Generational Trends & Issues in Volunteer Engagement

US Masters Swimming
May 18 & June 3, 2014
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
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

- Educational: 26.5%
- Social Service: 14.4%
- Religious: 34.2%
- Sport / Arts: 3.7%
- Civic: 5.5%
- Other: 7.7%
- Health: 8.0%

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!
- What do you mean I can’t work from home on Fridays?
- I can’t believe the way he dresses!

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
Changing the Volunteer Management Paradigm

Volunteer Management  Volunteer Engagement
Generational Trends & Issues in Volunteer Engagement
<table>
<thead>
<tr>
<th>Generation</th>
<th>Birth Year Range</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (Greatest &amp; Silent Generation)</td>
<td>1922 – 1945</td>
<td>75 Million</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1946 – 1964</td>
<td>80 Million</td>
</tr>
<tr>
<td>Generation X</td>
<td>1965 – 1980</td>
<td>45 Million</td>
</tr>
<tr>
<td>Millennials (Generation Y)</td>
<td>1981 – 1999</td>
<td>76 Million</td>
</tr>
</tbody>
</table>
Traditionalists

- 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)

Engaging the Traditionalists Generation

- Offer opportunities for them to mentor
- Show them that you value their expertise and contributions
## 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

Source: *Managing Intergenerational Conflict in the Workplace*, Susan Heywood
Generation X

Engaging Generation X

- 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

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.

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
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

Source: Managing Intergenerational Conflict in the Workplace, Susan Heywood
Today’s Volunteers Are Motivated By . . .

- Achievement
- High-Functioning Teams
- Extensive Work Experience
- Efficiency
- Results
**Tips for Engaging Boomers**

<table>
<thead>
<tr>
<th>Recruiting</th>
<th>Recognition</th>
<th>Retention</th>
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</thead>
</table>
| • 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 | • Status  
• Professional development  
• Public  
• Personalized  
• Increasing levels of responsibility  
• Participation in creating initiatives and program development | • 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 |

*When Generations Collide, Lancaster & Stillman*
### Tips for Engaging Gen X

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<tr>
<th>Recruiting</th>
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</thead>
<tbody>
<tr>
<td>• Talk about the creative environment</td>
<td>• Freedom is the ultimate reward</td>
<td>• Do not micromanage</td>
</tr>
<tr>
<td>• Offer diverse work experiences</td>
<td></td>
<td>• Give candid, timely feedback</td>
</tr>
<tr>
<td>• Emphasize future plans and how they can contribute to them</td>
<td></td>
<td>• Encourage informal, open communication</td>
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<tr>
<td></td>
<td></td>
<td>• Use technology to communicate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide learning opportunities</td>
</tr>
</tbody>
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*When Generations Collide*, Lancaster & Stillman
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

*When Generations Collide*, Lancaster & Stillman
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

Source: *When Generations Collide*, Lancaster & Stillman
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
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?
Demographics and Interests of Today’s Volunteers

Organizational Needs and Priorities

Strategic Engagement
# New Volunteer Roles

<table>
<thead>
<tr>
<th>Consultant</th>
<th>Coach/Mentor</th>
<th>Trainer</th>
</tr>
</thead>
</table>
| - Provide professional skills and/or content expertise | - Share wisdom and advice in a content area  
- Provide support | - Impart knowledge and understand adult learning |

<table>
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<tr>
<th>Evaluator</th>
<th>Project Manager</th>
<th>Team Leader</th>
</tr>
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</table>
| - Examine results and impact  
- Focus on quality improvement | - Facilitate a process from beginning to end | - 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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www.JFFixler.com/JFFixler-Group-Articles

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