

Engaging a cross- generational volunteer force

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Agenda

Topic
Trends and transformation
Generations at work
Generational Differences- Small group discussions
Purpose across generations
Finding Purpose - Small group discussions
Panel discussion
Q&A

Trends and transformation

The world is changing due to Megatrends

The megatrends are the big changes that are disrupting the economy, business and society as a whole and therefore it is important for us to understand how to respond and adapt to the changes they will bring.



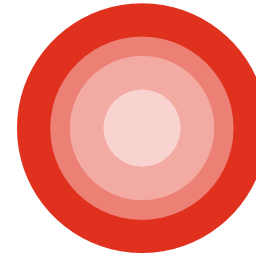
*Demographic
and social
change*



*Shift in
global
economic
power*



*Rapid
urbanization*



*Climate
change and
resource
scarcity*



*Technological
breakthroughs*

Implications of global trends affecting US forestry industry

The number of forestry programs at universities is decreasing

Expanding global economies are stimulating consumption worldwide, creating market opportunities

A lot of forest land will be converted to agricultural land due to the increase of food production

Divestiture of land from forest manufacturing has implications on workforce needs

Global demand for housing is growing more rapidly than the population

Bio-energy development will mean new markets for wood and variable prices

Cyclical nature of forest industry creates “boom and bust” situation for employees

More women are entering professions in the forestry industry but it is still a male-dominated field in certain regions

Corporate responsibility and volunteer trends

Charitable giving

- Charitable giving by individuals/households is expected to grow by more than 4% again (above average growth) in 2017.
- Volunteers that are personally invested in a nonprofit's mission are more likely to donate.

Pro bono services

- Nonprofits are becoming more comfortable with engaging corporations or volunteers for pro bono services that are meaningful for the volunteer and build the capacity of the nonprofit at the same time.

Purpose

- Employees want more than the traditional donation and volunteerism programs. They want to be part of something bigger and are ready to roll up their sleeves to make an impact on social and environmental issues.

Volunteer participation

- Volunteer participation hit record-low in 2016; volunteer rate dropped to 24.9%. This downward trend began in 2014 and continues.

Demographic trends

- Women, and people ages 35-44 years are most likely to volunteer.
- Volunteer rates are lowest among people ages 20-24.

Tech-driven support

- Nonprofits are leveraging technology to generate support or fundraising through crowd funding and creative marketing.

Attracting and motivating talent



Connection

Connecting the individual to the collective

How well is your organization able to connect your goals to the interests and passions of its employees, volunteers or stakeholders? How do your programs create a sense of belonging or community?



Consistency

Embedding your change effort across the company

How consistent are your engagement programs with larger organizational goals as demonstrated by a clear alignment between words (communications) and deeds (operations, policies, and working streams)?

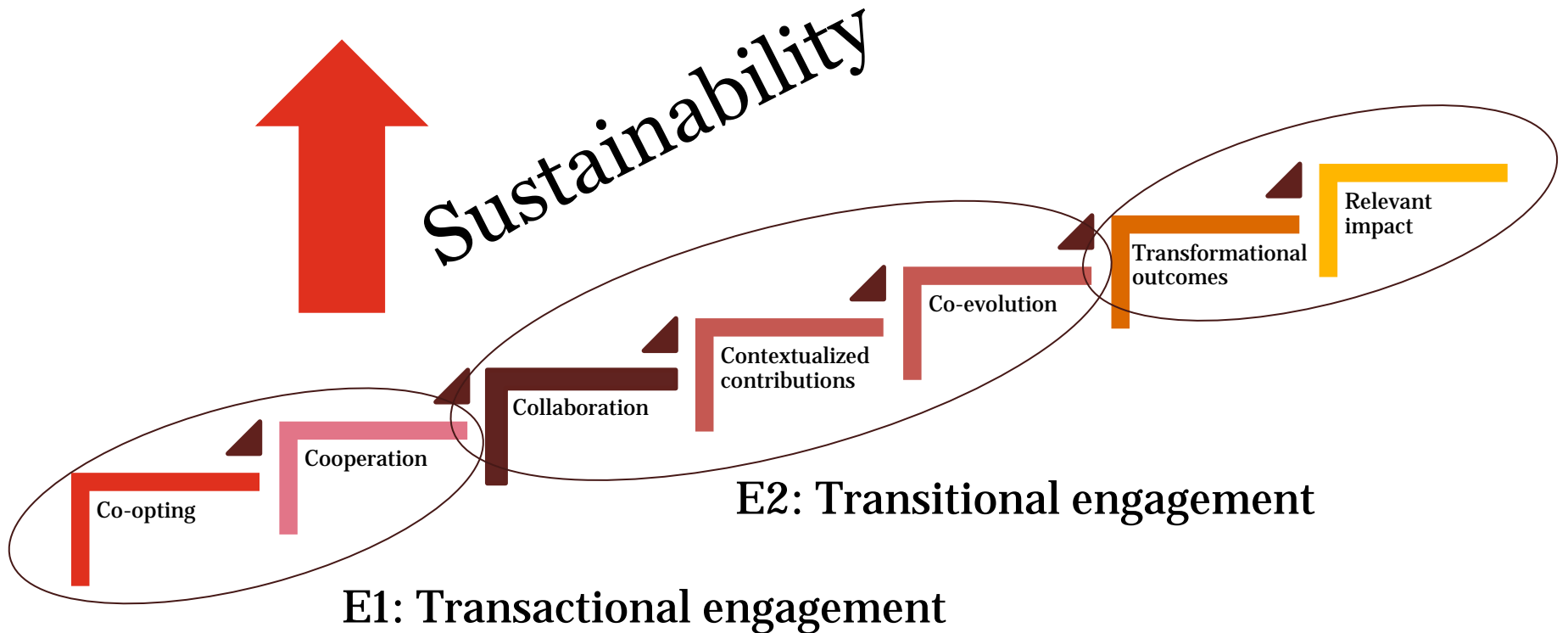


Continuous improvement

Improving engagement over the long-term

Is your organization's change effort seen as a tick box exercise or a long-term opportunity to continually improve and engage staff, volunteers and stakeholders?

Sustainability of volunteer engagement



Generations at work

When you were born makes a difference

Traditionalists
(1900-1945)



Committal needs:

- Respect from authority
- Long-term career
- Job security

Baby Boomers
(1946-1964)



Basic needs:

- Independence
- Achievement of goals
- Work-centric focus

Generation X
(1965-1980)



Transactional needs:

- Control over work
- Development opportunities
- Pay satisfaction

Millennials
(1981—1995)



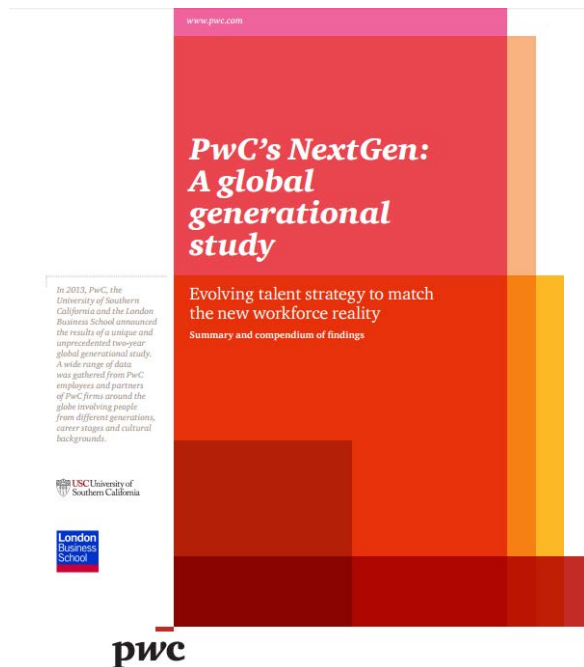
Social needs:

- Team cohesion
- Supervisor support & appreciation
- Flexibility

Generation Z (1996-2000) is starting to be studied on behaviors and preferences.

PwC published studies on millennials

PwC's NextGen: A Global Generational Study



Millennials at Work: Reshaping the workforce study



In collaboration with London Business School and University of Southern California

PwC's NextGen study is the largest global generational study

18 territories

44,000
surveys completed

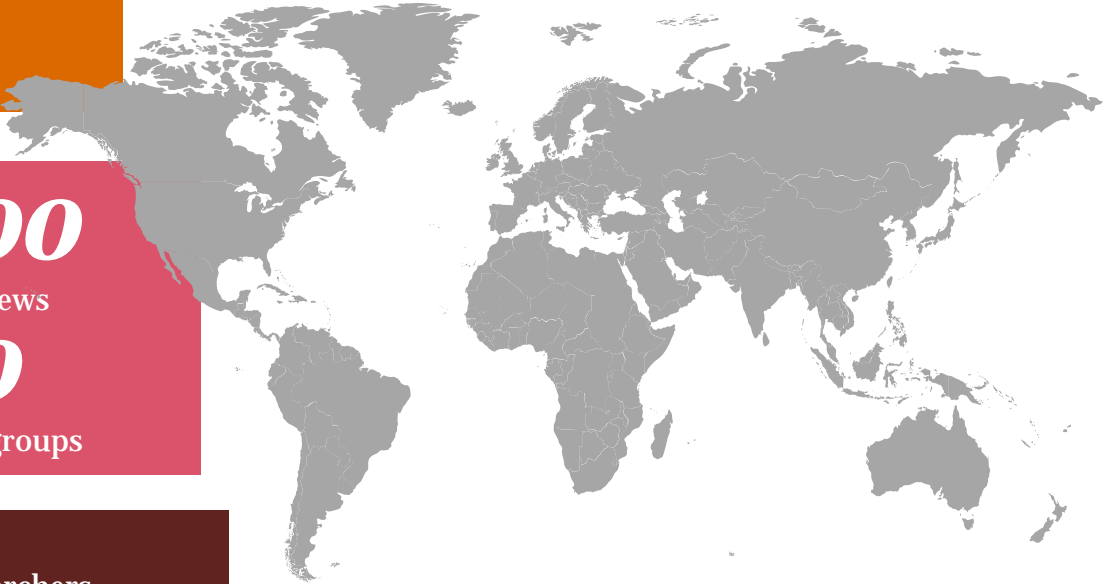
1,000 millennials

45 leaders

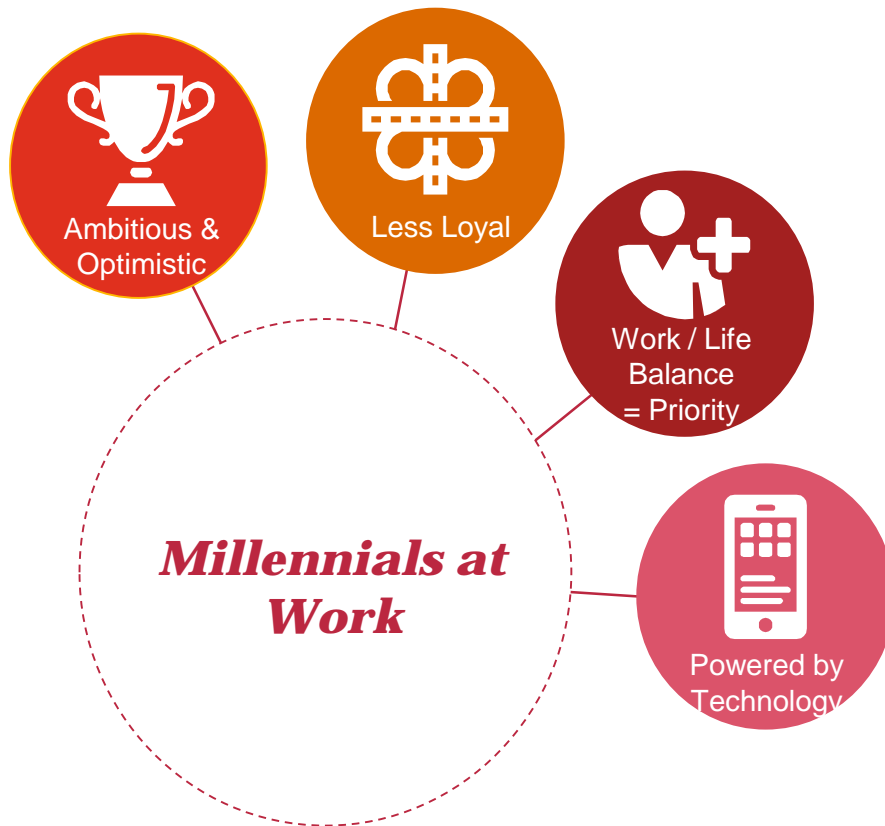
300
interviews

30
focus groups

12 researchers
from USC & LBS



Retaining millennials is one of the biggest talent challenges for companies



Traditionalists



- Long-term career goal
- Grateful attitude towards work

Baby Boomers



- Workaholics
- Focus on organizational needs

Generation X



- Move more freely between jobs
- Work smarter, instead of harder

Provide opportunity for impact

I expect to make a social or environmental difference through my work

65%

37% ***IN THE NEXT
FIVE YEARS***

28% ***LATER IN LIFE***

Bring meaning to their work



More millennials

say their work is repetitive and boring and have a lower tolerance for meaningless work

Make sure your people know **why** they're doing what they're doing!

Be transparent

Lack of information and control leads to dissatisfaction...

***Only
56%***

of millennials feel
in control over their
career

49%

of non-
millennials

*In a world of
transparency,
be transparent!*

Provide frequent recognition

This is not just about money, it's also about feeling appreciated!



96%

Want to talk about their careers face-to-face

“We all need a pat on our backs. Appreciation and recognition are important aspects of our professional lives. Appreciation is the spark that keeps the fire in me alive.”

—Millennial Jammer

The grass always seems greener...



Possible job opportunities ... and more money!

69% of millennial employees believe they can find a job elsewhere

On average, millennials believe they can make 33% more \$

How people compare their jobs with alternatives and whether they perceive their pay as equitable – this plays a key role in retention and job satisfaction.

Quick wins for better engagement



Be flexible and to allow for better work-life balance ...

Bring some ***meaning*** to your team members' work ...

Be ***transparent*** with your people and show them the 'love'

Provide ***frequent recognition!***

Create an environment where they want to stay



***Create an
engaging
environment ...
make them want to
stay and thrive***

... and learn!

Volunteering is a contributor to employee retention

A number of factors drive employees' emotional connection with the firm and, therefore, retention. Employees that volunteer at PwC are shown to stay with the firm longer, outperform their peers and have a more positive work experience overall.



Small group discussions

Discussion Questions

Generational differences towards work and volunteer opportunities may change your approach to recruiting and engaging volunteers.

What challenges do you face while recruiting new volunteers across all generations?

As a non-millennial, what do you want millennials to know or as a millennial, what do you want the rest of us to know?

What are three things you might do differently once you are back in your own states based on PwC's insights?

Purpose

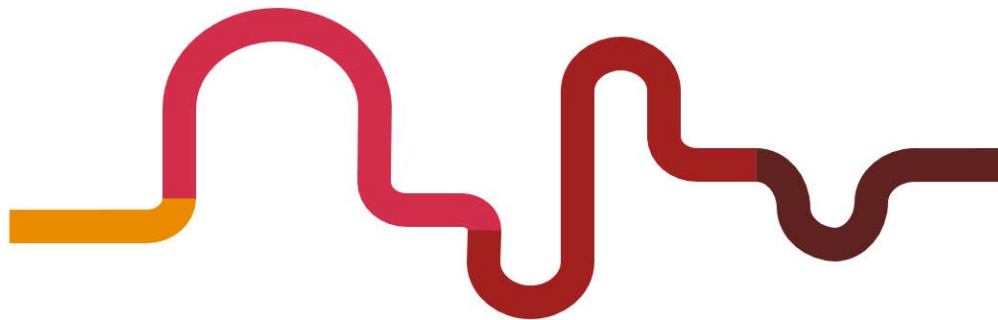
Purpose is a journey

Purpose articulates ***why*** we do what we do as individuals, teams, and an organization.

Purpose is a journey, not a destination or final state.

Purpose is considered a “north star” that guides all that we do. It should be reflected on and reexamined regularly to ensure relevance amidst changing conditions, priorities, and capabilities.

At the individual level, having a strong sense of purpose means feeling fulfilled mentally, physically, emotionally, and spiritually by the pursuit of a higher calling that you consider worthy of your limited time and energy.



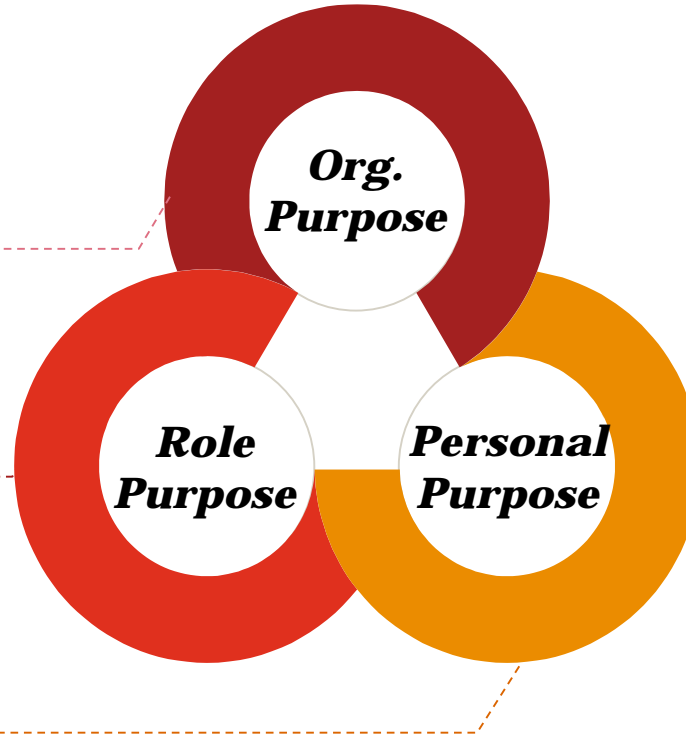
Purpose across three lenses

Purpose can be an elusive topic. We find it's best understood through three lenses:

Organizational purpose
Why the organization exists.

Role purpose
Why a role exists in the organization.

Personal purpose
What motivates someone in life; their "why."



Realizing a sense of personal purpose

To begin to realize a personal sense of purpose involves ***identifying what motivates you***. Most people find purpose in life and work through one of the following:



Relationships. You are energized by interacting with others and working together toward a common goal.

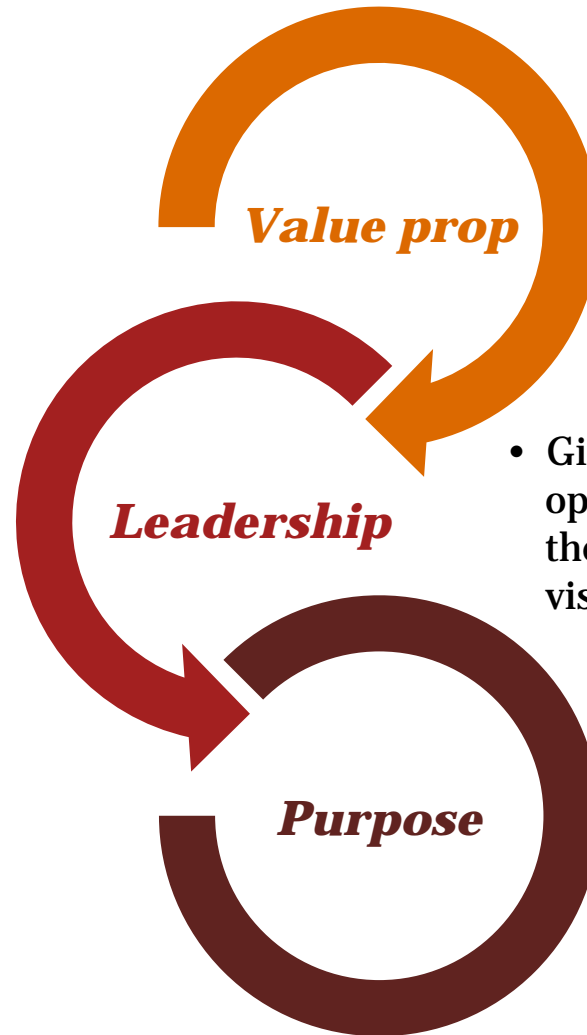


Doing something greater than yourself. You find fulfillment in doing your part to have bigger impact on others.



Personal growth & challenge. You are at your best when you are learning and developing yourself.

Building up emerging leaders across generations



- Provide a compelling value proposition, which may need to be virtual and visual in addition to relatable

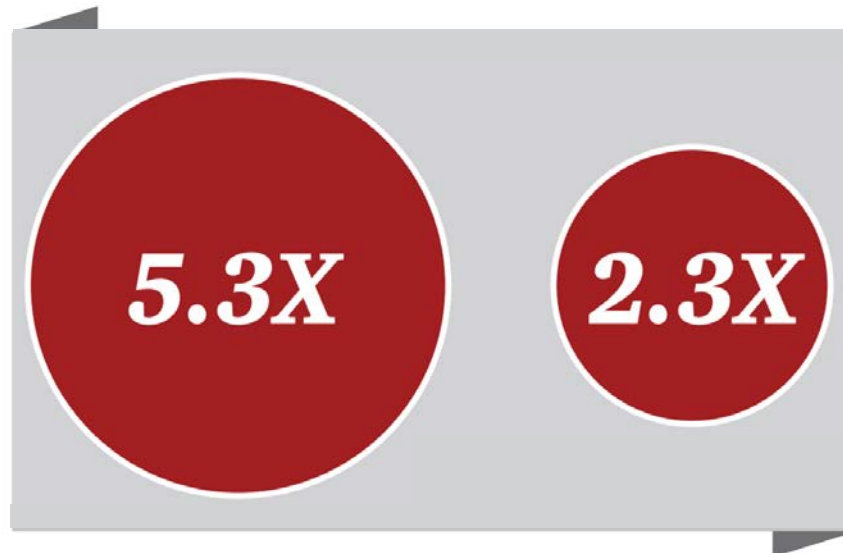
- Give them leadership opportunities and a seat at the table. Make their role visible and challenging

- Show them how the work they will do will contribute to a greater purpose for societal impact

Linkage between loyalty and sense of purpose

Once volunteers and emerging leaders know how their role and work is contributes to the organization's purpose, there is a greater sense of loyalty to the organization.

Millennials are 5.3X more likely to stay when they have a strong connection to their employer's purpose. Non-millennials are 2.3X more likely to stay when they have a strong connection to their employer's purpose.



Small group discussions

Discussion Questions

Finding purpose is not instantaneous – it is a journey and will look different over time.

*What is your purpose?
What events in your life
helped you to identify and
define your purpose?*

*How have you seen
purpose influence
volunteers?*

*How has your purpose
changed over time?*

*What ideas do you have to
engage emerging leaders
through purpose?*

Panel discussion

Panelists



Sophie Beckham / *Global Forest Stewardship and Sustainability Manager / International Paper*



Jim Karels / *Director / Florida Division of Forestry*



Jennifer Z. Snow, MBA | *Director of Accountable Communities / Greenville Health System*

Q&A

Thank you!

Appendix

Generational preferences pose different challenges and opportunities for the workplace

	Traditionalists	Baby Boomers	Generation X	Millennials
Famous person	Clint Eastwood	Oprah Winfrey	Julia Roberts	Mark Zuckerberg
Core Values	Discipline, Loyalty, Savers	Equal rights, Personal Growth, Work	Diversity, Educated, Independent	Achievement, Confidence, Social
Attributes	Conservative	Competitive	Flexible	Ambitious
Work ethic	Dedicated	Driven	Balance	Entrepreneurial
Technology	Adapted	Acquired	Assimilated	Integral
Entitlement	Seniority	Experience	Merit	Contribution
Work/Life Balance View	Work hard to maintain job security	Hesitant to take time off; work/life imbalance	Not afraid to take time off; balance	Balance work, life, community, self development
Work Environment	Conservative, Hierarchical	Flat, Democratic, Equal Opportunity, Warm	Efficient, Functional, Informal, Positive	Collaborative, Creative, Flexible
Career Development	Move up within the organization	Move up based on seniority	Pro-active approach; new experiences	Crave experiences; willing to move jobs

Generational preferences impacting volunteers

	Traditionalists	Baby Boomers	Generation X	Millennials
Famous person	Clint Eastwood	Oprah Winfrey	Julia Roberts	Mark Zuckerberg
Fundraising tips	Conservative planned giving, one-on-one meetings, no e-mails, personal letters	Aggressive planned giving, appeal to idealism, get them involved	Use humor, creatively use technology, understand family is priority, minimal meetings	Focus groups, ask opinions, put in charge of technology, utilize networks, link cause to sustainability
Communication method	One-on-one, memo	Phone; call me anytime	Cell phone; call me only at work	Internet, e-mail
Mentoring tips	Support long-term commitment, show support for stability, respect experience, use testimonials from nation's institutions	Teach work/life balance, show how to help manage time efficiently, pre-assess comfort level with technology, do not micro-manage	Casual environment, allow flexibility, be appreciative, providing development opportunities, follow-up on commitments	Be flexible, offer customization, assist with achievement of goals, honor optimism, offer peer-level examples

It's all about purpose

Purpose is an imperative for all employees and volunteers across generations, but millennials and women are the future of the workforce.

What is purpose?	Relationships A deep connection to co-workers and community	Growth The ability to learn and grow professionally	Impact Being part of something greater than yourself
Millennials are the purpose generation	71% of millennials want their coworkers to be their second family.*	65% of millennials say the opportunity for personal development was the most influential factor in choosing their current job.*	72% of millennials consider having a job with impact to be important.*
Women lead with purpose	Women employees value relationships at work three times more than their male counterparts.*	Practicing self-development is among the top three differentiators of women leaders relative to men.*	Women are more likely than men to make impact a high priority in their career.*

Source: <http://www.businessinsider.com/millennials-want-to-be-connected-to-their-coworkers-2013-6>

