Volunteers to Advisors:
A reflective study of leadership, education and change in a Third Sector organisation.

Submitted by Mirinda Carmen Crespi to the University of Exeter as the thesis for the degree of Doctor of Education in Education, September 2011

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I certify that all material in this thesis which is not my own work has been identified and that no material has previously been submitted and approved for award of a degree by this or any other University.

Signature:  ..................................
Abstract
This thesis explores how I have taken steps to improve my practice of leadership as a Chief Executive within a Third Sector Drug and Alcohol Support Service and to build professional identities for volunteers in the service. I studied how volunteers' identities changed from that of 'Volunteer' to 'Advisor' and what I learned about myself as a leader. I noted the value of studying my own reflections as a leader and how change became embedded throughout the organisation as a consequence. As a result of this process, I developed a mnemonic that I consider to encapsulate key aspects of leadership. This is entitled 'CAVEAT' and identifies competency, visibility, empowerment and a therapeutic orientation as important qualities of a leader in positions like my own.

The study is informed by in-depth focus group discussions, semi-structured interviews, personal reflections, questionnaires and surveys. It provides recommendations for Chief Executives of Third Sector organisations involved in leadership and the professional identity-building of a volunteer workforce in an era of outcome-based commissioning.
Contents

List of Tables 6
List of Figures 7
List of Appendices 7

1. Chapter One
   1.1 Introduction 9
   1.2 The use of volunteers 20
   1.3 The scale of the drug and alcohol problem in England 23
   1.4 ‘Lighting the touch paper’ 28
   1.5 Setting the scene 32
   1.6 Approach to the research 33
   1.7 Pilot research for baseline data 34
   1.8 My positionality 41

2. Literature Review and Personal Reflections
   2.1 Introduction 47
   2.2 What is the Third Sector and how effective is it? 49
   2.3 What does the Third Sector need in order to survive in an era of outcome-based commissioning? 51
   2.4 The phenomenon and history of Leadership 56
   2.5 Leadership in the Third Sector: Are charity leaders different? 65
   2.6 The psychological contract between agency and volunteer 69
   2.7 Competency of the volunteer workforce 71
   2.8 Leadership: Being visible 77
   2.9 Leadership: Empowerment and power diffusion between volunteer and leader. 84
   2.10 Conclusions 98
3. The Research Process

3.1 Introduction
3.2 What paradigm would best suit this line of inquiry
3.3 Social Constructionism
3.4 The use of Critical Inquiry and Living Theory
3.5 The adoption of Action Research
3.6 Ethical considerations
3.7 Methods employed in the research
3.8 Public questionnaire
3.9 Case study
3.10 Focus groups
3.11 Interviews with Commissioners
3.12 Interview with Ex National Treatment Agency Workforce Development Officer
3.13 Staff and volunteer questionnaires
3.14 Interview with ‘Safer & Stronger Communities’ Lead
3.15 Interviews with Crossways volunteers

4. Data Presentation and Analysis

4.1 Introduction
4.2 Theme 1: Identity of volunteers
4.3 Theme 2: Sense of value/worth
4.4 Theme 3: Workforce development and training
4.5 Theme 4: Inclusion and recognition
4.6 Theme 5: Contribution to the bigger picture
4.7 Theme 6: Communities of Practice
4.8 Theme 7: Credibility
4.9 Theme 8: Therapeutic leadership
5. Conclusions

5.1 Introduction 175
5.2 My vision of ‘CAVEAT’ Leadership 176
5.3 Changes implemented as a result of the study 180
5.4 General Conclusions 184
5.5 Particular recommendations 187
5.6 Personal reflection on the research process 189
5.7 Feedback from recent Investors in People Accreditation (2011) 190

6. References 195
List of Tables

Table 1. Number of clients accessing Crossways 2000-2010 24
Table 2. Comparative view of Crossways 1998-2010 26
Table 3. Clear career paths data from Cranfield study (2002) 73
Table 4. Features of Habermas’s three dominant knowledge-constitutive interests (Grundy 1987) 116
Table 5. Case study protocol 120
Table 6. Demographic details of focus group participants (2008) 123
Table 7. Focus group content 125
Table 8. Commissioner demographics (2008) 129
Table 9. Ages of staff and volunteers undertaking questionnaires 134
Table 10. Gender of staff and volunteers undertaking questionnaires 134
Table 11. Ethnicity of staff and volunteers undertaking questionnaires 134
Table 12. Length of service of staff and volunteers undertaking questionnaires 134
Table 13. Occupations of staff and volunteers undertaking questionnaires 135
Table 14. Demographic detail of volunteer interviewee participants (2008) 138
Table 15. Data categories and themes 140
Table 16. Data sources profile 142
Table 17. Data relating to quantity of volunteers services/outputs 147
Table 18. Volunteers as value for money 152
Table 19. Supplementary Volunteer questionnaire data relating to access to training courses and certificates 157
Table 20. Data relating to the ability to lead or encourage others to lead 160
Table 21. Data relating to increased employment opportunities 161
Table 22. Data relating to the quality of volunteer services 162
Table 23. Degree of innovation in volunteer service 162
List of Figures

Fig. 1  Extract form email received re: TOP alert 14
Fig. 2  Hard and soft parts of organisational process 19
Fig. 3  Accessing support data from pilot study 35
Fig. 4  Perception of volunteer data from pilot study 35
Fig. 5  Worker preference data from pilot study 36
Fig. 6  Flowchart of events 39
Fig. 7  Action research spiral 40
Fig. 8  Process of literature review 48
Fig. 9  Trait and Process model of leadership (Northouse 2010) 58
Fig. 10 Tannenbaum & Schmidt; Notion of leadership and subordination 59
on a continuum scale
Fig. 11 Email received January 2010 63
Fig. 12 Email received March 2010 63
Fig. 13 Insert from card received April 2010 64
Fig. 14 Initial Community of Practice diagram 82
Fig. 15 Revised Cultural Map 83
Fig. 16 Types of Learning Communities (Reil & Polin 2004) 89
Fig. 17 Research design 102
Fig. 18 Frustrations and living contradictions imagery 112
Fig. 19 Themes from data 143
Fig. 20 My vision of ‘CAVEAT’ Leadership 176
Fig. 21 Crossways’ Learner progression pathway 181

Appendices

1. Workforce development matrix 201
2.1 Letter of consent for one to one interviews with 205
    commissioners and government officials
2.2 Letter of consent for participation one to one interviews and 207
    focus group
2.3 Letter of consent to Crossways Board of Trustees 209
3. Questions to public re: perception of volunteers 211
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Crossway Advisor’s Job Description</td>
</tr>
<tr>
<td>5.1</td>
<td>Exemplar transcript from interviews with Commissioner (Kate)</td>
</tr>
<tr>
<td>5.2</td>
<td>Exemplar transcript from interviews with Commissioner (Sophie)</td>
</tr>
<tr>
<td>6.</td>
<td>Exemplar transcript from interview with Government Official (Sally)</td>
</tr>
<tr>
<td>7.</td>
<td>Volunteer Core questionnaire</td>
</tr>
<tr>
<td>8.</td>
<td>Volunteer Supplementary questionnaire</td>
</tr>
<tr>
<td>9.</td>
<td>Staff Core questionnaire</td>
</tr>
<tr>
<td>10.</td>
<td>Staff Supplementary questionnaire</td>
</tr>
<tr>
<td>11.</td>
<td>Exemplar transcript from volunteer interview (Catherine)</td>
</tr>
<tr>
<td>12.</td>
<td>Exemplar transcript from focus group (session two)</td>
</tr>
</tbody>
</table>