

Shifting from Program to Strategy: Embracing Volunteer Engagement to Fulfill Mission

Volunteer Florida

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A close-up photograph of a rectangular wooden sign hanging from a metal chain. The sign is made of light-colored wood with visible grain and has the word "WELCOME" carved into it in a large, bold, black, hand-drawn font. The sign is suspended by a chain that is attached to a metal hook. The background is a blurred outdoor scene with green foliage and a light-colored ground.

WELCOME

How do you define *engagement* ?



Engagement =
Relationship +
Action

Volunteer Engagement as a Strategy



Service Enterprise Key Findings

All organizational capacities are **significantly and markedly stronger** for nonprofits with a strong volunteer management model.

When organizations **engage and manage any number of volunteers well**, they are significantly better led and managed.

Service Enterprises not only lead and manage better, they are significantly more **adaptable, sustainable and capable of going to scale**.



Operating as a Service Enterprise requires strong and well-developed **human resources management practices**.

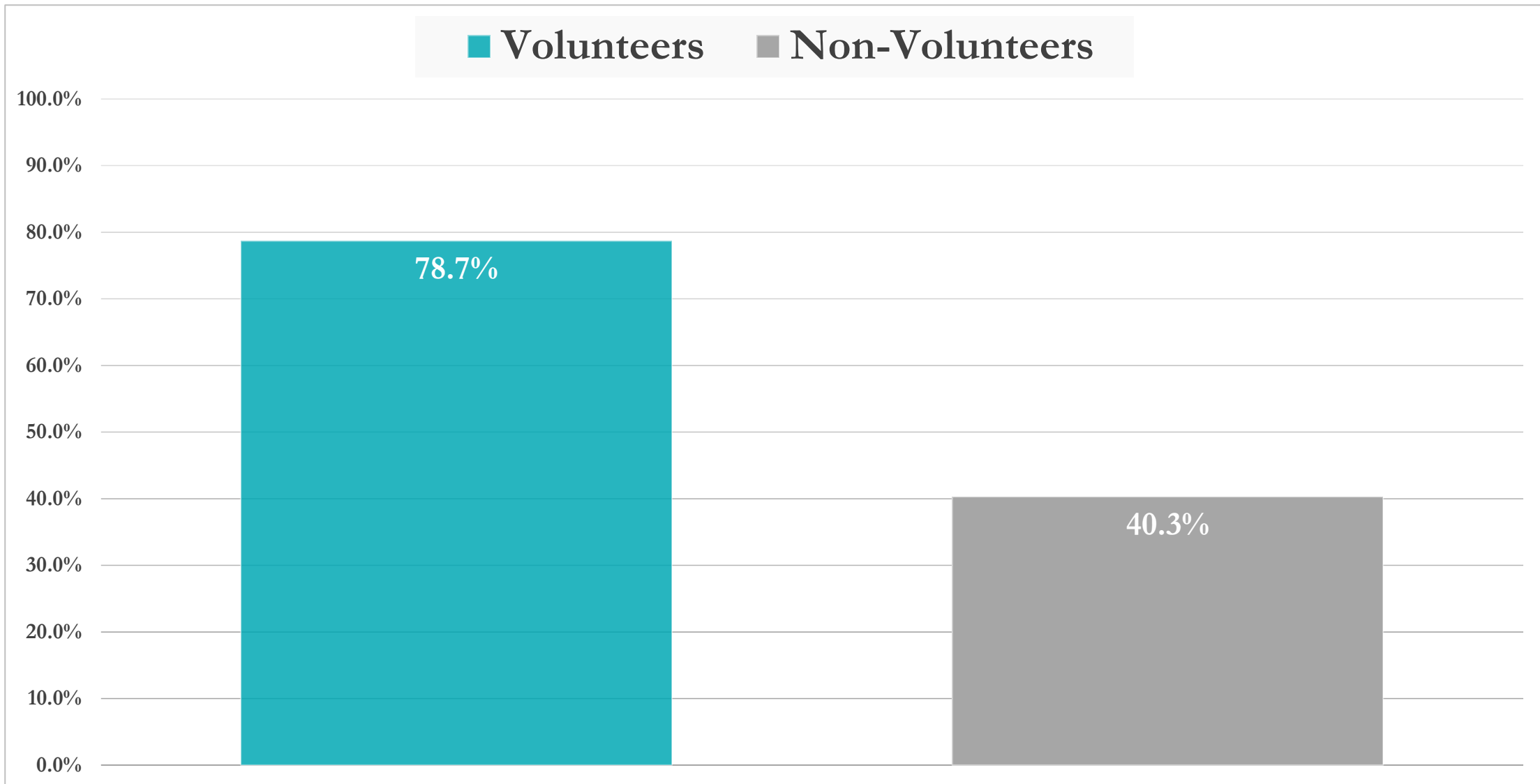
Organizations that engage volunteers are equally as effective as their peers without volunteers, but at **almost half the median budget**.

Economics



Volunteering
and Work

Volunteering and Giving



Volunteering in America 2016, Corporation for National & Community Service

Volunteering and Giving

Volunteers...

- Are nearly twice as likely to give financially as non-volunteers

High Net Worth Individuals...

- Are nearly twice as likely to volunteer as the general population
- Give financially to all, most, or some of the orgs where they volunteer
- Give a third more than non-volunteers

Volunteering and Resilience



Volunteer Engagement

1. Builds community resilience
2. Strengthens economic wellbeing
3. Leads to better health
4. Builds the capacity of city agencies
5. Can help achieve diversity and inclusion objectives

Achieves Diversity and Inclusion Goals



Brings in diverse perspectives and skills

Provides a pathway for integration into the community

Makes more meaningful connections with residents and better serve community members

Increases performance

Diversity, Equity, and Inclusion

The background of the slide features a large, intricate network of stylized human icons. These icons, representing various ethnicities, ages, and genders, are interconnected by a web of thin, grey dashed lines, symbolizing a global or organizational network. In the center of this network is a large, solid teal rectangle. Inside this rectangle, the text "Diverse and inclusive companies outperform others" is written in a white, serif font, arranged in four lines.

Diverse and
inclusive
companies
outperform others

Company performance source: McKinsey & Co.

Management vs. Leadership



Management

- Processes to keep things running smoothly
- Involves planning, budgeting, organizing, controlling, problem solving

John Kotter, *Leading Change*

Management vs. Leadership



Leadership

- Processes to create or significantly adapt organizations
- Defines vision
- Aligns people with vision
- Inspires others to achieve the vision

Paths Forward



Developing a Strategic Plan
for Volunteer Engagement



Becoming a Certified
Service Enterprise



Lead by Example

Poll

- **Does your organization have... (select all that apply)**
 - An overall strategic plan that mentions volunteer engagement
 - A volunteer engagement strategic plan
 - Neither of the above
 - I don't know

Moving from Program to Strategy

Launched an Organization-wide Strategic Plan

Merged and Expanded

Knew the Research

Desired to Better Leverage Volunteer Talent



Developing a Plan



Volunteer Engagement Vision



Impactful service
for compassionate
hearts

Islamic Relief USA



- Assessment
- Shifted language
- Enhanced tracking
- Title changes

City of Boulder



City of Boulder



Getting the
Right
People on
Board

Organizing
and
Prioritizing
the Work

Embracing
a Learning
Culture

Sustaining
the
Momentum

City of Boulder



Getting the Right People on Board

- Dedicated Leader
- Volunteer Cooperative
- Guiding Coalition

Organizing and Prioritizing the Work

- Developing at Strategic Plan
- Seeking Service Enterprise Certification
- Infrastructure improvements

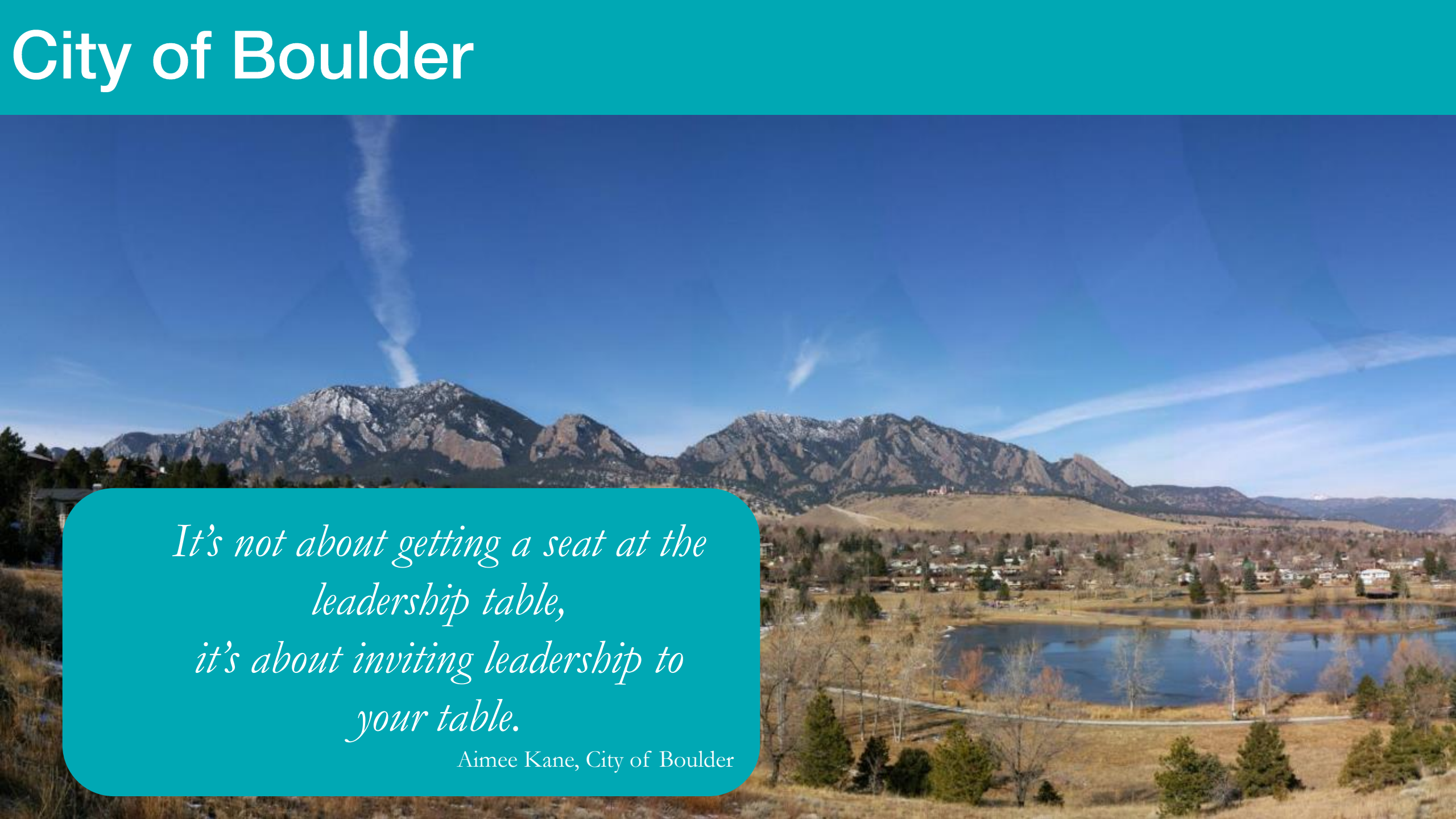
Embracing a Learning Culture

- Training for staff
- Spirit of innovation

Sustaining the Momentum

- Position Descriptions
- Work Plans
- Sharing Successes

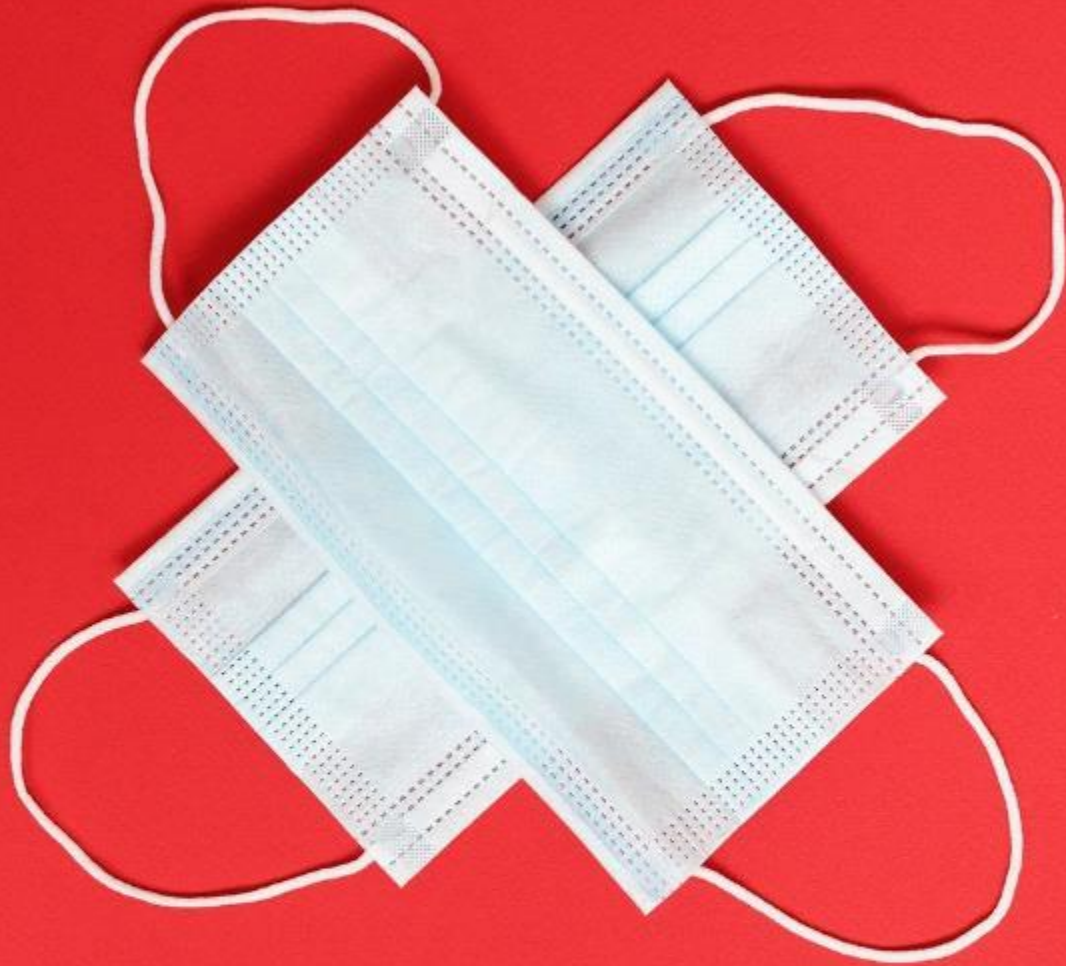
City of Boulder



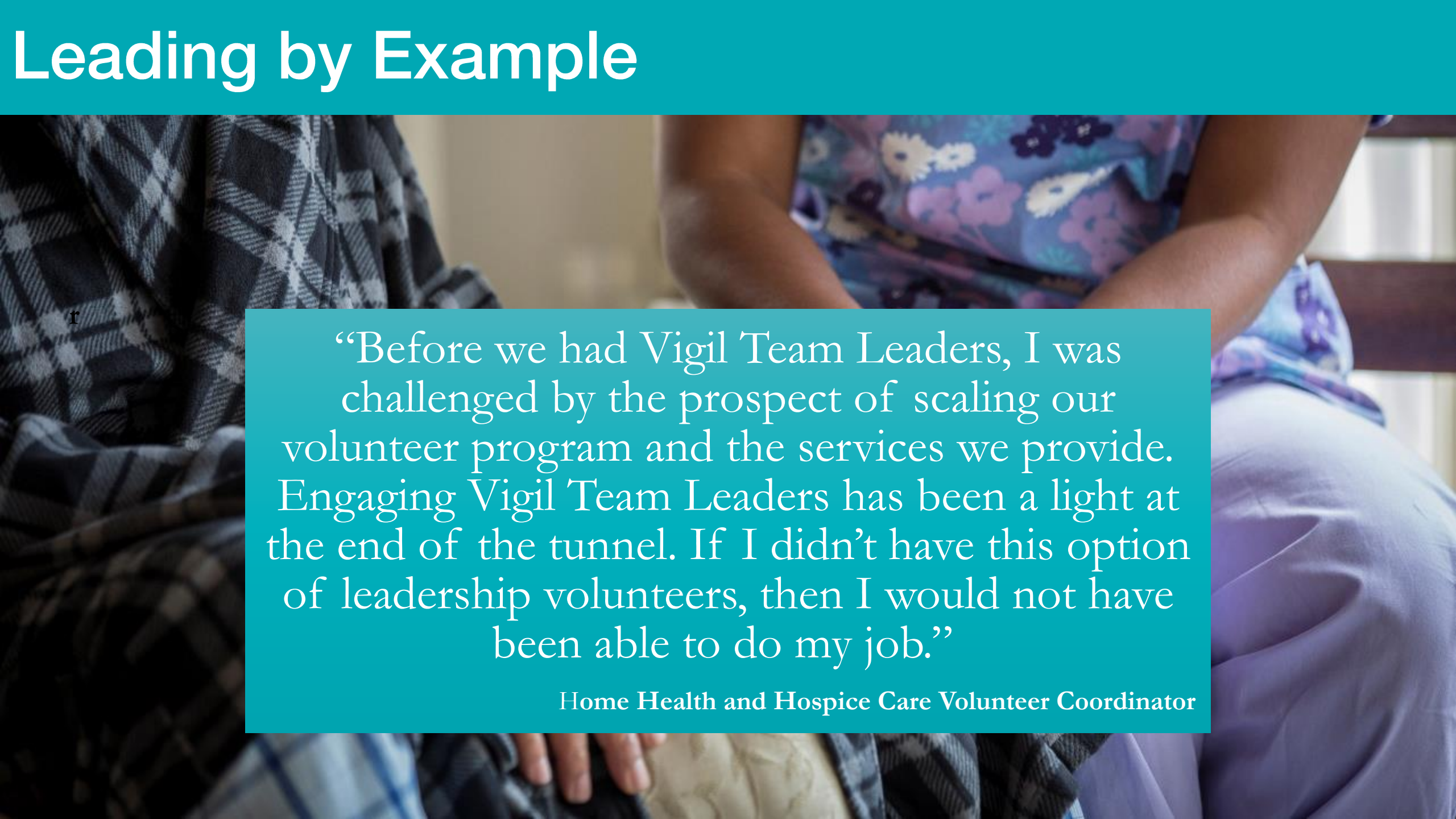
*It's not about getting a seat at the
leadership table,
it's about inviting leadership to
your table.*

Aimee Kane, City of Boulder

COVID-19 Response



Leading by Example

A photograph of a person wearing a purple shirt with a white and pink floral pattern, holding a baby. The baby is wrapped in a grey and white diamond-patterned blanket. The person's arms are visible, and the baby is positioned in the center of the frame.

“Before we had Vigil Team Leaders, I was challenged by the prospect of scaling our volunteer program and the services we provide. Engaging Vigil Team Leaders has been a light at the end of the tunnel. If I didn’t have this option of leadership volunteers, then I would not have been able to do my job.”

Home Health and Hospice Care Volunteer Coordinator

Leading by Example

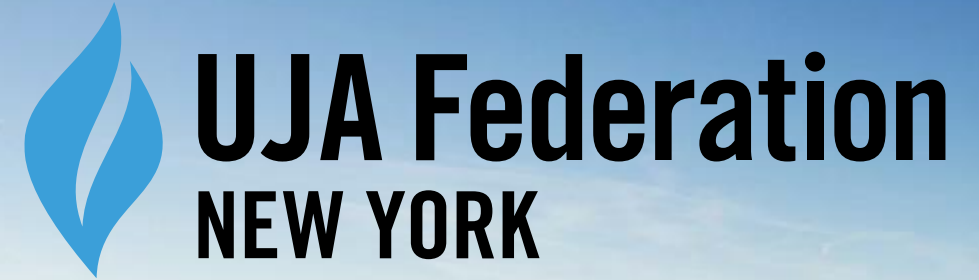
A photograph showing a person in a purple floral shirt holding the hand of an elderly person in a grey patterned shirt. The image is used as a background for the text overlay.

Grow Program

Engage skilled volunteers

Build momentum for Change

Leading by Example

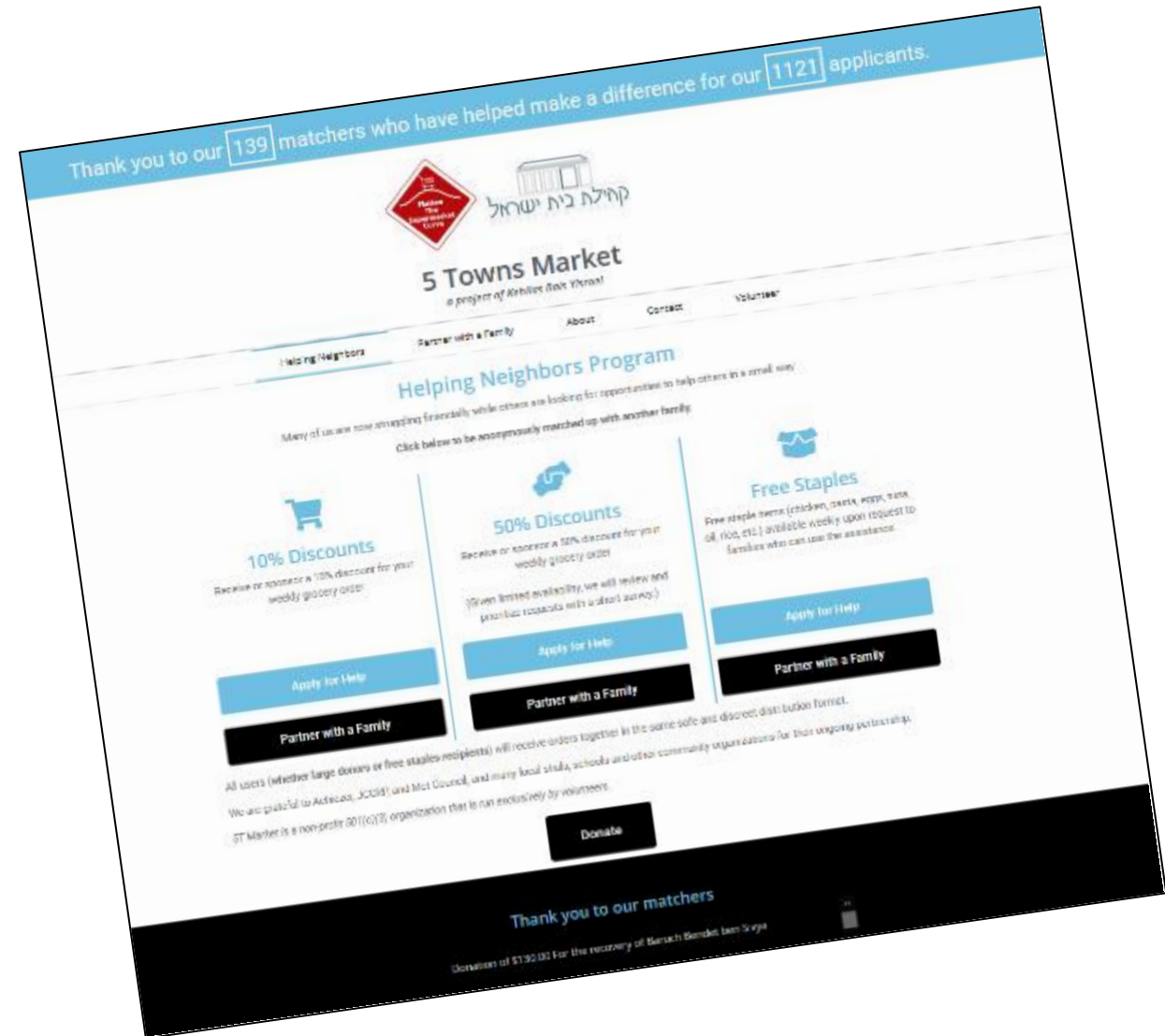


Shorefront Jewish
Community
Council

Jewish Community
Council of the
Rockaway
Peninsula

United Jewish
Council of the
East Side, Inc.

Responder: Food Pantry – Partnering in New Ways



Responder: Food Pantry – Partnering in New Ways



Tips for Success



Get leadership buy-in

Make it a priority

Position volunteer engagement
staff as leaders

Measure and share results

How will you lead a culture shift?

Building
Support

Influencing
Peers

Leading by
Example

Personal Action Plan



Culture of Engagement

Organizational Priorities

Paths Forward

Action Steps

Measures of Success

Breakout Discussions

Are you positioned as a leader or as a manager?

To what extent do you need to make the case for engagement as a strategy?

With whom should you make the case?

Which path speaks to you?

Discussion



VQ Resources

VQStrategies.com



Downloadable tools and templates



Books and tool kits



Webinars



VQ Blog



VQ Impact e-Newsletter



Thank you.

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