



Organizational Capacity
Building Through Volunteer
Engagement

Lutheran Services in America
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Trends and Issues

The
Economy

Impact on
Nonprofits

Challenging Times



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Headlines Tell the Story

U.S. Employment Picture Worsens

The U.S. lost 651,000 jobs last month as the

Small Victory Caps Wild Week

The Dow industrials climbed 33 points after bouncing off intraday



Bay Area Nonprofits Brace for 2010 Armageddon

• Trend Catches Up with Older Workers

Minnesota Nonprofits Slash Staff and Budgets

Charities Scramble as Donations Fall

New Poor Overwhelm Nonprofits

Treasury Taps Truman for Short Staff
Opinion: Obama Repeats Bush Mistakes
More Headlines

There is Good News







Giving Back

A close-up photograph of Barack Obama, the 44th President of the United States, smiling broadly. He is wearing a dark suit jacket, a white dress shirt, and a dark tie. The background is slightly blurred, showing what appears to be an indoor setting with a window.

The Obama Factor

Trends and Issues

Time

Collaboration

Technology

Generational
Shift

Results
Focused

Culture Shift

“It takes more than a few new strategies and examples to engage Boomers as volunteers. It takes **reimagining the role of volunteers** in an organization and the possible results of involving volunteers **in every aspect of operations.**”

— Page 22 Chapter 1 *Understanding the World of Boomers*



Imagine a world in which your nonprofit organization has all the resources it needs to:

Serve more clients

Deliver more programs

Strengthen its staff

Spread your message more widely

Increase financial stability

Foundation

Build
capacity

Skills based

Increase
impact

Expand
influence

Steward
critical
initiatives

Access
abundance



Volunteer Savvy Organizations

Mandate from the top;
cultivate from within

Authentic volunteer leadership

Career paths for volunteer talent

Culture of innovation and flexibility

Embrace collaboration as a way of
doing business

Don't do it.



Get it done.

Changing the Volunteer Management Paradigm



Volunteer
Management



Volunteer
Engagement

A New Paradigm

Management



Engagement

Recruitment



Cultivation and Networking

Placement



Negotiation and Agreement

Supervision



Support

A New Paradigm

Management



Engagement

Review



Measurement

Recognition



Acknowledgment

Retention



Sustainability

Changing Staff Roles



Facilitator,
Negotiator,
Broker

Prioritize
Volunteer
Efforts

Convene and
Launch Teams

Vet and
Cultivate
Volunteer
Leaders

Transitions

Letting Go

- Recognize, honor, and be done with the past
- Sadness, grieving, feeling overwhelmed, and fear

Neutral

- Experiment and innovate
- Chaotic, exciting, uncomfortable, nerve-wracking

Assessment

- Group recognizes what worked and what didn't
- Group commits to implementation plans

Change

- Change happens!

Structuring for Innovation

Model collaboration

Align with strategic plans

Cultivate key volunteers

Pilot initiatives and track impact

Incorporate evaluation to ensure sustainability

Needs Assessment

What can you realign?

What are the strategic priorities for your organization?

What are your dreams?



Critical Intervention Points

An element of behavior, policy, or process that presents an opportunity to be affected through *strategic volunteer engagement* and that, if successfully implemented, makes *significant change for a positive result.*

A close-up photograph of a person with dark hair sleeping at a desk. Their head is resting on a stack of papers. In the foreground, a yellow ruler is visible on the left, and a yellow sticky note is on the right. The background shows more papers and a blue folder.

Creating Opportunities

Giving volunteers the least important assignments is **not** an effective strategy for capacity building.

Volunteer Roles

A group of approximately ten volunteers, mostly young adults, are standing in a circle on a stage. They are wearing matching green t-shirts. The background consists of a wooden wall with vertical slats and a red pillar. The lighting is bright, and the overall atmosphere is positive and organized.

Seasonal

Virtual

Substitute

Team
Volunteering

Volunteer Roles

A group of people, mostly women, are sitting on a stage. They are wearing green shirts. The background is a wooden wall with red columns. Four orange boxes are overlaid on the image, each containing a volunteer role. The roles are: Project Manager, Advocate, Job Sharing, and Trial Engagement.

Project
Manager

Advocate

Job Sharing

Trial
Engagement

Volunteer Roles



Rotation

Task Force

Segmentation

Volunteer Roles

Consultant

- Provide professional skills and/or content expertise

Coach

- Share wisdom and advice in a content area

Mentor

- Provide support



Volunteer
Position
Descriptions

Title

Key
Responsibilities

Impact and
Outcome

Training and
Support

Commitment

Qualifications

Benefits to the
Volunteer

Cultivation of Boomer Volunteers

Gateway
behaviors

Existing
volunteers

Circles of
influence

Whom do you want to cultivate?



Volunteers who are ready to move up, and thus move the organization forward, often:

- Express aspirations
- Take initiative
- Ask great questions
- Offer solutions
- Problem solve well

Nurturing the Relationship: Support

Empower volunteers

Volunteers leading other volunteers

Provide support not supervision

Acknowledgment

Negotiation

A close-up photograph of two hands shaking in a firm grip, signifying an agreement or deal. The hands are wearing dark business suits. The background is a clear blue sky with some light clouds. The image is used as a background for a presentation slide.

Use questions, not directives

Stay balanced

Come to agreements

Determine the level of authority

Define positions in terms of results

Checking Progress

Agree on how often, where and through what medium to meet

How will you evaluate progress?

Are you on target?

Creating the Case



Create your vision of what will be different

Create an elevator speech

Plan where to use the speech

Tell powerful stories early and often



WIIIFM?

The Elevator Speech

Sustaining the Collaboration: Ongoing Engagement

Measure
feedback
and progress

Identify your
champions

Share your
stories

Dialogue
throughout

Inspire
others

Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow



Downloadable PDFs available at:
www.boomervolunteereengagement.org



Thank you!

*Realization is belief partnered with
commitment expressed in action.*
–Unknown