



VolunteerMatch

VolunteerMatch Learning Center
Introductory Approaches

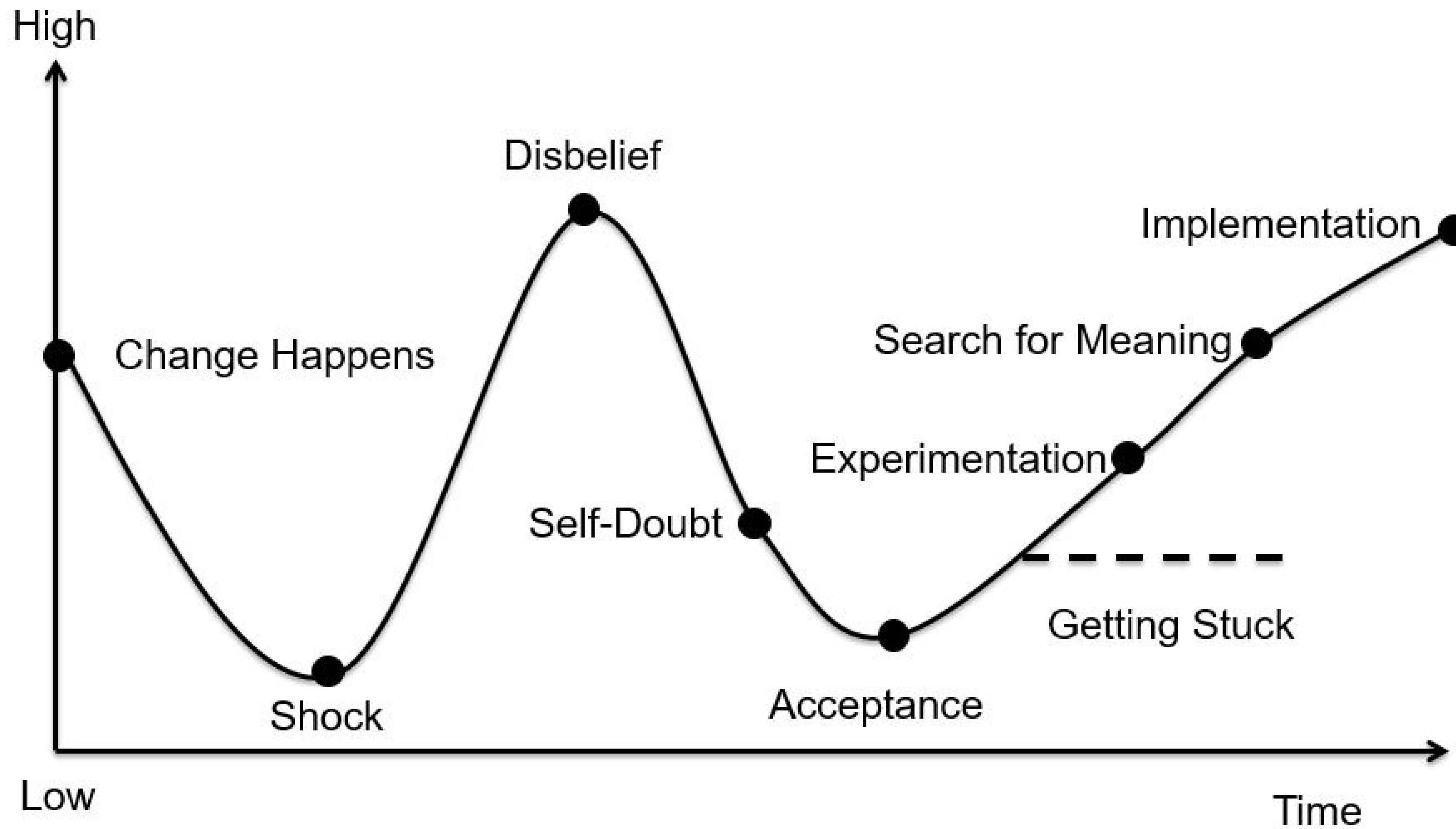
Successfully Implementing Volunteer Program Changes

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Agenda

- The seven stages of change & the emotions that come with them
- What's the problem? What needs to change? Why?
- Creating consensus and collaboration for change
- Developing clear, open and honest communication
- Creating a plan for change
- Things to think about

Seven Stages of Change



Seven Stages of Change

Status Quo leads to premonition & anxiety around change

- Shock and fear – low emotions
- Disbelief: anger, resentment – high emotions
- Self-Doubt: frustration, rational acceptance – emotions wane
- Acceptance: grief – low emotions
 - Can get stuck here with out real change/adoption. Boycott, resistance

Seven Stages of Change

Status Quo leads to premonition & anxiety around change

- Experimentation: open, curiosity – emotions rise
- Search for Meaning: Change becomes real. Question what has happened & why
- Integration: Change becomes new attitudes & behavior - emotions stabilize

What needs to change?

Both internal and external forces can prompt change

- Start or stop programs or policies
- Changes in volunteer demographics
- New or different roles/work for volunteers
- Risk management or screening practices
- Shifts in organization culture/priorities

Don't fall into the trap

It may seem “easier” to present changes as fait accompli – but it's not.

- No one likes to be told what to do or feel like they have no agency in the decision being made.
- Enact policies to “enforce” change – my way or the highway
- Remember the “getting stuck” path – you won't get to the experimentation/inclusion stages. Silent resistance, volunteer exodus
- Real change can only happen with collaboration and consensus

What needs to change?

Why When?

- Is there flexibility or is the change fixed?
- Is compliance mandatory, or can adoption happen over time or in certain roles?
- Does the change make sense or is it a power play?
 - Because I want it this way, it makes my job easier, it was important in the past
- Is it reasonable to ask volunteers to make these changes?
 - May be easier to eliminate program

Creating Collaboration & Consensus

Even if the change is fixed and mandatory engaging volunteers & paid staff in the process can lead to adoption and buy-in.

- Identify the change
- Articulate and validate the change – Build the case
- Identify the issues or personality concerns
 - Negative impact on strategic initiatives of organization

Creating Collaboration & Consensus

Discuss Problem or Issue with Supervisor or Leadership

- Provide Solution Recommendation to Organization
- Pros and Cons
- Potential Legal or Liability Ramifications
- Budget or Cultural Impacts
- Timing
- Responsibilities

Create a Clear Communication Plan

Clear communication strategy

- Roles and messages are understood and shared

Open and transparent communication

- Honesty and clarity in messages. Know what it “sounds like”

Listen and validate concerns

- Engage all in the conversation
- Be open to feedback, engage others in solutions

Be open and honest even around difficult topics

- Organizational realities, money, failures

Make a Change Management Plan

What is the current situation?

- Is the change an opportunity or a problem?
- How are constituents engaged now?

What needs to change?

- Honesty and clarity in messages. Know what it “sounds like”

Listen and validate concerns

- Are there actions or attitudes that need to change
Deliverables or outcomes?
- Focus on what could be accomplished

Make a Change Management Plan

Who are the stakeholders?

- Who is invested in how things are now?
- What actions or attitudes need to change?
- Identify your champions/challenges and identify roles

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What are the barriers?

- What (or who) is stopping the change from happening?
- What type of information or actions could be compelling?
- What are the outcomes of not adopting/addressing the change?

Make a Change Management Plan

Consider the timing

- Is there a calendar or busy season to consider?
- Is the change time bound?

Thinking about Change

Don't talk to your stakeholders like children

- No one wants to be told what to do without a stake in the outcomes

Foster open conversation and creativity

- You don't want to aim for silent compliance. Encourage your stakeholders to own and experiment with the changes.
- Be open to suggestions and feedback

Make innovation part of your culture

- Exposure to change and experimentation can prevent some anxiety.
- Give volunteers an opportunity to get involved.

Enforcing the Change

Include the enforcement plan in the handbook

- Everyone knows the rules and reference the policies

Be prepared to follow through

- Policies are only effective if they are enforced. If you said there'd be consequences, there have to be consequences

Don't be the only policeman

- Create leadership positions for volunteers
- Engage volunteers in the planning, writing and training
- Empower volunteers to enforce and monitor their own
- community

Thank you!

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