

Managing Expectations

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At the heart of
healthy communities

Attend 

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Attend...?

Welcome to Attend



We support people and organisations who are making their communities healthier and happier. We offer a range of services including insurance, training and bespoke projects.

About us

Attend is a national charity that supports and expands the roles volunteers play in creating healthy communities.

Get involved

There is always something happening at Attend. Whether it's an event, a project, some training, a conference or a volunteering opportunity, we hope there will be something you want to get involved with.

Latest news

[Attend Chief Executive, David Wood interviewed for BBC Northampton](#)

[Estuary League of Friends Win Prestigious Award](#)

[Sexual Abuse & Sexual Violence Awareness Week 2017](#)

[The League of Mercy Nominations 2017](#)

[Friends of Savernake Hospital and the Community](#)

Formerly...

The National Association of Hospital and Community Friends

“Managing volunteers – that must be fun...”

Working with volunteers?
...that must be fun!

Not every day
Your Majesty!



The Competing Values Framework

Individual Flexibility

Long-term Change	<p>Culture Type: CLAN</p> <p>Orientation: COLLABORATE</p> <p>Leader Type: Facilitator Mentor Teambuilder</p> <p>Value Drivers: Commitment Communication Development</p> <p>Theory of effectiveness: Human development and high commitment</p>	<p>Culture Type: ADHOCRACY</p> <p>Orientation: CREATE</p> <p>Leader Type: Innovator Entrepreneur Visionary</p> <p>Value Drivers: Innovative outputs Transformation Agility</p> <p>Theory of effectiveness: Innovativeness, vision and constant change</p>	New Change
Internal maintenance	<p>Culture Type: HIERARCHY</p> <p>Orientation: CONTROL</p> <p>Leader Type: Coordinator Monitor Organiser</p> <p>Value Drivers: Efficiency Timeliness Consistency & Uniformity</p> <p>Theory of effectiveness: Control and efficiency with capable processes</p>	<p>Culture Type: MARKET</p> <p>Orientation: COMPETE</p> <p>Leader Type: Hard-driver Competitor Producer</p> <p>Value Drivers: Market share Goal achievement Profitability</p> <p>Theory of effectiveness: Aggressively competing and customer focus</p>	External Positioning
Incremental Change			Fast Change
	Stability/Control		

Managing expectations - challenges

Example 1

Volunteers

Some may wish to volunteer in a healthcare setting because they want to gain experience which is beyond the role of a volunteer

For example, a psychology student who thinks they will be able to test out some of the theories they have learnt by talking to patients about their condition, or the volunteer who wants to have a role in the operating theatre.

Managing expectations - challenges

Example 2

Staff and managers within centres, wards, departments

May think the VSM will be working alongside the volunteer or that they should be 'on-call' to deal with any issue or concern instead of dealing with it themselves as they would with a member of staff.

Managing expectations - challenges

Example 3

The VSM line manager

Workload is often a problem for VSM's and so being able to manage the line manager's expectations can be challenging.

Management or leadership?

Ward/Department
Managers

VSM Line Manager

“Leadership is a process of social influence which maximises efforts of others towards achievement of a goal”

Kruse (2013)

Other Trust Staff

Volunteers

Leadership qualities for social influence

Ward/Department
Managers

Trust:

Everyday behaviour that shows we can be trusted

Hope:

Unwavering belief that the volunteering service will not only succeed, but will change lives

Other Trust Staff

VSM Line Manager

Stability:

Remaining calm in crisis, giving a sense of confidence to others

Compassion:

Unrelenting passion for people, showing empathy when they are enduring hard times

Volunteers

Managing expectations - challenges

Example 4...

The VSM

Sometimes our expectations of what we can achieve can be much greater than reality...

Being the difference...

“This is the true joy in life, the being used for a purpose recognised by yourself as a mighty one; the being a force of nature instead of a feverish, selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy.”

“I am of the opinion that my life belongs to the whole community, and as long as I live it is my privilege to do for it whatever I can.”

“I want to be thoroughly used up when I die, for the harder I work the more I live. I rejoice in life for its own sake. Life is no “brief candle” for me. It is a sort of splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations.”

George Bernard Shaw

Example 4...

The VSM

How might we **change the reality** to better match our expectations of what we can achieve?...

How **might** we tap into more resources to support the volunteer management function?



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Change

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New Change

Internal
maintenance

External
Positioning

Incremental
Change

Fast Change

Stability/Control

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