
Table of Contents

INTRODUCTION	1
CHAPTER ONE	
The Volunteer Shortage: Myth or Reality	5
CHAPTER TWO	
Setting the Stage	11
Managing Volunteers' Expectations	13
Managing Your Expectations	14
CHAPTER THREE	
12 Basic Needs of Every Volunteer	17
12 Basic Needs	19
Need 1: A Specific Manageable Task	20
How to Meet the Need	20
Need 2: A Task That Matches Motivation	29
Some Common Volunteer Motives	29
How to Meet the Need	32
Need 3: A Good Reason for Doing Task	37
How to Meet the Need	37
Need 4: Written Instructions	40
How to Meet the Need	40
Need 5: A Reasonable Deadline	44
How to Meet the Need	44
Need 6: Freedom to Complete Task	47
How to Meet the Need	47
Need 7: Everything Necessary to Complete Task	50
How to Meet the Need	50
Need 8: Adequate Training	53

How to Meet the Need.....	53
Need 9: A Safe, Comfortable, Friendly Environment.. ..	57
How to Meet the Need.....	57
Need 10: Follow-up	61
How to Meet the Need.....	61
Need 11: Opportunity to Provide Feedback.....	68
How to Meet the Need.....	68
Need 12: Appreciation, Recognition, and Rewards	72
How to Meet the Need.....	72
CHAPTER FOUR	
Planning for Leadership Succession	77
Stages of Volunteer Development.....	79
Building a Leadership Cadre	80
Models for Organizing Volunteers.....	83
Reaping Long-Term Benefits of Meeting Volunteers' Needs	86
CHAPTER FIVE	
Case Studies	87
Appendix	
Self-Evaluation Checklist.....	115
ABOUT THE AUTHOR	119