



***Special Olympics***

VOLUNTEER MANAGEMENT  
SERIES

# **MOTIVATION**

***Participant's Workbook***



## **Special Olympics Volunteer Management Series**

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- Special Olympics staff
- The Global Volunteer Resource Development Team
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**Special Olympics**

Volunteer Management Series

## MOTIVATION

## Participant's Workbook

### **Introduction:**

Many of us frequently ask ourselves, "How can I motivate my volunteers?" But we must remember that motivation comes from within. We can't motivate people; we can only provide situations which help others motivate themselves. It has been said that, "Leaders don't create motivation, they unlock it." Perhaps the greatest change in our approach to volunteer recruitment and retention is understanding a basic principle of marketing: the significance of the exchange of values. Special Olympics has needs it wants met by volunteers, but success will only occur when the motivational needs of those volunteers are met simultaneously.

At the heart of successful volunteer motivation is taking the time to discover what desires the volunteer wants to fulfill by volunteering with Special Olympics. The needs vary from individual to individual and they may change with time. Therefore, successful recruitment and retention involves on-going monitoring of what volunteers need to attract them to Special Olympics and what they need to retain their services. Too often in our pressure to "fill slots," we neglect to discover what exchanges are necessary to keep volunteers content. Understanding motivation is critical for all managers, but for those entrusted with the supervision of volunteers, it is *the* essential skill.

Many people who work with volunteers hold outdated perceptions of who volunteers are, what they need and their range of talents and diversity. It is important for Special Olympics to be kept abreast of the changing profile of today's volunteers to ensure that jobs are designed with an understanding of these trends. Staff who work with volunteers need to understand and honor motivational differences among volunteers by responding with effective and meaningful job placement, supervision, training and recognition.



## Introductory Exercise

- Recall your motivations for volunteering with Special Olympics.
- Did the Program recognize and appreciate your motivational needs? If so, how?



## Initial Observations about Motivation

- People are motivated to volunteer by a great variety of reasons... One person's nightmare could be another's dream
- Many organizations never ask why a person is volunteering.
- When your motivational needs are cared for, you will most likely continue to volunteer.



## Learning Objectives: Motivation

- Understand that success in volunteer programs involves matching a Program's needs with a volunteer's ability and motivation
- Explore the variety of reasons that people volunteer
- Determine one's personal motivational style and its impact on job placement, supervision and recognition preferences
- Examine motivation theory in light of your Program's ability to attract and retain volunteers



## Key Concepts

1. Success occurs with the simultaneous meeting of the needs of the staff, the Program and the volunteer
2. Many Special Olympics Programs need to update their understanding of who volunteers are and why they contribute time
3. Understanding different motivational styles can lead to more effective job placement, supervision, and recognition
4. Retention of volunteers is enhanced by recognizing their changing motivational needs

F-5



## Key Concept #1

Success occurs with the simultaneous meeting of the needs of the staff, the Program and the volunteer



## McClelland Theory of Motivation

The theory is based on the premise that there are three primary motivators of human behavior:

- **Achievement**
- **Affiliation**
- **Power/influence**



## If the job fits...

What type of Special Olympics job seems best suited for each personality type?



## Summary Points

- Special Olympics needs people with a variety of motivational styles to achieve our goals.
- Some conflicts arise between those with different motivational styles. It is helpful to openly recognize and appreciate the difference rather than using them as a source of conflict.



### Summary Points (Continued)

- Special Olympics must get creative in thinking through the challenge of meeting the variety of needs and style of volunteers.
- Determine what motivation people might have, examine their response to non-directive questioning such as:
  - What jobs have you enjoyed most? Least?
  - Describe an ideal supervisor.



## Key Concept #2

Retention of volunteers is enhanced by recognizing their changing motivational needs.



## Changing Motivational Needs

Important question to ask:

“What can we as a Program do to keep you involved as a volunteer in Special Olympics? You are very important to us and we sense your interest is waning.”



### Key Concept #3

Success in your volunteer program occurs with the simultaneous meeting of the needs of Special Olympics and our volunteers.

F-13



## Satisfying Everyone's Needs

What are some of the impacts of the following:

- The volunteer's needs are being met, but the needs of the Program are not being met
- The needs of the Program are being met, but those of the volunteer are not

F-14



## Key Concept #4

Many motivational issues/problems are rooted in the Program's need to update its understanding of who volunteers are and why they contribute their time.



## How is Volunteer Motivation Changing?

### **Expanding motivations for volunteering:**

- making a difference
- training or educational requirements
- business contacts
- socialization
- leadership opportunities



## How is Volunteer Motivation Changing? (continued)

### Challenges to volunteering:

- flexibility
- short term preferred
- family and group activities
- volunteers respond to causes



## SECTION II.

# PARTICIPANT HANDOUTS



## Motivational Analysis

*Each of the following groups of statements has three choices. Choose the one in each set which most closely fits your own motivations. Place an "X" before the letter of your choice.*

*Remember, there are no wrong answers.*

1.    \_\_\_ a.    When doing a job, I seek feedback.  
      \_\_\_ b.    I prefer to work alone and am eager to be my own boss.  
      \_\_\_ c.    I seem to be uncomfortable when forced to work alone.
  
2.    \_\_\_ a.    I go out of my way to make friends with new people.  
      \_\_\_ b.    I enjoy a good argument.  
      \_\_\_ c.    After starting a task, I am not comfortable until it's completed
  
3.    \_\_\_ a.    Status symbols are important to me.  
      \_\_\_ b.    I am always getting involved in group projects.  
      \_\_\_ c.    I work better when there is a deadline.
  
4.    \_\_\_ a.    I work best when there is some challenge involved.  
      \_\_\_ b.    I would rather give orders than take them.  
      \_\_\_ c.    I am sensitive to others - especially when they are angry.
  
5.    \_\_\_ a.    I am eager to be my own boss.  
      \_\_\_ b.    I accept responsibility eagerly.  
      \_\_\_ c.    I try to get personally involved with my superiors.



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6.    \_\_\_ a.    I am uncomfortable when forced to work alone.  
      \_\_\_ b.    I prefer being my own boss, even when others feel a joint effort is required.  
      \_\_\_ c.    When given responsibility, I set measurable standards of high performance.
7.    \_\_\_ a.    I am very concerned about my reputation or position.  
      \_\_\_ b.    I have a desire to out-perform others.  
      \_\_\_ c.    I am concerned with being liked and accepted.
8.    \_\_\_ a.    I enjoy and seek warm, friendly relationships.  
      \_\_\_ b.    I attempt complete involvement in a project.  
      \_\_\_ c.    I want my ideas to predominate.
9.    \_\_\_ a.    I desire unique accomplishments  
      \_\_\_ b.    It concerns me when I am being separated from others.  
      \_\_\_ c.    I have a need and desire to influence others.
10.   \_\_\_ a.    I think about consoling and helping others.  
      \_\_\_ b.    I am verbally fluent.  
      \_\_\_ c.    I am restless and innovative.
11.   \_\_\_ a.    I set goals and think about how to attain them.  
      \_\_\_ b.    I think about ways to change people.  
      \_\_\_ c.    I think a lot about my feelings and the feelings of others.

-Source Unknown



### Motivational Analysis Key

- |    |    |             |     |    |             |
|----|----|-------------|-----|----|-------------|
| 1. | a. | Achievement | 7.  | a. | Influence   |
|    | b. | Influence   |     | b. | Achievement |
|    | c. | Affiliation |     | c. | Affiliation |
| 2. | a. | Affiliation | 8.  | a. | Affiliation |
|    | b. | Influence   |     | b. | Achievement |
|    | c. | Achievement |     | c. | Influence   |
| 3. | a. | Influence   | 9.  | a. | Achievement |
|    | b. | Affiliation |     | b. | Affiliation |
|    | c. | Achievement |     | c. | Influence   |
| 4. | a. | Achievement | 10. | a. | Affiliation |
|    | b. | Influence   |     | b. | Influence   |
|    | c. | Affiliation |     | c. | Achievement |
| 5. | a. | Influence   | 11. | a. | Achievement |
|    | b. | Achievement |     | b. | Influence   |
|    | c. | Affiliation |     | c. | Affiliation |
| 6. | a. | Affiliation |     |    |             |
|    | b. | Influence   |     |    |             |
|    | c. | Achievement |     |    |             |



## **Qualities of People With **Achievement** as a Prime Motivator**

(Based on Motivation Theory by John Atkinson & David McClelland)

### **Think about:**

- Goals and how to achieve them
- Problems and how to solve them
- Strong performance and success

### **Strengths:**

- Well organized
- Innovative
- Good planner and problem-solver
- Strong initiative

### **Struggles and Weaknesses:**

- Delegating to others
- Process (they can be impatient)
- Valuing relationships and team
- Sensitivity to feelings/needs of others
- Perfectionism
- Risk taking (only calculated risks)

### **Needs:**

- Feedback (they don't like to fail)
- Challenge/opportunity to grow
- High standards, unique accomplishments
- Deadlines\Responsibility
- Check lists (and crossing them off!)

### **Best Types of Jobs:**

- Fundraising
- Administration
- Training
- Financial
- Data Gathering
- Professional tasks (for example, legal, etc.)
- Board of Directors

**Has: A Big Day timer !!!**



## **Qualities of People With **Affiliation** as a Prime Motivator**

(Based on Motivation Theory by John Atkinson & David McClelland)

### **Think about:**

- Interpersonal relationships
- Feelings (theirs and others)
- How they can help

### **Strengths**

- Good barometers of "climate"
- Team players
- Sensitivity
- Good listeners
- Good persuaders

### **Struggles and Weaknesses:**

- Over sensitivity
- Handling conflict
- Unaware of time
- Needing much reassurance and affirmation
- Overreacting
- Being alone or with many strangers

### **Needs:**

- Need to feel needed; to help
- Be with friendly people
- To feel included, liked
- To be supervised by a "leader-friend"
- Personal recognition
- Opportunities to express feelings

### **Best Types of Jobs:**

- Direct client services
- Public Relations
- Support activities
- Planning/giving recognition to others
- Leading support groups

**Has: Biggest Address Book !!!**



## **Qualities of People with Power/Influence as Prime Motivator**

(Based on Motivation Theory by John Atkinson & David McClelland)

### **Think about:**

- Impact, influence on behalf of others (social power)
- What's in it for me? Keeping the power I have (personal power)
- Leadership, prestige, and job status (both kinds of power)

### **Strengths:**

- Door openers
- Strategic thinkers
- Fundraising from individuals
- Teachers, trainers, speakers
- Working through hierarchy

### **Struggles and Weaknesses:**

- Dominating
- Argumentative, outspoken
- Intimidating (especially to Affiliators)

### **Needs:**

- Position of leadership/influence
- Public recognition
- Prestige and job status

### **Best Types of Jobs:**

- Advocacy
- Policy making
- Fundraising
- Political action
- Speaker, trainer
- Media representative
- Board Chair or Chair of powerful committee

**Has: Most Impressive Plaque Wall !!!**



|                   |                               |
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## Participant Evaluation Form

**Thank you** for taking the time to share your evaluation of today's workshop. Your critique is valued and will be considered as we continually strive to improve our support to all personnel who team with volunteers.

The learning objectives in this workshop were:                    \_\_\_met \_\_\_partially met \_\_\_not met

1. Explain the ongoing formula for success in volunteer programs: matching an organization's needs with a volunteer's ability and motivation

.....

2. Discuss the variety of reasons that people volunteer today

.....

3. Determine their personal motivation style and its impact on job placement, supervision and recognition preferences

.....

4. Appraise motivation theory in light of their organization's ability to attract and retain volunteers

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Comments:

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|                   |                               |
|-------------------|-------------------------------|
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This workshop was:

- helpful
- provocative
- practical
- well-paced
- too short
- too long

Yes

No

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Comments:

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The facilitator was:

- knowledgeable
- prepared
- organized
- enthusiastic
- good discussion facilitator

Yes

No

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Comments:

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In what ways can you utilize this material in your work?

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What, if anything, do you plan to do differently as a result of this training?

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What additional information on this on any other topic dealing with volunteers would be helpful to you in your work?

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What suggestions do you have to strengthen this workshop?

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Further comments or suggestions:

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### **Suggested Resources on Motivation of Volunteers**

#### On-Line Resources:

<http://energizeinc.com> Energize, Inc. is an international training, consulting and publishing firm specializing in volunteerism. Their goal is "to connect leaders of volunteers with resources, information and ideas generated from around the world."

<http://www.iave.org>. IAVE is "the only international organization with the mission to promote, celebrate, and strengthen volunteerism worldwide." The International Association for Volunteer Effort (IAVE) worked in close cooperation with the United Nations Volunteers and was a major contributor in establishing the International Year of the Volunteer.

<http://e-volunteerism.com/> The "Electronic Journal of the Volunteer Community," e-Volunteerism is a quarterly online publication that caters to volunteer leaders and managers.

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