



Leadership....Really?

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Session Outline

1. The Volunteer Leader's World
2. Our Role?
3. Characteristics of Leadership
4. Who are we leading?
5. Your Leadership

Volunteer Leader's World

Global Volunteer Management Survey:

- Intended to be global “snapshot”
- An on-line survey
- Conducted in 2008

Survey Responses

851 completed survey:

- 23 countries
- 95% from Australia, NZ, US and UK
- 21% New Zealand
- 20% Australia

Survey Responses

	Aust	NZ
Volunteer Mgr/Coordinator / Specialist	73%	37%
Other Mgr/Supervisor	12%	25%
CEO//Executive Director/President	8%	17%

Status

	Aust	NZ	World
Employee	93.8%	72.7%	89.6%
Volunteer	4.7%	18.9%	7.5%
Both employee and volunteer	1.6%	8.3%	2.9%

	Global	usa	Aus	Nz	UK
Full Time	66%	72%	59%	48%	77%
Part Time	34%	28%	41%	52%	23%
Weekly hrs (PT)	21	22	24	18	20

Who do we report to?

Australia

- CEO/Executive Director (30%)
- Other Manager (19%)
- The Board (13%)
- Community Relations or HR Manager (each 9%)

NZ

- The Board (43%)
- CEO/Executive Director (19%)
- Other Manager (17%)
- Community Relations or HR Manager (each 9%)

Length of Service

Half of all coordinators of volunteers have been in field less than 5 years

Aust + NZ overall	
Less than 2 years	24%
3 to 5 years	25%
6 to 9 years	17%
10 or more years	34%

Current Role

less than 1 year	21%
1 to 2 years	26%
3 to 5 years	23%
6 to 9 years	14%
10 to 15 years	12%
More than 15 years	4%

47% of vol coords in current role less than 2 years and
70% less than 5 years

How long staying?

	Stay in Role	Stay in field
less than 1 year	7%	
1 to 2 years	24%	3%
3 to 5 years	35%	12%
6 to 9 years	13%	30%
10 to 15 years	10%	16 %
More than 15 years	7%	18%
		13%

One third of plan to stay in field 10 yrs+
 45 per cent planned to leave the sector by 2013
 -TWO THIRDS planned to leave their role by 2013

Future

- 46 per cent of those in the field less than a year planned to be out within five years
- about 40 per cent of those managing vols for 6 plus years planned to stay for another ten plus years!

Education

- 74 per cent have a tertiary degree
- 30 per cent is postgraduate degree

Salary Average

- Globally: \$51 360.98
- Canada: \$56,452.93
- UK: \$57,723.85
- USA: 48,605,27
- Australia: \$57,023.21
- NZ \$41, 818.25
- Earn a 1/3 less than an average NFP HR manager

Salary Comparisons

Compared to colleagues in same org

- 44 % of paid coords earn similar salary
- 9 % of paid coords earn higher salary
- 30% earn lower salary

- Over 6 years service -much more likely to earn higher salaries
- Under 5 years of service -much more likely to earn lower salaries

Authority

- The LONGER they had been in the field, **the more** they felt they lacked authority and/or status in organisation:
- 17% less than a year felt they lacked authority
- v 40% for 10 years plus

Attitudes

- What's holding us back (attitudes)
 1. Volunteer managers will never be paid the equivalent of other professions who manage people
 2. Vol management not a profession
 3. Vol management not real job
 4. Vol management one component of many in my complex role (too many hats)

Top 3 issues

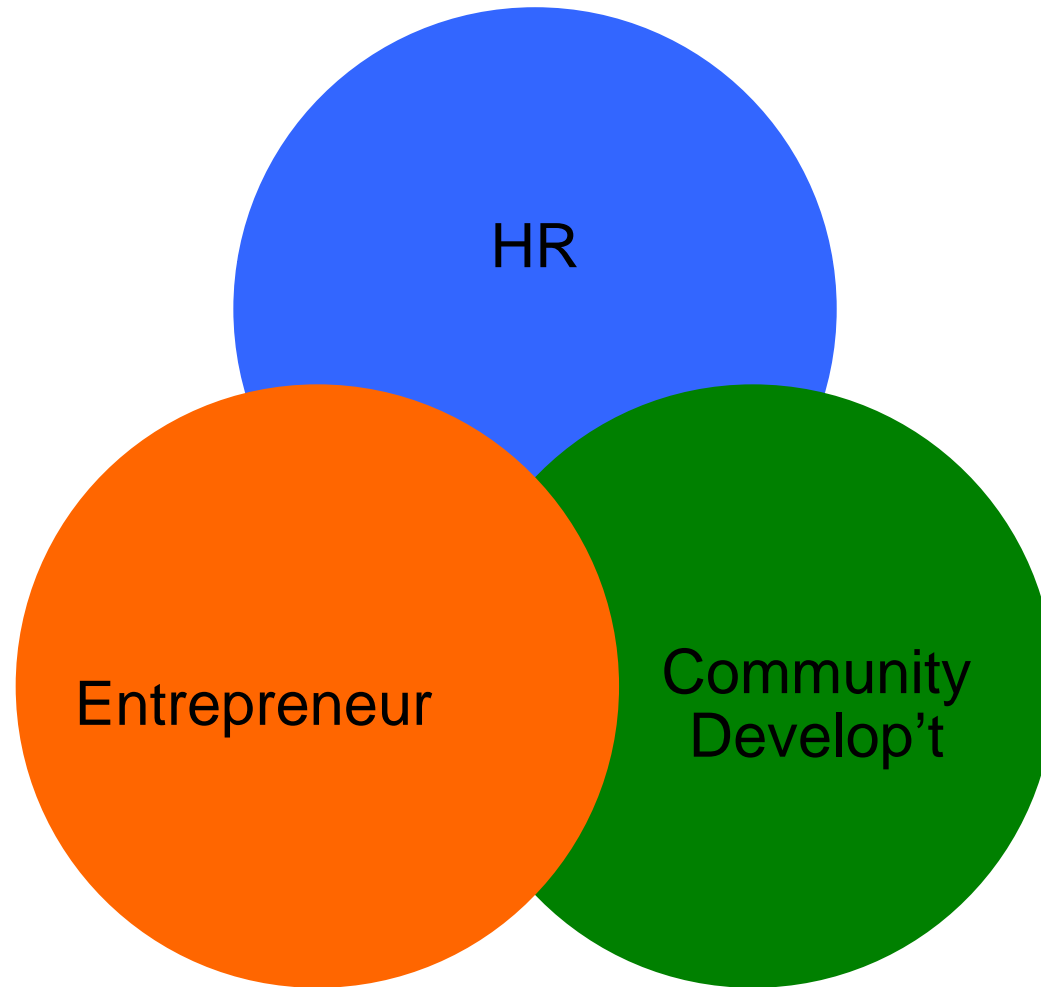
1. Resources and or budget for volunteer program
2. Training for volunteers to deliver jobs effective
3. Coping with changing demographics

Discussion?

1. Reactions?
2. Any thoughts on how we need to act as leaders?

Our Role?

Our Role



Community Development

Where we came from

Working with individuals, families or whole communities to empower them to improve their lives and the lives of others

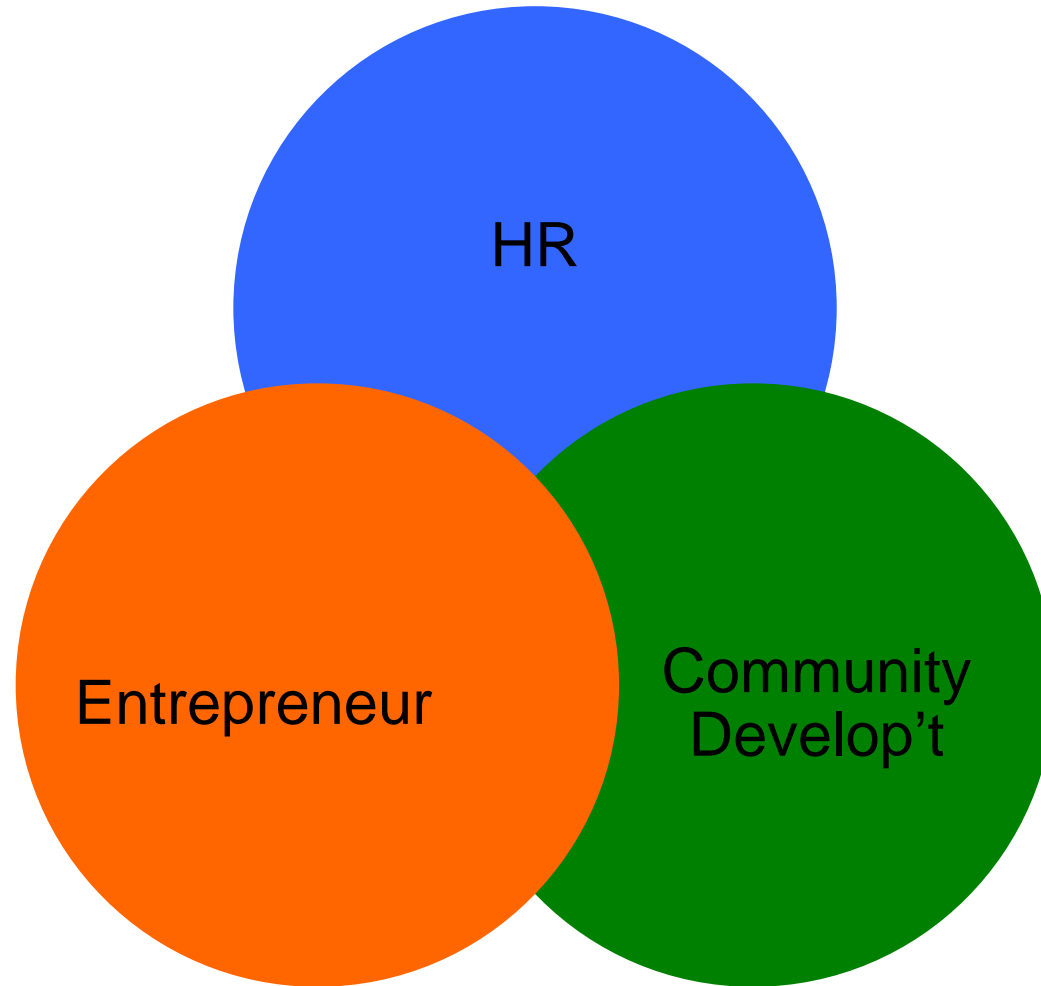
Human Resources

- The bastion of bureaucracy. Traditionally serves as systematizing, policing arm of executive management
- This is where Volunteer Management has been pulled/pushed in last seven years

The Entrepreneur

- Entrepreneurs are optimistic and future oriented;
- They have the central role in all economic activity
- The Manager of Volunteers has all of the resources of the community at their disposal for the organisation

Our Role



Our Role

We need to be carving out a role which is:

- Entrepreneurial
- Efficient in HR practices
- Grounded in Community Development

We are our own unique animal.



Signs

3. Characteristics of Leadership

1. Honest
2. Competent
3. Forward-looking
4. Inspiring
5. Intelligent
6. Fair-minded
7. Broad-minded
8. Courageous
9. Straightforward
10. Imaginative

Tom Peters

Managing Volunteers

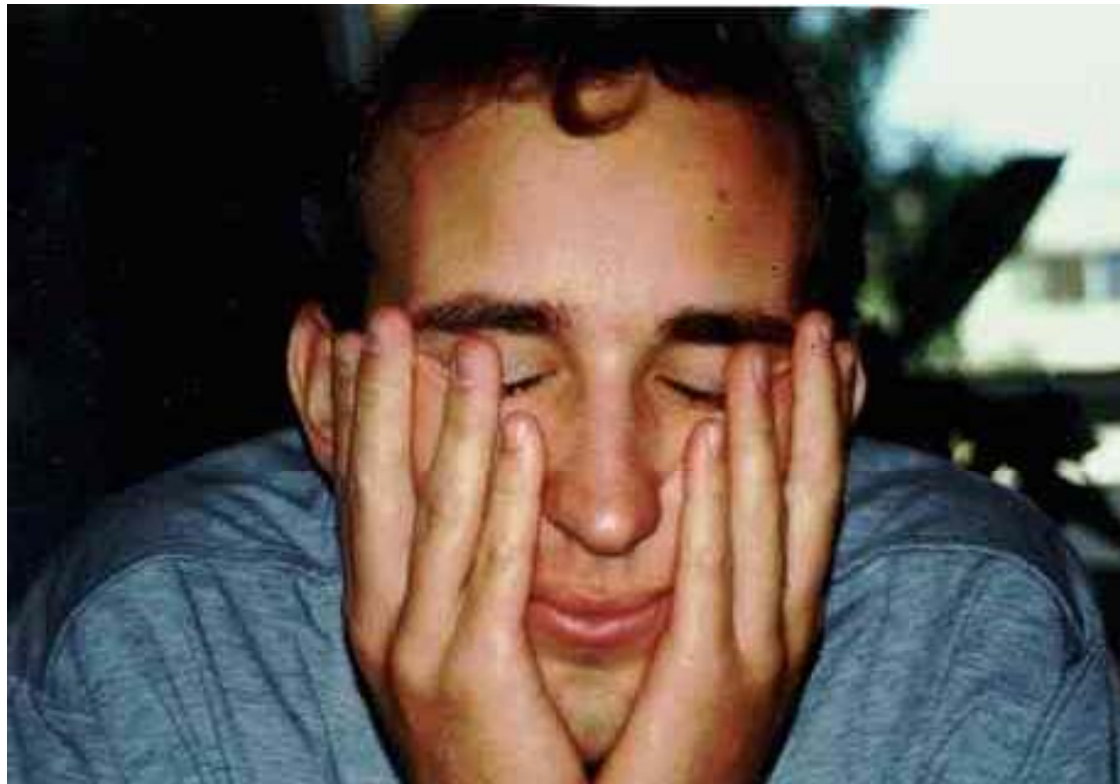
- What do you as a group believe are the three key leadership qualities needed to work successfully as a Manager of Volunteers?

4. Who are we leading?

- VDP
- VIP
- VNP
- VTP

VDP

- Very Draining People



VIP

- Very Inspirational People



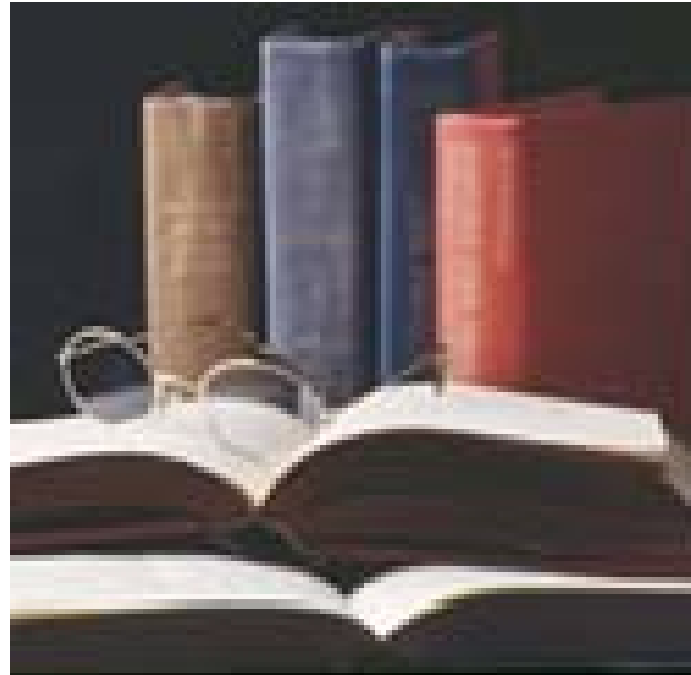
VNP

- Very Nice People



VTP

- Very Trainable People




5. Your Leadership?



Pairs

Growing as a Leader

- 1. Your Very Inspirational Person**
- 2. Your Goals for your volunteers**
- 3. Your Behaviours in your organisation**
- 4. Your Commitment to the Profession**
- 5. Your Ups and Downs**
- 6. Your Future**



There are leaders the people FEAR

There are leaders the people HATE

There are leaders the people LOVE

But when the best leaders of all

Have finished their work

The people say, 'We did it ourselves.'

- Lao Tzu., Chinese Philosopher