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## PART 3: HANDBOOK FOR CORE VOLUNTEERS

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*If any one answers your call,  
Then walk alone,  
The most afraidly walk alone my friend.*

*If no one talks to you,  
Or my unschocky friend,  
If no one speaks to you,  
If everyone looks the other way and everyone is afraid,  
Then leave your seat and let out what is in your mind,  
The most afraidly speak alone my friend.*

*When dark clouds cover the sky,  
When darkness engulfs the world,  
When the world seems and loses before fire,  
Then be the flame,  
The flame that burns you and banishes darkness from the world,  
The most afraidly burn alone my friend.*

**Rabindranath Tagore<sup>1</sup>**

*To be a Core Volunteer you should be able to point to the dangers of local maxima and keep everyone focused on the bigger picture. You should also be leading by example on how to think and act in a complex, changing and chaotic world.*

### DEVELOPING THE QUALITIES OF A GREAT VOLUNTEER

iSPiRT volunteers are capable and collegial, smart and insightful, caring and kind. They see the world in shades of grey, not in black and white. They influence others without control. They deal with delayed gratification. They handle contentions and rejections. They build public goods selflessly. They are good thinkers, dependable doers and passionate change agents.

Over the years we have discovered qualities of good and great volunteers that are particular to the iSPiRT volunteer model (and are different from, let's say, what Linux and Wikipedia volunteer networks will value). They fall into three categories: cultivated skills, critical traits and modulating strengths.

### CULTIVATED SKILLS

These six skills have to be there to be a functional volunteer. No one volunteer excels in all of these. Having volunteers that complement each other in a volunteer team (say one is stronger in product thinking and the other in platform thinking) pays rich dividends.

#### Strategic Agility

Our best volunteers stay focussed on the problem but change course often. For most of our work, we don't have a template to follow. So, we do lots of experimentation ("Fire bullets before lining the cannon ball"). There are many moments of failure. Not one of our successes is a straight-line. These ups and downs are captured in a journeyline.<sup>2</sup>

#### Dealing with Rejection

Delayed gratification, failure, and rejection are an inevitable part of our work at iSPiRT. Our best volunteers deal with this by using the principle of "affordable loss."<sup>3</sup>

#### Personal Intelligence

Many of us are borderline "Sheldons"<sup>4</sup> but have learned to work well in groups with diverse personalities<sup>5</sup>. In fact, we are good collaborators<sup>6</sup>.

#### Paying-Forward

All our volunteers pay-forward. They give more than they take. They are the antithesis of mercenaries.

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<sup>1</sup> - D.K. Chola Ray: <https://youtu.be/gH4Wt02Bw0g>

<sup>2</sup> - iPhCamp journeylines is an example: <http://ipncamp.org/inside-story-on-the-making-of-ipcamp/>

<sup>3</sup> - Affordable loss is one of the principles of Effectuation: [http://www.effectuation.org/?page\\_id=405&page=principle-affordable-loss](http://www.effectuation.org/?page_id=405&page=principle-affordable-loss)

<sup>4</sup> - Most of Silicon Valley has low personal intelligence too as argued by Peter Thiel: <https://youtu.be/7Hk8uG0P8Tc>

<sup>5</sup> - Here is a delightful TED interview of our hero, Linus Torvalds. He has used collaboration at scale to build things that make our world better: [https://www.ted.com/talks/linus\\_torvalds\\_the\\_mind\\_behind\\_linux](https://www.ted.com/talks/linus_torvalds_the_mind_behind_linux)

# The Bay Area Volunteers Handbook

**Didier Musso**



## **The Bay Area Volunteers Handbook:**

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