

JFFixler
Group



RE-invent
RE-engineer
RE-vitalize

Generational Trends & Issues in Volunteer Engagement

US Masters Swimming

May 18 & June 3, 2014



Innovative Volunteer Strategies

Welcome to “Generational Trends and Issues in Volunteer Engagement”

- Lecture Mode – Presenter Beth Steinhorn of JFFixler Group speaks while audience is muted
- Q&A Mode
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- Thanks for attending today’s LMSC Development Committee Webinar



Comments? Suggestions? Contact us
at LMSCDevelopment@usms.org

Agenda



Engagement Trends



Generations



Piloting Change



**What
are you
seeing?**

Trends and Issues

Time

Technology

Economic
Challenge

Generational
Shift

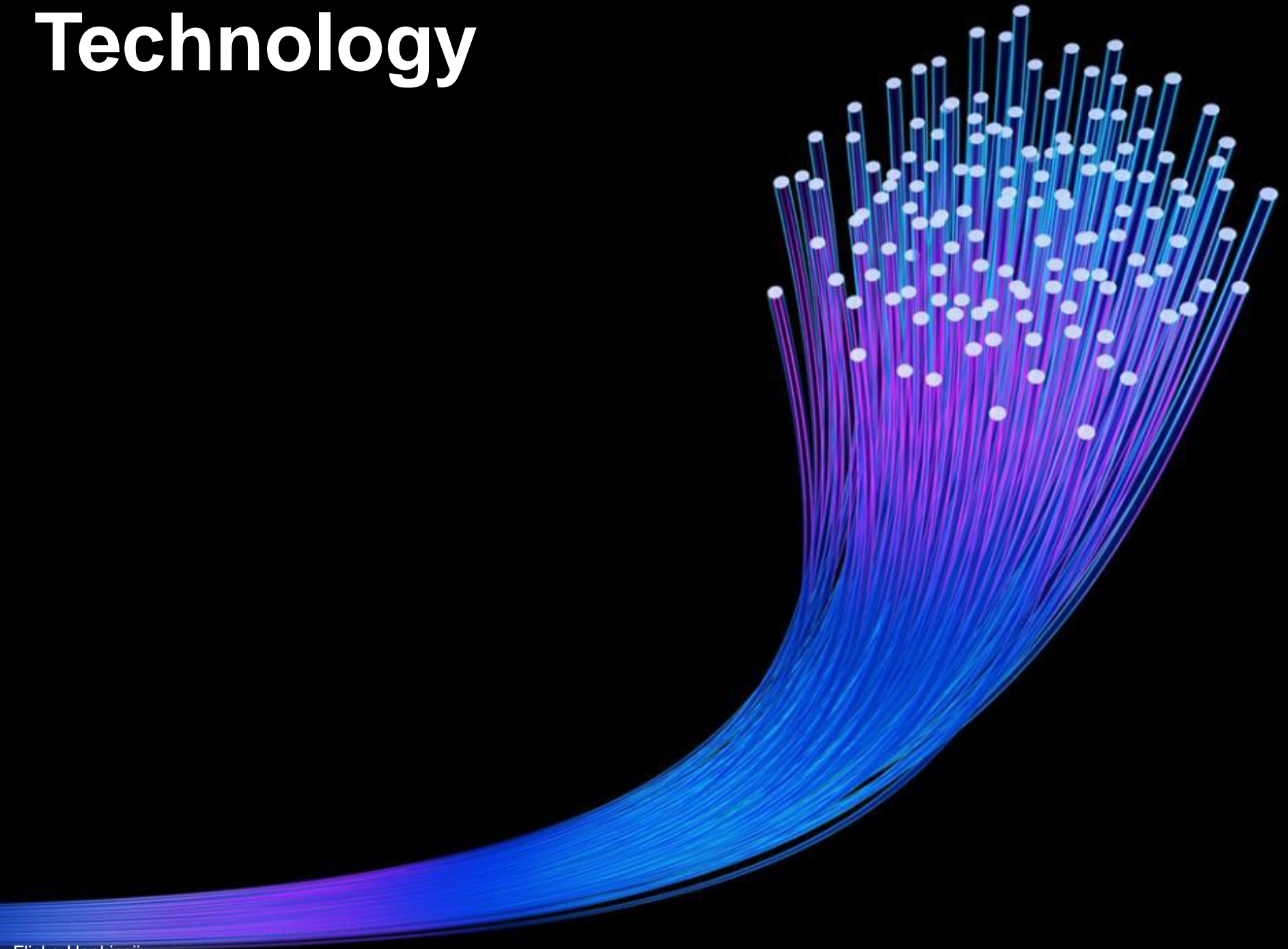
Results-
focused

Collaboration

Time



Technology



Challenging Times



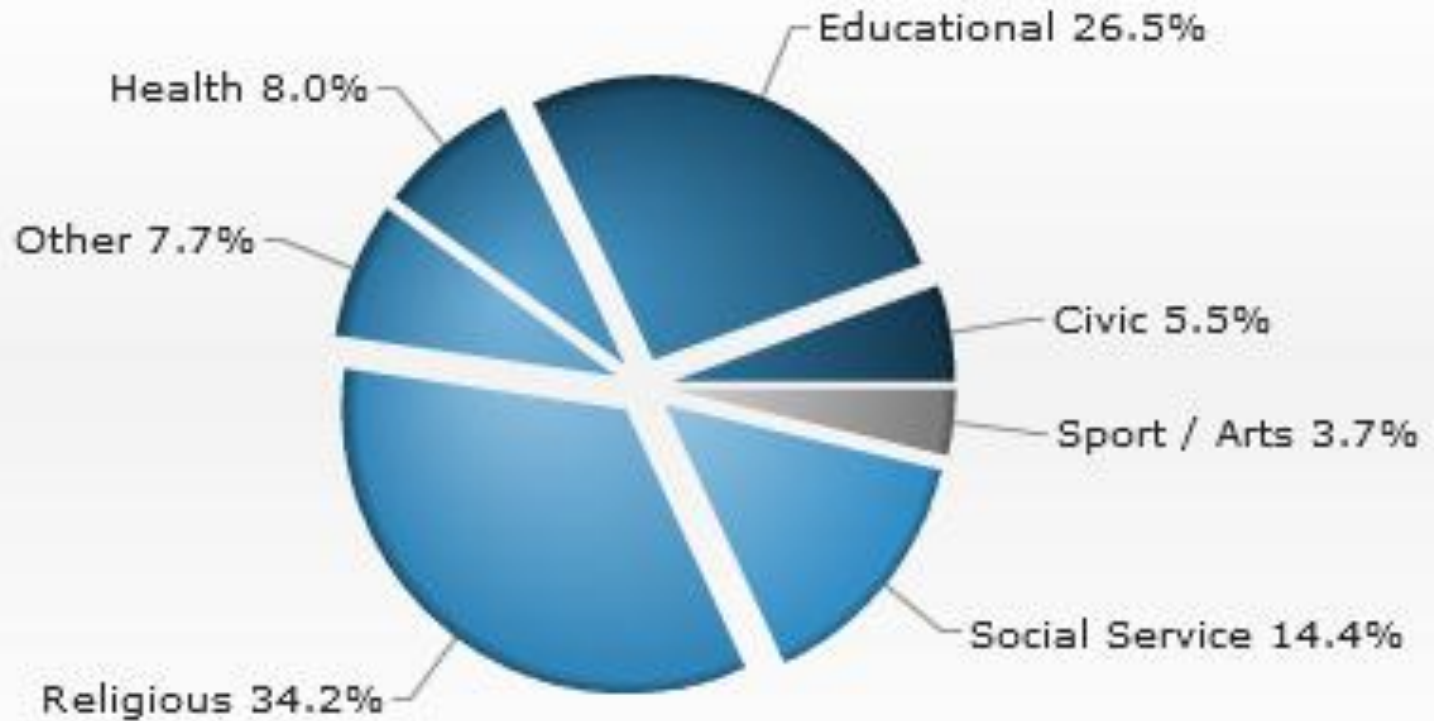
Volunteering in America



During 2012:

- 64.5 million, 26.5%, of Americans, volunteered
- Highest level in five years
- 32.4 volunteer hours per resident
- 7.9 billion hours of service valued at \$175 billion
- 51.0% of residents donate to charity
- Volunteers are almost twice as likely to donate to charity as non-volunteers

Where People Volunteer



Numbers in the chart may not add up to 100% because of rounding

The New Generation Gap

He has a poor work ethic!

She does not follow directions!

But, I always bring my dog to the office!

I can't believe the way he dresses!

What do you mean I can't work from home on Fridays?

Changing the Volunteer Management Paradigm



Volunteer
Management



Volunteer
Engagement

Generational Trends & Issues in Volunteer Engagement





Traditionalists (Greatest & Silent Generation)

1922 – 1945

75 Million

Baby Boomers

1946 – 1964

80 Million

Generation X

1965 – 1980

45 Million

Millennials (Generation Y)

1981 – 1999

76 Million

Traditionalists

Engaging the Traditionalists Generation

Offer opportunities for them to mentor

Show them that you value their expertise and contributions

- ✓ Majority (95%) have retired
- ✓ Possess intellectual capital and institutional knowledge
- ✓ Have strong work values and ethic
- ✓ See themselves as vigorous, contributing members
- ✓ Silent stoicism (not much feedback given or expected)

Baby Boomers

Engaging the Baby Boomer Generation

Help them explore their next set of options and demonstrate how your organization can continue to use their talents

Walk the talk on work-life balance by redesigning positions to accommodate multiple life demands

Encourage them to enrich their present position and grow in place

- ✓ The “Me” generation
- ✓ More hours equals better performance; now regret
- ✓ They are the managers that are running our organizations today
- ✓ Career oriented
- ✓ “Love the good life”
- ✓ Expect job performance feedback

Generation X

Engaging Generation X

Talk to them about their reputation, not just job tasks; they want your candid perspective and feedback

Acknowledge their ability to work independently and encourage them to leverage their entrepreneurial abilities

Help them get the most out of every position by discussing what the job can do for them and what they can learn from it

- ✓ The next generation of leaders
- ✓ The most well educated generation
- ✓ Goal oriented
- ✓ *Free Agents vs. Company Loyalist*
- ✓ Thrive on independence
- ✓ Want to be challenged
- ✓ Led dot-com boom

Millennials

Engaging Millennials

Demonstrate the stability and long-term value of your organization; show how your organization is flexible and filled with learning opportunities for them

Make groups and teams part of their position

- ✓ Value independence but need supervision
- ✓ Look for new challenges
- ✓ Challenge the status quo
- ✓ “We’re all in this together”
- ✓ Want the opportunity to make an impact
- ✓ Fear boredom more than anything else

Today's Volunteers Are Motivated By. . .

Achievement

High-Functioning Teams

Extensive Work Experience

Efficiency

Results

Tips for Engaging Boomers

Recruiting

- Emphasize organization's values, people focus, and impact on the community
- Communicate how their skills will be utilized
- Provide positions with opportunities for impact and results

Recognition

- Status
- Professional development
- Public
- Personalized
- Increasing levels of responsibility
- Participation in creating initiatives and program development

Retention

- Show they are making significant contributions
- Provide challenging work
- Publicly recognize their accomplishments
- Invite them to do training and/or presentations to the board or community
- Develop career ladders

Tips for Engaging Gen X

Recruiting

- Talk about the creative environment
- Offer diverse work experiences
- Emphasize future plans and how they can contribute to them

Recognition

- Freedom is the ultimate reward

Retention

- Do not micromanage
- Give candid, timely feedback
- Encourage informal, open communication
- Use technology to communicate
- Provide learning opportunities

Tips for Engaging Millennials

Recruiting

- Provide opportunities to learn new things
- Provide diverse work experiences
- Mentor them

Recognition

- Provide work that has meaning for them

Retention

- Provide good support and structure
- Communicate clear objectives
- Emphasize their ability to make a difference
- Use technology to deliver information
- Provide interesting, meaningful work

Common Ground

For all their differences, Boomers and the generations that follow share common ground:

- ✓ Desire flexible schedules
- ✓ Provide no long-term commitment
- ✓ Expect their organizations to meet their needs
- ✓ Value trust and want respect
- ✓ Want meaningful, impactful work

Are you generationally savvy in these areas?

- Cultivation
- Training
- Support
- Acknowledgement/Recognition



How do you fill the leadership pipeline?



Piloting Change



From
concepts
and theories



to action and
outcomes



The Power of Pilots

Less threatening than
wholesale change

Multiple opportunities for
feedback

Create momentum for change

A close-up photograph of a person's head resting on a desk, appearing to be asleep. The desk is cluttered with various papers, including a spiral-bound notebook and several loose sheets. A yellow sticky note is visible on one of the papers. The lighting is soft, and the overall scene suggests a state of exhaustion or burnout.

Creating Opportunities

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



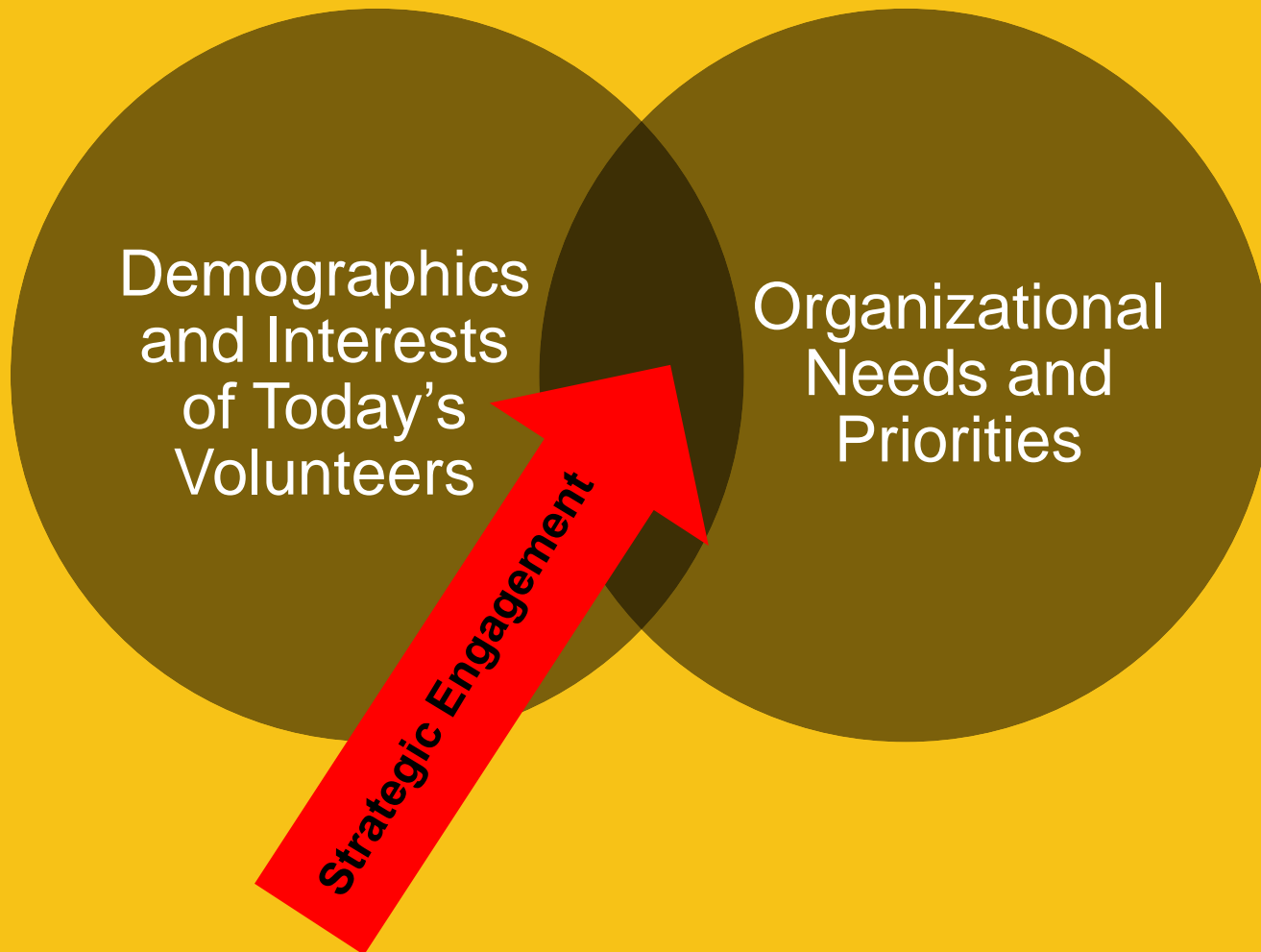
Needs Assessment

Free and downloadable from
www.jffixler.com/tools

**What can you
realign?**

**What are your
strategic
priorities?**

**What are your
dreams?**



New Volunteer Roles

Consultant

- Provide professional skills and/or content expertise

Coach/Mentor

- Share wisdom and advice in a content area
- Provide support

Trainer

- Impart knowledge and understand adult learning

Evaluator

- Examine results and impact
- Focus on quality improvement

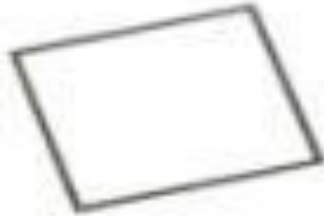
Project Manager

- Facilitate a process from beginning to end

Team Leader


- Volunteers leading volunteers
- Create and manage team culture

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
- ✓ Follow through
- ✓ Care about meeting and evaluating results to make sure they're on target
- ✓ Take on progressive responsibility—and handle it well
- ✓ Improve after feedback



Coming together
is a beginning.
Keeping together
is progress.
Working together
is success.

- Henry Ford

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Resources from JFFixler Group



**Free – Ready-to-use Tools
& Templates**

www.JFFixler.com/Tools

Free – InnoVate Blog

www.JFFixler.com/Blog

**Free – Innovative
Volunteer Strategies**

E-newsletter

www.JFFixler.com/Newsletter

Free – Articles

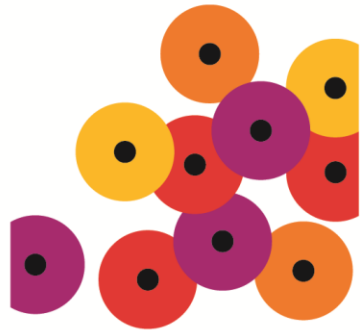
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