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The Essentials for Leaders to Motivate Volunteers and Workers

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THE ESSENTIALS FOR LEADERS TO MOTIVATE VOLUNTEERS AND
WORKERS

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Approval Page

This dissertation was submitted by Angelique Bullard Burris under the direction of the persons listed below. It was submitted to the Gardner-Webb University College of Education and approved in partial fulfillment of the requirement for the degree of Doctor of Education at Gardner-Webb University.

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Dedication

This dissertation in practice is dedicated to my wonderful family, who understood my time limits away from them. To my encouraging and patient husband, my amazing and supportive mom and dad, my beautiful aunties, and my sweet and loving adult children–Thank you! The belief in me that you all gave throughout this process pushed me to carry out this goal.

Abstract

THE ESSENTIALS FOR LEADERS TO MOTIVATE VOLUNTEERS AND

WORKERS. Burris, Angelique Bullard, 2023: Dissertation, Gardner-Webb University.

Most organizations were created because there was a need for a service, product, or

mission that would assist others in need. When considering what compels volunteers and

workers to be consistent in organizations, motivation is imperative. The behavior of

leadership, especially the ability to influence, has affected the volunteers and workers of

the company in a positive or negative way. Leaders have played a chief role in drawing

and retaining workers and volunteers. The purpose of this study was to show that our

motivations are already inside of us, and this was key for leaders to realize the

importance of finding out what the motivations were to connect and increase volunteers

and workers consistency to remain with an organization. A mixed methodology was used

with eight participants using a quantitative and qualitative analysis. The key findings

include when you have workers that have esteem and self-actualization needs, giving

them more leadership roles will enhance their consistency to the organization. This

implies that when leaders meet those motivators, they win. The bonding that happens due

to our common circumstances, interests, or conditions is essential for our engagement,

which affects our health. This will add to their engagement and commitment to the

organization. To be an effective leader, consideration of the workers' or volunteers'

uniqueness and experiences prior to coming to that organization is a motivational

incentive.

Keywords: motivation, leader, connection, volunteers, influence, consistency

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Chapter 1: Introduction

Introduction

Ever since I can remember, I have always been interested in leadership and what motivates people to behave the way they do. I have been watchful of leadership in the schools, churches, jobs, and organizations of which I have been a part. For my dissertation in practice, I evaluated the challenges of a nonprofit organization and found recommendations with action plans to increase the motivation and the consistency of the volunteers. This will help the organization, Servant's Hearts and Hands, to consistently serve the public and grow in its mission.

In this chapter I define, examine, and debate my own self-awareness and relationship during this project. Who am I as a leader and a project manager of this consultancy, my areas for improvement, and my strengths are also considered. Although my leadership skills will also be continuing and developing even after this consultancy, I include a plan to progress in my leadership. I address any risks, assumptions, or constraints that occurred. I also explain terms that may not be clear to the audience. My specific challenge of having consistent volunteers and workers in an organization through leaders motivating them in the organization is explored.

My Motivation Awareness

I have been wanting to be a leader in charge and solve problems for as long as I can remember. Even as a child, I would play school and be the teacher, the one in control of a very large classroom. As my Aunt Tine told me, she would call my mom on the phone, and my mom would tell her that I was playing school. My mom would respond that I was the teacher, and I had not had a good child all day! So, 19 years later, it is no

surprise that I have been an educator. I started as a teacher assistant. My motivation for

going back to school to become a special education teacher was due to giving birth to my

own children and wanting their school schedule, so I could be a great mom and be there

for them. My motivation for becoming a school counselor happened when I realized that

I needed more time with some of the troubled students with whom I bonded to be able to

really help them. Teaching in the classroom did not leave much time for giving them

what they needed more of – time. Then, after experiencing some terrible principals and

transitioning to working for some transformational principals, I became interested in

leading a school. I wanted to fix some of the problems in the school system by obtaining

a second master's degree in school administration. Currently, I want to be able to move to

the top level of decision-making (leadership) in education or transition to leading in

another inspirational career. Impacting my industry consists of being able to think

through and solve difficult problems with innovation and creativity. I want to make an

impact and transform the fields in which I am purposed to be.

Myself as a Leader

Leadership Theories

When I think of myself as a leader, I can look back to the beginning of this

doctorate program and see that I have grown tremendously as a leader. I also see how I

have developed in the organizations of which I am a part and in which I lead. I consider

myself to be related to transformational leadership (Kearney & Gebert, 2009).

Transformational Leadership. Transformational leadership is an emotional

bond between the leader and the followers (Kearney & Gebert, 2009). It engages the

follower based on their needs and goals. Instead of just following the directions of those

in authority, transformational leadership allows the follower to go beyond their

expectations and achieve success. Transformational leaders inspire motivation, thought,

and reflection as they work as role models. When helping with team performance,

transformational leaders connect their team members' values and goals and develop a

joint confidence with the team and its purposes (Kearney & Gebert, 2009).

Transformational leadership skills can be developed and used in organizations that have

diverse teams as well. I am currently a part of two great volunteer organizations that are

unique and filled with diverse members. The members of these organizations all have

leadership skills and talents that I respect. These members have various positions,

perspectives, knowledge, skills, and abilities that include being able to manage their own

businesses, teach, and lead companies and people successfully. The membership

establishes high scholastic values and specific community service endeavors and

represents a sisterhood that cannot be broken. In one of these organizations, I am a

member of the executive board as an official officer and chair of a committee. I am chair

of a committee in the other organization as well. The information I am learning about

transformational leadership is vital to the work I do in both organizations.

Transformational leadership is especially important to me as I lead in the officer and

committee chair positions that I currently hold. Kearney and Gebert (2009) stated that

diverse teams outrun and outperform teams that are not diverse. In this strategy,

organizations need to make sure the top directors do not weaken their team leaders'

strengths. All management should emphasize interconnection, trust, and shared goals

(Kearney & Gebert, 2009). This fits my disposition and my quest to be a helpful leader. I

am inspired to make connections, develop trust, and work toward shared goals.

My Leadership Strengths

Among the leadership assessments in which I participated, I will present my findings from the Maxwell (2021) DISC Method Assessment and the Clifton Strengths Assessment (Rath, 2008). I will start with the DISC Assessment. The DISC Assessment empowers me to be able to understand myself, my family members, my co-workers, and my friends in a profound way. Understanding my behavioral styles helps me to become a better communicator, minimize or prevent conflicts, appreciate the differences in others, and positively influence those around me. The indicators for the DISC Assessment included D = Dominant/Driver, I = Influencing/Inspiring, S = Steady/Stable, and C = Correct/ Compliant. These indicators give me powerful insight into several important areas in which my natural style presents itself in my personal and professional life.

Task-Oriented. I am an extremely task-oriented person who is sensitive to problems, but I may appear to care more about task planning and completion than the feelings of people around me. This is a strength I need to pay attention to because I do not want to get so caught up in the planning and completion of the task that I am perceived to not care about the feelings of others. I care about others. This was a great observation that I did not know needed extra care and concern.

Determined. I am very determined, and I have an approach to thinking that allows for effective problem-solving. Because of my determination-driven nature and desire for tangible results, I may come across as unfeeling or even cool and distant at times. I may make decisions based on facts, not on emotions. I tend to be quiet, and I do not trust easily.

Analytical. I am very analytical, and I have a high intellect because of the way I can apply myself exclusively to tasks. I expect the techniques used to be fact-based, and I reject quick fixes. I will adhere to commitments, but I expect the same from others.

Competitive. I am very competitive by nature, and I will use facts to help me win.

Accurate. Quality is extremely important, so I feel that if a job is not done right, it should not be done at all. Accuracy and precision are imperative in work, and high standards are maintained in my personal life as well.

My Designer Style

The keyword Designer identifies my style. This means that in addition to my top five strengths that I mentioned before (task-oriented, determined, analytical, competitive, and accurate), I am also methodical, and I have a high ego. As a Designer style, I will sometimes get bogged down and not allow others to help nor will I delegate tasks to others. I want all the facts, and I will work hard to get them. I am reserved by nature, and I need to be more sensitive to the needs of others. Others may see me as not being able to make decisions quickly. This is because I take extensive time and effort to make sure I get all the necessary information before analyzing and deciding. I am a very creative person. This was a surprise to me because I did not think I was creative; however, the DISC Assessment says that I am often willing to seek out new solutions to problems. I am self-motivated, and I often work at a fast pace to carry out goals. I like new challenges, and I am usually able to make decisions easily, even under pressure. I prefer a rational and moderate approach when first entering new situations, and I try to avoid extremes. I like the company of others, but I am equally comfortable spending a quiet

evening alone. I am a realist who will always weigh options before deciding to move ahead. I think through alternatives and choices carefully. Others see me as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes preferring to do things outside of the team, I tend to be individualistic. I may even be perceived as restless, and I tend to move quickly from one thing to the next. I am systematic, detailed, and focused on processes. Others see me as practical and logical. I tend to be sensitive to criticism, but I prefer to internalize emotions rather than expose them. I like to clarify expectations before undertaking new projects because of the hard work I will do to meet those standards. This reminds me that I often tease my husband and say that in my next life, I will be a private detective because I like figuring things out and solving problems. Although there is no one exactly like me, there are some famous people who share some of my strengths. They consist of the inventor Thomas A. Edison and the composer Wolfgang Amadeus Mozart. I also saw some pictures on the side, and those faces were some who shared my strengths also. I was glad to see a woman, and that woman was Rosa Parks.

Clifton Strengths Assessment Results

The Clifton Strengths Assessment (Rath, 2008) gave me an awareness and understanding of my natural talents which will supply a true insight into the core reasons behind my consistent successes. By looking at my Signature themes which are Significance, Individualization, Competition, Deliberative, and Focus, I can maximize the talents that lead to my success. I can then build them into strengths and enjoy my personal and career success through consistent performance.

Significance. My top five strengths with the Clifton Strengths Assessment (Rath, 2008) begin with Significance. I want to be very significant in the eyes of other people. In the truest sense of the word, I want to be recognized. I want to be heard. I want to stand out. I want to be known. I want to be known and appreciated for the unique strengths I bring. I feel a need to be admired as credible, professional, and successful. Likewise, I want to associate with others who are also credible, professional, and successful; if they are not, I will push them to achieve until they are, or I will move on. As the independent spirit that I am, I want my work to be a way of life rather than a job; in that work, I want to be given free rein and the leeway to do things my way. My yearnings feel intense to me, and I honor those yearnings; therefore, my life is filled with goals, achievements, or qualifications that I crave. Whatever my focus, my Significance theme will keep pulling me upward, away from the mediocre toward the exceptional. It is the theme that keeps me reaching.

Individualization. My Individualization theme leads me to be intrigued by the unique qualities of each person. I am impatient with generalizations or types because I do not want to conceal what is special and distinct about each person. Instead, I focus on the differences between individuals. I instinctively see each person's style, their motivation, how they think, and how they build relationships. I hear the one-of-a-kind stories in each person's life. This theme explains why I pick my friends just the right birthday gift, why I know that one person prefers praise in public and another detests it, and why I tailor my teaching style to accommodate one person's need to be shown and another's desire to figure it out as they go. Because I am such a keen observer of other people's strengths, I can draw out the best in each person. This Individualization theme also helps me to build

productive teams. While some search around for the perfect team structure or process, I know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot of what they do well.

Competition. Competition is rooted in comparison. When I look at the world, I am instinctively aware of another's performance. Their performance is the ultimate yardstick. No matter how hard I tried, no matter how worthy my intentions were, if I reached my goal but did not outperform my peers, the achievement feels hollow. Like all competitors, I need other people. I need to compare. If I can compare, I can compete; if I can compete, I can win. When I win, there is no feeling quite like it. I like measurement because it eases comparisons. I like other competitors because they invigorate me. I like contests because they must produce a winner. I particularly like contests where I know I have the inside track to be the winner. Although I am gracious to my fellow competitors and even stoic in defeat, I do not compete for the fun of competing. I compete to win. Over time, I will come to avoid contests where winning seems unlikely.

Deliberative. I am careful. I am vigilant. I am a private person. I know that the world is an unpredictable place. Everything may seem in order, but beneath the surface, I sense the many risks. Rather than denying these risks, I draw each one out into the open, and then each risk can be shown, assessed, and reduced. Thus, I am a serious person who approaches life with a certain reserve. For example, I like to plan so as to anticipate what might go wrong. I select my friends cautiously and keep my own counsel when the conversation turns to personal matters. I am careful not to give too much praise and recognition, lest it be misconstrued. If some people do not like me because I am not as effusive as others, then so be it. For me, life is not a popularity contest. Life is something

of a minefield. Others can run through it recklessly if they choose, but I take a different approach. I name the dangers, weigh their relative impact, and then place my feet deliberately. I walk with care.

Focus. "Where am I headed," I ask myself. I ask this question every day. Guided by this theme of Focus, I need a clear destination. Lacking one, my life and my work can quickly become frustrating; so each year, each month, and even each week, I set goals. These goals then serve as my compass, helping me decide on priorities and make the necessary corrections to get back on course. My Focus is powerful because it forces me to filter. I instinctively evaluate whether a particular action will help me move toward my goal. Those that do not are ignored. In the end, then, my Focus forces me to be efficient. Naturally, the other side of this is that it causes me to become impatient with delays, obstacles, and even tangents, no matter how intriguing they appear to be. This makes me an extremely valuable team member. When others start to wander down other avenues, I take them back to the main road. My Focus reminds everyone on the team that if something is not helping us move toward the destination, then it is not important; if it is not important, then it is not worth my time. I keep everyone on point.

My Top Five Leadership Weaknesses

I decided to put my five leadership weaknesses from the DISC and Clifton Strengths Assessment together. I did this because the words listed here on my areas of weaknesses or my personal growth areas from Maxwell's (2021) DISC Assessment have the same meaning as the words on the Clifton Strengths Assessment (Rath, 2008). Both assessments are consistent. A summary of these areas includes me being more attentive and patient to other team members' ideas until a consensus is reached. This means that I

need to strive to be an active listener. Another area for growth for me is to be less controlling and domineering. I tend to overuse bluntness and criticism. I need to be warmer, friendlier, and more approachable. The fourth growth area that I need to work on is to develop a greater appreciation for the opinions, feelings, and desires of others. This includes putting more energy into my personal relationships and making sure that I am supporting my team. Finally, I need to make sure that I take the time to explain the whys of my statements and proposals. My assessment from DISC stated that I become very controlling during times of stress. I rely on verbal means for a resolution. I am more impulsive in my decision-making when I am stressed out. My desire is to make decisions only when I have a lot of information. I made sure to tell my husband that during stressful times, even if he is mad at me, he needs to talk to me so I do not erupt. The DISC also told me that I have two fears. These include the fear of failure and the fear of not being influential.

      Common Feedback. I agree 100% with the DISC and Clifton Strengths Assessments. I have been in individual and couples counseling consistently now for 6 months, and all these strengths and weaknesses have come up in my sessions. My spouse agrees with all my strengths and weaknesses from both assessments as well. We are learning and growing together, and it has revolutionized our marriage as well as our leadership in other areas of our lives.

Clifton Strengths Goals and Objectives

      When I completed the Clifton Strengths Assessment, I created some goals for me to move forward with my strengths. When I looked at my Significance strength, it resonated with me quite well. I like attention. This shows up with my Leo personality

also. I have expressed to my husband and how critical his attention is to me and how I value his concern for me. With my Individualization strength, I will create hope by leading my family to complete and read their Strengths Assessment and understanding their different perspectives, starting on the 1ˢᵗ Sunday of next month. For my Competition strengths, I will create trust by remembering that cheaters never prosper when playing Spades with family and friends at our next game. I will also let things that I have to do energize me starting today. With my Deliberative strength, I will build trust by talking with my son about a delicate issue that I have been pondering, this Monday, and I will also show him recognition for him just being the man he is along with his achievements. For my Focus strength, I will provide stability by planning and sharing my realistic and practical long-term goals, up to 3 years in advance with my family for accountability, by next month.

Reflection of Assessments

As I reflect, my goals seem to include talking and having conversations that I need to have. This is important to me because I need details; however, I do not give details. My weaknesses or areas of growth are relationship skills based, which is a blind spot for me because I was truly not aware. This is significant in all my relationships at home and work. It is like I have been behaving like someone else in my professional world. Getting along and building relationships at work are extremely important. It is easier for me to have relationships at work than at home because they are not personal. I usually do not take my work home, which includes work conversations. I notice also that I find it hard to stick to focusing on strengthening my talents. Instead, I find it easier to talk about my weaknesses or focus on what I need to improve. That is mostly because of

the high talent I have for being accurate; however, an effective leader is aware of their

talents and works to sharpen them (Rath, 2008). A leader is described as someone who

can get things done through other people. This is why it is so important to understand

why people follow. The basic need of having trust in leaders who show compassion,

stability, and hope is what I hope to secure for my followers. My personal leadership

development plan really started with my favorite book this semester and so far in this

program. The book is Maxwell's (2007) *Laws of Leadership*. I will say that when I

started reading this book, the information began to motivate me to change. It was an

establishing moment for me as far as recognizing that I really needed and wanted to

change. Since I am talking about strengths and weaknesses, along with feedback and

development needs, I will mention that Maxwell's discussion of the law of awareness

states that a leader must know themselves to grow themselves (Maxwell, 2007). I believe

now in this statement wholeheartedly.

Myself as a Project Manager

According to Kloppenborg et al. (2019), project management techniques for

planning and monitoring schedules and fees were developed in the 1950s and 1960s.

There has been enormous growth in many industries where project management has been

applied in the last few years, especially in the information technology and

telecommunications arena. Managing scope, quality, cost, and schedule are project

management techniques for businesses of all arenas to develop and deliver better and

less-expensive services and products.

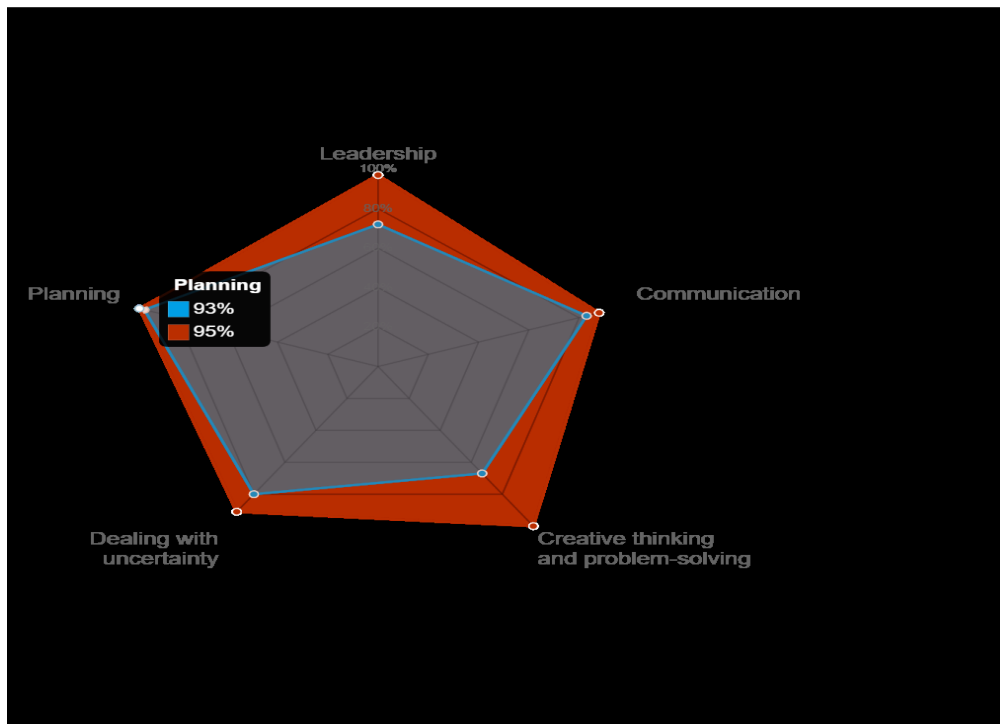***Characteristics of Good Project Managers Assessment***

My scores on the Characteristics of Good Project Managers Assessment were surprising (Schultmann et al., 2022). My scores were high, but my results are very accurate to my personality and growth. Sometimes, I do have to make sure that I am assessing myself for where I am now and not where I see myself growing. The average for planning is 93%, and I scored 95% (Schultmann et al., 2022). I agree with this part of the assessment when I think about how much planning I do every day. I use a digital calendar for everything. I put in what I must do each day as well as appointments. I sometimes must move things to the next day when my schedule is interrupted by others, but the digital calendar helps me not to forget important tasks. I think it is a great idea to plan and write it down, especially at my age so I do not forget anything. Planning helps me not to procrastinate also. Being a great planner is essential for project managers.

The average for leadership is 99%, and I scored 77% (Schultmann et al., 2022). This part of the assessment left me a little puzzled. I feel like I inspire others to do their best, but now that I think about it, I could improve on being more observant. Leaders should be observant of their followers and also prepare for surprises that usually happen when least expected.

The average for communication is 95%, and I scored 88% (Schultmann et al., 2022). This is a number one skill for leaders and especially project managers. With the use of technology, communication is very easy to make happen. Kloppenborg et al. (2019) stated that being able to communicate skills, tools, practices, and information competently and successfully to meet various stakeholders' needs and expectations are things that project managers need to be able to convey.

The average for creative thinking and problem-solving is 100%, and I scored 84% (Schultmann et al., 2022). I have never thought that I was very creative; however, I find that lately I have been thinking outside of the box and producing different ways of thinking. I was in some fear when it came to creating. I do know that I am a problem solver by the nature of being a parent and a school counselor. Once I remember that God has not given me a spirit of fear, I move forward. I believe that problems will come up when working on projects, and a project manager will have to help the team think creatively to solve the problems that are bound to happen.

The average for dealing with uncertainty is 95%, and I scored 84% (Schultmann et al., 2022). After the COVID-19 pandemic, there is still a lot of uncertainty in the world. Project managers must still supply the stakeholders with a product or service regardless of the uncertainty that may come. My different employers and life in general have prepared me to believe that the uncertainty will pass if we have planned and prepared as much as possible. For much of my career life, I have had to learn to go with the flow of the many changes that came my way, so those experiences gave me the unique ability to be able to adapt to the uncertainty of a project. This will help with making the project a success with the people who have the necessary skills and knowledge. My results of the Characteristics of Good Project Managers Assessment are shown in Figure 1.

Figure 1

My Characteristics of Good Project Managers Assessment Scores

Leadership Characteristics of Project Managers

The use of project management, according to Kloppenborg et al. (2019), is growing quickly and is likely to continue growing. This says to me there will be more leaders needed in the project management field who can bring out leadership in others. I was surprised at the scores that I had with the Leadership Characteristics of Good Project Managers Assessment (Kloppenborg et al., 2019). I thought I would have scored higher in relationship building and inspirational; then again, this matched my prior scores mentioned in the Clifton Strengths Assessment.

The average score in forward thinking is 100%, and I scored 83%. I thought my score would be higher because I am open to new and different ways of thinking. When a

person is a forward thinker, they have an open mind to different possibilities while looking beyond challenges because of a bigger or greater vision.

The average score in relationship building and inspirational is 100%, and I scored 62% in both. I was very surprised by this score. I am always communicating, and I work on connecting with others all the time. People are always coming to me with their personal issues, and I help solve them. They are always appreciative and speak about how I help them to be better. I will work on different ways to improve this score, especially because with project management, working with others is the major key to success on projects.

The average score in knowledgeable is 100%, and I scored 98%. I do not know if I agree with this score. I do my research and consider information that is necessary, but I do not get into every detail unless I must do so. I like to be knowledgeable, but I cannot say that I am 98% knowledgeable. I do like to appear that I am. I know that it takes the knowledge and skills of all team members to be successful.

The average score in being organized is 100%, and I scored 99%. I agree with this to a certain extent. I do have a digital calendar that I use to remind me of tasks that I need to complete. I also have a system in place for important paperwork and how I keep my home organized that includes calendar dates for cleaning and organizing my home.

I was hoping to grow as a leader while I was completing this consultancy and this dissertation, and I have grown. I plan to use what I have learned to help me lead in various projects that I become a part of. Figure 2 shows my scores from my Leadership Characteristics of Good Project Managers Assessment.

Figure 2

My Leadership Characteristics of Project Managers Assessment Scores
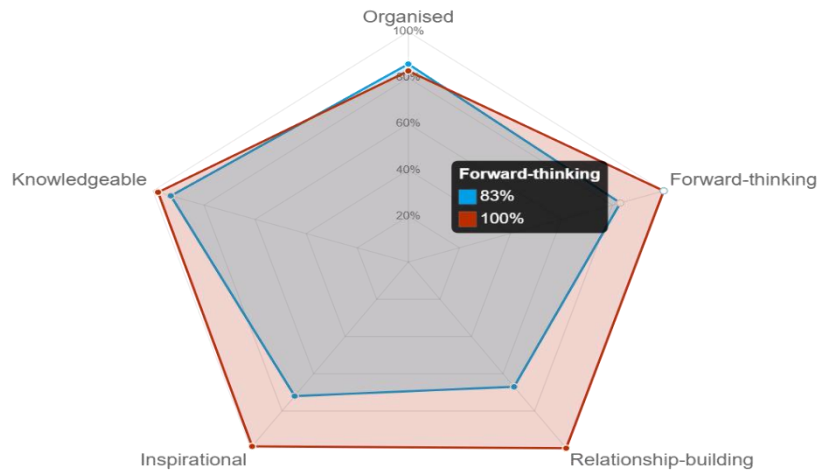
My Desired Leadership State

The two areas I am going to develop in are being observant and relationship building/inspirational. These leadership traits are very critical to being a leader. I will need to be able to grow in these areas to be a transformational leader. I am going to be a transformational leader; when I speak, coach, or lead others, transformation will happen. To complete this desire, I will need to be focused and have transformational strategies. These strategies will also include a timeline with goals.

My Rationale

One definition of the word transform includes a change in form, appearance, condition, nature, or character (Merriam-Webster, n.d.-o). This definition further proves and leads me to think that a transformational leader should be able to help leaders to change something to its best version. One must be observant in relationship building.

Being inspirational is a higher calling which includes studying whomever one believes is their higher power. In other words, one must have inspiration from a higher place to be able to inspire others. As transformational leaders pay attention to what is happening currently, they see what needs to be changed and care enough to see what the motivations are for the follower/leader and then move in those motivations toward the transformation. I am ready to set up my strategies and goals to reach being a transformational leader.

Leadership Development Needs

From what I have learned about myself and from the DISC Assessments and the Clifton Strengths Assessments, I can summarize and say that I need to strengthen my talents by interacting with newcomers, recognizing when I need attention from my husband, understanding different perspectives, getting energy from having things to do, giving recognition, and paying full attention to what I am doing. I do these things well and will work to strengthen them.

Rationale

My rationale for strengthening these leadership development needs includes continuing to enjoy initiating dialogue with newcomers or outsiders. I am inspired that they might become my devoted admirers, followers, or friends. I want people to listen attentively to me, especially my husband. I love attention from him. I refuse to be the victim. I sense that I am somehow linked to every human being on the planet and what I do affects them. I do question whether my yearnings for greatness are healthy and wise. I remember that I did not create me, and if I am doing things in decency and in order, my yearnings will be well and sensible. This is my Significance strength. I identify what others are thinking and feeling. I intuitively understand their hopes, fears, joys, and

sorrows and this helps me to consider things from each individual perspective. That is part of my Individualization strength. I have much more energy when I have a lot to do. I motivate myself by routinely drawing comparisons between my own and others' accomplishments. That comes from my Competition strength. I sometimes withhold recognition until I have sufficient proof that the recipient has earned it. I am known for my discreteness. I do spend time thinking about things that I should or could review, revise, repair, reorganize, or do better. I also study certain things before I make decisions, plan, or act. This is my Deliberative strength. I am realistic and practical. I yearn to live a balanced life. I devote my full attention to immediate tasks and challenges. I am not distracted from certain tasks, and individuals will benefit when I am allowed to move forward at my predictable and unhurried speed. This is my Focus strength.

My Transformational Leadership Improvement Plan Map

My Goals, Objectives, Resources, and Timeline

My first goal was to complete the action research project with Ulricia Brown, owner of Servant's Hearts and Hands, and Dr. Dale Lamb, my Gardner-Webb University College of Education methodologist and dissertation chair. The goal was to complete all requirements of this consultancy, set specific meetings, complete the interviews, research, complete paperwork, meet with Ulricia Brown to develop the project, and give recommendations and action plans to enhance my leadership skills. My resources will be Qualtrics, journals, and library access. I completed this goal in the summer of 2023.

My second goal is to start a career as a college professor or in college administration. This is something that I have always wanted to do but needed a doctorate to carry it out. I am excited about working with adults.

My third goal is to obtain a leadership mentor and coach with either Dr. Dharius Daniels with the Daniels Den Mentoring and Coaching Program (Dharius Daniels Ministries, 2023) or with John Maxwell of Maxwell Leadership (Maxwell, 2021). The objective is to complete enrollment in a coaching program for an accountability partner who knows and believes in God's way of leading. This resource will help me to develop my character, competency, and transformational qualities, and to take my great potential and help guide me into a greater performance. Daniels stated that a follower will want to follow a leader for the leader's character or competency traits (Dharius Daniels Ministries, 2023). Once they connect and get to know the leader personally, they will only continue to follow because of the other traits they get to see. If they find out that the leader's character is not good, they will be unattracted and not respect or follow that leader anymore; therefore, a leader must have both character and competency traits. This agrees with the Law of the Picture (Maxwell, 2007). Some things are taught; other things are caught. A leader's example is educational. We as leaders are teaching people by what we do, not just by what we say. My timeline is to start in July 2023 and to continue for 5 years, based on the evaluation of goals met.

My fourth goal is to develop and start a coaching consulting service with products that are innovative with an exceptional marketing plan. My goals are to have an online presence that includes courses, YouTube videos, and a website, as well as an in-person service that would supply help for women, especially women who lead. My consulting business is going to specifically help women to solve problems that come from managing teams and/or their solving their own personal issues. My specialty focus includes leadership, parenting, and relationships. My resources would include my time spent

learning how God wants us to live and His leadership principles and training from the mentor and coach I spoke of earlier. These resources would help me to be able to create and develop my goals mentioned to engage these women leaders in my program. I will begin working on this consulting service by September 2023 and implement it in the spring of 2024. I also have plans to write a book.

My Reflection of My Plans

For my growth to happen, there is a need for me to set goals and plans. As I pursue my goals and plans, I must be aware of the positive and negative feedback from the assessments and from those I trust. With this awareness, I must be willing to work on this feedback so I can accomplish these goals and become the transformational leader I desire to be for those I serve. The feedback and work I do on these goals will help me to transform myself first, which is the priority to lead others. I must lead myself first (Maxwell, 2021).

My first goal of completing the competency is almost completed. I feel that completing this goal will not only give the nonprofit more insight on next steps to gain and keep volunteers, but it has also prepared me to be able to look at other nonprofits and different businesses and evaluate what may be needed for growth. This success has elevated my confidence in leading in this way.

I already see growth in myself with the start of listing my goals. I do want to work in a college teaching or administrating. I say this because I would have never thought about getting a coach or mentor. I always thought that any goals would need to be met alone, but a mentor and/or a coach is a way to gain insight, wisdom, and clear guidance on next steps. A mentor and/or a coach would help me to prepare and get ready for

personal and/or career success goals and help get me out of my own way because they have similar experiences.

My fourth goal of starting my coaching consultant business is a life-changing goal. Not only do I see a need for this business, but I am destined to help those I am supposed to help. I am a transformational coach, and when I coach, transformation happens.

I am looking forward to my leadership journey. My desire is to be the leader who sees, hears, feels, understands, accepts, and helps others to be fulfilled in their individual journeys. I am looking forward to my transformational leadership development. This includes completing my consultancy project, applying for a college professor and/or administration job, hiring a coach, and starting my coaching consultant business.

Partnership

I partnered with Servant's Hearts and Hands for my action research project. This is a nonprofit business that serves food to the homeless at Urban Ministry Kitchen in Charlotte, North Carolina twice a month. This nonprofit serves the community with volunteers and employees of Urban Ministry Kitchen. The owner of Servant's Hearts and Hands, Ulricia Brown, has a partnership in which she is invested in community-building with Urban Ministry Kitchen. Servant's Hearts and Hands plans to offer other services to the homeless soon. I entered a partnership with Ulricia Brown and my methodologist and chairman, Dr. Dale Lamb, in the fall of 2020. In full disclosure, I have volunteered with this organization in the past. The purpose of my partnership is to improve the consistency of volunteers along with the employees of Urban Ministry Kitchen with Servant's Hearts and Hands.

Organizational Background

Servant's Hearts and Hands is a nonprofit in Charlotte, North Carolina in the United States of America. This organization began in 2019. The main purpose of Servant's Hearts and Hands is to give the homeless food that nurtures the soul, makes them feel cared for, and supplies strength for their journey.

The owner, Ulricia Brown, a college graduate, is very active, responsive, and accountable to all the needs of her organization. She is the contact person who sets up the delivery of the food, calls to involve the volunteers and employees of Urban Ministry Kitchen, and communicates with the urban facility she uses to feed the homeless. Most of her volunteers and workers vary in their education levels from high school graduates to college-educated men and women.

Servant's Hearts and Hands started with only four volunteers. This has increased on most service occasions for the organization. Currently, there is an option for Ulricia Brown to choose between 17 volunteers and workers when serving the homeless.

Organizational Analysis

I have found that Ulricia Brown has established a way to make feeding the homeless work that includes familiar volunteers and workers. She has organized Servant's Hearts and Hands in such a way that she has not reached out to involve others to assist in the arrangements of the business of serving food to the homeless. After the outbreak and aftermath of the COVID-19 pandemic, Ulricia's desire to grow her organization has enlarged. She wants to use technology more and wants to create consistency with volunteers.

Strengths, Weaknesses, Opportunities, and Threats

Servant's Hearts and Hands Strengths

I have identified the following strengths of Servant's Hearts and Hands:

1. There are several volunteers and workers.

2. All volunteers and workers like to serve in this organization.

3. Volunteers and workers know what is expected of them when serving.

4. There is open communication.

5. Volunteers and workers want to serve in leadership positions and help the organization grow.

6. The operation has great sanitary procedures – hand washing, gloves, and masks.

Servant's Hearts and Hands Weaknesses

I have identified the following weaknesses with Servant's Hearts and Hands:

1. Volunteers' and workers' higher-order needs are not being met with leadership responsibilities.

2. Volunteers and workers are not motivated for consistency.

3. There is not much social media presence.

4. It needs more resources for expansion.

5. It needs an executive board for growth and leadership opportunities.

Servant's Hearts and Hands Opportunities

I have identified the following opportunities with Servant's Hearts and Hands:

1. It is open to networking with and learning from other organizations for greater impact.

2. It is open to allowing volunteer and worker leadership responsibilities.

3. Volunteers and workers are skilled.

4. It is open to working with the industries' influencers.

5. It is open to using other buildings for more space opportunities if needed.

6. It is open to low-cost website searches.

7. It is open to new ideas and suggestions.

Servant's Hearts and Hands Threats

I have identified the following threats with Servant's Hearts and Hands:

1. The COVID-19 pandemic could prevent serving the homeless again.

2. The motivation of volunteers and workers to be consistent is lacking.

3. No emergency funds are in place.

Organizational Culture

To investigate the character of an organization or an individual, there are four components to be considered: mission, consistency, involvement, and adaptability (Denison et al., 2012). These components include the values, goals, and behaviors that are monumental in shaping the core of an organization or an individual. The Denison Survey will be used as a guide to decide which components of Servant's Hearts and Hands need to improve (Denison, et al., 2012). I have also corroborated with the owner of Servant's Hearts and Hands, Ulricia Brown, who agrees with the survey results.

Four Components

Mission

The mission of Servant's Hearts and Hands is to give the homeless food that nurtures the soul, makes them feel cared for, and supplies strength for their journey.

During this survey, I identified that there is no pressing demand for development within the mission of this organization.

Consistency

In 2019, Servant's Hearts and Hands was created by Ulricia Brown to serve food to the homeless with four volunteers. Currently, in 2023, this organization has continued to serve food to the homeless, added their partnership with Urban Ministry Kitchen and workers, and increased their volunteers and workers to 17 Servant's Hearts and Hands has grown and continues to adapt and develop. The core values and mission statement have remained consistent; however, the consistency of the volunteers and workers is low, so this is a high concern for the consistency component.

Involvement

Servant's Hearts and Hands has various volunteers and workers from all walks of life. Most of these volunteers and workers have graduate degrees, and many have skilled positions that include the military, administration, musical, political science, criminal justice, and biological positions. Denison et al. (2012) stated that an organization should put the staff (volunteers) where they are needed and where they best serve. The owner has not allowed the volunteers and workers to be more involved in using their leadership skills. Because the volunteers and workers are not being used in skilled positions to assist with the growth of this organization, the involvement component is very low. Skills-based volunteers donate their professional expertise. For example, a skills-based volunteer may have expertise with social media which could involve gaining other interested volunteers and increasing donations. The value of skills-based volunteering is more than just doing good in the community. This value is about skills-based volunteers

supplying vital resources and support for nonprofits; it also means developing talent through the real-world application of leadership skills.

Adaptability

For the adaptability component, Servant's Hearts and Hands has not had suggestions for improvement or adapting until my consultancy. A suggestion for an ongoing detailed understanding of what the homeless culture sees and needs is for Servant's Hearts and Hands to create a survey. This survey will consider the taste of the food and the approaches felt by the volunteers and workers to the homeless. This will aid Servant's Hearts and Hands with knowledge of the need for change or with encouraging the volunteers on how good their service feels. This agrees with the mission of Servant's Hearts and Hands which is to give the homeless food that nurtures the soul, makes them feel cared for, and provides strength for their journey. For the adaptability component, Servant's Hearts and Hands is still budding. This plan assists Servant's Hearts and Hands to be focused on organizational learning.

Reflection of the Four Components

Servant's Hearts and Hands has a strong mission statement that is consistent with its values and behaviors. The organization continues to serve after 4 years with a partnership and more volunteers with its fundamental mission. Servant's Hearts and Hands can grow in its consistency, involvement, and adaptability components. This growth in the consistency component involves maintaining consistent volunteers and workers. The growth in the involvement component can be reached through skills-based volunteers. This means using these volunteers and workers in leadership positions in certain areas of Servant's Hearts and Hands. One area could be social media. This area

would be used to make others aware of the need for more volunteers and donations. The growth in the adaptability component contains creating a survey to find out if the needs of the homeless are being met and to what degree they are satisfied with the food and service of Servant's Hearts and Hands. This survey would give the owner the awareness that she needs concerning if the volunteers' higher motivation needs are being met. All these components empower Servant's Hearts and Hands to be reliable, remain ethical, and be strategic.

Significant Challenges

Some of Servant's Hearts and Hands challenges are common to any organization that serves the homeless population. These challenges include remaining within the boundaries of having proper relationships with the homeless, especially while serving. The owner, Ulricia Brown, has strict rules for dressing and communicating with the homeless when volunteering, which keeps this challenge very low. Her main challenge is having consistency with the volunteers and workers.

Risks, Assumptions, and Constraints

As Servant's Hearts and Hands continues to grow, looking at the risk factors, assumptions, and constraints that come will need to be attended to. These risks and assumptions will need to be minimized and cleared to alleviate any negative influences on an organization or project (Kloppenborg et al., 2019).

Risk Factors

A risk is something that could positively or negatively affect a project (Kloppenborg et al., 2019). When working on a project, no one can think of everything that will go wrong, but everyone on the team should try to discover everything that could

prevent a successful project. The amount of money, time, or resources needed to complete tasks can be a risk. It is important that each risk is managed, either grouped together or separately. If it is a negative risk, it may be a threat that will inhibit a successful project completion that satisfies the stakeholders and finishes on time and on budget (Kloppenborg et al., 2019). For this project with Servant's Hearts and Hands, a high risk would be the lack of commitment from Ulricia Brown, the project host. She has agreed and accepted the commitment of the project charter through emails and the letter explaining the project charter.

Major and Minor Risks

When working on projects, teams should assess risks that could happen and predict outcomes that are possible when engaged in a project (Kloppenborg et al., 2019). A scale that is consistent can be used for everyone to understand the differences in the major and minor risks and watch them. Questions such as "How likely is the risk to happen" and "If it does happen, how big could the impact be" will help to determine the major from the minor risks, and then contingency plans can be put in place for the major or critical risks only (Kloppenborg et al., 2019). Although I am the project manager for Servant's Hearts and Hands, I have volunteered with this nonprofit previously. This is a low risk. I do know that creates a personal bias, but I also understand how to mitigate this low risk. I have mitigated this risk by not volunteering during my consultancy. This way, I have kept the risk low by not having any interaction with the volunteers other than the surveys and interviews. The information in the qualitative and quantitative surveys is used for my research, recommendations, and action plans only. To keep all risks low for

this project, I have taken part in the Collaborative Institutional Training Initiative (CITI) to avoid any ethical concerns and to protect all human participants.

Assumptions

Assumptions are speculations that occur during the project planning that, although they have not been proven, are treated as correct or factual. During the planning stage, assumptions should be named and confirmed. "When an assumption isn't investigated, it can become a project risk" (Kloppenborg et al., 2019, p. 67). Any assumptions from this project are from the surveys and open-ended questions that were sent to the volunteers and workers. The above low risk was examined and kept at a low risk level during this project for successful completion.

Constraints

Kloppenborg et al. (2019) suggested that anything that restricts the completion of a project is a constraint. This could be money, time, or resources needed to complete the project. All key members of a project are aware at the beginning of the project of what could cause project problems. For this project, there were no constraints for me as the project manager, but there are constraints that include money, time, and resources from the project host. These constraints are needed for the project host, Ulricia Brown, to carry out the recommendations and action plans. These include expansion through joint ventures, funding sponsors, grant writing, bank accounts, publicity, marketing, and creating an executive board.

Definition of Terms

Assumption

Being presumptuous in thinking that something is true (Merriam-Webster, n.d.-a).

Constraint

The state of being inhibited, limited, or bound to prevent some deed (Merriam-Webster, n.d.-b).

Culture

The characteristic habitual values, social forms, and traits of a race, religion, or social group (Merriam-Webster, n.d.-c).

Deliver

To come through with or to produce (Merriam-Webster, n.d.-d).

Evaluate

To determine the importance, value, or state of, usually by careful appraisal and learning (Merriam-Webster, n.d.-e).

Homeless

Having no home or lasting place of dwelling (Merriam-Webster, n.d.-f).

Leadership

The ability to lead (Merriam-Webster, n.d.-g).

Methodology

The study of the ethics or actions of review in a particular field (Merriam-Webster, n.d.-h).

Motivate

To provide or impel with a reason to do something (Merriam-Webster, n.d.-i).

Qualitative

Involving quality of class (Merriam-Webster, n.d.-j).

Quantitative

Based on being measurable and numerical (Merriam-Webster, n.d.-k).

Reflection

A thought, impression, or view designed because of meditation (Merriam-Webster, n.d.-l).

Risk

Anything that has a possibility of loss or hurt (Merriam-Webster, n.d.-m).

Skill

When one can use the ability of their knowledge to perform readily and effectively (Merriam-Webster, n.d.-n).

Transform

To change in nature or circumstance (Merriam-Webster, n.d.-o).

Volunteer

A person who gives their service or takes part in a transaction who does not have any legal concern or interest (Merriam-Webster, n.d.-p).

Conclusion

In this chapter, I have defined my strengths and weaknesses and I am proud of who I am. I recognize my growth. I am always learning about myself, but this consultancy project has opened many feelings about how I should always love myself because I am the most important project. I have learned to focus on my strengths and build them up. In the areas where I am not as strong, I can let others who are stronger guide that process, while I continue learning from others and strengthen those areas. As I

continue to be self-aware, I see that I am more strategic and creative than I thought. I am a problem solver, and I am not in fear of my future.

I am so grateful to Servant's Hearts and Hands for trusting me to dig deep and evaluate what may be needed for their growth. I feel honored to have been able to work with this nonprofit and give them a perspective based on my research. I am excited to see how I can use my skills to help other teams and organizations with their goals. My passion is to be a part of helping others, especially leaders, to evaluate where they are and figure out where they want to go. This passion starts with being able to lead myself, which is the first step in the leadership journey. This rings true for all leaders. In order for a leader to lead effectively, as Maxwell (2007) stated, they must ask and think about if they would not follow themselves, why would anyone else follow them? To be a transformational leader, motivation, inspiration, and information are needed. I must be able to communicate well because communication is a game changer; when I communicate, as a transformational leader, I allow the Holy Spirit to help me to motivate someone based on their interests and their feelings. My hope is that when I lead, speak, coach, consult, and/or write, transformation happens.

Chapter 2: Literature Review

Introduction

This chapter provides information on if in fact the nonprofit, Servant's Hearts and Hands, is indeed a workable project. It includes information on the completed project assessment, purpose and scope, smart goals, deliverables, the project schedule, tasks conducted, and the research conducted for this consultancy. It includes various theories and resources from my research for this action research study. This research includes journal articles, websites, podcasts, and books to give information on specific issues. The research and resources were put together to enhance the best practices for the volunteer and worker consistency problems that will help to aid with the mission and growth of Servant's Hearts and Hands.

Project Assessment

At the time of our partnership, Servant's Hearts and Hands in Charlotte, North Carolina, had been serving the homeless for approximately 3 years. Ulricia Brown wanted to expand her nonprofit and go to the next level with consistent volunteers and workers to give the homeless more than just food; also other practical resources to help them. She expressed to me that she felt that her organization struggled with volunteers and workers being consistent. As I started this action research project in December 2021, I was confident that I would get a better understanding of what the issues were that caused inconsistency between the volunteers and workers. I began my research looking for solutions for this awesome nonprofit. In my research, I decided on three strategic themes. They included the following:

- the social connection volunteers need

- volunteer engagement for commitment in organizations

- how leadership behavior, especially the ability to motivate, affects the overall retention of volunteers within the organization

These themes will show how to cause success to happen within Servant's Hearts and Hands.

Project Purpose and Scope

This project's purpose was to enhance the consistency barrier between volunteers and workers when serving the homeless within Servant's Hearts and Hands. To understand the purpose of my project, there must be an understanding of the product scope. The product scope included the Likert survey results of the volunteers and workers of Servant's Hearts and Hands. What was included and what was not included during my project is what was considered the project scope, which included deliverables (Kloppenborg et al., 2019). The scope of this project had a must-have to include recommendations and action plans for Servant's Hearts and Hands to enhance the culture. A benefit for Servant's Hearts and Hands was to include research-based knowledge for enhancing organizational culture and belief systems for a better understanding of the volunteers who come to serve with Servant's Hearts and Hands.

The project scope had another goal to develop leadership opportunities for consistent volunteers and workers. This will benefit those consistent volunteers and workers who had expressed interest in helping to develop their leadership skills while giving to others less fortunate. This project was developed and implemented as a must-have resource for the owner of Servant's Hearts and Hands, a profile of more opportunities for the organization to serve in the Charlotte area, as well as how to

transition to the next level. This will help the owner to address different areas in the city

that need the services of Servant's Hearts and Hands. This will also help to create a

support system for the owner to increase her knowledge of how other organizations are

growing and give her exposure.

Skills-Based Volunteers

My innovation part of this project is a service I found that I can use to provide to

nonprofit skills-based volunteers, specifically Servant's Hearts and Hands. I am

addressing this need because I have found with my nonprofit project that there is a deep

need to have skills-based volunteers and use them appropriately; however, before my

project can use the skills-based volunteers the organization has, the owner needs to make

sure Servant's Hearts and Hands is prepared for the skills-based volunteers. Skills-based

volunteering includes volunteers sharing their skills and experience with social change

organizations. An organization has the potential to create deep social impact when it has

a compelling vision and breaks that vision into programs that work overtime to achieve

the mission (Common Impact, 2009). There should be a connection between the work the

skills-based volunteers will do and how it will benefit the people the organization serves.

Skills-based volunteers donate their professional expertise. The value of skills-based

volunteering is more than just doing good in the community. This value is about skills-

based volunteers providing vital resources and support for nonprofits. It also means

developing talent through the real-world application of leadership skills. I remember the

owner of Servant's Hearts and Hands stating her goals of having skills-based volunteers

but that she was not ready for them to give their opinions or any other help with her

organization. More leadership help from these skills-based volunteers is a service that she

desperately needs to meet these future goals. She would need to be organized with moving in this direction.

My project's strengths include that the volunteers of Servant's Hearts and Hands really enjoy taking part in this organization. Another strength is that these volunteers have many leadership skills, and they care for the people they serve.

I have identified a major issue that has caused the owner to stall and not move forward in using the skills-based volunteers she has. This challenge – fear – will not allow her to move forward; fear of using the leadership skills that she has in her volunteers. This is why the innovation I have found is extremely important in preparing her to be ready to move forward. This innovation will help this organization prepare for the skills-based volunteers and will help her to learn and grow more with her nonprofit. Being prepared will help with the fear. As the organization is preparing, it is important to remember, as Geneva College (2016) stated, that the preparations and provisions of the heart belong to man, but the answer of the tongue is from the Lord (Proverbs 16:1). God wants us to use what He gave us – our eyes, ears, and our minds to make plans.

In my qualitative and quantitative study, I found that the current volunteers of Servant's Hearts and Hands have extraordinary leadership skills. Four of those skills include technology, being college educated, having giving hearts, and being eager to serve. That leads me to recognize that this organization's innovative essentials are to be very logical. To be ready, one must get ready; but what is readiness and why is it so important to successfully engage skills-based volunteers? When an organization is ready, their programs get results, and they see the value that expertise and experience can bring to their organization. Common Impact (2009) stated that there are two levels of readiness

to prepare for skills-based volunteers: organizational and project readiness. Organizational readiness means a nonprofit can use the work of skills-based volunteers to better meet its mission. Project readiness shows it is the right time for the organization to engage internal and external resources to address the specific challenges the organization has identified. When both organizational and project readiness are in place, skills-based plans are set up to prosper, providing mutually advantageous practices that unlock the possibility for long-term relationships between nonprofits and skills-based volunteers (Common Impact, 2009).

The problem with using skills-based volunteers before they are ready could mean wasting valuable time and money. This could mean one will have to find solutions for having volunteers operating in skills that were a mismatch for their needs. Some may leave skills-based volunteers feeling underutilized, underappreciated, or frustrated.

I have decided that this organization needs a logical innovation in preparing to have skills-based volunteers with a Checklist for Nonprofit Readiness from Common Impact (2009). Another reason I chose this checklist is because most nonprofits have money issues and their ability is limited. These are the barriers to building what they need in their nonprofit organizations (Common Impact, 2009). The checklist for nonprofit readiness is an innovative way of preparing for my nonprofit project's skills-based volunteers. The title for this checklist is Checklist: Is My Organization Ready for Skills-Based Volunteers? Skills-based volunteering is an effective way to engage talent they otherwise could not afford, according to most executives. How to effectively engage with skills-based volunteers is what they are even more unsure of how to do. Common Impact (2009) has partnered with Fortune 500 companies and hundreds of the country's leading

nonprofit organizations to create transformational change. They say that even though 72% of nonprofits strongly agreed that skills-based volunteers would help increase their impact, almost a quarter of these organizations say they had no plans to use the talents of skills-based volunteers. Common Impact and Capital One have combined over 20 years of experience connecting corporate volunteers with local nonprofits and have been successful in assisting nonprofits to be successful with engaging skills-based volunteers with nonprofits. They have found that nonprofit readiness is a crucial part of successful skills-based engagements, yet only one in four nonprofits is ready to engage skills-based volunteers.

     With this checklist being a service to my nonprofit project, it will be a strength to prepare the organization to know what it needs to move forward with skills-based volunteers. There are 13 organizational readiness questions, such as "Do we know what makes our programs successful," and "Do we know what organizational challenge we want our skills-based volunteers to address?" There are 11 project readiness questions, such as "Are all individuals who need to be involved with this project able to do so right now," and "Do we know what kinds of deliverables we are looking for from our skills-based volunteers?"

     The purpose of this checklist is to clarify if the nonprofit is ready to engage skills-based volunteers and if not ready, to know what the conversations should be about to get ready. Common Impact and Capital One suggest including a mix of staff roles, tenure, and levels to see if there is a consensus that the organization may be ready to engage. As Tharp (2003) stated, before you can appreciate your skills and where you might need improvement, you need to take inventory. I would suggest that my nonprofit project

owner use this checklist as a resource to see if she is ready for skills-based volunteers and use it to help her get ready for the skills-based volunteers if she is not, after reviewing the checklist. The checklist is very cost-effective because it is free online. She can have success using this checklist with no financial strain. I could partner with her in the fall and introduce it to her as a tool that I could use to lead the discussion with her team. Once she is ready to move forward and see what the leadership skills are that her volunteers have, I would send a leadership volunteer survey to see what their skills are and how they want to use them in her organization. I have enjoyed learning about this strength-based volunteer process. I did not know that it was so involved with generating and becoming ready for skills-based volunteers. This checklist, as shown in Figure 3, is a great support that I found very helpful when thinking about what an organization needs to be ready to add skills-based volunteers.

Figure 3

Skills-Based Volunteers Checklist

Checklist: Is My Organization Ready for Skills-Based Volunteers?

While every organization is different, Common Impact and Capital One developed this check-list to help nonprofits clarify if they are ready to engage skilled-volunteers. Ask a variety of staff to fill out this checklist and consider including a mix of staff roles, tenure and levels. If there is consensus that your organization can answer "yes" to most of the questions below, your organization may be ready to engage!

Organizational Readiness

Have we looked at our service model recently to ensure it is meeting the needs of our clients?
☐ Yes ☐ No

Do we know what makes our programs successful?
☐ Yes ☐ No

Organizationally, are we clear about how each program relates to our mission and vision?
☐ Yes ☐ No

Are all staff and board on the same page about the kind of social change we are trying to achieve?
☐ Yes ☐ No

Do we know what our organizational goals are for the next few years?
☐ Yes ☐ No

If we meet these goals, are we clear on how this will improve our ability to meet our mission?
☐ Yes ☐ No

When we've engaged volunteers in the past, did we monitor their satisfaction to make sure they had a good experience?
☐ Yes ☐ No

If we got feedback on ways to improve our volunteer engagement, did we act on it?
☐ Yes ☐ No

Do we know how to solicit information about what our skilled-volunteers are trying to get out of their involvement with our organization?
☐ Yes ☐ No

Once we get this information, are we confident we can create an experience that will deliver?
☐ Yes ☐ No

Do we have the bandwidth to manage external resources?
☐ Yes ☐ No

Do we know what organizational challenge we want skilled-volunteers to address?
☐ Yes ☐ No

Is it clear how addressing this challenge will help our organization more effectively deliver on our mission?
☐ Yes ☐ No

Project Readiness

Have we addressed any road-blocks that have affected our ability to solve this challenge in the past?
☐ Yes ☐ No

Can we define project success?
☐ Yes ☐ No

Do we know what kinds of deliverables we are looking for from our skilled-volunteers?
☐ Yes ☐ No

Do we know what information we need to provide volunteers in order to help them achieve success?
☐ Yes ☐ No

Can we access that information before skilled-volunteers are engaged?
☐ Yes ☐ No

Have we vetted this idea with stakeholders to be sure we are in agreement about the value of the project?
☐ Yes ☐ No

Do we know how much input each person wants to, and should give, into the project?
☐ Yes ☐ No

Do we know how we will support the project after it's delivered?
☐ Yes ☐ No

Do we know how we will use the project results?
☐ Yes ☐ No

Are all the individuals who need to be involved with this project able to do so right now?
☐ Yes ☐ No

Do we know who will manage this project, and does this person have the organizational knowledge and capacity to manage it?
☐ Yes ☐ No

Deliverables

A deliverable can be a creation, outcome, or skill to achieve something or complete a process (Kloppenborg et al., 2019). For this project, the recommendations and action plans that I researched will produce more opportunities for Servant's Hearts and

Hands to serve, change the culture so the volunteers are more consistent, and help to lead in the transition to the next level.

First Deliverable

The first deliverable is to develop a vision for Servant's Hearts and Hands to include creating an executive board with leadership opportunities for consistent volunteers. Skills-based volunteers will work together to create executive board positions for fundraising, bylaws, communication, programs, etc. This vision will be a clear and concise communication to all stakeholders. This will also help to meet the Maslow hierarchy of needs – love and belonging, esteem, and self-actualization – that most volunteers have. As part of the vision, Servant's Hearts and Hands will establish the criteria for this small executive board that meets and reports on goals with progress reports every 3 months.

Cost Assessment of First Deliverable. Servant's Hearts and Hands can start on this deliverable with no cost to begin. The cost of meetings to create and set up leadership positions and the executive board with this organization can be done virtually using the Zoom the owner already owns.

Second Deliverable

The second deliverable is to develop a collaboration with other nonprofit organizations that feed the hungry. Reaching out to other well-suited organizations and volunteering with them creates learning and networking opportunities for Servant's Hearts and Hands and establishes connections.

Cost Assessment of Second Deliverable. Servant's Hearts and Hands can start on this second deliverable at no cost. This deliverable involves communicating with other

nonprofit organizations that feed the hungry. This can be done by phone, email, or Zoom, which the owner of Servant's Hearts and Hands already owns.

Third Deliverable

My third deliverable will be to create and develop a social media page and monthly newsletter for Servant's Hearts and Hands. On the social media page and newsletter, the needs and successes of Servant's Hearts and Hands will be presented at the executive board meetings and then to social media outlets, such as Facebook and Instagram. They will be updated and maintained consistently by skills-based volunteers. This will help with marketing and publicity for more volunteers and exposure for awareness and donations.

Cost Assessment of Third Deliverable. Servant's Hearts and Hands will not incur a fee for a social media page since Facebook and/or Instagram are free. The newsletter can also be written and sent out electronically through email and/or social media profiles.

Fourth Deliverable

My fourth deliverable will be to develop financial leadership within Servant's Hearts and Hands. This goal includes starting a separate business bank account and researching monthly memberships, financial donors, funders, grant writers, marketing leaders, and donation reminders. An indicator of success for this goal includes having the opened business bank account, monthly memberships, grant writers, and donations in place as well as an analysis of how the resources are effectively distributed; to be completed by Servant's Hearts and Hands by November 2023.

Cost Assessment of Fourth Deliverable. Servant's Hearts and Hands will only incur a fee to open the business bank account depending on what bank is chosen. A skills-based volunteer who has banking and/or financial experience may be able to assist.

Fifth Deliverable

For my fifth deliverable, I see that more leadership position needs exist within Servant's Hearts and Hands. These positions consist of deliveries, logistics, interest meetings, opportunities to serve coordinators, and administration and monthly membership leaders' meetings. An indicator of success for this goal includes leaders being in these positions and their self-actualization, esteem, and love and belonging needs being met; to be completed by Servant's Hearts and Hands by February 2024.

Cost Assessment of Fifth Deliverable. From what I have seen and heard from the volunteers of Servant's Hearts and Hands, they would love to serve in these leadership positions and help the organization grow. They are skills-based volunteers who would gladly serve with their time and energy to help with delivery, logistics, coordinators, and administrators for whatever is needed in this organization; therefore, there is no fee for these leadership positions.

Deliverables Conclusion

These deliverables will help Servant's Hearts and Hands have skills-based volunteers who will help this organization grow as well as feed into the hierarchy of needs that the volunteers need to be consistent. These deliverables will also get Servant's Hearts and Hands connected with compatible organizations to develop skills and insights to grow to the next level. The last deliverable will help Servant's Hearts and Hands be noticed on the virtual map, establish even more value in the community, and be open for

other volunteers who are interested. All these deliverables are no cost to start, but they will provide what the organization needs at this time to hopefully be able to start fundraising in the future to reach even more goals.

SMART Goals

Because the mission and the vision are in place, Servant's Hearts and Hands can review and make revisions toward strategic alignment as often as every 3 months (Kloppenborg et al., 2019). When thinking about which projects to select and when, objectives should help with making decisions for how to move forward. Organizations should always strive to be effective; therefore, objectives should be SMART – specific, measurable, achievable, results-based, and time-specific (Kloppenborg et al., 2019).

For the first letter in SMART, S stands for specific. One specific goal for Servant's Hearts and Hands is for the organization to have an executive board that has skills-based volunteers in leadership positions. Some positions will need to be communication (social media, newsletter), programs (collaboration, volunteers), bylaws (guidelines and procedures), and fundraising (donations, raising money).

These skills-based volunteers are also stakeholders who will be consistent because their motivation needs will be met with the Maslow Hierarchy of Needs – love and belonging, esteem, and self-actualization – that most volunteers have.

The next letter is M, which stands for measurable. To be able to measure this specific goal, we will need to know that we have reached it. We will need an evaluation process to measure and keep track of progress. The specific goals of having skills-based volunteers in leadership positions on the executive board can be measured by looking to see if there is an executive board and who fills those positions. All consistent volunteers

will need to be able to tell newcomers about this vision, mission, and the leadership positions filled and that need assistance. The third letter of SMART is A, which stands for achievable. This means that the goal can be reached. The goal of creating and developing leadership positions filled on the executive board can be achieved with regular meetings and interviews of what kind of leadership positions are needed to assist with the mission of Servant's Hearts and Hands.

The fourth letter of SMART is R, which stands for results based. This means that the goal should show results once completed. The goal of creating and developing an executive board with skills-based volunteers in leadership positions on the executive board will be shown with an executive board meeting every 3 months.

The fifth and final letter of SMART is T, which stands for time specific. This means that the goal should include the time when the goal will be carried out. The goal of creating and developing an executive board with skills-based volunteers in leadership positions by January 2024 includes a time that is specific for this goal to be completed.

I have summed up all the deliverables in the following SMART goals:

1. Servant's Hearts and Hands will have an executive board that has skills-based volunteers in leadership positions – communication (social media, newsletter), programs (collaboration, volunteers), bylaws (guidelines and procedures), and fundraising (donations, raising money). The meetings are prescheduled on the yearly calendar and meet every 3 months with a completed checklist and next steps at each meeting by the owner, with a deadline to start the first meeting in January 2024.

2. Servant's Hearts and Hands will join in collaborating with other nonprofits that are compatible. This will help them create learning opportunities to grow their business and networking capabilities once every 3 months starting in August 2023. This collaboration with other nonprofits will provide discussion of what was learned and the networks that were developed and experienced for communication on the Zoom executive board meetings. This will start in February 2024, within 2 weeks after collaboration.

3. Servant's Hearts and Hands will start Facebook and Instagram social media pages and a monthly newsletter that state the needs and successes for marketing and publicity with awareness and exposure for possible donations as soon as the executive board is formed in January 2024.

4. Servant's Hearts and Hands will develop financial leadership within the organization. This goal includes starting a separate business bank account and researching monthly memberships, financial donors, funders, grant writers, marketing leaders, and donation reminders. An indicator of success for this goal includes that the opened business bank account, monthly memberships, grant writers, and donations are in place, as well as an analysis and how the resources are effectively distributed; to be completed by Servant's Hearts and Hands by November 2023.

5. More leadership position needs exist within Servant's Hearts and Hands. These positions consist of deliveries, logistics, interest meetings, opportunities to serve coordinators, administration, and monthly membership leaders' meetings. An indicator of success for this goal includes leaders being in these

positions and their self-actualization, esteem, and love and belonging needs

being met; to be completed by Servant's Hearts and Hands by February 2024.

Project Scheduling

Kloppenborg et al.'s (2019) project scheduling communicates the order, duration,

and activities that need to be planned for projects. There were two activities that helped

me to gain a unique way of understanding the importance of project scheduling. One was

the Ordering Dependent Tasks in Blackboard, and the other was inputting my specific

consultancy tasks on a Gantt Chart. The Ordering Dependent Tasks Activity and my

Gantt Chart of tasks for my consultancy gave more direction on what needed to be done

first and which tasks could be done later (Schultmann et al., 2022). These activities took

1 hour each to create and furthered my understanding of the value of project scheduling.

Project Schedule

The leadership competencies will need to be evaluated before a project manager

can start a project schedule. This includes the organization's contributors and their

abilities for the tasks. Kloppenborg et al. (2019) suggested that no matter what

methodology is used (Agile, waterfall, or hybrid) when managing a project for an

organization, there are three constraints. The first constraint is scope driven. This means

that no matter how long it takes or how much it costs, the delivery of what is requested

will be done. The second constraint is to be schedule driven, which is to meet the

deadline by delivering whatever scope is possible within the budget. The third constraint

is cost driven. This is important as it is determined by the budget and is only possible

until the budget is exhausted, meaning the schedule ends when the money runs out. My

project consultancy is schedule-driven for me because I had to complete my research and

action plans by a deadline. I also feel that for my actual nonprofit, Servant's Hearts and Hands, the best constraint may be schedule driven. I feel that way because the volunteers want to help, but based on the survey results, they need the nonprofit to have goals and deliverables in place to keep them excited about the growth of the organization. An assessment of the strengths, weaknesses, opportunities, and threats (SWOT) should be performed to make sure developments are advantageous to all investors. This assessment was conducted between March 2021 through October 2022. It included the personal leadership development plan as well as the areas that would be the focus of the project for Servant's Hearts and Hands.

Tasks List, Sequence, Duration, and Dependencies

The tasks I completed are as follows:

1. The Likert survey was sent to each volunteer of Servant's Hearts and Hands from March through April 2022. This survey was dependent on my knowledge and understanding of Servant's Hearts and Hands and the areas that needed enhancement that I learned about within 19 months. The Likert survey was used to develop a quantitative assessment of what Servant's Hearts and Hands needed to improve with the consistency of their volunteers. This was completed by April 15, 2022.

2. Open-ended questions were sent also to each volunteer of Servant's Hearts and Hands from March through April 2022. This qualitative survey was to give more transparency and perception of how the volunteers really feel when working with Servant's Hearts and Hands. This qualitative survey depended on the Likert survey being completed. This was completed by April 30, 2022.

3. A technology interview and assessment were conducted with Ulricia Brown, CEO of Servant's Hearts and Hands, on June 1, 2022. This interview was dependent on the 19 months of my knowledge and understanding of Servant's Hearts and Hands. I was able to focus on areas needed to improve the technological needs of this organization. This was completed by June 31, 2022.

4. A meeting with Ulricia Brown, CEO of Servant's Hearts and Hands, was completed by October 31, 2022, to recommend an action plan.

Communication and Stakeholders Engagement Plans

There are various ways to communicate plans to stakeholders. Several in-person meetings, Zoom meetings, and telephone calls have been agreed upon during this project. To be effective, goals should be strategically set during the development of a project to ensure success with deadlines. For communication of this consultancy, several face-to-face meetings were agreed upon. Communication was needed to establish emails and phone numbers of volunteers for the distribution of quantitative and qualitative assessments. Monthly meetings were established to give updates to the project host on the project schedule, assessments, results, and recommendations.

1. Servant's Hearts and Hands will have an executive board of diverse skills. When using skills-based volunteers in leadership positions, such as communication (social media, newsletter), programs (collaboration, volunteers), bylaws (guidelines and procedures), and fundraising (donations, raising money), it will provide resources for what is needed in the organization. The creation and development of leadership positions for the

skills-based volunteers on an executive board will help meet the Maslow Hierarchy of Needs – Love and Belonging, Esteem and Self-Actualization – that most volunteers have. An indicator of this being successful is when the skills-based volunteers are in these leadership positions, meeting monthly, contributing to the organization's goals and aims, and engaging to help develop the organization; to be completed by Servant's Hearts and Hands by January 1, 2024.

2. Servant's Hearts and Hands will join in collaborating with other compatible nonprofits to help them create learning opportunities to grow their business and networking capabilities for connection with resources and growth once every 3 months starting in August 2023. An indicator of success for this goal will be the resources and learning opportunities that take place. This will start in August 2023, and discussions of the resources and what was learned, along with the network experience, will also start on Zoom in executive board meetings within 2 weeks after collaboration starting in February 2024.

3. Servant's Hearts and Hands will start Facebook and Instagram social media pages and a Servant's Hearts and Hands Newsletter with details advertising organizational awareness including fundraisers. This awareness will also incorporate marketing and publicity exposure by a skills-based volunteer on how donations can be made and other organizational needs and successes at least once a month. This will coincide with a monthly newsletter that gives the same information for email distribution, as soon as the executive board is formed in January 2024. An indicator of success will be that social media

pages and newsletters are created and members have subscribed and they can be shared. The owner of Servant's Hearts and Hands can appoint the use of skills-based volunteers and a communication team to commit to this activity; to be completed by Servant's Hearts and Hands by January 2024.

4. Servant's Hearts and Hands will develop financial leadership within Servant's Hearts and Hands. This goal includes starting a separate business bank account, researching, and starting monthly memberships. This goal involves the starting of financial donors, funders, grant writers, marketing leaders, and monthly donation reminders. An indicator of success for this goal includes the opened business bank account, monthly memberships, grant writers, and that donations are in place, as well as an analysis of how the resources are effectively distributed; to be completed by Servant's Hearts and Hands by November 2023.

5. More leadership position needs exist within Servant's Hearts and Hands. These positions consist of deliveries, logistics, interest meetings, opportunities to serve coordinators, administration, and monthly membership leaders' meetings. An indicator of success in this goal will be when the board meets to review and analyze growth data with the results of client satisfaction surveys. This will also show unified performance expectations so data can be monitored and assessed. Another indicator of success for this goal includes leaders being in these positions and their self-actualization, esteem, and love and belonging needs are met; to be completed by Servant's Hearts and Hands by February 2024.

During this consultancy, I was able to provide the following tools:

- enhance the consistency of volunteers

- include and increase the leadership opportunities for expansion

- establish what motivates volunteers to be consistent

Literature Review

Research Questions

1. What indicators give us information on what volunteers consider a good relationship with a supervisor?

2. How do leaders of organizations motivate volunteers to be consistent leaders of organizations?

3. What actions do nonprofits consider before engaging with volunteers?

4. What motivates volunteers to be consistently involved with one organization over another that has the same mission?

5. What is the process of considering which organization to volunteer one's time and energy?

6. What action steps are needed by the leader of the organization to form a good relationship with volunteers?

Themes

I chose to investigate the history and existing knowledge of the motivation of volunteers and workers in organizations. I felt that this understanding will help to retain some consistency with the volunteers within the Servant's Hearts and Hands organization. While exploring various books and articles on this topic, I have decided on three strategic themes that will increase this unique topic. These themes include the social

connection volunteers need; volunteer engagement for commitment in organizations; and how leadership behavior, especially the ability to motivate, affects the overall retention of volunteers within the organization. I intend to show how all these topics assist with improving organizational success. This research will benefit leaders of organizations who want to have thriving programs and strengthen their leadership.

My first theme consists of the social connection that all volunteers need. Vannier et al. (2021) stated that social connection, which includes the essentials of social coherence, contribution, integration, acceptance, and actualization, is suggested to influence the growth of societal and individual health. Putnam (2000, as cited in Vannier et al., 2021) maintained that this social connection is contributory to the development of our health through bonding and bridging relationships. Vannier et al. asserted that bonding relationships strengthen the bonds connecting individuals or groups with comparable interests, conditions, circumstances, or demographics. Bridging relationships are those that get stronger between individuals or groups with unrelated situations, consequences, or demographics. The resulting benefits of being part of a social group cause community wealth within both networks through the extension of bonding and bridging relationships. This social group can be small like a family or large like an extended family.

The second theme I have identified is how volunteer engagement and commitment are considered when working within the organization. Handy and Brudney (2020, as cited in Trent et al., 2020) defined volunteerism as an activity where people donate their time freely to aid others which presents an opportunity for nonprofit organizations to offer services and assistance through increased capacity. Trent et al.

(2020) stated that nonprofits depend on valuable, committed volunteers to accomplish their goals. Vecina et al. (2011, as cited in Trent et al., 2020) stated that organizational commitment does take more time to grow than organizational satisfaction. The organizational commitment is in essence to recognize volunteers who give over time and who conclude volunteering after 1 year. This need is highlighted for a constant emphasis on volunteer engagement and organizational commitment. When checking the influences of volunteer engagement, research has leaned on spotlighting the role of organizational support. Malinen et al. (2016, as cited in Trent et al., 2020) conducted a study of volunteers, inspected organizational engagement as a guide between alleged organizational support and organizational commitment, and within identified organizational support and volunteer satisfaction. Similarly, Alfes et al. (2015, as cited in Trent et al., 2020) found that the volunteers' work engagement resolved the relationship between two types of organizational support. They are task-focused and emotion-focused and plan to leave their organizations. Vecina and Fernando (2013) conducted a study with 232 volunteers. In this study, it was noticed that the pattern of the relationship between engagement and purpose is improved by commitment. The relationship between commitment and a person's mental well-being is fully interceded by engagement. The regression assessments prove that it is not engagement that predicts the intent to remain with an organization, but commitment; that it is the engagement, not commitment that calculates the emotional health of active volunteers. In contrast to this approach, Harp et al. (2016, as cited in Trent et al., 2020) examined the damaging volunteer demands of role ambiguity and several work constraints, such as insufficient support from others, lack of essential information, inadequate equipment or supplies, lack of volunteer

overseer, and the absence of other volunteers. All of these are considered a lack of support from the organization and are associated with volunteer engagement. The way to move forward is to look at the insights and understandings of the process of an organization, such as the way volunteers are directed and the aspects of their involvement.

My third theme shows how leadership behaviors affect a volunteer's overall retention within the organization. Hudson (2021) stated that in order to engage volunteers, reduce volunteer turnover rates, upgrade the total operation, develop the processes, and sustain community needs, leaders need strategies. Oostlander et al. (2014) stated that it is important for organizations to know how to keep their volunteers for long-term commitments. This knowledge is important for organizations because of the influences and values the volunteers give to the communities and the groups they serve. Another reason it is extremely important for organizations to be able to support volunteers is due to the impact this has on the actual volunteers themselves. The cost and time that comes with volunteer turnovers can be extreme. This is due to the reduced optimism and decreased ability to serve the public with frequent turnovers. Leadership needs to understand that their behavior influences this morale and volunteer motivation. Oostlander et al. used the self-determination theory in their study to evaluate the method of supportive leadership that allows volunteers to have autonomy, which affects their motivation. This means that taking a volunteer's uniqueness into consideration is key to maintaining volunteers because volunteers look at leadership as either supportive or controlling. Leadership should take into consideration the experiences and views that may have occurred within the volunteers' lives prior to their coming to their organization.

Studer and von Schnurbein (2012, as cited in Oostandler et al., 2014) maintained that volunteer coordinators play a chief role in the ability to draw, coordinate, place, and retain volunteers because of the producing feelings of control or independence they choose to provide. The effects of volunteers feeling micromanaged or controlled are very negative and do not increase the motivation to continue with a company (Vantilborgh, 2011, as cited in Oostandler et al., 2014).

Theoretical Framework

Maslow

Merriam-Webster (n.d.-p) states that a volunteer is a person who offers or performs a service willingly and without pay. Volunteering indicates a helping activity that benefits others and is done by a group of people or an individual. It does not have to be an emergency or during a crisis, but it provides a service for the needs someone has. Aguirre and Bolton (2013) stated that these needs are listed in Maslow's Hierarchy of Needs. They include basic needs that must be met before reaching any of the other needs. These five needs start from the bottom and include physiological needs (food, clothing, and shelter), safety needs (the need to be protected, security, and freedom from fear), love and belonging needs (feeling a sense of acceptance and establishing relationships with others), esteem needs (to feel respected, a sense of contribution or value), self-actualization needs (seeking personal growth, the realization of one's full potential; Aguirre & Bolton, 2013). The basic or bottom-level requirements need to be met ahead of starting on the upper level of necessities (Aguirre & Bolton, 2013). When physiological needs are missing, like food, water, and sleep, these foundational needs will try to be met first. Our safety needs are clear even in early childhood especially since we react with

fear and anxiety when our safety is threatened. This safety need also contributes to why

we have savings accounts and purchase insurance plans, and Aguirre and Bolton stated

that volunteers can find their love and belonging needs, esteem needs, and self-

actualization needs while volunteering in an organization. This happens when the

volunteering activity provides the opportunity to create bonds with fellow volunteers and

organizations. This volunteering also expands their social networks, which leads to more

interaction, trust, and engagement with the people who share that volunteering

experience. The volunteering experience with social bonds and social networks

contributes to feelings of belonging. It is important to mention that all people need a

sense of belonging to a group or organization. Some never realize this need within their

own families, school, religion, or social organization, and this leads to them turning away

and seeking it elsewhere, sometimes in antisocial and unacceptable groups (Deibert &

Walsh 1981). Aguirre and Bolton stated that our self-esteem needs come in two parts: (a)

feeling self-confident and good about oneself and (b) feeling valued by others, having our

achievements and contributions recognized by other people. When this happens, we feel

confident and see our contributions and achievements as important and valuable. When

this does not happen, we feel feelings of inferiority (Aguirre & Bolton, 2013). The top of

the pyramid of needs, self-actualization, indicates the feeling that we are doing what we

believe we are meant to do. This is rare for most to reach, but examples of reaching this

need could be Abraham Lincoln and Mother Theresa. So how do we reach these needs?

Aguirre and Bolton (2013) stated that Maslow (1954) believed that we need to

understand the world around us by learning new information. Learning more about what

is happening now can help us feel safer and develop a better understanding of a certain

topic that one is passionate about, which can lead to self-actualization**.** Figure 4 shows

Maslow's Hierarchy of Needs.

Figure 4

Maslow's Hierarchy of Needs

According to Rahman and Nurullah (2014), Abraham Maslow's Hierarchy of

Needs is the most famous early theory of motivation. He believed that once a person's

need is reached, it no longer motivated the person (Rahman & Nurullah, 2014). The

theory suggests that most employees will always want more from their employers.

According to Maslow (1943), people will not be motivated to satisfy a higher-level need

unless the lower-level needs have been at least minimally fulfilled (Rahman & Nurullah,

2014).

Before 1970, Herzberg's theory was the cornerstone of modern motivation (Damij

et al., 2015). He believed that work motivation was decided by two factors: high-order

need satisfaction (motivating factors) and low-order need satisfaction (hygienic factors;

Damij et al., 2015). Motivating factors include achievements, recognition, the work itself,

personal growth, and responsibility. The hygienic factors include physical and

physiological conditions such as supervision, salary, benefits, policy, and administration. The hygiene function involves continuous boosting and is mirrored in the short-term outcomes. On the other hand, motivation is based on the need for individual growth and an internal generator; therefore, the benefits are long-term (Damij et al., 2015).

There are three top motivating factors for all salary classes. These factors include a sense of achievement, good relationships with colleagues, and interesting work. These inhibitors contribute to how we as human beings feel and manage our relationships at work. These include relationships with bad supervisors, our colleagues, and unhelpful coworkers (Damij et al., 2015).

Most of Herzberg's philosophies are very pertinent today. The top three motivators for employees go beyond income and prestige. Even if the dissatisfying job factors were eliminated, performance at work would not be enhanced. Employees will neither satisfy nor dissatisfy volunteers today, even when the hygienic facts are the best (Damij et al., 2015); therefore, this insinuates that even if the pay is great, that will not motivate performance at work. According to Stringer et al. (2011), Heneman and Werner (2005), Probst et al. (2002), and Brudney and Condrey (1993), as cited in Hur (2014), there are extrinsic rewards and working conditions such as job guarantee, pay, and benefits that are said to boost the motivation among employees by several scholars. Herzberg (1968) stated that researchers have attuned to the sensation at work such as accountability, accomplishment, and acknowledgment in increasing motivation levels. When workers experience these reactions at work, they are better motivated, and production improves compared to when they receive higher pay and job protection. These better working conditions are usually regulated anyway, especially in the public area.

This motivation is recognized as the Herzberg Two Factor Theory of Motivation, as shown in Figure 5. Companies will need to expand the motivating factors to see heightened motivation and performance in the workplace (Damij et al., 2015). The motivating influences also last longer on employees' mindsets as Herzberg suggested (Damij et al., 2015).

Figure 5

Herzberg Theory
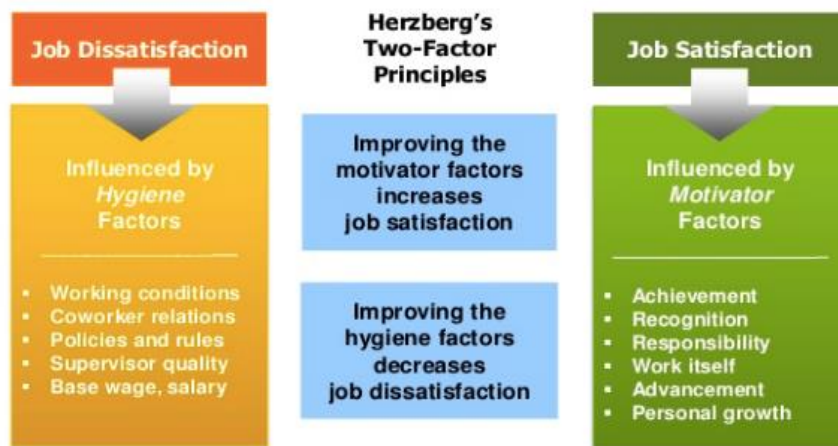
Herzberg Theory

Herzberg's theory of motivation holds a slightly disagreeing position with Maslow's motivational theory. There was a questionnaire survey for public and private commercial bank executive employees in Bangladesh on the different levels of motivation. There were 130 executive respondents. The study involved 20 questions on a 5-point scale with five options: strongly agree, agree, undecided, disagree, and strongly disagree. If Maslow's estimates are applied to an organizational example, 85% of employees' basic needs would be satisfied, 70% of employees' security needs would be satisfied, 50% of social needs would be fulfilled at work, only 40% of esteem needs

would be met at work, and only 10% of the employee's self-actualization needs would be met (Rahman & Nurullah, 2014).

Motivational theorist Deming believed that the process-oriented philosophy was the most effective way to improve quality and productivity (Chung, 1999). This is another slightly different attitude to Maslow's and Herzberg's philosophies. Deming's process-oriented philosophy has the theory of endless improvement and involves the following three grounds: (a) the process is usually more entertaining than the result; (b) if one takes care of the development, the result will take care of itself; and (c) any result is part of a limitless process leading to forthcoming results and future developments (Chung, 1999). The most effective way to improve the quality and productivity at work, according to Deming (1981), would be to enjoy the process of work.

When performance evaluations are used, that is a result-oriented approach; however, the process-oriented criteria would provide a more fitting evaluation and a clearer motivational power (Chung, 1999). In today's world, there is a serious impression and influence for companies to gain information on best practices for motivational tactics, so that they remain competitive and attract, advance, and hold onto significant employees (Stafford, 2018). Stafford (2018) also stated that when it comes to saving companies money and time, retraining new employees is not the way to go. Keeping key employees is critical to saving time and money, so the motivation of employees is serious.

Theory Differences and Similarities

Bandura had a different opinion than Herzberg. Bandura (2005) believed that employee requirements are a function of personality (Bassett-Jones & Lloyd, 2005).

Bandura (2005) stated that people are goal-seeking and search for optimistic

corroboration (Bassett-Jones & Lloyd, 2005). In Bandura's opinion, giving workers

suitable rewards elevated motivation.

Goodman (2001) stated that the Collins Social System (1975) looks at the

relationship between human interactions and social structures, which is the relation

between micro and macro, and looks at the history of philosophy. This is how Collins

recently tested his ideas. According to Goodman, the Collins Social Systems exist

because of Randall Collins and his interest in an unclear sociology. An unclear sociology

reveals the hidden procedures behind what is taken for granted and that reveals why the

apparent questions are not the most central questions. In my search, I also found some

information about appreciative inquiry that I am considering in my recommendations.

Appreciative inquiry is all about discovering what is working, creating energy and

excitement, and then deciding how to create more of that through the four steps of

discovery, dream, design, and destiny. The basis is to create questions and then use those

questions to be the change we want to see.

Stedman and Rudd (2004) viewed Maslow and Herzberg as theories behind many

volunteer programs. They started to connect this to administrators and managers

understanding how to recruit, train, recognize, retain, and supervise volunteers. They

believed in Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, which are

shown in Figure 6.

Figure 6

Maslow and Herzberg Motivational Theories

As Stedman and Rudd (2004) stated, there are similarities between Maslow's (1954) Needs Hierarchy and Herzberg's (1968) Two Factor Theory of Motivation. Maslow's low-order needs are more like Herzberg's hygiene factors, and Maslow's high-order needs are linked with Herzberg's motivators. An example of this description is when an employee is given something from the hygiene factors, such as job security. This would not make employees satisfied. They would become less dissatisfied because job security is only a hygiene factor and not a Maslow high-order motivator or Herzberg motivator.

The most basic in the hierarchy is the physiological, which includes air, shelter, food, sex, and avoidance or relief from pain. This includes salary, working conditions, and breaks in the organizational setting. This is where Herzberg slightly agrees with Maslow (Damij et al., 2015).

Once these needs are met, the individual is now moved to be concerned with safety and security. This is where Herzberg and Maslow disagree. According to Damij et

al. (2015), an organization's safety and security includes safe working conditions, job

security, benefits that include health insurance, severance pay, and salary elevations.

These days, there are fewer benefits granted, and jobs are less guaranteed. The third level,

which is an intermediate need in the hierarchy includes affection and affiliation needs.

Individuals look for love, belonging, friendship, affection, and acceptance. In an

organization, this need includes the chance to interact with others and have friends. The

fourth need is the esteem level, which is the higher needs of individuals. This need

includes the need for power, status, and achievement. In the organizational setting, this

includes recognition, autonomy, pride in completing the job, titles, participation in

decision-making, and the chance for advancement. The final need, self-actualization, is

the culmination of all the lower, intermediate, and higher needs of individuals. This is the

motivation of human beings to transform the perception of self into reality. In the

organizational setting, it includes the chance to be creative, gain promotions, develop

one's skills, and have complete control over one's job. Personal growth and realization of

potential are examples of meeting self-actualization needs (Rahman & Nurullah, 2014).

Maxwell

This reminds me of Maxwell's (2007) law of connection. With this law, Maxwell

(2007) expressed how when working with individuals there are guidelines for connecting

as a leader with people. Before doing anything else, a leader must first have confidence

and a belief in themselves and know where they want to lead. Another defining guideline

for a leader to connect is to make sure the method of communication is not a barrier. This

means that a leader should not be too far away from the audience. The leader should try

to speak their language or go to them to try to be attuned to their culture, background, and

education. The leader should adapt to others, instead of expecting others to adapt to the leader. Inexperienced leaders miss connections when they focus on themselves instead of focusing on others. Maxwell's (2007) law of connection will help volunteer coordinators understand how not to invest in controlling volunteers but to look for ways to connect with volunteers and get them where they want to go. This shows that the leader truly values volunteers. Successful leaders are initiators who take the first step with others and continue building relationships that keep volunteers in a successful organization. According to Maxwell (2007), the difference between leaders and followers is leaders motivate themselves and followers wait on others to motivate them. Leaders are self-motivated, and followers are others motivated. The leader who motivates others is self-motivated, which gives you the credit to motivate others. According to Maxwell (2007), some questions leaders should ask people are, "What do you cry about," "What do you sing about," and "What do you dream about?" The reason for these questions is to help leaders bring out motivational desires to get the perspectives of others. Where they are, how they feel, what are they thinking, and what they need are the answers to engage and promote motivation in them. Another important aspect of motivating others as a leader, according to Maxwell (2007), is leaders who motivate must first create a motivational environment. This environment is not manipulative, which means moving people for personal advantage, but to move people for mutual advantage and not to place leverage or guilt on them, but to be there for them even when their motivations change. An important attribute of motivating people out of their comfort zone that Maxwell (2007) spoke of is to make sure that the motivation is not out of their gift or strength zone. This can lead to frustration and hurting people. For example, if a person cannot sing, it would be hurtful to

motivate them to do so, and it would also frustrate the people to whom they would sing.

According to Maxwell (2007), the following are reasons people do not perform the way

they should:

- They do not know what they are supposed to do, which means the vision

  and/or mission was not explained well;

- They do not know how to do it, which could mean that they have not been

  trained well;

- They do not know why they should do it, which could mean there is a soul

  issue;

- There are situations beyond their control that create obstacles to being able to

  do it, which could be a leadership issue because leaders clear the path; or

- They do not care enough to do excellent work, which is an attitude issue.

Maxwell (2007) described four different leaders: an average leader who directs; a

good leader who directs and explains; an excellent leader who directs, explains, and

shows; and a great leader who directs, explains, shows, and inspires. I consider the great

leader description to be a transformational leader.

My Reflections on Motivation

Why do we complete certain tasks better, without postponing them, even when we

do not like the venture? Every day we have certain tasks to complete, and some

assignments are more enjoyable than others. If we are motivated, we can achieve most

tasks faster and better. I find this topic of motivation remarkably interesting as I see my

22-year-old son, 24-year-old daughter, my husband, coworkers, and myself. I see how we

get certain tasks and personal things accomplished in a timely manner. Then there are

some tasks that we either procrastinate on or do not do at all. Even more fascinating to me is to learn about what motivates workers to stay with a company. Motivation with working adults comes from several factors including income, personal accomplishment, and respect, to name a few. Employers are looking for new ways to motivate their employees for contentment and success at their company (Damij et al., 2015).

When one is motivated at work, their level of production, dedication, and work performance increases. Herzberg, Maslow, and Deming were motivational theorists who shed light on how to help employers motivate their employees. What these motivational theorists are saying is that the top motivators for employees go beyond income and prestige. This makes an awareness of motivational theories key for employers.

As I further reflect on the information I have learned about Maxwell, Herzberg, Maslow, and Deming's motivational theories, I would say that I agree with all of them, but I lean more toward Maslow. I agree more with Maslow because he believed that there is a specific order and once the lower levels are reached, esteem and self-actualization stand in line to be waiting to be grasped. Bassett-Jones and Lloyd (2005) stated that through personal growth, a sense of achievement, responsibility, and recognition pushes motivation. When I think about my workplace and the jobs I have had before, although I needed more money, I was only happy at certain companies when I had good relations with colleagues and had interesting work that gave me a sense of achievement. I agree with Herzberg. I say that because I reported to work on time and looked forward to showing up for work, no matter what the salary and benefits were; I was happier with my coworkers and enjoyed that job.

Theory of Change

As far as a theory of change, I have chosen Prochaska and DiClemente's Change Theory (Kritsonis, 2005). My rationale for choosing this theory stems from what I know about people and how they think. What caught my attention with this change theory is how Prochaska and DiClemente stated that when there is a change occurring, people will go through a series of phases (Kritsonis, 2005). I agree with this statement because most people do not want to change, which is the first step in this theory: precontemplation. At this stage, the person does not see their behavior as a problem and is not aware of their issues or not serious about changing. I feel that this could also be called a rebellion stage.

Contemplation is the first stage of this theory. This is when the person recognizes that they have an issue and they are thinking about changing their behavior. This person then weighs the pros and cons of changing the current behavior. This is a thinking stage in which the person sees how this could be solved but has not committed to making a change. Asking questions about how they would like to be and how they are is an intervention during this stage; for example, saying, "If making all As is a priority, but you do not follow the teacher's directions and turn in assignments, is this really a priority?" It points out the discrepancy with the way they are. The next intervention would be to give them some different ways to meet the goal or priority.

Preparation is the next stage. During preparation, the person has decided to change, and while they are making plans to change, they are not sure how to do this. This person might also collect information and test the waters. They may also still be involved with old ways. For example, if preparing to lose weight, they may stop drinking sodas,

but they still eat a lot of sweets or things with sugar and this small change of not drinking

sodas has not made them lose weight. At this point, plans and action goals should be set.

Action is the fourth step. During this stage, the person is making the changes

daily. The person is putting forth a lot of energy and time to achieve their goal.

Interventions during this stage include reinforcement that is verbal and finding behaviors

that work.

Maintenance is the fifth step. This usually occurs after the change has been in

effect for 6 months or more. The person is confident that they will keep these changes

and avoid old and new triggers. The focus during this stage is to prevent going back into

the old behavior. During this stage, the person does not meet as much with an

interventionist. The person needs to concentrate on success to keep the excitement and

hope about this change.

There is a sixth stage called relapse. Relapse can be devastating. This is a growing

and learning experience. The interventions include the triggers that caused the relapse

and checking the motivation that led to the relapse. There should be some coping

strategies and opportunities for growth during this relapse stage.

I also chose Prochaska and DiClemente's Change Theory because at Servant's

Hearts and Hands, there are many different people from all walks of life volunteering,

and the owner may not want to change and let the skills-based volunteers help her. She

did not seem very interested in our first conversation about letting these skills-based

volunteers help. I felt some fear there, so this change theory will be to help her to change

and accept help. This theory recognized the different thinking that occurs with making

changes and the stages that people have and why.

Change Theory Conclusion

Using Prochaska and DiClemente's Change Theory for the owner of Servant's Hearts and Hands will be a great inspiration for her to follow through with the goals and action plans I have stated. Following this theory will continue to give a clear agreement about the direction of the organization and why. This is a continuous agreement on the deliverables and SMART goals said. This will also help to encourage follow-through of the action plans and recommendations that I have mentioned as well. All of these will allow Servant's Hearts and Hands to motivate the skills-based volunteers to serve on the executive board, develop collaboration with other compatible nonprofits, and create social media pages and a newsletter.

Conclusion

Before learning about these motivational theories, I always thought that pay was the number one motivator for success in working for a business. One thing that was key in my learning, from Herzberg, was that even if the hygienic job aspects had been fixed, such as salary and benefits, the performance of the employees would not have been boosted. I wonder if that is why companies would say, "We cannot pay you more," but they knew the salary alone would not improve performance.

With Maslow's levels of motivation, I can see where I have gone from one level to the next with my motivation. I always wondered why I did not get all my education when I was younger, but back then, I was preoccupied in my mind with salary, benefits, acceptance, and friendship. I feel that I have reached a certain achievement and job promotion now, still not in salary, but it is still in the esteem level. Finally, I am at the

self-realization level because I am growing personally, realizing my potential, and learning more about myself with my work on this project.

Motivating employees is a high concern for managers and employers. This is essential when hiring, training, and developing employees. Keeping employees saves companies money. According to Rahman and Nurullah (2014), management should be concerned about the motivation of their workers for at least three principal reasons. Firstly, achieving business goals or executing business strategies requires the motivation of people who work to reach goals or execute strategies. Secondly, management should understand its own motivations; self-understanding will enable better management of human resources. Thirdly, management valuing the needs, beliefs, and motivations of their employees will help to better recruit, select, train, keep, and build their staff to perform at its best (Rahman & Nurullah, 2014).

According to Ruff and Aziz (2004), in organizations, it is not about fixing but about finding what works and building on that. When I start my consulting business and recommend what is critical in supporting the future of the organization, I should remember that the strength of the organization lies with the board and its members. To be an effective leader, you must learn from those you lead. When an organization does not disseminate the role of leadership with the workers, the organization is not going to rise (Ruff & Aziz, 2004). When looking at an organization, look at the leadership. If you find more leadership in the company, not just in titles but in responsibilities, you will find a strong company and it will become even stronger when the leadership is shared (Ruff & Aziz, 2004).

Based on my professional literature research for my study of motivating and supporting the consistency of volunteers through leadership, I have found that motivation starts within. It is also proven in my research that motivation is not just about money or extrinsic value. It is about leaders recognizing that each person has value and taking the time to seek that value with special attention to the perspective of that person. As I look to understand the perspectives of others, I will make sure that I actively engage and remember not to exaggerate the event but pay close attention to the process.

Chapter 3: Methodology

Introduction

Included in this chapter is the method for my action research project. Prior to beginning my consultancy, I took the CITI training that discussed fully the confidentiality characteristics that I would be performing with Servant's Hearts and Hands volunteers and workers. I discuss the CITI training that is required to conduct research in graduate school. I also include in this chapter my action research, which involved the quantitative and qualitative surveys used to decide the structure and needs of the organization. This was key to recognizing the intimate thoughts of the volunteers and workers within Servant's Hearts and Hands, and this knowledge was critical in concluding the motivations needed for consistency.

CITI Training

While completing a dissertation in practice, there is training that is needed for action research projects. This focus is on the integrity and ethical standards of the responsibility that comes with the project. This helps to know the rules and procedures that should be conducted with confidentiality. This helps to ensure no one is injured or harmed in any way. I received my certificate after completing many courses in the CITI training for the Graduate School of Education Research Investigators.

Action Research Design

I partnered with a nonprofit for my consultancy project called Servant's Hearts and Hands in Charlotte, North Carolina. The owner of this nonprofit is Ulricia Brown, who has been serving the homeless meals for approximately 3 years. She wants to expand her LLC to the next level with consistent volunteers and give the homeless more than just

food, including resources to help them. The research collected is to assist the volunteers and the paid workers who operate with this organization.

Research Questions

To understand what the significant challenges were for Servant's Hearts and Hands, I addressed the following research questions:

1. What indicators give us information on what volunteers consider a good relationship with a supervisor?

2. How do leaders of organizations motivate volunteers to be consistent leaders of organizations?

3. What actions do nonprofits consider before engaging with volunteers?

4. What motivates volunteers to be consistently involved with one organization over another that has the same mission?

5. What is the process of considering which organization to volunteer one's time and energy?

6. What action steps are needed by the leader of the organization to form a good relationship with volunteers?

Methodology

For this consultancy project, the method is a mixed methods approach. This includes the quantitative and qualitative data to understand the importance of these tools and the effectiveness of all the stakeholders of Servant's Hearts and Hands. This mixed methods approach will be of an explanatory sequential design. When using the mixed method approach, a better picture can be obtained for the completion of this project.

Quantitative Evaluation

For quantitative research, a researcher uses numbers as information and observes them using numerical methods (Merriam & Tisdell, 2016). According to Davenport and Kim (2013), surveys are a typical method of quantitative research that see the marvels that have already happened or are happening now. For my quantitative part, a Likert scale survey of the volunteers was performed in Qualtrics through the link provided by Gardner-Webb University.

Qualtrics Survey

Qualtrics is a cloud-based program used for designing and transporting surveys online. Using Qualtrics gives the operator the capability to easily interpret the results with correctness in less time. Qualtrics is a very clever way to listen to clients and workers. Salkind (2017) stated that an important part of gathering data is making sure the data are what you think they are and that the data embody what you want to know about.

Quantitative Evaluation. The following survey was sent to all 17 volunteers of Servant's Hearts and Hands with the subsequent variables. This also includes the employees who work for the Urban Ministry Kitchen. These employees work with Servant's Hearts and Hands serving the homeless on all occasions. They have a unique experience with the organization and can give reflection from a workforce consideration. All 17 volunteers and workers were emailed a quantitative survey from Qualtrics that explained my purpose for this research. This research was to improve the goals of Servant's Hearts and Hands for growth within the organization.

Quantitative Survey Questions

Eight volunteers, which include the workers from Urban Ministry Kitchen responded to the following 18 questions:

1. How often do you volunteer?

2. How much time do you spend volunteering based on the earlier question frequency?

3. During which hours are you available for volunteer assignments? Please check all that apply.

4. Which days are you available to volunteer? Please check all that apply.

5. How often would you like to volunteer? Please check all that apply.

6. Please choose any or all of the following roles that you would like to contribute to our organization.

7. I am satisfied with my membership with Servant's Hearts and Hands.

8. I feel like Servant's Hearts and Hands not only supports the cause of feeding and supporting the homeless but also brings a positive light to it.

9. I feel like my membership helps make an impact on the cause.

10. I feel like I am kept up to date with all the things that concern me about Servant's Hearts and Hands.

11. I am comfortable with where my money/time is going with Servant's Hearts and Hands.

12. I wish I could be more involved with Servant's Hearts and Hands, but I currently cannot.

13. In the future, I wish to be more involved.

14. My interaction with the staff has been positive.

15. Rate the ease of access to the organization's program.

16. Rate your overall satisfaction as a volunteer with the organization's program.

17. Do you anticipate volunteering again in the future with this organization?

18. Would you recommend the organization to other volunteers?

Summary of Quantitative Evaluation

The conclusion of the Likert scale survey from Qualtrics of the volunteers of Servant's Hearts and Hands shows that an investigation with qualitative open-ended questions is needed. This investigation will help with the entire process of making sense of the data by making sure that what I use works. I say this because with the survey, everyone likes and wants to serve in this organization. What I also see with the survey is that there need to be some leadership positions within the organization for those volunteers who want or have a need to serve in leadership. This speaks to the motivation theories that I have explained. The volunteers are interested in serving and leading this organization with newsletters/communications, deliveries/logistics, volunteer coordinators, administration/office support, and financial donors.

Qualitative Evaluation

In this consultancy project, as I have stated, the methodology is a mixed methods approach. This includes the quantitative and qualitative data to understand the importance of these tools and the effectiveness of all the stakeholders of Servant's Hearts and Hands. This mixed methods approach will be of an explanatory sequential design. As Merriam and Tisdell (2016) stated, qualitative researchers are drawn to identifying and appreciating how people understand their encounters, how they build their realms, and

what value they assign to their encounters. In the qualitative portion, some open-ended

questions were administered in an interview with current volunteers and workers. This

followed the results of the Likert scale survey through quantitative results on Qualtrics

with Gardner-Webb University's website. Careful time was spent addressing each

interview question to be able to gather information as Merriam and Tisdell clarified that

parts and fragments of information from interviews, observations, or documents are

collected and well-organized into larger themes as the researcher works from the exact to

the overall. According to Merriam and Tisdell, the researchers who shape their themes on

their instinctual understandings and investigations are the researchers who are working

already in those disciplines.

Qualitative Interview

For this qualitative process, I asked 12 questions of the participating volunteers.

All these questions were open-ended and recorded. The questions were specific to

Servant's Hearts and Hands. This information will give direction to the recommendations

and plan of action (Merriam & Tisdell, 2016).

Since the owner of this organization had given me the names, emails, and cell

phone numbers of each volunteer, I sent a text to each one requesting to meet briefly on

the phone to gather more data on the nonprofit for growth. Once I received a text back

agreeing to the interview, I set up a time for the interview. During each interview, I

reminded them of the confidentiality agreement, that the owner would not know who said

what, and that each question and truthful answer is to help grow the nonprofit. I also let

them know that I would be recording the interview so I could conduct this interview

promptly and go back to the recording in case I missed some of their valuable information.

Open-Ended Questions

My open-ended questions were as follows:

1. Give details of the vision and mission of Servant's Hearts and Hands.

2. Does Servant's Hearts and Hands provide tips and tools for volunteers to improve on with the customers they serve?

3. Tell me about any barriers that you have seen between staff and customers.

4. Respond to this. High expectations are communicated to volunteers.

5. How often have you seen Servant's Hearts and Hands promoted through various social media platforms?

6. Does Servant's Hearts and Hands address the concerns brought up by the people they serve and if so, how?

7. Am I notified of important information, changes, or additional resources that are available?

8. Tell me about a time when you received critical feedback or criticism.

9. If you had three wishes for Servant's Hearts and Hands, what would these be?

10. What is the next immediate step in your opinion?

11. How can we support those next steps?

12. Who needs to play a role and how do we engage them?

13. How can we sustain it?

14. Give any comments about your experience and/or program with the organization.

Methodology Summary

      I was able to determine the best course of action and recommendations for Servant's Hearts and Hands with results of the quantitative and qualitative results. This research will be able to enhance the volunteers' and employees' experiences with Servant's Hearts and Hands. This research should help to locate the motivations that are a part of each volunteer and increase the consistency of these volunteers. I expect this to positively affect the organization and the homeless community it serves. My results included the research from the literature on how to motivate volunteers and grow an organization.

Chapter 4: Results

Introduction

In this chapter, I discuss the results of the quantitative and qualitative research I conducted. This research came from the surveys and the open-ended questions that were sent to the volunteers and workers of Servant's Hearts and Hands. Within the surveys and open-ended answers, there were some similarities. I use these answers to give the best results of these detailed assessments.

Likert Survey Results

The survey questions were emailed from Qualtrics to 17 volunteers and workers, and the later variables are included in the results. Eight participants responded to this quantitative survey.

The first question examines how often participants work with this organization. The participants indicated that five respondents participate whenever the organization schedules an event, two respondents participate every other month, and one respondent participates once a year, with a standard deviation of 1.32 and a variance of 1.75.

The second question examines how much time is spent when working with the organization. The participants indicated that four respondents participate for however long the task requires, three respondents participate for 4 hours, and one respondent participates for 1 hour during their time. There is a standard deviation of 1 and a variance of 2.

The third question examines the details about which hours of availability are open for participants to volunteer. The respondents checked all that applied to them specifically. The participants indicated that four respondents are available weekend

evenings, five respondents are available weekend afternoons, five respondents are available weekend mornings, three respondents are available weekday evenings, one respondent is available weekday afternoons, and no respondent is available weekday mornings.

The fourth question examines which specific days the participant is available and asks participants to check all that apply. Seven respondents indicated that they could participate on Saturday and Sunday, two respondents can participate on Wednesday, one respondent can participate on Thursday, and one respondent can participate on Monday.

The fifth question examines how often participants would like to contribute. The respondents indicated that four respondents would like to join whenever needed, and four respondents would like to join for special events only. Three respondents would like to take part monthly.

The sixth question examines the roles the participants would like to contribute to the organization. The eight respondents chose various roles including four checks for an active participant role, four checks to contribute as an occasional participant role, three checks to help in the coordination role, one check for attending events or meetings frequently, one check for involvement with the leadership role, one check for the financial donor role, one check in the administration/office support role, one check for the deliveries/logistics role, one check for the newsletter/communications role, and one check for the phone/email bank role.

The seventh question examines if the participant is satisfied with membership in the organization. Five respondents strongly agree with their satisfaction with the

organization, and three respondents agree with their satisfaction with the organization. That is a standard deviation of 0 and a variance of 0.

The eighth question examines if the participants thought that the organization not only supports the cause of feeding and supporting the homeless but if the organization brings a positive light to it. Six respondents strongly agree, one respondent agrees, and one respondent disagrees. The standard deviation is 1, and the variance is 0.

The ninth question examines if the participants' membership in the organization is making an impact on the cause. Four respondents strongly agree, and four respondents agree that their membership does make an impact on the cause. There is a standard deviation of 1 and a variance of 0.

The 10th question examines if the participants feel like they are kept up to date with the things that concern them about the organization. Six respondents agree, one respondent strongly agrees, and one respondent disagrees with this statement. That is a standard deviation of 1 and a variance of 0.

The 11th question examines if participants were comfortable with where their money/time was going with the organization. Six respondents strongly agree, and two respondents agree with where their money/time is going. There is a standard deviation of 0 and a variance of 0.

The 12th question examines if participants were currently wanting to be more involved with the organization but at this time cannot. Three respondents agree, two respondents strongly agree, two respondents disagree, and one respondent disagrees that they want to be more involved currently. There is a standard deviation of 1 and a variance of 1.

The 13th question examines if the participants wish to be more involved. Five respondents agree, two respondents strongly agree, and one respondent disagrees with this statement. There is a standard deviation of 1 and a variance of 0.

The 14th question examines if the interaction with the staff has been positive. Five respondents strongly agree, and three respondents agree, with a standard deviation of 0, and a variance of 0.

The 15th question examines the rating on the ease of access to the organization's program. Four respondents were extremely satisfied, and three respondents were satisfied, with a standard deviation of 0, and a variance of 0.

The 16th question examines a rating of the participants' overall satisfaction with the organization's program. Five respondents were extremely satisfied, and two respondents were satisfied.

The 17th question examines if the participants anticipate working again in the future with this organization. Five respondents answered yes to this question. One respondent also stated that he has moved away and cannot be as active.

The 18th question examines if the participants would recommend the organization to a friend. Five respondents stated yes.

Open-Ended Results

I was able to reach out to the 17 volunteers and workers through the emails and phone numbers I received from the owner of Servant's Hearts and Hands. After sending emails and calling to schedule interviews, I heard back from four participants and proceeded to set up the interview schedule. These interviews were scheduled to get a true perception and interpretation of what the volunteers' and workers' experiences were of

Servant's Hearts and Hands. This information is a part of my qualitative research and includes gathering detail on identifying recommendations.

For the first interview question, I asked for a true or false answer with details on if the participants were well informed of the vision and mission of Servant's Hearts and Hands.

One respondent stated that was false and that she does not know the vision and mission.

The second respondent stated that was false and that she was not all the way informed.

The third respondent stated that was true. The respondent maintained that she had been there from the beginning. The respondent included that the owner also originally wanted her own facility, but she is not sure if she has done the research to grow.

The fourth respondent stated that it was true and that she knows what it is. "We have talked about it but not in depth."

After hearing these responses, I find this communication vital. I feel that this should be a priority for the owner to make sure that everyone knows the vision and mission of the organization.

For the second interview question, I asked if Servant's Hearts and Hands provides tips and tools for participants to improve on with the customers they serve.

One respondent stated, "Yes. The owner reminds the volunteers of who is being served, what is allowed in the room, sanitation requirements, and how the flow goes. It is always well-organized with structures."

The second respondent stated, "Yes. At the soup kitchen, the owner will let the volunteers know about any improvements for next time. If anyone is new, the owner will help by letting the volunteers know ahead of time the expectations."

The third respondent stated,

Yes, especially with new folks. The owner will let the volunteers know what clothes to wear because the service is mostly to men. The owner makes sure that the volunteers know how to treat all customers the same and tries to have all men participants at the window so that everything stays proper with conversations. The participants also pray with the homeless, if needed.

The fourth respondent stated, "Yes. The owner lets us know what we need to do to serve. The owner also makes sure that all respondents know and are made aware of tips and tools for serving the customers. This is great communication."

For the third interview question, I asked participants to tell me about any barriers noticed between staff and customers.

The first respondent stated that some more interaction is needed with customers. The respondent stated that if the volunteers are not friends with the owner of the nonprofit, you may feel like an outsider because most participants are the owner's friends. The volunteers have their own conversations with the owner at times.

The second respondent stated that they have not seen any barriers.

The third respondent stated that sometimes there are barriers with the new staff members in the facility who want to do things their way. The normal facility workers know the volunteers, but the new volunteers have their own ideas; but what works, works.

The fourth respondent stated that there are no barriers.

When listening to these responses, I already knew that barriers are important to note and be conscious of. Two respondents did not see any barriers, and two respondents did see some barriers. The barriers the respondents mentioned are imperative to work on for the organization's future.

For the fourth interview question, I asked participants to respond to this statement: "High expectations are communicated to participants."

The first respondent stated, "Yes."

The second respondent stated, "Yes."

The third respondent stated, "No. The owner does not need to give high expectations, because the owner only has a select few and they already have expectations."

The fourth respondent stated, "Yes. The philosophy of the owner is to treat people right and make them feel special."

After listening to these responses, it is very clear that the owner of Servant's Hearts and Hands transfers and has conversations about the high expectations of the respondents to serve, and it seems as if they agree with expectations.

For the fifth interview question, I asked participants about how often they have seen Servant's Hearts and Hands promoted through various social media platforms.

The first respondent stated that she has seen Servant's Hearts and Hands on social media a lot but only pictures of participants serving.

The second respondent stated that she has seen postings on Facebook but only on the participating day thanking those who participated.

The third respondent stated that she has seen things on social media only when they serve. The idea is that the owner does not want just anybody coming to serve.

The fourth responded stated that there has been no social media other than what the owner shows on the day of volunteering.

With social media being a platform that helps get the word out about what individuals and organizations have going on, I feel that it will be very useful for this organization. It can be used to publicize, like an advertisement or commercial for businesses. The respondents see the owner of Servant's Hearts and Hands use social media but only on days of events and not to advertise or grow the business.

For the sixth interview question, I asked participants if Servant's Hearts and Hands addresses the concerns brought up by the people they serve and if so, how.

The first respondent stated, "No. There are no concerns other than feeding the homeless."

The second respondent stated, "No."

The third respondent stated, "Yes. The volunteers feed the homeless."

The fourth respondent stated, "No."

After listening to these statements, it is clear that the respondents feel that the concern has only been to feed the homeless, and that concern is achieved consistently.

For the seventh interview question, I asked participants if they are notified of important information or changes.

The first respondent stated interest in serving in more volunteer opportunities with this organization.

The second respondent stated, "No."

The third respondent stated that the owner talks about how many they serve, menu items, and issues with staff, but the owner handles all of this. The volunteers and the owner talk about the cohesion of participants–they want to help, but do not fit. It might be possible to use them in a different capacity or not at all, and to give some a pat on the back.

The fourth participant stated, "Yes. The owner has conversations about how to dress."

My response to the communication is that the owner communicates well. It is obvious that the owner of Servant's Hearts and Hands has more detailed conversations with certain respondents than other respondents concerning important information or more details.

For the eighth interview question, I asked the participants to tell me about a time they received critical feedback or criticism.

The first respondent stated that she had not received any critical feedback or criticism.

The second respondent stated that volunteers are reminded about the freshness of the male customers and appropriate dress.

The third respondent stated that this has not been seen.

The fourth respondent stated that she had not received any critical feedback or criticism.

Not much critical feedback or criticism occurs, according to the respondents.

For the ninth interview question, I asked if participants had three wishes for Servant's Hearts and Hands, what would these be?

The first respondent stated that she would love for the owner to be funded and have sponsors. The volunteer would love for her to reach outside her friendship circle and have moments with customers.

The second respondent stated that she wished that Servant's Hearts and Hands had more exposure to know about it and help more people with more times and more locations.

The third respondent stated that the owner wants to see the organization fully funded to do it anytime that the owner wants. The respondent also wants the owner to see the organization in the owner's own place without stipulations of time. The respondent wants the owner to develop and expand this program more, like transition into housing and other opportunities.

The fourth respondent stated that she would like to see more participants, more opportunities, and more money for the organization.

The wishes the respondents have are ones for the growth of the organization. These wishes include reaching outside of the friendship circle in hopes of gaining more exposure so the program can expand. This includes a wish for more money for Servant's Hearts and Hands.

For the 10th interview question, I asked participants what the next immediate step in their opinion would be.

The first respondent recommended that for growth, open it up all over the city.

The second respondent recommended getting a grant and dedicated staff.

The third respondent recommended that the owner know exactly where the owner wants to take this and determine how to move forward and have more time to transition to the next level.

The fourth respondent stated growth – exposure.

The next steps for Servant's Hearts and Hands include growth as well as using the participants for grants, transition, and exposure. Before any of this can happen, the owner will need to decide how the owner wants to move forward. I am hopeful that these recommendations will help the owner.

For the 11th interview question, I asked the participants how we can support those next steps.

The first respondent recommended having positions for people; delegate people and find a marketing volunteer.

The second respondent recommended sharing who knows how to do grants and connecting with others to serve more communities.

The third respondent recommended that once the owner is determined, the volunteers can cap into resources they have. The volunteers may have connections to help aid with the process. Businesses and nonprofits are not that different. Be sure to get the consistent help from people who are willing and in a similar commitment level, because it will take a lot of work. Allow people to operate in their lane because no one can do this alone.

The fourth respondent stated by serving; other people bring people.

To grow, support is needed. The suggestions the respondents had included delegating a marketing specialist and grant writer, connecting with other like-minded organizations, and letting others help.

For the 12th interview question, I asked the participants who, if anyone, needs to play a role and how do we engage them.

The first respondent stated that the Servant's Hearts and Hands owner should go hang out and see how others are doing it; be willing to learn how to expand by watching and taking part in another person's vision. There is a great nonprofit owner who would love to share. Her name is Sherri Waters at the Tea House.

The second respondent recommended approaching a grant writer and asking if they can share their information and having an interest meeting to see who is willing to serve in these leadership roles to find what the needs are.

The third respondent state that volunteers may not know who needs to play a role, but this volunteer will be there. Sometimes the people who are most beneficial to you are not your friends. Research is everything. Figure out what you want to do and research similar organizations. Go serve with those people and see how and what they are doing. Engage with these people. Learn who they connect with.

The fourth respondent recommended having opportunities to share and grow.

The answers the respondents gave were familiar with the question before but gave more detail. Finding and supporting another person's vision will help Servant's Hearts and Hands to network and make connections for more growth.

For the 13th interview question, I asked participants about how to sustain it.

The first respondent recommended supporting by serving and giving the connections that the volunteers know of.

The second respondent mentioned hoping and believing that supporters would serve and be able to provide other options with their time and money.

The third respondent stated that everyone has to be committed to the process. It is going to take more people, fundraising, and grants. With grants, they must see that you are doing something before they give. Have a monthly membership to sow into continuously, like $10 a month. Have a bank account. Meet regularly to discuss the next event and what volunteers want to do. Be focused and be intentional.

The fourth respondent recommended developing an executive board to help.

Sustaining this organization will take commitment, connection, and intentionality from all participants, but it starts with the fundamentals of the owner of Servant's Hearts and Hands.

For the 14th interview question, I asked participants to give any comments about their experience and/or program with the organization.

The first respondent stated that this has been one of the most rewarding experiences that they and their family have participated in.

The second respondent stated that she prays they can continue with the opportunity going forward.

The third respondent stated that this has been a humble experience for them to be able to participate in this organization and that it is a nice program.

The fourth respondent stated that she would like to know of any expansion of the program that she could be involved in.

The respondents believe in this organization and will be there to support the growth of this program. They are looking for more opportunities to serve in the development of Servant's Hearts and Hands.

Review of the Survey Results

Now that I have the results of the quantitative and qualitative survey from the participants who serve in Servant's Hearts and Hands, I am now ready to decide on some recommendations that will be beneficial for the organization. I have determined that in this organization, the participants are happy to serve here, and they seem to want to help the organization grow. I will use my research to support the growth of the organization and to increase consistency with the volunteers and workers.

Chapter 5: Discussion

During this action research project, I have been able to explore, discuss, and consider many undertakings. When I first started this consultancy with Servant's Hearts and Hands, I did not know what organizational needs there would be and if I would be able to improve and enhance any targets. When working on a project, it is important to know what strengths and weaknesses all participants have. I had to start by looking at myself and deciding what kind of organizer I wanted to be. This took many months of paying attention to the intensities that I have. After taking several assessments, I realized the details of what makes me who I am. I was not surprised to find out what kind of leader I am zealous to be. Although I want to be the kind of leader who inspires and motivates others, the first person I am responsible for motivating is me.

Although with this consultancy I am able to give recommendations and action plans for Servant's Hearts and Hands, I have grown even more in a greater understanding of what my principal purposes entail. I am a very thoughtful and reflective team member. I am very determined to solve problems that include planning and completing tasks. I adhere to commitments that I have made, and I look to provide quality and accuracy to those whom I serve. I do have to consider how focused I get because I can become impatient with delays. As a transformational leader, I know that my primary goal is to keep the connection, trust, and shared goals as priorities with those whom I lead or to whom I supply consultation.

One of my goals includes consulting with organizations and individuals as I have done with Servant's Hearts and Hands. I want to help businesses and/or individuals find what the significant challenges are and give them recommendations to thrive. This could

be personally, with individual coaching, and/or with coaching in relationships. I base this on my school counselor background and my deep desire to motivate individuals and couples into flourishing personalities who have mastered self-discipline. I also have a deep desire to contribute to the growth of leaders. I would like to coach leaders individually, which I have already started. I have been coaching a few women consistently concerning their nonprofit and their personal lives for approximately 18 months now. I also look forward to continuing my consultancy business in a leadership role with a Fortune 500 company.

I also want to work at a college, whether I am teaching adults or performing administrative duties. This speaks to how much confidence I have gained in the passions inside of me as I have finished this consultancy. I feel that I have gained the tools necessary to be able to start with a company, a college, or a university, or with individuals and/or groups, and do the research and supply the tools necessary to consult because of my experience in this project. My hope is that when I lead, speak, coach, consult, and/or write, transformation continues to ensue for others, as it has dwelled and lingered in me.

Recommendations

1. Servant's Hearts and Hands will have an executive board of diverse skills with skills-based volunteers in leadership positions: communication (social media, newsletter), programs (collaboration, volunteers), bylaws (guidelines and procedures), and fundraising (donations, raising money). The creation and development of leadership positions for the skills-based volunteers on an executive board will help meet the Maslow Hierarchy of Needs – love and

belonging, esteem, and self-actualization– that most volunteers have. An indicator of this being successful is when the skills-based volunteers are in these leadership positions and meeting monthly contributing to the organization's goals and objectives and being engaged to help develop the organization; to be completed by Servant's Hearts and Hands by January 1, 2024.

2. Servant's Hearts and Hands will join in collaborating with compatible nonprofits to help them create learning opportunities to grow their business and networking capabilities for connection with resources and growth once every 3 months starting in August 2023. Indicators of success for this goal will be the resources and learning opportunities that take place. This will start in August 2023, and discussions of what was learned and the network experience will also start on Zoom in executive board meetings within 2 weeks after collaboration starting in February 2024.

3. Servant's Hearts and Hands will start Facebook and Instagram social media pages and a Servant's Hearts and Hands Newsletter with details advertising organizational awareness including fundraisers. This awareness will also incorporate marketing and publicity exposure by a skills-based volunteer on how donations can be made and other organizational needs and successes at least once a month. This will coincide with a monthly newsletter that gives some information for email distribution, as soon as the executive board is formed in January 2024. An indicator of success will be when the social media pages and newsletters are created. Another indicator of success will be

when the social media pages have members subscribed to the page and those members can share the page with others. The owner of Servant's Hearts and Hands can appoint the use of skills-based volunteers and a communication team to commit to this activity; to be completed by Servant's Hearts and Hands by January 2024.

4. Servant's Hearts and Hands will develop financial leadership within Servant's Hearts and Hands. This goal includes starting a separate business bank account, researching, and starting monthly memberships. This goal involves the starting of financial donors, funders, grant writers, marketing leaders, and monthly donation reminders. An indicator of success for this goal includes the opened business bank account, monthly memberships, grant writers, and donations being in place. Another indicator of success includes having an analysis of the resources and the resources being used; to be completed by Servant's Hearts and Hands by November 2023.

5. More leadership position needs exist within Servant's Hearts and Hands. These positions consist of deliveries, logistics, interest meetings, opportunities to serve coordinators, administration, and monthly membership leaders' meetings. An indicator of success in this goal will be when the board meets to review and analyze growth data with the results of client satisfaction surveys. This will also show unified performance expectations so data can be monitored and assessed. Another indicator of success for this goal includes leaders being in these positions and their self-actualization, esteem, and love

and belonging needs being met; to be completed by Servant's Hearts and

Hands by February 2024.

Conclusion

As I complete this consultancy, I hope to see that Servant's Hearts and Hands

considers and incorporates the recommendations I have given. These recommendations

are not costly or far-fetched. In fact, these recommendations are very realistic. Servant's

Hearts and Hands already has skills-based volunteers who want to serve and want to

serve in leadership roles. These recommendations were considered with much thought

and prayer, after reflecting on my research and the quantitative and qualitative

evaluations I conducted. My desire is to see the organization serve as many as it can and

have the resources to follow through on the vision given to the owner. As the owner has

told me, this vision of Servant's Hearts and Hands came to her from God, and with God

all things are possible. The only thing that can stop this organization from serving more

and growing would be the fear of not using others to help with the vision.

My research will continue for me, so I will be able to strengthen others with

motivation for their achievements, whether motivation is needed intimately or externally,

as that is my enthusiasm. I conclude with one of Maslow's quotes, "Life is an ongoing

process of choosing between safety and risk. Safety because of fear, or a need to defend,

or risk, because of the sake of progress and growth. Make the growth choice a dozen

times a day" (Goodreads.com, n.d., Quote section).

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