

# Appendix One:

## Nine volunteer motivation segments

Below is a summary of the nine different volunteer motivation segments identified through the research. For each group, an overview and key points relating to managing volunteers with the particular motivation are outlined.

### Investors

- These are volunteers who are willing to give their time so others, or their sport, will achieve and be successful.
- Investors have been so named because they want to act as a catalyst for positive change in others and spend their time so that others may achieve physically, emotionally or socially.
- Investors want to be recognised for having contributed to a successful outcome.
- They are looking for results from their volunteering and are looking for the volunteer environment to help achieve these results.
- They are the type of people who want to use their time and skills productively and efficiently and value the good use of their time to enhance the performance of others.
- These people want to get back what they have put into helping others. They seek acknowledgement for the time and effort they have put in.

### KEY IMPLICATIONS

- The Investor mindset appears to be a key one, and often sits alongside other motivations or barriers people hold for sport volunteering.
- For this reason, providing volunteers with a sense of achievement will help to position volunteering more positively.
- Investors rate achievement and making a difference highly and they want to see and experience the results of their 'investment'.
- The volunteer experience for these people can be increased by ensuring that achievements are made explicit. Organisations should acknowledge in all forms of communication exactly what has been achieved because of volunteers, from the small to the large, from new skills learnt, to wins achieved by the team, to the number of new players in a sports code.
- Sport organisations can reinforce the volunteer experience by placing importance on their volunteers' time and investment and explicitly acknowledging just how valuable they are to the club. Organisations should ensure processes and practices are developed that respect and protect the value of Investors' input, such as ensuring there are codes of conduct for players and spectators that advocate respect for Investors' time and efforts.

## Aspirers

- Aspirers are volunteers who have a drive to obtain a level of respect and prestige.
- These volunteers need to feel important, recognised and appreciated, and enjoy other people looking up to them.
- Aspirers may see volunteering as an opportunity to obtain recognition and achievement, possibly more so than in other areas of their lives.
- Aspirers often strive to reach a high level of status in volunteering (e.g. coach or referee) because of the large amount of skill and achievement that are associated with these positions.

### KEY IMPLICATIONS

- It is important that Aspirers get visible expressions of appreciation and that their contribution is valued. Prizes could be presented to these volunteers in front of others.
- Often the greatest rewards and recognition for Aspirers are from peers and those higher up.
- Providing a sense of a volunteer career pathway and career planning helps Aspirers to know where volunteering can take them.

## Masters

- Masters want to influence others through transferring their knowledge and passing on their skills.
- Masters want to control their environment and invest in their personal identity. These people consider themselves to be experienced and knowledgeable and expect others to turn to them for advice.
- Masters appear willing and confident to take on responsibilities, especially in higher level roles.
- 'Mastery' in the context of sport volunteering is used to mean having particular skills and ability in sport, but it also refers to having skills to shape the infrastructure of sport organisations.

### KEY IMPLICATIONS

- Some Masters are not sure of how to apply their skills to sport volunteering. It needs to be made explicit to people exactly what skills the sport organisation is looking for. This may activate the Master in people who were otherwise inactive.
- Masters like to improve organisation and efficiency, so will probably respond positively to codes of practice for players and parents. Guidelines, policies and practice for volunteering are also well received by Masters.
- Masters are also ideal for testimonials on websites, with particular attention being paid to their skills and how these skills were used for volunteering.
- Acknowledging Masters will increase the likelihood of their continued commitment to volunteering and will make the roles Masters carry out more attractive to others.

### Skill Seekers

- Skill Seekers are looking for opportunities for skill development and increased knowledge. This can involve organisational skills, personal development, interpersonal skills and technical skills.
- This mindset fits with many young people and those with career aspirations.
- Having access to a mentor for Skill Seekers is seen as ideal because this provides them with guidance and a person to communicate their needs to.

#### KEY IMPLICATIONS

- We need to give people the opportunity to understand what potential skills they can learn through sport volunteering and give them the option to use volunteering in this way.
- However, because of its self-focused nature, it is critical that skill seeking is not positioned as the primary goal for sport volunteering.
- People recruited on the basis of a focus on skill development may only have a shallow commitment to sport volunteering and may not return the investment made in them. This may undermine the integrity of the commitment volunteering requires.
- Mentoring programmes need to be a priority because of the level of skill development that can occur.
- Skill Seekers benefit from knowing how to leverage and transfer their skills for paid employment. This can be carried out by mapping out a 'volunteering career path' so people can see what skills can be obtained as they progress as a volunteer.

### Cautious but Keen

- Many potential volunteers lack confidence in their ability to undertake sport volunteering. The people in this Cautious but Keen segment are keen on the idea of volunteering, but cautious because they are full of self-doubts about their abilities.
- This anxiety in a group, club or organisational setting means people are unlikely to put themselves forward. A key factor in deterring Cautious but Keen people from volunteering is their perception of their lack of credibility with a team of players.
- Cautious but Keen people perceive sport volunteering to be about a large amount of responsibility, no support and no financial benefits. Many believe they will get overloaded and many are young people who are needing to build their life skills.

#### KEY IMPLICATIONS

- There needs to be active management of pathways into volunteering. People need to feel free to take risks and try things out, but with safety nets in place.

Strategies to build confidence that could be considered are:

- Compulsory volunteering.
- Mentoring and Support in Roles.
- Training and skill development, especially in working with groups and managing others.
- Providing a psychologically safe volunteering environment, by being really clear about what the role requires and what the responsibilities are.

### Cultural Norms

- The people in the Cultural Norms segment are motivated to give of themselves in unpaid activities for sport to fulfil cultural expectations.
- The benefits of volunteering are those derived from being together and building kinship ties within whānau groups and the community. Most of these people do not see themselves as volunteering but as reciprocating what is contributed within the whānau group. Giving in unpaid activities is reciprocated by the overwhelming sense of whanaungatanga and belonging gained.
- This segment was found to be mostly Māori sport volunteers but the motivations may also be present in Pacific sport volunteers, owing to the collective drivers of this cultural group.

#### KEY IMPLICATIONS

- To cater for the needs of people who fit the Cultural Norms segment, sport volunteering needs to be positioned to highlight the mana (honour) that Māori and Pacific people associate with volunteering.

### Time Poor

- The Time Poor segment will contain volunteers with multiple demands on their time, who resolve this conflict by limiting how they spend their time.
- These people are cautious about committing to sport volunteering and would seek clarity about the exact nature of the time commitment before volunteering.
- Time Poor people are looking for lower risk commitments in shorter time blocks, perhaps with shared responsibility within a role.
- People in this segment look to sport organisations to provide a high level of structure so they can put boundaries around volunteering.

#### KEY IMPLICATIONS

- Time Poor people may be persuaded to volunteer if they are able to meet their time commitments.
- It is important to build certainty over time commitments and roles by communicating the efficiencies in the sport organisation.
- Organisations should inform people about volunteer roles that require a small amount of commitment and time. This could partially overcome the negative image of volunteering as a time-intensive activity.
- Creating less time-intensive entry level roles and positions will leave people open to other possibilities and create confidence in their ability to integrate the role with their other responsibilities.
- Sport organisations need to consider keeping volunteer roles highly structured so that volunteers are not overburdened.
- Volunteers should be given the option to share their role responsibilities with someone else.
- Organisations should keep potential and lapsed volunteers informed about volunteer roles via newsletters while acknowledging that volunteering is not possible for some people in some situations.

## My Time

- My Time people have made a conscious decision to spend their time freely in ways other than volunteering. These people may have volunteered previously for a number of years and now sport volunteering does not fit with their lives.
- Lapsed volunteers in this segment often planned their exit from volunteering (e.g. retirement), especially when they were involved in a volunteer position with a large amount of responsibility. Potential volunteers in this segment were often postponing volunteering so they could spend time in other ways (e.g. for youth socialising or studying).

### KEY IMPLICATIONS

The My Time segment is rather difficult to encourage into volunteering because of their conscious decision to use their spare time in ways other than volunteering; however, the following strategies may persuade some My Time people that their time may be best spent volunteering:

- Acknowledging those people who have volunteered extensively before and their need for a break from volunteering.
- Making a link, for those older My Time volunteers who have not volunteered before, to their grandchildren who are playing sport.
- Focusing on the value of the experience and wisdom of older My Time volunteers and the need for them to pass this on to younger generations.
- Targeting those people who would consider volunteering in the future, especially young potential volunteers by providing them with information that gets sport volunteering on the radar.
- Informing young My Time volunteers of the options available to them in terms of the different sport volunteering roles.
- Emphasising the fun and social aspects of sport volunteering.
- Emphasising the value of sport volunteering in terms of skills development, investing in other people and achievement.

## Frustrated Defectors

- People accept that when they are volunteering they are in a different context from the paid workforce. Overall it has been found that people show high levels of goodwill to sport organisations, but for many there are high expectations around organisational management and efficiencies.
- Frustrated Defectors appear worn down by the negative aspects of volunteering within a sport organisation. These people are frustrated from participating in a group, club or organisation and are looking for more engagement, involvement and autonomy from the sport organisation.
- Frustrated Defectors look for opportunities to strengthen their relationship with volunteering and are looking for more respect and inclusion overall.
- Frustrations arise in many areas, from being taken for granted, to organisational politics and agendas. These people feel that communication channels are not effective and that they have a lack of voice and influence.