

# **Successful Use of Volunteers In Fundraising**

**Texas Department of Mental Health  
and Mental Retardation  
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**Trainer:  
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# **Effective Utilization of Volunteers in Fundraising**

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## **Workshop Outline:**

**Assessment of current use of  
volunteers in Fundraising**

**Motivation of volunteers**

**Recruitment of volunteers**

**Training volunteers in fundraising**

**Recognition**

**8 Fundraising methods**

**(Activity) - Effectively using  
volunteers in these endeavors**

**Planning for new use of volunteers**

## **Volunteers in Fundraising Inventory**

In what ways are you currently using volunteers to raise money for your organization?

What percentage of your current agency income is tied to volunteer efforts?

How can you expand the amount of money raised for your organization by effective and creative utilization of volunteers in fundraising?

# MOTIVES AFFECTING BEHAVIOR

## I. ACHIEVEMENT MOTIVATED PERSON

**Goal:** Success in a situation which requires excellent or improved performance.

**Characteristics:**

- Concern with excellence and wanting to do personal best; sets moderate goals and takes calculated risks;
- Likes to take personal responsibility for finding solutions to problems;
- Has desire to achieve unique accomplishments;
- Restless and innovative - takes pleasure in striving;
- Wants concrete feedback.

**Spends Time Thinking About:**

- Doing job better;
- Accomplishing something unusual or important;
- Goals and how he/she can attain them and obstacles and how he/she can overcome them.

(To illustrate - Sir Isaac Newton was once asked how he ever discovered gravity and he matter-of-factly replied, "By thinking about it all the time!")

## II. AFFILIATION MOTIVATED PERSON

**Goal:** Being with someone else and enjoying mutual friendship.

**Characteristics:**

- Concerned with being liked and accepted - interpersonal relationships;
- Needs warm and friendly relationships and interaction;
- Concerned about being separated from other people (definitely not the loner).

**Spends time thinking about:**

- Wanting to be liked and how to achieve this;
- Consoling or helping people;
- Warm and friendly relationships;
- The feelings of others and him/herself.

### III. POWER MOTIVATED PERSON

Goal: Having impact or influence on others.

Characteristics:

- Concern for reputation or position (and what people think of that power and influence);
- Gives advice (sometimes unsolicited);
- Strong feelings about status and prestige;
- Strong need to influence others; to change other people's behavior;
- Often verbally fluent (sometimes argumentative);
- Seen by others as forceful and outspoken.

Spends time thinking about:

- Influence and impact he/she has over others and over situations.

McClelland, however, in an article published in the Journal of International Affairs in 1970, entitled, "Two Faces of Power" points out some mistaken notions we have in this country concerning the need for power. He states we have almost totally overlooked the fact that power has two "faces"--one negative and one positive. We tend to assume any leader with power must have dominated the group and attained his power at the expense of the others. This is sometimes true, but not always.

He identifies the negative type of power as personalized power and the positive he calls socialized power. Personalized power often connotes, "I win-you lose," while socialized power connotes, "I win-you win."

#### PERSONALIZED (Negative)

I win-you lose  
Law of the jungle  
Prestige supplies (i.e., biggest desk, nicest office, newest car)  
Personal power and authority-autocrat  
Makes group dependent and submissive  
Exerts personal dominance  
Tends to treat people like pawns, not origins

#### SOCIALIZED (Positive)

I win-you win  
Exercises power for benefit of others to attain group goals  
Charismatically inspires others to action  
Creates confidence in others-helps them achieve group goals  
Makes people feel like origins, not pawns

From Marlene Wilson's book, The Effective Management of Volunteer Programs. Originally from McClelland, David, "Two Faces of Power," quoted in Hampton, Summer & Webber, Organizational Behavior and the Practice of Management.

MCCLELLAND'S MOTIVATIONAL TYPES

Some people are highly motivated by AFFILIATION needs:

They want:

- Good relationships, interaction with others;
- To be liked, accepted, included;
- Working on teams;
- People to feel good about each other
- No conflict or disagreement.

They are likely to be good at:

- Tasks offering opportunities for interaction;
- Being the social "glue" for all types of groups;
- Being perceptive and sensitive to others' feelings.

Some are more motivated by ACHIEVEMENT needs.

They want:

- To set goals and reach them;
- Concrete measurement of success;
- To be able to check things off lists;
- Regular feedback on results.

They are likely to be good at:

- Short term projects;
- Organizing fundraising events;
- Developing new systems.

Many are motivated by POWER needs.

They want:

- Recognition from peers and superiors;
- Accomplishments that are visible;
- To have their opinions heard and respected;
- Prestigious titles.

They are likely to be good at:

- Chairing a new fundraising event;
- Recruiting service club types to work for you;
- Public relations, building recognition & support;
- Speaking to local government.

**SOME QUESTIONS TO HELP US MATCH JOBS WITH MOTIVATIONS:**

**Will it meet the needs of people with Affiliation needs?**

1. Is it a team task, or an "alone" task?
2. How many people does the job require, or allow, regular interaction with?
3. Is there time while doing the job to interact with others without disturbing other work going on?
4. Can the volunteer develop long term relationships while doing this job?

**Does it meet Achievement needs?**

1. Will it be clear when the job is done, or is it ongoing and unending? Will success be apparent? Can "milestones" be built in?
2. Does it allow the volunteer to solve problems, decide methods and strategy?
3. Is there regular feedback on accomplishments?
4. Does it offer independence and challenge?

**Does it meet Power needs?**

1. Will success result in acclaim, recognition, or other public reward from peers and superiors?
2. Does it offer authority over others, control of work and methods, decision making authority?
3. Does the job require working under close supervision? Can it be restructured to offer more independence, or would that cause you too much anxiety?
4. Does the job have a prestigious title?

# **Training for Fundraising Volunteers**

## **Methods:**

- 1. Fundraising expert on staff trains volunteers**
- 2. Bring In outside trainer**
- 3. Use video training tapes (i.e. Kim Klein)**
- 4. Share articles and books on fundraising**
- 5. Develop scripts for person to person solicitation**
- 6. Use materials from previous fundraisers**
- 7. Train new volunteers by experienced volunteer**
- 8. Send volunteers to fundraising classes**

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## **Tips on Asking for Money - - Without Fainting**

- 1. Remember, you are not begging --You are offering people an opportunity to help make something happen, meet a special need etc. etc.**
  
- 2. The buddy system helps in the beginning, go in tandem to ask for support. (preferably an experienced volunteer with a "volunteer in training".)**
  
- 3. Before you ask, you should give. Then you can say, "Join me...."**
  
- 4. The best people to ask another person: (in order of success) friend, peer, chair of the Board, Executive Director, Development Director, Consultant.**
  
- 5. Volunteers are generally far more effective in asking for support than are paid staff - who have a vested interest (i.e. salary)**
  
- 6. Volunteers need training and attractive materials to feel secure and prepared for the task of asking for support. (Role playing is good experience in learning how to respond to all the ways people may respond to your funding request.)**

# **Fundraising Methods**

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**Special Events**

**Annual Donor Drive**

**Major Donor Drive (Capital Drive)**

**Corporations/Foundations**

**Planned Giving/Wills/Memorials**

**Direct Mail**

**Public (Govt.) Funds**

**Endowment Fund**

## **Small Group Discussions:**

**Fundraising method:** \_\_\_\_\_

1. Consider the varied ways of volunteering (clerical support, direct or in-kind solicitation etc.) and varied types of volunteers (power, achievement, affiliation) that could be used in this type of fund development.

What type of organizational structure would you recommend for oversight of the volunteer efforts?

What type of volunteer leadership is necessary?

2. Where & how could you recruit these volunteers?  
(internal &/or external recruitment - i.e. Board members clients, community etc.)

What benefits would there be for these volunteers?  
(i.e. Why would they want to be involved?)



VOLUNTARY ACTION  
CENTER

# Valley Volunteer Center

333 Division Street, Pleasanton, California 94566 (415) 462-3570

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Dear

As your colleague, I am aware that you are a professional who truly cares about and contributes to organizations that make the Valley a great place to live and work. Like you, I receive numerous requests for financial support. This makes it necessary to select organizations that are creatively meeting community needs and being efficiently managed. I donate to the Valley Volunteer Center with full confidence that my gift is effectively used to support the myriad outstanding community services which this agency provides. The Valley Volunteer Center has been a source of pride to our community for eleven years, and it is considered one of the finest Volunteer Centers in the nation.

Some of the unique programs the Volunteer Center provides are featured on the enclosed pictorial insert. To continue to provide these vital services, the Volunteer Center must annually raise over \$200,000 through private sources: local donors, private foundations, United Way and its popular fundraiser, "Taste of the Valley". This agency could not exist without generous annual support from community minded professionals.

I encourage you to join me now in supporting this outstanding organization!

Sincerely,

P.S. Your charitable giving will lose some of its tax benefits after January 1, 1987, so we encourage you to respond in December. Happy Holidays!

# Motivational Analysis

Each of the following questions has three choices. Choose the one in each question which most closely fits your own motivations. Remember, there are no wrong answers. Place an "x" before the letter of your choice.

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 is 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 mad.
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.
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.

# Motivational Analysis Key

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

## **VOLUNTEERS IN FUNDRAISING**

1. How are volunteers currently assisting your fund raising endeavors?
2. What are your issues/concerns/problems regarding the use of volunteers to raise funds for your program?
3. What are your goals for increased utilization of volunteers in fund raising?

Betty Stallings  
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