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Abstract

This project examines the communication occurring between the employed consultants at the National Department of the Danish Red Cross and the volunteer activity leaders of the organisation. The aim of the investigation is to determine how the communication, in theory, should affect the motivation that the volunteer activity leader has for performing in his or her volunteer tasks. The theories include academic work on corporate communication, stakeholder relations, internal stakeholder communication, motivation, and the special traits of NGOs and voluntarism.

The project is based on analysis of interviews with three consultants from the National Department of the Red Cross on their approach to communication with volunteer activity leaders and, additionally, empirical data from the National Department and the Danish Red Cross on the organisation's overall communication practises towards volunteers will be examined. In order to clarify how the communication processes are structured and what effects this could have on a target audience, communication theory has been juxtaposed with the empirical findings in the analysis section of the paper. The brief version of the analysis conclusion is that the three interviewed consultants have quite different approaches to handling their job and communicating with the volunteer leaders of their activity. Their ways of working with the field of study seems determined by the context in which they work, which is perfectly in line with recommendations from the reviewed theory stating that all communication should be considerate to the context in which it is to be carried out.

However, the management of the National Department is given criticism as it does not provide the consultants with any form of mandatory, formulated guidelines as to how to communicate with the volunteer activity leaders. This endangers the consistency of the communication at an organisation-wide level.

Subsequent to the analysis, the project will move on to discuss the implications of standardising the communicative process – how could it be done and if it could prove to be beneficial in the given case. The discussion section debate the risks of streamlining all communicative practices within an organisation and provides an alternative to the notion that all communication should have a common starting point descending from the organisation. Instead, a hierarchic system could be made with the overall purpose of the organisation is still the formulated common

starting point for all communication but with the incorporated possibility of the consultants achieving the purpose in the manner most suited for their specific situations. This does, currently, not appear to be far from the reality of the National Department, but it has yet to be formulated to ensure the consistency and transparency of the communiation.

1. Introduction to the Project

This initial section will outline the purpose of analysing volunteers as a target audience for internal communications efforts at the Danish Red Cross along with the frame for doing so. The first part will briefly describe the organisation and the problem area which this paper concerns, concluding with an overall problem statement for working with the project. Following parts in the section will go through the epistemology, theoretical perspectives, methodology, and applied methods of the project along with the limitations encountered in the process of writing.

1.1. Project Objective and Problem Statement

The focal area of this project is the National Department of the Danish Red Cross. The Danish Red Cross is a national non-profit organisation part of the International Committee of Red Cross and Red Crescent Societies. As such, the organisation has business worldwide, but the National Department of the Danish Red Cross has its main focus on issues related to conditions in Denmark - e.g. on the welfare of the elderly providing them with volunteer visitors, or on raising the awareness and ability to perform first aid among the Danes.

In order to be able to carry out the tasks related to national issues or themes the National Department, along with most other parts of the organisation, rely on volunteer manpower. These constitute the focal point of this paper along with the way communication is carried out by the Red Cross in relation to this specific target audience. A simplified model of the communication within the National Department is pictured below to illustrate how the consultants (on the left side) and the volunteers (on the right side) are communicatively linked to each other the rest of the organisation – the solidly marked line illustrates the communication process in focus in this project. A more thorough review of the department's structure and work is to be found in Section 2 of the paper on empiric data.

The communicative processes illustrated are all two-way symmetrical, meaning that communication moves back and forth between the different groups. Also, communication takes place internally in the group – e.g. between the consultants or the activity leaders. In this project, however, the main focus is on communication from the employed consultants to the volunteer activity leaders, why this process is marked by an arrow. Communication will, naturally, also occur in the opposite direction, but this will not be a priority in the research of the paper.

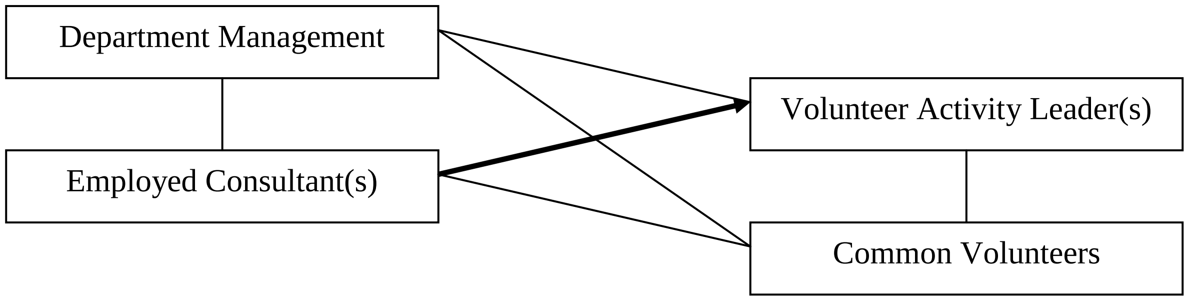

Figure 1.1: Simplified Structure of Communication in the National Department

The department has a number of staff consultants each employed to work within one or more themes or activities – e.g. integration activities or various visiting services. The consultants, therefore, are overall in charge of the volunteer work being carried out in relation to the activities in question. The volunteer work is in practise managed by one or more volunteer activity leaders per activity group, who are in charge of organising the common volunteers associated with the theme or activity.[1]

In brief, the purpose of this project is to examine the communication that occurs between the employed consultants of the National Department of Danish Red Cross and the volunteers associated with the organisation. The examination will primarily focus on the volunteers who take on a relatively large amount of responsibility – the volunteer activity leaders. The aim of the investigation is to determine how the communication in theory should affect the motivation that the volunteer activity leader has for performing in his or her volunteer tasks.
Subsequently, the project will move on to discuss the implications of standardising the communicative process – how could it be done and if it could prove to be beneficial in this case.
In sum, this provides the project with the following problem statement:
How is communication towards the volunteer activity leaders of the National Department of the Red Cross in Denmark conducted by the employed consultants and how could the process be optimised in relation to theory?

[1] Information about the structure of the National Department originates from interviews with former Head of Department Bo Hansen, who left the job during the time of writing and has been verified by Deputy Manager Kirsten Andersen. Additional information is found in material included as Appendix 1.

1.2. Project Outline

During the initial work with determining the field of research for the project and the frame for working with it, a line of research questions was made in order to chronologically give an overview of the information and analysis needed to be able to work towards assembling an answer to the problem statement. The requisite research lined out the overall structure of the paper as it is illustrated in Figure 1.2. below.

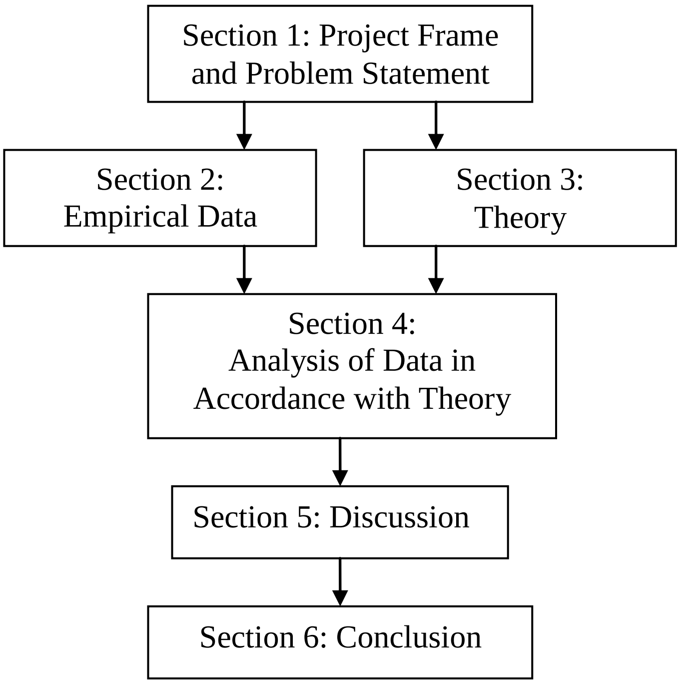

Figure 1.2: Project Outline

The section on empirical data should make it evident how the National Department of Danish Red Cross is structured and how the volunteers fit into this structure. Also, the second section should focus on determining which communication practices are currently applied between the employed consultants and the volunteer activity leaders.

Section 3 is concerned with presenting and reviewing the academic theories needed for the coming analysis. The objective of the third section is to examine the theories on how communication ideally should be carried out to stakeholders inside an organisation and how the communication can affect the motivation of those it is targeted at. Subsequently, the section reviews theories on special implications influencing volunteers as a target audience for internal communication as opposed to employed members of staff.

The fourth section of the paper seeks to combine the knowledge gathered in the previous sections to analyse how the communication targeted at the volunteer activity leaders at the National Department comply with the recommendations from theory and whether this could have an influence on the motivation and work of the volunteers.
Lastly, Section 5 features a discussion on whether the National Department and its employed consultants should, in fact, aim to be in line with the presented theoretical recommendations when communicating with the volunteers.

The project will be based on analyses of interviews with three of consultants from the National Department of the Red Cross on their approach to communication with volunteer activity leaders. Additionally, empirical data from the National Department on the organisation's overall communication practises towards volunteers will be examined in order to establish whether there is consistency in the way communication with volunteers is carried out throughout the department.
In order to clarify how the communication process is structured and what effects this could have on a target audience, communication theory is juxtaposed with the empirical findings. These theories are presented and examined in Section 3, which will include overall corporate communication theory, stakeholder theory, theory on employee communication and motivational theories. This section will, also, review theory on NGO management and voluntarism and engage in an attempt to interlink the theories to a useful guide on communicating to an internal audience consisting of volunteers.
In the subsequent Section 4, the paper will go on to determine how the National Department is currently managing communication with this target audience and the effects that this could have on the work of the volunteers and, thus, the department and organisation as a whole.
Section 5, then, provides discussion ground debating the appropriateness of striving to streamline or standardise the communication with the volunteers of the National Department in correlation with recommendations from the theory presented in the paper.
Lastly, the conclusion will provide the reader with an answer to the problem statement as it has been generated through the scope of the project.

1.3. Academic Framework

The following sub-sections concern the academic framework of this paper. First, the overall epistemology and methodology of the project is presented and reviewed, followed by descriptions and assessment of the methods employed to gather and analyse the empirical data. This chronology matches the common way of working with the underlying theoretical frame of academia and is illustrated below.

Figure 1.3: Relationship between Epistemology, Theoretical Perspectives, Methodology and Methods[2]

As illustrated, the epistemological perspective is important to consider as it determines the researcher's overall philosophical view on the world and, thus, influences the research in terms of determining the field of study and the approach to studying it.[3] An important thing to notice in the figure above is the notion of a one-way influence, which may be a figure of an idealised structure. However, as it will be illustrated in the coming Figure 1.4., interactions between the four academic elements can occur as the project evolves – the method most recommended for a particular type of research might not be suitable for the research in question and, therefore, the arrows on the figure above could in an actual research process to both ways as the researcher gains more knowledge on the particular subject.
Lastly, the section will briefly outline and review the theories and theorists employed throughout the project.

1.3.1. Epistemology, Theoretical Perspectives, and Methodology

On an overall level, the problem statement is founded in the interplay between constructivist and subjectivist epistemology both based on the notion that *all social reality is constructed*.[4] Constructivist epistemology can be defined *as a perspective in philosophy that views all of our knowledge as constructed, under the assumption that it does not necessarily reflect any external transcendent realities; it is contingent on convention, human perception, and social experience.*[5]

[2] Simplified remake of model from Gray (2004) p. 16.
[3] Gray (2004) p. 17.
[4] Esterberg (2002) p. 15.
[5] http://en.wikipedia.org/wiki/Constructivist_epistemology. March 6th. 2008: 2.25 pm.

This means, that the constructivist philosophical background for research is based on the notion that truth and meaning does not exist in some external world but are created by a subject's interaction with the world surrounding it. Meaning is constructed rather than discovered and all subjects construct their own meaning in different ways.[6] In this project, the constructivist approach to the world is embedded in the problem statement as it is formulated on the general hypothesis that the ways the employed consultants at the Red Cross's National Department communicate with the volunteers have a more or less direct influence on the motivation and work of those. Hence, the interaction between the two is key to the perception of the task and how it is to be carried out. As the volunteer constructs his or her reality partly based on communication with the consultant. Also, the consultants' individual making meaning of the communication guidelines provided by the organisation comes into play and has an effect on the way he or she handles the task. This is illustrated in a simplified version in Figure 1.1.
The problem statement does, though, also make room for embedding elements of subjectivism, which is *a philosophical tenet that accords primacy to subjective experience as fundamental of all measure and law.*[7] In other words, this entail that *the way meaning is constructed by the individual is influenced by unconsciousness, dreams, religious beliefs etc. of the individual.*[8]
In sum, working with the problem statement, this project will combine elements from the two basic philosophies as the process will make room for assessing convention, human perception, social experience, and the unconsciousness, dreams, and beliefs of the individual as possible issues of relevance in the communicative processes within the National Department.

The overall theoretical perspective embedded in the work with this project is interpretivism and the phenomenological paradigm, which are closely linked to constructivism.
Interpretivism is a *social science looking for culturally derived and historically situated interpretations of the social life-world and asserts that natural reality and social reality are different.* Hence, interpretive research is ideographic and deals with actions of individuals rather than look for consistencies to deduce nomothetic laws[9].
The research of this project is grounded in a phenomenologist paradigm. This entails that the research has its focus on meanings and on trying to understand what is happening. However, the

[6] Gray (2004) p. 17.
[7] http://en.wikipedia.org/wiki/Subjectivism. March 6th. 2008: 2.31 pm.
[8] Gray (2004) p. 17.
[9] Gray (2004) p. 20.

structure of the research is also designed to deduce theory, which is a discipline more often found within the positivist paradigm.[10] For this project, the two will interplay as the academic work of other theorists form the basis of the interpreting the empirical data, while the interpretation of the data, simultaneously, can affect the conclusion of the project in an inductive manner. Hence, the objective of this project is both to generate a hypothesis from theory, to test it using empirical data and to let the interpretation of those data influence the new hypothesis that forms the answer to the problem statement in the conclusion. This is illustrated in figure 1.4. below illustrating a none-linear world of research where choices of theory and findings from the real world are mutually influential on each other and, thus, on the overall research process and the conclusion to the problem statement.

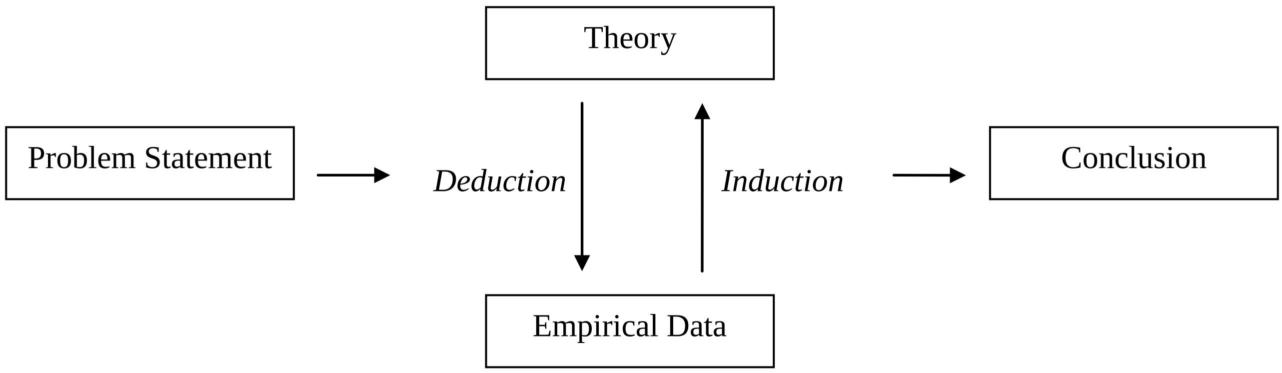

Figure 1.4: Deducing and Inducing Hypothesis[11]

The phenomenological methodology applied in the project uses a relatively unstructured method of data collection with semi-structured interviews allowing for the content of the interview to evolve alongside the information disclosed. The method is described and reviewed in Section 1.3.2. An advantage of phenomenological research is that it allows for inductive collection of large amounts of data and entails the possibility of picking up factors that were not part of the original research focus. The phenomenological research has high emphasis on inductive logic, meaning that the empiric data should have an effect on the theoretical framework as illustrated above in order for the actual experiences by the case study participants to be able to influence the research process and results. Important aspects of the phenomenological research are, also, that it seeks opinions, subjective accounts, and interpretations of participants and rely on qualitative

[10] Gray (2004) p. 22.
[11] Own making.

analysis to unscramble their accounts. As a natural result, this type of research is not so much concerned with generalisations to larger populations but rather with contextual descriptions.[12]

1.3.1.1. Critical Reflections

The constructivist epistemology, interpretivism, and the qualitative research that follows in the path has four main points of critique, which should all be considered when working within the philosophic approach:

1. *Too subjective.* The studies are accused of being too impressionistic and subjective, but as mentioned in a section above, the aim of the research is rather to outline the viewpoint of individuals (in this case the employed consultants), hoping for them to fit into a specific pattern confirming theoretical research results. To overcome this point of critique, also, the validity, reliability, and trustworthiness of the analysis results are discussed in towards the end of this paper's section 4.
2. *Difficult to replicate.* The constructivist nature of collecting and analysing data makes the process difficult to replicate. It is, however, not an objective for this project. If the study was to be extended using similar methods, the detailed descriptions of how the collection and analysis of data has been conducted included in this introducing section and in Section 4 concerned with analysis of the collected data could provide a guideline for widening the study.
3. *Problems of generalisation.* Results of constructivist, qualitative studies are, as mentioned previously, often restricted in their representativity. But the results can illuminate important issues in specific cases and can be used to illustrate theory-based generalisation, as it is the case in this project. In this project the focus is on the consultants of the National Department as a group as the discussions are relevant to all of the employees. However, the three consultants chosen for the interviews where chosen due to their large span of differences in activity type and approach to communication providing the paper with a relatively large scope of communicative practices to be examined and learned from to the benefit of the entire organisation.
4. *Lack of transparency.* Somewhat similar to the claim that the research is difficult to replicate. How the data has been analysed and interpreted and how conclusions were arrived at needs careful explanation if the reader of the study is to have a chance of

[12] Gray (2004) p. 28.

determining whether he or she aggress with the conclusions. To attempt to overcome this point of critique this processes of the research of this project is thoroughly described in details for the readers to be able to see how the research moves from problem statement via empery, theory, and analysis to conclusion.[13]

Interpretivism and phenomenological research methods have been criticised for being much subjective forms of study as they are affected by the researcher and his or her interaction with the object of study. Also, the small scale qualitative data collection of a typical phenomenological study gives rise to concerns about the generalisability to other situations.[14]
As for this particular study and its usability to the Danish Red Cross's National Department it is true that the experiences of the three consultants selected for interviews may not reflect the attitudes of the entire staff of consultants. Especially since they work in different sections and, thus, may have received various guidelines for performing the part of their job concerning communication with volunteers. However, the theoretical foundation of the project should provide the department management with a set of theoretical guidelines to use in the continuing work with optimising communication within the department, along with a test of how some employees perceive that the recommendations are met.

1.3.2. Method for Data Collection

Written information about the National Department and Danish Red Cross in general in the English language proved to be almost non-existent. Information in Danish has, therefore, been translated in relevant extent. All information about the Red Cross and the National Department included in this project has been verified by Deputy Manager Kirsten Andersen who has also been a verbal source of information on matters not put into writing by the organisation. Included in this paper is a signed statement from her on the accuracy of the included information.

Apart from the written sources mentioned above, the empirical data for this project consist of interview with three consultants from the National Department. This approach to data collection has been chosen in order to be able to do a qualitative study of the consultants' communication with volunteers. An interview is a useful form of data collection in matters that requires exploration of perspectives and perceptions of stakeholders as it is a flexible conversation with a

[13] Daymon and Holloway (2002) p. 7.
[14] Gray (2004) p. 16-28.

purpose. However, interviews are more than merely a conversation as it is, indeed, conducted with a purpose and involve some form of structure. The purpose and degree of structure are conceived by the interviewer who organises the interview in order to cover the topics of interest and guide the discussion in a direction relevant to the interview's purpose. The interviewee should, also, have some form of influence on the topics debated as the interview should make room for him or her to contribute with topic-related issues perceived to be of importance by him or her.[15]

The three interviews are conducted in a semi-structured fashion with an interview guide containing the questions that needs to be answered in order to analyse the communication in question in this project. The semi-structured interview is non-standardised and often used in qualitative studies. For the interview, the interviewer has a list of issues and questions to be covered but may choose to alter the order of the questions depending on the direction the interview takes along the way or to leave some for a later interview session. Also, additional questions may be asked as new issues arise. This strategy has been chosen in order to secure that all participants will answer the same questions to ensure a level of comparability for the analysis, while still making room for pursuing themes and issues relevant only to one or more of the interview participants. Hence, the semi-structured interview allows for probing of views and opinions where it is desirable for respondents to elaborate or expand on their answers. In phenomenological approaches it is vital to make room to explore the subjective meaning of concepts by the interviewee, and this can be achieved by using a semi-structured approach to interviews.[16]

In forming the interview guideline, a number of general advices on the topic as they are formulated by Daymon and Holloway (2002) have been employed:

[15] Daymon and Holloway (2002) p. 166.
[16] Gray (2004) pp. 215-217.

What not to do	**What to do**
No leading questions	Guide responses
No ambiguous questions	Phrase questions clearly
No double questions	Ask one question at a time
No jargon or technical terms	Use participants' language

Figure 1.5: Asking Questions in Interviews[17]

Interview questions have to be phrased clearly as ambiguous questions lead to ambiguous answers, and asking two questions in a row may lead to only getting an answer to one of them. Therefore, the interview guideline for this project makes room for the interviewee to answer one clearly phrased question before moving on to the next. This way of structuring an interview based on the recommendations of Daymon and Holloway makes sense to the project as it is the aim of the project to get both as detailed and objective answers from the consultants as possible. Hence, the interview questions should strive to obtain answers that are precise, well-considered, and elaborated upon along with unambiguous and comprehensive, and this is more likely to be achieved if working within the recommendations in Figure 1.5.

The interview guideline for the consultants have been designed by using open questions of a broad nature about the job and the organisations business at first, then closing in on details about communication practices actually employed towards the volunteers – for instance, the interviewee will be asked to describe the guidelines he has received for communicating with volunteers and, subsequently, asked a question on how he manages the communication in practise. In the latter part of the interview, the participants will be asked about personal objectives for their jobs and how they assess they are succeeding in managing it. If applying the terminology of Patton, who describes three kinds of questions, all three types are used to gather the information needed for working with the project. First *knowledge questions* aiding to determine how the daily job of the consultants is structured, followed by *experience questions* to explore how the consultants apply the guidelines of the organisation into their daily work. And,

[17] Remake of table from Daymon and Holloway (2002) p. 175.

lastly, *feeling questions* on how the consultants feel about their tasks and what they personally strive for in their job.[18]
As the objective of this project is to test hypotheses made from review of academia, the questions are also designed to make the consultants reflect on the content of these hypothesis.

The interview guideline for gathering data in this project contained the following questions:

- How long have you been in your current position?
- How would you briefly describe the purpose of your job?

- Which guidelines, if any, have you received for communication with the activity leaders?
- Which verbal introduction, if any, have you had to the subject?
- Would you have liked more top-down information from the department management?
- Why/why not?

- Describe the communicative process when a volunteers becomes an activity leader
- Describe a typical interaction with a volunteer activity leader
- What do you value most in your communication with volunteers?
- How does that play out in your daily work?
- How do you employ the guidelines provided by management?

- How do you think that the volunteers perceive you?
- How do you wish for them to perceive you?
- Why do you strive for this perception?
- How do you attempt to motivate the volunteer activity leaders?

In practice, the interviews were conducted in the native tongue of the interviewees and translated transcripts have, subsequently, been approved by the sources. This method was chosen in order for all the nuances of the answers to be displayed in the language most used by the interviewees. The method also allowed for the interviewees to elaborate on their answers after having had more time to reflect.

[18] Daymon and Holloway (2002) p. 173.

To ensure possibility for reflection, the participating consultants have also been presented with the questions in advance in order for them to be able to reflect on the issues before the actual interview. There are potential downsides to this as it could make the interviewees over-think their answers, but it was assessed that the benefits of having well reflected and thought through answers would outweigh these. Furthermore, this technique – along with the approval of interview transcripts – allows the interviewee to assess whether the information disclosed or potentially disclosed in the interview could have a negative effect on his or her work. The central ethical issue surrounding data collection through interviews is that the participant, for example, should not be harmed or damaged in any way by the research and, therefore, he or she has the right to abandon his or her participation at any time.[19] This could have consequences for the project if it had turned out that a participant found his or her communication with the volunteers to be very much out of sync with the overall objectives of the Red Cross and, thus, fear getting fired. As this has not been the case, though, no further elaboration will conducted on this matter.

In practise, the interviews conducted in relation to this project have all had durations of approximately 45 minutes and have been conducted in the offices of the Red Cross to limit the influence of context by keeping the interviewees in the place where they perform the actions talked about in the interview. The three interviews are thoroughly described in Sections 2.2.1. to 2.2.3. of the paper, but a brief outline of their circumstances is listed below.

Name and Activity of Consultant	JRM, Second-hand Shops	HG, Hospital Visits	LEA, Integration
Date and Location of Interview	April 8th 2008, Consultants Office	March 27th 2008, Consultants Office	March 26th 2008, Red Cross HQ
Duration of Interview	39 minutes	42 minutes	48 minutes

Figure 1.6: Overview of Interviews

1.3.3. Method for Data Analysis

In order to make sense and use of the data collected from written and verbal sources on the communicative processes between staff and volunteers at the Red Cross, the content of the data

[19] Gray (2004) p. 235.

is analysed. The content analysis involves the process of breaking down data into smaller units to reveal their characteristics in order to be able to interpret, understand, and explain. This is a common approach to analysing qualitative data and involves the making of inferences about data by attempting to systematically and objectively identify special characteristics within them.[20] This process is called coding and provides devices that enable the researcher to tag segments of interest in the data in order to reduce and simplify the information to begin to make sense of them. Also, the coding allows for patterns to be found in amounts of data to be compared as it is the case in this project.[21] The specific coding employed in the analyses is described in the analysis Section 4.

In this project, both inductive and deductive methods of working with the data are employed, as the theoretical foundation of the project opts for deducing a form of theoretical best practise guidelines for communication between employees and volunteers, while the data analysis might in create further results to induce into the final conclusion about the National Department of the Danish Red Cross (see Figure 1.4. also). This is a typical process in qualitative research where you commonly get ideas from data collected and analysed (moving inductively from specific data to general patterns) and then test these ideas by relating them to literature and further data collection and analysis (deduction).[22] This paper, however, employ the method in reverse chronology. In other words, the purpose of this paper is to test generated hypotheses from theory by juxtaposing with findings from the reality experienced by the employed consultants in order to assess and debate communication in the National Department.

In general, a criticism of this way of working with interviews, both in terms of conducting and analysing them, goes to the subjectivity of the researcher, and thus to the validity, reliability, and trustworthiness of the data. In the interview sessions a degree of closeness and involvement occurs between the interviewer and the interviewee, as the interviewer becomes a human instrument of research. Therefore, a critical, reflective stance should always be taken towards data obtained through interviews, as the interviewer in his or her actions can affect the outcome. Also, the analysis of the collected data can be affected by the researcher and his or her relations to the interviewee or the topics debated. Therefore, the interpretation of the data has to be clearly

[20] Gray (2004) pp. 327-328.
[21] Daymon and Holloway (2002) p. 234.
[22] Daymon and Holloway (2002) p. 234.

outlined in the presentation to the readers in order for the results to stand up to rigorous scrutiny.[23]

A further elaboration on these matters and their affect on this particular project are found in Section 2.2.5.

1.3.4. Theory Selection

Overall, the academic work reviewed and employed in this project is deemed to be of high quality and the researches behind it are all renowned for their work within the given fields of study. An additional and highly prioritised criterion for selecting theory to be used in the project was that it had to be contemporary and updated, meaning that schools of though generally abandoned by the researchers of the field was not deemed applicable for this project either – an example being some of the early models of communication presenting the information moving in only one direction from a sender to a receiver. The communication occurring in the Red Cross is in fact occurring between the consultants and the volunteers and not solely in one direction, as this study is likely to also present.

For the introducing section of the project, a number of academic readings have been reviewed in order to ensure a consistency in the terminology framing the paper. Three main sources of information have been chosen as these provided the most comprehensive and applicable review of epistemology, theoretical perspectives, methodology and methods to be employed: Professor of Management Learning at University of Surrey David Gray, Professor of Sociology at University of Missouri Kristen Esterberg, and Professor in Corporate Communication Christine Daymon with Professor in Sociology Immy Holloway, both Bournemouth University.

Also, a range of theories have been assessed and selected. The theories fall in two major themes: Theory on NGOs and voluntarism and theory on communication.

The field of NGO work resembling the business of the Danish Red Cross's National Department has been difficult to come across, as most academic work on NGOs has a strong focus on developmental work in third world nations with the implications that follow working in other countries and with cultural multiplicity. Thus, most of the books and articles available prove to have little relevance to this project. However, a few theorists have been engaged in generally

[23] Daymon and Holoway (2002) pp. 181-183 and 240.

defining NGOs and debating the characteristics and implications of volunteer based work. Their finding will be included into this project. Theorists used to review NGOs and voluntarism for this project are Professor David Lewis of the Department of Social Policy at the London School of Economics, Director Michael Edward of the Ford Foundation's Governance and Civil Society Unit in New York along with Alan Fowler, who is an independent development adviser, co-founder of the International NGO Training and Research Centre and Vice President of the International Society for Third Sector Research[24].

In addition, academic work on management of volunteers and communication in NGOs has been gathered by Professor in Organisational Behaviour at University of Missouri Robert D. Herman[25] and co-authors in *The Jossey-Bass Handbook of Nonprofit Leadership and Management* Cathy Bonk[26], Henry Griggs[27], and Emily Tynes[28] in *Strategic Communication for Nonprofits.* All three are renowned for their work with communication within the field of NGOs, and this will also be included into this project. Finally, the extensive work of Professor of Strategic Management at Middlesex University, Richard Lynch in *Corporate Strategy* has been reviewed in the extent it is relevant to NGOs.

A large range of theoretical work exist on communicating to an internal audience or stakeholder group, as this project argues that the Red Cross Volunteers can be considered. In order to create a solid theoretical foundation and terminology for analysing the data collected at the National Department, the work of several theorists is reviewed in Section 2 of this paper.

Corporate communication is the overall theory founding the project and to define and describe the overall concept the work of Senior Lecturer at Oxford University Business School Richard Blundel is employed. The section on corporate communication overlaps with that on stakeholder relations as described by Lecturer in Corporate Communication at Leeds University Business School Dr. Joep Cornelissen and Danish Professors Majken Schultz and Mette Morsing. Also, theories reviewed by editors of *Corporate Communication. A strategic Approach to Building Reputation,* Associate Professors at the Norwegian School of Management Roberta Wiig Berg and Peggy Simsic Brønn have been included in the theory reviews. Much of the theoretical work on stakeholders is based in the work of Freeman, and his way of seeing stakeholders as *any*

[24] Information on the authors derives from the introducing sections of their books.
[25] http://www.bloch.umkc.edu/faculty-staff/faculty-directory/herman/index.aspx February 27th: 11.24 am.
[26] http://www.ccmc.org/bios.htm February 27th: 11.22 am.
[27] http://www.humanrightsfirst.com/about_us/staff/griggs_h.htm February 27th: 11.23 am.
[28] http://www.civillibertiesnow.org/about/staff/13303res20020210.html February 27th: 11.23 am.

group or individual that can affect or is affected by the achievement of the organisation's objectives[29] is in line with the overall constructivist epistemology of this project stating that reality is a social construction, as the stakeholders are perceived to be able to affect the organisation and vice versa.
Ways or terminologies to differentiate between groups of stakeholders are described by both the aforementioned Danish researchers and Professor in Corporate Communication Thomas Clarke from Leeds Business School. And the importance and practises of internal communication is described in this project by reviewing the work of Alan Bergstrom and Dannielle Blumenthal from the Institute for Brand Leadership along with brand consultant Scott Crothers and Professor of Corporate Communication at Dartmouth University, Paul A. Argenti.

Also, theories on motivation have been employed throughout this project, as these provide the basis for assessing how the communication of the employed consultants can effect the motivation and, thus, work of the volunteer activity leaders. For a review on this matter, both needs theories as formulated by Maslow, Alderfer, Lawler and Suttle, and McClelland and theories on expectancy by Wroom and Porter and Lawler have been examined in order to create a range of possible theoretical hypothesis to how and/or why the volunteers at the Red Cross' National Department are motivated by the work they perform in the organisation. The needs theory is categorised as a content theory aiming at explaining what factors motivate people, whereas the expectancy theory is process oriented and focus on how a variety of personal factors interact and influence human behaviour.[30] Thus, the latter are generally more in tune with the overall constructivist epistemology of this project, but the needs theory is included in the review as it provides a vocabulary for debating self-fulfilment. All reviews on motivational theories origin from the handbook *Organisational Behaviour* by renowned Organisational Culture Researcher Dr. Ian Brooks of the University of Northampton.

1.4. Limitations

To be able to work with the project within the given subject, and the scope and time frame provided by the Student Handbook's definition of the Master Thesis, a number of limitations have been employed in order to make it possible to reach a conclusion. A range of limitations have had the purpose of demarking and defining the frame for working with the project under the

[29] Cornelissen (2004) p. 26.
[30] Brooks (2006) pp. 48-51.

circumstances at hand and have, thus, been a matter of choice. Other limitations have surfaced during the work with the project and have had impact on the result.

1.4.1. Defining the Data Field

The selection of interviewees for the project has been conducted primarily by the Deputy Manager of the National Department, Kirsten Andersen, in corporation with the Section Managers and the Head of Department in close consultation with the researcher. Different interviewees would most likely have given different results as the consultants are individuals with different approaches to their job and possibly varying interpretations of the guidelines for communication they have been presented with. But as this is a project made, also, for the benefit of the organisation, management's priorities have been valued highly. Working with the problem statement from within a phenomenological research tradition allows for the study to go into depths with the three chosen consultants and their perception of the job and the communication without claiming for the findings to be universal, but merely examples for inspiration of how the communication is carried out and could be modified. Hence, the particular choice of interview participants is not what should be in focus as everyone can achieve knowledge from whoever would have been chosen for the research.

Other ways of going about a somewhat similar project could have been to interview consultants working all within the exact same activity, all within the same section, at different departments of the Danish Red Cross, or even across National Red Cross Societies. This should, in theory, either limit or broaden the frame for which the results can be said to be valid. However, it is, as mentioned, not the main concern of the research to provide directly applicable communication solutions to the highest possible number of Red Cross consultants but, rather, to examine the challenges and possibilities of the communicative processes and offer inspiration from the work of their colleagues and the academic theories found on the topic.

1.4.1.1. Not Including Interviews with Volunteers

Examining how the volunteers of the National Department are actually affected by the variety of communication from the employed consultants could have been highly interesting and have given yet another and more empirically founded aspect to this paper. However, the scope of the paper in terms of timeframe and number of pages available has made this an option not possible to overcome. In the further work with optimising volunteer communication this paper recommends, though, that the department should include the volunteers actively in the process.

1.4.2. Lack of Theory on NGO Communication

As mentioned in the section on theory selection it has been a challenge to find academic work on communication to volunteers in NGOs, as this proved to be close to non-existent. A combination of theory on NGOs and voluntarism with traditional business communication and stakeholder theories has, therefore, been generated to meet the requirements set by the problem statement of this project.

At the Red Cross's National Department the lack of academia on the issue of communication with volunteers have been noticed, but in their approach to communication the Department Management themselves look to traditional organisational theories on communication as it is deemed that the communicative processes of the department resembles that of many other profitable organisations, meaning that the communication going out from the department is or should be in line with general recommendations on how to communicate with internal audiences.[31] One issue to be noted in this area is that the Red Cross has a separate Communications Department in charge of overall communication about the organisation such as newsletters and volunteer magazines. The communication going out from the National Department, therefore, mainly has a focus on communicating issues related to the specific work of this department.

1.4.3. Personal involvement with the organisation

I have been a volunteer activity leader with the Red Cross Youth for six years and with the Danish Red Cross for the past three. Hence, I have a personal involvement with the organisation which could prove to affect my subjectivity. However, as a consequence of my personal involvement I, also, have a profound interest in reviewing the communicative processes in this project as I am part of the target audience and a stakeholder of the organisation. Being subjective in my reviews in order to provide the organisation with the best possible foundation to optimising the procedures in question has, therefore, been a priority of mine and the comprehensiveness of the analyses conducted should provide the reader with opportunity to judge my objectivity. I have deliberately avoided reviewing the consultants which I have a

[31] Explained by Deputy Manager Kirsten Andersen. Elaboration in Section 2.2.

personal contact with in relation to my volunteer work. It is, however, not possible to all-together avoid my being affected by my personal experience and preferences with consultants or by the first impression made by the three interviewees during the interview. First impressions are important at all times – also when the consultants meet with volunteers – but none is to say that they will have the same perception of the consultant in question as myself and, therefore, no note on this is included in the analysis which, instead, focus solemnly on the information provided in the content of the interviews.

2. Presentation of Empiric Data

This section reviews communication towards volunteers as it is actually carried out in the Danish Red Cross. To substantiate the descriptions of the communication processes as they are explained by the three consultants of the National Department interviewed for this project, the section will start off by giving an introduction to the relevant elements of the Red Cross' history, structure, and organisation of volunteers. Subsequently, the current communication practises towards volunteers will be briefly presented based on material from the organisation and the interviews made with three consultants of the National Department. The interviews will, subsequently, be reviewed thoroughly in the analysis of the paper found in Section 4 and can be found in full length in the appendices. The section will be summarised and main points will be presented.

2.1. History of the Red Cross

The Red Cross idea was hatched in 1859 when a Swiss man called Henry Dunant came upon the scene of a bloody battle in Solferino, Italy between the armies of imperial Austria and the Franco-Sardinian Alliance. Some 40,000 men from both sides lay dead or dying on the battlefield and the wounded were lacking medical attention. Dunant organized local people to bind the soldiers' wounds and to feed and comfort them no matter their nationality.

The Red Cross was founded in 1863 when five Geneva men, including Dunant, set up the International Committee for Relief to the Wounded, later to become the International Committee of the Red Cross and the Red Crescent Societies (ICRC). Its emblem was a red cross on a white background: The inverse of the Swiss flag.[32]

Today still, everything the ICRC does is conducted with regards to the seven fundamental principles of the Red Cross Movement as they were formulated in 1964 based on the practise commenced by Henry Dunant: Humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.[33]

Today, the Red Cross Movement is the world's largest humanitarian organisation providing assistance without discrimination to nationality, race, religious beliefs, class, or political opinions.

[32] http://www.ifrc.org/who/history.asp?navid=03_09. February 19th 2008: 2.55 pm.
[33] http://www.redcross.int/en/default.asp. February 19th 2008: 2.51 pm.

The vision of the organisation is to strive *through voluntary action, for a world of empowered communities better able to address human suffering and crises with hope, respect for dignity, and a concern for equity.* And the mission of the organisations work is *to improve the lives of vulnerable people by mobilizing the power of humanity.*[34]
There are 186 National Red Cross Societies around the world, with more currently being formed. Each National Society is made up of volunteers and staff, who provide a wide variety of services. Worldwide, the National Societies employ around 300,000 people and represent 97 million volunteers.[35]

2.1.1. Danish Red Cross

Danish Red Cross was approved by the Danish Government in 1876 as the only national Red Cross society in the country. Today, the volunteer organisation consists of two levels: A level of local branches and a national level with the General Assembly and The Board. All members of Danish Red Cross are attached to one of the local branches, which are in charge of organising the volunteer work in the local communities. The General Assembly gathers every other year to debate and formulate the priorities of the organisation in the years to come and to select volunteers to form the Board in charge of managing the day to day business of the organisation. The Board consists of a number of volunteer representatives who are divided into committees managing the national, international, and economic work of the organisation. The structure of the General Assembly is illustrated on the next page.

[34] http://www.ifrc.org/who/index.asp?navid=03_01. February 19th 2008: 2.46 pm.
[35] http://www.ifrc.org/who/society.asp?navid=03_07. February 19th 2008: 3.01 pm.

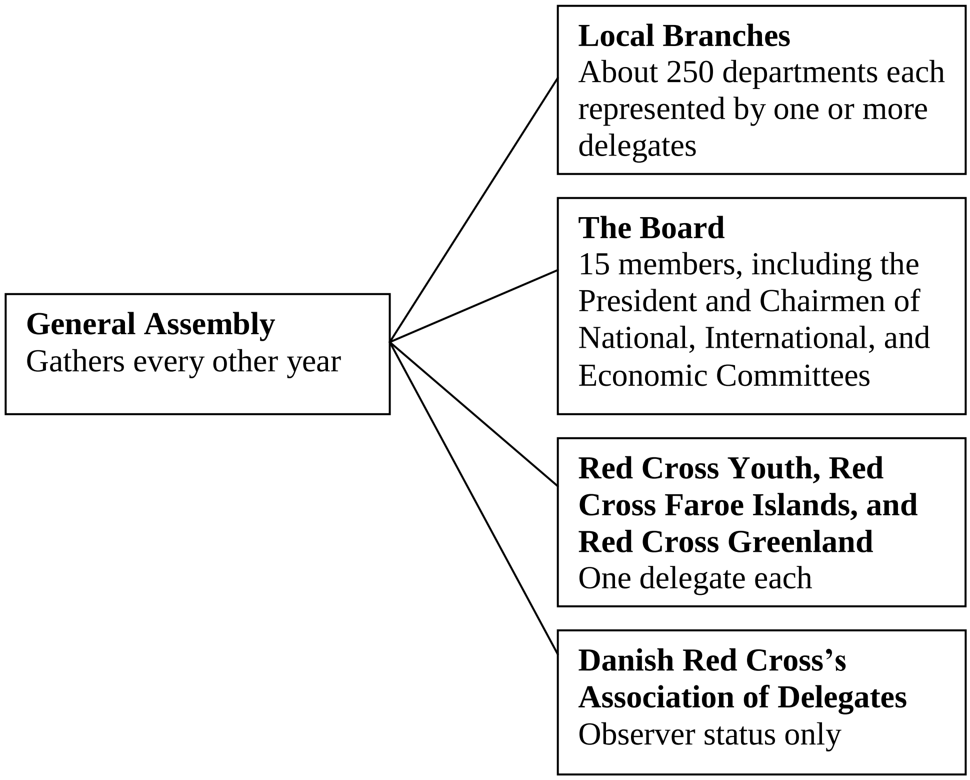

Figure 2.1: The General Assembly of Danish Red Cross[36]

To back the volunteer work of the organisation, the Danish Red Cross has a head quarter consisting of employed staff and headed by the General Secretary. The head quarter consists of a secretariat and five departments working to support the work being carried out by the volunteers. An overview of the head quarter is presented below. Details on the National Department will be examined in the following section.

In Denmark, the Red Cross currently employs about 600 people and more than 20.000 volunteers participate in carrying out the work of the organisation.[37]

[36] Remake of model from *Foreningshåndbog 2006* p. 65.
[37] All information presented in section 2.2.1. originates from *Foreningshåndbog 2006*.

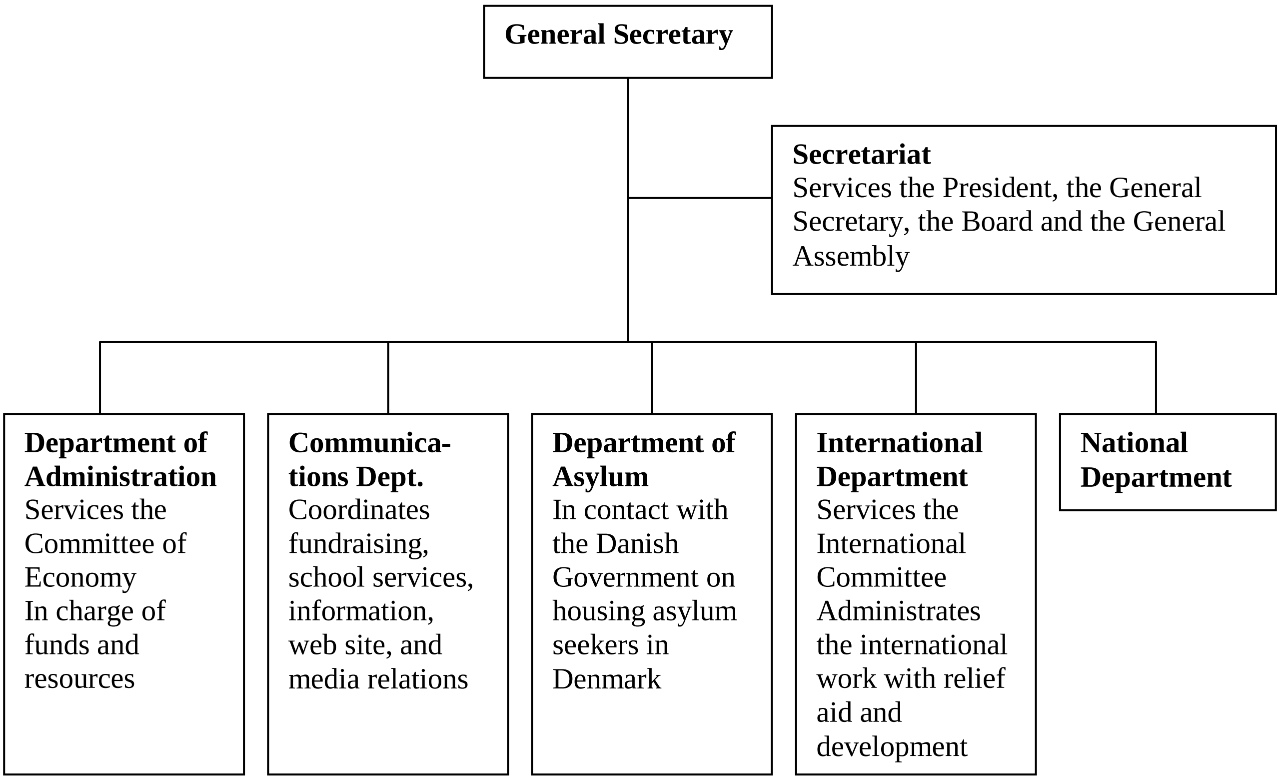

Figure 2.2: Structure of the Danish Red Cross Head Quarter[38]

2.1.2. National Department

The main function of the National Department is to assist the local branches in their everyday work. Within every field of activity consultants are employed to inspire and support the local branches in their work with the ongoing national activities as well as the development of new activities. The consultants work with specific activities and are grouped into three main sections: Social Activities, First Aid, and Second-hand.

The National Department, and especially its secretariat, also has a service function towards the National Committee.[39] The structure of the department and its employees is illustrated on the following page.

[38] Remake of model from *Foreningshåndbog 2006* pp. 68.69.
[39] Information from *Foreningshåndbog 2006*, p. 68.

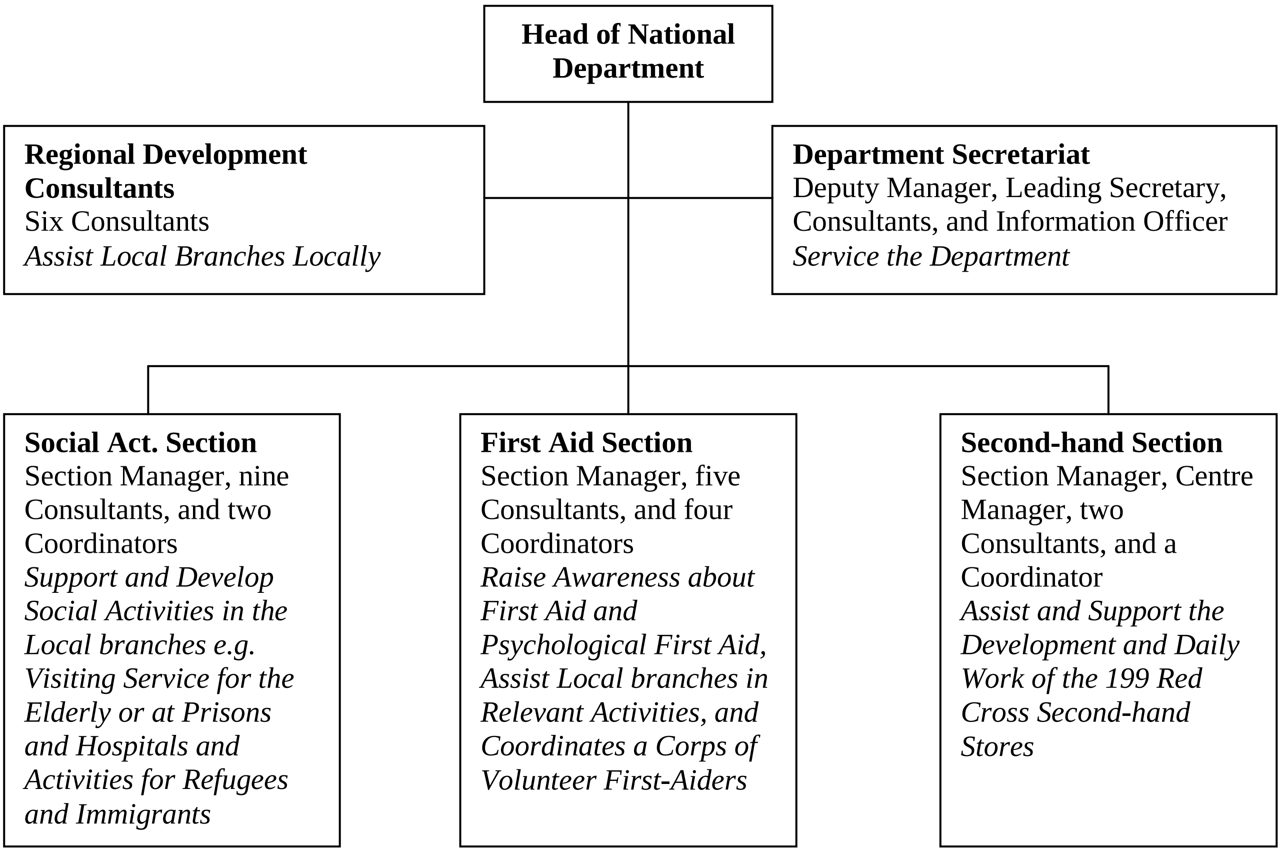

Figure 2.3: Structure of the National Department[40]

Guidelines for communication with the volunteers of a particular activity are found at various levels trough-out the department. In the following sections these guidelines will be presented starting with the overall aspirations of the department. Subsequently, written guidelines of communication made for the particular activity will be reviewed. The three activities examined for this project are Hospital Visiting Service, Immigrant and Refugee Services, and Second-hand. The interviews with the consultants working with the activities are enclosed in full length in the appendices.

2.2. Current Communication Practises towards Volunteers

The following sections present the empirical data available for working with this project. It is split into three subsections as the object of this investigation is also focused in three different activities of the National Department and with three different interviewees – one from each activity. Initially, the sections will briefly describe the objectives and work of the sections and

[40] Remake of model from information about the department. See Appendix 1.

their associated volunteers and, subsequently, review any written material presented to the employed consultants on their task of communicating with the volunteers.
The section will, then, shortly compare some of the factual data from the interviews and provide a brief overview comparison of the findings. Finally, the section will debate the validity, reliability, and trustworthiness of the data before concluding with a summary.

On an overall organisational level no written guidelines on communication with volunteer activity leaders exist to guide the employed consultants in the task. However, a few communicative recommendations are to be found in the Handbook for the Organisation (Foreningshåndbog 2006) which is targeted at all who has engagements with the National Department of the Danish Red Cross. These recommendations are, thus, not specifically aimed at the consultants investigated in this project but the main guidelines should still be employed by these in order to ensure consistency in communication throughout the organisation. Three main guidelines can be extracted from the handbook:

1. *Volunteers have a big commitment and it is of importance that there is made room for this and that their motivation is kept alive. This can be ensured by delegation of responsibility and competencies, involvement in decision processes, and by making it evident why the given tasks and activities are necessary*. Hence, it should be an objective of communication that is clarifies the aim and importance of the volunteer action.
2. *The volunteers should have the opportunity to develop the needed competencies to carry out the tasks, they undertake. This can be achieved via education, guidance from experienced volunteers, and participation in networks.* This entail that the consultant in his or her communication with the volunteers should facilitate exchanges of experiences and network possibilities.
3. *Open dialogue should be ensured and conflicts should be solved with care, dedication, and attention to all parties involved.* Hence, the consultant has an important task in seeing things as a whole and communicating this cohesion to all of the volunteers.[41]

This is the only overall written material to be found on the subject of communicative processes between employees and volunteers. When questioned on the matter, Deputy Manager of the National Department, Kirsten Andersen gives the following answer:

[41] Translated from *Foreningshåndbog 2006* pp. 14-17.

There is no unambiguous answer to the question on whether we provide the consultants with overall guidelines for communicating with the activity leaders.
A number of templates for letters introducing the new activity leaders has been formulated, and in the existing material such as letters, contributions to debates in our newsletters etc. the consultant can find hints on how to carry out his or her communication.
Also, the consultant can be guided to good communication practices in the continuous dialogue with the relevant manager. However, the manager, neither, has ways of saying what is right or wrong based on anything but personal experience.
National Department has, furthermore, organised two or three writing courses for the employees of the department. The objective of the course was to make the participants able to write comprehensive and simple manner. On the basis of these courses a short overall instruction to writing has been formulated.[42]

A list of all main points from the writing course is presented in Appendix 3. Important to highlight are the following guidelines presented in the material:
The good letter:
- *Consider the target audience and address it directly and with empathy*
- *Consider the structure of the information - message followed by explanations*
- *Make the expectations to the recipient clear*
- *Use everyday language and put only 5-7 pieces of information in a sentence*
- *Be honest*
- *Think in Red Cross values*
- *Avoid conflict-solving via letter*
- *Avoid giving false expectations*
- *Be credible when giving praise*[43]

The information presented in the above is the only written source of information about how to communicate presented to the consultants by the department management – and only to those of the consultants who have chosen to participate in the writing course.

[42] Translated abstract from email. See Appendix 4.
[43] Translated sections of Appendix 3.

Deputy Manager of the National Department, Kirsten Andersen furthermore explains that the internal communication – as all other business of the Danish Red Cross should take into account the seven founding principles of the organisation. Hence, the communicative practises between the employed consultants and the volunteer activity leaders should all have common starting points, but the specific practices vary according to the needs of the activity in question.

As the following sections will show little, if any, material exist to assist the consultant in their work with communicating with the volunteers. However, written material on communication both directed at current and potential volunteers and the media exist in relation to all three activities – only it is targeted at the volunteers themselves rather than the employed consultants.

2.2.1. Second-hand Section

The Danish Red Cross collect, sort and sell used clothes along with furniture and home accessories. A large part of the collected clothes is sold in the Red Cross second-hand shops run by volunteers around the country. Furniture and accessories are collected and sold locally in about thirty local branches and make up thirty percent of the turnover. To support the second-hand activities in the local branches the National Department runs a second-hand centre which handles the large amounts of collected clothes and services the shops: Collecting the clothes not sold, setting up the containers for collection of the clothes, and delivering clothes to the shops. The centre also manages dispatch of surplus clothes, which is sold to purchasers to be sorted and used in relief assistance.

The objective of the Second-hand Section is to make money for the local branches and the international relief assistance. As a side benefit, the volunteers at the shops become part of a community, and for the individual volunteer the social intercourse can be as important as the results attained by the shop.

The second-hand work has a broad appeal. Many women and a few men solve the practical tasks in the shops selling clothes, while the shops selling furniture has a more equal distribution of the sexes. The national head quarters assist with consultants, who can help starting new shops and answering questions relating to the daily operations of the existing shops. The head quarters also organise courses for activity leaders and shop managers and they can assist in finding relevant courses on decorations, sign writing etc.[44]

[44] Translated section from *Aktivitetskatalog 2006-2009* p. 27.

2.2.1.1. Material on Communication in Writing

No materiel aimed at the employed consultants on communicating with the volunteer activity leaders exist. However, an extensive and continuously updated manual for the activity leaders and second-hand shop managers assist the consultant in ensuring that all relevant information is available to the volunteers. The manual is divided into four sections: Daily management, personnel, opening/renovation/moving a Red Cross shop, and the Red Cross Organisation.[45]

2.2.1.2. Interview with Consultant JRM

A transcript of the interview is found in Appendix 5.

2.2.2. Social Activities Section – Hospital Visiting Service

In the Hospital Visiting Service volunteers are at disposal as visiting friends at hospitals – they are also called patient supporters. The patient supporters are located in the emergency ward, by the main entrance, and in wards with many elderly patients. The volunteers offer to do tasks which are otherwise done by relatives – talking to the patient, calming, listening, reading out loud, or taking the patient on small trips around the hospital or the garden. As a patient supporter you typically sign up for a weekly watch in a ward of the hospital and are, thus, not associated with one patient in particular.

The Hospital Visiting Service is directed at vulnerable and lonely people at hospitals and offer human presence and intimacy via the volunteer patient supporters. The Hospital Visiting Service is an additional service and can never substitute the tasks of the employed personnel.

The Hospital Visiting Service has proven to attract new activity leaders and many volunteers. Starting a Hospital Visiting Service in the local community has to be planned and closely cooperated with the hospital and the given ward. The employees at the Red Cross head quarter can assist the local branches in the initial phase and, in addition, offers annual meetings, courses for activity leaders, and project days for the volunteer patient supporters.[46]

2.2.2.1. Material on Communication in Writing

As in the case above, no written material about how the employed consultant should carry out communication with the volunteer activity leaders exists, but a manual for the project assists the consultant in providing the volunteers with thorough and consistent information about the

[45] From *Manual. Røde Kors Butik.*
[46] Translated section from *Aktivitetskatalog 2006-2009* p. 22.

activity and the volunteer tasks within it. The manual contains information about - and guidelines for the activity, information on recruitment and education of patient supporters, and on the rights and obligations of the volunteers. Also, a section describes the relationship between the employed consultant and the volunteers stating that *the consultants are always of service with advice and guidance.* Furthermore, the sections goes on to state that the exchange of experiences are important and can be facilitated either via the webpage for the activity or via the consultants, who can spread the ideas as inspiration to other activity leaders.
In addition, the activity leaders are invited to an annual meeting where the consultant will be present and at their service to answer any rising questions.[47]

2.2.2.2. Interview with Consultant HG

A transcript of the interview is found in Appendix 6.

2.2.3. Social Activities Section – Integration

The integration activities of the Danish Red Cross include initiatives such as homework support, contact families, and cultural events. The activities have developed as the development in society has created a movement in the volunteer work with fugitives from introduction of newcomers to the Danish society and to a proper integration of citizens with other cultural origin than Danish.
A sound social network is a requisite of successful integration into the Danish society – both in terms of the labour market and privately. Therefore, the integration activities aim to create strong networks for and with children and adults with other cultural origin than Danish.
Many of the local branches of the Red Cross are involved in the integration work for instance by arranging dinner clubs, contact families, outings, information and theme meetings, activities where Danish volunteers help the refugees attend meetings, gatherings for women sowing or knitting, women groups, and sports activities. Conversation training and homework support for children, youth, and adults are also common activities. Some local branches, furthermore, cooperate with the local council to ensure the best possible reception of new refugees and assist in creating the frame for a good daily life in the local community. All activities take their point of departure in the needs and resources of the refugees in order to encourage integration and self-esteem. The employees at the national head quarter can assist in starting activities, and activity

[47] From *Manual for Sygehusbesøgstjenesten*.

leaders have the possibility of attending annual meetings, project days, and courses related to their activities.[48]

2.2.3.1. Material on Communication in Writing

No material specifically about the communication between the consultant and the volunteers exist in writing. A number of publications about the specific activities and relevant legislation have, though, been produced and can assist the consultant when communicating about the activity to volunteers. This ensures that important information about the activities are delivered in a consistent manner to all potential and existing volunteers – including the activity leaders, who also take part in handing out the material in their local communities.

The employed consultant is also in charge of conducting an annual course for activity leaders and volunteers who are in the process of deciding to become an activity leader. The course has duration of two days and the objective of the course is to provide the participants with the managerial tools they need to carry out the job of being an activity leader of an integration project. The participants will be introduced to the overall principles of Red Cross, recruitment of new volunteers, organisation of activities, nursing of volunteers, the meeting with new cultures, and the Danish legislation on integration. Furthermore, the activity leaders are – as all volunteer activity leaders in the Danish Red Cross – invited to participate in the Annual Meeting, providing them with opportunities to discuss the overall objectives of the Red Cross with representatives from the organisation's political system.[49]

2.2.3.2. Interview with Consultant LEA

A transcript of the interview is found in Appendix 7.

2.2.4. Brief Comparison of Interview Findings

The job of three interviewed consultants vary in a number of variables such as number of colleagues with similar job descriptions, number on hours spend on the particular activity, and number and characteristics of volunteers and activity leaders to keep track on and pay service to. An overview is presented in the table below.

[48] Translated section from *Aktivitetskatalog 2006-2009* pp. 16-17.
[49] Information from *Dansk Røde Kors' Flygtninge- og Integrationsarbejde. Evalueringsrapport 2006 til 2007* pp 23-24.

Name and Activity	**JRM,** Second-hand Shops	**HG,** Hospital Visits	**LEA**, Integration
Number of Colleagues with Similar Job	One part time consultant in addition to JRM	None	Two full time colleagues in other areas of the country
Hours Spend on the Activity	Full time	Three to five hours a week in average	Full time
Volunteers and Activity Leaders	Approximately 5300 volunteers in 199 shops with an equal number of leaders or leader groups	Approximately 250 volunteers in 16 to 18 hospitals with an equal number of leaders or groups	About 60 activity groups nationwide lead by an activity leader or a leader group
Characteristics of volunteers	Primarily mid-aged females, though a few men mostly situated in the second-hand furniture-shops.	Primarily female often with a background in the health care system or other public organisations	The group most representative of the Danish public – the activity with the most men though still female majority. Some volunteers with other cultural background than Danish

Figure 2.4: Summary of Differences in Jobs of the Three Consultants[50]

In addition, the three consultants have different ideas on how to be a good consultant, which is, according to Deputy Manager Kirsten Andersen, the reason why these were the three chosen for this project in order to illustrate the diversity of the National Department. The differences between the three data sets are elaborated thoroughly in the analysis section of the paper.
The consultants have, though, also a number of characteristics in common. Most noticeable in relation to this project is the fact that all three state to have had little introduction to the communicative processes occurring between consultant and volunteers. They have all been given an introduction to the Red Cross and to some extent to the job at hand, but none of these have included guidelines to handling communication. The National Department have has, as mentioned earlier, organised courses on written communication for the employees and courses on management and leadership in general, which the consultants have had the choice of participating in – LEA once took a leadership course, while JRM have participated in the aforementioned writing course. Even more noticeable is the fact that all three interviewees state that they do not feel that the lack of introduction to the subject of communication is in fact a lack

[50] Own making on the basis of information from interviews

– they are all content with the ways of the National Department. It should be considered, though, that LEA and HG had previously been engaged with the organisation as regional consultants and had, thus, own experiences with communication with volunteers ahead of their new employment. JRM, on the other hand, states that his job is so much his own creation that no-one in the organisation could have provided him with relevant information on the topic as they did not have much understanding of what would be beneficial to the job. The consultants' background and their perception of themselves and their jobs as consultants will be further elaborated upon in the analysis section. One peculiar, mentionable commonality between the three consultants is the fact that they all describe their exact activity as being something completely unique to the organisation because of the way it is organised, the objectives it strives to accomplish or the history founding the activity.

Each consultant had the opportunity to review his own interview and make adjustments in order to ensure that the statements actually reflected his view. None of the consultants made substantial changes in the interview transcript they were presented with. LEA and HG made no comments or changes whatsoever, while JRM added a few content details left out in the original interview such as a newsletter that was missed in the original interview. Also, JRM edited two details which may have en affect on the way the data is perceived in the analysis: When asked about the standardised regulation of the second-hand shops he originally answered that the shops were to follow *my guidelines*. This was changed to *the organisation's guidelines*, and could be interpreted as the consultant's way of not taking complete ownership of the activity. Also, the second-hand shops were originally often named *units*, but this has in some places been changed to the less industrial term *shops* in the final data set.

2.2.5. Quality of the Research and Data

A key point in determining the quality of research lies in ensuring that it has been designed and conducted with an awareness of and care for the methodological implications of the research choices, meaning, that the data should be collected and processed in consistency with the academic framework of the project.[51]

As described in Section 1 on the methods on gathering and analysing the data for this project, the overall constructivist and subjectivist epistemologies founding the problem statement are consistent in the way that the data is collected as room is made for the interviewee to reflect on

[51] Daymon and Holloway (2002) p. 88.

his job and for the underlying motivational influences of the volunteers to be examined. See Section 1.3.1. for elaboration.

Furthermore, to be of value qualitative research needs to be meaningful, useful, and credible. Being meaningful entails that conclusions should relate directly to the questions asked. Being useful entails that the interpretation of data is to be understandable to the readers and clearly presented. And being credible entails that the results presented will stand up to rigorous scrutiny with reference to reliability and validity.[52] In this project, this has been incorporated in sections containing critical reflections on both data collection, theoretical choices and the analysis.

The quality of the qualitative analysis, thus, should be addressed by examining the validity, reliability, and trustworthiness of the data collected in the process of the research along with the analysis itself. The analysis is reviewed separately in this paper subsequent to the actual analysis in Section 4. This section will review the quality of the data collected to form the basis of the analysis.

Qualitative research is in its nature not an objective form of study as is can be said for quantitative research. Hence, objectivity and neutrality is impossible to achieve, but nonetheless, the reliability and validity of the research should still be considered during the process of working with a project.

In qualitative research reliability is the extent to which a research instrument such as an interview guideline will reproduce similar results or answers when used multiple times. In qualitative research, the researcher is the main research instrument and, thus, the results are unlikely to be exactly the same if the similar research was to be conducted by another researcher even under similar circumstances. Therefore, one way of achieving a measure on reliability is to set up an audit trail recording the decisions and methods regarding the specific project.[53] In this project, the decisions and methods underlying the collection of data are described thoroughly in the introducing section in order for other researchers to be able to comprehend and somewhat replicate the interview sessions.

More important in qualitative research is the concept of validity. It has to with whether the methods and approaches applied relate to what is attempted to be explored. Validity can be split into three categories:

[52] Daymon and Holloway (2002) p. 240.
[53] Daymon and Holloway (2002) pp. 88-90.

1. Internal validity is the extent to which the findings of the study reflect the aim of the research and the social reality of those participating in it.
2. Generalisability relates to the issue of whether results from the research can be applied to other similar setting or populations.
3. Relevance means that the research study must be meaningful and useful to those who undertake it and read it.[54]

In the case of this project validity has been considered throughout the scope of the research, meaning, that the collection of empiric data has been systematically planned to ensure that it can provide an answer to the problem statement in question and reflects the actual reality of the organisation and the three interviewed consultants. Also, the study is of high relevance the National Department, as a debate on the role of the consultants is ongoing in the organisation. In regards to generalisability, however, the data collected cannot be said to be applicable to all consultants of the National Department as it lies within the nature of this project that they all construct their reality using a variety of conscious and unconscious parameters. The findings from the data in the project can, though, be used to highlight possible problem areas within the communicative processes between the employed consultants and the volunteers if taken into consideration that these issues may not be relevant to all of the department's consultants.
In sum, the research of this project is deemed to be both reliable and valid – though it should be noted that the data collected cannot be said to be general, as this lies within the very nature of the research.

Another way of determining quality in qualitative research is guided by an interpretive paradigm and examines the authenticity and trustworthiness of the research and the data.
A study is authentic when the strategies used are appropriate for the reporting of the participants' ideas, when the study is fair, and when it helps participants and similar groups to understand their world and improve it.[55] The objective of this project is to do just that – to allow for the interviewees to explain how the work and how they feel about it in order to, in the end, be able to give guidelines to how elements of the work can be optimised. Furthermore, the discussion section of the project should provide food for thought for the entire organisation as to whether a standardised set of guidelines for the job should be strived towards.
Trustworthiness, on the other hand, gives four criteria for evaluating the research:

[54] Daymon and Holloway (2002) p. 90.
[55] Daymon and Holloway (2002) pp. 92-93.

1. Credibility. The study is credible if the people in it recognise the truth of the findings in their own social context.
2. Transferability. Is about the researcher's role in transferring the specific knowledge obtained to other setting.
3. Dependability. If the findings of the study are to be dependable, they must be consistent and accurate.
4. Confirmability. For the study to be confirmable it has to be evident how the data is linked to the sources so that the reader can establish that the conclusions and interpretations arise directly from them.[56]

The project at hand is deemed, also, to be trustworthy as all four abovementioned criteria have can be positively evaluated: The interviewees have had the opportunity to look over and approve their interview transcripts, meaning that the content is in line with their own perception on reality. This process ensures, in addition, that data collected in fact derive from the interviewees as they have signed for its authenticity. The knowledge obtained from the data collection and subsequent work with the project is transferred through this paper in a manner so descriptive that the readers should be able to follow in detail how the research is carried out and the conclusions extracted. As for dependability, the latter reviews should also cover why the research in this project can be considered accurate.

2.3. Summary

The Red Cross is the world's largest humanitarian organisation providing assistance without discrimination as to nationality, race, religious beliefs, class, or political opinions and the movement has seven founding principles: Humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.[57]

The vision of the organisation is to strive *through voluntary action, for a world of empowered communities better able to address human suffering and crises with hope, respect for dignity, and a concern for equity.* And the mission of the organisations work is *to improve the lives of vulnerable people by mobilizing the power of humanity.*[58]

All communication, as well as all other business, occurring in the Red Cross should be in line with the seven principles and the vision and mission. This entails that an objective of

[56] Daymon and Holloway (2002) pp. 93-94.
[57] http://www.redcross.int/en/default.asp. February 19th 2008: 2.51 pm.
[58] http://www.ifrc.org/who/index.asp?navid=03_01. February 19th 2008: 2.46 pm.

communication should be that it clarifies the aim and importance of the volunteer action. Also, the employed consultants of the Red Cross should in their communication with the volunteers facilitate exchanges of experiences and network possibilities and have the important task of seeing things as a whole and communicating this cohesion to all of the volunteers.[59]

No overall communication guidelines besides the abovementioned exist, according to Deputy Manager Kirsten Andersen of the National Department. The consultants can be guided to good communication practices in the continuous dialogue with the relevant manager, who can provide advice based on personal experience only. Also, a number of templates for letters introducing the new activity leaders have been formulated and apart from this, the consultants are supposed to find hints to good communication in newsletters and previously used material.
The three consultants interviewed for this project seem to be quite content with this manner, as none of them mention a need for more managerial information on the topic of communicating with the volunteers. Further analysis of the data collected in the interviews will be undertaken in Section 4 of this paper.

[59] From *Foreningshåndbog 2006* pp. 14-17.

3. Theory for Working with the Project

In this section, the theoretical foundation for working with the problem statement is outlined, reviewed, and summarised. First, the section will briefly go through a selection of dominant schools of thought on corporate communication theory and, later, how organisations should communicate to an internal audience or stakeholder group and how the communication can effect the motivation of those it is aimed at. Subsequently, the section centres on voluntarism and on mapping characteristic organisational traits of NGOs along with the effects that these have on communication. The last section on theory contains a selection of theoretical recommendations for internal communication aimed at volunteers and, finally, the sections ends with a summary and a presentation of mains points to be considered in the following work with the project.

It is noted by NGO researchers Herman and associates in *The Jossey-Bass Handbook of Non-profit Leadership and Management* that *non-profits differ from for-profit organisations in many ways, yet research in non-profit human resources is in its infancy and often draws too heavily on what has worked in the for-profit sector* and this section of theoretical review does, thus, attempt to combine the two rather than merely applying the principles of one to the other. In addition, this approach to working strategically with NGOs is employed by Professor Richard Lynch taking his departure in the basic strategic tools from corporate strategy and, then, considering special implications for NGOs in order to end up with a method for analysing organisations with these specific features.[60]

3.1. Corporate Communication and Stakeholders

Corporate communication is a wide-ranging field of study spreading across academic disciplines such as psychology and organisational studies and professional specialisms as marketing, public relations, and human resource management.[61] Corporate communication can be distinguished from other forms of professional communication by the corporate perspective on which it is based, the stakeholders it addresses, and the management activities that fall within its remit. Corporate communication focuses on the organisation as a whole and the important task of how an organisation is presented to all of its key stakeholders, both internal and external. The corporate communications function includes an understanding of central concepts such as stakeholders, corporate identity, and reputation, which all have to be incorporated into an overall

[60] The method is described in Lynch (2006) pp. 650-651.
[61] Blundel (2004) p. 9.

corporate communication strategy. Corporate communication practitioners, thus, have to have the capability to analyse the position and reputation of their own organisation with all of its stakeholders, determine the desired corporate profile or identity, develop and plan communication programs, and evaluate the results for further direction. In other words, *corporate communication is a management function that offers a framework and vocabulary for the effective coordination of all means of communications with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organisation is dependent.*[62]
An essential concept of corporate communication theory is, as mentioned in the definition above, stakeholders defined as *any group or individual that can affect or is affected by the achievement of the organisation's objectives*.[63] The concept will be discussed further in the coming section on internal stakeholder communication.

The definition of stakeholders above is provided by Freeman (1984) who also suggests that there is a need for integrated approaches to dealing with multiple stakeholders on multiple issues.[64] The overall objective of sound corporate communication is, thus, to develop an integrated communications strategy that clearly signals the strategic direction of the organisation and demonstrates a commitment to its stakeholder groups.[65] Also, corporate communication can be described as *the orchestration of all instruments in the field of organisational identity (communication, symbols, and behaviour of organisational members) in such an attractive, realistic, and truthful manner as to create or maintain a positive reputation for groups with which the organisation has an interdependent relationship (often referred to as stakeholders).*[66]
Important to note in relation to this definition is the fact that the organisational members are mentioned not only as a target of the communicative processes but also as an instrument for such. This matter will be elaborated upon in the coming section on internal audiences or stakeholders in communication.
In order to achieve a high reputation ranking among both external and internal stakeholders, five variables should be taken into communicative consideration:

[62] Cornelissen (2004) pp. 9-23.
[63] Cornelissen (2004) p. 26.
[64] Morsing and Schultz (2006) p. 138.
[65] Cornelissen (2004) p. 28.
[66] Brønn and Wiig (2005) p. 23.

1. **Visibility.** In order for people to notice you and, thus, be able to rate your reputation they have to know you. And the better they know you, the better they generally rate you. Ways to ensure visibility include direct daily contact with the stakeholders, having a national heritage, and being present in the media.
2. **Transparency**. This means allowing stakeholders access to the organisation. Transparency in itself produces trust as it sends the message that the organisation has nothing to hide. The organisation has to be transparent in its products and services and the leaders of the organisation should be visible to the stakeholders.
3. **Distinctiveness.** This variable is about differentiating the organisation. The first key to doing so is the activities of the organisation – the centrality of what the organisation does. Second key is the benefits that the stakeholders gain from interacting with the organisation.
4. **Consistency.** Organisations must be consistent in communication, meaning that all messages sent from anywhere within the organisation must be in harmony with one another and with the overall objectives of the organisation.
5. **Authenticity.** The gab between what the organisation says and what it does should be as limited as possible in order for the organisation to appear trustworthy. It can be described as the hearth of the organisation or the internal identity – often what the employees (or other internal stakeholders) consider central and enduring to the organisation. To be authentic, the organisation must be perceived as being real, genuine, accurate, reliable, and trustworthy.[67]

Hence, these variables serve as objectives for the overall corporate communication strategy.

A starting point for developing such a strategy should take into consideration the corporate mission and vision, the overall business strategy, and the image and identity of the organisation as illustrated in Figure 3.1. The figure demonstrates the interplay between corporate mission and vision, strategy, image, and identity as the common starting point for sound and consistent corporate communication. The four elements included into the model are, for the purpose of working with this project, defined as follows:

- **Mission and vision** are the organisation's overriding purpose in line with the values or expectations of the stakeholders and the long-term aims and aspirations of the organisation for itself.[68]

[67] Brønn and Wiig (2005) pp. 113-115.
[68] Cornelissen (2004) p. 191 and 198.

- **Strategy** is a way or mean in which the corporate objectives are to be achieved and put into effect.[69]
- **Identity** is the collection of characteristics that form the essence (organisational core) of an organisation in the eyes of the members of the organisation.[70]
- **Image** is an individual's perception of an organisation, product, or service at a certain point of time.[71]

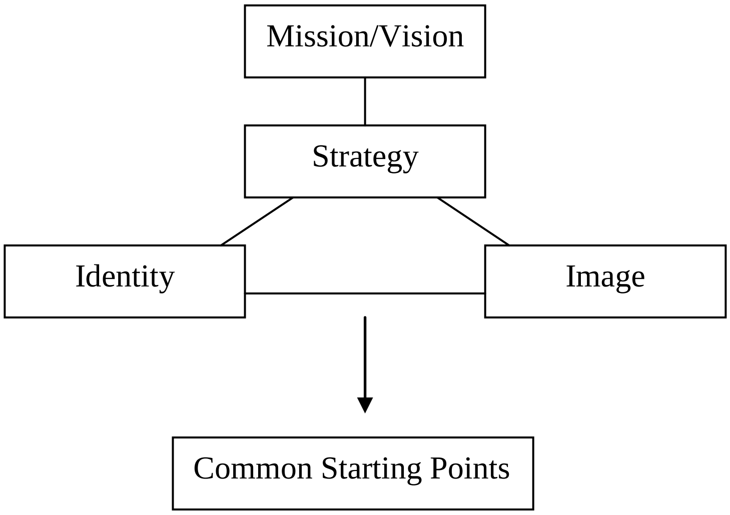

Figure 3.1: Starting Points for a Corporate Communication Strategy[72]

The figure illustrated how the mission and vision of an organisation is, ideally, the basis for the strategy the organisation should choose for doing business. The way of doing business, then, has an influence on how the organisation is perceived both by the members of the organisation and the outside world. The business strategy and, thus, the mission and vision of the organisation, along with the perceptions of the organisation held by both its internal and external stakeholders, should be examined before commencing a corporate communication strategy in order for the strategy to be consistent and efficient. The Danish Red Cross, for instance, should consider the seven founding principles, the mission and vision, and the plan of action describing the strategy of the organisation in determining an overall corporate communication strategy. Also, the relatively high emotional connection that some internal stakeholders have with the organisation along with how the general public perceives it should be examined and taken into account.

[69] Cornelissen (2004) p. 197.
[70] Brønn and Wiig (2005) p. 23.
[71] Cornelissen (2004) p. 188.
[72] Simplified remake of model in Brønn and Wiig (2005) p. 22.

There has been a long tradition of distinguishing between communication taking place within the boundaries of an organisation from that involving the organisation and audiences in the wider world.[73] In this project, focus is on the communication to internal audiences, which the following section will go through in detail. However, as stated in the above, it should be an objective of the overall corporate communication strategy that consistency exists between communication to all audiences or stakeholders.

3.1.1. Internal Stakeholder Communication

As mentioned in the previous section, stakeholders can be defined as *any group or individual that can affect or is affected by the achievement of the organisation's objectives.*[74] Key to all organisations is to know who your stakeholders are and what they want from you. All organisations are dependent on finding ways to successfully establish and nurture relationships with their different stakeholder groups.[75] The stakeholder relationship consist, according to Andriof et al. (2002) of *interactive, mutually engaged and responsive relationships that establish the very context of doing modern business.*[76] A simple model of how to work on establishing good relationships with the stakeholders is illustrated in Figure 3.2.

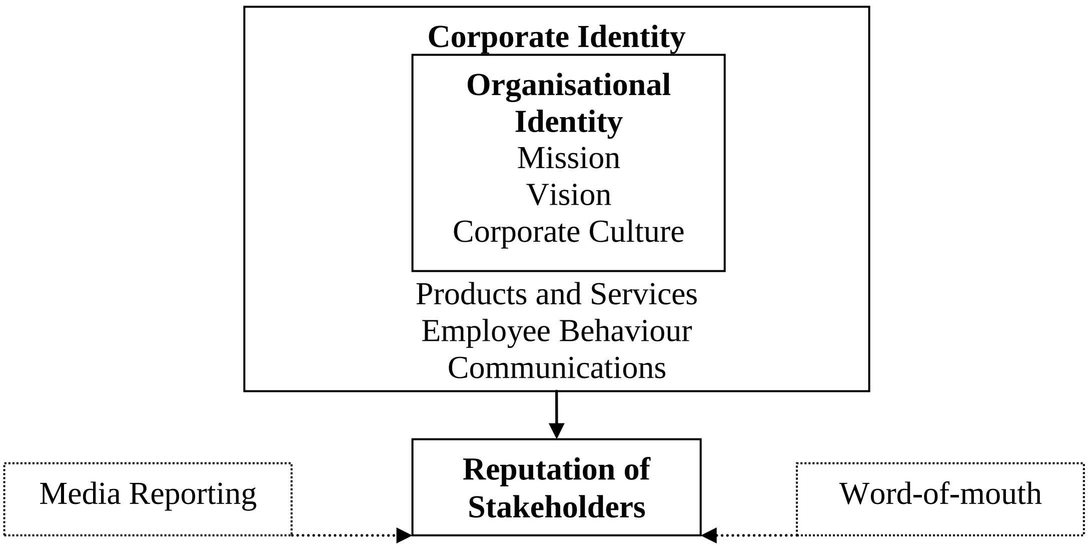

Figure 3.2: Influences on Stakeholder Reputation[77]

[73] Blundel (2004) p 11.
[74] Cornelissen (2004) p. 26.
[75] Cornelissen (2004) p. 28.
[76] Morsing and Schultz (2006) p. 138.
[77] Simplified remake of model in Cornelissen (2004) p. 69.

As illustrated in Figure 3.2. the reputation that an organisation has among its stakeholders is influenced both by the media coverage gained and the word-of-mouth by among the stakeholders. But the most significant influence come from within the organisation itself and is outlined in its identity. The spectrum of identities included in the figure involves both the deep questions about who the organisation is and what it stands for (organisational identity) and the act of expressing an image of the organisation to all stakeholders (corporate identity).[78] Both should be considered when planning the communication directed at the stakeholders – meaning, essentially all communication.

Generally, stakeholders can be divided into contractual stakeholders who have some legal or contractual relationship with the organisation and community stakeholders whose relationship with the organisation is more diffuse but nonetheless real in its impact. Employees are an example of contractual stakeholder as they expect remuneration, employment security, conditions, and training from the organisation.[79] In the case of Red Cross Volunteers, they can be said to move from one category to the other as they move from being merely a part of the local community surrounding the organisation to having a more or less formulated contractual relationship in some ways similar to that of an employee with the organisation as part of their volunteer involvement.
Another division of an organisation's stakeholders by Freeman (1984) split the group into three depending of the nature of their stakes:

1. Equity stakes are held by those who have some direct ownership of the organisation such as stockholders or directors.
2. Market stakes are held by those with an economic interest, but not an ownership interest, such as employees, customers, suppliers etc.
3. Influencer stakes are held by those with either ownership or economic interests.[80]

Placing volunteers of an organisation into this categorisation proves to be a bit difficult as they have no direct economic interest in the organisation. Still, it is in the interest of the volunteers that the organisation does well economically as this is essential to the existence of their activities.

[78] Cornelissen (2004) p. 69.
[79] Clarke (1997) pp. 213-215.
[80] Cornelissen (2004) pp. 61-62.

Related to this division of stakeholders is the categorisation between primary and secondary groups of stakeholders by Clarkson (1995), where the primary group consists of those without whose continuing participation the organisation cannot survive and the secondary group is those who are not strictly for the organisation's survival in strict economic terms.[81] In this categorisation, the work carried out by the volunteers of an NGO should place these in the group of primary stakeholders.

To summarise, volunteers as investigated in this project can be said to be a partly contractual, primary group of internal stakeholders, making them a highly important group to take into consideration when planning communication within the organisation.

When communicating with an internal audience, the notion of internal branding comes into play. A brand can be described as the sum total of all perceived functional and emotional aspects of an organisation. Therefore, everything and everyone within the organisation is branded because all actions communicate meaning of some kind. Internal branding refers to the way the brand should be both presented to and represented by the internal stakeholders such as employees and board members or, in this case, volunteers. In short, people are at the core of the brand, as brands have to start with the culture of the organisation and, subsequently, extend to the external world. A strong brand mirrors a sound organisation.[82]

Many communication experts would say that communicating effectively with the employees may be single most important component of corporate communication. Employees can be motivated to work harder for the organisation when management communicates with them honestly and regularly, and they can also, in worse cases, be ambassadors of indifference if forgotten in the corporate communication processes.[83] Argenti (1998) establishes guidelines to considerer when planning internal communication, and for comprehensive purposes, these can be gathered into two main recommendations:

- **Create an atmosphere of respect.** The best way of doing this is to create this atmosphere through the communication that managers have with employees. One way of prioritising the communication could be to capture more discretionary time between the two to make time and room for the communication to unfold. The high priority of employee communication should also be evident, for example, in publications aimed at this target audience.

[81] Cornelissen (2004) p. 62.
[82] Bergstrom, Blumenthal, and Crothers (2002) pp. 113-137.
[83] Argenti (1998) p. 167.

- **Treat employees as insiders – listen to them and make use of their expertise**. The desire to be informed about the company first-hand and to participate in the decision-making process reflects a basic human need. The employees are the core of the organisation and their reflections could make a difference in obtaining the corporate objectives. Simultaneously, including the employees in higher level decisions and increasing two-way communication in general should build corporate loyalty.[84]

A high level of stakeholder involvement occurs when the organisation assumes a dialogue with its stakeholders – ideally, both the organisation and the stakeholders will change as a result of such two-way symmetric communication. In the extreme form, this is called a stakeholder involvement strategy and encourages the organisation to not only influence but also be influenced by the stakeholders in ongoing dialogue.[85] Employing such strategy provides the organisation with the risky challenge of keeping in touch with the overall objectives of the organisation while making room for them to adapt to the needs and wants of the stakeholders. Making the internal stakeholders a target of an involvement strategy could, however, provide the organisation with valuable insights from those who should know the organisation best due to their major level of involvement.

In sum, for NGOs stakeholders may include donors, potential members, elected officials, church groups, the legal community, health care providers, journalists, business leaders, trade organisations, general influential, and the general public. The internal audiences include staff, board members, volunteers, and others. These insiders are important messengers as they are the ground troops of the organisation carrying influence with many of the other target groups and also they are important supporters of the organisation's communication activities.[86]

3.1.2. Motivational Theories

Motivation is a critical factor in individual, group, and organisational success and can in broad terms be defined to *comprise an individual's effort, persistence, and the direction of that effort.* In simpler terms, motivation is *the will to perform*. Well-motivated people are commonly thought to achieve at work, to exhibit energy and enthusiasm in the work process, and to demand

[84] Argenti (1998) pp. 169-181.
[85] Morsing and Schultz (2006) pp. 144-145.
[86] Bonk, Griggs, and Tynes (1999) p. 37.

and accept responsibility in order to overcome organisational challenges. Hence, organisations capable of motivating their employees are more likely to achieve their organisational objectives.[87] In the case of the National Department of Danish Red Cross, the volunteer staff can be added to the employees mentioned above as the objectives of the department can only be achieved if the volunteers take an active part in the work of the organisation. Hence, motivating the volunteers should be a key issue in the work of the Department – the latter part of this section will go through two main motivational theories to be considered when attempting to create the ultimate conditions for motivation to sprout amongst the volunteers: Need theory and expectancy theory.

3.1.2.1. Needs Theories

The overall hypothesis of needs theories is that the extent to which certain outcomes will be valued by the individual in the workplace is dependent upon his or her particular needs. It has been argued by some theorists that people share series of hierarchically related needs which acts as sources of motivation, while others argue that the peoples' fundamental needs differ from one person to another and that sources of motivation will, thus, also vary.[88] This project has its founding in a primarily constructivist approach to the world and, thus, critical reflections should be made on the usefulness of the theories due to the attempt to generalise the population. However, it is deemed that even though especially Marslow's theory is quite ethnocentric in its approach, it is applicable to some degree to the a majority of the volunteers of the National Department as they belong to the ethnographic segment in question, as long as it is taken into account that some volunteers may construct their reality and, thus, needs based on other factors. It is, however, deemed reasonable in this research, that the needs outlined by Maslow could have impact on the volunteers of the Danish Red Cross.

Three different outlines of need hierarchies exist made by Maslow (1943), Alderfer (1972), and Lawler and Suttle (1972). These are presented in Figure 3.3. on the following page.

[87] Brooks (2006) p. 48.
[88] Brooks (2006) p. 55.

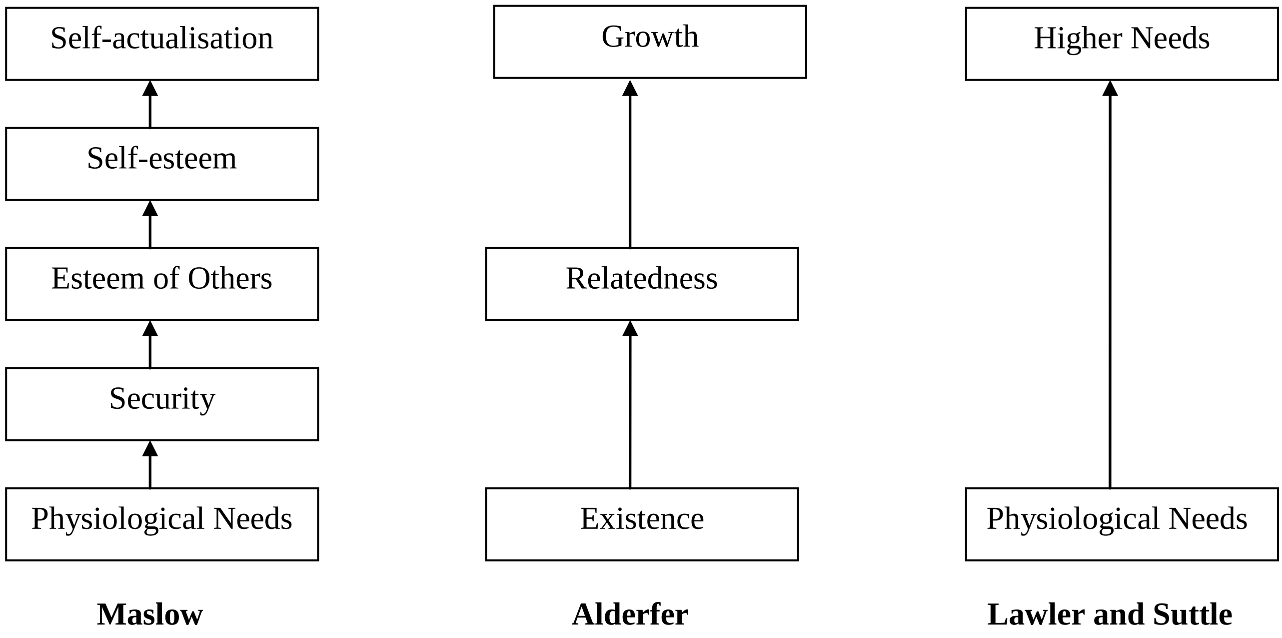

Figure 3.3: Needs Hierarchies[89]

Maslow suggests that people are motivated to satisfy a set of needs ranked according to their salience. Hence, only when basic needs for food and drink are satisfied other more high-order needs may be pursued. These include first security and then fulfilment achieved via affiliation with others. Individuals with sufficient physiological security and social affiliations may then be motivated to seek the esteem of others and self-respect or self-esteem. Implicit in this model is, then, the belief that individuals will naturally strive to achieve higher needs once lower needs are satisfied. Thus, the lower needs will no longer serve as motivational factors once they have been fulfilled. Critique based on empiric evidence suggest that individuals rarely meet their higher-order needs and continue to strive for status even after experiencing success in that area.[90]
Quite similar in design are the models of need hierarchies presented by Lawler and Suttle and Alderfer. On the basis of their research, Lawler and Suttle adapt Maslow's approach to the workplace but suggest that the needs hierarchy can be divided into only two categories being the physiological needs and a second level, including all other needs. Alderfer suggest three categories of needs to fulfil:

1. Existence: Basic survival needs
2. Relatedness: Social interaction and respect of and recognition from other.

[89] Remake of model in Brooks (2006) p. 56.
[90] Brooks (2006) pp. 55-56.

3. Growth: Self-fulfilment, autonomy, and success

The models of Lawler and Suttle and Alderfer's suggest that needs may be activated simultaneously as opposed to the strict hierarchy of Maslow.[91] This makes room for individuals to be more flexible, which is in line with the constructivist epistemology of this project stating that everyone constructs their own reality and, thus, their needs and wants.

Another approach to need theory is presented in the work of McClelland (1961), who identifies three basic needs that people develop and acquire from their life experiences. Individuals develop a dominant bias or emphasis towards one of the three needs and their motivation is dependant upon that bias. The three basic needs and their influence on motivation are:

1. Achievement. People with high achievement needs are motivated by having a personal responsibility for solving problems, for managing projects, and for overall performance. They thrive in working environments where feedback is rapid and clear, tasks are moderately challenging, and innovation is required. Partly similar to Maslow's self-actualisation needs.
2. Affiliation. People with high affiliation needs are motivated by self-esteem or perceived esteem, meaning that they strive to meet needs similar to Maslow's esteem needs.
3. Power. The power need distinguishes between socialised power and personalised power. The former is focussed on achieving organisational goals and is quite useful to an organisation and the latter is concerned with the individual merely seeking personal domination.

Every individual does, according to McClelland, encompass a combination of the basic needs and the combination of needs most valued by the individual will have an effect on how the particular person is motivated.[92]

3.1.2.2. Expectancy Theory and Rewards

Related to the needs defined by McClelland is the two-factor theory as it is formulated by Herzberg (1968). This theory, also, adds onto the simple expectancy theory by Vroom (1964) arguing that human nature is directed by subjective probability, that is, the individual's expectation that his or her behaviour will lead to a particular outcome. The theory is illustrated by a simple equation:

$$\text{Motivation} = \text{Expectation} \times \text{Valence}$$

[91] Brooks (2006) pp. 56-57.
[92] Brooks (2006) pp. 58-60.

According to this, the strength of the motivation can be calculated as the result of an individual's expected outcome of an action with the significance or value/valence the individual places on that outcome. It is assumed in the theory that the level of motivation an individual displays result from his or her conscious decision-making process: A rational estimate of the likely result of his or her behaviour.[93] A point of critique to take into consideration in relation to the above is the encountered notion of the individual being conscious about his or her choices and making rational decisions. According to the subjectivist epistemology in which this project is partly founded, much of the construction of reality done by an individual is influenced by less conscious variables such as dreams and religion and could, thus, be embedded in the individual's subconscious. Hence, it should be taken into consideration that not all decisions made by an individual are of a rational nature and, therefore, perhaps not responsive to attempts to motivate.

Herzberg's two-factor theory is focused on extrinsic and intrinsic factors or rewards that can serve to motivate people. The extrinsic factors are context related such as sound company administration, good working conditions, and job security, where intrinsic factors are related to content. Herzberg identifies six intrinsic factors: Sense of achievement, recognition, the work itself, responsibility, advancement, and personal growth. The key point of the theory is that extrinsic factors are expected to be present at all times and can, thus, create dissatisfaction if individuals perceive them to be inadequate, yet individuals will not be significantly motivated if these factors are viewed as adequate or good – the extrinsic factors are similar to the lower-level needs in the above-mentioned needs theories. The intrinsic factors or rewards, on the other hand, equate to the higher-level needs of the needs theories and the two-factor theory suggests that the prospect or expectancy of receiving intrinsic rewards is likely to motivate individuals.[94]
Critics of this theory commonly suggest that it has limited application for non-manual workers and that it represents an oversimplification of sources of satisfaction and dissatisfaction.[95] This, however, is not invalidating the theory completely but calls for it to be questioned, refined, and customised to a given situation such as the one of the National Department of Danish Red Cross. Hence, it should be examined which specific factors could assist in motivating both the employed staff and the volunteers of the National Department.

[93] Brooks (2006) pp. 50-60.
[94] Brooks (2006) pp. 60-63.
[95] Brooks (2006) p. 64.

3.1.2.3. Motivation and Communication

A vital ingredient to staff motivation lies within the communication between common staff and superiors, as the intrinsic rewards require communication to be apparent – e.g. an employee is likely to be motivated to a larger degree if recognised by their manager for doing a good job rather than by the mere feeling of doing a good job. Giving and receiving feedback is a vital ingredient in motivation. Also, in order to ensure high motivation, it is important to prevent miscommunication, which may lead to motivational problems. Hence, it is important for the organisation to think through and incorporate into the work process methods to ensure that employees and employers have the best possible ground for communicating their needs and wants to each other.[96] As mentioned in a previous section, communication with volunteers should be a high priority task within the National Department.

3.2. Definitions and Organisation of NGOs

Several definitions of the term NGO exist, ranging from general views that *NGOs are groups of individuals organised for the myriad of reasons that engage human imagination and aspiration* to more cause oriented definitions defining NGOs as *organisations concerned in some sense with social and economic change.*[97] Another structural and operational definition ascribes five key characteristics to NGOs: It is a formal organisation, it is private, it is non-profit distributing, it is self-governing, and it is voluntary.[98]

According to renowned NGO researches Edwards and Fowler, governments have since the end of the Cold War looked upon NGOs has been dominated by a notion that *NGOs are vehicles for democratisation and essential components of a thriving civic society, which in turn are seen as essential to the success of the agenda's economic dimensions. NGOs (...) are supposed to act as counterweight to state power – protecting human rights, opening up channels of communication and participation, providing training grounds for activists and promoting pluralism.*[99]

This underlines the importance of the NGOs and their objectives, and even though Edwards and Fowler have mainly based their research on NGOs working with and in development countries, the quote correlates with the National Department of the Danish Red Cross working with engaging the Danes in various ways in their communities for the welfare of all involved.

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[96] Brooks (2006) p. 68.
[97] Lewis (2001) p. 36.
[98] Lewis (2001) p. 37.
[99] Edwards and Fowler (2002) p. 188.

NGOs face a number of implications that does not apply to business organisation. NGOs rely on voluntary assistance making such help more unpredictable than for organisations with activities run by employed staff. Moreover, the NGOs – unlike most business organisation – do not have shareholders expecting a dividend or capital gain from their involvement with the organisation, making the notion of shareholder value more diffuse. The objectives of an NGO may, therefore, be difficult to measure and measurement may even be inappropriate – for instance it seems inappropriate to attempt to put statistically measurable value on work that helps a dying person.[100]

As mentioned, NGOs also have elements in their organisational structure, which should be considered to be included into the communication as it provides the organisations with additional possibilities. Charitable organisations have two unique areas of resource, which can help in differentiating the organisation: Beliefs and voluntary workers. Beliefs drive the organisation forward in terms of purpose, and this means that everyone is likely to be highly motivated – this is a resource in terms of the extra work, which people are prepared to undertake on occasions. Furthermore, the voluntary workers can put exceptional effort into the enterprise and undertake major tasks. However, the resources need to be handled with care in order to avoid de-motivating the volunteers, which sometimes requires for a volunteer to be given a higher degree of freedom than would be appropriate in a commercial organisation.[101] An elaboration on this matter is to found in Section 3.3.

A further difference between non-profit and for-profit organisations lays in the unique nature of voluntarism that forms the core of much NGO work as the nature of NGOs make them ideally suited to maximise their outcomes through the people of the organisation.[102] The volunteer helpers can be highly dedicated and provide a real strengths to the organisation, but they can also be fickle in the sense that they are volunteers and unpaid.[103]

3.2.1. The Role of the Volunteer

A volunteer is *a person who freely offers to do something* or *a person who works for an organisation without being paid*.[104] The Danish Red Cross, furthermore, define a Red Cross

[100] Lynch (2006) p. 661.
[101] Lynch (2006) p. 483.
[102] Herman and associates (2005) p. 625.
[103] Lynch (2006) p. 656.
[104] From Oxford's English Dictionary.

volunteer as *a person who perform an unpaid and competent effort of own choice for the benefit of his or her fellow human beings with a foundation in the Red Cross principles* (listed in Section 2.1).[105] The primary goal of non-profit organisations is to maximise the ability to deliver on mission and this begins with attracting staff and volunteers motivated by the mission, which is an extreme human resource advantage.[106] The volunteers origin in the society surrounding the NGO and, therefore, overall corporate communication and brand building is of importance as reviewed in Section 3.1.

Becoming a volunteer begins with the simple human choice of deciding how to spend your resources both in term of money and in this case particularly in terms of time. Being a volunteer is an act of giving your time but does not have to be selfless, meaning that you can chose to do things in you volunteer life that you would have done only for yourself and instead make the same action into something that benefits others as well – for instance, arranging a fishing trip for underprivileged children if you have an interest in fishing.[107] Another example is a form of investment motive to volunteering, in which the volunteers acquire skills, networks, and positive references while performing volunteer jobs that they may later use in their careers.[108]

Other motivational factors for volunteers include task achievement, relationships with other volunteers, and the nature of the work itself and these factors contribute to the retention of the volunteers. Much like paid workers, volunteers are motivated by their ability to perform the work in compatible surrounding. One difference to the employees is, though, that it is somewhat easier for volunteers to decide to leave their positions when perceiving to be limited in their ability to perform their task or being unsatisfied in other ways.[109]

Volunteering makes sense when people are pulled together in a way that makes collective meaning out of actions that are important to this group of people.[110] To maximise the potential of a volunteer group requires organisation and structure – successful volunteer involvement does not just happen, and assuming that a volunteer program can operate without good management and a strong focus on prioritising the human resources within the organisation is utopia. A sound volunteer program entails ensuring that the volunteer meet the expectations of a specific job and

[105] From *Dansk Røde Kors' Frivilligpolitik.*
[106] Herman and associates (2005) p. 625.
[107] Herman and associates (2005) p. 40.
[108] Herman and associates (2005) p. 607.
[109] Herman and associates (2005) pp. 607-608.
[110] Herman and associates (2005) p. 40.

vice versa. A volunteer, naturally, has to be able to do or learn the job as he or she - like the paid staff – serve as representatives of the organisation to the outside environment. Also, he or she must be satisfied with the job. This include satisfaction with the staff, with whom the will be working, and can determined by highly individual factors such as compatibility or personality type[111].

Communication is an important means to achieving all of the above.

3.3. Volunteers as a Target Audience for Internal Communication

Volunteers are an important internal target audience as they are the lifeblood of the organisation carrying out a large part of the organisation's work and, also, constitute a marketing force that can help communicate the objectives of the organisation better than anyone else.[112] On an overall level volunteer staff is to be treated as employed staff in terms of communicating in a consistent and open manner in relation to all things relevant to the internal audiences of the organisation. Simultaneously, a range of recommendations for communication targeted to volunteers exist. Initially, a staff of volunteers has to be attracted to the organisation. Public service campaigns, advertising, feature articles, and general publicity can activate people to join up.[113] But as this is not the main issue of this project, no further elaboration will be made on the subject other than to, once again, emphasise the need to be consistent throughout all communication.

Once enlisted, in order for the volunteer to be able to carry out his or her work, a good orientation session should be undertaken, and this should, according to Herman and associates in *The Jossey-Bass Handbook of Non-profit Leadership and Management,* include the following types of information:

- Description and history of the organisation
- Description of the overall programs and clientele of the organisation
- Sketch of the organisational chart
- Orientation of the facilities and layout of the organisation
- Knowledge of general policies and procedures
- Description of the volunteer management system

[111] Herman and associates (2005) pp. 605-606.
[112] Bonk, Griggs, and Tynes (1999) p. 135.
[113] Bonk, Griggs, and Tynes (1999) p. 7.

The purpose is to provide the volunteer with a context within which to work and a feeling of comfort about the work setting. The better the understanding of the organisation, the more capable the volunteer will be to carry out his or her task in alignment with the organisation's objectives. Introduction to the volunteer job should also include training designed to clarify how the volunteers are supposed to perform in the particular job, what they are not supposed to do, and what to do in case of an emergency.[114]

As mentioned in a previous section, few studies have been conducted on volunteers as a stakeholder group important to communication. The employed staff has received at bit more attention and guidelines for communicating with this internal audience could prove beneficial to consider in planning communication with volunteers in an adapted scale:
People inside the organisation can be tremendous allies or obstacles to any communication strategy, and staff members should always have a full briefing on the organisation's communication strategy and should be encouraged to actively take part in developing such in sessions at least once a year. The internal staff should receive all press releases, media materials, and important newspaper clippings, and in the occurrence of a media crisis staff should be given immediate notice.[115]

3.4. Summary and Main Points

Corporate communication is communication carried out with a focus on the organisation as a whole and the important task of how it is presented to all of its key stakeholders, both internal and external. The objective of corporate communication is to establish and maintain a favourable reputation with all of its stakeholders.[116] NGO differ from business organisations having two unique areas of resource: Beliefs driving the purpose of the organisation and voluntary workers.[117] As it is the case for any other organisation, though, NGOs are in need of sound overall communication strategies as managerial tools for leaders to use in both day-to-day operations and long-range planning of the growth and success of the entire operation.[118] Like any other organisation, NGOs are competing for the attention of the public – they need to have their

[114] Herman and associates (2005) p. 606.
[115] Bonk, Griggs, and Tynes (1999) pp. 134-135.
[116] Cornellissen (2004) pp. 9-23.
[117] Lynch (2006) p. 483.
[118] Bonk, Griggs, and Tynes (1999) p. 1.

missions understood, to attract volunteers, to motivate staff, and to get contributors.[119] Hence, sound corporate communications are essential to the existence of NGOs such as the Danish Red Cross as they are dependent on creating and maintaining good reputation among all stakeholders. In order to achieve a good reputation the organisation in its communications should be visible, transparent, distinctive, consistent, and authentic.[120]

The volunteers engaged in the National Department of the Danish Red Cross compose an important, primary internal stakeholder group with stakes of a contractual nature, meaning that they have a form of formulated relationship with the organisation. They can as such be compared to the employees of the department.[121] In planning communication to internal audiences, two main recommendations should be incorporated: Creating an atmosphere of respect in all communicative processes (feedback, instructions, written information etc.) and treating the internal stakeholders as insiders – listening to them and making use of their expert knowledge.[122] Like employees the volunteers are important targets of communication as they, in addition, serve as instruments of the communication or as a form of ambassadors for the organisation.[123]
A major difference does, though, divide the two internal stakeholder groups as the volunteers are only bound to the organisation by their own will and not by an arrangement including pay. This makes it easier for the volunteer to decide to leave the voluntary task.[124]
As the NGO is dependant on volunteers to carry it the tasks at hand, the organisation should seek to motivate the stakeholder group as this is makes reaching the organisation's objectives more likely.[125] Several theories exist on the existence of certain needs, which all individuals are motivated by. The overall hypothesis of these theories is that outcomes will be valued by an individual based on his or her needs, meaning, that the person will be motivated by various factors depending on what need the individual is seeking to satisfy. The needs range from basic physiological survival-type needs such as food to the social need of being part of a group and valued by others, and to needs of self-fulfilment or personal development.[126]

[119] Brønn and Wiig (2005) p. 113.
[120] Brønn and Wiig (2005) p. 113.
[121] Clarke (1997) pp. 61-62.
[122] Argenti (1998) p. 169-181.
[123] Brønn and Wiig (2005) p. 113.
[124] Herman and associates (2005) pp. 607-608.
[125] Brooks (2006) p. 48.
[126] See section 3.1.2.1. for details on various need hierarchies.

An individual should, thus, be motivated by the expectation that certain behaviour will lead to a particular outcome, and the person is motivated by how much he or she strives for that particular outcome.[127] Motivational factors can be divided into two groups: Extrinsic and context related versus intrinsic, content related factors. The former group is expected to be and can, thus, not create motivation – rather, it can be cause of dissatisfaction or de-motivation if not present. The six intrinsic factors sense of achievement, recognition, the work itself, responsibility, advancement, and personal growth can, on the other hand, serve as motivational factors.[128]

In sum, the communication directed at the volunteers of the National Department of the Danish Red Cross should comply with advise from theory listed as main points below:

- In communicating with the volunteers the National Department should seek to be visible, transparent, distinctive, consistent, and authentic. All communication should, furthermore, be in consistency with the overall strategy of the organisation.
- All communicative processes with the volunteers should be carried out in an atmosphere of respect – both in planned communicative initiatives such as letters or instructions and in more informal situations as feedback or random answering of questions during the common work day.
- The volunteers should be listened to and their ideas and expertise should be used and given thanks for.
- The intrinsic factors that can motivate the volunteers should be considered when planning communication: Sense of achievement, recognition, the work itself, responsibility, advancement, and personal growth can, on the other hand, serve as motivational factors.

[127] Brooks (2006) pp. 50-60.
[128] Brooks (2006) pp. 60-63.

4. Analysis of Data

Initially this section will review the analysis process by going through a number of critical reflections in order to underpin the findings to be uncovered later in the section. The initial section will look into the overall structure of the analysis and, subsequently, the validity, reliability, and trustworthiness of it.

In the following part the coding process, as it was briefly described in the introducing section, will be reviewed more thoroughly with detailed explanations and descriptions of the coding categories followed by their use in the analysis itself. Subsequently, the results from the data review will be evaluated in relation to the recommendations for communication practices set by theory in Section 3.

The analysis will end with a sub-conclusion providing an answer to some questions posed in the initial section of the paper: How does communication targeted at the volunteer activity leaders at the National Department comply with the recommendations from theory and how could this influence the work of the volunteers?

4.1. Critical Reflections

On an overall level, the work with answering the problem statement via this analysis can be outlined by the classic model of arguments as it was presented by renowned philosopher Stephen Toulmin in *The Uses of Argument* (1969). The generic model is useful in analysing the validity and strength of a rhetorical argument. Toulmin believes that a good argument can succeed in providing good justification to a claim, which will stand up to criticism and earn a favourable verdict. He proposed a layout, also outlined in the coming figure , containing six interrelated components for analyzing arguments:

1. **Claim**: A claim is a conclusion whose merit must be established or a statement that you are asking the other person to accept.
2. **Data**: The data is the foundation for the claim or the basis of real persuasion. Data is made up of data and hard facts, plus the reasoning behind the claim.
3. **Warrant**: Warrants are statements authorizing our movement from the data to the claim, in other words, a warrant links data and other grounds to a claim, legitimising the claim by proving it relevant.

4. **Backing**: The backing for the claim is credentials designed to certify the statement expressed in the warrant. Backing must be introduced especially if the warrant itself is not convincing enough to the reader. Hence, the backing to an argument gives additional support to the warrant.
5. **Rebuttal**: A rebuttal is a statement recognizing the restrictions to which the claim may legitimately be applied. Despite the careful construction of the argument, there may still be counter-arguments that can be used and these should be taken into consideration in the rebuttal.
6. **Qualifier**: A qualifier is an expression of the speaker's degree of force or certainty concerning the claim. The qualifier indicates the strength of the leap from the data to the warrant and may limit how universally the claim applies.[129]

In Figure 4.1. an illustration is made on the model of argument along with how it is applied to this project.

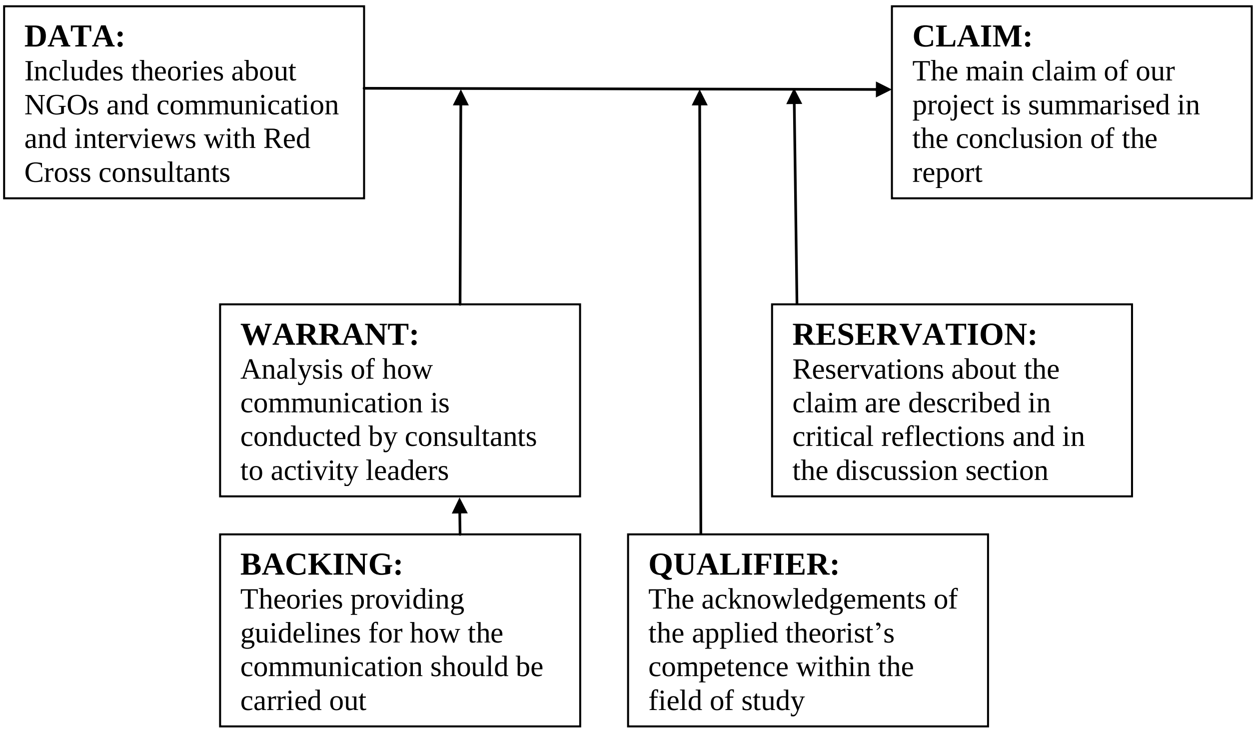

Figure 4.1: Toulmin's Model of Argument Applied to the Project at Hand

[129] http://en.wikipedia.org/wiki/Stephen_Toulmin and http://changingminds.org/disciplines/argument/making_argument/toulmin.htm on April 6th 2008, 5.33 pm.

The model, furthermore, illustrates the strength of the analysis as a means to review the communicative processes occurring from the employed consultants of the National Department to the volunteer activity leaders. The data collected for the analysis is gathered on the basis of ideas rising from theory and form the data-part of the model, while the analysis itself is the warrant for the claim that will be made in the conclusion's answer to the problem statement.

4.1.1. Validity, Reliability, and Trustworthiness

The issues of validity, reliability, and trustworthiness of analysis stems from quantitative research traditions but for this project it is found that the concepts can also be of use in assessing qualitative analysis, as this is in need of being both valid, reliable and trustworthy to be of use. The concepts may be less tangible to assess as qualitative research does not attempt to present definitive truths, but nonetheless the incorporation of the concepts into the work of analysing qualitative data can only strengthen the claims made during the analysis process. Therefore, the three concepts are included in this project in order to provide the researcher – along with the reader – with reflections on the usefulness of the analysis:

- The issue of *validity* evolves around the question of how far the constructions of the researcher are grounded in the constructions of those being researched, meaning, that how the researcher perceives an event presented during an interview is not necessarily how the interviewee who took part in the event perceived the same situation. This is also referred to as *internal validity*.[130] For this project, the transcribed interviews have been approved by the interviewees in order to ensure that the information presented in the interviews represents their actual perception of thing. However, it cannot be guarantied that the interview consultants share the same interpretation of the data as the researcher, but to a large degree, misinterpretations have been attempted avoided by making the sources post-validate their interview transcripts.
  Another important issue is that of *external validity*, that is, generalising from the data to other cases or situations. Generalisation can defined as assertions of enduring value that are context free and is impossible to achieve in qualitative studies, however, at best a result of qualitative research can be said to have findings transferable from one context to another.[131]

[130] Gray (2004) p. 342.
[131] Gray (2004) pp. 343-344.

As for the research of this project it is, to a degree, an objective to uncover some truth about communications between employed consultants and volunteer activity leaders of the National Department which can be transferred from one consultant to a colleague. But as the theory of this paper – along with the coming discussion – also suggests the individual contexts in any situation should always be taken into account.

- *Reliability* refers to the stability of findings and in qualitative studies this is most often established by gathering information from multiple sources on a given matter. The process in called data triangulation. It is noticeable that some researchers do not see much significance in reliability of the findings in qualitative analysis as they assert that verification is not the objective of the research. However, others suggest that within the analysis process lie a built-in mandate to strive towards verification of the hypothesis resulting from the analysis.[132] As this project both induce hypothesis from theory and deduce from data analysis, the reliability of such is deemed to be of great importance. Therefore, data on the more factual issues of the problem statement has been gathered from multiple sources – e.g. the information on management guidelines to communications has been gathered both via (lack of) written material on the subject, questions asked to the department Deputy Manager, and through the interviews with employed consultants.

- A highly prioritised measurement of the quality of a qualitative study addresses the *trustworthiness* of the research. This can be further sub-devised into five categories with various themes of quality in question:
  1. *Transferability* with purposive sampling of data to illustrate issues and factors for comparison of data sets.
  2. *Dependability* through the use of audit trails.
  3. *Confirmability* with the audit showing connections between the data and the researcher's interpretations.
  4. *Credibility* including the use of persistent observation or triangulation of data.
  5. *Authenticity* relating the analysis and interpretation to the experiences lived and perceived by the subjects of the research.[133]

[132] Gray (2004) p. 344.
[133] Gray (2004) pp. 345-346.

As for transferability the data have been collected in direct correlation with the problem statement of the project as the interview guideline was designed to provide answers to the questions posed by this. The data sets are comparable as the same interview guideline was employed in all three interviews. The extensiveness of the coming descriptions of the actual analysis should entail that the analysis is both dependable and confirmable, and the before-mentioned triangulation of the data ensures the credibility of the research. Whether the analysis of the collected data is in line with the perceptions of the interviewees is more difficult to asses. However, they have been presented with the opportunity to comment on the interview transcripts to rule out misunderstandings in the information given. Whether the interviewees will agree with the actual analysis of the data only time can tell and, thus, the authenticity of the research has not yet fully presented itself. It has been a deliberate choice to not let the participants see the analysis results as their approval or discontent should not be allowed to influence the presentation of the findings. It could, though, be interesting to get their comments on the analysis if commencing with the work of optimising the internal communication at the Danish Red Cross.

Summing up, the analysis presented in this section is deemed to be valid, reliable, and trustworthy.

4.2. The Use of Coding in Analysis

Analysis of data is an ongoing process throughout the research as reflections on the material gathered should be continuously undertaken along the way – e.g. during the interviews and in the course of transcribing the material in the case of this project. In order to optimally make use of the data, however, some form of organising of the information should be conducted, and for this project coding the data as described by Daymon and Holloway (2002) is the method of choice as it allows for a form of labelling devices enabling tagging of especially interesting sections of data. This will help reduce the amount of data to be further processed and thereby simplifying the process of making sense of the information. The idea of coding is to identify and compare commonalities and differences in the data at hand in order to formulate categories of interest to the study. When labelling categories in the data these can either be classified according to terms used in the data material – in this case by the interviewees – or by terms created during the

course of research as will be the case for the analysis of this paper where the coding categories have close linkage to the original interview guideline presented in Section 1.
The coding process has limitations as to deflecting attention away from phenomena that are uncategorised.[134] However, in this analysis the coding categories will be directly diverted by the research questions making for them to be adequate for displaying the information presented on these topics in the interviews. Also, the second stage of the analysis where the data is related to the theoretical recommendations deduced in Section 3 of the paper should provide the possibilities of making sure that all relevant material from the interviews is reviewed and analysed.

4.2.1. Coding of the Data

For the analysis of this project a number of coding categories are employed. The categories have similarities to the questions asked during the interviews as the interview guideline was created in an attempt to ensure that all topics relevant to the analysis would be covered consistently throughout the data collection process. In other words, the categories are diverted from the interview questions – for example, the question *How do you strive to motivate the volunteer activity leaders?* have lead to the coding category *Tools employed to motivate volunteer activity leaders* and the coding category *Perception of consultant's role and job function* derives from the questions *How would you describe the purpose of your job?, How do you wish for the volunteers to perceive you?,* and *Why do you strive for this perception?* In the analysis, though, data of relevance to the categories have been included also if it did not directly origin in the answer of the matching question. For details on the interview guideline see Section 1.3.2.
The coding categories used in the following analysis are:

- *Perceptions of consultants' role and job function* – how the consultants describe the purpose of their job and the tasks included in it.
- *Perceptions of the department management's guidelines to communication* – how the consultants have experienced their introduction to the task of communicating with the volunteers of the activity.
- *Descriptions of the volunteer activity leaders* – how the consultants perceive the volunteer leaders in terms of commitment to the activity. Their demography is briefly outlined in Section 2.

[134] Daymon and Holloway (2002) pp. 234-237.

- *Descriptions of interactions with the volunteers* – how the consultants typically have contact with the volunteer leaders and, thus, perform communicatively towards them.
- *Tools employed to motivate volunteer activity leaders* – how the consultants attempt to ensure that their volunteers are continuously focussed on making the most of their volunteer efforts.

In the following section, the data collected during the three consultant interviews will be compared and debated in each of the five categories.

4.3. Analysis of the Coded Data

In the coming sections each coding category will be outlined in reviews of relevant statements made by the three consultants in their interviews. The full-length transcriptions of the interviews are found in the appendices of the paper. Subsequently, the statements are compared.

4.3.1. Perceptions of Consultants' Role and Job Function

JRM : The consultant's perception of his job is that his task is to be a good sparring partner providing the volunteer activity leader with inspiration, motivation, help, and service as he states that *to me, being a consultant is about consulting people and talking to them in their environment (…) (The purpose of my job is) to inspire, motivate, and help in the management and establishment of shops (…) I think they (the volunteer leaders) perceive me as a good and very service minded sparring partner.* His perception of self is that of a self-made man having made his own distinctive mark on the job and the activity, for instance saying that *I have created the job myself,* and in the interview he, also, describes the extensive manual he has made for the shops, encompassing information on almost any given issue in relation to the shops' management and daily function. JRM states that he sees an importance in not coming off too much as a figure of authority while at the same time recognising that being one is sometimes necessary in order to provide backing for the volunteers activity leaders; *It is definitely my objective to break down authority, but at the same time I am often used as a figure of authority when a shop management employs me to give courses to the volunteers backing their (management's) guidelines.* The volunteer leaders, he thinks, should ideally act according to the manual constructed by himself and this he attempt to ensure by having a sound relationship with the volunteers, which can be seen in the interview statement *I have to sell myself to them (the volunteers) in order for my messages to be accepted and acknowledged.*

HG : In comparison to his colleague above, HG sees his task in a more narrow perspective as a coordinator and supervisor with tasks focussed primarily on practical issues as he states that *I coordinate and supervise the activity leaders (…) The activity leaders are given a manual which they plan their work by.* The ideal that HG performs his job by is that of a consultant being a figure of authority providing the volunteers with clearance and advice stating that *I think that they (the volunteers) perceive me as a mediation link to some practical issues (…) I want them to see me as someone who can provide clearance and is available when guidance and advice is needed (…) I think that this is the ideal for a consultant or coordinator.*
The approach described by the consultant in the case resembles that presented in the written material on the topic stating that *the consultants are always of service with advice and guidance.*[135]

LEA: This consultants describes his main job function as being a form of facilitator for the volunteers and users of the activity to make the most of their common possibilities – he is a co-player with a high degree of personal involvement rather than an authority and this is seen in his interview statements; *My job is to provide service for the volunteers to make them able to do a better job. I give them the knowledge needed to optimise their work (…) My hope is to provide the frames for the involved people to fill (…) I want to excite people (…). I think they (the volunteers) see me as a co-player. Actually, I am sure that they do. Also, they see me as a sparring partner and a service provider. Trust is very important to me and I think that the volunteers like me. I think they see me as a committed person who believes in the importance of his job. We have a mutual respect.*
LEA dubs himself a consultant with a small c being a helpful and inspirational figure with a sense of what is going on in his local community; *I talk a lot with the volunteers (…) and choose to visit with the volunteers rather than sitting behind the desk. I want to go out and feel the magic.* In LEA's professional life, standards are to be avoided as they do not make room for the activities and people in them to unfold to their maximum potential. LEA describes the consultant's role as being one with focus on synergies and the benefits of people being different as he states that *I do not believe that there exist an answer book on how to create these synergies - maybe other methods will work in other contexts.* Like this, LEA seems aware of the

[135] Quotation derived from p. 34.

conclusions by Herman and associates (2005) presented in Section 3 of this paper stating that it is of great importance to volunteer motivation that they are satisfied with the organisation's staff in terms of compatibility and personality type.[136]

All three interviewed consultants describe the purpose of their job as being a provider of frames for the volunteers to fill, but great difference lies in how the three set about framing their activities. JRM gives the impression of being an all-embracing consultant handling all types of issues in relation to the recycling shops stating that *I have created the job myself*. Via the extensive, self-made shop manual and the standardised practice of introducing new volunteer leaders to the organisation he thoroughly enforces a norm for the volunteers to act according to, in order to maximise the potential of the shops. To his colleague in the hospital visiting service the frames created in relation to the project has a primarily practical focus. HG sees is as his task to make sure standards are followed according to hospital regulations and the updated manual of his predecessor, and that the volunteer leaders get the service they need to carry out their task. The service provided by the integration consultant LEA is of a more intangible character, it seems. He also provides service and help with practical issues in his everyday work, but in the interview he chooses to focus on the tasks that lie in inspiring and continuously motivating the volunteers to create their own activities based on their needs and wants in order *to create magic.* The three consultants are employed in very different activities and this, naturally, influences the way they go about their everyday work. The recycling shops have a purpose of optimising profit, making this a priority in the work of the consultant, while the visiting service is a somewhat standardised offer to hospitals and should be managed accordingly. The integration activities are, on the other hand, directed by the users and the volunteers interested in the field and, hence, the consultant should take this into account in this work making room for the people involved to develop their projects. In sum, the three consultants can be said to have quite different perceptions of their job at the Danish Red Cross. The model of starting points for communication presented in Figure 3.1. can be said to apply for each of the three activities. The consultant in charge has his own perception of the mission, vision, and strategy for the single activity, along with a perception of the importance of this particular activity – e.g. making money to sustain other Red Cross activities as in the case of the second-hand section. As each activity seems to have this form of separate sub-strategies it should render it possible that the three consultants

[136] See elaboration on p. 57.

may also apply different means of communication to achieve the objectives of the activity. Ideally, the Red Cross or the National Department at least should function as one unit, but this does not appear to be the case as the consultants' descriptions of their activities and tasks give the impression that they each feel in charge of their own form of unit with the Red Cross mostly acting as a non-noticeable founding stone for it.

4.3.2. Perceptions of the Department Management's Guidelines to Communication

JRM: He is the only of the three consultants employed externally to handle the job and, thus, he has taken part of a general introduction to the Red Cross. This does not include any guidelines to communication. JRM does not seem to mind, though, as he states that none but him really realise the content of the activity; *I am quite happy with the fact that I have made the system myself. No one else in here (head quarters) knows what I do (…) No one would be able to pass on how the activity has been managed as I have made it all myself. In the introduction course I learned about the structure and activities of the Red Cross but not about being out in the field. It is my own invention to do is this extensively.*

JRM comments on not being acknowledged for the work put into managing the activity stating that *they do not know about the efforts put into the activity – or at least they do not act accordingly. But they are keen to profit on the results without acknowledging those who have created them.* This makes it evident that he is not completely content with the department management not realising the extent of his efforts.

HG: The consultant seems content with the verbal introduction to his new task and the possibilities for continuous debates on the topic with department management stating that *I have never felt in need of more information (…) The guidance I received was very limited and, therefore, I cannot say to have used it a lot. But this is also related to the fact that I was not new to the organisation when I took over the hospital visiting service.* Also, HG is aware of the benefits of having participated in various courses equipping him for the job; *I have attended a number of courses as a consultant – on writing and media relations, for instance. And these I use in my everyday job and, thus, in my interactions with the volunteer activity leaders.* These courses, though, are not mandatory for the consultants.

LEA: The interview shows that, again, no introduction to communication is given by management, but LEA is content with this on a general level as he states that there is little need as he *in general does not think he has problems with communicating.* However, he expresses a wish for being evaluated by a coach to get more reflections on his communication practises; *I would like to know how what I say is perceived (…) I would like for coaching to be a custom. I do not believe that communication can be evaluated by rules and readings. I would like to have someone follow me and describe what is working and what is not.* This indicates that LEA may prioritise communication to a higher degree than the department management as he himself is in search of ways to improve his communicative methods and tools via evaluation and coaching.

The two former activities have written manuals to inform and assist the volunteers in doing their tasks. In the integration section, on the other hand, nothing seems to have to be by the book. Here, the focus is on the people involved rather than the specific task, which also has influence on the possibility of the consultant not being bound by a number of rules and regulations. Hospital rules and regulations bind both the consultant and the volunteers in the visiting service, while JRM communicates that he himself has chosen to make rules and regulations for the volunteers at the recycling shops to follow. None of this, though, seems to be guided by department management providing the consultants with a high degree of freedom to set their own criteria for communicating with the volunteers. HG actively involves the department management in the activity seeking advice and guidance to his communication, while LEA would like for a form of review or evaluation on his way of doing things. JRM, on the other hand, indicate that department management has no saying in his communication as it does not have adequate knowledge of the activity.

As mentioned in the previous section, the variety in the tasks of the three interviewed consultants seems to have made them employ separate strategies for their activities – and as Figure 3.1. illustrates, this should lead to having different starting points for communication. Hints of this practice are seen in the ways the consultants have taken on the task of communicating – e.g. by written rules and regulations versus verbal guidance or a combination of both. By not imposing an overall strategy as to how to communicate with volunteers to the consultants, the National Department management makes room for arranging the communication to the exact needs of the particular activity and consultant but, also, the variety of communication practices may end up seeming inconsistent – for instance a volunteer connected to two or more activities would experience great differences in how communication is carried out and this induces confusion in relation to the internal brand of the Red Cross or the National Department, because the perceptions of the organisation by the volunteer is influenced in an inconsistent manner. All three consultants state in their interviews that they work by the founding principles of the Red Cross Movement and impose these on their volunteers, which is a plus in achieving a consistent perception of the organisation, but only in the material from a course on writing (Appendix 3) is it formulated on a departmental level that this should be an objective. In sum, the National Department's overall guidelines to communication with volunteers are close to non-existent, thereby making them difficult to work consistently by.

4.3.3. Descriptions of the Volunteer Activity Leaders

JRM: In the interview, JRM says that the volunteer leaders are very enthusiastic about their task as *they are fiery souls.* Also, he indirectly express that there is a set of rules as to how to be a good leader and that some of the volunteer leaders need his help in living up to the standards as he states that *many of them have not had leading positions before (...) The danger here is that they may burn out if they are not taught how to be a leader (...) Some lack empathy and a feeling of the needs and wants of the volunteers. Others need help with developing classic management skills such as delegation of tasks.*

HG: This consultant, also, has a strong focus on rules, but in this case it is both the overall Red Cross strategy and the bureaucratic procedures of the organisation that are in play, as the regulations state that the visiting service is a responsibility of the local branches rather than the consultant at head quarters. This is evident in HG's interview as he states that *most of the volunteers are used to working independently and, thus, I sometimes have a task in making them comply with the rules of the Red Cross – for instance, it is important that all of their initiatives at the hospital are coordinated with their local Red Cross branch (...) I have a task in making them contact their local branch for help and guidance because they are used to contacting me.* He describes the volunteer leaders as autonomous being both a good and a bad thing – good because they independently manage the activity and bad because they sometimes do not comply with the regulations imposed by the organisation. During the interview the consultant proves, though, that he neither conforms to the regulations at all times as he sometimes *help them (the activity leaders) with small tasks if they have contacted me instead of their local branch.* Here, the consultant is balancing between servicing the volunteer and following rules. In relation to communication, HG sees his consultants as busy people who should only be provided with narrowly targeted information for their exact purpose; *I do not pelt my volunteers with information – I do not want important messages drowning in information. The volunteers are busy people and it is my comprehension that there are limitations to how much information they want to read.* The volunteers do, however, have access to other information via the Red Cross intranet.

LEA: He describes the group of volunteers as people sparked by a wish to help a specific group; *Many volunteers join the volunteer integration work due to indignation of how immigrants are treated by the politicians and/or the media. They want to help, but have little idea as to how. My job is to inform them about the work of the Red Cross and the fact that it is a non-political organisation.* By stating that he has a task in informing them that the Red Cross is a non-political organisation he indirectly says that the volunteers often have some form of own political agenda making them initiate contact with the integration work.

Looking into the statements made by the three consultants in this category, a number of differences in both their tasks as consultants and the volunteer target audiences become evident. For example, the integration volunteers are often driven by personal indignation, while those volunteering for the hospital visiting service are often more or less continuing an activity resembling the one they have had in their working life.
The interviews also reveal differences in the way the consultants perceive the task of the volunteer leaders. To the two former, the leaders are in charge of making sure that the activity is managed by the manual and regulations, while LEA states that the volunteer work *is about helping the immigrants with the needs that they have* and in this regard, the work has *as many facets as there are human beings*. Hence, the volunteers in this activity have a higher degree of co-determination.
Overall, the volunteers of the three activities have both similarities and differences as stakeholders – or human beings even – in general. They are, as described in Section 3.3.1 a partly contractual, primary group of internal stakeholders and highly important to the National Department. At the same time, they are described as having various motivations for joining the volunteer work and this should also be taken into account as communication should adapt to the

needs and wants of the stakeholders in order to *create an interactive, mutually engaged and responsive relationship that establish the very context of doing modern business*.[137] In other words, the variety in volunteers at the activities of the National Department entails for a variety of issues to consider in planning communication. The volunteers in the single activity could, for that matter, be regarded as various groups of stakeholders rather than one interconnected group, but theory is somewhat biased on this matter. Freeman states that there is a need for approaches to dealing with multiple stakeholders on multiple issues, while at the same time concluding that the overall objective to corporate communication is to develop a communication strategy that clearly signals the strategic direction of the organisation.[138] Hence, communication should be both overall consistent while at the same time tailored to the needs of all stakeholders. This issue will be debated further in the discussion section to come.

4.3.4. Descriptions of Interactions with the Volunteers

JRM: The consultant describes the main purpose of interacting with the volunteers to be to *get under their skin and form a trusting relationship*. Communication with new shop leaders is standardised as JRM *contact the new activity leaders to schedule a meeting – not as a control but to say hallo (…) When we meet (after four or five weeks) I tell them what they are doing good and less good in their current practise.* All meetings are documented by the consultant who *writes reports after every meeting.* More informal contact occurs during random shop visits or when a volunteer leader contact JRM about a relevant matter.

Also, the practise of sharing good stories is employed by the consultant via the organisation's newsletter and the online forum making the efforts and success of the volunteers evident to their immediate co-volunteers along with the rest of the organisation, as JRM states that he *uses the (online) forum to share ideas that I have conceived myself or have heard from other shops* along with writing about the activity in the Red Cross newsletter.

HG: This consultant is, in comparison with his abovementioned colleague, less standardised in his approach to communicate with the volunteers as he states that he has *no formalised system for communication with the leaders.* However, he states that *I usually write about the project in every other of the monthly newsletters to all volunteers from head quarters about new hospital contracts etc. – this I do also in order to reach the areas where we currently have no visiting*

[137] Morsing and Schultz (2006) p. 138.
[138] Section 3.1.

service. Also, for the hospital volunteers t*here is an annual meeting and various courses on relevant topics once or twice a year*.

In the interview answers HG gives the impression of being rather passive in communication with the activity leaders. Most contact, apart from that taking part on meetings and courses along with recruitment efforts via the organisation's news letter, is initiated by the activity leaders, and information from the consultant is singled out to only be about topics directly related to the activity; *The volunteers do not receive news about the organisation from me apart from via the organisation's newsletter (…)The group is rather small, and I know most of them well, so I usually call or send an email with relevant information (…) The majority of the activity leaders manage the service with no need to contact me.*

LEA: This consultant appears to have no formalised system of keeping in touch with the volunteer activity leaders but instead attempts to ensure a close connection to the group by meeting with them in person at meetings or visits, not unlike his colleague at the recycling shops; *In average, I talk on the phone with all of the leaders three or four times a year (…) I visit the groups in my geographical area once or twice and make courses for the leaders on relevant themes (…) I prioritise a direct, personal contact (in my daily work).*

Not unlike his colleagues, LEA has great focus on exchanges of experience among the volunteers and on passing the story of successful projects to the other volunteers as he explains *I spread knowledge on how other groups are doing if they are having a success within their activities and I make the volunteers meet. The best motivation comes from other volunteers who, in return, love to tell their good stories.*

Again, there are both differences and similarities in the contexts and priorities of the jobs of the three interviewed consultants. JRM and LEA both prioritise direct personal contact with the volunteer leaders – but is it easier for LEA to actually make it come to life as he has only a few appointed groups in his geographical area, while JRM is responsible for almost 200 shops and then choose to focus his energy on the newcomers to the activity.

The three consultants also displays a continuum of ways to keep in touch with the volunteers from JRM scheduling his visits carefully and keeping exact track of their outcome, to LEA keeping the close contact also but in a much less formal manner, and to HG hardly initiating any contact with the volunteers himself as they should be managed primarily by the local branches.

As previously mentioned, the consultants all use the Red Cross' founding principles in their work as they pass these on to the volunteers. Furthermore, the three can be said to live up to Argenti's two overall recommendations for internal communication presented in Section 3.1.1. as they treat the volunteers as insiders, making use of their experience and knowledge while at the same time displaying respect for the tasks carried out by the volunteers by servicing them according to their needs and wants. Summing up, the three interviewed consultants, again, display differences in priorities as to how to interact with the volunteers but all of their actions seem to be well thought out in correlation with the activity at hand and live up to the recommendations from theory.

4.3.5. Tools Employed to Motivate Volunteer Activity Leaders

JRM: The interview statement shows three main methods to motivate is employed by JRM:
- Showing support for the task undertaken; *My strategy is to excite the new leaders (…) It is important that I show those who have taken on a responsibility that I am there to be supporting them (…) I motivate the leaders through conversations and by using the strength of the good example by telling them what is working.*
- Emphasising the importance of the shop profiting; *I use a lot of energy telling them about the correlation between their work and the thing that the Red Cross spends the money on. I want to make the importance of their job – every single piece of clothe sold, the service given, and the interior decoration – evident.*
- Giving praise for work well done; *It is important to me to give praise and acknowledgement to the volunteers – almost no matter how the result of the shop has been. The volunteers have to be lifted in order to get the best result.*

HG: Here, the consultant acts more as a facilitator to co-motivation among the volunteers as he explains that he *motivates by offering relevant courses and assist in forming local networks so the activity leaders have likeminded people to talk to.*

LEA: The special features of the integration activities allows for the users of the volunteer services to also have a saying and grow with bringing something to the table themselves – as LEA explains *the best groups make room for all parties to bring something into the group.* Apart from this, the motivational methods have similarities to those of the second-hand activity –

promotion of good examples and giving praise as described in the interview statements *I respect my volunteers a great deal (…) I believe in recognition – I pat my volunteers on the shoulder a lot, also in cases where the progress made is not big, because they have done the best they can.*

Once again, the findings in the interviews reflect the context of the activities in question. All three consultants agree on appraisal and the sharing of success stories to be good sources of motivation for the volunteers, while making a profit for the benefit of the entire Red Cross organisation to use is only relevant to volunteers at the second-hand shops. Likewise, the volunteers of the integration activities and hospital visiting may find personal motivation in having a positive impact on someone else's life and being acknowledged for it.
In all of the abovementioned cases, the volunteers seem to be driven by some form of higher need to do good deeds in one way or the other linking their effort to the top parts of all of the needs hierarchies illustrated in Figure 3.3. Combining this with the consultants' descriptions of the volunteers, a link becomes visible between the characteristics of the volunteers and the need theory presented by McClelland (Section 3.1.2.1.) – the three basic needs of achievement, affiliation, and power are combined in all of the volunteers, yet in various ways. For instance, the descriptions of the integration volunteers usually enrolling due to indignation with the state of integration give the impression that they have a bias towards achievement needs motivated by having a personal responsibility for solving problems – in this case the problems of immigrants in the Danish society. The second-hand activity leaders, on the other hand, could similarly have a high degree of achievement needs as they are motivated by managing project and overall performance but, also, a social power need as they seem motivated by being useful to the whole organisation.

4.4. Compliance with Recommendations from Theory

Reviewing theory on corporate communication, internal stakeholders and motivation in Section 2 of this paper provided a list of four main points which serves as a list of recommendations on how communication with volunteer activity leaders should be managed by the employed consultants of the National Department in order to ensure a high degree of motivation among the volunteers. In the following the data collected in the interviews will be evaluated in relation to the four recommendations.

1. In communicating with the volunteers the National Department should seek to be visible, transparent, distinctive, consistent, and authentic. All communication should, furthermore, be in consistency with the overall strategy of the organisation.

Employing an extensive manual along with standardised procedures of visits and ongoing evaluation JRM ensures a high degree of consistency in his communication with the volunteers – both consistency within the activity and consistency with the overall objectives of the Red Cross, as these are embedded in the manual. By using a detailed manual JRM complies with a theoretical recommendation of a sound volunteer programme making sure that the volunteer meet the expectations of a specific job and vice versa.[139] The use of one manual for all activity leaders can also be said to raise the transparency of the communication as it is evident that all volunteers have access to the same information and, subsequently, it gives an aura of authenticity as it includes and is founded on the principles of the Red Cross movement. Also, JRM states that he *has had a lot of success with creating common key words gathering the entire organisation*. This, again, is a communicative effort ensuring consistency, transparency, authenticity, and also distinctiveness as the key words describes what is special about the activity. Equal characteristics apply to the hospital visiting service were HG also ensures high degrees of transparency, distinctiveness, consistency, and authenticity by using a manual to guide the volunteer activity leaders. In the hospital visiting service *a regular hiring procedure takes place* for new volunteer leaders followed by relatively extensive training to prepare for the task. This, also, can be said to raise the four factors mentioned above while at the same time meeting the abovementioned requirements of a sound communication programme adjusting the expectations of the volunteer and the task requirements. However, HG may not be as visible to the volunteers as JRM going out to visit all the shops in addition to continuously keeping in touch with the volunteers via mail, phone, or at the meetings and courses. But as the hospital volunteers should ideally relate more to their local Red Cross branch, a high degree of visibility would be counterproductive for this particular consultant. In another sense, though, HG does take deliberate measures to make his communication visible by only informing the volunteers on issues relevant to their specific activity – he does *not want to risk important messages drowning in information.* At the integration activities LEA does not have a manual because the range of activities does not make it possible to give identical guidelines to all as the volunteer leaders – *the integration work has as many facets as there are human beings*, he explains. However, consistency with the overall

[139] Section 3.2.1.

objectives of the Red Cross is to be found in all of the activities and LEA does take time to inform the volunteers about those while out being a highly visible consultant visiting the activities – this also provides his communication with distinctiveness about the organisation and ensures a minimal gab between what is communicated and what is actually happening.
In sum, the three consultants do live up to the recommended requirements set by corporate communication theory, however not in similar manners, but rather in adaptation with the specific characteristics of their field of work.

2. All communicative processes with the volunteers should be carried out in an atmosphere of respect – both in planned communicative initiatives such as letters or instructions and in more informal situations as feedback or random answering of questions during the common work day.
The only one of the three consultants actually mentioning the term respect during the interview is LEA stating that *we have a mutual respect – I respect my volunteers a great deal.* But in the previous findings on how all the consultants adjust their communication to the needs of their particular volunteers is also evidence of being respectful to the group by being aware of how they can be optimally satisfied in their work with the activity. Likewise, this shows in the way that all three describe their interactions with the volunteers proving that there is definitely room for two-way communication rather than merely the volunteers being fed information from the consultant in the manner the consultant deems requisite. Also, by giving praise to volunteer work well done the consultants all prove to the volunteers that their work is acknowledged and respected. Examples are seen in the interviews for instance when HG states that *volunteers are busy people and it is my comprehension that there are limitations to how much they want to read* (Red Cross information) and, therefore, carefully selecting only relevant news for his group to be presented with in order not to waste their time. Also, JRM saying that *it is important that I show those who have taken on a responsibility that I am there to be supporting them* indicates that he is aware of the concerns of his volunteers. Both JRM and LEA, furthermore, repeatedly refers to their target audience as *my volunteers* indicating a strong sense of personal involvement with the group.
Summing up, the three consultants, again, live up to the recommendations from theory by carrying out their job with respect to their volunteers, both ensuring that they have the sufficient knowledge and support to undertake their task and by continuously giving them recognition and praise for their efforts.

3. The volunteers should be listened to and their ideas and expertise should be used and given thanks for.

This theoretical recommendation is to a great degree lived up to by all of the three consultants interviewed for this project. They all have prioritised facilitating exchanges of experiences and knowledge among the volunteer activity leaders by arranging meeting and courses for them to meet and discuss relevant issues. In the integration activities and the second-hand shops an online network has also been created for the volunteers to share their knowledge unbound by time or geographical location, and both consultants also take an active part in communicating about successes they have experienced while out visiting the activity groups. An online network for volunteers in the hospital visiting service may be on the way also, but currently HG has chosen to focus on exchange of knowledge in local networks facilitation meeting with all activity groups in a region of the country.

In sum, the three consultants are in their various fashions living up to this recommendation from theory. By encouraging and giving the volunteers room to exchange ideas and knowledge and, in addition, spread the good ideas themselves the consultants ensure that the intrinsic factors of sense of achievement and recognition are in place to motivate the volunteers to do even better.

4. The intrinsic factors that can motivate the volunteers should be considered when planning communication: sense of achievement, recognition, the work itself, responsibility, advancement, and personal growth can, on the other hand, serves as motivational factors.

As concluded in the previous section, all three consultants are able to benefit from the exchange of knowledge between the volunteer and, thereby, giving them recognition for their work. Recognition is also evident in the statements made by the three when asked directly how they attempt to motivate the volunteers as seen in Section 4.2.5.

In addition, statements throughout the interviews indicate that other intrinsic factors are being put into use also. For volunteer activity leaders at the second-hand shops the factor personal growth could play a part in motivation as they are educated to manage the shops for instance with instructions on *classic management skills*. Also, this group of volunteers may be motivated by the possibilities of taking on a responsibility and thereby advancing in the volunteer system by becoming shop managers. Furthermore, JRM emphasises *telling the volunteers about the correlation between their work and the things that the Red Cross spends the money on* addressing possibly a sense of achievement and responsibility to the activity leaders. And, in addition, the written material on the activity states that social intercourse is a motivation for many of the shop volunteers.[140]

In the hospital visiting service another intrinsic factors are being put into action – it seems highly possible that the volunteers finds motivation in the work itself as a majority of them have a professional background within the field continuing their line of work in a different manner after retirement from the labour market. The job in itself may also serve as motivation for the integration volunteers as *many of them join the work due to indignation of how immigrants are treated*. Also, the interview with LEA indicates that the volunteer leaders are motivated by responsibility, sense of achievement, and personal growth as the activities are defined and organised primarily by the volunteers themselves. As a special additional feature, the target audience for the activity – the immigrants – is to be motivated similarly and simultaneously as *the best groups make room for all parties to bring something into the group.*

Summatively, all of the intrinsic motivational factors recommended by theory are found in the everyday communication of the three interviewed consultants. But once again the actual use of the factors is contingent on the context of the work – the structure of the activity, the group of volunteers etc. As the motivational factors are met the volunteers should, according to theory, be exhibiting energy and enthusiasm in the work process and be more likely to demand and accept responsibility in order to overcome organisational challenges to the benefit of the activity and the organisation.[141]

In sum, the three consultants do, in various ways, live up to the recommendations from theory as it is recapitulated in the table below.

	JRM	**HG**	**LEA**
Characteristics of the consultant's communication with volunteers	Extensive manual, standardised procedures, face-to-face meetings and visits, online networking and knowledge sharing, facilitation of networks, and continuous two-way communication via email or telephone	Manual, standardised procedures, selected news via email, facilitation of networks and meetings, and answering of requests from the volunteers (consultant rarely initiates contact)	No standards, face-to-face meetings and visits, facilitation of networks and online knowledge sharing, and continuous two-way communication via email or telephone

[140] See information on written material p. 32.
[141] Details in section 3.1.2.

Methods for show of respect	Awareness of the needs and wants of the target audience, giving praise and acknowledgement, and showing support for leaders	Awareness of the needs and wants of the target audience, giving praise and acknowledgement, and carefully selecting relevant news for the group to not waste their time	Awareness of the needs and wants of the target audience, giving praise and acknowledgement, and making room for everyone to bring something into the group
Methods for show of responsiveness to and involvement of volunteers	Facilitating knowledge exchanges and inter-group recognition online and at meetings	Facilitating knowledge exchanges and inter-group recognition at meetings	Facilitating knowledge exchanges and inter-group recognition online and at meetings along with letting the volunteers create their own activity as long as it is in line with the purpose of the work of the Red Cross
Intrinsic factors employed in motivation	Recognition, personal growth, responsibility, and sense of achievement	Recognition and the work itself,	Recognition, the work itself, responsibility, and sense of achievement

Figure 4.1. Summative Table of Analysis Findings

By being in line with the academic recommendations the consultants should, in theory, be ensuring a high level of motivation among the volunteer activity leaders making them apt to perform as good as possible in their volunteer work to the benefit of the Red Cross.

4.5. Effects of the Consultants' own Motivations

The three consultants interviewed and presented in this project come across as having relatively different approaches to their tasks as consultants. As a main underlying hypothesis of this project is that the motivation of the Red Cross volunteers has impact on their way of performing the tasks, it is also relevant to briefly look into the motivation of the consultants themselves to attempt to find correlations between their personal motivation and the way they seek to transfer it to the volunteers.

Throughout the interview JRM comes off a highly profit-ambitious consultant with a direct personal interest in his job as a consultant for the second-hand shops. For instance, he states repeatedly states that he has created the job himself and *it is my own invention*. He motivates his volunteers by making them aware of the difference they make to the organisation by making a profit and also seems driven by this himself being aware of making a difference, but a bit disappointed with not being lauded for the result himself as he states that *they (department management) are keen to profit on the results without acknowledging those who have created it.* This could be an indication of a social power needs as described by Argenti, meaning that JRM is motivated by achieving organisational goals and being useful to the organisation. This translated well into him being motivated by achieving the higher levels of the needs hierarchies outlined in Figure 3.3.

HG in the hospital visiting service is in comparison a more passive consultant with less personal contact to the activity's volunteers – e.g. he solemnly refers to them as *the volunteers* rather than *my volunteers*. The interview guideline does not include a question on personal motivation and nowhere along the interview is to be found an indication of what motivates HG particularly. Perhaps it can be assumed that he himself is motivated by the factors he employs in motivating the volunteers of the activity – by having the practical framework in system and by general praise and acknowledgement, corresponding to the two lower needs of Alderfer's needs hierarchy existence and relatedness. To HG servicing the visiting service is only a small part of his job and personal involvement is not an aim as the volunteers should rather have an intimate relation with their local Red Cross branch.

Looking into the interview with the latter consultant LEA from the integration section it becomes apparent that he, also, has a highly personal and active involvement with the activity – he states that he thinks and hopes that his volunteers see him *as a committed person who believes in the importance of his job*, because this is how he *would like to see himself*. Hence, it seems to LEA that the intrinsic factors of achievement, recognition, the work itself, and personal growth function as motivation. Advancement is also a motivational factor as LEA repeatedly formulates a wish to become better at his job via coaching. He is motivated by both relatedness and growth as it is portrayed in the needs hierarchy by Alderfer in Figure 3.3.

As for motivation, in sum, the three consultants seem to be driven by various factors determined by their context and personal preferences – similar to the volunteers. In common is the notion of acknowledgement being a highly motivating factor and the fact they that all perceive their activity to bring something unique to the organisation.[142]

[142] As mentioned on page 37.

4.6. Sub-conclusion on Analysis

Summing up on the previous analysis sections, this sub-conclusion will now attempt to provide an answer to the finishing questions of the project research: How does communication targeted at the volunteer activity leaders at the National Department comply with the recommendations from theory and how could this influence the work of the volunteers?

Briefly outlined, the consultants' communication towards the volunteer activity leaders has not been set standards to by the department management or for that matter by the communications department of the entire Danish Red Cross. Close to no formulated guidelines exist on the matter, and unwritten information sought out by the consultants seem to origin in the random experiences of their superiors who, neither, have had any formal training in volunteer communication. Theory states that internal communication practises should be a high priority within the organisation – in this case both within the National Department and the Danish Red Cross in general. But as neither has provided the consultants with guidance on communication with volunteers this can hardly be said to be the case. The consultants interviewed for this project have not received any written introduction to the topic and only few verbal instructions when inquired about. In this regard, the department management does not live up to theoretical recommendations of ensuring visible, consistent, transparent, authentic, and distinctive communication themselves and thereby does neither provide actual guidelines nor set the good example for the employed consultants to work by as they, according to theory, should with this group of internal stakeholders. Throughout the analysis in this section, however, data collected on the communication by the consultants seem to be very well in line with the recommendations from the theories reviewed in Section 3. The differences in the activities the consultants are in charge of have, though, made the consultants modify the guidelines to accommodate the specific needs and wants of the people involved in their activity – in that way it seems as if each of the three activity sections examined in the paper have their own objectives and, thus, their own tailored communication strategy as opposed to complying with standards set by the Danish Red Cross on an overall level. Like this, the variety in people makes for a variety in management, in motivation, and in communication. The risk in these procedures is that the overall Danish Red Cross may end up with inconsistent communication confusing all stakeholders – the volunteers are a form of ambassadors for the organisation and by having multiple ways of communicating with them the overall image of the organisation may be clouded or even confusing.

In other words, looking into the single activity the communication carried out by all three consultants seem to comply with the recommendations from theory and, thus, the consultants' way of interacting with the volunteers should be highly motivating to this internal stakeholder group. As described in the previous sections, all of the consultants seem to have a good sense of their volunteers and the special characteristics of the task they undertake, why they are very well suited to manage communication best accommodating the enhancement of motivation of the volunteers in question. Hence, the motivation of volunteers at the activities examined should be catered to in the best possible way making them more likely to give as much effort as possible to their volunteer work and, subsequently, less inclined to want to discontinue their engagement with the activity. Also, the context-adapted communication should make them less likely to quit the task as they have a close, committed relation to the consultant and satisfy a personal need by taking part in the volunteer work. However, a dilemma rises in the fact that the Danish Red Cross should strive to work as one unit making consistent communication a top priority to ensure a cohesive image among both internal and external stakeholders. This issue will be debated further in the coming discussion section.

One point is clear from the analysis is, though, that the Danish Red Cross and the National Department do not to make the most of their two unique resources, belief and voluntary workers, communication-wise. An overall newsletter and intranet is available to all volunteers, but their most intimate contact with the organisation via the employed consultants does not seem to be of as high priority to the management of the organisation as it should be according to theory.

5. Discussion: Should the Red Cross Comply with Theory?

As the work of this project shows a large amount of theoretically based advises, recommendations, and guidelines on how to communicate exist. Also, an equally large number of different ways to go about the communicative processes is being practises even in a relatively small organisation as the National Department of the Danish Red Cross. But the practise does not always live up to the requirements of the academia and yet the department is functioning and has been for a long time without any official guidelines on how the employed consultants should communicate with the volunteer activity leaders. This leads to the question of whether acting in compliance with theoretical guidelines is always a benefit to an organisation. A dilemma is posed in the analysis, and the theory reviews present arguments both that communication should be both overall consistent while at the same time tailored to the needs of all stakeholders. This contradiction is the basis of the following discussion.

Renowned Danish researcher Verner C. Petersen argues in a letter to the editor based on his work in the book *Beyond Rules in Society and Business* that sticking to ready made guidelines should hardly ever be an objective in any case. He states that *a standard reaction is problematic because it undermines the need for self-regulation and independent thinking creating a society where individuals and organisations merely follow rules and regulations without considering the actual purpose of their actions.*[143]

He goes on to claim that the citizens would be better off if forced to consider how they ought to behave in order to serve both their own and society's interests in the best possible way. By setting rules individuals are prevented from thinking on their own and, thus, they do not gain an opinion on their actions. Therefore, it would be beneficial, Verner C. Petersen argues, to leave more decisions to the individual for him or her to have the opportunity to realise and examine own attitudes and live by them. He goes on to conclude that *only the actions founded on own values are truly worth something as they show how we are as human beings and organisations.*[144]

The work of Verner C. Petersen forms an interesting base for a discussion on whether the purpose of the problem statement on how to optimise the communicative processes is beneficial to the National Department. According to this way of seeing the world, a standardised set of

[143] Translated section of *Lovgivning ødelægger samfundsborgerne* (2007). Appendix 8.
[144] Translated section of *Lovgivning ødelægger samfundsborgerne* (2007). Appendix 8.

guidelines to the communication between consultants and volunteers would prevent the consultants from independently thinking through the communicative needs and wants of their volunteer activity leaders and, thus, most likely keep them from achieving the real purpose of the communication.

The analysis of this paper presents three very different approaches to volunteer communication which have all formed on the basis of the target audience of the communication and the personality and preferences of the employed consultant communicating with it.

Any organisation is comprised of people. One way of defining an organisation is, in fact, as a social arrangement which pursues collective goals, meaning that an organisation is dependent on the people it encloses. Hence, it can be argued that there should be room for these individuals to make their own impressions on their jobs and on the interactions of the job to also have an effect if relevant as communication is a two-way process. While one thing may work great for one person but may not be a benefit in another situation for another individual – for instance consultants LEA and JRM are highly visible and participant in the local communities while their colleague in the hospital visiting service has no need to be in such close interaction with his volunteer activity leaders. As a matter of fact, consultant HG should avoid being to recognisable to the volunteers as they are supposed to go to their local Red Cross branch for advice and support rather than to him at head quarters.

Another example is the need for communicating specific rules and regulation to the volunteers at the hospitals as they have to co-operate with the hospital in question and comply with health precautions – this entails a detailed and thorough information on these topics towards the volunteers which is not required in for instance a home work aid group in the integration section. Hence, different contents give different requirements for communication. And also, the objectives for the activity formulated by consultant in charge can affect the need for various communicative processes – consultant JRM strives to ensure a consistency in the management of recycling shops nation wide and, therefore, he needs to communicate his rules and regulations in a manner quite similar to the one of his colleague in charge of the hospital visiting service providing the volunteers with formulated guidelines to be followed. In addition, the guidelines created and enforced by the consultant have created a great growth in profitability of the shops which, he argues, is a great source of motivation for the volunteers who, then, see the purpose of the regulation. The groups of volunteers at the other projects are according to their consultants likely to be motivated by other things like societal development or personal growth and, thus, communication should be customised to the group in question. In sum, different people and different contexts call for different ways of communication and motivation.

However, guidelines on sound communicative practices can be employed, this project argues, if employed after consideration of their relevance in the particular situation. For example the guidelines on written communication presented in the course provided by the management of the National Department and in the four main points presented in summary of the theory review of this paper are so general that everyone can benefit from considering them in the communication – not to standardise, but merely to ensure that the communication is as comprehendible to the audience as possible. Also, being consistent in the communication and making sure that all communicated messages are in line with the overall objectives of the organisation should be striven for as the target audience is bound to be confused and possibly de-motivated if not able to understand the coherence between his or her work and that of the organisation. This is a way of combining inspiration from general theoretical findings with independent thinking by the employed consultant with the objective of achieving the communicative processes best suited for his or her exact purpose. Like this, the model of creating starting points for a communication strategy presented in Figure 3.1. can be modified to fit the needs of the Danish Red Cross' National Department as illustrated in the coming model.

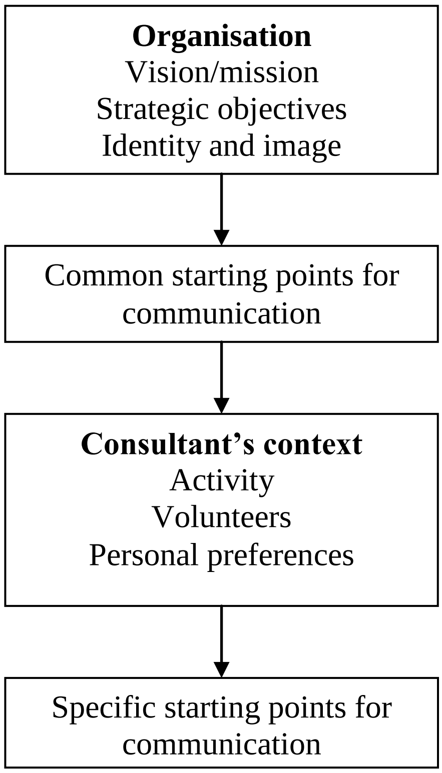

Figure 5.1: Modified Model of Starting Points for Communication with Volunteer Activity Leaders

The model shows the possibility of incorporating the overall organisation into the communication of the consultants by making a basic line of starting points for communication – a form of hierarchy of communicative guidelines. Included with the common starting points for communication could be specific examples of how the guidelines can be put into function – for instance the guideline of making sure that the communication is in line with the founding principles of the Red Cross could be exemplified by non-discriminative terms to use when mentioning immigrants and refugees or disabled and elderly target users of the activities. This is a way of providing the consultants with inspiration and tools to use when communicating. Subsequently, the specific characteristics of the single activity and consultant will make for additional, tailored communicative starting points still taking point of departure in the common, organisational starting points.

The conclusion to the questions beginning this discussion is, then, that the Red Cross should not blindly comply with theory but rather focus on making the employed consultants competent to make the communicative choices best suited for their particular personality, activity, and target audience. This is also very well in line with the organisation's founding principle of universality making room for diversity both among employees and volunteers. A point of critique aimed at the organisation and the management of the National Department could be, then, that they do little to inspire the consultants by providing them with knowledge of communicative tool to choose from and modify according to their own needs and wants.

6. Conclusion

The focal area of this project is the communication taking part between the employed consultants in the National Department of the non-governmental organisation Danish Red Cross and the volunteer activity leaders in charge of managing the Red Cross activities on a day-to-day basis. The aim of the investigation has been to determine how this communication is carried out and, in theory, should affect the motivation that the volunteer activity leaders have for the performance of their volunteer work. Hence, the research set out to answer the following problem statement: *How is communication towards the volunteer activity leaders of the National Department of the Red Cross in Denmark conducted by the employed consultants and how could the process be optimised in relation to theory?*

On an overall level, the problem statement is founded in the interplay between constructivist and subjectivist epistemology both based on the notion that *all social reality is constructed*.[145] In this project, the constructivist approach to the world is embedded in the problem statement as it is formulated on the general hypothesis that the ways the employed consultants at the Red Cross's National Department communicate with the volunteers have a more or less direct influence on the motivation and work of those.
The research of this project is grounded in a phenomenologist paradigm. This entail that the research has its focus on meanings and on trying to understand what is happening. However, the structure of the research is also designed to deduce theory and for this project, the two will interplay, as the academic work of other theorists form the basis of the interpretation of the empirical data, while the interpretation of the data, simultaneously, can affect the conclusion of the project in an inductive matter. Hence, the objective of this project is both to generate a hypothesis from theory, to test it using empirical data and to let the interpretation of those data influence the new hypothesis that forming the answer to the problem statement.

The academic work reviewed for this project provide a number of recommendations to be taken into account in order for an organisation to communicate in a manner most motivating to an internal target audience such as the volunteer of the National Department's activities. In short, these guidelines include the notion that the organisation should seek to be visible, transparent, distinctive, consistent, and authentic. All communication should, furthermore, be in consistency

[145] Esterberg (2002) p. 15.

with the overall strategy of the organisation. Also, all communicative processes with the volunteers should be carried out in an atmosphere of respect and the volunteers should be listened to and their ideas and expertise should be used and given thanks for. And lastly, the consultants should consider the intrinsic factors that can motivate the volunteers when planning and carrying out their communication: Sense of achievement, recognition, the work itself, responsibility, advancement, and personal growth.

The empirical data gathered for the analysis primarily consist of interviews with three of the National Department's consultants, as little information on the communicative practices directed at volunteers exist in writing. The brief version of the analysis conclusion is that the three interviewed consultants have quite different approaches to handling their job and communicating with the volunteer leaders of their activity. Their ways of working with the field of study seems determined by the context in which they work, which is in line with recommendations from theory stating that all communication should be considerate to the context in which it is to be carried out. The differences in the activities the consultants are in charge of have made the consultants modify their communication to accommodate the specific needs and wants of the people involved in their activity – in that way it seems as if each of the three activity sections examined in the paper have their own objectives and, thus, their own tailored communication strategy as opposed to complying with standards set by the Danish Red Cross on an overall level. Like this, the variety in people makes for a variety in management, in motivation, and in communication. In other words, looking into the single activity the communication carried out by all three consultants seem to comply with the recommendations from theory and, thus, the consultants' way of interacting with the volunteers should be highly motivating to this internal stakeholder group.

However, the management of the National Department is given criticism as it does not provide the consultants with any form of mandatory, formulated guidelines as to how to communicate with the volunteer activity leaders – this is in contrast to theoretical recommendations by Bonk., Griggs, and Tynes (1999) stating that staff members should have a full briefing on the organisation's communication strategy.[146]

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[146] Details on p. 58.

In this regard, the department management does not live up to theoretical recommendations of ensuring visible, consistent, transparent, authentic, and distinctive communication themselves and thereby does neither provide actual guidelines nor set the good example for the employed consultants to work by. This endangers the consistency of the communication at an organisation-wide level and give rise to the question of whether internal communication is given sufficient priority within both the National Department and the Danish Red Cross overall. The risk of this is that the overall Danish Red Cross may end up with inconsistent communication confusing all stakeholders – the volunteers are ambassadors for the organisation and by having multiple ways of communicating with them the overall image of the organisation may be clouded or even confusing. In addition, in the lack of consistent information on communication practises directed at the employed consultants the Red Cross does not seem to acknowledge the work of this internal stakeholder group sufficiently and, thereby, the consultants' involvement in the organisation is not fully taken advantage of.
The analysis, furthermore, uncovers that the Danish Red Cross and the National Department do not to make the most of their two unique resources, belief and voluntary workers, in a communicative perspective. An overall newsletter and intranet is available to all volunteers, but their most intimate contact with the organisation via the employed consultants seems to be of less priority to the management of the organisation.

It can be debated whether the purpose of the problem statement on how to optimise the communicative processes is beneficial to the National Department. According to Verner C. Petersen's way of seeing the world, a standardised set of guidelines to the communication between consultants and volunteers would prevent the consultants from independently thinking through the communicative needs and wants of their volunteer activity leaders and, thus, most likely keep them from achieving the real purpose of the communication.
However, guidelines on sound communicative practices can be employed, this project argues, if employed after consideration of their relevance in the particular situation. A hierarchic system could be made where the overall purpose of the organisation is still the formulated common starting point for all communication, but with the incorporated possibility of the consultants achieving the purpose in the manner most suited for their exact situation. Like this, there are both guidelines and freedom for interpretation and adaptation. This does currently not appear to be far

from the reality of the National Department, but it has yet to be formulated to ensure the consistency and transparency of the communiation.

The management of the National Department has appointed a group of employees to examine and debate the future role of the consultant. The results of this thesis will be included in their work. Further along, it could be highly interesting to examine the actual effects the communication has on the volunteer activity leaders as mentioned in the limitations section. Also, a general expansion of the research could be interesting to undertake – maybe in other departments of the Danish Red Cross, at a cross-national Red Cross level or in a comparison with other NGOs or estimable business companies. The result of such a study could – as well as those obtained in this thesis – serve as inspiration and motivation for the department management to create the best possible frames for the employed consultants to fill when communicating with the volunteers in a manner that will motivate them to perform optimally in the interest of the Danish Red Cross.

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