also needs some volunteer help from outside resources or skills not available to the self-help person or group. Yet, self-help volunteering sometimes tends to exclude other helpers. Conversely, the traditional volunteer program model of help delivered by others to a client, tends to overlook self-help potential. Many of us have

had occasion to caution volunteers against encouraging the continuing dependence of the client on them; even some professional individuals and agencies appear to have that problem.

SHAH attempts to integrate self-help and other-help models of volunteering with primary program design and direction given to the self-helpers.

Self-Help and Helping is integrative in other ways too. First, group and individual volunteering are intermingled. Second, SHAH involves both service and advocacy volunteering in one process. This combination was discussed in the following section on Perceptual Recruiting, in which we also see SHAH as part of the inclusionist thrust in volunteering. For its definitional set adds to the traditional volunteer workforce--self-helpers as well as other-helpers, advocates along with servers, informal along with formal programmed helping.

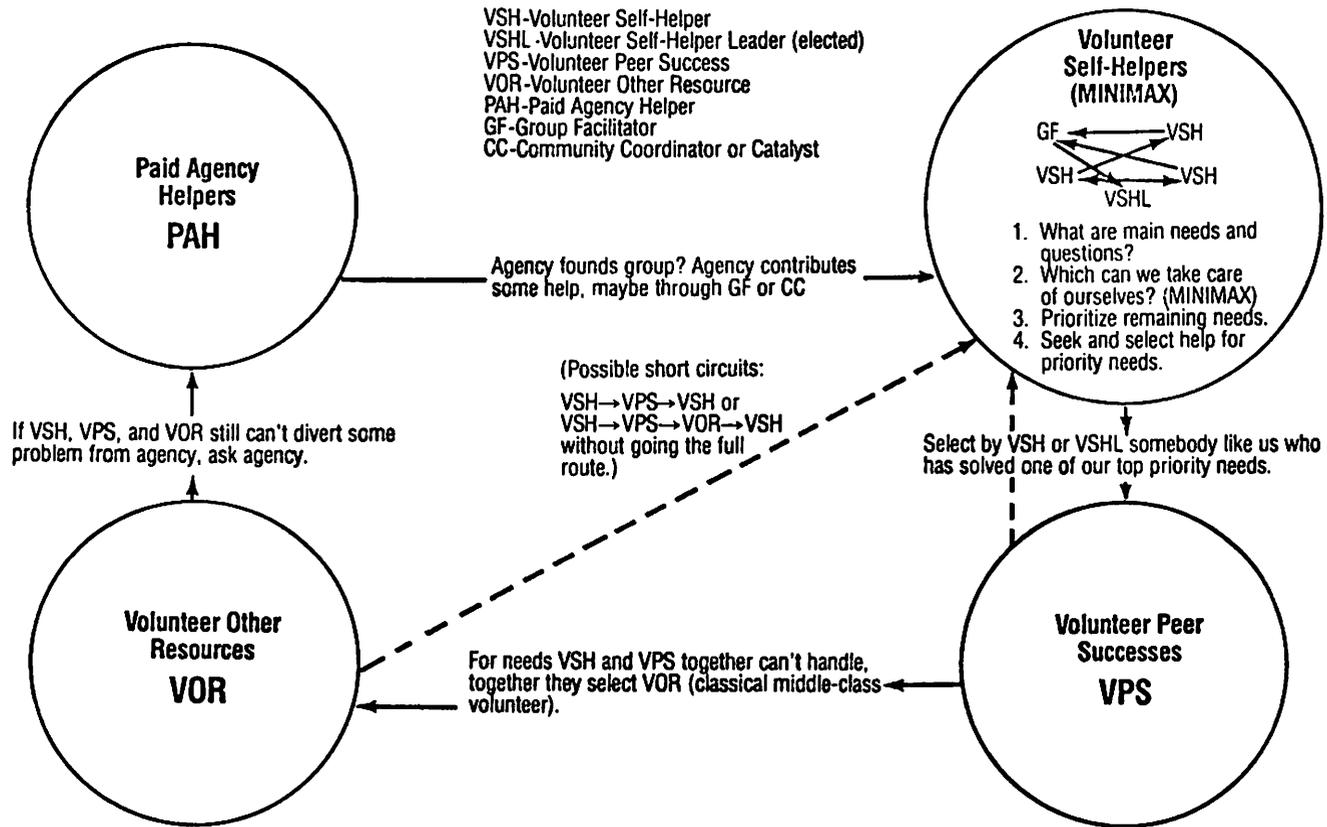
Process

(See Accompanying Diagram, page 82)

1. *Formation of the Self-Help Group (upper-right circle).*

Volunteer Self-Helpers (VSH) can be any type of group. For example, they can be a group of adolescents who are delinquency-prone and without jobs; a neighborhood group in a trailer park who want playgrounds for their kids; or a group of artists who want to start a gallery. One question often raised is: "How do the groups form in the first place?" There's no pat answer to that. Perhaps an agency has formed or can form self-helpers into client groups. Perhaps they are naturally existing groups, such as a gang, a neighborhood common-interest group or any other formally constituted group or organization. Maybe MINIMAX can be enough fun to lure people into a group. Or perhaps a community organizer or coordinator can go in and identify major issues and problems and catalyze group formation. There is some precedent for this in the Countryside Council Program of Minnesota. A community coordinator is an individual

SELF HELP AND HELPING (SHAH)



who can act as a facilitator or catalyst and is answerable to the community rather than to any special-interest group or agency. This person can be a volunteer or a paid agency person, but should not be a controlling type.

Probably the best answer to the question--how to best form a self-help volunteer group--is stimulation by a visible, credible, priority need shared by the potential self-helpers. If public services or crime in a neighborhood are bad enough, people *will* get together to try to do something about it. They will need no prompting to do so. Moreover, they don't necessarily have to suffer from any other primary problems in common, to function together on the identified or presenting problem.

2. *MINIMAX Processes.*

Through MINIMAX or some similar process, Volunteer Self-Helpers meet until they have worked through the following process. They may or may not have a group facilitator with them. If they do, this is to be a facilitator--not a director.

(a) *What are our main needs or questions as a group (as distinct from principally individual ones)?* As noted above, the primary need which brings the group together may have already answered this question.

(b) *Which of these needs or questions or what part of the overall problem can we take care of for ourselves?* These decisions can be determined by MINIMAX or any process which leads to the identification of accessible resources which address the needs.

(c) *Among remaining needs, questions, or parts of the overall problem, which we can't take care of for ourselves, which are most important for us to focus on?* (Need Prioritizing Process.)

(d) *For the highest priority needs and questions, the group then takes the initiative to seek and select relevant help.*

3. *We Now Move to the Lower-Right Circle.*

Let's say the priority self-help-screened problem is to find jobs. Volunteer Peer Successes (VPS), selected by Volunteer Self-Helpers might help as trusted similar people who will tell the self-helpers how to work the system to get a job (when to cut your hair, when to smile, what establishment types expect, etc.). But Volunteer Peer Success people might not actually have the jobs. At this point (lower-left circle), a Volunteer-Other Resources (VOR) would be selected by the Self-Helper/Peer-Success volunteer team. They would select from a community skillbank of volunteers (job-finders, volunteer employers, etc.), possibly formed by the local Voluntary Action Center or Volunteer Bureau, or a national organization like Volunteers in Technical Assistance. These might be a community voluntary group, too, as well as individuals. These other resource volunteers might not only have skills, they might also be valuable for their connections, clout, and knowledge of where help is to be found. Many of them might be the kind of middle-class people often associated with formal volunteer programs, but here they would fill the role of on-call, occasional special-service resource people doing what they can do well and what they want to do (People Approach). We believe such service is congenial to many middle-class people who might not sign on for a longer hitch of continuing service which is not in their natural aptitude area. Similarly, Volunteer Peer Successes in the SHAH mode will often be precisely the kind of indigenous people we can't recruit, from the top, for jobs we define as significant. They often can be recruited by the volunteer self-helper; because they are their friends and peers, the recruiting is personal and for an immediately understandable purpose--a problem they've previously succeeded in solving.

Screening? Peer Success Volunteers have succeeded in solving the problem; their recruiter now has the problem and a direct understanding of what it takes to tackle it. The latter point applies equally to combined Self-Helper/Peer success recruiting of Volunteer-Other Resources (VOR).

The Peer/Success/Other Resources combination is a potent one in helping solve Self-Helper problems. Both have key portions of the needed relevant knowledge. In addition, Peer Successes have especially good natural communication and empathy with the Self-Helpers, while the other resource people bring unique skills, contacts, and power to the total help-self-help team--which is all three types of volunteers.

4. *Finally, If There Remain Parts of the Problem Which the Entire Help-Self-Help Team Can't Handle, They Would Go to the Paid Agency Helpers (Upper-Left Circle).*

If doors and ears need to be opened, Other-Resources can help the rest of the team with some front-running at this point--call it advocacy. In the job example we began with, the total volunteer team might have succeeded in setting up good jobs for teenagers but there might be a legal wrinkle, deterring their employment around certain kinds of machines, etc. Perhaps there might be a legitimate way paid-professionals could help. Or perhaps there might be some other specialized professional skill not yet available which they can contribute to the help-self-helper team.

5. *If the Paid Agency Can't or Won't Help, Other-Resources Might Know Some Other Agency or Group Who Would or Should, Or They Might Help Form Such an Agency (Advocacy Again).*

Continual cycling of SHAH in a community might provide a summative readout on the relevance of paid agency help. If, and as, paid agencies remain irrelevant to the remainder of SHAH process needs, they or their staff will have to be renewed, reoriented, retrained, or re-cycled.

The same may be said for continuing re-alignment of the community volunteer resource bank (VOR) to SHAH-expressed needs.

Repeated SHAH cycling thus functions as a community-assessment process, balancing needs and resources, much like community linkage process described in the next section.

6. Finally, the paid agency (upper-left) may complete or continue the cycle by helping to form new groups of volunteer self-helpers; contributing community coordinators or group facilitators to the process; by re-orienting itself and recruiting new volunteer skillbank people in response to emerging needs for which present paid or volunteer resources are irrelevant or insufficient.

But the line from paid agency (upper-left) to clients (upper-right) is not the agency line at its worst, deciding what's good for them, then laying it on. And the line from paid agency to volunteers is not the traditional volunteer program mode either--in which the agency plans, manages, and owns the volunteer program. In SHAH, the help-self-help team decides what is needed from the agency.

General Comments on the Self-Help and Helping (SHAH) Process

SHAH conceives helping as a circular process, not a vertical one. To the extent that any group initiates and dominates the process, it is the volunteer self-helpers. This is the traditional client or consumer group with perhaps some situational middle- and upper-class additions. Anyone can have a problem; anyone can choose to do as much as possible about it themselves, or with community colleagues, before putting the monkey on an agency's back.

The circular process is *clockwise*, initiated by clients. This is basically different from formal professional models of helping, in which primary controls of helping go in all *directions outward* from the paid helping agency, essentially clockwise to clients and counterclockwise as ownership of volunteer programs by the agency.

To the extent that SHAH is directional clockwise, it is a need-filtration, agency-diversion process. It attempts to ensure that the maximum amount of self-help or help-from-peers or community informal non-agency help, is applied to the service and reduction of need, before the problem is passed on to more formalized agency or other-originated help. Possibly, a full SHAH process might divert

as much as 90% of paid agencies' present business. This would leave them more free to concentrate on things which only they can do, while becoming more relevant in other things they ought to be able to do for consumers.

Finally,

*ADAPT
BE FLEXIBLE*

The self-help and helping process is not a rigid method; it is a series of potential options. As but one example, dotted lines on the diagram indicate that SHAH can short-circuit at any point in the process, without going the whole route from self-helper to agency or other outside groups. The process can also reverse to counterclockwise, not diagrammed but discussed previously. Again, there could be several or many Self-Helper groups; in total, it could be anywhere from a very small group to a quite large one, with a few representing the many. Self-Helper, Peer Successes, and Other-Resources, can be anywhere from essentially unorganized collections of individuals to quite highly-organized groups.

Most recently, it appears that one of the first newly-developed applications of SHAH may be in the local information networking field: self-help with information problems.

Finally, you may be able to use some parts of SHAH and not others and you may only be able to approximate any part of it. Most of the applications of MINIMAX discussed in a previous section are partial applications of SHAH as well. Yet, for some of us who work in traditional helping agency structures, consideration of SHAH may only raise our consciousness of tomorrow's dream, and our resolve to approximate it wherever possible today.

CHAPTER VI

PERCEPTUAL RECRUITING

Introduction

NICOV has been attempting to articulate this basic notion as a volunteer-related strategy over the past year. In team development, it has received significant input from Gwen Winterberger, Robert Presson, and Ann Gowdey.

Perceptual Recruiting is designed to discover the invisible part of a very warm iceberg, the potential for informal undesignated volunteering. In this, it is closest to MINIMAX, raising awareness of the broader scope of non-traditional helping.

The basic thrust of Perceptual Recruiting is towards awareness and encouragement of a far broader range of unpaid helping potential than is currently comprised of traditional volunteer programs. We must first open up our minds to this potential, then identify, catalyze, and more productively engage it in our volunteer mission. In this sense, re-perceiving more broadly who volunteers are and what they can do is an important way of recruiting a broader volunteer constituency.

Purpose and Rationale

We must ask ourselves: Is our primary purpose to promote our brand of helping--formal, structured, organized volunteer efforts? Or, is our primary goal to increase the total sum and quality of helping in the world with the traditional volunteer model as only one way to do this?

In any given week, only about 10-15% of Americans are involved in the traditional volunteer model for helping. Let us be thankful for that, and preserve and extend it as far as possible. But, let us also recognize that society today has problems requiring 100% involvement.

We must first broaden our vision of volunteering--who can be a volunteer and what can they do. The beginning of expanded volunteering is to expand our minds--a kind of mental recruiting; an identification of what already exists as helping, if only it can be recognized. A great deal of significant volunteer help actually occurs which is unidentified, unrecognized, and unassisted because it doesn't fit traditional formal notions of volunteering. The relation to People Approach is that much of the "secret 90%" of volunteer helping today is formally unidentified as such because it is closer to people's natural un-self-conscious styles of helping.

Application of Perceptual Recruiting to the Volunteer

We begin by proposing the broadest possible working definition of volunteering: *any activity which helps without primary thought of immediate financial gain.*

This is an inclusive definition, and inclusiveness appears to be a modern trend in volunteer leadership over the past ten years, in which we have clearly moved from narrower stereotyping towards the expansion of the volunteer helping concept. We believe the inclusionists have steadily eroded the exclusionists' position in volunteering. For example, it has increasingly been recognized that volunteers can be of either sex and any age, groups as well as individuals, skilled as well as unskilled. Today, we see that volunteering is not always and absolutely "freewill," and that volunteers can work a large percentage of their time as well as nominal part-time. Finally today, volunteers can have work-related expenses reimbursed, and still be called volunteers.

The categories below simply represent further possible conceptual expansion if one accepts the broader definition of

volunteering proposed, and the need to integrate volunteering with a broader notion of helping.

In each case below, the current traditional notions of volunteering are to the left; avenues of expanded vision to the right.

- | | |
|--|---|
| <p>1. <i>DESIGNATED VOLUNTEERS</i>
The volunteer is designated and identified as such by himself/herself. Others apply the term to him/her.</p> | <p><i>UNDESIGNATED VOLUNTEER</i>
Actually a volunteer, but not so designated; doesn't use the title to describe himself/herself.</p> |
| <p>2. <i>HELP OTHERS</i>
The volunteer or volunteer group helps <i>others</i>, but does not receive help from others.</p> | <p><i>HELPS SELF</i>
The person helps his/herself or is helped by others. The person or group is not stereotyped as only a client or helpee.</p> |
| <p>3. <i>CONSISTENT TIME COMMITMENT</i>
The volunteer serves consistently over a significant time period.</p> | <p><i>TEMPORARY, SPONTANEOUS COMMITMENT</i>
The volunteer helps as occasion, need, and desire may prompt.</p> |
| <p>4. <i>STRUCTURED, ORGANIZED FORMAL PROGRAM</i>
The volunteer serves in the context of a formal, programmed, structured effort, that is with organized recruiting, screening, training, etc.</p> | <p><i>UNSTRUCTURED, INFORMAL, UNORGANIZED HELP</i>
Persons help spontaneously, in unprogrammed setting as needed.</p> |
| <p>5. <i>NO MONEY</i>
The volunteer serves without pay, without financial or other recompense. A pure altruist.</p> | <p><i>SOME MONEY</i>
The volunteer receives some stipend, enabling funds, or reimbursement of expenses.</p> |
| <p>6. <i>SERVICE</i>
The volunteer principally provides service</p> | <p style="text-align: center;">Intermediate
Example: <i>ADVOCACY</i></p> <p>Board Members The volunteer advocates for policy changes in the community at large.</p> |
| <p>7. <i>UNPAID VOLUNTEER</i>
The volunteer is a special type of person doing special types of work.</p> | <p><i>PAID WORKER</i>
The motivational structure of the good volunteer and good paid worker is essentially the same; likewise the bad ones. Volunteering is more an attitude towards some work than a special kind of work.</p> |

Exercise No. 1.

Assuming that you accept the basic expansionist position of this approach:

(a) See how many intermediate options or modes you can identify for each of the seven characteristics. An example is suggested in #6 above.

(b) See how many extreme models or examples you can think of (to the right) in each of the seven characteristics. An example is suggested in #6 above.

(b) See how many extreme models or examples you can think of (to the right) in each of the seven characteristics. We will give more examples here than we would expect you to give were you actually doing this exercise with trainees. Other examples are in the slide show layout at the end of this section.

1. *Undesignated Volunteers.*

Frequently, a board or committee member, college student interns, experiential or service-learning trainees;
a police auxiliary;
a worker within a church or synagogue;
see also, examples under other categories, especially #2 and #3.

2. *Self-Help Clients.*

See the rationale for self-helpers as volunteers in the section on Self-Help and Helping (SHAH);
Client volunteering is becoming increasingly recognized consciously as a form of designated identified helping, and an extremely high potential one;
groups like Alcoholics Anonymous, Synanon, Brothers Anonymous, welfare clients or convicted offenders who volunteer to help others;
parents who volunteer to help in their child's classroom.

3. *Temporary, Spontaneous Helping.*

Someone helps you change a flat tire, gives you directions on the street;

"good deeds" to the extent they are not too heavily programmed or structured;

most help given in public or private crisis situations like fire, flood, accidents, or serious illness.

4. *Unstructured, Informal Unprogrammed.*

See also, example in categories #2 and #3;

the kind of helping which occurs in MINIMAX (which see) is generally a good example.

5. *Stipends, Enabling Funds.*

At the right--VISTA, Peace Corps, RSVP, Foster Grandparents; towards the middle--community volunteers who receive reimbursement of work-related expenses, and/or fringe benefits such as insurance;

also, as an intermediate option, how about the growing trend to offer work experience or academic credit for volunteer work?

6. *The Volunteer As Advocate*

How much were you paid last time you voted, wrote a letter to the editor, argued your position on a policy board, participated in an environmental, civic or business group which took a stand on an issue?

We believe this is part of the frequently unrecognized volunteering of advocacy;

moreover, both service and advocacy can be considered as facets of the same basic caring process;

this position is developed in a partial reprint of a previously-published NICOV series attached to this section.

One crucial comment applies to all of the above six mind-expanding categories: Never insist that a person

use the word volunteer unless she/he wants to use it. What care we for title as long as there's a helping story.

7. *Similarity of Volunteer and Paid Workers.*

We propose here the concept of INTRIN: Anyone, anytime can be an INTRIN to the extent that they are primarily motivated intrinsically by the nature of the work, rather than extrinsically by rewards not intrinsic to the work itself. These extrinsic rewards can be money, volunteer recognition certificates, one's name in the paper, etc. I suggest the title EXTRIN for this type of worker. This concept "perceptually recruits" as a volunteer any paid worker who does more than he/she has to because he/she wants to: (call this the "overtime volunteer" or "overwork volunteer" if you want to). By the same token, the unreliable or unmotivated volunteer is an EXTRIN.

The crucial distinction governing the quality of work is *not* money. Rather, it is the relation of the work itself to the person's natural motivation--intrinsic or extrinsic.

We can diagram it roughly as follows:

	PAID	UNPAID
Intrinsically Motivated	A	C
Extrinsically Motivated	B	D

In "A" the lucky people who like their work enough to do it free, but happen to be paid for it; in "B" are the paid people who can't wait for Friday afternoon. "C" and "D" represent the same kinds of difference in volunteer-type work.

Volunteer leadership heretofore has tended to phrase the problem as (A&B) vis-à-vis (C&D); that is, volunteer-staff relations. We

propose changing the question to (A&C) vis-à-vis (B&D), or INTRIN-EXTRIN relations. We believe A and C have more in common than A and B or C and D. Paid INTRINS (A) are recruited to unpaid INTRINS or volunteering (C). For both of them the problem becomes the conversion of EXTRIN (B&D) to INTRIN (A&C) motivation. This is in fact the basic thrust of People Approach: Redesign the EXTRIN work so that it becomes closer to what the person really wants to do, hence INTRIN work. Volunteer leadership people should be the experts in this process whether it occurs in the paid or unpaid work (B → A, or D → C).

There are many other examples of non-traditional volunteers in the expanded vision of perceptual recruiting. Some of them are in the draft slide show at the end of this section. For others, we hope you will continue this exercise. Ultimately, we believe it yields over 200 million perceptual recruits to volunteering in America and all or most of the citizens of any free nation. A related exercise is to consider recreation vis-à-vis volunteering. Broadly, both are work done without primary thought of financial gain. Recreation may be a volunteering, in addition to which the clients of recreation sometimes actually pay to be equipped or otherwise permitted to do the recreation activity. While, of course, recreation is not ordinarily targeted to helping others (volunteering), it can be (teach a child to swim), and it also seems fairly close to self-help volunteering. In this most broad and, we believe, meaningful sense we are all volunteers sometime in any given day, week, or month. The fact of it is awesome. Elitism vanishes. Other implications are discussed at the end of this section.

Application of Perceptual Recruiting to the *Leadership* of Volunteers

The traditional volunteer coordinator, administrator or director is represented to the left, and the expansion of the concept of leader is represented to the right.

Traditional Concept	Expanded Concept
1. Full-time coordinator or director of volunteers	_____ Part-time director of volunteers. May only be a few hours a week.
2. Paid coordinator or director of volunteers.	_____ Unpaid coordinator of volunteers.
3. Specifically trained for coordinating volunteers.	_____ Not trained specifically for coordinating volunteers.
4. Restricted notion of who the volunteers are as the constituency.	_____ Expanded notion of who the volunteers are as the constituency (see previous exercise on volunteers).
5. Self-consciousness about self-designated role.	_____ Not self-conscious about role.

The traditional leader of volunteers would call himself/herself a volunteer director, administrator, coordinator, or similar title. Others would recognize him/her by the same title. In these positions, many of these directors work full-time for pay. They are often selected for the role in terms of certain fairly specific qualifications and experience in the field of Volunteer Administration or some similar designation. They attend workshops or conferences in this field, might take courses or degrees in it, and might be concerned about professional identity, or certification. Finally, they tend to view as their constituency, only those volunteers formally involved in service via recruiting, screening, and training in a volunteer program. The exercise below is designed to determine if there might be many others who actually lead volunteers much of the time, but do not consciously identify with this traditional role as volunteer director, administrator, or coordinator.

Exercise No. 2.

NICOV recently did a systematic national estimate of the number of self-designated volunteer coordinators/directors in the United States;

the estimate was 60,000. Examples of an expanded definition of volunteer leadership might be ministers, priests, rabbis, and lay people as key leaders of volunteers. Other examples could be Girl Scout Leaders, board chairpersons, the chief of a volunteer fire department, leaders of issue-oriented groups, paid professionals who work overtime (INTRINS), etc. These are people who, whatever they call themselves, depend substantially upon their ability to motivate unpaid people in service or advocacy.

How far beyond 60,000 does this perceptual recruiting of volunteer leadership take us?

You decide; but we see 200 million Americans again at the ultimate. Even far stricter interpretation would give an awesome figure. As but one example, we believe ministers, priests, and rabbis quite obviously must be leaders of volunteers in much of their work. There are at least 300,000 of them in the United States. This group by itself is five times as large as volunteer directors. They exemplify the far greater number of people with whom we can share our knowledge, whose un-self-conscious knowledge of volunteers we can learn from. They should be cordially invited to our workshops, in faculty, as well as student roles. We hope we may be invited to their convenings.*

Conclusion: Applications, Implications

Whatever happens, this has got to be more than a trick by which in *American Volunteer 1984*, we report more volunteers. Instead, after recognizing and identifying more informal, undesignated voluntary helping, we must study it, come to understand how it works, and why it works. From an understanding of how and why it works, we can encourage more of it moving to a leadership position in which we catalyze more helping than we control. The catalyzing must be

* NICOV's new religiously-oriented volunteer group is engaged in just this enterprise. Many similar reach-outs need to be made in the volunteer leadership field.

extremely sensitive. It must encourage without contamination. Indeed, some will say informal volunteer helping should be left strictly alone. But, we think helping in the streets and neighborhood should be our concern and responsibility to help without hindrance. Those we have previously excluded from our volunteer helping may be inclined to invite us to help out theirs. This would be understandable, but no more justifiable than our own previous elitism. We must at least be permitted to learn. As for "interference," helping belongs to all of us.

Let us therefore try a first-tracing of implications and applications for volunteering as we know it today: from relatively general to a first few specifics.

Values and Ethics

With perceptual recruiting we have come full circle back to where we began; everyday ethics, the values of neighborliness. Full circle, if you will, from a venture in which helping may have become overly identified with programs and structure and back to the ground from which the notion of programs developed. The monkey is back on everyone's back, not just with those good people in volunteer programs, or the thin line of professionals. It is back to all people, with this difference: more systematic knowledge about how to help the helping process.

Knowledge

Our workshops, courses, and conferences (of which we may have too many today) now can outreach from today's select groups to a vastly greater number of people: the secret of volunteers and volunteer leaders. At the same time, we can re-learn from them some of the things that formal helping forgot.

Identification with Volunteering

The potential is that we will have many more people who begin to identify with us as helpers or leaders, rather than viewing us as special people set apart. This is so, even if they choose not to apply the term volunteer to themselves. We should never pressure them in any way to do so.

Indirect Dividends

Dividends reaped from others identifying more with us could be enormous. For example, media people could see themselves as part of us and perhaps more importantly, see *US* as a part of them. This is not just community awareness of volunteering; it is awareness *plus* involvement.

Staff-Volunteer Relations

See the earlier discussion of INTRIN-EXTRIN. It is probable that "perceptually-recruited" volunteers are less threatening, burdensome, and time-consuming from staff perspective, than are formal program volunteers.

Survival in the Numbers Game

We advocate quality not quantity in volunteer programs, as do most leaders in the movement today. Outsiders whom we have failed to educate, frequently see things differently. They, including funding and administrative sponsors, all too often want us to produce large numbers of volunteers in short time spans. Our previous choices were either to sacrifice quality and in so doing, rationalize or cheat.

Perceptual recruiting provides another alternative; a way of honestly adding ordinarily unidentified perceptually-recruited volunteers to your total--if they actually serve your agency and/or

its clients, and if the sponsor will accept them. Only as example, some programs fail to list their advisory boards as volunteers, and if you go through the perceptual recruiting categories previously discussed, you'll likely find many more.

Recruiting Volunteers

There is an immediate practical application of Perceptual Recruiting for recruiting in formal volunteer programs. One suspects that in the audience listening to our recruiting pitch, including audiences of one, there are some interested but apprehensive people. "I'd like to get involved, but I don't really believe I have the capacity to help. I've never had volunteer experience." Somewhere in the Perceptual Recruiting exercise these people should begin to recognize themselves as significant informal helpers. Hopefully, they will begin to realize: "I *can* be a helper, because I *have* been." But watch the boomerang possibility; "OK, I've helped, so I don't need to do any more of it."

Bob Weir, a volunteer for the Kalamazoo, Michigan, Voluntary ACTION Center has used perceptual recruiting principles to develop and write the following recruiting slide show, now in draft form, excerpted below. Note how the presentation moves smoothly from the kind of helping everyone has done--so everyone can feel at home with helping--towards more formal helping efforts.

For information on the further development of this draft, write Dorothy Rozga, Director, Volunteer Services, Voluntary Action Center, 121 W. Cedar Street, Kalamazoo, Michigan, 49006.

VISUALS

Person Drowning

People Saving Victim

VOICE

Desperate Voice:
"Help me! Help me!"

Announcer:
A primal cry of a person in
danger and the rush of
people to the rescue.

VISUALS

Man Reading Newspaper in
Living Room Chair

Same Man Looking Up,
Listening

Housewife Extending Unopened
Pickle Jar

Man Trying to Open Jar

Little Girl and Mother
Washing Dishes

Little Boy Holding
Flashlight for his
Dad

Little Boy and Girl Flying
a Kite

Boy and Dad Fixing Bike

Man Helping Motorist

Family Cleaning Yard while
Elderly Woman

Man and Boy Throwing Baseball

Woman and Girl Sewing

Woman Typing

Man and Woman Holding Each
Other?

VOICE

Fortunately, this is a scene
that most of us only read about.

But wait a minute! Listen to
those around you! Do we not
hear and respond to cries of
help everyday?

Woman's Voice:
"Honey, will you help me with
this?"

Voluntarily helping another person
is a basic human endeavor that
each of us practices through-
out our lives.

As a child do you remember
helping your mom with the
housework?

Do you remember holding a
flashlight for your dad?

Did you ever help a friend fly
a kite?

Have you ever helped a child
fix a bicycle?

Or helped another motorist with
a flat tire?

Have you ever taught a boy how
to throw a baseball?

Or taught a girl how to sew?

Have you ever typed an important
paper for your husband?

Have you ever "just been there"?

VISUALS

Many Volunteers in Action,
Perhaps a Disaster Clean-
Up Scene

Red Cross Mobile

The Flower Planter

Hospital Nurse Assistants

Stroke Victims Learning
to Talk

Feeding Severely Mentally
Retarded

Retarded Swim Program

Crippled Children on
Horseback

Old Person on Phone

Middle-Aged Woman and Old
Woman at Supermarket

Meal on Wheels

VOICE

Every day, every citizen of
Kalamazoo County makes a
contribution of his or her
time to another citizen of
this county.

Some contributions are made
through organized international
organizations such as Red Cross.

Some voluntary action is the
work of lone individuals,
such as Mr. _____, who
plants flowers along our
streets and walkways in a
one-man beautification campaign.

Many volunteers give their
time to the sick and disabled
at hospitals and nursing
homes.

Some of these volunteers have
been stricken themselves,
and are now helping others
along the road to recupera-
tion and recovery.

Kalamazoo County volunteers aid
those who are mentally disabled
to understand the basics of
human living.

And to understand the joys or
rewarding accomplishment.

Volunteers also teach active
recreation to the physically
handicapped.

Active assistance for the
elderly ranges from a simple
daily phone call . . .

To individual transportation
services . . .

To providing meals for our
neighbors who are shut-in.

VISUALS

RSVP

Big Sister and Little
Sister

Little League Baseball

Rehabilitation Officer

Park Scene

Candy Strippers

Day Care Center

Nature Center

Urban Redevelopment

Donation Transaction

Walk-A-Thon

Mass Help Scene

VOICE

Our volunteers also include
the elderly.

Likewise, many volunteer programs
offer guidance for youth, such
as the Big Brother and Big
Sister programs.

Or organized sports . . .

Or juvenile delinquent volunteer
probation officers.

Our volunteers in Kalamazoo
County include teens who are
concerned about their
inherited world.

And the welfare and health of
their neighbors.

Volunteers of all ages are
working with children to
keep the spirit of voluntary
action alive among the next
generation.

Our volunteers are concerned
about the preservation of
our natural environment.

And about the restoration and
healthful growth of our
cities.

Many Kalamazoo County citizens
pledge financial assistance
to various volunteer
organizations.

And some of our citizens work
hard to collect that money.

Who are the volunteers in
Kalamazoo County?

VISUALS

Man with Outstretched
Hand

Voluntary Action Center
Logo

VOICE

You are a volunteer. In some way, today, you will go out of your way to help another person who needs you. You may help a member of your family, a neighbor, or a stranger.

If you want to do more than that, and don't know where to act, contact the Voluntary Action Center. We know who needs help, and we know you want to help. Our role is to bring you in contact with those who need you.
Thank You.

VOLUNTEER RECOGNITION

Typically, the field recognizes volunteers for their very special nature--a certificate of longevity, a plaque for the volunteer of the week, the month, or the year, locally or nationally. The encouragement of excellence is itself an excellence to be encouraged. We hope the special volunteer award process will continue.

There is another award process which should accompany and complement it, however. Via perceptual recruiting it seeks to recognize *everyone* as a volunteer, avoiding several dangers in the excellence mode. Among these are: "Volunteers are special people, almost saints; I can never be like that; I'll simply admire them from a distance, glad they'll take care of helping me."

Dorothy Rozga and the Kalamazoo, Michigan VAC have pioneered this other "award everyone" process, to *encourage* everyone. With it, she adds encouragement to be one of those perceptually-recruited volunteers. In July, 1976, she wrote:

Enclosed for your library are materials on Kalamazoo's first community-wide Involvement Day. I got the idea last winter when you mentioned Perceptual Recruiting. The intent of the day was to get everyone involved (both formal and informal volunteers and volunteer groups) in some type of helping.

The impact of such a day is that everyone is aware that they are part of the helping community . . . even if they don't consider themselves to be volunteers. Reinforcing people for their helping behaviors could be an incentive for them to do more of the same . . . either in the traditional volunteer role or in an informal way. Our hope is to increase the overall quantity of helping by merely making people aware that they already are helpers.

We plan to repeat this type of Day again in 1977 with greater emphasis on informal volunteering (a bowling team, painting a team member's home; a person assisting his neighbor with lawn work; kids helping their parents, etc.)

The author and Ms. Rozga have also discussed a variation of Involvement Day in which there would be no special new projects. You would send out a team of people who would talk to people on the street, and essentially do Perceptual Recruiting Exercise Number 1 with them, until hopefully, each person remembered at least one instance of their having been an unpaid helper. At that point, they'd get a pin or other visible prize. The community goal could be to see how many people could have such pins by the end of the day. Maybe then, the next day would be special new projects to attract the newly self-identified volunteers.

CHAPTER VII

COMMUNITY LINKAGE PROCESS: RESOURCES/NEED

Introduction

This process has been under development by a NICOV team for about a year. Ann Gowdey has provided considerable input to date.

Like Basic Feedback Systems, Community Linkage Process is an application of People-Approach strategies to assessment, in this case community assessment rather than program assessment. The relationship to People-Approach is more intimate here, the process and goal far more ambitious. Interested readers will first want to attempt the strategy on a smaller scale. Partial applications analogous to the process exist,* but we are presently aware of no closely-similar counterpart.

Community Linkage Process is presented in first-published form below, as an outline needing further development.

Purpose

To systematically identify, analyze, balance, align, and develop the total pool of community-unit needs and resources relevant to community-unit problems or a predetermined selection thereof. Thereby, a community planning tool is available for maximum utilization of existing helping resources, and for planning of new ones.

Context

The process attempts to integrate formal volunteer programming needs and resources with: (1) volunteerism in a broader sense, including self-help and informal voluntary action, group as well as individual volunteering, and (2) paid agency helping. The attempt is

*e.g., *MICROVILLE: A Simulation-Gaming Device Designed to Instruct Leaders of Adult Education in the Community-Wide Program Development Process.* By John C. Snider, Colorado State University, and Wayne L. Schroeder, Florida State University, February, 1972. Copyrighted, 1970.

to comprise and integrate the total helping process in relation to community needs and resources.

Process

An extension of People-Approach strategy development with particular relation to:

1. MINIMAX processes: Elements are *skillwills* and *needs*
2. CO-MINIMAX, in which individual participants represent a constituency, group or agency.
3. Some relation to a more sophisticated Need Overlap Analysis (NOAH) and Self-Help and Helping (SHAH).

Thorough knowledge of MINIMAX and CO-MINIMAX is a pre-requisite.

Status

Some principal elements of the process, particularly MINIMAX and NOAH, have been substantially field-tested. The total integrative process is experimental at this point, but it is possible to operate parts of the process, or the entire process partially, on a practical basis.

Assumptions

1. Voluntary action should ideally be pegged to a total integrative community analysis, rather than piecemeal ones.
2. This totality should include all of these three sectors: (a) individuals, (b) non-agency groups, and (c) agencies. The second two groups might be intermixed in a single sector of the process subsequently described. Also, organizations might be classified in other ways; e.g., voluntary, public, professional, and interorganizational:

--dimensions of "level of structured organization" and "level of technical capability" run through these sectors.

--the process comprises an entire functional community-unit (neighborhood, small town, etc.), rather than a

piece of it. Identifying such a functioning community-unit is not a precise science at this point, and should be considered a somewhat subjective part of the process.

--any analysis on which voluntary action is based should not identify needs-only or resources-only. It should identify both, and *balance* them. Otherwise, we risk creating resources to fill needs, when such resources already exist.

3. As in most survey processes, the procedure is a sampling rather than a completely enumerative one.

4. Unlike most surveys, the process is participative and behavioral, rather than predominantly passive, descriptive, and verbal. We are doing something about the need/resource situation as we survey it.

5. The process downgrades distinctions between helpers and helpees as different types of people. Instead, traditionally stereotyped clients and helpers are mixed in the individual sector of the process and to some extent the "non-agency group" sector. The assumption is: *Everyone* has something to give and *everyone* has some need for help.

Outline of the Process

1. Select the *community unit* to be processed: neighborhood, entire small town or country, etc. Community organization suggests this should be done not just in terms of raw geography, but also in terms of *systems*, such as legal, political, economic, transportation, food/agriculture, communication, housing, health, religion. Concurrently, another important selection factor might be parsimony of purpose, as discussed in this booklet's section on CO-MINIMAX.

2. Select a *community coordinator of helping* to preside over the process. Ideally, this person should be primarily accountable to

the community unit as a whole, rather than any special-interest group or agency within it. This person should also have considerable prestige, trust, and clout in the community unit to be processed. In present terms, we could see a successful VAC/VB director as likely in this role. In Minnesota the "Countryside Council" is reported to have appointed individuals in the community coordinator role, much as described above.

3. *Individual Sector Track* (please refer to diagram from here on).

(a) Representative sample of about sixty-four individuals from the community unit in eight* groups of eight persons each. Compositions should be heterogeneous within each group. Note: If sixty-four individuals are considered an insufficient sample of the community unit, a second or third set of sixty-four individuals can be similarly processed with final CO-MINIMAX balancing among the two or three groups for the total individual-sector residual of overneed and overskill.

(b) MINIMAX is played in each of the eight groups. It continues until optimal balance of needs and skillwills is reached.

MINIMAX residual is:

- (1) *overneed: needs within each of the groups for which there is/are no skillwills.*
- (2) *overskills: skillwills in each group for which there are no needs.*

(c) CO-MINIMAX is played, optimally balancing overneed and overskill between each of eight groups, one or two members representing each group.

(d) Total *CO-MINIMAX residual* for individuals in the community unit:

Then becomes overneed and overskill which cannot be balanced by CO-MINIMAX for the entire individual sector representing the community unit.

* Here and henceforth, suggested numbers are to be taken as approximations only.

4. *Non-Agency Group Sector* (note: this sector includes both self-help and other-helping groups, functioning in the community unit and related to the problem. It excludes paid professional agencies. Included for example, are church and civic groups, neighborhood groups, etc.)

(a) The process exactly parallels the individual sector. There might be up to sixty-four groups (each represented by an individual) in eight groups of eight each. One suspects, however, that the number of assumed significant groups will tend to be distinctly less than 64. The groups begin by playing CO-MINIMAX, one person representing each of the groups.

(b) CO-MINIMAX yields overneed and overskill residual for each of eight non-agency groups of eight each.

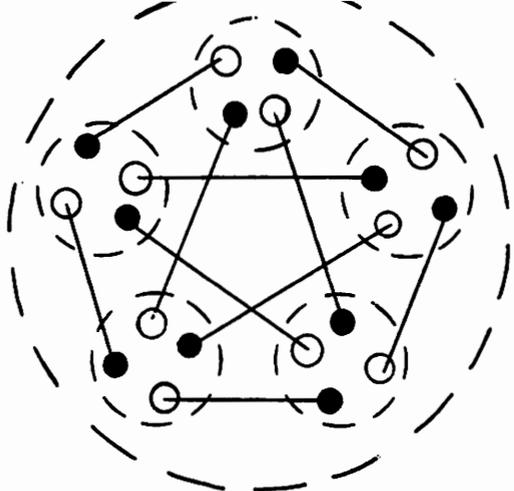
(c) Second-level CO-MINIMAX to balance, as possible, overneed and overskill among the eight CO-MINIMAX groups.

(d) The result is total non-agency group residual of overneed and overskill.

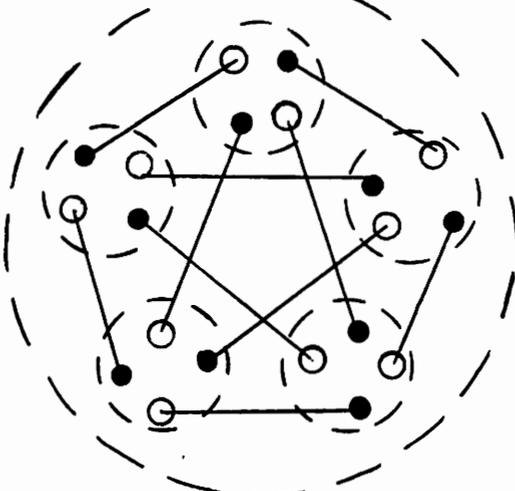
5. *Professional-Paid Agency Sector*. These agencies, e.g., welfare, mental health, etc., need not be *headquartered* in the community unit studied; they must only be operating significantly there.

The process parallels the one for non-agency groups, producing residual overneed and overskill for the entire paid-agency sector.

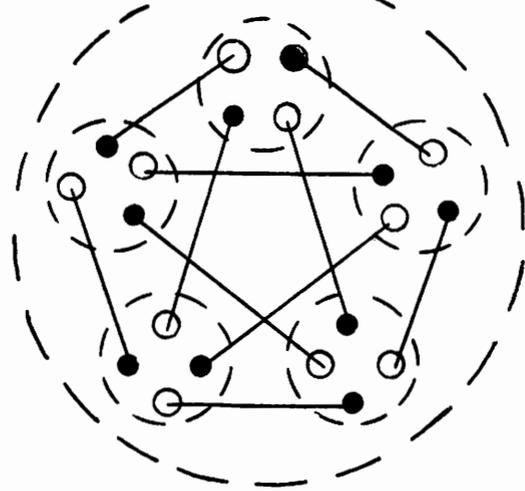
6. Representatives of individual, non-agency groups and paid-agency sectors meet to determine optimal trade-off balances between total overneed and overskill in each of their three sectors. While this process may still resemble CO-MINIMAX, the contracting process is likely to be more lengthy and formalized. (See diagram.) Some of the transactions here involving individual volunteer-sector overskills are actually traditional volunteer programs, with the difference that the paid agency may contract to provide additional



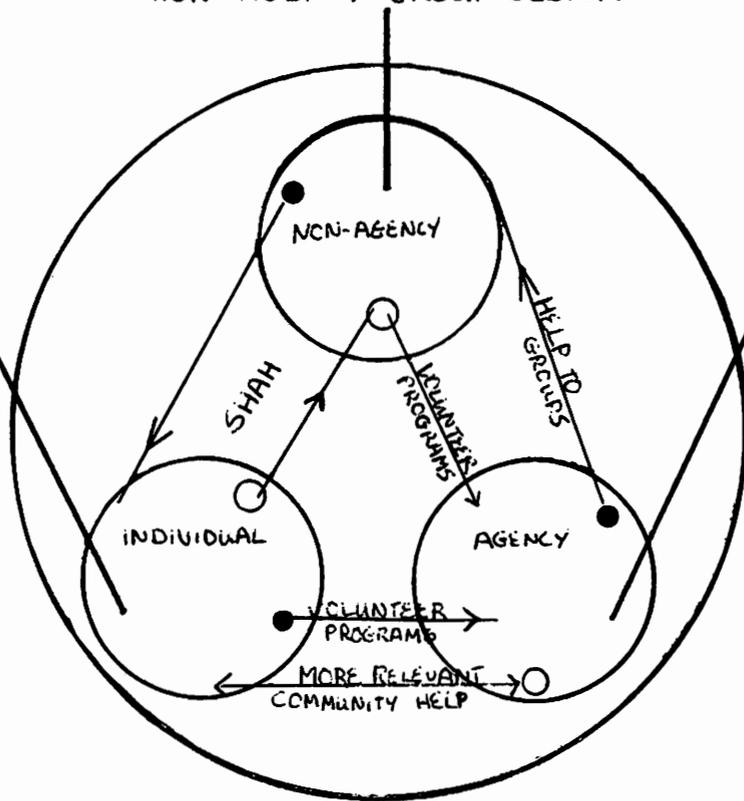
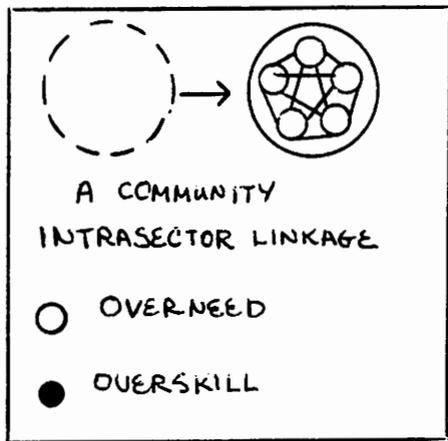
INDIVIDUAL SECTOR



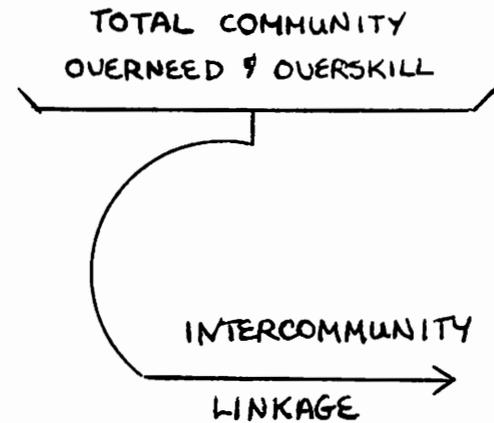
NON-AGENCY GROUP SECTOR



PROFESSIONAL-PAID AGENCY



INTERSECTOR LINKAGE



COMMUNITY LINKAGE PROCESS

needed services to the individual and non-agency group sector in return for their volunteer service. There is also an analogous volunteer-contract relationship between individual and non-agency group sectors. We don't think this possibility has previously been explicit enough in our consciousness of community voluntary action potential.

The product of the above process is:

Total Community Unit (Overneed)--those community needs which, in the total need resource balancing process between all three sectors, cannot be met by resources.

Total Community Unit (Overskill)--those community unit *skillwills* which, in the total need-resource balancing process, appear to be insufficiently needed.

7. Processing of Total Community Unit *Overneed and Overskill*.

(a) Possibly CO-MINIMAX-type balancing with other accessible community units, perhaps nearby neighborhoods.

(b) Development of additional community unit resources.

(1) retrain or re-orient individuals to provide skillwills currently lacking.

(2) the same for non-agency groups, including readjustment of group objectives and resource allocation.

(3) the same for agencies: options here include retraining or reorganization of existing staff, hiring different kinds of staff, readjustment of agency mission, purpose and objectives.

(c) Developing and justifying grant proposals: the total community linkage process, by documenting community needs and resources at all levels, assists the development of grant proposals which appropriately and fully utilize existing linkages between community needs and community resources before asking for outside resources. In this way, they provide the highest possible justification, validity, precision, and credibility for funding applications to local, state, and national funding bodies.

CHAPTER VIII

PEOPLE APPROACH IN VOLUNTEER PROGRAM ASSESSMENT

NICOV has developed a process called Basic Feedback Systems, for non-technical feedback on volunteer program administration procedures, satisfaction levels of participants, performance and impact.

This process is fully described in another NICOV publication and need not be detailed here.* It is mentioned here only as an application of People Approach within the area of volunteer program assessment, in two senses:

1. Its primary assessment resource is the people participating in or impacted by the volunteer effort. If you want to know how a volunteer program is going, it says, "ask the volunteers, staff, administrators, the director, and above all, ask the clients. What they think or say is important."

2. We strongly recommend technical evaluation and research wherever feasible, however expensive in money and time. We think such monies should be planned in the future, as part of every volunteer program budget. Meanwhile, the Basic Feedback System is within the time and funding resources of nearly every volunteer program. At minimum, it can cost as little as fifty dollars a year and 50-75 hours a year. From this, the director/sponsor can get some useful feedback. This is a People Approach to "where such people are at," today, in resources allocable to assessment. To repeat, we hope a People Approach of the future will find sponsors educated to the allocation of far more resources for this purpose.

* "Basic Feedback Systems for Volunteer Programs." Please see latest NICOV catalog.

CHAPTER IX

TWO PEOPLE-APPROACH STRATEGIES IN PROCESS OF DEVELOPMENT

A Preview of the Future

People Approach is a basic philosophy and perspective on volunteering. As such, it continues to spin off a series of relatively articulated strategies.

Seven of these have been described in this booklet; more will be coming from NICOV and from the field. Two more of them can be described now, but need more work before offering for serious field consideration.

We will share the outlines of them with you now, as a preview of the future, a symbol of the dynamism in People-Approach and, most of all, in hopes of your comment and critique. Given that, a fuller, more finished presentation may be expected in the next edition of People Approach strategies.

Both of these new strategies are now written up fairly extensively, problems and all, in draft form. Serious reviewers and commentators are encouraged to request copies; the MINIMAX price is serious review and comment, as a co-developer. The strong proviso remains: neither in rough outline below nor in fuller draft presentation, are they considered ready for field application at the present time.

Need Broadcasting or Need Presentation

Today, the principal strategy for increasing the sum of helping in the world is to encourage the potential helper to *give* more--a push approach. Need Broadcasting adds to this--a push

approach: assisting potential helpes towards greater effectiveness in presenting their legitimate and valid needs in a more help-attracting way.

Analysis addresses a potential danger here: the creation of con-artists. It further develops eleven principles related to more effective need presentation. From these, initial suggestions are developed for something analogous to training in need broadcasting, and/or other process facilitation of it. Relations are traced specifically to MINIMAX, NOAH, and SHAH, and to the helping process in general.

Dyads

This strategy extrapolates MINIMAX themes to an even more natural helping setting--that of two or three people in daily interaction. As such, it is also an attempt to focus on a Perceptual Recruiting-type fringe of volunteering. The frequency potential for help, harm, or indifference is vast in the two- or three-together situation--probably far more so than in more structured programmed helping. As always, there is the basic question: "Why not just leave it alone?" Perhaps, but provisionally at least, we first look carefully at potential positive feedback processes between two or three people, to see if there is some way we might catalyze, mediate, facilitate or, at least, raise awareness without interfering.

We therefore consider this fundamental unit of informal volunteering for insights on how the sum of helping could be increased there.

TRADES a la MINIMAX--we can try to sense skillwill-need interactions between the two or three people present, hooking them into mutual-benefit process. Possibly, the format would be less formalized than MINIMAX; possibly not. "You scratch my back and I'll scratch yours." Couldn't we try to discover more efficient and less embarrassing ways of doing--literally--this, and similar things?

JOINS--we seek to identify what can be done together that is more satisfying or productive than either of us doing it alone. Thus, it is ordinarily more fun for two approximately equal tennis players together, than for one person to hit balls against a wall or into a net. Or, there may be physical work we both want done. One can't do it alone; two or three can.

TRADES and/or JOINS have their group counterparts, too, of course. That is what CO-MINIMAX is all about. The name given to outsiders who facilitate such trades and joins would be mediator, arbitrator, negotiator, or diplomat. We have much to learn from them.

SIGNALS--we've all had the experience of liking someone at first sight; many of us have also had the opposite experience.

The difference appears to be between signals establishing positive versus negative feedback cycles. The hypothesis is that if positive signals are somehow initiated, the probability is higher that positive signals will be returned. Ambience is promoted; trades and joins are more likely to occur; negative vicious circles are prevented.

The signal may be a physical characteristic. For example, as long as I can remember, I have had an immediate automatic positive reaction to red hair and also to black skin. Yet, I cannot expect people to dye their hair or skin, nor will I do so. Positive conditioning to a wider range of physical signals, in early life, is a functional possibility, but an altogether frightening and unacceptable one for a free society, in my opinion. Another possibility, unthreatening to freedom, might be considered. The positive signal may be kinetic or gestural, and thus more under the control of the participant. In modern views, every body language is not entirely out of our control; we can at least heighten our awareness of it.

Certain positive signal gestures are far more under our control, and we can improve our performance in them. The smile and

the handshake come to mind immediately. Many other white people probably feel, along with the author, envious admiration for the handclasp with which black brothers greet each other.

Then there is the way in which a good receptionist answers the phone.

Perhaps there are positive greeting signals we could become aware of, and develop. Perhaps we could experiment with creating some new ones. Shall we dare to look more closely at the first contact process between human beings with this in mind?

In conclusion, at last our secret is out. The basic People Approach is love; the analogy is to friendship. Clearest in this final section it was, nevertheless, there all along in People Approach, however technical the presentation.

Some will urge us out of the sanctuary. Surely, we should tread softly on this precious ground. But we believe it is a common ground, or should be, and we seek only to extend the sanctuary.