

The logo consists of the text "HIP" stacked above "2009" in a dark blue, serif font. This text is centered within a white square, which is itself enclosed by a dark blue border. The entire logo is centered on a solid black background.

HIP
2009

Over one-third of current
volunteers will not
donate time
next year

Source: Stanford Graduate School of Business

HIP
2009

Mismanaging Volunteers

Good Volunteer management practices	Percentage of nonprofits that use practice regularly
Matching volunteer skills with appropriate assignments	45%
Recognizing the contributions of volunteers	35%
Annually measuring the impact of volunteers	30%
Providing volunteers with training and professional development	25%
Training staff to work with volunteers	19%

Source: Volunteer Management Capacity in America's Charities and Congregations, 2004

Thinkers

Communicate	In writing
Learn	Alone – taking time to process
Value	Data. logic
Behaviour in group	Quiet, introverted
Require	Time, encouragement

Relators

Communicate	By talking
Learn	By processing in group
Value	Relationships, feelings
Behaviour in group	Extroverted, story tellers
Require	Recognition, consensus

Leapers

Communicate	By talking, email
Learn	By trial and error
Value	Progress, movement
Behaviour in group	Extroverted, take charge
Require	Activity, pacing

Leadership Styles

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Teacher

Attributes	<ul style="list-style-type: none">• Intelligent• Intuitive• Reliable
Style	<ul style="list-style-type: none">• Flexible• Confident• Consistent
Best Teams	<ul style="list-style-type: none">• Limited experience• Limited skill• Insecure
Best Situations	Team needs confidence and ability
Meeting Style	Structured, leader-led interactive

Farmer

Attributes	<ul style="list-style-type: none">• Practical• Resilient• Hard working
Style	<ul style="list-style-type: none">• Relaxed• Nurturing• Patient
Best Teams	<ul style="list-style-type: none">• Limited experience• Medium skill• Impractical
Best Situations	Team needs focus and consistency
Meeting Style	Structured, leader-led interactive

Dare Devil

Attributes	<ul style="list-style-type: none">• Fearless• Strong• Charismatic
Style	<ul style="list-style-type: none">• Persistent• Passionate• Intense
Best Teams	<ul style="list-style-type: none">• Experienced• Medium-high skill• Problem solvers
Best Situations	Team needs goal and motivation
Meeting Style	Full – Small Group – Full

Coach

Attributes	<ul style="list-style-type: none">• Experienced• Secure• Strong
Style	<ul style="list-style-type: none">• Observant• Focussed• Tough
Best Teams	<ul style="list-style-type: none">• Experienced• High skill• Over-confident
Best Situations	Team needs cohesion and focus
Meeting Style	Shared leadership

Sources – Suggested Reading

The Volunteer Spirit in Canada (Can Centre Philanthropy/Volunteer Canada)
- David Lasby (2004)

Giving and Volunteering.ca (Imagine Canada)

McLuhan and Davies Communications Inc.
www.mdctraining.ca

Managing Teams for High Performance
- Harvard Management Update Article Collection

The New Volunteer Workforce (Stanford Social Innovation Review 2009)
- David Eisner, Robert T. Grimm Jr., Shannon Maynard, Susannah Washburn

The One Minute Manager Builds High Performing Teams
- Ken Blanchard, Donald Carew, Eunice Parisi-Carew

The New Breed, Understanding & Equipping the 21st Century Volunteer
- Jonathan McKee, Thomas W. McKee