Volunteers

Types of Volunteers	Management Guidelines
Spot	Vs = essential to org
Regular	Org must involve/recognise Vs
Pressured to volunteer	V manager must be resourced & supported

Stakeholder Value

What is stakeholder value?

> How satisified a SH is from a specific activity or anything that has the potential to provide SHs value

How is stakeholder value optimised?

> 1) Maximisation of SV 2) Fairness in distribution

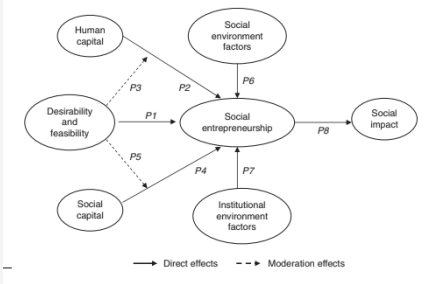
What is shared value creation?

> The creation of economic value through creating social value for others

Stakeholder Management Process

1) Identify SH	Who is affected?
2) Understand SH interests	What do they want/need?
3) Balance competing needs	Intersectionality matters
4) Create value	What is valuable to all SHs?

Model of Social Entrepreneurship (4 Antecedents)



Management Theories of Motivation

Mazlow	Herberg	Myer-Brigg
Needs	"Hygiene"	Personality
Erikson	**McGregor**	**McClelland**
Lifecycles	Theories X/Y	3 Needs

4 Pillars of Sustainable Social Impact

Open Circles	The capacity to welcome new SHs
Focused Purpose Sharing	Shared purpose among SHs
Mutuality of Success	Success is mutual but not equal
Persistant Change Perspective	Having tenancity and perserverance

Stakeholder Prioritisation

Core	Necessary for the organisation's existence and survival
Strategic	Necessary for success but not survival
Enviro	Affects neither. Exists in the organisational background

Stakeholder Identification

Dependency

> Who is (in)directly dependent on the org's activities?

Responsibility

> Which groups does the org have legal, commercial, operational or ethical responsibilities with?

Tension

> Who needs immediate attention regarding financial, economic, social or environmental issues?

Influence

> Who can impact the org or a SH's decision making?

Remember: DRTI: Don't Record The Igloo

Creating Shared Value

Reconceiving products & services

> Redesigning products to meet social needs

Redefining productivity in the supply chain

> Redesigning operations to benefit society

Supporting local industry clusters

> Strengthening the environment in which the business operates

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Danielle Le Gallais (Sunday Blessings)

Activity	Stakeholders
Kai packs	Volunteers, homeless & food insecure individuals, social workers, supermarkets, AKL council, central government & other orgs

Chloe Vos (Briscoe Group Limited)

Activity	Stakeholders
Recycled Textile Boxing Bag	ImpacTex, Will&Able (disabled workers), BGL + RS staff & customers
Responsible Sourcing Program	Factory owners & workers, Briscoes & customers
Product Returns Diversion Program	BGL staff, rescue recovery partners, NZ Foodnetwork, (Salvation Army) op-shops, communities in need
Pass it forward (Ball)	BGL/RS, sports clubs, customers, communities in need
Buy a blanket give a blanket	BGL/Briscoes, customers, communities in need
RS Grants & Equipment donations	Community groups, sports clubs & BGL/RS

Assessing Corporate Social Performance

Responsibility	Responsiveness	Issues Maturity	Org. Implementation
Economic	Reactive	Institutionalised	Isolated
Legal	Defensive	Consolidating	Managerial
Ethical	Accomodative	Emerging	Strategic
Discretionary	Proactive	Latent	Civic

3 Mechanisms to Scale Social Impact

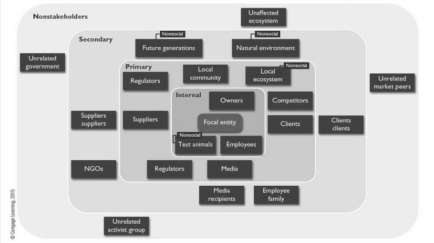
Dissemination	Spreading awareness so others can replicate
Affiliation	Partnering with other orgs
Branching	Creating new parts of the org

Must consider the 5 Rs when branching: readiness, receptivity, resources, risks & returns

What is stakeholder management?

"Stakeholder management is the process of managing relationships with the various groups, that are affected by an activity."

Stakeholder Mapping



Categorising Stakeholders (Model 2)

Internal vs External	Internal are part of org, external are not
Primary vs Secondary	Primary stakeholders have a direct connection with the organisation, whilst secondary stakeholders are indirectly connected to the organisation through a primary stakeholder.
Social and non-social	Social = can communicate needs, non-social = animals, environment
SHs vs Non-Stakeholders	SHs = related to the org, non-shs are not

Categorising Stakeholders (Model 2)

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