

The slide features a light blue background with a faint geometric pattern of hexagons and lines. A dark teal rectangular box is positioned in the upper right corner. Below this box, the title "Mobilizing High Impact Volunteer Talent: Part 1" is written in a bold, blue, sans-serif font. Underneath the title, the text "Meals on Wheels Association of America" and "October 31, 2013" is displayed in a smaller, black, sans-serif font. At the bottom right of the text area, the website "www.tobjohnson.com" is listed. A small number "1" is centered at the bottom of the slide.

## Mobilizing High Impact Volunteer Talent: Part 1

Meals on Wheels  
Association of America  
October 31, 2013

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1



The slide has a light blue background with a faint geometric pattern. A dark teal rectangular box in the upper right corner contains the number "2". Below this, a blue horizontal bar contains the title "Agenda: Part I" in white, sans-serif font. The main content area is white and contains a bulleted list of seven items. At the bottom, a yellow rectangular box contains the text "Also, join us for Part II: November 5, 3:30-4:30pm EST". The website "www.tobjohnson.com" is located at the bottom right of the slide.

## Agenda: Part I


- Working from a Networked Mindset
- Organizing Volunteer Programs for Action
- Applying a Strengths-based Perspective
- Cultivating Volunteer Leadership
- Fostering Team Success
- Developing Volunteer Talent
- Assessing Readiness for the Journey

Also, join us for Part II:  
November 5, 3:30-4:30pm EST

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3



What is your **biggest challenge** to engaging volunteer talent?



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4

Which would you rather be – a struggling one-man band or a finely-tuned orchestra of action?



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*Photo credits: Flickr/origamidon & Flickr/gchristof*

5



It's time to **adapt** and **adopt** a network mindset.


Upside Down Jellyfish (Cassiopeia)

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Photo credit: T Johnson

6

## How Volunteers Can Help



```
graph TD; A[Provide special expertise missing from paid staff] --> B[Expand hours of paid staff]; B --> C[Assist paid staff in delivering services that do not require professional level expertise]; C --> D[Extend the work that would not be done if volunteers were not present];
```

Provide special expertise missing from paid staff

Expand hours of paid staff

Assist paid staff in delivering services that do not require professional level expertise

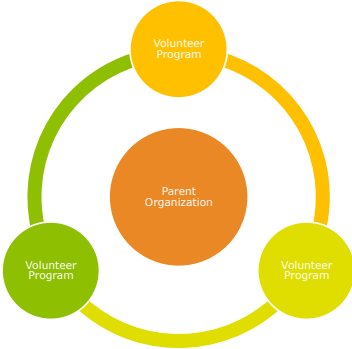
Extend the work that would not be done if volunteers were not present

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7

## Volunteer Program Structures

### Independent In-House Volunteer Programs



The diagram shows a central orange circle labeled "Parent Organization". Three smaller circles are arranged around it: a yellow one at the top, a green one at the bottom left, and a light green one at the bottom right. Each of these three outer circles is connected to the central circle by a curved line of the same color, forming a triangular shape around the parent organization.

**Pros**

- Programs can focus solely on their own goals and objectives
- Programs can share and refer volunteers internally instead of losing them to outside organizations
- Volunteers identify with high-profile programs
- Direct link between volunteer recruiters and program staff

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8

## Volunteer Program Structures

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**Cons**

- Duplication of effort in program management
- Internal competition for scarce resources
- Roles for volunteer applicants limited to what's available within the program
- Mix of qualifications
- Mixed messages about volunteering at organization

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9

## Volunteer Program Structures

### Volunteer In-sourcing

```
graph TD; VP1((Volunteer Program)) --> VO((Volunteer Office)); VP2((Volunteer Program)) --> VO; VP3((Volunteer Program)) --> VO; VO --> VP4((Volunteer Program));
```

**Pros**

- Economies-of-scale realized through shared volunteer recruitment and management function
- Centralized control over messages and branding
- Ability to streamline business functions
- Ability to offer variety of roles to volunteer applicants
- Ability to streamline volunteer orientation and training function

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10

## Volunteer Program Structures

### Volunteer In-sourcing

```
graph TD; VP1((Volunteer Program)) --> VO((Volunteer Office)); VP2((Volunteer Program)) --> VO; VP3((Volunteer Program)) --> VO; VO --> VP4((Volunteer Program));
```

**Cons**


- Smaller programs may receive less attention
- Central office may become overwhelmed
- Additional communication required between programs and volunteer office
- Volunteer office may lose touch with emerging program needs

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11

## Volunteer Program Structures

### Volunteer Out-sourcing



The diagram shows a central orange circle labeled 'Intermediary Organization'. Three arrows point from this circle to three separate colored boxes: a yellow box labeled 'Volunteer Program' at the top, an orange box labeled 'Volunteer Program' on the left, and a green box labeled 'Volunteer Program' on the right.

**Pros**

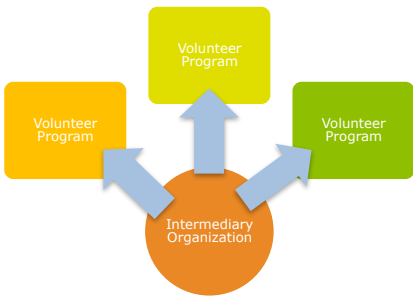
- Economies-of-scale realized through shared volunteer recruitment function
- Greater community awareness if intermediary is well-regarded and known in community
- Potential for better match with volunteers who are highly identified with cause due to increased options

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12

## Volunteer Program Structures

### Volunteer Out-sourcing



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**Cons**

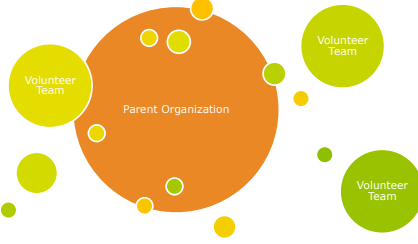
- No accountability for quality of volunteer screening and placement
- Limited control over messages and branding
- Smaller programs may receive fewer referrals
- Increased competition due to increased choice of options

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13

## Volunteer Program Structures

### Self-Directed Volunteer Teams



The diagram shows a central orange circle labeled 'Parent Organization' with several smaller green circles labeled 'Volunteer Team' scattered around it, representing a decentralized structure.

**Pros**

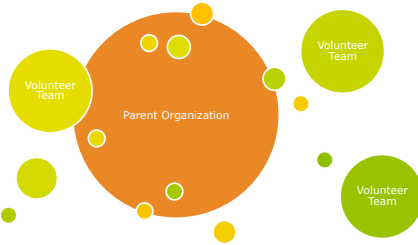
- Facilitates shared leadership and ownership at volunteer level
- Volunteers can design activities that are highly motivational to them
- Highly flexible and nimble design
- Ability to cultivate volunteer leadership from within organization
- Good model for involvement of highly-skilled volunteers

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14

## Volunteer Program Structures

### Self-Directed Volunteer Teams



The diagram shows a central orange circle labeled 'Parent Organization' with several smaller green circles labeled 'Volunteer Team' scattered around it, representing a decentralized structure.

**Cons**

- Lack of control on the part of parent organization
- Recruitment and coordination depends on level of volunteer skill
- Possibility of misalignment of team activity and agency goals
- Potential for loss of momentum

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15

Do  
**investments**  
in volunteers  
reap  
**rewards?**



**For every \$1** invested, organizations realized **\$8 in return**, as a result of the work of older volunteers in leadership roles.

Source: *The Boomer Solution: Skilled Talent to Meet Nonprofit Needs*, National Council on Aging, 2010 [www.tobjohnson.com](http://www.tobjohnson.com)

16

## Factors That Reap Rewards

Higher Levels of Responsibility	Higher Levels of Autonomy	Leadership Roles
<ul style="list-style-type: none"><li>• Orienting new volunteers</li><li>• Train &amp; coach new volunteers</li><li>• Training volunteers as advocates</li><li>• Volunteer input in program development</li></ul>	<ul style="list-style-type: none"><li>• Volunteers developed their own plans for completing work</li><li>• Self-Directed Teams</li></ul>	<ul style="list-style-type: none"><li>• Executive</li><li>• Volunteer coordinator</li><li>• Project leader</li><li>• Fundraiser</li><li>• Accountant</li></ul>

Source: *The Boomer Solution: Skilled Talent to Meet Nonprofit Needs*, National Council on Aging, 2010 [www.tobjohnson.com](http://www.tobjohnson.com)



17

## Strengths-based Leadership



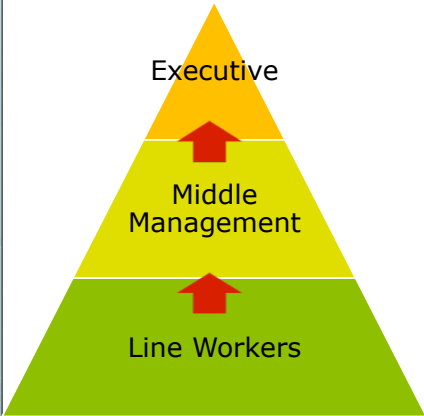
"Hide not your talents. They for use were made.  
What's a sundial in the shade?"  
-- Benjamin Franklin

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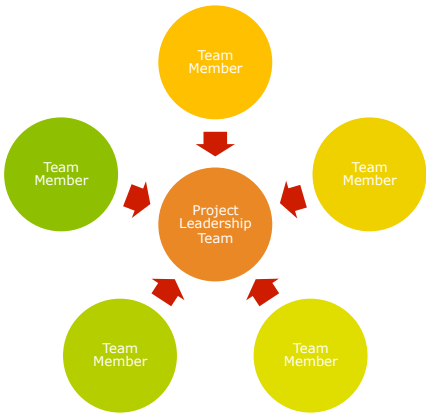
18

## Leadership Styles

**Traditional**



**Participatory**



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19

## Participatory Leadership

Traditional	Participatory
Top Down	Bottom Up
Either/Or	Both/And
Win-Lose	Win-Win
Org Chart Determines Work	Purpose-Oriented Work Teams
Chain of Command	Community of Practice
Individuals Responsible for Decisions	Collective Decisions
Top-down Agenda Setting	Group Agenda Setting
Motivation by Reward/Consequences	Motivation by Ownership
One Meeting Leader/Speaker	Multiple Voices/Leaders
Work Assigned to Position	Team Members Follow Passions
Partial Participation in Discussions	Full Participation in Discussions
Efficiency is Valued	Full Participation is Valued


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21

## Involving Volunteers as Leaders

- Team Leadership
- Strategic Planning
- Focus Groups
- Feedback Surveys
- Program Design
- Recruitment
- Training Delivery



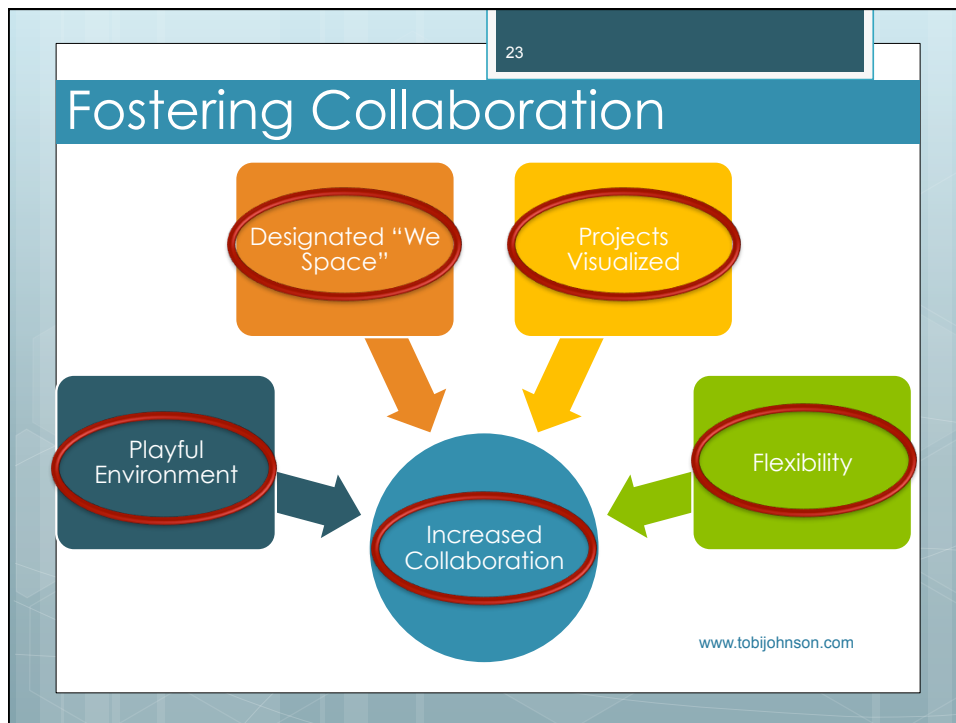
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22

Today's volunteers want the same respect, autonomy, and creative freedom as paid staff **without the bureaucracy, stress, and hassle** paid staff must sometimes endure.



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25

## Employee Talent Management

“... the implementation of integrated strategies or systems designed to **increase workplace productivity** by developing improved processes for attracting, developing, retaining and **utilizing people with the required skills and aptitude** to meet current and future business needs.”


— Society for Human Resources Management (SHRM)



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26

## Volunteer Talent Management



Supporting volunteers so that they can take personal risks and **emerge victorious.**

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27

## Developing Talent on a Budget

Match  
volunteers with  
roles & tasks  
where they can  
learn & grow

Promote free/  
low-cost  
webinars &  
other training  
opportunities

Form  
communities of  
practice

- In-service training
- Informal learning
- Peer-to-peer support
- Curated resources

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28


## Assessing Program Readiness

	Always	Some- times	Never
A variety of volunteer roles exist			
Roles are matched to volunteer interests			
Organization welcomes volunteers as peers			
A volunteer staffing plan is in place			
Participatory or shared leadership is supported			
Volunteer roles & responsibilities are clear			
Volunteer tasks are tied to organization goals			
A plan is in place to train & support volunteers			
Formal & informal recognition plan is in place			
Others???			

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29

What were your **A-HA!** moments today?



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30




*"If you want to travel fast, travel alone.  
If you want to travel far, travel with others." – African Proverb*

Photo credit: blicusong/Flickr, Herd of bush elephants, Amboseli National Park, South Kenya

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31



**Tobi Johnson & Associates**



- Leadership training for volunteer teams
- Volunteer management workshops
- Volunteer program risk assessment & planning
- Volunteer satisfaction surveys
- Volunteer program assessments
- Volunteer training program development

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32

**Free eBook**



**Tobi Johnson & Associates**  
*Helping Busy Nonprofits Mobilize the Power of Volunteer Talent*  
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