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SHRM

SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

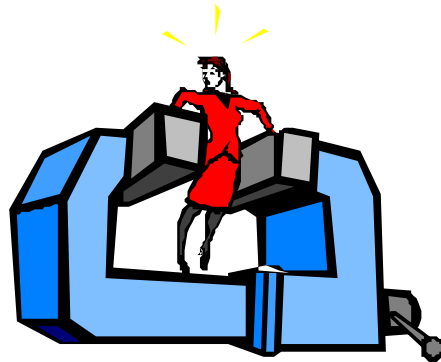
Leading & Motivating Volunteers

Randy G. Pennington • November 19, 2010

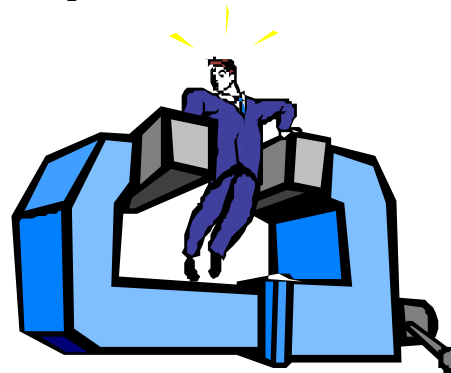
SHRM Leadership Conference

**The SHRM's legacy of success comes down
to one thing:**

**committed, active volunteers acting in the
best interests of the members, the
profession, and the association.**



The demands on the association and its chapters rise when the demands on the individual member rise.



The leader's role in volunteer organizations

- **Motivating**
- **Managing**
- **Moving forward**



***The #1 reason why people volunteer is
because they are asked.***

***The #1 reason why they continue to
volunteer is because their needs are met.***

Four Ideas for Leading and Motivating Volunteers

- **Give volunteers what they want- tap into why they volunteer**
- **Build it so they will keep coming**
- **Make participation worthwhile**
- **Grow leaders at every level**

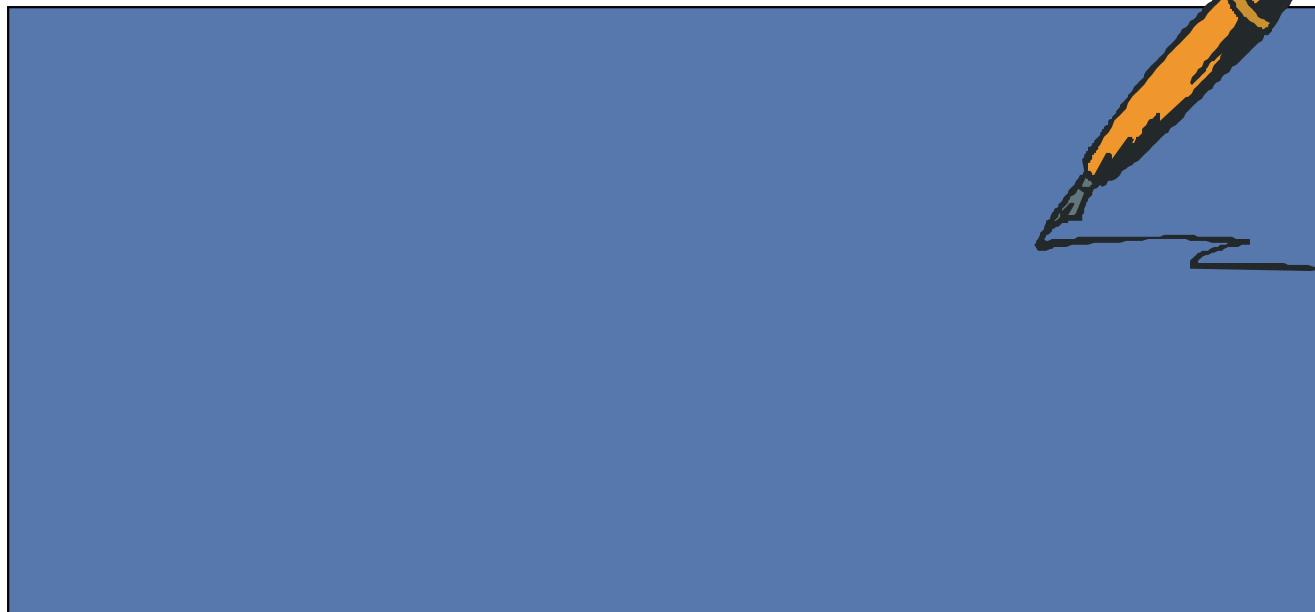
Why people volunteer

- They are asked
- Business and professional growth
- Personal recognition
- Opportunity to contribute to the profession or association

What volunteer leaders want

- **To know their contribution makes a difference**
- **To be successful**
- **To have their personal/professional needs met**
- **Others to recognize their outside responsibilities**
- **To be appreciated**

Group exercise: Ways to recognize volunteer leaders



Build it so they will keep coming

- **Create a vision that excites**
- **Structure for success**
- **Do it well or don't do it at all**

**“A vision is a consciously created
fantasy of what we would ideally like
the organization to be.”**

-James J. Mapes

An effective vision...

- **Defines how your organization looks, feels and acts**
- **Conforms to & supports your values and goals**
- **Expresses your uniqueness**
- **Generates excitement**
- **Aligns with IRWA's direction, priorities, and goals**

Make participation worthwhile

- **Create a bias for action**
- **Provide limitless opportunities in a focused environment**
- **Destroy cliques**

Five ways to create a bias for action

- **Establish a clear vision**
- **Set goals for the board and committees**
- **Use meetings for action items**
- **Evaluate and celebrate results**
- **Promote based on accomplishment**

Avoid the negative aspects of cliques

- **Assign board members to contact chapter members**
- **Greet members and visitors at the door**
- **Seat board members at different tables**
- **Hold regular Q&A sessions**
- **Profile new members in publications**
- **Ask people to volunteer at joining**

Grow leaders at every level

- **Set specific expectations**
- **Make leader development a goal**
- **Don't punish good performance**

Tips for confronting volunteers:

- **Focus on the performance and not the person**
- **Allow the individual to save face**
- **Ask for and be prepared to offer suggestions**
- **Gain agreement on responsibility and action plans**
- **Follow up to ensure performance and reinforce**

Effective leadership begins with what we are and extends to what we do.

Three things I'll do differently to put these ideas into practice:

- _____
- _____
- _____



Thank You!

-Randy Pennington

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Additional Resource Material for Volunteer Leaders

Tips to remember when recruiting volunteers:

- **Be genuine - sincerity succeeds over technique anytime**
- **Explain why you are asking them**
- **Don't minimize the time requirements**
- **Communicate training & support available**
- **Paint a positive picture**

Seven ways to create focus

- **Board goals & strategic objectives**
- **Strategic charge to committees & task forces**
- **Budget allocations**
- **Appointments to committees & task forces**
- **Use the vision as a decision-making tool**
- **Align structure & systems**
- **Ask questions about progress**

Five Leadership Development Tools:

- **Mentor programs**
- **Varied assignments based on individual and organizational goals**
- **Committee vice-chair system**
- **Formal feedback and evaluation**
- **Volunteer leadership development sessions**