TOOL

RICH PICTURE OF THE ORGANIZATIONAL LANDSCAPE AND VOLUNTEER CULTURE

WHY

DUF supported projects are required to promote volunteerism and ensure that volunteers have a say in the organizations that carry out the projects. Volunteering happens in many different ways – it depends on the organization and society you are part of.

To **understand the volunteer culture in an organization** it is often useful to talk about the following themes:
• How is volunteerism understood and how are **volunteers valued** in the organization?
• What are the organizational **structures**, **roles** and **responsibilities** of staff, volunteers, members?

A Rich Picture drawing can help you to capture and analyze complex organizational relationships – and can provide a lot of information in a nuanced and holistic way.

WHEN

A rich picture of an organization and its volunteer culture can be useful to start up a dialogue with an organizations management on volunteerism during partner identification and preparatory studies. It is also a useful analytical tool, when drawing up volunteer policies and strategies and discussing issues such as motivation, recruitment, retaining and handover. It is good to draw up images with both the organizational management and volunteers – as their perspectives may differ.

≫ How to do Rich Pictures

Rich pictures can be drawn in many different ways; here are some guidelines:

1. You don't have to be an artist to produce a rich picture. All you need is a very large piece of paper (flipchart-sized or bigger), lots of coloured pens and some time to think.
2. The focus of the picture should be the issue you want to explore in your organization
3. Use all the space available – spread out the parts of your picture but leave some space for adding new insights to the picture along the way
4. Include yourself in the picture – you don't have to be at the centre but you should be in there somewhere!
5. Include key people, teams and structures within and outside the organisation.
6. Represent the issues, problems and concerns of the people in the diagram using drawings, speech bubbles and thought bubbles (just like comic books).
7. Use metaphors – for example, if you think someone is forcing their views on others, draw them on an elephant!
8. Represent types of relationships using arrows, lines or any other way you can think of.
9. Represent the climate or quality of the relationships using symbols such as dark clouds, sunshine, lightning flashes or any other way you like.
10. Make it colourful and let your creativity flow.

HOW

Draw a Rich Picture with a focus on exploring the volunteer culture in your organization.

Show where the volunteers are placed in the organizational structures, what their role is and how their relationship is with the rest of the organization and in the project. Include key people, teams and structures within the organization – and maybe also stakeholders outside the organization. Also include the partnership connection in your drawing.

You can talk about the following questions on the basis of the rich picture:

How is volunteerism understood and how are volunteers valued in the organization?

Where are the volunteers placed in your organization?
• Where are the volunteers placed in regards to your partnership and projects?
• What other key persons, teams and structures are important in relation to the volunteers?

What is the relationship, the roles and responsibilities among staff and volunteers?
• What roles do the volunteers play in the organization?

Which tasks and responsibilities do the volunteers have now?
• To what extent and how are the volunteers involved in decision making processes around their own work? In regards to the organization? At what levels?

Are there any issues relating to gender? – in regards to the composition of the volunteer group, the tasks, the influence on decision making processes.

The Rich Picture is a tool taken from Soft Systems Methodology and the toolkit paper is inspired by material developed by INTRAC