

# **THE ENCORE IMPACT PROJECT:** A STUDY OF ENCORE TALENT AT WORK

**By Jim Emerman and Betsy Werley**

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## THE ENCORE IMPACT PROJECT

What do we know about the impact of people over 50 on the nonprofits or public agencies where they work or volunteer?

This is a critical question for organizations eager to tap into the skills, expertise and life experience of the growing numbers of older adults who seek a next chapter focused on social purpose. It is an essential question for organizations within the encore movement – a growing global network determined to bring this source of talent to the social sector. But relatively little research has yet described these roles or begun to quantify the value of encore talent.

The Encore Impact Project, a survey of 103 professionals whose organizations have used encore talent, begins to describe the ways in which people in paid and pro-bono encore engagements advance the mission of these organizations, augment their capacity and benefit the communities they serve. It also helps us understand the personal characteristics of people in successful encores and how these factors might relate to their ability to deliver impact.

Here's what we found:

### **Encore engagements have a big effect on communities.**

- Four in five people in encore roles (80 percent) positively affected five different measures of community impact, e.g., contributing direct labor that the community might not otherwise be able to access and increasing community resilience.
- Nearly as many (79 percent) contributed direct labor in service of the organizations' missions.

### **People in encore roles contribute in ways that are usually associated with professional staff.**

When we think about encore engagements, we commonly assume they are providing direct service, as indeed they often are. But the 100+ supervisors we surveyed reported some surprising areas of impact by nearly 1,700 people, most of whom were volunteers.

- Almost three-quarters of people in encore roles (73 percent) contributed new ideas, approaches or tools to their organizations.
- Two-thirds provided work that helped (or had the potential to help) in scaling up the organization's work.
- More than half (52 percent) helped to implement approaches to increase visibility to funders.
- Almost half (49 percent) helped reduce operating costs or improve service delivery.
- Nearly four in ten (39 percent) were involved in launching new programs.

### **Characteristics associated with experience and maturity contribute to impact:**

- Two frequently observed characteristics (noted in 86 percent of participants) were having knowledge or background that was helpful to the work and integrating well with the team.

Other frequently observed characteristics:

- Successfully explaining, mentoring, coaching and building relationships with others (81 percent).
- Working well with complexity and the dynamics of the role (83 percent).
- Being able to see others' perspectives (80 percent).

These data underscore the utility of encore talent: The return on what is often a relatively modest investment can be dramatic and enduring. The characteristics that people in the encore stage of life bring to their work allow them to serve in varied roles and in capacities where their impact can be quite significant.

The high levels of impact reported here also likely reflect how the study partners – organizations that are particularly invested in bringing experienced people to the nonprofit and public sectors – integrate such talent into their organizations. Each program in our study carefully selects and monitors the work of these individuals at the nonprofit and public agencies where they are matched. They make sure that the agencies have in place strong programs for managing encore talent, and are fully committed to using the talent offered and providing the resources to make the engagement a success. These characteristics of well-managed programs are as critical to success as the talent and personal characteristics of the encore-stage individuals.

### **Genesis of the Project**

In late 2014, Encore.org leadership initiated the Encore Impact Project to evaluate the impact of the 50+ talent engaged in social-impact work across a range of settings. We did so to address misperceptions held by many key stakeholders, including funders, the media and nonprofit organizations that could benefit from encore talent, and to provide **quantitative data** to fill out a rich store of anecdotal stories about how people in encore roles were making a difference.

### **Study Partners**

Geographic partners who helped collect data were in Portland, Seattle, California, New York, Denver, the Phoenix and Kansas City areas, and in Central New Mexico. All organizations studied are participants in Encore.org's Encore Network and have long and varied experience with encore talent in volunteer/pro bono, stipended or paid roles (depending on the organization). (Appendix A provides descriptions of participating organizations.)

Study Partners	Program Model	# of Supervisors Surveyed	# Individuals reported on
<p>Encore Fellowships Network Experience Matters, Phoenix United Way, Central New Mexico New York Encore Fellows Social Venture Partners, Portland and Seattle Encore American Leadership Forum Silicon Valley Encore Fellows Aspiranet, California-wide</p>	<p>6-12 month fellowships, placing experienced (corporate) retirees in nonprofit host organizations in a various issue areas and of roles, often focused on building organizational capacity.</p>	<p>42</p>	<p>59</p>
<p>Jesuit Volunteers EnCorps-Seattle and Portland</p>	<p>Primarily experienced professionals in volunteer service, participate in religious community</p>	<p>6</p>	<p>15</p>
<p>Boomers Leading Change in Health - Denver</p>	<p>A small number of stipended AmeriCorps volunteers and a larger number of pro-bono volunteers, working to improve community health outcomes.</p>	<p>4</p>	<p>212</p>
<p>Coming of Age: Kansas City/Shepherd's Centers Central - Johnson and Clay Counties, Missouri</p>	<p>Volunteers work in an array of nonprofit organizations; talent often comes from corporate partners. volunteers, RSVP program, more.</p>	<p>20</p>	<p>1,028</p>
<p>NYC RSVP and AARP Experience Corps</p>	<p>RSVP Model: Pro-bono senior/ executive talent and AARP Experience Corps, adults 50+ placed in school classrooms as reading mentors.</p>	<p>12</p>	<p>330</p>
<p>ReServe NYC</p>	<p>Retired professionals work in temporary placements and earn \$10/hour. ReServe is the agency of record for these temporary staff working in nonprofits and public agencies.</p>	<p>19</p>	<p>54</p>
<p><b>TOTALS</b></p>		<p>103</p>	<p>1,698</p>

## **Study Priorities**

Priorities were developed in consultation with the six partner organizations:

- Gather quantitative, convincing data to augment rich stories.
- Document the relationship between encore talent characteristics and impact.
- Develop and test impact measures that include impact on social mission, organizational capacity, and communities and can be used by local organizations.
- Develop a set of personal characteristics of the 50+ group related to impact that apply to volunteers and skilled, compensated encore professionals.

## **Survey Design and Methods**

A literature review generated many types of potentially relevant impact measures. Choices of which impact questions to include were made after reviews by 10 senior leaders of the participating nonprofits. Since the organizations surveyed undertake markedly different types of work and engage 50+ talent in many ways, the review eventually converged on a group of questions that were relevant to all and helped to illuminate the larger story of 50+ talent engagement across the U.S.

The questions selected considered three categories of impact:

- Impact on social mission
- Impact on communities
- Impact on organizational capacity

Wherever possible, the study repurposed existing impact measures (for example, in the evaluation surveys used by the Encore Fellowships Network). Where none could be found, we created impact measures. (See Appendix B for a list of selected resources.)

The study also asked about the prevalence of certain personal characteristics shared by encore talent. We asked these questions in order to discover whether mature talent can work well with younger colleagues, learn new things to do different work and otherwise determine if encore talent generally fit well in their engagement situations.

To develop measures of individual characteristics tied to impact, we looked at research on professional mastery, which shows that those who achieve mastery nearly always do so later in their career.

While education is a factor, experience and self-driven achievement are more influential.<sup>1</sup> The Cochrane-Weiss-Shanteau Index, for example, links greater mastery among older individuals to greater:

- Ease of diagnosing complex situations,
- Ease of execution in hands-on projects,
- Situation grasp, allowing prediction of results and cause-effect and
- Skill in communicating diagnosis, logic, strategy impact.<sup>2</sup>

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<sup>1</sup> Eriksson; Simon; Zsombok & Klein; Vickers

<sup>2</sup> Weiss, D.J. & Shanteau, J. (2003). Empirical assessment of expertise. *Human Factors*, 45, pp 104-114.

We also examined the work of scholars who study the general characteristics of mature adults. Fredda Blanchard-Fields found that older adults solve emotionally salient and interpersonal problems in more effective ways than do younger adults because they self-regulate more effectively. Laura Carstensen and colleagues, interested in the positive aspects of older adults' cognitive functioning, find that positive emotional experiences capture more attention in older adults, in contrast to youth, for whom negative material captures more attention. The difference in focus affects how younger and older adults regulate emotions, which changes behavior.<sup>3</sup>

Finally, since the study asked participants for their professional observations and judgments, the instrument asked about respondents' confidence in their answers. There is ample literature on the building of professional expertise across a career, but the confidence questions were included to help establish credibility for these respondents' answers, particularly because some respondents were entering their judgement on many individuals. Answers in which respondents expressed low confidence could have been discarded but were not; the data reported below includes the few low-confidence answers that did exist. (See Appendix C.)

Once the survey was designed, data collection partners distributed a web link to their survey instrument to the nonprofit organizations that had used encore talent in paid and pro bono roles over the past two years. (The complete survey instrument is [here](#).) The nonprofits in turn distributed the survey link to program managers, volunteer coordinators who directly observed 50+ talent performance, or senior program directors who received personnel evaluations of encore talent and who completed the survey.

In this way, the survey captured retrospective professional observations from people supervising encore talent in the two years prior to the survey. In all cases, the encore volunteers, consultants and staff had received some level of training before their encore engagements, and all of the organizations monitor performance and react appropriately.

Study respondents were instructed to answer questions for all encore engagements they observed or formally managed over the past two years. In many cases, respondents reported on a single engagement. Some reports assessed a small number of encore workers. In a few cases, many more engagements were reported, from 20 to 200 or more volunteers. Respondents who reported on multiple encore engagements were asked to provide relative percentages of this group that fit certain characteristics or relative percentages that provided observable impact.

Appendix D addresses some frequently asked questions regarding the survey design and methods.

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<sup>3</sup> Blanchard-Fields, F. (2007). Everyday problem solving and emotion: An adult development perspective. *Current Directions in Psychological Science*, 16, 26-31. Carstensen & Mikels, J. A. (2005). The intersection of emotion and cognition: Aging and the positivity effect. *Current Directions in Psychological Science*, Vol. 14, No. 3 (Jun., 2005), pp. 117-121. Schiebe, S. & Blanchard-Fields, F. (2009). Effects of regulating emotions on cognitive performance: What is costly for young adults is not so costly for older adults. *Psychology and Aging*, 24, pp 217-223.

## Findings: Impact in Encore Engagements

Across the board, regardless of the type of encore engagement, respondents from the six partner organizations reported high levels of encore impact in many categories.

Given that the vast majority of engagements were with organizations primarily utilizing a volunteer model, most often in community settings, the most frequently observed type of impact was related to community impact. Every type of impact that comprises community impact was observed in at least 80 percent of engagements. Impact ranged from the most common – contributing labor or skills that the community might otherwise not have been able to access (91 percent) to the least – enabling community ability to take collective action (81 percent).

As would be expected, given the role of volunteers and other encore talent in serving the social mission of the organizations where they are engaged, additional measures of impact included:

- Contributing labor in direct service of the mission (79 percent) and
- Helping (or had the potential to help) scale up mission-related activities (67 percent).

Beyond these expected areas of impact, encore talent contributed significantly to *many other type of social mission and organizational impact*, from a minimum of 35 percent (developing metrics and performing analysis) to 73 percent (contributed new ideas, approaches or tools). They also implemented approaches to increased visibility to funders, reduced operating costs or improved service delivery, strengthened staff, board or volunteer commitment and launched new programs in the service area. (For particulars, see Figures 1 through 3, below.)

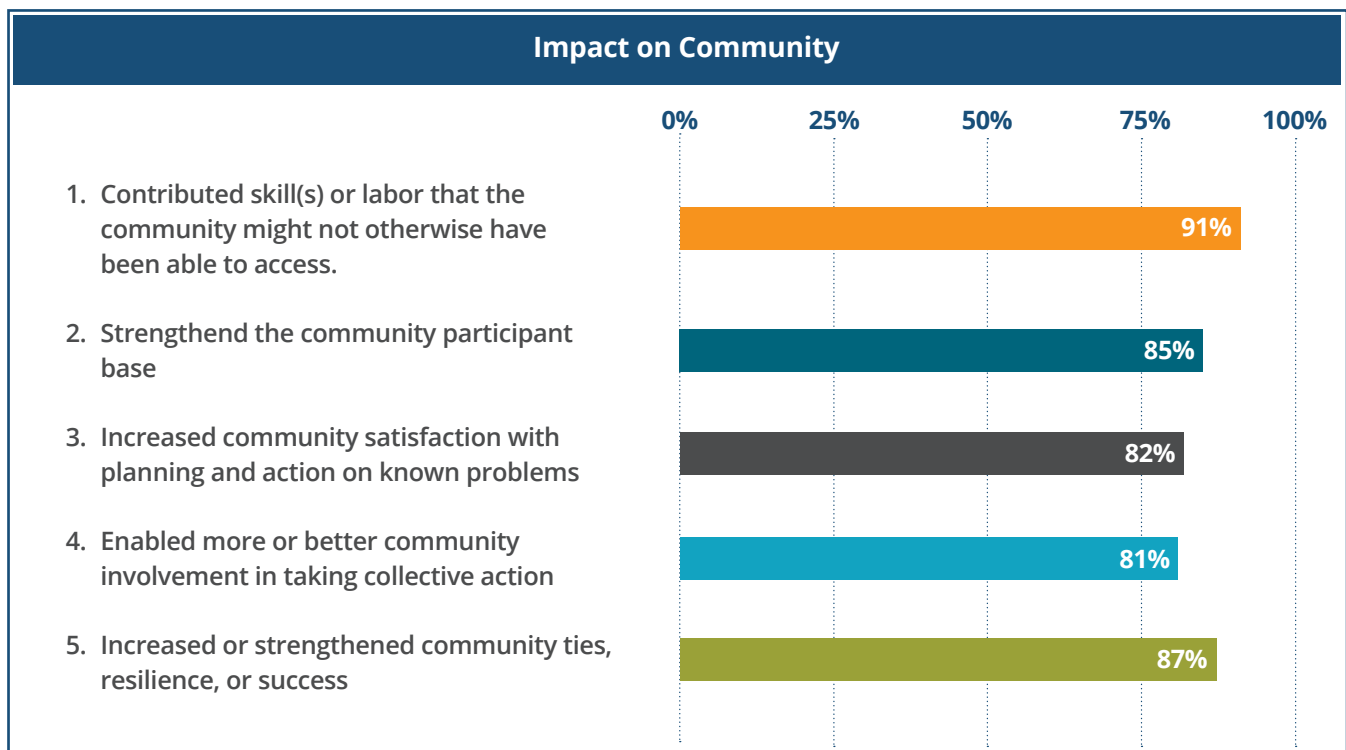


Figure 1



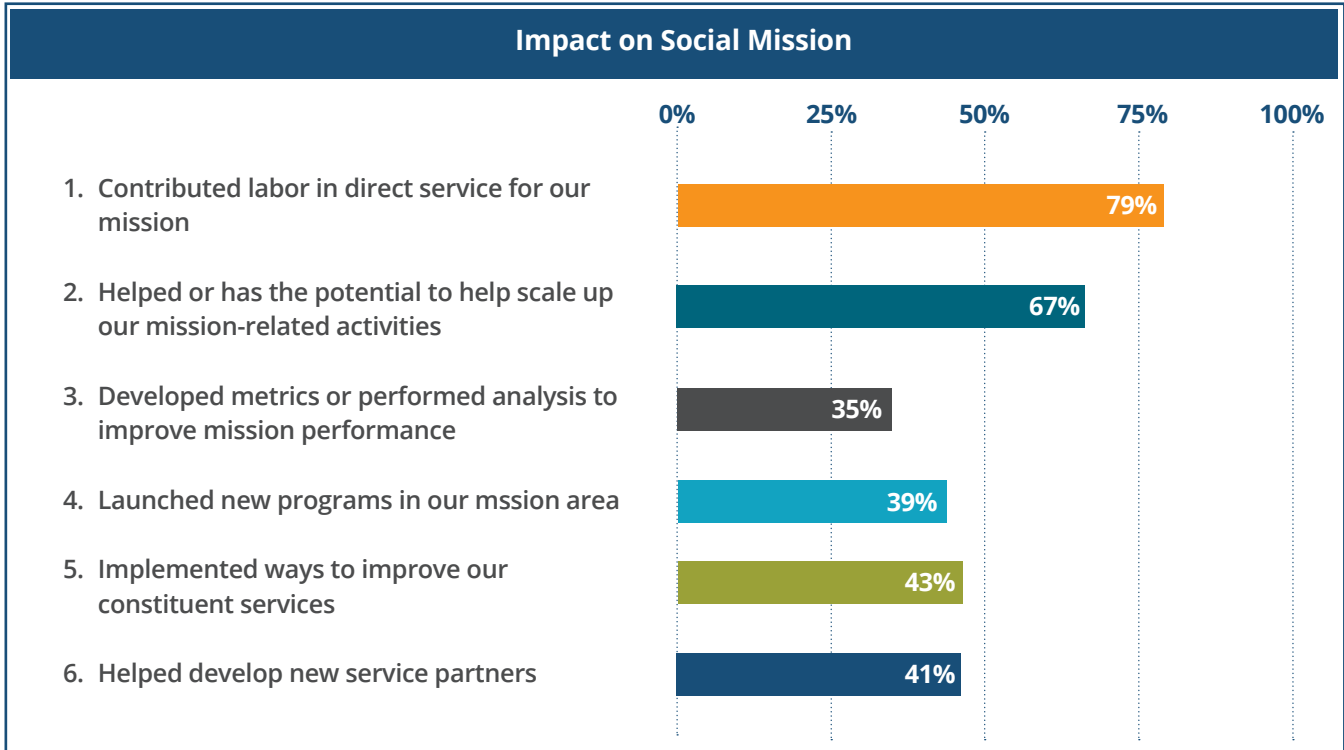


Figure 2

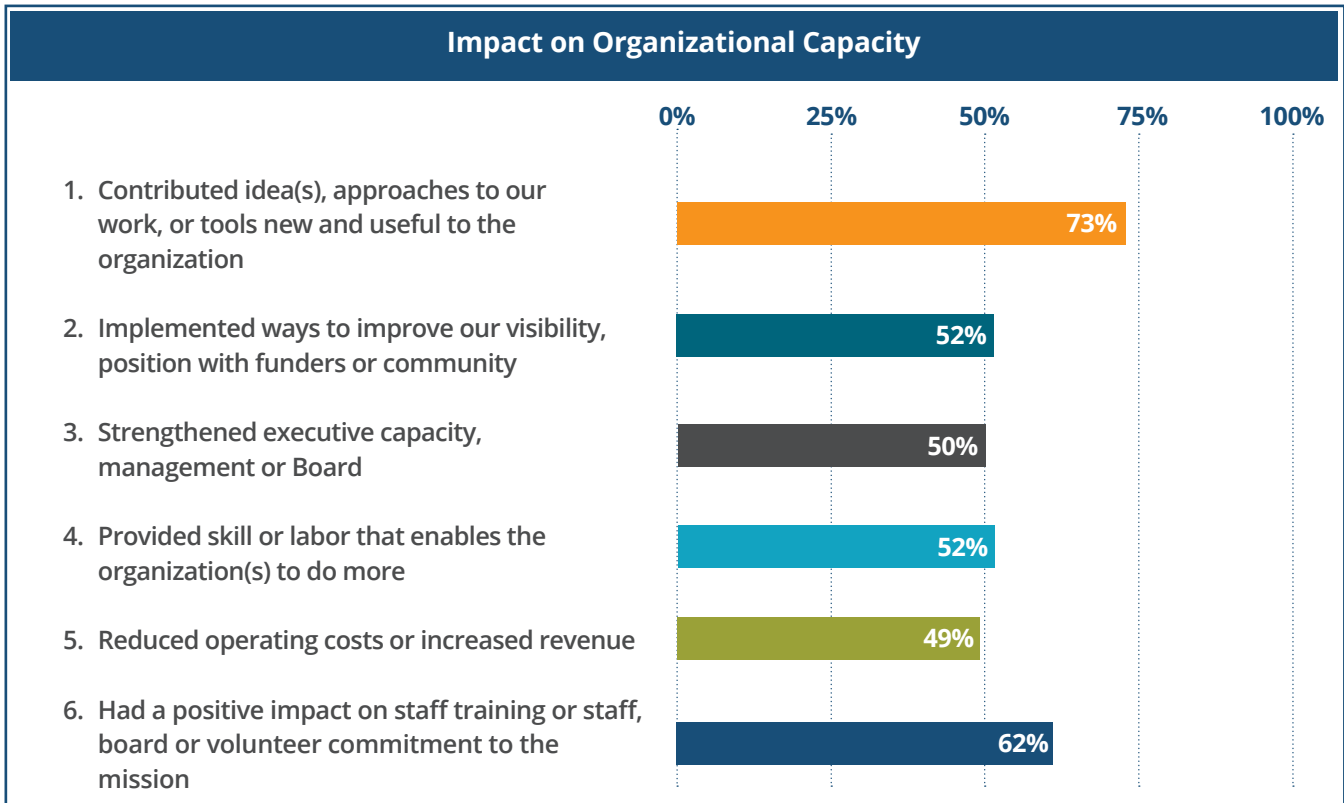


Figure 3

## Discussion

The personal characteristics observed in these encore engagements were all observed at high frequencies. The careful selection process and engagement monitoring employed by study partners in selecting their encore talent and in monitoring their engagements were undoubtedly important contributors to these results. Although direct correlation between these characteristics and the impacts observed is not statistically possible, it seems clear that more mature individuals have the kinds of impacts observed across these settings.

In addition to the characteristics the people in encores bring to their work, we believe that these findings exist in part because the organizational partners actively manage their 50+ talent and observe their performance. This active management contributes to their success. (For specifics, see Figure 4 below.)

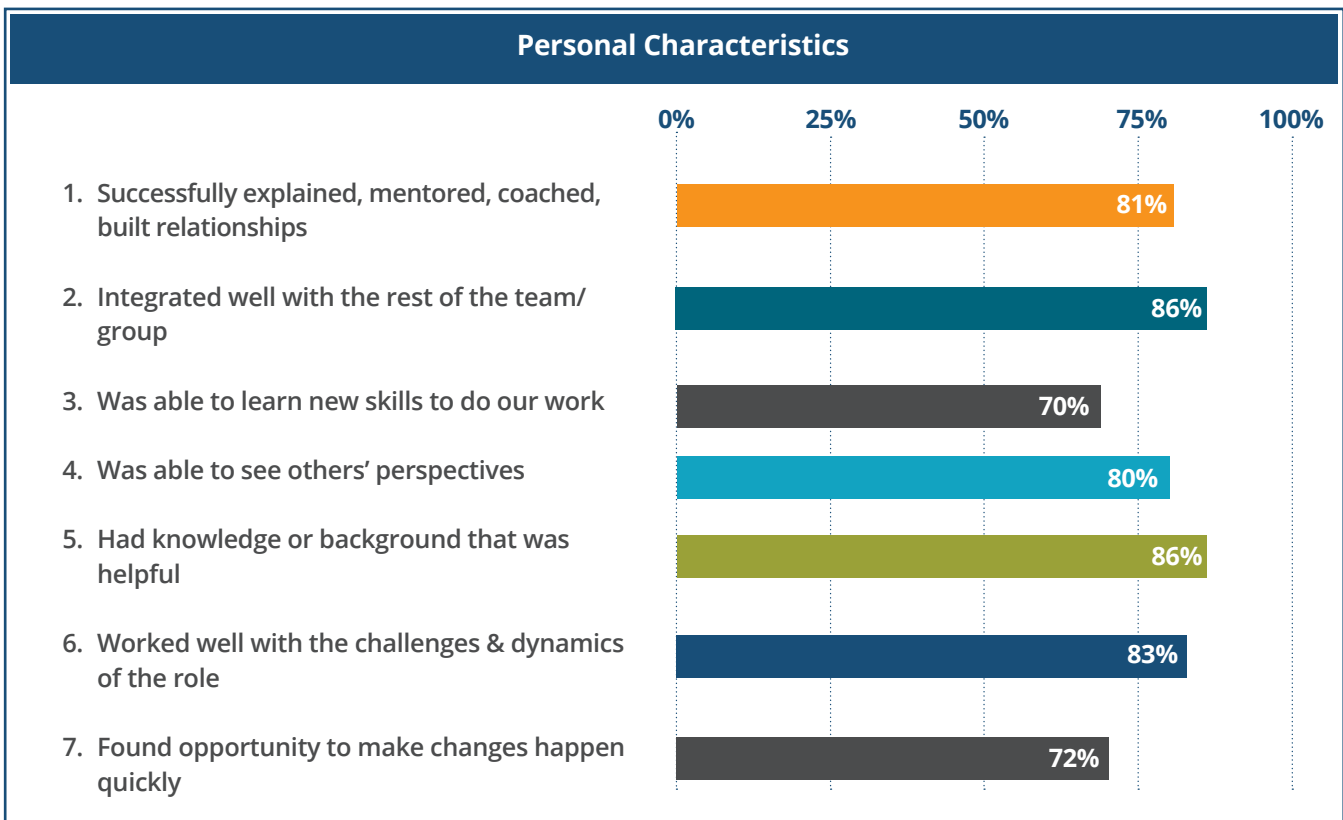


Figure 4

## **Limitations and Future Directions**

Choices made during the survey design, intended to promote ease of use, necessarily simplified the information regarding impact that could be reported by respondents (for details, see Appendix E.) Going forward, identifying (or constructing) measures that could better quantify the comparative levels of individual impact in a reliable manner could help us understand how the impact made by encore talent varies according to different levels of commitment, different types of assignment and other factors. This is a direction we look forward to developing in the next phase of our research.

## **Conclusion**

Ten thousand Baby Boomers are turning 60 every day. Millions seek opportunities to use their experience to address problems in their communities, whether through pro bono work or flexible, paid positions. Organizations working in these areas can benefit through understanding the enormous value this population offers the nonprofit and public sectors. By charting the impact of people in encore roles across a wide spectrum of engagements; by understanding how the characteristics of this group, associated with maturity, relate to this impact; and by learning from the practices of organizations focused on mining the strengths of this talent pool, we can deliver a source of eager, experienced human talent to the cause of community and social change.

## Appendix A Participating Organizations

*NYC ReServe.* ReServe is an innovative nonprofit that matches continuing professionals age 55+ with part-time positions at nonprofits, public agencies and social enterprises that need their expertise. To date, ReServe has worked with over 450 nonprofits across the country, making over 3,300 placements. Our candidate pool includes over 2,000 talented and experienced ReServist professionals – doctors, lawyers, teachers, nurses, marketers, business executives, accountants, human resource managers and more – working to advance the mission of organizations for a modest stipend, and the satisfaction of giving back to a worthy cause. ReServists serve in any number of roles (typically 15-20 hours per week), ranging from project-based work like database consulting or marketing strategy to more ongoing roles in administrative support, accounting, or human resources. A significant number of ReServists have also served as mentors and coaches for both youth and adults.

*Jesuit Volunteer EnCorps,* a program of JVC Northwest, facilitates transformative opportunities for intentional service, community and spiritual formation for adults 50 and older who are committed to social and ecological justice. During their program year, JV EnCorps members (JVEs) commit to 5 to 10 hours of volunteer service each week to local nonprofit organizations that serve those who live on the margins or serve ecological justice. The nonprofit partners that answered this survey regarding the JVEs who serve in their agencies are located in either Seattle, WA, or Portland, OR. They represent a sample of the agencies who partner with JV EnCorps in providing volunteer site placements for JV EnCorps members.

*Boomers Leading Change in Health.* Boomers Leading Change in Health aims to harness the experience, energy and conviction of adults 50 and older to make a difference in the lives of individuals and families across the seven-county Metro Denver area, by creating healthier, better-informed, more confident healthcare consumers and improving access to healthcare for all. Since July 2010, this grassroots organization has recruited, trained and placed more than 400 volunteers and AmeriCorps Encore members who have served as patient navigators, community health workers or healthcare policy advocates at more than two dozen host sites. Together, they have provided vital assistance to more than 45,000 individuals and families by helping enroll them in health coverage, connecting them to health care and other vital resources, teaching them how to take better care of themselves and their families, reducing hospital readmission rates, and advocating for health equity for all.

*RSVP and AARP Experience Corps, New York.* The Retired and Senior Volunteer Program (RSVP) and AARP Experience Corps in New York City are both programs of the Community Service Society (CSS) of New York. RSVP has more than 2,500 volunteers 55+ at hundreds of nonprofit agencies throughout New York City. CSS launched RSVP in 1966 as a pilot program on Staten Island. Since then, the program has been replicated nationally, mobilizing more than 500,000 older-adult volunteers. Today, RSVP in New York City continues to develop innovative new volunteer initiatives, including the Financial Advocacy Program, which boosts the economic security of low-income New Yorkers through public benefits counseling and financial education. Reentry Services and Youth Mentoring programs prepare the formerly incarcerated and their families for success in school, on the job and in the community. The Emergency Preparedness Speakers Bureau ensures that New Yorkers are prepared when and if disaster strikes.

Since 1996, Experience Corps has helped close achievement gaps within NYC's school system by bringing together a cadre of older adult volunteers, a network of public schools, and a meticulous, research-based approach to improve the reading skills of underserved students. Currently, CSS administers Experience Corps at 10 schools located in the South Bronx, Central Harlem and Southeast Queens. The model's effectiveness has been confirmed by national research that shows that our program provides a direct proven response to child literacy, truancy and other "high-risk" behaviors.

*Coming of Age Kansas City and Shepherd's Center Central.* The mission of Shepherd's Center Central is to empower midlife and older adults to lead healthy, engaged and independent lives. Shepherd's Center Central fulfills this mission with impactful programs and services such as Meals on Wheels, Wheels That Care (transportation), Care Connections (caregiver support and information), the ShoeBox Project (including Medicare/health insurance consulting), Adventures in Learning (classes and educational speakers 40 Fridays per year), Coming of Age Kansas City (civic engagement education and training), Coming of Age/RSVP in four area counties (volunteer support and recognition) and dozens of strategic partnerships with other organizations throughout the metro area which increases the reach and impact of these dynamic programs.

*Encore Fellowships Network®.* Encore Fellowships are designed to deliver a new source of talent to organizations solving critical social problems. These paid, time-limited fellowships match skilled, experienced professionals with social-purpose organizations in high-impact assignments. During the fellowship period (typically six to 12 months, half- to full-time), Fellows take on roles that bring significant, sustained impact to their host organizations. While they are working, Fellows earn a stipend, learn about social-purpose work and develop a new network of contacts and resources for the future. The Encore Fellowships program is offered across the country by 12 local program operators, who comprise the Encore Fellowships Network and several of whom supported the data collection for this project.

## Appendix B Selected Resources

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### EXPERTISE IN MATURE PROFESSIONALS

Bingham, C. B. & Eisenhardt, K. M. (2011). Heuristics: The 'simple rules' that strategists' learn from experience. *Strategic Management Journal*, 32, pp 1437-1464.

Ericsson, K. A. & Towne, T. J. (2010). Expertise: Advanced review: Expertise. *Cognitive Science*, 1, pp 404-416.

North, J. S., Ward, P., Ericsson, A., & Williams, A. M. (2011). Mechanisms underlying skilled anticipation and recognition in a dynamic and temporally constrained domain. *Memory*, 19, pp 155-168.

Yates, J. and Tschirhart, M. (2006). Decision-making expertise. In K. Anders Ericsson, Neil Charness, & Paul J. et. al. Feltovich (Eds.), *Cambridge handbook of expertise and expert performance*.

Zsombok, C. E. & Klein, G. (1997) *Naturalistic Decision Making*. Mahwah, NJ: Lawrence Erlbaum. (Edited volume of research on decision making in real world settings. Characteristics / differences in expert/novice decision making discussed frequently, including pp 17-25, 99, 239, 295-297.)

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### MATURE ADULT GENERAL CHARACTERISTICS & RETIREE STEREOTYPES

Blanchard-Fields, F. (2007). Everyday problem solving and emotion: An adult development perspective. *Current Directions in Psychological Science*, 16, pp 26-31.

Carstensen & Mikels, J. A. (2005). The intersection of emotion and cognition: Aging and the positivity effect. *Current Directions in Psychological Science*, Vol. 14, No. 3 (Jun., 2005), pp 117-121.

Henkens, K. (2005). Stereotyping Older Workers and Retirement: The Managers' Point of View. *Canadian Journal on Aging*, 24, pp 353-366

Karpinska, K., Henkens, D., & Schippers, J. (2013). Hiring retirees: Impact of age norms and stereotypes. *Journal of Managerial Psychology*, Vol. 28 Iss 7/8, pp 886 – 906

Schiebe, S. & Blanchard-Fields, F. (2009). Effects of regulating emotions on cognitive performance: What is costly for young adults is not so costly for older adults. *Psychology and Aging*, 24, pp 217-223.

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## MEASURING IMPACT

Chambers, R., Karlan, D., Ravallion, M. & Rogers, P. (2009). Designing impact evaluations: Different perspectives. Working Paper 4, International Initiative for Impact Evaluation, New Delhi, India.

Foster-Fishman, P. G., Berkowitz, S. L., Lounsbury, D. W., Jacobson, S., & Allen, N. A. (2001). Building collaborative capacity in community coalitions: An integrative framework. *American Journal of Community Psychology*, 29, p 241.

Goodman, R. M. et al (1998). Identifying defining the dimensions of community capacity to provide a basis for measurement. *Health Education Behavior*, 25, p 258.

Knowlton et al (2004). Building capacity and sustainable prevention innovations: A sustainability planning model. *Evaluation and Program Planning*, 27, pp 135-149.

Lipsey, M. W. & Noonan, E., (Eds.) (2009). Better evidence for a better world. Working Paper 2, International Initiative for Impact Evaluation, New Delhi, India.

London Business School Small Business Service (2004). Measuring social impact: The foundation of social return on investment (SROI). Whitepaper. London: New Economics.org.

Nicholls, J., Lawlor, E, Neitzert, E., & Goodspeed, T. (2012). A guide to Social Return on Investment, U.S. Edition. London: The SROI Network.

Olson, S. (2014). Evaluation design for complex global initiatives. Workshop Summary. Washington, D.C.: Institute of Medicine, National Academy of Sciences.

Pawson, R., Greenhalgh, T., Harvey, G., & Walshe, K. (2005). Realist review - a new method of systematic review designed for complex policy interventions. *Journal of Health Services Research & Policy*, 10, pp 21-34.

Phillips, J. & Phillips, P. P. (2011). *The Consultant's Scorecard*. New York: McGraw Hill.

Schaffer, R. H. (2002). *High-Impact Consulting*. San Francisco: Jossey-Bass.

Schorr, L. & Farrow, F. (2011). Expanding the evidence universe: Doing better by knowing more. Presented at the Harold Richmond Public Policy Symposium. New York: Center for the Study of Social Policy.

United Way, 2004. *Measuring community impact: Indicators & Measures*.

White, H. (2009). Theory-based impact evaluation: Principles & practice. Working Paper 3, International Initiative for Impact Evaluation, New Delhi, India.

## Appendix C Confidence in Responses

As noted in the description of the study methodology, questions that related to the confidence of respondents in their observations were included. The intent was to make sure that these professionals felt that their observations were accurate, even in cases in which individuals were reporting on large numbers of volunteer engagements.

As shown in Figures 5 through 8 below, close to 90 percent of respondents were confident or very confident in their observations across all three areas of impact as well as observations of personal characteristics of the people they supervised or observed.

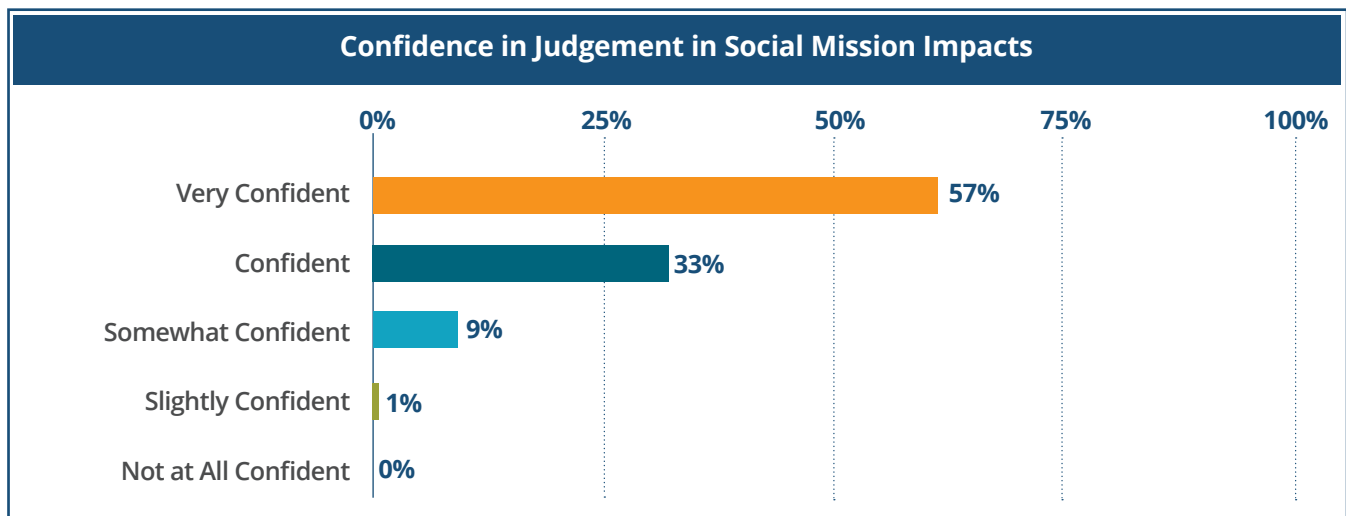


Figure 5

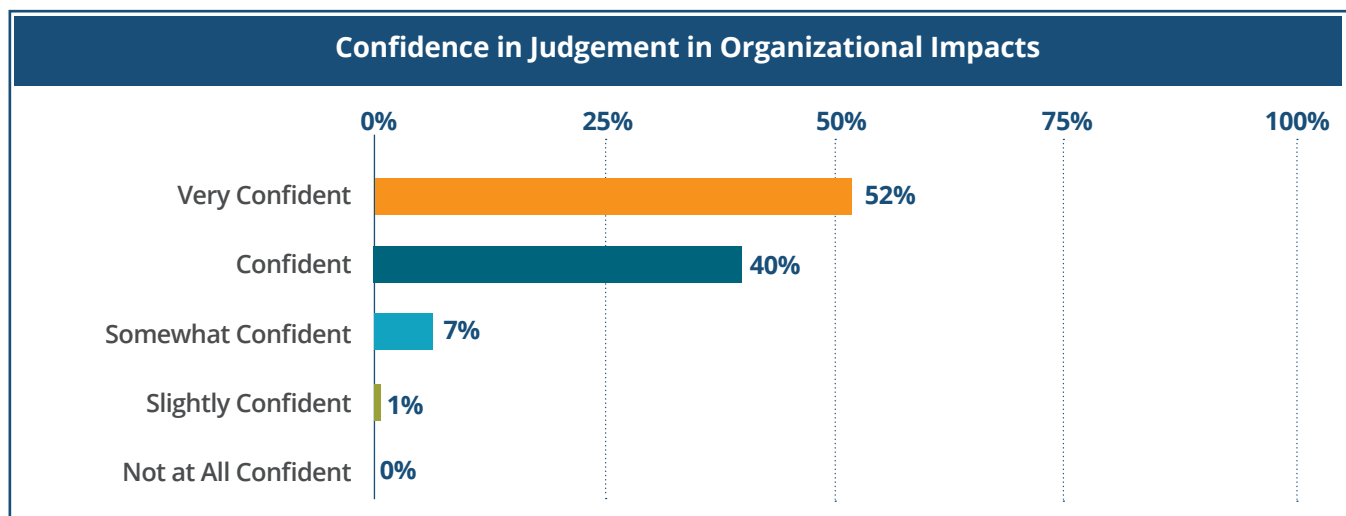


Figure 6



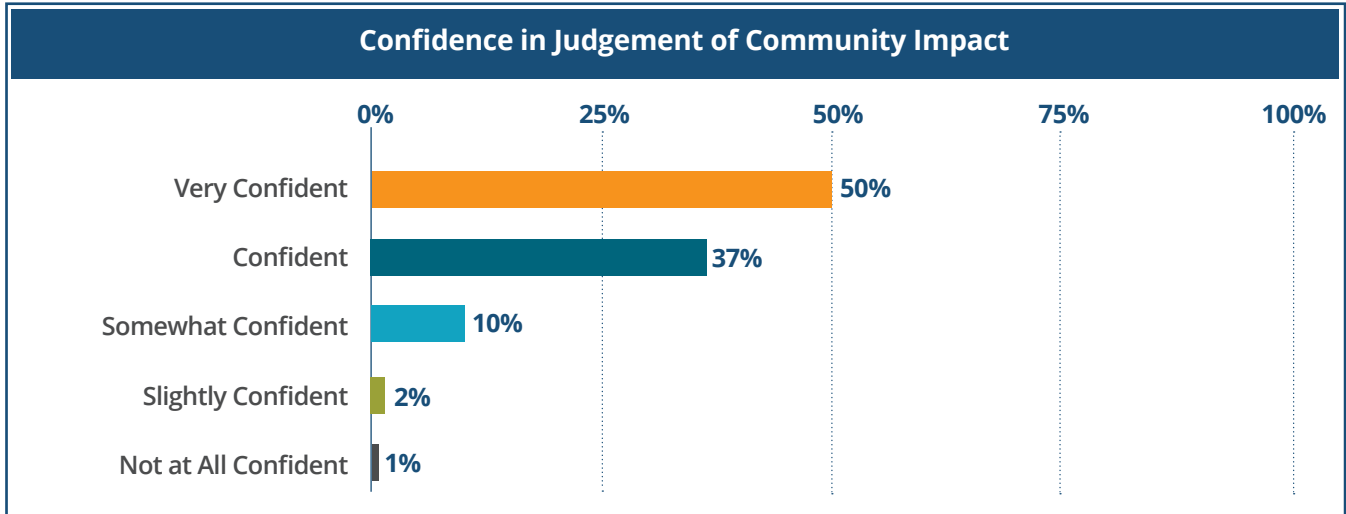


Figure 7

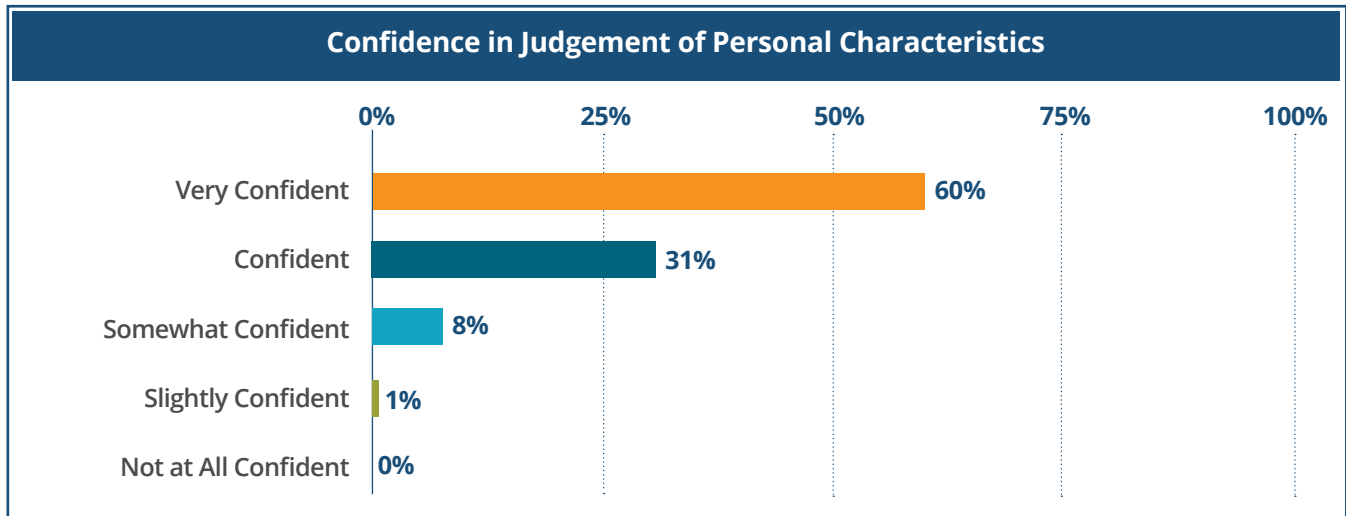


Figure 8

## Appendix D Frequently Asked Questions

Questions and Responses	
Question	Response
<p>1     The sampling strategy is a <b>stratified, purposeful sample</b>.<sup>4</sup> Why?</p>	<p>The current preferred strategy is a <b>stratified, purposeful sample</b>, based on growing understanding of the very wide variety of encore talent engagements. Many are not intended or likely to have organization-capacity level impacts, for example, or to lead to major changes in how missions are accomplished. To include them would introduce negative or lower impact bias in the data. A stratified, purposeful sample thus seems best, then.</p>
<p>2     Is a study without a <b>control group</b> valid?</p>	<p>Yes. This study compares results <b>across a purposefully chosen group of cases</b>, rather than between a no-treatment control and treatment groups. It is not a control-group experiment, but a test of <b>before and after a field experiment</b>, where one thing is changed (introduction of encore talent) and all else is allowed to vary naturally. It is also <b>not a case study</b>, as those look at specific cases and are typically qualitative.</p>
<p>3     Will potential variations created by <b>different organizations' processes</b> cause problems (an intervening variable, in technical terms)?</p>	<p>Actually, natural variations in field studies can be a <b>strength of a cross-case approach</b>, which holds one thing constant, and lets the rest vary. Finding impact across cases in spite of naturally occurring differences strengthens the case for impact.</p>
<p>4     Do we need to measure <b>differences in younger talent</b> versus encore talent?</p>	<p>No. Many studies document differences in developed capacity across decades of experience compared with younger stages, in expertise as well as in other cognitive and human skills. There was no need to repeat this work in the context of this study.</p>
<p>5     Is this a <b>self-report</b> study, and so, subject to challenge on those grounds?</p>	<p>No. It is not self-report study, but a study <b>using judgements of professionals, based on observation</b> of others, and there is deep documentation on the accuracy of judgements within professional expertise.</p>

<sup>4</sup> Purposeful stratified (cross section) sampling is common in field studies, and should be used when random sampling is likely to introduce bias -- such as if organizations were included whose programs use encore talent in ways that are relevant to impact on the encore person, but not intended to produce other types of impact, as that would artificially lower the type of impact we are measuring.

## Appendix E Limitations

Due to the constraints of the survey and a desire to create a relatively streamlined response set, individuals reporting on multiple encore engagements were required to treat the multiple engagements as if the impacts identified in the questions were always relevant to the assignment. This likely resulted in reporting lower levels of impact than actually occurred.

For example, an individual reporting on 50 engagements may have felt that a particular impact was only applicable to half of the people who served in encore roles. By simplifying the answer set to allow relatively quick completion of the survey, respondents were offered two options: Either that impact was not applicable at all, or that the impact was only observed in half the cases. This may have resulted in some degree of under-reporting of the actual frequency in which impact was relevant **and** occurred.

Additionally, we did not attempt to quantify the impacts that were observed. A paid professional working for a year on a capacity-building project likely accomplished significantly more than a three-month unpaid volunteer, but these differences were not measured.

Finally, because respondents were not asked to associate a particular impact with a given set of personal characteristics for each encore engagement, statistical correlations between a particular type of impact and particular characteristics are limited. Even so, the fact that each of the personal characteristics identified were widely and frequently observed suggests that the characteristics of maturity and mastery observed in the social science literature have a relationship to the delivery of impact by encore talent.