

## PART 3: HANDBOOK FOR CORE VOLUNTEERS

If any core volunteer power exist,  
These would volunteer,  
(the most afraid) would volunteer very friend.

If any core leader do you,  
Or any somebody friend,  
of any core specialist do you,  
If any core leader the author any small entrepreneur is afraid,  
These power your need and let not what is the power material,  
(the most afraid) Special volunteer very friend.

Within about a month cover the sky,  
Within about a month cover the road,  
Within the several months and down before him,  
This the flower.  
The flower that comes you need translation differences from the world,  
(the most afraid) flower volunteer very friend.

“Babelfoundations” Zappos?

To the a Core Volunteer you should be able to point to the advantages of  
local movement and always remember focused on the bigger picture. You  
should also be dealing for example on how to think and act in a  
global, 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 bring 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" but have learned to work well in groups with diverse personalities<sup>4</sup>. In fact, we are good collaborators<sup>5</sup>.

#### Pay-it-Forward

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

2. TheCamp journeyline is an example: <https://open.ispirt.io/insider-story-on-the-making-of-thecamp/>

3. Affordable loss is one of the principles of Effectuation: <http://www.effectuation.org/> (page\_id=4055&parent\_page\_id=affordable-loss)

4. Most of Silicon Valley has low personal intelligence too as argued by Peter Thiel: <https://medium.com/peter-thiel/the-myth-of-the-intellectual-15a2400f00f6>

5. There is a delightful TED interview of our hero, Lumen Spivack. He has used collaborations at scale to build things that make our world better: [https://www.ted.com/talks/lumen\\_spivack\\_ther\\_right\\_beautiful\\_lumen](https://www.ted.com/talks/lumen_spivack_ther_right_beautiful_lumen)

# The Bay Area Volunteers Handbook

**Didier Musso**

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

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