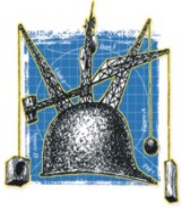


WHEN THE CARROT IS NOT A PAYCHEQUE

A Globally Tested Approach To Managing volunteers

Managing volunteer expectations is critical to success

When is one of the most meaningful contributions of your life not measured in pounds, dollars, or euros? When you give your time, talent and expertise to a not-for-profit or volunteer-based organisation. What sets aside productive volunteer organisations from others? The way they manage, direct and utilise their volunteer resources by managing the expectations of both the volunteers and the recipient organisation.



A Volunteer Success Formula

The Need for a Success Formula

Volunteer organisations are becoming expert at managing people to ensure their goals are met. Medecins Sans Frontieres, the Girl Scouts, the Red Cross, the pastoral churches - our non-profit organisations - are becoming the training ground for the world's management leaders.

In two areas, strategy and managing the effectiveness of the boards upon which they sit, they are practising what most businesses only preach. And in the most crucial area - motivation and productivity of knowledgeable workers - they are truly pioneers, working out the policies and practices that business will have to learn tomorrow.

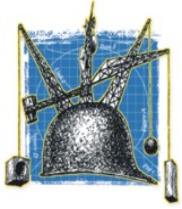
The task of managing people for sustainable success has been refined in the best non-profits.

From Time to Time, A company Needs to Review Its Success Formula

Well-managed volunteer-based organisations are becoming expert at core competencies such as:

- 1. Clearly defining the mission and objectives, which leave no doubt of their purpose in the minds of the volunteers.**
- 2. Making the non-profit board of directors a resource, not just a high profile rubber stamp (Unlike many private sector organisations).**
- 3. Maximising volunteer input from people who have full-time jobs, family responsibilities and limited time to give.**

During our work with volunteer, not-for-profit, and non-government organisations with years of volunteer management experience, we have defined four "best practices" to managing volunteers which we outline in the following pages.



The Concept

*Volunteer's pay
for their
experiences
with unique
currencies*

*It is critical to
develop
activities that
keep volunteers
in the driver's
seat*

#1 View volunteers as customers not as extensions of staff

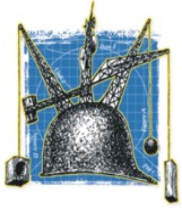
The volunteer is viewed as a customer, the service purchased is the volunteer experience, paid for in the currency of donated time and energy, and the not-for-profit organisation is seen as being in the business of designing, managing, communicating and delivering a quality volunteer experience.

The intangible product is the volunteer experience. The price paid for the experience is donated time, energy and customer benefits include feeling good about oneself, a feeling of giving back, developing new skills and friendships, etc. Like any other customers, volunteers "shop" for high quality volunteer experiences. This is especially true in the large urban marketplaces where competition for good volunteers is high.

The quality of the experience a volunteer has is a function of the preconceived expectation of the volunteer and the delivered experience. The degree to which managers can match the expected to the actual will determine; the level of customer satisfaction, the degree to which the volunteer will be involved with the organisation again (repeat purchase), and the level of price one can charge (time).

#2 Carefully define satisfying projects

The concept of job satisfaction is well known. But how many firms design interesting, fulfilling, worthwhile jobs so that the people who perform them will excel and outperform expectations? If volunteers are not assigned to a task that challenges and interests them, they may not finish the assignment, much less ask for more work in the future. It is critical to ensure that volunteers know that they are fulfilling a need and what the requirements for the job are. If volunteer managers do not package well-defined, attractive jobs, they will lose volunteer support.



The Concept

Success is achieved by managing expectations – especially time

We have to convince volunteer managers that their role is not to control people and stay ‘on top’ of things, but rather to guide, energize and excite.”

#3 Don't waste volunteer time – a critical resource

Cut down on the number of meetings. Conference calls, web based meetings, and well-defined work plans for individual volunteers can reduce the number of meetings necessary. We suggest that "Non-profits draw up specific job descriptions for volunteers, hand them over and then get out of the way." Volunteers will attend a meeting if they are convinced it contributes to getting the job done -- otherwise expect mutiny.

#4 Recognise, Recognise, Recognise

Along with good orientation, training, and job placement, volunteers need to be recognised. If they don't feel appreciated, there's no reason to stay. Recognition is absolutely critical in a volunteer organisation. Getting close to, and recognising customer needs has long been a theme in business. Since most of us have done volunteer work, in one form or another, we are experienced customers.

Success in not-for-profit or volunteer based organisations is not achieved by developing great strategies, nor is it achieved by great leadership. For without a good plan even the best leadership is ineffective and great leadership with a poor strategy is directionless. Thus, both are needed to drive value. We believe that strategic volunteer leadership is advanced by defining and managing the expectations of all stakeholders and success realised by delivering on these expectations. In short:

SUCCESS = DELIVERY / EXPECTATIONS

The closer that delivery matches expectations, the greater the level of success will be. By applying principles we have learned individually as volunteers, and collectively as organisations we have learnt that it is not only important but critical to learn from those who successfully manage others when the pay cheque is not the carrot.



About the Author

"As an innovative organisation on strategy clarification, leadership development, and the implementation of aligned people practices, Doug was comprehensive in his assessment of the strategic needs of our executives and constantly challenged us to deliver ever greater value."

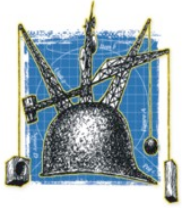
**Wendy Izod, GE
Commercial Finance**

Douglas Ross

Doug helps organisations develop practical approaches to successfully implementing change through their people. He is known for his dynamic and practical consulting approach that has evolved during an unusual career spanning CEO, theatre producer, soldier, and not-for-profit manager. Doug has been honoured by the Canadian Government for his leadership work in the volunteer sector and in December 2002 was recognised by the Independent Newspaper as one of the top 10 management consultants in the UK.

His practical experience combined with his credentials as an MBA, Certified Management Consultant, appointment as Associate Professor of Marketing Strategy and position as past global Chairman of the Strategic Leadership Forum commend him to support clients to align their people practices, processes and technology with their strategies. In addition to his many articles and research studies, Doug is co-author of the groundbreaking research, The Human Capital Index, which links people practices to shareholder value.

As Managing Director of Square Peg, he provides strategic consulting services focusing on strategic leadership, organisational effectiveness and the management of change based out of the United Kingdom. Prior to his arrival in London Doug's focus was on supporting clients in Canada, Asia Pacific and the United States. His core expertise is in getting things to happen, often in complex multi-stakeholder environments.



About Square Peg International Ltd.

"Passion, real world experience, integrity and a partnership approach differentiate Square Peg consultants from the pack. Square Peg gave me ideas ahead of my competitors. When everybody else was talking about a new idea, I was talking about how we could refine implementing it - Square Peg supported me to keep one-step-ahead."

**Ed Hoskins,
Global VPHR
Chiron Vaccines**

Square Peg is an international boutique consulting practice that provides an integrating force in the alignment and effectiveness of organisations. Our services are based on the interrelationship between business strategy, leadership and HR - our focus is to help clients improve performance and drive value.

As business consultants focused on the people side of change we support clients managing a variety of enterprise-wide changes such as M&A's, establishing new mandates, and meeting new expectations.

We maximise productivity, performance and morale and drive value by accelerating results, ensuring their quality, and measuring their impact. From our offices in the UK and North America we assist companies to capture the full value of their investment in people.

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