

Contents

Reflections on a Friend and Mentor v
The Life and Times of Marlene Wilson xi
Introduction from Marlene xv

Section I: Leadership—Beyond the How-tos of Volunteer Management

Introduction. 1
Musings of a Chronologically Gifted Crone 5
The Case for Effective Management of Volunteer Programs . . . 19
It’s All About Leadership: Enabling Volunteers and Staff
to Be at their Best. 33
Motivation: Placing Right People in Right Jobs 39
Influencing Outcomes You Care About 55
Enhancing Our Creative Problem-solving Skills 61
Polishing the Potential of Volunteer/Staff Teams 69
How to Perk Up Your Presentations Using Stories, Metaphors,
and Quotes 83
What Are You Marketing? VISION Is the Job of Leadership . . . 91
Leading with Soul and Vision 101

Section II: Our History—Three Decades of Trends Affecting the Profession of Volunteer Administration

Introduction to Section II 109
Breaking Down Academic Barriers 111
Volunteerism in Times of Change and Challenge 117
Our Profession at a Crossroads 127
Listening to Today—Envisioning Tomorrow 137

Section III: Epilogue

A Philosophy of Volunteerism 153
What I Still Believe 159

Closing Thoughts by Susan J. Ellis. 165