

Nonprofit Risk Management Center
...find the answer here

Managing Employee, Volunteer and Board Discontent

To participate in today's webinar, you must

1. **LOG-IN** to **SEE** the Web portion; and
2. **DIAL-IN** to **HEAR** the audio portion.

Call: 866-740-1260.
Use the following access code: 7853891

You will hear hold music until 2:00 pm.

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Managing Employee, Volunteer and Board Discontent

Audio Dial-In Information:
U.S. & Canada: 866.740.1260
Access Code: 7853891

July 6, 2011
Carlye Christianson
Nonprofit Risk Management Center
Carlye@nonprofitrisk.org



www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

*"Most people are about as happy as they make up their minds to be."
- Abraham Lincoln*

Unhappy Stakeholders

- Impossible to keep everyone happy all of the time.
- The risks that arise from discontent have evolved.
- The potential danger to a nonprofit mission seems greater as does the potential for a "flash crisis."

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Employee Unrest

Common reasons for discontent among paid staff:

- Perception of unfairness with respect to wages, benefits, job duties
- Dislike of immediate supervisor
- Frustration with extra work, stagnant wages

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Employee Dissatisfaction

- Low pay
- Lack of opportunity
- No chance for career advancement

Source: Accenture study

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Signs of Employee Discontent

- **Tardiness** – arriving late, leaving earlier
- **Disdain** – “grouchy, whining or exceedingly complaining” plus overly sensitive to criticism
- **Indifference** – Unable to focus, resists new assignments
- **Aloofness** – distanced from coworkers and sometimes uncooperative

Source: rightattitudes.com

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

What Employees Seek

- New, challenging assignments
- Flexible work arrangements
- Leadership positions
- Appropriate supervision
- A voice

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

What Employers Should Do

- Listen to your employees
- Strive to provide meaningful training and leadership development opportunities
- Give employees problem-solving opportunities
- Stay interviews

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Addressing Employee Complaints

- Welcome complaints and remove barriers to complaining.
- Compile a list of problems and complaints and share it with your staff.
- Form task forces to address discrete issues.
- Implement the best ideas without delay.

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Volunteer discontent

- Organization and disorganization
- Interpersonal relationships
- Orientation and training (or the lack there of!)
- Communication
- Skills/assignment match



www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Strategies to mitigate discontent

- Organization/disorganization
- Orientation and training
- Communication
- Skills/assignments match
- Unrealized expectations
- Following through on policies
- Praise and accountability
- Volunteers input

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Discontent in the Board Room

Consequences:

- Low productivity; board is frequently at an impasse
- "Factionalism"
- Loss of key members; turnover before terms expire
- Mission advancement is hamstrung

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Practical Strategies

- Effective, intentional culture
- Board structure
- Approach to board duties
- Engagement in discussion of strategic issues
- Surveys/assessments

www.nonprofitrisk.org

Nonprofit Risk Management Center
...find the answer here

Questions?

Carlye Christianson

Senior Counsel and Director of Special Projects

202 785 3891
carlye@nonprofitrisk.org

www.nonprofitrisk.org
