

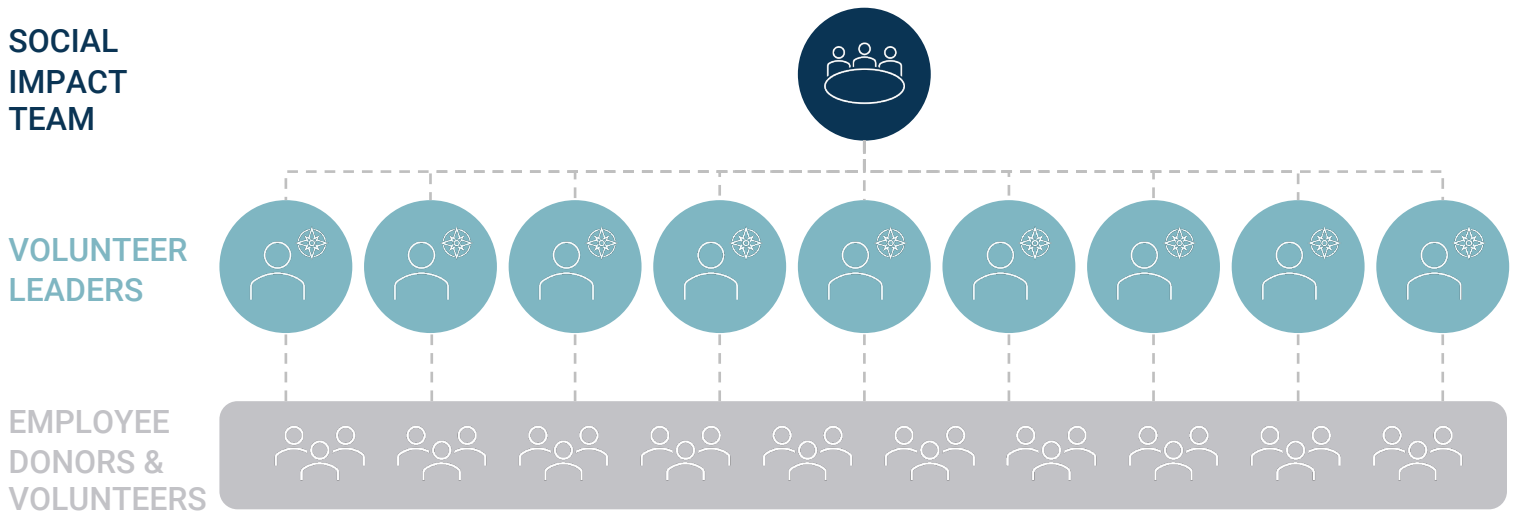
Realized Worth’s **Volunteer Leadership Network Structure** shows the range of potential governance structures for a company’s people networks supporting social impact activity. Strategically integrated volunteer programs are configured to grow and scale on their own – employees are empowered to step into leadership roles. Management of volunteering activity range from centralized to distributed to decentralized.

Network Structures are not one-size-fits-all, and social impact teams must determine which model is best suited for the company’s culture and maturity. More information on each model and considerations for how to right-size your Volunteer Leadership Network are on the following pages.



**Model 1**

This model is often where many companies start with the intention to build out additional layers in the network after the network has matured. This model finds individual Volunteer Leaders and empowers them to connect should they wish, but no formal grouping from the Social Impact team is provided.

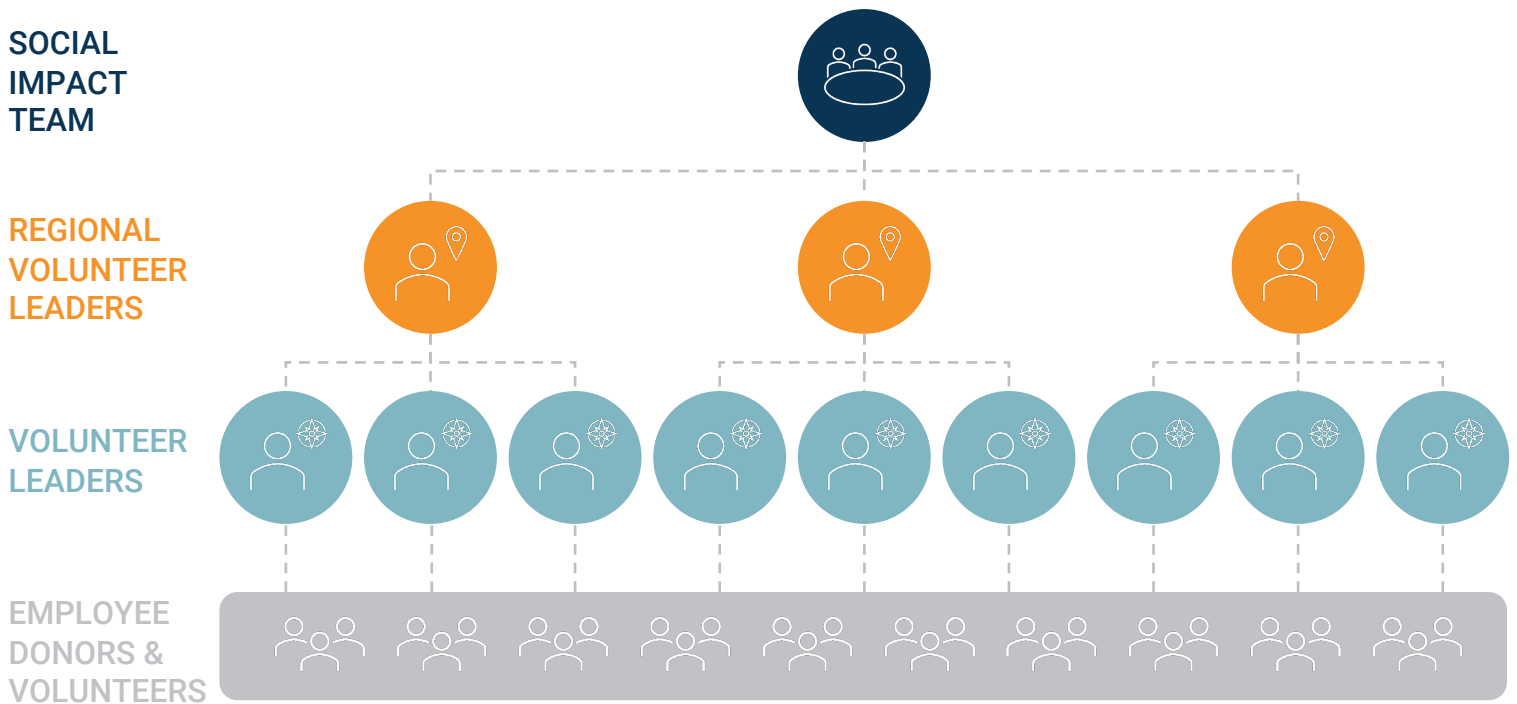


**DEFINITIONS**

- Social Impact Team**      Responsible for corporate social impact strategy, program management, and management of the next Volunteer Leadership Network level. In this model, that would be the Volunteer Leaders.
- Volunteer Leaders**      Responsible for finding, scoping, planning, and leading social impact activities. Often thought of as the “Facilitators.”
- Employee Donors and Volunteers**      Those who participate in or attend social impact activities. Often thought of as the “Doers.”

**Model 2**

This model empowers Regional Volunteer Leaders to act as mentors and guides to formal groups of Volunteer Leaders. This model tends to be most effective when Regional Volunteer Leaders can support Volunteer Leader groups in their region with quarterly or annual planning for volunteering, succession planning, and social impact projects while acting as experts and guides throughout the year.



**DEFINITIONS**

- Social Impact Team** Responsible for corporate social impact strategy, program management, and management of the next Volunteer Leadership Network level. In this model, that would be the Regional Volunteer Leaders.
- Regional Volunteer Leaders** Interprets and translates the global social impact strategy for their region, ensuring that local applications of the strategy are regionally relevant. Also responsible for managing Volunteer Leaders in their area.
- Volunteer Leaders** Responsible for finding, scoping, planning, and leading social impact activities. Often thought of as the “Facilitators.”
- Employee Donors and Volunteers** Those who participate in or attend social impact activities. Often thought of as the “Doers.”

**Model 3**

This model uses a national or global volunteer council to help strategically guide the activities of formal groups of Volunteer Leaders. In this model, the Social Impact team works closely with the Global Volunteer Council to define strategy and how it will be delivered and localized for formal groups of Volunteer Leaders.

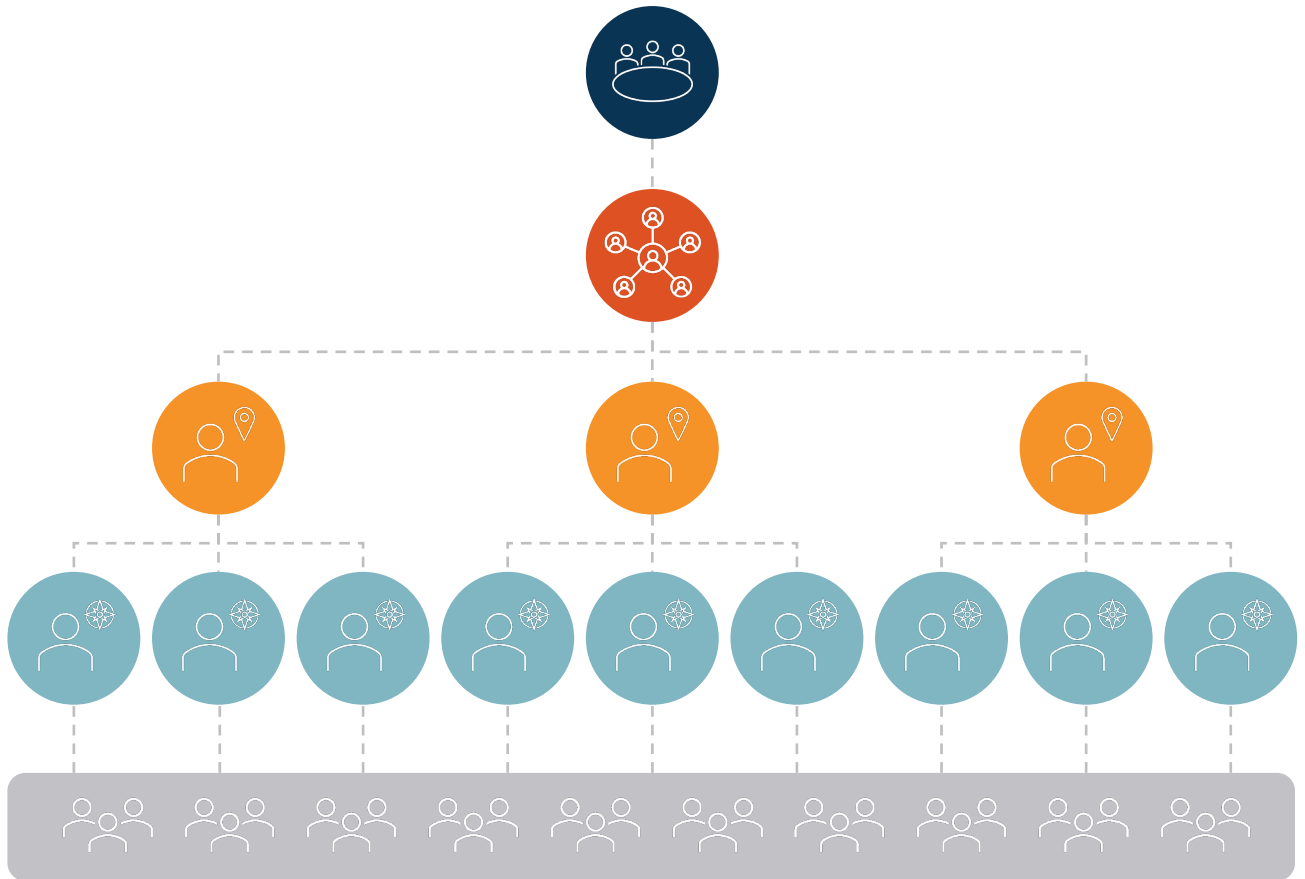
**SOCIAL  
IMPACT  
TEAM**

**GLOBAL  
VOLUNTEER  
COUNCIL**

**REGIONAL  
VOLUNTEER  
LEADERS**

**VOLUNTEER  
LEADERS**

**EMPLOYEE  
DONORS &  
VOLUNTEERS**



**DEFINITIONS**

- Social Impact Team** Responsible for corporate social impact strategy, program management, and management of the next Volunteer Leadership Network level. In this model, that would be the Global Volunteer Council.
- Global Volunteer Council** Help inform corporate social impact strategy, as well as recruit, organize, and lead Regional Volunteer Leaders.
- Regional Volunteer Leaders** Interprets and translates the global social impact strategy for their region, ensuring that local applications of the strategy are regionally relevant. Also responsible for managing Volunteer Leaders in their area.
- Volunteer Leaders** Responsible for finding, scoping, planning, and leading social impact activities. Often thought of as the “Facilitators.”
- Employee Donors and Volunteers** Those who participate in or attend social impact activities. Often thought of as the “Doers.”

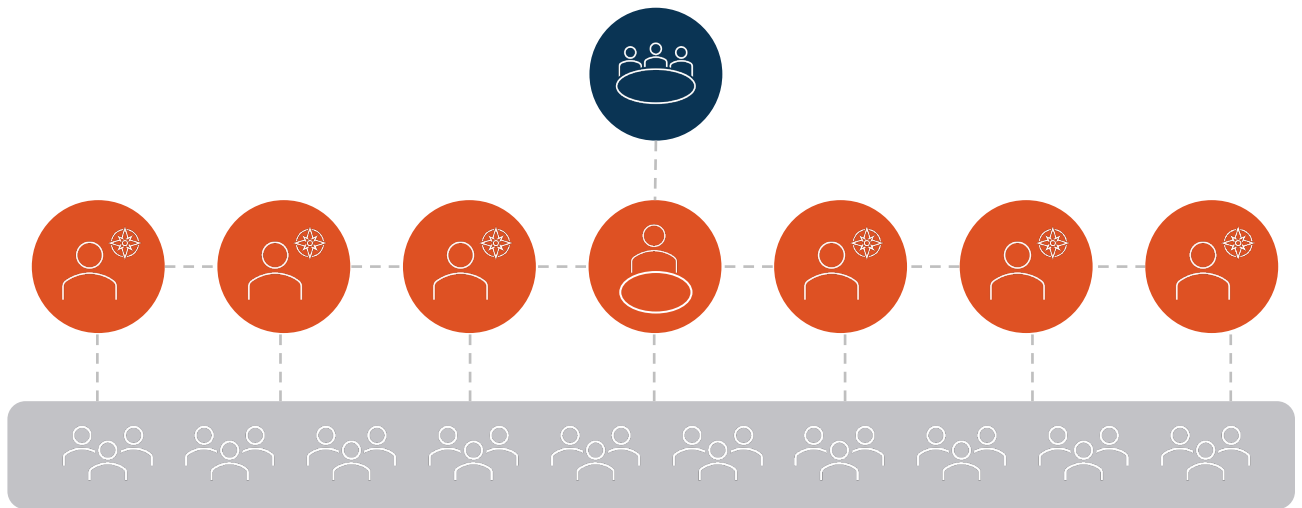
**Model 4**

This model leaves all strategic management, localized goal-setting, succession planning and recruitment, project planning and execution with local committees guided by a highly experienced and trained Chair.

**SOCIAL  
IMPACT  
TEAM**

**COMMITTEE  
CHAIR &  
MEMBERS**

**EMPLOYEE  
DONORS &  
VOLUNTEERS**



**DEFINITIONS**

- Social Impact Team** Responsible for corporate social impact strategy, program management, and management of the next Volunteer Leadership Network level. In this model, that would be the Regional Volunteer Leaders.
- Committee Chair** Recruits, leads, and connects a team of Committee Members to plan and run giving and volunteering projects across the business or in their location. Committees can be led by a Chair or Co-Chairs.
- Committee Members** Members of local committees responsible for running volunteering and giving in their area, including program-related roles such as Secretary, Treasurer, Communications Lead, etc. Also responsible for finding, scoping, planning, and leading social impact activities. Often thought of as the “Facilitators.”
- Employee Donors and Volunteers** Those who participate in or attend social impact activities. Often thought of as the “Doers.”

**MODEL 1***3-Level Network*

This model is often where many companies start with the intention to build out additional layers in the network after the network has matured. This model finds individual Volunteer Leaders and empowers them to connect should they wish, but no formal grouping from the Social Impact team is provided.

**Considerations:**

- Easier to centrally manage for smaller CSR teams, can test effectiveness of network management process and structure over time with a smaller group
- Significant oversight and network management will be required from the CSR team, longer time to scale, Ambassadors often don't have localized strategic support or mentorship

**MODEL 2***4-Level Network*

This model empowers Regional Volunteer Leaders to act as mentors and guides to formal groups of Volunteer Leaders. This model tends to be most effective when Regional Volunteer Leaders can support Volunteer Leader groups in their region with quarterly or annual planning for volunteering, succession planning, and social impact projects while acting as experts and guides throughout the year.

**Considerations:**

- Regional volunteer leaders provide strategic planning support and mentorship and may actively volunteer – but they are not required to lead projects or take part unless capacity allows.
- Regional volunteer leaders provide recruitment and succession planning support to volunteer leaders and track training, engagement, and turnover

**MODEL 3***5-Level Network*

This model uses a national or global volunteer council to help strategically guide the activities of formal groups of Volunteer Leaders. In this model, the Social Impact team works closely with the Global Volunteer Council to define strategy and how it will be delivered and localized for formal groups of Volunteer Leaders.

**Considerations:**

- Strong partnership with highly-motivated group of employee volunteer leaders and influencers who can help guide localized expression of strategy.
- Significant upfront training and ongoing “train the trainer” for volunteer council is required to ensure success
- Volunteer leaders are in charge of succession planning and training locally

**MODEL 4***3-Level Network*

This model leaves all strategic management, localized goal-setting, succession planning and recruitment, project planning and execution with local committees guided by a highly-experienced and trained Chair.

**Considerations:**

- Significant effort goes into developing materials and training for Chairs (in particular) and committees to act as a true extension of the Social Impact team usually at a hyper-local level
- This gives a great deal of autonomy to the committees and allows them to fully own their experience and guide volunteering and social impact at their location or within their business unit

Use this worksheet to document the current state of your volunteer leadership network (however formal or informal) and your ideal state, based on your understanding of the four Volunteer Leadership Network models.

CURRENT STATE

IDEAL STATE

**LEVEL 1**

*Social Impact Team or equivalent*

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**LEVEL 2**

*Global Volunteer Council or equivalent*

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**LEVEL 3**

*Regional Volunteer Leaders or equivalent*

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**LEVEL 4**

*Local Volunteer Leaders or equivalent*

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**LEVEL 5**

*Employee donors and volunteers*

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## ABOUT RW SOCIAL REV

RW Social REV is where social impact professionals come to get the job done and become the best at what they do. Backstage, the platform that powers it all, provides social impact professionals access to hundreds of practical resources to design, enhance, and build employee social impact programs that are scalable, measurable, and meaningful. This includes tools, templates, research, frameworks, training, and more.

Through Social REV, practitioners can also access Realized Worth's REV Agents and REV Experts. REV Agents help members get the most out of Social REV and Backstage. REV Experts inform and create everything available on Backstage, and are available to our All Access VIP pass holders to provide guidance and support in making critical program decisions.

To learn more about Social REV and Backstage, visit our website: [www.realizedworth.com/socialrev](http://www.realizedworth.com/socialrev).

## ABOUT REALIZED WORTH

Since 2008, Realized Worth has offered strategic consulting services to some of the most notable companies in the world. We help companies successfully create or evolve their employee social impact strategy through a comprehensive design, transition and implementation process that results in a robust and scalable employee program. It's our mission to help companies curate Transformative Experiences to drive company-wide social movements. We bring meaning to action through our Transformative Volunteering approach, which teaches employees how to practice behaviours that create engaging, effective, and impactful volunteer projects for their peers.

With a wide range of over 100 clients including Abbott Labs, Amazon, Apple, Comcast, Deloitte, Microsoft, Netflix, and others, Realized Worth's specialized expertise is uniquely suited for the corporation seeking meaningful impact through its employee social impact programs.

The co-founders of Realized Worth, Chris Jarvis and Angela Parker, are based in Baltimore, Maryland. The extended team is based throughout the US and Canada. Realized Worth Canada is based in Halifax, Nova Scotia.

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