

Redesigning Programme Delivery for Enhanced Service User Outcomes

Part B: Reimagining Possibilities



**Volunteer Management
Workshop Series**

A Guide to Rethinking Systems for Strategic Volunteer Engagement

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Peter and Vidya are eager to start generating ideas to reimagine a stronger service model. In Part A, they uncovered gaps in their current model and identified opportunities to better integrate volunteers.



So, Part B is the 'reimagining' bit.
Do we fail the course if we haven't finished Part A?



No exams here. Part A is simply designed to help you spot gaps and opportunities in your current model. If you've done it, you're starting with a sharper picture.

We've reviewed our programme's service model. It was... confronting, but helpful.

Perfect. If you haven't completed Part A yet, you can still follow along. You'll just get richer ideas once you've mapped your current reality.



So Part A is 'where we are now'.
Part B is 'what could this look like instead?'

Yes! In this Part B, we'll look at future trends, reimagine your service model, and turn insights into concrete ideas.

This is **Part B: Reimagining Possibilities**. If you have not read Part A: Uncovering Gaps & Opportunities yet, we recommend starting there, then coming back here.

Chapter 3:

Spotting Future Trends



Peter and I are ready to start cracking on ideas! But before that, are we missing anything else?

There is one more important factor to consider—*the future*.



The future is uncertain, and that uncertainty can feel hard to plan for. Yet it is precisely this uncertainty that needs to be taken into account when we ideate new solutions or improve existing processes in order to future-proof our programmes.

We are operating in an increasingly **V.U.C.A. world: one that is volatile, uncertain, complex, and ambiguous**. In such a context, the rules are constantly shifting, making it difficult to rely on fixed plans or assumptions. Rather than designing for a single, predictable future, **we need to design service models that can adapt, learn, and respond as conditions change**.



V

Volatile

The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.



U

Uncertainty

Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.



C

Complexity

The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.



A

Ambiguity

Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns”.

Trends & Signals

But how can we design for something we don't even know?



EVOLVING KINSHIP



- Shifting social norms and values around care and belonging
- Rising individualism
- Families extend beyond blood/marriage → chosen families, communal living, new caregiving constellations

What new forms of family and care could emerge in the future?

How might ageing reshape work, care, and the role of older adults in society?



THE LONGEVITY TURN

- Life expectancy rising, birth rates falling → ageing population
- Shrinking workforce and expanding eldercare needs
- Assumptions about productivity, retirement, and older adults' roles are being challenged

In a fragmented digital world, whose voices and narrative will dominate?

NETWORKED REALITIES

- Digital platforms shape how information is produced, shared, and trusted
- Coordinated campaigns are weaponised to sow doubts and confusion
- Growth of alt-networks (social-media, livestreams) expands voices while fragmenting collective sense of truth



How will shifts in the labour market impact job security, career paths, and social support systems?

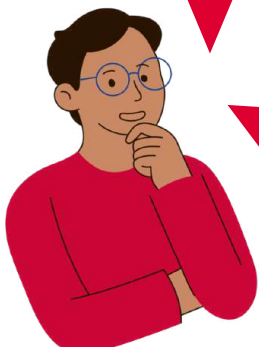


LABOUR IN FLUX

- Changes in migration, ageing populations, and technology are reshaping where and how people work
- Automation and offshoring are creating new types of jobs, but also more job insecurity

We can look at trends and signals like these!

How might governance look when power is shared beyond governments?



They are indicators of change or emerging patterns that we are already seeing today.

SHIFTING GOVERNANCE



- Technology, higher public expectations, and new players (e.g., corporations, grassroots movements) are changing how power works
- Government roles and power structures are evolving, influencing how decisions are made in society



Ex 5: Exploring Possible Futures

Discuss the trends and signals to identify possible futures that may be relevant for your volunteer programme and your organisation.

- 1 Circle 1-2 key trends that are most relevant to work on.

**EVOLVING KINSHIP / NETWORKED REALITIES / THE LONGEVITY TURN /
LABOUR IN FLUX / SHIFTING GOVERNANCE / OTHERS?**



- 2 What might the future look like if these trends become reality?

- Will there be new service users needs?
- How will this impact your service models?
- Will your service objectives change?



- 3 What key challenges may occur in this future?

- What would become harder to sustain or manage?
- What new pressures might staff face?
- Where would capacity gaps become most visible?



TIPS

Think from various perspectives

- Service users
- Volunteers
- Senior management
- Staff

Search the web for other future trends and signals that may be relevant!





Key discussion points of future trends on volunteerism



THE LONGEVITY TURN

"We can tap on retirees...they have experience and knowledge"

"Build intergenerational volunteer networks...ageing can be an asset...but we need to manage the different generations' needs"



EVOLVING KINSHIP

"How can we strengthen our volunteers' sense of belonging? Maybe this will retain them."

NETWORKED REALITIES

"Volunteers can serve as narrative bridges, not just service providers"



LABOUR IN FLUX

"What if volunteerism intersects with employability or a part of work?"

"This can be part of an organisation's ESG (Environmental, Social, Governance) goals"

SHIFTING GOVERNANCE

"Power sharing can increase their ownership and level of commitment... but how can we balance risk and ensure accountability?"

Chapter 4: Reimagining the Service Model

Now let's envision what an **ideal** future service model looks like!



Reimagining your service model is no longer optional. In a rapidly changing world, **it is key to strengthening impact, improving volunteer experience, and staying sustainable.**

Moving beyond rigid, traditional structures toward more flexible, skills-based, and digitally enabled approaches allows you to tap into a wider and more diverse pool of volunteers to deliver better service outcomes.

See your service model as something that can evolve. It does not need to be perfect from the start. The process is iterative, and new challenges will emerge over time. What matters is identifying what you can see now, because you can only address what you know. **Begin by reviewing the current gaps in your service model and identify potential opportunities.**



Ex 6: Ideal Future Service Map

Review your current service model map. Consider where volunteers could contribute more value than they currently do. Where is there untapped potential?

Selected Programme & Key Activities:		Programme Objectives/Outcomes:		If resources were not an issue today, what would you do differently to improve your service outcomes?				
Current Service Model Mapping								
Stages	Needs Assessment	Service Design & Planning	Resource Gathering	Recruitment	Intake	Programme Delivery	Outcome Evaluation	Case Closure / Transition
	Identifying gaps, challenges, and priorities faced by the target client group.	Developing the programme's goals, methods, and processes to address identified needs.	Securing the people, partners, assets, and channels required to run the service effectively.	Engaging suitable clients who would benefit from the service (through outreach and/or referrals).	Confirming eligibility and suitability through structured screening and assessment.	Executing the core activities, interventions, and support that make up the service.	Measuring the results, effectiveness, and impact of the programme against intended outcomes.	Ending service appropriately and connecting clients to follow-up supports or next steps post-programme.
Activities								
Current State of Volunteer Involvement								
Potential Value of Volunteers								

Value Add

1

Refine and add on to the potential value of volunteers.

2

Envision the ideal future service model and new volunteer roles.

How can we tap on volunteers to plug current service gaps in order to achieve enhanced service outcomes?



TIPS

Set aside current constraints and red tape for now. Focus on what's possible—you may uncover new, innovative ways to unlock your volunteers' potential.

Scope your focus area



Oh no! Faisal, there are too many gaps and challenges!



But Vidya, you have also identified where your volunteers can add value.



I feel overwhelmed! I don't know where to start!

Don't worry Peter. We don't have to solve all the challenges and address all the gaps at the same time.

We can prioritise one area we want to focus on first.

Look back at the work you have done so far: the challenges you have identified, where volunteers sit on the participation ladder, and the possible futures you have explored. Use these insights to guide your next moves. **You don't need to fix everything at once. Start by prioritising. Which challenges are most critical? Which are easiest to act on? Which excites you most?** Take it one step at a time.



Selected Programme & Key Activities:

Programme Objectives/Outcomes:

If resources were not an issue today, what would you do differently to improve your service outcomes?

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Activities								
Current State of Volunteer Involvement								
Potential Value of Volunteers								

What if we focus on one stage of the service model map?





Or maybe a challenge area?

How about elevating our volunteers on the ladder of participation by rethinking their roles?



Or address a possible future to ensure our programme is sustainable in the long-run?



Or what is one area that you can address short-term, in 6 to 9 months?

And don't lose sight of enhancing your programme's service outcomes!



Ex 7: Define Your Challenge

Based on your chosen focus area, craft your challenge clearly.

1

Give your challenge a title.

Your Challenge

Description



2

Define the gap/challenges/
problem clearly and concisely
with sufficient detail.



TIPS

If you are still deciding on your focus area, write each one out clearly and in detail. Seeing them articulated helps you compare, clarify, and prioritise more effectively.



Challenges identified by participants

Structural Challenges

(System, design, governance, capacity issues)

Staff Capacity Constraints

Limited manpower constrains oversight, coordination, and programme continuity.

Inefficient Tracking Systems

Information tracking is manual, limiting visibility and responsiveness.

Stakeholder Expectation Misalignment

Expectations across funders, service users, managers, and volunteers are not aligned.

Lack of Curriculum Ownership

Curriculum is staff-designed but volunteer-delivered, creating a disconnect in ownership.

Insufficient & Unstable Volunteer Pool

There is no steady pipeline of suitable volunteers to reliably support programmes.

Operational Challenges

(Execution, coordination, day-to-day delivery issues)

Volunteer Availability & Scheduling

Inconsistent availability affects programme continuity.

Coordination & Communication Gaps

Lack of clarity between volunteer and programme management teams affects delivery.

Inadequate Volunteer Training

Training lacks sufficient depth to prepare volunteers effectively.

Volunteer Role–Skill Mismatch

Volunteers are not always matched appropriately to roles.

Service Quality Consistency

Variations in competency and support affect delivery standards.

Service User Engagement Gaps

Low service user participation reduces programme effectiveness.

Relational Challenges

(Motivation, identity, ownership, morale)

Volunteer Commitment & Retention

Sustaining long-term volunteer engagement remains difficult.

Volunteer Morale & Sense of Belonging

Volunteers may experience declining motivation or limited connection.

Limited Volunteer Ownership

Volunteers are not consistently empowered to take initiative.

Chapter 5:

Mapping Solutions from Insights to Ideas



Before moving into solutions, **begin with the end in mind**. A clear north star provides direction and ensures design decisions are intentional. Revisit the programme objectives and outcomes, and align goals within your team and organisation. With the prioritised focus area:



1. Reframe your gap/challenge as opportunities



2. Envision a successful end outcome



3. Apply ideation tools to explore a broad range of possibilities.

In this chapter, you will **explore practical methods to generate, refine, and shape ideas into actionable concepts.**

“How Might We” Statements

Reframe your gap/challenge as opportunities.

A “How Might We” (HMW) or opportunity statement is a simple design tool that **turns a challenge into an opportunity-focused question**. Instead of dwelling on what is wrong, it invites you to explore what could be possible. **It bridges the gap between identified challenges and the solutions you want to create**. Crafting a HMW statement shifts your mindset from problem-fixing to possibility-building. It creates the conditions for more open and creative thinking.

How might we ...
[...address a pain point or need...]

... in order to
[intended or desired outcome]



Reframes the Mindset

“How” and “Might” signal that solutions are possible. This builds optimism and reduces the pressure to get it right immediately.



Encourages Shared Ownership

The word “We” invites collective problem-solving, regardless of role or hierarchy.



Expands the Solution Space

A well-crafted HMW keeps the question open enough to surface fresh, unconventional ideas before narrowing down.

The best HMW statement is one that finds the balance between being too general on one hand, and too specific on the other hand:

Not too broad:

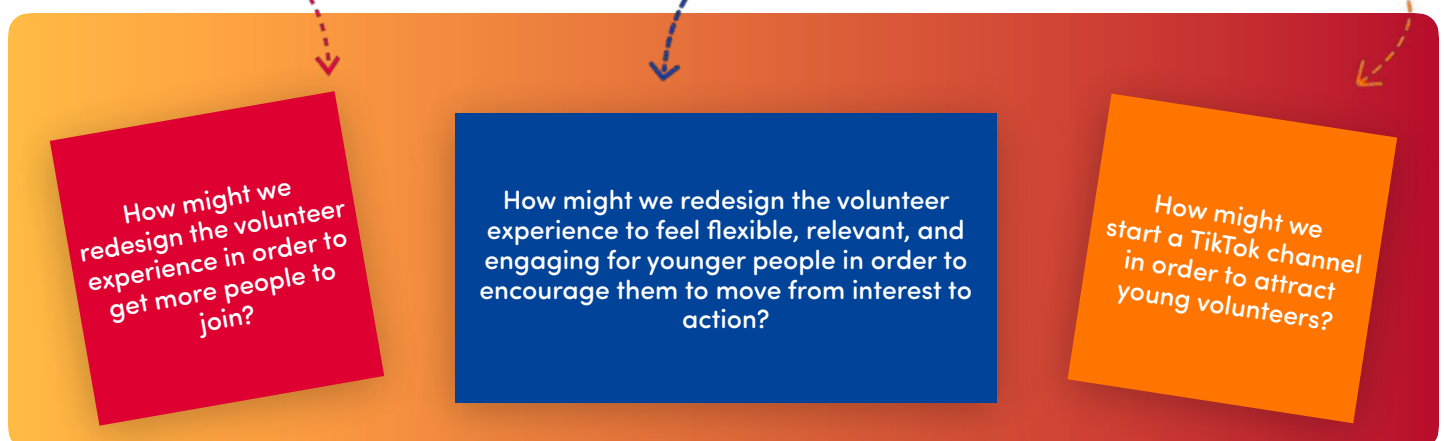
Avoid questions which are too vague to start brainstorming.

Just right:

Ensure it is focused enough to give a starting point but broad enough to allow many different types of solutions.

Not too narrow:

Avoid suggesting a specific solution as it kills other creative ideas.





Ex 8: Crafting HMW Statements

Craft a 'How Might We' statement based on your *chosen challenge*.

1

Apply the HMW formula:

How might we [address a pain point or need...] in order to [intended or desired outcome]

Phrase your statement positively.

2

Refine for the "Goldilocks" scope:

Not too broad and general, not too specific and detailed, just right!

3

Include your user:

Your HMW statement **must** include the word 'volunteer', who you are designing for.

Instead of "How might we reduce volunteer drop-out?" Try "How might we improve volunteer retention?"



How might we...

in order to...



TIPS

Test your statement with others. If they can quickly generate five or more different ideas, it's effective. If they seem confused or suggest only one solution, refine the statement to be clearer or more open-ended.



“How might we...” statements developed by participants

These HMW statements are categorised into 5 pillars.

ATTRACTION & RECRUITMENT

Volunteer Brand & Value Proposition

How might we strengthen our volunteer value proposition and visibility in order to attract diverse and skilled volunteers?

Sustainable Recruitment Pipeline

How might we build a reliable volunteer pipeline in order to ensure sufficient and suitable volunteers for our programmes?

Leadership Support for Growth

How might we secure leadership support in order to resource and scale volunteer recruitment effectively?

Bringing the right volunteers into your ecosystem

Helping volunteers start strong and feel ready

ROLE FIT & READINESS

Right Fit from the Start

How might we align volunteers, funders, and service users needs with programme needs in order to maximise early impact?

Accessible Entry Points

How might we make volunteering more accessible and seamless in order to reduce barriers to participation?

LEADERSHIP & STRATEGY

Develop Leadership

How might we empower experienced volunteers to take on greater ownership in order to elevate service quality and sustainability?

Establish Partnerships

How might we engage stakeholders alongside volunteers in order to align programme outcomes for long-term sustainability?

Elevating volunteers into higher ownership and influence

Keeping volunteers engaged, energised and committed

EXPERIENCE & RETENTION

Meaningful Volunteer Experience

How might we strengthen volunteers' sense of belonging and satisfaction in order to improve retention?

Sustainable Commitment

How might we support volunteers to commit consistently over time in order to strengthen programme stability?

SKILLS & SYSTEMS

Skills & Capability Building

How might we equip volunteers with the right skills in order to deliver quality service sustainably?

Systems & Coordination

How might we improve volunteer communication and systems in order to enable smooth and efficient delivery?

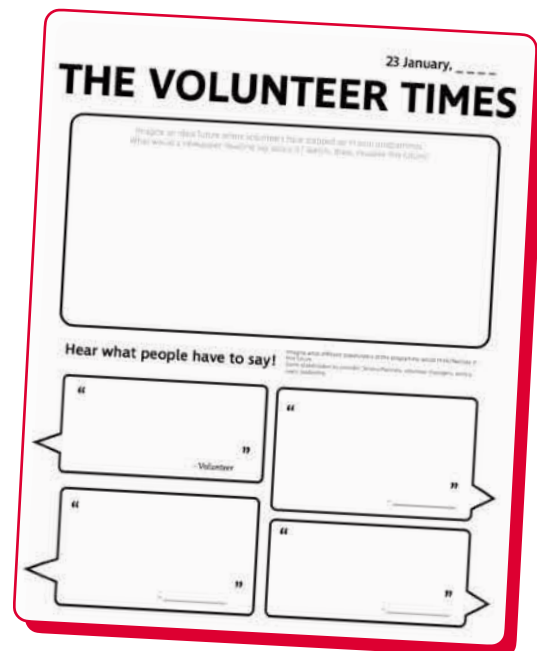
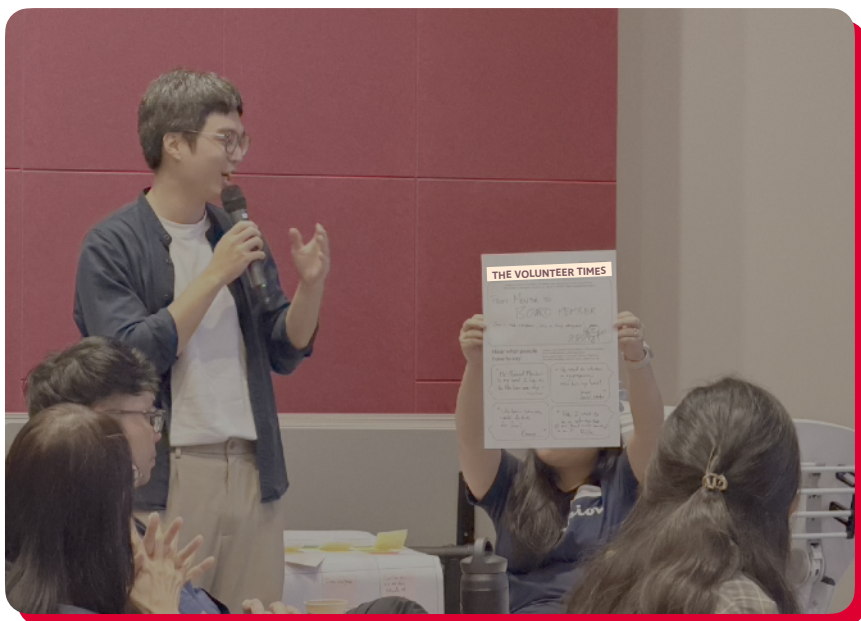
Building volunteer capability and contribution

It really does help when the HMW statements sounds exciting!



Headline of the Future

Envision a successful end outcome.



Imagine a future where volunteers are successfully and strategically integrated as a resource for your programme, and capture that success in a compelling front-page newspaper. This exercise helps teams define a desired future state, providing a guiding vision for purposeful planning and decision-making. It creates space to step back from day-to-day demands and define what meaningful, long-term impact looks like. By envisioning that future first, you can then work backwards with greater clarity and intention.

This step enables you to:



Build Shared vision:

Aligns stakeholders around a common aspiration and clarifies what the team wants to be recognised for.



Encourage Bold Thinking:

Setting aside current constraints allows exploration of possibilities beyond incremental improvements.



Boost Engagement and Morale:

It is a fun, creative, and often playful activity that breaks the monotony of standard planning, and generates excitement for the project.



Sharpen Clarity:

Crafting a headline distils complex ambitions into a clear, concise statement.



Ex 9: Headline of the Future

Imagine your SSA has successfully tapped onto volunteers as a strategic resource for your programme. What does that future look like?

Be ambitious! Think 10 years down the road.

What would the newspaper headline read?

Keep it short & concise!

How are service outcomes enhanced with greater volunteer involvement?

23 January, ____

THE VOLUNTEER TIMES

Imagine an ideal future where volunteers have stepped up in your programmes. What would a newspaper headline say about it? Sketch, draw, visualise this future!

Hear what people have to say!

Imagine what different stakeholders of the programme would think/say in this future. Some stakeholders to consider: Service Planners, volunteer managers, service users, leadership.

“”

- Volunteer

“”

“”

“”

Visualise your desired ideal state.

Doodle, sketch, colour!



Template can be found in the appendix.

What will different stakeholders (e.g., volunteers, service users, staff, leadership, etc) say?



TIPS

You don't have to be an artist—stickman drawings will do!



Examples of Headline of the Future

THE VOLUNTEER TIMES 23 January, 20XX

Imagine an ideal future where volunteers have stepped up in your programmes. What would a newspaper headline say about it? Sketch, draw, visualise this future!

YOUTH-LED BOOK CLUB A HUGE HIT!

COMMUNITY BOOK READ

COMMUNITY

YOUTH VOLUNTEER

Hear what people have to say!

"I love reading to kids! Seeing them smile when I read their favorite stories is the best feeling. It makes me feel proud."
- Volunteer

"This program has been wonderful for my grandson. He used to hate books, but now he can't wait to see the youth volunteers."
- Service User

"The energy and passion these young people bring is incredible. They've really revitalized our community outreach."
- Service Planner (Staff)

"The success of this program demonstrates the power of youth-led initiatives. It's a model for our future services."
- Leadership/Management

THE VOLUNTEER TIMES 23 January, 20XX

Imagine an ideal future where volunteers have stepped up in your programmes. What would a newspaper headline say about it? Sketch, draw, visualise this future!

YOUTH MENTORSHIP PROGRAM BREAKS RETENTION RECORDS; ENHANCED OUTCOMES ACHIEVED!

future stars

SUCCESSFUL PATHWAYS

COMMUNITY

Hear what people have to say!

"Being a part of this mentorship journey has been so rewarding. Seeing my mentee's confidence grow makes me feel like I'm making a real difference. I'm excited for the next cohort!"
- Volunteer

"Our volunteer managers can now focus on strategy rather than constant recruitment. We've built a sustainable pipeline of support and see our services growing with quality."
- Service Planner

"Meeting my mentor has changed my perspective on school and my future. I feel supported and have a plan."
- Service User (Youth)

"The stability of the volunteer base is critical. We're now sustainably serving more youth with proven success. The investment has truly paid off for the community."
- Leadership

THE VOLUNTEER TIMES 23 January, 20XX

Imagine an ideal future where volunteers have stepped up in your programmes. What would a newspaper headline say about it? Sketch, draw, visualise this future!

YOUTH SPORTS ACCESSIBILITY ACHIEVES 100% COMMUNITY PARTICIPATION!

Hear what people have to say!

"I found my purpose here! Seeing the kids' smiles after every practice is the best reward. This program is family."
- Volunteer

"The influx of diverse, trained coaches has transformed our league! Teamwork is at an all-time high."
- League Director

"I finally get to play soccer like all my friends. My new coach is so cool and makes learning fun!"
- Sarah, Service User

"With so many amazing volunteers, I can focus on new club partnerships. The future is incredibly bright!"
- Alex, Staff Member

I can see the future more clearly now — and it looks promising.

So... where do we start capturing all these ideas?

The images on this page were generated with assistance from AI.

Ideation

Apply ideation tools to explore a broad range of possibilities.

How do we start ideating?



Ideation tools are structured methods that help teams move beyond obvious, surface-level ideas. They encourage **divergent thinking — generating a wide range of possibilities before narrowing in on solutions**. By suspending judgment and welcoming even “wild” ideas, these tools create space for fresh perspectives. They gently push the brain to look at challenges from new angles, unlocking options that might otherwise be missed.

Top 3 Rules for Effective Ideation:

1



Quantity over Quality First

Generate as many ideas as possible before judging them. Volume creates variety.

2



Defer Judgment

Suspend criticism during brainstorming. Evaluate later—create first.

3



Build on Ideas

Say “Yes, and...” instead of “Yes, but.” Combine and improve ideas together.

There are many ways!

Let me show you
2 easy but
effective ones.



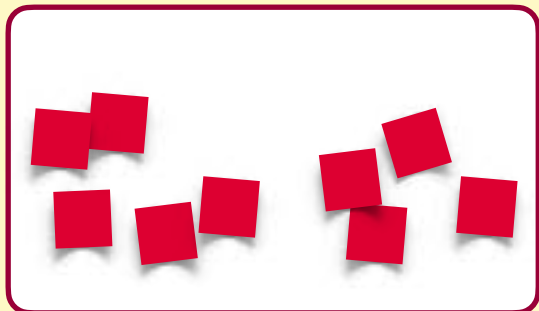


Ex 10: Rapid Ideation

Based on your *HMW statement* and *Headline of the Future*, start ideating!

Round 1: Silent Writing (Individual Focus) - 5-10 mins

Write down as many ideas as you can—one idea per note. Work silently to avoid influence from others. Don't judge or edit. Focus on quantity, not feasibility.

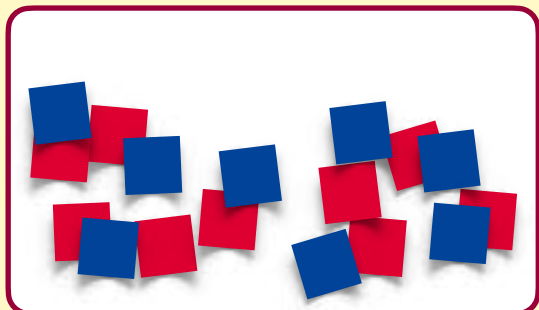


TIPS

There are no right or wrong ideas at this point—go wild with ideas.

Round 2: Brainstorm & Expand (Collaborative Build) - 10-15 mins

Discuss your ideas with the team quickly. Add, expand, or combine what's already there. Use "Yes, and..." thinking. Keep the pace fast and the energy high.

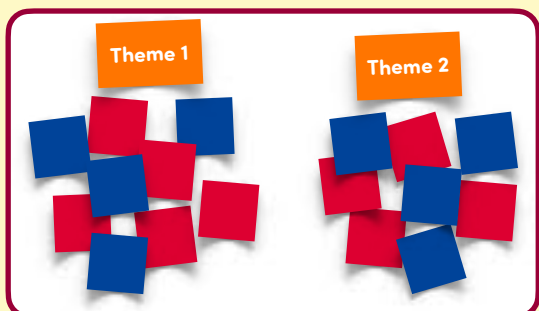


TIPS

Set a time box: a strict limit of time OR aim for a target amount of ideas to force rapid thinking.

Round 3: Cluster into Themes (Quick Synthesis) - 10 mins

Group similar ideas together without overthinking. Let patterns emerge naturally. Then label each cluster with a simple theme to clarify direction.



TIPS

If you only have one hour, here's a mini rapid ideation sprint you can run with your team.



Ex 11: What-If Scenarios

“What if” scenarios are **hypothetical situations used to explore possible situations by changing key assumptions**. They help teams anticipate risks, test resilience, and spark creative thinking. By acting as mental rehearsals, they strengthen adaptability and support more confident decision-making in the face of uncertainty.

Here are some common scenarios you can use to brainstorm ideas:



Sudden Drop-Off

What if 50% of volunteers withdraw within one month due to exams, work demands, or life transitions?



Pipeline Freeze

What if you were not allowed to recruit any new volunteers for the next 12 months?



Confidence Collapse

What if volunteers realise mid-programme that they are not confident delivering the curriculum?



Volunteer-Led Model

What if volunteers had to design and deliver the programme with no staff-written curriculum?



Role Confusion

What if Volunteer Management and Programme Management have been giving conflicting instructions to volunteers?



System Failure

What if there were no texting, emailing, or manual trackers — how would volunteers coordinate?



Ex 11: What-If Scenarios



Outcome Disagreement

What if funders prioritise measurable outputs, but service users value relational impact?



Shared Governance

What if volunteers had voting power in programme strategy decisions?



Demand Spike

What if service demand doubles within six months?



Staff Capacity Loss

What if the only Volunteer Manager resigned tomorrow and could not be replaced?



Quiet Withdrawal

What if volunteers remain enrolled but reduce effort because they no longer feel valued?



Ownership Gap

What if proactive volunteers feel unheard and stop initiating improvements?



Ideation is all about exploring widely—because you never know which unexpected idea might become the breakthrough.



Key ideas generated

The ideation exercises produced a variety of ideas that are consolidated into 6 themes.

Reimagining Stakeholder Alignment

Aspirational Ideas

- Reverse Pitching: Funders present their KPIs and support terms; programmes, volunteers, and youth decide whether to partner.
- Role-Swap Experience (“A Day in the Life”): Stakeholders step into each other’s roles to build empathy.
- Service User-Led Solution Contest: Service users propose and advocate for solutions directly.

Practical Ideas

- Moderated multi-stakeholder dialogues
- Separate focus groups to surface expectations
- Structured needs assessment before programme design
- Pre-commitment introduction sessions for volunteers
- Regular stakeholder luncheons and alignment reviews

Misalignment is systemic. Structured dialogue mechanisms are required, not ad-hoc conversations.



Improving Volunteer–Programme Fit

Aspirational Ideas

- Corporate volunteer pipelines with structured skill mapping
- Volunteer cohorts co-curating curriculum together

Practical Ideas

- Strength-based recruitment questions
- Stringent but values-aligned recruitment screening
- Regular huddles with programme heads
- Quarterly reviews with centre PICs
- Proper documentation and needs tracking
- Lower-barrier entry points with progressive engagement

Retention problems often begin at recruitment mismatch.



Designing Sustainable Commitment & Leadership Pathways

Commitment increases when volunteers see progression and ownership, not just participation.



Aspirational Ideas

- Volunteer-designed curriculum and peer quality control systems
- Volunteer-led training using lived experience

Practical Ideas

- Clear volunteer growth pathways
- Buddy systems for quality assurance
- Professional staff tag-along during early sessions
- Phased programme structures to reduce burnout
- Recognition (certifications, plaques, public affirmation)
- Incentives and impact reporting

Building a Strong Volunteer Value Proposition & Brand

Aspirational Ideas

- Reframe volunteer training as transferable, career-relevant skills development
- Dedicated specialised staff (e.g., Volunteer Management lead) to elevate engagement strategy

Practical Ideas

- Showcase outstanding volunteers as role models
- Highlight impact stories and visible outcomes
- Volunteer retreats, gatherings, and appreciation events
- “Bring Your Family” volunteer day
- StrengthsFinder or strengths-based role matching



Fostering Belonging & Morale

Aspirational Ideas

- Structured community-building retreats
- Volunteer empowerment forums

Practical Ideas

- Telegram/WhatsApp groups for ongoing connection
- Regular meet-ups with meals and sharing sessions
- Kopi chats with Volunteer Managers
- Focus groups on volunteer experience
- Recognition initiatives
- Addressing morale fatigue proactively



Volunteers seek growth and purpose, not just tasks. Organisations must reflect this.

Retention has both emotional and operational considerations.

Strengthening Capability & Systems

Aspirational Ideas

- AI-supported training content creation and platforms
- Centralised digital knowledge repository

Practical Ideas

- Volunteer mentors trained more deeply
- Experienced volunteers facilitating training
- Streamlined communication channels (one primary platform)
- Clear overall I/C between PM and VM
- Regular department huddles for feedback

Capability gaps are often systems gaps, not motivation gaps.



Some are bold and aspirational.

Others are simple, practical improvements we can act on now.



Exactly! And maybe innovation isn't always about adding more...



Sometimes it's about doing less, streamlining, and working smarter.

Prioritisation Matrix

Now I have too many ideas! How do I decide which idea to implement?



You can use a prioritisation tool like this matrix.

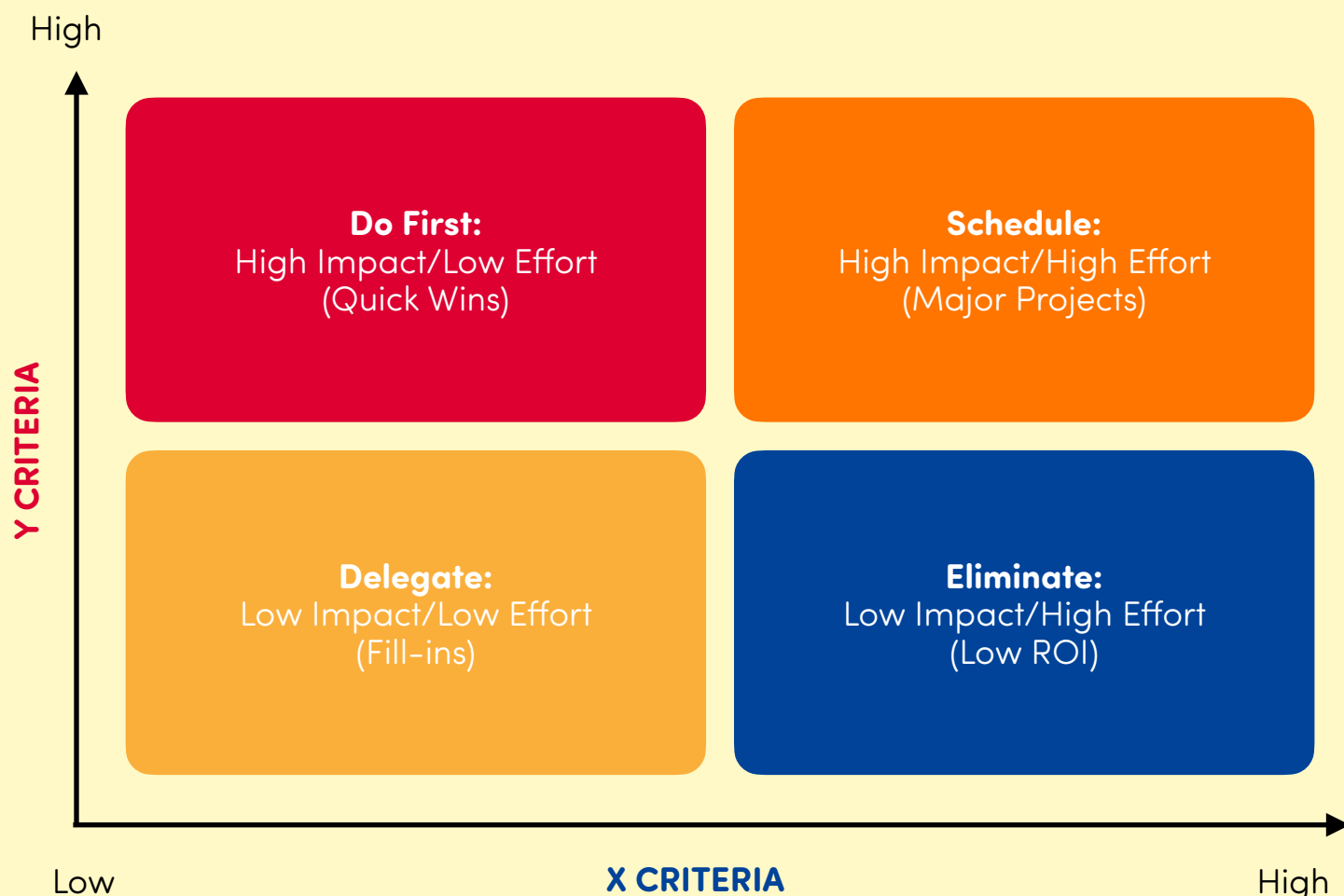


A prioritisation matrix is a simple decision-making tool—often a 2x2 grid—that helps teams sort ideas based on criteria such as impact and effort.

By plotting ideas visually, it becomes **easier to see what deserves attention now, what can wait, and what may not be worth pursuing**. It reduces overwhelm, sharpens focus on high-impact work, and supports clearer, more aligned decision-making.



Ex 12: Prioritisation Matrix



1 Define Criteria:

Choose two criteria to evaluate your ideas. Typically, impact, value, or benefits go on the Y-axis, and effort, cost, or resources required go on the X-axis.

2 Plot your Ideas and Review:

Discuss and map your ideas on the matrix and analyse the visual results to align with team goals, and re-evaluate if needed.



TIPS

Another criterion to consider is **time**. How fast can you implement your idea?

Peter and Vidya have completed the exercises in Part B—exploring future trends, identifying a focus area, reframing challenges into opportunities, envisioning desired outcomes, and brainstorming and prioritising ideas.



When you're ready to move from ideas to action, continue with
Part C: From Idea to Practice.

23 January, _ _ _ _

THE VOLUNTEER TIMES

Imagine an ideal future where volunteers have stepped up in your programmes. What would a newspaper headline say about it?
Sketch, draw, visualise this future!

Hear what people have to say!

Imagine what different stakeholders of the programme would think/feel/say in this future.
Some stakeholders to consider: Service Planners, volunteer managers, service users, leadership

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- Volunteer

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