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Upfront

Happy-Face Blues: How supervisors exhaust their workers by constraining their emotions. By Marguerite Rigoglioso

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people of the value of your product will be enough. And yet marketers have often come to nonprofits with just that attitude. "We've done a very bad job at practicing what we preach," she says.

Another problem with translating for-profit marketing techniques for nonprofits is that some concepts just don't cross over very well. Florence Green, executive director of the California Association of Nonprofits, points to the conflicts many nonprofits have about who their customers are. Nonprofits want to help those to whom they provide services, but in many instances, the people they really have to serve are their funders. This is a complex marketing challenge.

Kurt Aschermann, the chief marketing and development officer of the Boys & Girls Clubs of America, points out an additional factor that influences whether a nonprofit adopts marketing techniques: its board. His board, for example, includes CEOs of Fortune 500 companies who recognize marketing's power and are familiar with its tools. They were initially reluctant to mix marketing with their nonprofit work, but that discomfort didn't last. In the early '90s, for example, the Boys & Girls Clubs had a $280 million budget. "Then we got aggressive on a branding strategy. This year, we'll crack $1.2 billion."

Andreasen says that as more nonprofits become familiar with marketing tools and see their results, the barriers he saw will fall. In the meantime, marketers like Sutton have to reassure nonprofits that borrowing marketing tools from the business world is not antagonistic to their goals and values: "I say it's like accounting – you can use it to do your books or you can use it like Enron. It's how you use it that matters." *–Maia Szalavitz*

Happy-Face Blues

How supervisors exhaust their workers by constraining their emotions

A job that requires constant contact with demanding clients can be emotionally exhausting. But supervisors affect whether the job is ultimately rewarding or a complete drain, reports an article in the September 2005 issue of the *Journal of Applied Psychology*. The authors show that managers who push frontline workers to "put on a happy face" tend to burn out their employees.

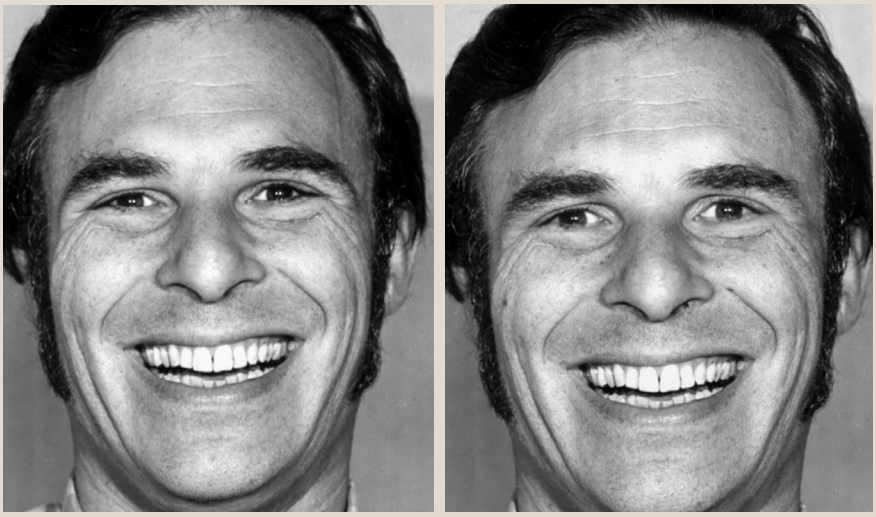
"It's not being required to know products well or even being monitored that gets to people," explains study co-author Steffanie Wilk, "but rather being pressed to detach from what's going on and adhere to certain 'display rules' – narrow requirements governing the kinds of emotions they can show on the job." Wilk, an expert in human relations at Ohio State University, co-authored the study with Lisa M. Moynihan, an organizational behavior specialist at the London Business School. While previous studies established that interpersonally demanding jobs lead to burnout, Wilk and Moynihan are among the first to explore how supervisors can improve or worsen employees' experience.

In the authors' survey study, more than 1,000 call center workers in a large telecommunications company reported how frustrated they are with their jobs. Then the workers' supervisors expressed how much importance they place on workers' product knowledge, technical competence, and interpersonal skills. Workers whose supervisors strongly emphasized interpersonal skills – requiring that employees remain calm and cheerful with even the most irate callers – had elevated burnout scores.

Paul Ekman, author of "Emotions Revealed" (Times Books, 2004) and originator (in 1969) of the term "display rules," suggests that managers give workers in tough client-facing jobs outlets for their true feelings. "Maybe they need breakout sessions to debrief and vent," he says.

One San Francisco Bay Area domestic violence organization does just that.

For all their bang, nonprofit auctions generate few bucks.



The differences between real and artificial smiles are subtle, but their consequences are not. Employees forced to fake positive emotions burn out faster.

PHOTOGRAPHS BY PAUL EKMAN, © 2003

Its counselors receive 40 hours of interpersonal skills training and regularly meet in support groups. And far from being required to "grin and bear it," counselors are allowed, for example, to temporarily dismiss clients who are themselves becoming hostile, and to refer particularly trying situations and cases to other counselors. "We model healthy behavior for our clients, and we get complete affirmation on that from our executive director down," says Leslie Portola [a pseudonym], community programs director for the organization.

"Dealing with life-and-death issues related to domestic violence every day is hard work," says Portola. Her organization provides two crisis hotlines, legal advocacy, counseling, support groups, and housing to victims of domestic abuse. "We encourage our employees to take care of their own needs and emotions as part of that work."

Whether they're in a call center or crisis center, managers are the key to helping employees stay resilient wherever clients demand everything one's got. *–Marguerite Rigoglioso*

Going…Going…Sold for Too Little!

Why nonprofit auctions are inefficient, and how they can raise more money

PHOTOGRAPH COURTESY OF FLASHPOINT PRODUCTIONS

For the past eight years, Westminster College, a nonprofit college in Salt Lake City with 2,500 students, has held an annual live and silent auction to raise scholarship money. But next year, there won't be an auction.

"Even though our auctions were successful overall, we had to admit that the staff and volunteer time involved in getting several hundred auction items donated, tracked, and presented did not measure up against the money [the auctions] raised for student scholarships," says Kami St. John, director of annual giving at Westminster.

An August 2005 *Journal of Political Economy* article similarly concludes that conventional auctions are "inept fundraising mechanisms," as wrote its authors, Jacob K. Goeree of the California Institute of Technology, Emiel Maasland of Erasmus University Rotterdam, Sander Onderstal of the University of Amsterdam, and John L. Turner of the University of Georgia.

Goeree and his colleagues explain that nonprofit auctions face a free-rider problem that ultimately reduces how much their participants bid for prizes. Participants in charity auctions, unlike those at for-profit auctions, have two motivations: to win prizes, and to support the cause. Even if they don't succeed at winning prizes, they can still feel that they are supporting the cause. Moreover, while winning bidders get a prize and the satisfaction of helping the charity raise money, a "losing" bidder can get the satisfaction of helping to raise money without actually spending a dime. As a result, bidding is dampened, and money raised at nonprofit auctions tends to be lower than the amount generated by equivalent for-profit auctions.

Take, for example, a charity wine auction. Participant A bids $100 for a bottle of wine. If his bid is highest, he will have the satisfaction of helping the charity raise money and of enjoying the wine. But this double pleasure will cost him $100. Meanwhile, Participant B could raise the bid to $110. But even if she does not raise the price and win the wine, she can still get the singular satisfaction of watching the charity raise money – albeit at Participant A's expense. Because Participant B can free ride on Participant A's bid, she will not bid the amount that she would have