

How many of you have noticed that the tried and true strategies for volunteer motivation and retention don't always work?

There may be several reasons for that, and today we're going to look at a model that will help us understand what motivates volunteers at different stages of volunteer engagement that will speak to both motivation and retention.

How many of you wish I would just give you a list of "do all of this and your volunteers will be motivated and stay for many years? We all wish it was that easy.... 😊

There is a lot of research about what motivates volunteers. We're going to take a little different direction and examine how volunteers

- are socialized into our organization
- to think deeply about our work as volunteer coordinators
- so that we know how to focus our time and energy at the most critical stages of volunteer engagement



Line up Birthday

Markers:

January 1<sup>st</sup>

December 31<sup>st</sup>

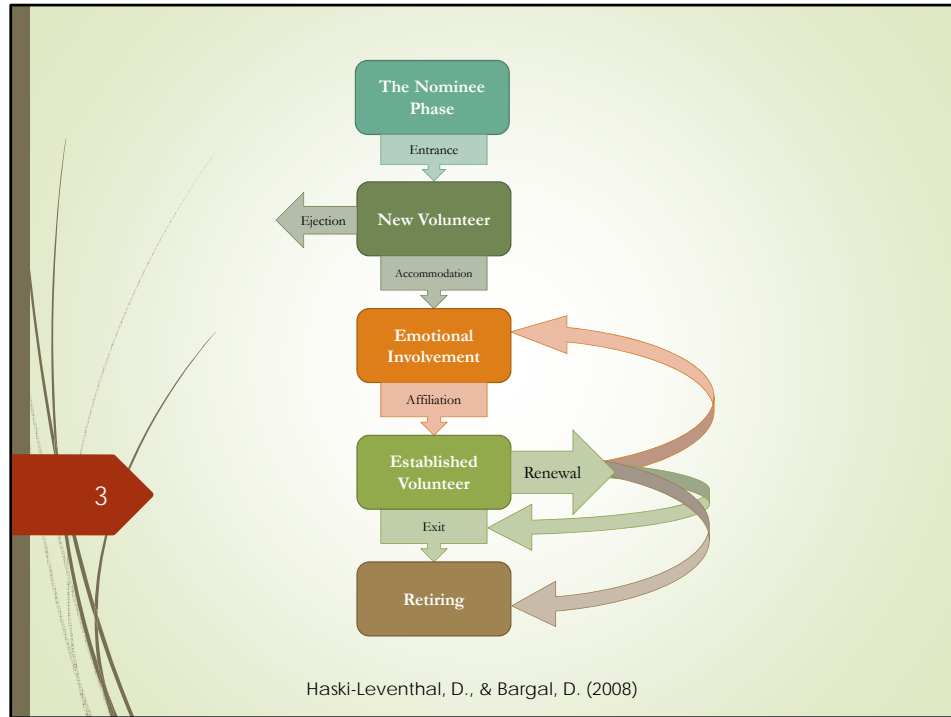
Rules:

No communication of any kind, no talking no sign language (real or made up)

Stop after a couple of minutes.

Allow communication....

If you forget everything else we talk about today—remember this. This one statement can change how you manage and motivate people. The statement is this: 'Without feedback you don't know where you stand.'



So we're going to look at the process through which volunteers learn about their jobs, internalize organizational values and goals, and become engaged and effective volunteers.

We'll go through each phase and the transitional steps that move volunteers from one phase to the next.

Overview and Group work to apply

We're all aware that people start to volunteer for a variety of reasons. What are some of those?

- desire to help others
- strong affiliation with others in the organization
- etc.

Knowing this, what are some standard responses to motivating volunteers—what do we usually do?

Solicit

This model of organizational socialization prompts us to not only look at the reasons for why someone volunteers as a way to think about what motivates them, but perhaps more important to consider the stage at which a volunteer is engaged in the organization that guides motivation techniques.

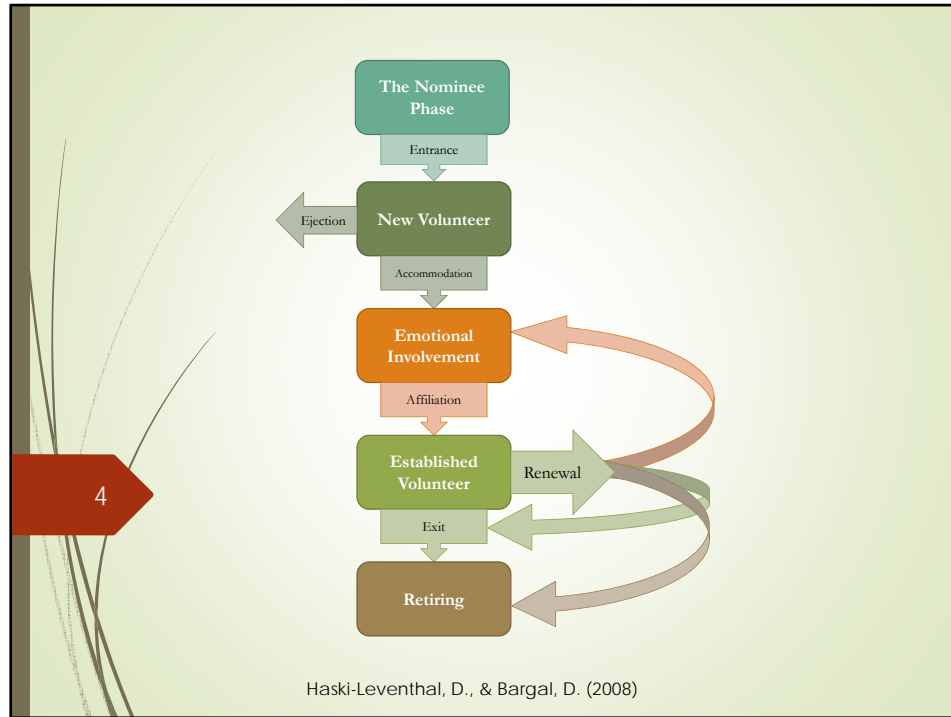
Built throughout are retention strategies and we'll talk about those too.

#### HANDOUT

Refer to Handout—review headings and stages

Each phase with

- Activity
- Emotions
- Relationships
- Motivation and Commitment
- Attitudes and Perceptions
- Costs/Benefit (of volunteering)



1) Let's look at each phase individually—multiple click throughs

#### PHASES

Nominee:

Application phase

Take a minute to Look through descriptions: Do the descriptions of this phase ring true of volunteers you've worked with?

New Volunteer:

Entering the field

Don't yet feel skilled or needed, everything is unknown

What else do you notice about attributes of people in this phase?

Emotional Involvement:

Stage where volunteers do the work skillfully and successfully

Deep emotional attachment occurs

Also the stage where volunteering starts to merge with one's personal life and cause emotional distress about balance

Most important change in this stage is the volunteer's relationships with

others

What volunteers do you work with that meet the descriptions in this phase?

Established Volunteering:

Highly skilled and knowledgeable

But may start to become tired and burn out

What else do you notice about attributes of people in this phase?

Retiring:

Volunteering is a value-based and emotional activity

Ending it can sometimes be even harder than quitting a paid job.

## TRANSITIONS

Now that we looked at phases, and we want to look closely at the transition points between one phase and the next. The interesting thing about the transitions is that they happen because of some meaningful event. They don't just happen overtime, but rather because something powerful or meaningful happens for the volunteer that moves them from one stage to the next.

Entrance:

Selection

Training

Contracting

Beginning to do the job

Rituals (inside jokes, acronyms are confusing)

Shock and surprise

Accommodation:

Meaningful event happens that moves them from Newcomer to Emotional

Involvement

Can someone give an example of when that happened for one of your volunteers?

Ejection:

While it can occur at any stage, it's most prevalent at the New Volunteer Stage

Unsuitability

Low person-organization fit

Values don't match

Can have repercussions: making the rest of the group go through a social tilt – rethink behavior toward the person who left or sometimes question systems of the organization

Affiliation:

Become a central figure in the organization's circles  
inclined and able to mentor others

Usually occurs when other volunteers retire and leave space for others to take  
the place of Established volunteers

Renewal:

Self-renewal is the most important transition for RETENTION

Volunteers who are burned out in current roles, should be encouraged to take  
on new roles.

Higher levels of professional development

Self-reflection is the most needed activity—but often overlooked by  
coordinators/supervisors of programs as an intentional strategy to motivate volunteers

At this stage, established volunteers don't need "stuff" they need meaningful  
challenges to keep them engaged

Renewal sometimes includes taking time off—keeping in touch during time off  
will be important to retention in the long-term

Return to Emotional Involvement stage

Exiting:

Many reasons for exiting after long-term commitment, findings show that  
most people leave due to personal circumstances.

Self-renewal may be too late once they have started the exiting transition as  
the bridge to Retiring

# Gallery of Ideas



5

- 1 idea: Motivation
- 1 idea for feedback
- 1 idea: Meaningful transitional event/activity (Retention)

In a minute, not yet.....

Divide into 5 groups,

Each group start with a different phase

Refer to handout with the phases and I'll put up the flow chart with transitions.

Task:

In 5 minutes:

1 idea for motivation at that stage and it's related transition

1 idea for feedback at that stage

1 idea of a meaningful event/activity that could provide the catalyst for transition to occur—remember transitions happen with intention—not just time spent, understanding that people derive “meaning” internally

Exceptions:

Renewal is a Transition on it's own with Motivation strategies to 3 areas and we'll work on this transition together after we've done this part.

Retiring has no transition afterwards

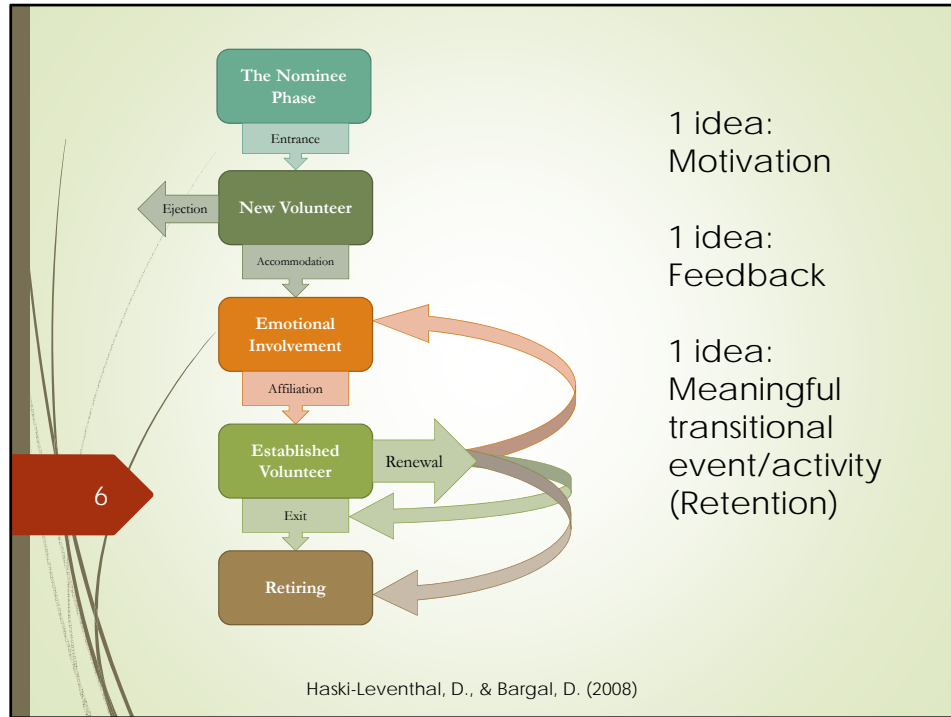
work as a group to come up with one unique idea in each category at each station or you can expand an already listed idea

When I ring the bell, move the sheets of paper to clockwise around the room until each table has contributed to each phase

What questions do you have?

Display next slide.....

Ready? Go....



When finished.....

Collect the sheets and send around one more time for review and any additional ideas

To re-type and send to Susan for distribution.

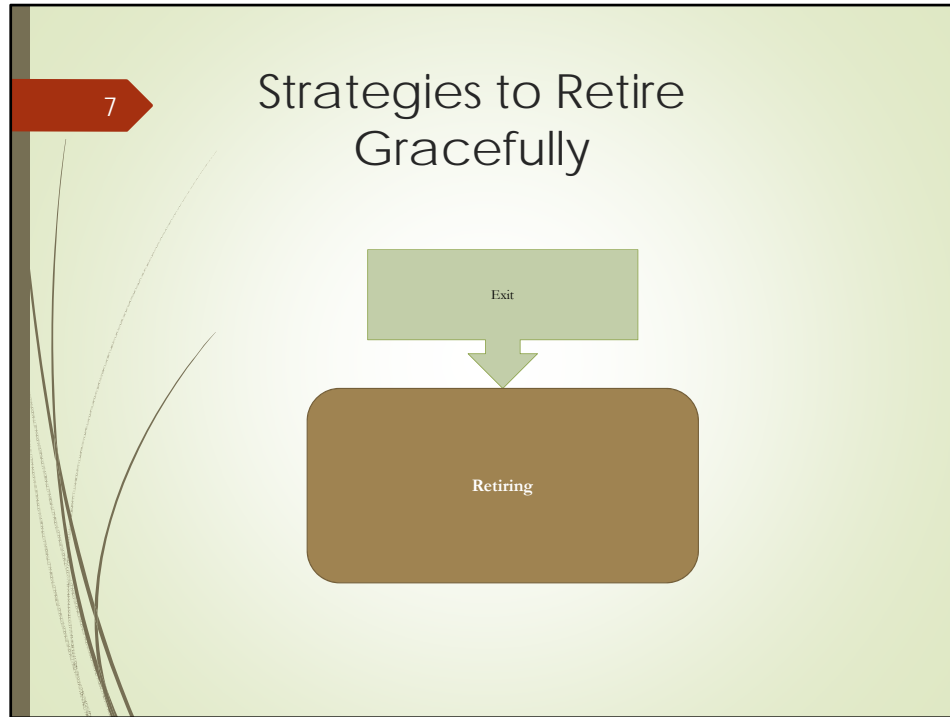


Table work:

2 ideas to help a volunteer retire gracefully

Share until all ideas are exhausted

Collect all papers---To re-type and send to Susan for distribution.



Debrief:  
Any Ah-Ha's  
Any take-aways?  
What questions do you have?