OPEN STRATEGY AND VOLUNTEERING PRACTICES IN NON-PROFIT ORGANIZATIONS (NPOs)

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Introduction

This research is part of the field of strategy. For this, it starts from the idea that all organizations have strategy, independent of their typology (Whittington, et al., 2011). This consists of the force that mediates the decisions made by the highest level of management, affecting the organization as a whole (Laurett & Ferreira, 2018). However, it is recognized that strategy has been developed for the analysis of the internal and external environment of companies, in order to maximize the use of resources in relation to the objectives. Therefore, this study understands that strategy in NPOs is not completely deliberate, conscious and explicit, but rather responds on a day-to-day basis to the three constituent elements of strategy: (1) the context, understood as the pre-existing conditions and forces in the environment (a distinction is made between internal - organizational culture, organizational structure and policies - and external, in the latter the organization has less control, they are of type, economic, social and competitive); (2) the content, i.e. the options for achieving the purpose; and (3), the process, referring to the formulation and implementation (AL-Tabbaa et al. , 2014, citing Pettigrew, 1985 and Pettigrew & Whipp, 1991).

In the literature, after a scoping review that included 45 articles on Strategy in NPOs between 1972 and 2020, it was found that NPOs implement the strategic management process (Miller, 2018; Goold, 1997; Hatten, 1982), to respond mainly to the demands of funding (Laurett & Ferreira, 2018; Lee & Shon, 2018) and their constant search for sustainability (Cullom & Cullom 2011). To this end, they rely on partnership management (Chang, et al., 2014; Prentice & Brudney, 2017; Boddewyn & Doh, 2011; AL-Tabbaa, et al., 2014) and human talent (Akingbola, 2013). However, this structured exercise of strategy in NPOs (Tucker & Parker, 2013), occurs in parallel to a functioning strategy. There is no first moment of configuration of objectives and goals, but when they make it explicit, it is done on the very process of the organization. Added to this is the complexity of measuring objectives in NPOs and their "survival funding" (Hatten 2018, p.91). This takes place in that the cost is not directly charged to the consumer but requires other processes for its achievement, i.e. resources are more dispersed and the strategy is constituted on the fly (Parker, 2007).

The hegemonic understanding of the strategic and the adaptation to which NPOs have been subjected (Vogel, 2017), have left out of the filter of scientific study, other manifestations or

macro practices that emerge in this type of organizations. According to Whittington (2019), there are three macro practices: 1) strategic planning, referring to competitive analysis and deliberate choice by the organization's leaders; 2) strategic management, which includes greater participants to assume the challenges of strategy implementation; and 3) open strategy, which embraces the idea of expanding decision making to other actors through their inclusion and transparent communication. Notably, this third macro-practice, emerging in the last decade (Whittington; 2019), has not been studied in NPOs.

The literature presents that Open Strategy recognizes the conversation among three dimensions: inclusion, transparency and shared decision making (Adobor, 2021; Hautz et al., 2017). The inclusion dimension refers to the consultation of internal and external actors to the organization that conventionally have not been in the decision-making place to participate in the "strategic conversation" (Whittington et al., 2011). It is a co-strategy based on the use of new technologies and networks, giving voice and incidence in decision making, and guarding the additional pressure that this may generate with respect to the roles of people within the organization (Hautz et al., 2017).

Regarding the understanding of these actors, current Open Strategy research, has focused the analysis on shareholders, employees (Hutter, et al., 2017; Luedicke, et al., 2017; Plotnikova, et al., 2021), or various associated communities (Baptista, et al., 2017; Amrollahi & Bruce, 2019; Kathryn & Gail, 2016), under the gaze of open innovation applying the concept of crowdsourcing to the work strategy (Fosfuri et al., 2011). However, consideration of the contribution that volunteers make to the strategy is less prolific (Loizos, et al., 2018; Dobusch, et al., 2019; Dobusch, & Kapeller, 2018). This gives rise to the need to understand volunteers as actors that conventionally have not been considered in the strategic conversation, but constitute a great support for the fulfillment of the purpose (Cullom & Cullom, 2011), generating advantage with respect to the labor market (Akingbola, 2013).

The transparency dimension, on the other hand, refers to the visibility, quantity and quality of internal and external information of the organization, which circulates among the participating actors, to facilitate the exchange of ideas and knowledge in joint decision-making (Adobor, 2021; Dobusch & Kapeller, 2018; Hautz et al., 2017; Whittington et al., 2011).

In 67 articles on Open strategy with publication date between 2011 and 2021, reviewed to support the conceptual framework of this research, only one study was found that relates Open strategy with Wikipedia characterized as OSFL, for the open production of knowledge (Dobusch, Dobusch & Müller-Seitz, 2019). In this study, the authors state regarding the transparency dimension, that access to sensitive information requires different channels, e.g. newsletters or direct communication. However, this is not enough to understand the dimension and the ways in which the information circulates, which allows the impact on the strategic decisions of NPOs, so it is necessary to broaden the way it is approached and understood in the academic literature.

The third dimension referred to shared decision making, is added by Adobor, (2021) and Dobusch & Kapeller (2018), stating that the action of consulting other actors at different levels of the organization, in early stages of the strategy, may be better known. However, decision making has not been a recurrently shared right, so this may constitute evidence of the integrality of strategic openness. A possible positive effect of sharing decision-making rights is the activation of greater responsibility and ownership of the organization. In the absence of a direct relationship between this dimension and strategic openness in NPOs in the literature, this constitutes a need for understanding that is also addressed in this research.

Depending on the actors included or the processes of information circulation, openness can be substantial, procedural or radical, evident in agenda setting, participation and strategy-related decision making (Dobusch & Kapeller, 2018; Luedicke et al., 2017).

Substantial openness recognizes the contributions made by audiences both internal and external to the organization, while procedural openness relates to the availability of the strategy development process, and the type of information that is shared (Dobusch & Kapeller, 2018). Radical openness, on the other hand, refers to organizations that deliberately take to the extreme and in its entirety the involvement of the actors continuously and completely in the strategy. In other words, all parties set the strategic agenda and participate in the deliberation and influence the decision. They are characterized as organizations with open participation and governance practices. They must manage risks such as information overload, low participation, reduced commitment and conflict among participants (Luedicke et al., 2017).

Strategic openness also depends on the forms of procedural closure, safeguarding of information and constitutive exclusion in determining who participates (Dobusch, Dobusch & Müller-Seitz, 2019). Likewise, it includes the idea that openness improves the quality of decisions in the organization, but requires greater demands on time, expectation and effort towards strategy (Dobusch & Kapeller, 2017). In doing so, it confronts at least five dilemmas of Open strategy posed by Hautz et al., (2017): (1) the process, related to the ambivalence generated by inclusion, in which the knowledge of decisions can be improved, but at the same time generate conflict for decision making. (2) The commitment, which can be increased with the motivation of stakeholders, or decreased in the face of frustration and dissociations of strategic discussions. (3) Transparent information disclosure, which can generate legitimacy or weaken competitiveness. (4) Empowerment if inclusion is perceived as a blessing or power, or changes in organizational identity if it is perceived as a burden and extra work. Finally, (5) escalation, which can have a positive impact by improving in areas that were limited before openness, or a negative impact by making it impossible to restrict openness.

It should be noted that the general understanding of Open Strategy, which includes dimensions, types of openness and dilemmas, has been mainly studied around scaling up the success of large companies (Stadler et al., 2021). There has been less prolific inquiry in other organizations. Therefore, this research welcomes NPOs, following the invitation of Hautz, et al., (2017) to investigate in other organizational contexts to think strategy. These are organizations that focus their purpose on the common good, social, cultural, environmental protection, in constant response to new demands (Laurett & Ferreira, 2018).

As a macro-practice, "open strategy as a concept involving a bundle of practices..." (Whittington, et al., 2011. p.535). But, the understanding of practices constitutes another debt in the relationship of the study of NPOs with strategy. In the literature reviewed, only one third sector study was found, specifically in a cooperative bank, which identified three balancing practices for strategizing: supporting diverse positions, protecting stabilized relationships, and relating to organizational expertise (Jäger, & Beyes, 2010). However, this is a study that cannot generalize the practices of the global third sector, and additionally, it

does not relate to the Open Strategy macro-practice, nor to the participation of less conventional strategy actors such as volunteers.

The perspective of practice in Open Strategy, according to Splitter, et al, (2019), is constituted by different approaches that converge in (1) the importance of having a specific meaning, determined by different social levels, (2) the identification of the practitioners, i.e., the actors on whom the practice depends, who can be internal and external to the organization, not necessarily decision makers, and (3) praxis, referring to how the different activities of the practitioners that are recognized as practices are carried out in reality, which may or may not be routine, formal and informal, and located in the center or on the periphery of the organization. Practices include tools and methods of shared routines of behavior, including traditions, norms and procedures for thinking, acting and using things (Whittington, 2006; Reyes-Sarmiento & Rivas-Montoya, 2019).

Specifically, we inscribe ourselves in the perspective of practice as social accomplishment, which according to Rouleau (2022), focuses on the understanding of how and why things are done and inquires into "patterns of everyday actions emerging from relationships between practitioners" (p.165). According to Nicolini (2013), practices create the social world, explain its emergence and changes, disappearance and effects, are of a situated nature, linked to a context and a history. Likewise, Nicolini & Monteiro (2017), state that practices must be continuous, routine and recurrent, have an interrelation between body and material things (appropriation of tools-objects), are carried by individuals and have a spatiality, temporality and power relations.

In this sense, in this research we recognize as practicing individuals the volunteers, who as internal actors of the organization, donate time, work and effort by free choice and without financial compensation (Garcia-Cano et al., 2016; Piccoli & Godoi, 2012), to support the fulfillment of the organization's purpose (Cullom & Cullom, 2011).

However, as previously stated, the relationship of these practitioners as actors in the strategy has not been developed in the current literature, so prior to the methodological design of the research, between 2020 and 2021, a systematic literature review (SLR) was conducted to understand the phenomenon of volunteering in order to establish its relationship with the strategy. To this end, the SLR proposal proposed by Denyer and Tranfield (2009) was

adopted, guided by the question: What is understood by volunteer management in nonprofit organizations in the literature? Under the criterion of temporality of publications made between 1996 and 2021.

In the SLR it was found that Volunteering is understood as a multidimensional concept of flexible connotation (Knutsen & Chan, 2015), referring to a social practice (Bispo & Suellen, 2014). It has an implicit relationship between the organization, the action, the volunteer and other volunteers. The scope is determined by the quality of the relationships, it is not static, it is not obliged or demanded. It expresses choice and is subject to change over time and people, it is highly dependent on the decisions of both the organization and the volunteers (Reyes, 2012; Nesbit et al., 2018).

The literature presents that for many NPOs, volunteering is the backbone of mission fulfillment with beneficiaries and the support for the vision of the future (Alfes et al., 2017; Dávila de León, 2002; Lemos, et al., 2019), a human resource of high importance (Ferreira et al., 2015). According to Gallarza, et al., (2016), it is a hidden workforce of the third nonprofit sector. To guard it, it requires the fit between the organization and the volunteers, their motivations, activities, performances, expertise and preferences that constitute the heterogeneity of volunteering (Morrell, 2020; Baranes et al., 2020).

Likewise, volunteers are declared as important stakeholders (Ferreira et al., 2016; Gallarza, et al., 2016; Kay et al., 2017), since their participation contributes to collective or community innovation in the development of products and services. The results of this, enable among other possibilities, the attainment of status within the community and in some cases, the use of the experience for better labor remuneration (Shah, 2006). The maintenance of stakeholders, specifically volunteers, becomes relevant because it involves different skills and motivations (Hodgkins et al., 2019; Kay, et al., 2017), as well as the fulfillment of various tasks simultaneously and roles that, at times, increase their commitment to the program and feel their effective participation.

The diversity of information found regarding volunteering, allowed to establish as a contribution, the consolidation of information, which in the discussion between rigor and relevance (Meyer, 2013), allows the academic community to advance in the conceptualization of the phenomenon, and provides the community of practitioners, tools

that contribute to the management of volunteering in NPOs. The results and contributions of this SLR were socialized at the International Society for Third-Sector Research - ISTR21 Global Virtual Conference in July 2021. In response to the observations of this academic community, it was necessary to divide them into two papers, in order to give relevance to each contribution. These are set out in the initial part of this thesis.

The first paper focuses its contribution on the presentation of a taxonomy of volunteering, structured in 4 groups: time, dynamics of the volunteering experience, sociodemographic conditions and institutional framework. Within the framework of the research, the taxonomy allows characterizing the volunteers who participate directly in the strategy of nonprofit organizations by assuming decision-making or funding/donor roles. As an academic product for dissemination, this article was presented during the 50th Annual Conference ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) in November 2021 in Atlanta. Given the great reception received by the possibility of having a taxonomy that differentiates volunteer management, it will be submitted to the journal Nonprofit and Voluntary Sector Quaterly (NVSQ).

The second paper resulting from this SLR, corresponds to the conceptualization of volunteering in NPOs, as a result of the systematic literature review. The contribution presents five stages of volunteering, and the understanding of volunteers' motivations for altruistic and non-altruistic reasons and by intrinsic and extrinsic relationship. The contribution condenses the advances of the phenomenon, presented by the different authors, welcoming their interests and research topics. This article was presented at the ISTR PhD Seminar in July 2022 in Montreal. It was submitted to the journal Voluntas in September 2022 and will have a second submission with corrections in March 2024.

The overview built from the SLR allowed the research to contextualize how volunteers can have greater participation and influence in the organization's strategic decision-making, depending on the stage in which they are in the volunteer cycle, the motivations that motivate their voluntary action, or the role they occupy within the organization. For example, a volunteer in the retention/permanence stage may have more influence on decision making than one who is in the selection or exit stage. Likewise, a volunteer whose motivation is a professional qualification in the intrinsic/non-altruistic relationship, than one whose

motivation is a social interest in the extrinsic/non-altruistic relationship. Similarly, the SLR made it possible to identify that roles such as decision-makers or funders have more impact than operational ones, just as a volunteer with more than two years in the organization can have more impact than one with less than one year, in terms of time spent in the organization.

The general overview of the literature allowed concluding the lack of relationship between Open strategy, NPOs and volunteering. This is supported by, as mentioned above, a scoping review with 45 articles included, inquiring about strategy in NPOs. A state of the art on volunteering in NPOs, with the inclusion of 19 articles. An SLR with 88 articles to understand the importance of volunteering in NPOs. And finally, an SLR with 67 articles included that specifically address Open Strategy.

Considering the above, the exploratory question was formulated (Creswell, 2014; Meyers, 2013; Babbie, 2013; Silverman, 2011) How do volunteer practices contribute to Open Strategy in NPOs? Accordingly, The purpose of this doctoral research was to Understand the contribution of volunteering practices to Open Strategy in Nonprofit Organizations (NPOs). To this end, it was based on three specific objectives: the first was to identify the occurrence of the Open Strategy dimensions (inclusiveness, transparency and shared decision making) in NPOs. The second was to identify volunteering practices in NPOs. And third, to explain the relationship between Open Strategy and volunteering practices in NPOs.

In order to answer the question and achieve the research objectives, the methodological design was based on the ethnographic approach. To this end, the social reality was described, recorded, systematized and analyzed through regular and in-depth observation of the sociocultural activities, social situations and objects of interest of a social group (Galeano, 2004). It gave prominence to the reality of volunteering, in the voice of the volunteers who give sense, motivation, intention and meaning to their own actions (ibid).

Participant and non-participant observation (Collado & Sampieri, 2010) was used as the main technique. It focused on volunteering practices that contribute to open strategy in 4 non-profit organizations in the department of Antioquia-Colombia. This plurality gave rise to a multisite ethnography for the understanding of the phenomenon, considering attention in constant spatial and temporal movement (Angar, 2009). The construction of the data was

complemented with semi-structured interviews guided by a protocol we designed based on Qu and Dumay (2011), and documentary review (Ziber & Meyer, 2022).

An additional variation in this multisite ethnography, is the participation of a volunteer ethnographer from each NPO, being this a methodological innovation raised by O'connor (2017), which is inscribed in the iterative recursive abductive logic, observing the facts, looking for unexpected data and generating new concepts to explain them, from the circulation of data collection and analysis between the researcher and the entire network of actors for the co-creation of meaning (Agar, 2009; Mauksch, et al., 2017). This responds to the call of the importance of participatory research in open strategy raised by Vaara, et al. (2019), in which the conversation between researchers and practitioners achieve a better understanding of its occurrence.

This methodological design and its implementation gave rise to the third paper of the thesis, which details how, in order to approach the understanding of Open Strategy, this research developed a methodological openness under the approach of multisite ethnography, with the participation of volunteer ethnographers. The contribution lies in presenting the principles of openness (Splitter, et al., 2022), applied to the methodological domain. To this end, it invited practitioners in the role of volunteer ethnographers, who conventionally do not participate in these discussions, to the knowledge production conversation. The socialization with the academic community was presented at the conversation table on participatory methodologies of the ISTR Latin American and Caribbean (LAC) Regional Conference and at the ISTR-LAC PhD Seminar, in October 2023 in Sao Paulo. This article will be submitted to the journal Organizational Research Methods.

The coding, visualization and analysis of the data led to the construction of the fourth paper. This article presents the results of the research. It reports the manifestations of the three dimensions of Open Strategy in the four nonprofit organizations that participated in the multisite ethnography, thus showing the fulfillment of specific objective 1. It also presents three volunteering practices: Seeking operational resource, sharing experience, and guiding others. These three practices coincide in the 4 organizations participating in the multisite ethnography, and gave rise to understanding the contribution that volunteers make to the fulfillment of the mission purpose, responding to specific objective 2. With this, it establishes

the relationship of contribution of these practices through their actions and practices, in connection with the characteristics and attributes of the dimensions of Open Strategy, fulfilling specific objective 3.

The sequence of relationship between actions and praxis of volunteering practices, with characteristics and attributes of the dimensions of openness, allowed to propose the *Organically Open Strategy* as the main contribution, which welcomes organizations whose less conventional, more emergent and unplanned strategy does not allow the association with existing typologies.

The refinement of this academic product occurred within the framework of the doctoral research internship conducted at HEC Montreal between March and June 2023, in which the socialization process included participation in the Qualitative Research Methods Summer Workshop METH 80459th between May and June. It was also accepted for review in the Academy of Management Journal Paper Development Workshop, held in June. This is the journal considered for the academic dissemination of this research product. Finally, this paper was also presented at the 43rd Annual Conference of the Strategic Management Society in TrackJ, Session 2722 - Open Strategy and the Environment.

As a whole, this doctoral thesis by papers, presents below the sequence of the 4 academic papers mentioned above, which account for the doctoral training process. Namely: Paper 1. Taxonomy of volunteering. Systematic literature review; Paper 2. Volunteering: Stages and motivations. Methodological openness to research in Open Strategy; and Paper 4. Volunteer practices and open strategy at NPOs. Findings paper.

Once the 4 papers have been presented, to conclude the body of this thesis, the conclusions related to the scope of the objectives and contributions of the research are presented. This section also considers limitations and future research agenda.

We would like to clarify that the 4 papers are presented in English in this thesis structure, because although the information was collected in Spanish, the academic dissemination, as mentioned in the introduction of each paper, has been with the international academic community. This has led us to an approach to writing in English. However, we know that there are important opportunities for improvement in the second language writing process.

Additionally, we would like to comment that the public defense of the thesis will be in Spanish, as an inclusive and gratitude bet to other possible attendees such as volunteer ethnographers, other non-profit organizations that have volunteers, and the local academic community. Finally, we would like to indicate that to illustrate the research experience, an appendix is included in another PDF document that supports the information presented in the papers.

Taxonomy of volunteering
Systematic literature review

Abstract

We conducted a systematic literature review (SLR) guided by the question "How has the concept of volunteering been approached in the literature? The inquiry revealed the heterogeneity with which the approach to the concept is understood and the diversity of typologies still undefined. Therefore, we present our contribution, a taxonomy of volunteering, structured in 4 groups: Time, dynamics of the volunteering experience, socio-demographic conditions, and institutional framework, each with its classifications, types and subtypes, which together offer a comprehensive view for the conceptual and practical strengthening of volunteer management.

Key words

Taxonomy of Volunteering, Volunteers, Volunteer Management, Systematic literature review.

Introduction

For many NPOs, volunteering is the backbone of mission fulfillment with beneficiaries and support for the vision for the future (Alfes et al., 2017; Dávila de León, 2002; Lemos et al., 2019). It contributes to the fulfillment of the purpose (Cullom & Cullom, 2011), the life cycle and the daily life of the organization (Einolf and Chambré, 2008). This is made possible by the donation of time, talent and work that volunteers make in response to a common interest (Magalhaes & Ferreira, 2014; Faletehan, et al., 2020).

However, the literature recognizes the heterogeneity of approaches to volunteering (Knutsen & Chan, 2015), which results in the difficulty of understanding the phenomenon of volunteering itself. This aspect becomes relevant because a better understanding of volunteering in conceptual terms, would allow both researchers, practitioners and organizations, to improve the management of volunteering.

In order to support our understanding of the concept of volunteering, we conducted a systematic literature review (SLR), guided by the question "How has the concept of

volunteering been approached in the literature? The results, presented in this paper, derive from condensing the heterogeneity of approaches to the concept of volunteering and identifying existing typologies. As a way of recognizing the diversity and promoting the management of volunteering from the particularity of both volunteers and organizations, we present as a contribution the taxonomy of volunteering.

The general structure of the article presents the systematic literature review methodology. In the results section, it addresses the heterogeneous understanding of the approach to the concept of volunteering in the literature and presents the typologies of volunteering found. Next, it presents the taxonomical contribution of volunteering, in the light of 4 groups with their classifications, types and subtypes. We conclude by presenting some possible future lines of research.

Method

This paper is a second product of a systematic literature review (SLR). Following Denyer, & Tranfield (2009), to achieve the flexible and adaptive process, the question was asked: how has the concept of volunteering been addressed in the literature?

We used the databases of the EAFIT University, including Scopus, web of science, Redalyc, Publindex and Google Scholar, applying a prioritized search equation in English, Spanish and Portuguese, as shown in Table 1. In the typology of the literature, we included conceptual and empirical articles that allowed us to identify cases and types of volunteering in nonprofit organizations. The definition of volunteering as a general category was achieved in the specificity of management and practices of volunteering.

Table 22. Search equation in English, Spanish and Portuguese

Language	Search equation
English	Volunteer management OR Volunteering management OR Volunteer practices OR Voluntering practices AND Nonprofit organizations OR Non-profit organizations
Spanish	Gestión del voluntariado OR Practicas de voluntariado AND Organizaciones sin fines de lucro
Portuguese	Gestão de voluntários OR Práticas de voluntários AND Organizações sem fins lucrativos

The selection of the articles had a first pre-selection screening that allowed a filtering of 364 articles. For the filtering process, the Covidence literature review software was used, achieving, at first, 106 articles for data extraction. At this stage, 18 more articles were discarded due to lack of relation with the guiding question in the development of their content, which meant a total of 88 articles included in the SLR.

For the search, we prioritized 25 years of academic publication as a broad framework for conceptual discussion. That is, the temporality criterion was publications between 1996 and 2021. Of the 88 articles included in the extraction stage, we identified 1 in the first five-year period (from 1996 to 2001), 18 publications between 2001 and 2010, and the remaining 69 are from 2011 to 2021. The detail by year is presented in Table 2.

Table 23. Inventory of authors included in literature review by years.

Año	Number of papers included	Authors
1997	1	Goold, M.
2001	1	Starnes, B. J.
2002	1	Dávila de León, M. C.
2003	1	McDonald, C., & Warburton, J.
2005	2	- Jones, P. - Rodríguez Cabrero, G.
2006	2	- Bitzer, J., & Schröder, P. - Shah, S. K.
2007	2	- Morrison, J. & Salipante, P. - Parker, L.
2008	1	Astray, A. & De Roda, A.
2009	6	- Kreutzer. - Barnes, M. L., & Sharpe, E. K. - Hidalgo, M., & Moreno, P. - Fang & Neufeld - Chen, K. & O'Mahony, S. - Warburton, J., & McDonald, C.
2010	2	- Chacón, F., Pérez, T., Flores, J., & Vecina, M. L. - Jäger, U., & Beyes, T.
2012	5	- Marietto, Sanches, & Meireles - Reyes, A. - Bromley, P., Hwang, H., & Powell, W. - Costa, L. - Piccoli, P. & Godoi, C.
2013	7	- Marietto & Nassif - Beach, K. - Cavalcante, C., Souza, W., Fernandes, L. & Cortez, C. - Randle, M., Leisch, F., & Dolnicar, S. - Bahrami, H. - Taylor, S., Jacobi, K., Knight, E., & Foster, D. - Tucker, B. & Parker, L.
2014	6	- Bitencourt, O. - Bispo, M., & Suellen, I. - Magalhaes & Ferreira

		- AL-Tabbaa, O., Leach, D., & March, J.
		- Ehls, D.
		- Machado, F. O.
2015	6	- Cuevas, Marrero, M., Moreno, I., Santini, E., Santana, J. & Pérez, A.
		- Ferreira, M., Proença, T., & Proença, J. F.
		- Altuna, N., Contri, A., Dell'Era, C., Frattini, F., & Maccarrone, P.
		- Knutsen, W. & Chan, Y. (2015).
		- Pe, N., Directores, G., & Caballero, F. (2015).
		- Van Bussel, M., & Doherty, A. (2015).
2016	11	- Nketia, B. A.
		- Fairley, S., Gardiner, S., & Filo, K.
		- Ferreira, M., Proença, J., & Rocha, M.
		- Gallarza, M., Arteaga-Moreno, F., Servera-Francés, D., & Fayos-Gardó, T.
		- García-Cano, A., Paterna, C., & Martínez, C.
		- Hayashi, M.
		- Kim, S., Cha, J., Cichy, R., Kim, M., & Tkach, J.
		- Da Silva, E. & Gonçalves, C.
		- Pittz, T. & Adler, T.
		- Sánchez Casado, J.
		- Soares, J.
2017	8	- Alfes, K., Antunes, B., & Shantz, A. D.
		- Kay & Inglis
		- Muñoz
		- Behfar, S, Turkina, E., & Burger-Helmchen, T.
		- Moritz, M., Redlich, T., Grames, P., & Wulfsberg, J.
		- Ivašković, I., Čater, T., & Čater, B.
		- Saksida, T., Alfes, K., & Shantz, A.
		- Santos, G., Fernández, F., & Luis, J.
2018	9	- Dobusch, L., & Kapeller, J.
		- Nesbit, R., Christensen, R. & Brudney, J.
		- Peraza torrez
		- Rashid, M., Clarke, P. & O'Connor, R.
		- Barenblat, K.
		- Horvath, A., Brandtner, C., & Powell, W.
		- Krasny, M., Dubois, B., Adameit, M., Atiogbe, R., Alfakihuddin, M., Bold-Erdene, T., Golshani, Z., González-González, R., Kimirei, I., Leung, Y., Shian-Yun, L., & Yao, Y.
		- Laurett, R., & Ferreira, J.
		- Vantilborgh, T., & Van Puyvelde, S.
2019	9	- Biggs, L., McLachlan, H., Shafiei, T., Small, R. & Forster, D.
		- Casselden, B., Pickard, A., Walton, G., & McLeod, J.
		- Hodgkins, S., Rundle-Thiele, S., Knox, K., & Kim, J.
		- Lacruz, A. J., De Moura, R. L., & Rosa, A. R.
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The inclusion criteria for these articles were delimited by their relationship with the categories of the search equation, which could be expressed in title, abstract or key words. They could be conceptual, methodological or empirical. On the other hand, we excluded articles that were not related to the search equation, alluded to volunteer participation in studies in other fields of knowledge, studies with populations not related to volunteering, or articles that did not meet the criteria for publication time.

The data extraction stage led to initial coding, through which information was selected and subdivided into definitions and examples of volunteering. The set of information became the basis for a first interpretation that allowed focused coding in which types and subtypes of volunteering were identified. It was then grouped by affinity and it was possible to axially identify the classification and the group. In this coding sequence, the analysis of the data escalated to a greater understanding of volunteering as theoretical coding (Charmaz, 2006) called taxonomy of volunteering. As presented in figure 1.

Teoretical Coding		Axial coding		Focused coding		Initial coding	
Taxonomy of volunteering		Group	Clasification	Subtypes	Types	**Definitions** of volunteering	**Examples** of volunteering
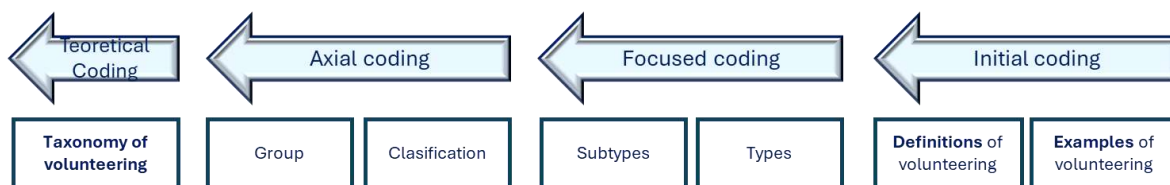
Figure 1. SLR coding and analysis process. Source: own elaboration

Findings

Understanding volunteering in the literature

In the literature, volunteers are recognized as proactive citizens, who share with others a political, cultural, religious identity, norms, and social conceptions. Their donation can be tangible (manual labor) or intangible (technical knowledge), contributing to the social change of something or someone (Alcance, 2020). They assume roles within an organization, where they are differentiated by levels of time and commitment, frequency and assumed responsibility (Morrell-Lhotka, 2020). They are always in search of the experience where they can be most useful and that best meets their interests, so they may even be in more than one organization at a time (Sanchez, 2016).

These are individuals who personally or collectively, perform an unpaid activity, associated with a dynamic of volunteering with activities and participation scenarios, to combine plurality under a structure. They use their skills and experiences and arrange their time as an opportunity to reconnect with other people (Barnes & Sharpe, 2009; Cuevas, et al., 2015; Muñoz, 2017). It is a deliberate and free decision, of spontaneous adherence and without economic expectation, but with other compensations (Cavalcante, et al., 2013), for example increased job opportunities (Ehls, 2014).

The confluence of volunteers gives rise to volunteering, referred to practices and actions (Lemos et al., 2019; Piccoli & Godoi, 2012), characterized by being exhaustive by requiring time and effort. It can occur with donation of money or labor. It is attributed the high challenge of meaningful experiences in a place that includes people and things, because it faces very strong vulnerable realities (Pimenta et al., 2020).

Volunteering is a collective dynamic, characterized by the free choice and non-financial compensation of a group's doing in an organization (García-Cano et al., 2016; Piccoli & Godoi, 2012). It requires a structure (formal or informal) and the common intention of social benefit (Barnes, & Sharpe, 2009; Faletehan et al., 2020). It is composed of active rather than reactive tasks, which can be intrinsic or extrinsic. Intrinsic active tasks include entertainment-fun, ethics-virtue/justice, aesthetics-beauty, spirituality-faith, or social value. On the other hand, extrinsic ones are Efficiency-coexistence, status-success, excellence-quality, and esteem-reputation/materialism (Gallarza et al., 2016).

The structure of the organization that hosts and manages volunteerism has natural and unnatural characteristics. The natural ones are understood as innate, lasting, and difficult to change, for example the structure, mission, and location. The unnatural ones, on the other hand, are processes that can be changed or manipulated, for example the organizational culture, communications, leadership, or staff (Nesbit, et al., 2018).

In this sense, volunteer management is particular to each organization (it is not a generic process), which allows the identification of the plurality of volunteering as a heterogeneous connotation (Pe et al., 2015). It is dependent on (1) capacities, referring to budget, type of leadership, competencies, staff, and (2) practices such as work planning and design, recruitment, and others. Together they are influenced by the characteristics of the community,

the infrastructure for volunteer management, public policies, and the legal context. Regarding the latter, it is pertinent to point out that each country establishes specific regulations and defines the rights and duties expected in volunteering (Reyes, 2012).

Types of volunteering

We found that volunteering is considered a human resource of high importance (Ferreira et al., 2015). According to Gallarza, et al., (2016), it is a hidden workforce of the third nonprofit sector. To guard it, it requires the fit between the organization and the volunteers, their motivations, activities, performances, expertise and preferences that constitute the heterogeneity of volunteering (Morrell, 2020; Baranes et al., 2020),

Regarding the heterogeneity of volunteering, we found some typologies according to the cases analyzed in their research. These refer to the scope (Vidal and Mota, 2007), the roles of participation (Kay, et al., 2017), the profiles of volunteers (Cavalcante, 2015), or the conversation of provenance and time (Hustinx, et al., 2010). They are grouped in Table N°3.

Table 24. Volunteer classifications. Own elaboration based on RSL

Classification	Tipologías	Autores
Territorial scope of action	Microlocal, stable pymelocal, modern macromedium and traditional volunteering	Vidal y Mota, 2007
Roles of participation according to the impact on the volunteer's decision	Decision maker, partner, consultant and/or external	
	Internal Roles: National officers, committee members, selector, owner and helper. External Roles: Charity or local community and volunteer group	Kay, Polonsky y Inglis, 2017
Volunteer profile	Socio-demographic conditions	Cavalcante, 2015
Conversation between provenance and time	Episodic referring to the frequency of voluntary action	Hustinx, et al., 2010

However, the typologies presented do not manage to accommodate all the nominations, forms, and descriptions that different studies make of the phenomenon of volunteering. Therefore, as a contribution of the SLR, a taxonomy of volunteering is proposed, which reflects the plurality of management in organizations, in which volunteers constitute a great support for the fulfillment of the purpose (Cullom & Cullom, 2011).

Contribution: Taxonomy of volunteering

The taxonomy of volunteering proposed here is based on four groups: time, dynamics of the volunteer experience, sociodemographic conditions, and institutional framework. These are divided into 11 classifications, each with their respective types and in some cases subtypes, as shown in Figure 2 and described below.

Group 1- *Time*: The temporality dimension of volunteering includes three classifications:

1. *Weekly hours of dedication:* considers the effective time of volunteer action for the development of the assigned tasks and roles. It begins its management in the selection stage (Araque & Reyes, Forthcoming), when establishing the dedication agreements, in the signing of the volunteer agreement and in the establishment of partnerships with other organizations. The literature reviewed allows us to identify two types:
   a. *Basic:* Basic volunteer time is considered to be the investment of at least 4 to 8 hours per week in volunteer action within an organization. Some volunteers double this time in their personal experience by participating in several organizations (Alcance, 2020). This consideration responds in a particular way to face-to-face volunteering dynamics. It implies the development of activities directly in the field, given that in virtual modality, the basic time can be less than 4 hours.
   This is exemplified by the quantification of hours donated by volunteers at Charlotte Mecklenburg Bookstores. They put an annual total of 646 hours in one of their branches, with a distribution of 6 to 8 hours per week per volunteer (Beach, 2013).
   b. *Extended:* Dedication to voluntary action of more than 8 hours per week. It is usually associated with participation in different processes and presence several days a week, or with conditions such as internships, exchanges, or intensive experiences.

2. *Periodicity of presence:* Identifies the recurrence and constancy with which the voluntary action is performed. There are two types and each one has its respective subtypes.
   c. *Constant:* This is the type of volunteer action that, regardless of the number of hours, implies a weekly presence dedicated to specific activities or services. This is the type of volunteers who are available for the fulfillment of the mission due to their constant disposition. They are assigned specific responsibilities and can have a greater impact

on the organization's decisions. The types are (1) once a week, and (2) two or more times a week, as in the case of the Youth in Australia leading "The Nigth Café" two nights a week (McDonald and Warburton, 2003).

d. *Occasional:* Occasional volunteering responds to specific non-daily actions. It convenes different volunteers for the development of an activity in a specific period. Then, it easily dissolves the relationship. They are not volunteers who can be counted on to make organizational decisions, but they can be expected to make operational and logistical decisions.

Among the subtypes of occasional volunteering are (1) Recurrent, which refers to volunteers who repeat cycles of presence such as Christmas celebrations or institutionalized fundraising activities, but is not mediated by an agreement or written agreement. (2) Specific, that is, a single presence for collaborative work in a corporate social responsibility event or action of corporate impact. And (3), Massive, present in the development of a large event

Volunteering Taxonomy

Time
- 1. Time spent per week
  - a. Basic
  - b. Extended
- 2. Frequency of attendance
  - c. Constante
    - Once per week
    - Two or more times per week
  - d. Occcasional
    - Recurrent
    - Specific
    - Massive
- 3. Average tenure
  - e. Years of experience
    - Less than a year
    - Between one and two years
    - Two to Five years
    - Lifetime

Dynamics of the volunteer experience
- 4. Role within the organization
  - f. Decision-makers
    - Managerial
    - Statutory
  - g. Operational
    - Operational
  - h. Funder-Donor
    - Financiers
- 5. Scenario or mode
  - i. Presential
  - j. Virtual
- 6. Impact dimension
  - k. Social
  - l. Environmental
  - m. Technological development

Sociodemographic conditions
- 7. Origin
  - n. Local
  - o. National
  - p. International
- 8. Gender
  - q. Female
  - r. Male
- 9. Life cycle
  - s. Adolescent and youth
  - t. Adult
  - u. Elderly Person
- 10. Socio-educational level

Institutional framework
- 11. Organizational structure
  - v. Autonomous - Unorganized
  - w. Social
  - x. University
  - y. Corporate

Color conventions: Taxonomy | Group | Classification | Type | Subtypes

Figure 2. Taxonomy of volunteering. Source: Own elaboration based on RSL

This is exemplified by the fact that in countries such as Argentina, occasional volunteering represents 3.7% of volunteer activity (participation in events, concerts, marathons) (Morell Lhotka, 2000). Likewise, it has been recorded that the Sydney 2000 Olympic Games, counted with the participation of 40,000 volunteers generating considerable economic benefits to the event and the promotion of community development (Fairley et al., 2016).

This type and its subtypes of volunteering are themselves a recruitment platform for volunteer profiles, and should be leveraged to communicate new opportunities and organizations that enable the experience. This volunteering can stimulate the transition to other types of volunteering as soon as the experience is meaningful, and activate the legacy of mass volunteering (Fairley et al., 2016).

In some cases, recruitment and selection is done through inter-institutional alliances. However, the greatest challenge of this type of volunteering is the induction and training stage for the development of the event or activity, since it is characterized by being very short. It responds to the limited temporality of the experience. It requires early identity building, to which the background of the event and the access to clear information and open call contribute significantly. It requires direct and specific designation of leaders. There is no room for collective selection, although there will always be a risk of validation. This type of volunteering does not require a succession or retention plan (Fairley et al., 2016).

3. *Average permanence:* the third classification of this group refers to the stability of volunteers in the processes, which translates into knowledge capital for the organization. At the same time, it involves risks regarding the closure of the experience, which implies the loss of people and knowledge. Low repetitive tasks can stimulate permanence in volunteers, feel more meaningful and engage with others (Hidalgo & Moreno, 2009). However, stability can establish dependencies. Operationally they can also delay processes or resist more contemporary changes and dynamics (McDonald & Warburton, 2003). This classification has a single type with 4 subtypes:

e. *Years of experience:* considered as (1) less than one year. Hidalgo & Moreno (2009) found that 35% of volunteers who register in a nonprofit organization end their experience without completing the year. (2) Between one and two years, of which Astray & De Roda (2008) compare indicating that the permanence of less than a year is 83.24%. Greater than one year is 73.52%, i.e., there is a loss of 10 percentage points from the first period. (3) 2 to 5 years, e.g., Most women volunteers in an experience in Australia have a tenure between 1 and 3 years in the volunteer experience (Biggs et al., 2019). And (4) Lifetime. McDonald and Warburton (2003), state that the strongest areas of organization, found in their ethnographic approach in Australia, are almost all made up of older adult women who began their volunteering as youths.

Table 25. Taxonomy of volunteering: Summary Group 1 - Time. Own elaboration based on RSL.

Grup	Clasification	Type	Subtypes
Time	1. Hours of weekly dedication	a. Basic	N.A
		b. Extended	N.A
	2. Periodicity of presence	c. Constan	Once per week
			Twice or more times per week
			Recurrent
		d. Occasional	Specific
			Massive
	3. Average permanence	e. Years of experience	Less than a year
			One to two years
			2 to 5 years
			Lifetime

Group 2 - *Dynamics of the volunteer experience*: it pays attention in the first place to the perception of satisfaction, related to enjoying the work, actively participating, having a sense of belonging, being positively evaluated, enjoying the group, feeling emotionally benefited. Secondly, there is organizational commitment, which includes contributing to the organization's goals through participation, feeling proud of the organization, and finding transparency and efficiency in the organization. Finally, role identity, that is, feeling important and inviting others to participate (Morrel Lhotka, 2000). This group has three classifications, each with their respective types:

4. *Role within the organization:* This refers to the levels of direct incidence in the organization's decisions and contributes to the achievement of the expected results (Scope, 2020). It is identified in the manifestation of commitment and permanence in the service (Hidalgo & Moreno, 2009). It has three types:

   f. *Decision-makers*: These are volunteers who reach decision-making scenarios within the organization, at the official invitation of another executive member. That is, they are not self-proclaimed as such. They are invited because they meet the organization's needs in terms of education, previous work experience, and community contacts (Morrell Lhotka, 2000). They can be (1) managerial, because they lead areas or coordinate the volunteerism, or (2) estamentary, because they participate in the organization's decision-making bodies. Such is the case presented by Morrel Lhotka (2000), on volunteers participating in general assemblies and boards of directors.

      The decision-making role presents a management dilemma: Having a well-defined profile for recruitment makes it difficult to find and accept volunteers. Not having one generates greater uncertainty about performance (Morrel Lhotka, 2000).

   g. *Operational:* Unlike employees in an organization, most volunteers do not aspire to leadership roles in nonprofit organizations, because they are aware of the great responsibilities and high costs for the volunteers themselves (Kreutzer, 2009). Therefore, volunteers often perform operational tasks within the organization, which is highly relevant for mission fulfillment.

   h. *Funder-Donor:* refers to volunteers who support the management of resources for the organization, under the conviction that the organization's mission really supports the transformation of realities in accordance with their motivations and interests. Incidentally, Randle et al. (2013) mention how donor volunteers support the financing of the operation of nonprofit organizations.

5. *Scenario or mode:* This classification will depend on whether the availability of time, talent and work for the voluntary action requires physical presence, or if the knowledge can be enabled from geographic dispersion. Also, if the times are managed synchronously and/or asynchronously. It has two types:

i. *Presential:* Presential volunteering is the most recognized and worked in the different experiences presented in the literature. In the exemplification, most of the cases that have been mentioned throughout the text can be applied.

j. *Virtual:* this modality has gained strength, not only because of the effects of the covid-19 pandemic, but also due to the development of other organizational forms. For example, the Wikimedia and Creative Commons study, which identifies internal and external actors, contributing to the development of content, based on communication and inclusion dynamics (Dobusch & Kapeller, 2018). Likewise, the digital library of volunteering Biv@ developed in Spain, is fully energized by volunteers who in turn manage knowledge, information, and data for volunteers, as well as for volunteer organizations and other users. Among the tasks performed are the cataloging of documents, the maintenance of the volunteer forum and the programming and maintenance of information (Reyes, 2012).

Management in this classification includes the configuration of emotional and technical support. It is mainly mediated by communication and inclusion to establish social bonding and identity with the organization (Dobusch & Kapeller, 2018). However, the management of the virtual modality, particularly demands the use of social media to establish communication, effective program management skills and access to licenses (Nesbit et al., 2018). This may translate into the need for digitalization support for nonprofit organizations to be able to develop this type of volunteering.

6. *Impact dimension:* this classification refers to the orientation of the volunteer action. It is managed through social support, it generates greater satisfaction and self-confidence, this is determinant to increase the participation and decisions of volunteers. Emotional, informal, and material transactions must include its primary cores due to the great influence it has on the decision to participate and remain. Added to this are interpersonal transactions that include family, friends, other volunteers, and the organization itself. Together, they increase the probability of permanence (Astray & De Roda, 2008). It has three classifications without subtypes.

k. *Social:* this is the most traditional understanding of volunteering. It has greater recognition in the literature, for the permanent response of solidarity for the attention

to population groups, helping them to meet their needs (Cuevas et al., 2015). As illustrated by the volunteers who offer services in bookstores in England, working in different roles that include local history, summer challenges, reading services and help in different events (Casselden et al., 2019). Just as the case of the ADRA Assistance and Development Agency, presented by Dostál (2020), highlights how social volunteering can be shared in mission and extended to different territories.

l. *Environmental:* experiences directed to the environmental dimension are also identified, for example, Chacón et al. (2010) conducted research with 1515 volunteers from 132 social welfare and environmental organizations in Spain. Likewise, Hidalgo and Moreno (2009) conducted research with 393 volunteers from 95 social and ecological organizations in Malaga and Granada, Spain.

m. *Technology development:* this is perhaps the most recent dimension and is exemplified by volunteer dynamics in Open Source Software (OSS)(Willinsky & Rusk, 2019; Moritz, Redlich, Grames, & Wulfsberg, 2016).

Table 26. Taxonomy of volunteering: Summary Group 2 - Dynamics of the volunteer experience. Own elaboration based on RSL

Grup	Clasification	Type	Subtypes
Dynamic of the volunteer experience	4. Role within the organization	f. Decision makers	Managerial
			Estamentary
		g. Operational	Operational
		h. Funder - Donor	Financiers
	5. Scenario or mode	i. Presential	N.A
		j. Virtual	N.A
	6. Impact dimension	k. Social	N.A
		l. Environmental	N.A
		m. Technological development	N.A

Group 3 - *Sociodemographic conditions*: there is a recurrence of research in presenting this type of data in the dissemination of studies, so four classifications were identified, with their respective types and none with subtypes:

7. *Origin:* The origin of the volunteers determines their capacity to read reality, the expectation to perform the voluntary action, as well as the need for more or less technical, communicative and emotional support. Recruitment in this case requires the use of various alternatives by the organization to call for volunteers. Among others, it includes

the use of social networks, voice to voice, referral among volunteers or inter-institutional alliances (Alfes, et al, 2017). It has three types:

n. *Local:* Local volunteering is characterized by a self-identity related to the common reading of the territory, facilitating the implementation of possible solutions to improve or enhance the reality. The sense of the community enhances the participation and commitment of volunteers, enables the construction of references and configures the history of volunteering as a family, social and generational legacy. This is well illustrated by the experience of volunteers in Toronto, Canada, who energize the parks in the neighborhoods they live in. From this experience, Samantha tells how she enjoys volunteering because she grew up watching her neighbors and her father, a carpenter, volunteering in the park (Barnes & Sharpe, 2009).

o. *National:* although with different territorial readings, they share the same language, facilitating the exchange of experiences.

p. *International*: the intercultural exchange activates the intercultural exchange, faces the challenge of the language and the temporal dynamics of greater diversity. The dimension of origin, as well as other socio-demographic conditions is very important in Biv@, which among others, registers volunteers from the Netherlands, Thailand, Germany, Saudi Arabia, Spain, Morocco, Egypt, France, Vietnam, Belgium, and some countries of America in a smaller proportion (Reyes, 2012).

Dostál (2020), in explaining how ADRA, being a social agency for worldwide development, has delegations in 130 countries. They develop their work in different volunteer centers, such as the 14 in the Czech Republic, studied in the case, where 2500 volunteers achieve a national identity with local independence, which in turn is not far from the mission that summons them at the global level.

8. *Gender:* Participation in volunteer actions differentiated between men and women is determined by the type of tasks, the dimension of impact and interests. It is estimated, for example, that women are more involved in humanitarian causes, while men are more involved in environmental causes (Randle et al., 2013). Traditionally, studies present two

types, however, it would be valuable to include in the research agenda the approach of gender-neutral volunteering:

q. *Female*: In Brazil, 55.6% of volunteers are women, of whom two particularities are also recognized: 38% are married and the commitment and permanence is associated with educational levels, since 69.8% have a higher education degree (Alcance, 2020). Add to the analysis, the study in Melbourne- Australia, of women who accompany others from their own experience, around postpartum depression, and anxiety, through the "Helpline" volunteer program (Biggs et al., 2019).

r. *Male*: From their previous studies, Randle et al. (2013) posit that single, childless men participate more in volunteering experiences associated with animal law.

9. *Life cycle:* determines the energy, experience, knowledge and availability of volunteers. Therefore, the time of activities and tasks that can be assigned to them. Selection, induction, and training should be in accordance with the life cycle and respectful of experience. Permanence depends on the variety of tasks according to their interests and educational levels (Hidalgo & Moreno, 2009). It is a classification with three types:

s. *Teenager and youth:* McDonald and Warburton (2003) show how young people under 30 years of age, students of different disciplines, lead "The Nigth Café", an initiative to promote new volunteers, focused on conversation through the presentation of shows, food offerings and sale of second-hand clothing.

t. *Adult*: The case of the Charlotte Mecklenburg Library system, 2000, presents the increase from 28 to 81 adult volunteers between 2009 and 2010, while youth participation decreased from 14 to 0 in the same period (Beach, 2013).

u. Older adults: 11.1% of volunteers participating in the study on volunteer motivations in Puerto Rico are older adults (Cuevas et al., 2015).

10. *Socio-educational level:* Research that alludes to volunteers with medium and high socio-educational levels agree that their willingness, commitment and permanence is greater (Alcance, 2020; Astray & De Roda, 2008). In the case of the women in the Australian experience, they are in the adult stage, with middle and higher levels of education (Biggs et al., 2019). For their part, Hidalgo and Moreno (2009) show that 52.8% of the volunteers

participating in their study had university education, 39% had secondary education and 8.2% had elementary education. As for the study of volunteer motivations in Puerto Rico (Cuevas et al., 2015), it showed that 38.9% had higher education, 27.8% with basic secondary education and 11.1% with intermediate education. This classification does not include additional types.

Table 27. Taxonomy of volunteering: Summary Group 3 - Sociodemographic conditions. Own elaboration based on RSL

Grup	Clasification	Type	Subtypes
Socio-demographic conditions	7. Origin	n. Local	N.A
		o. National	N.A
		p. International	N.A
	8. Genre	q. Female	N.A
		r. Male	N.A
	9. Life Cycle	s. Teenager and young	N.A
		t. Adult	N.A
		u. Elderly	N.A
	10. Socio-educational level	N.A	N.A

Group 4 - *Institutional framework*: it is defined by the rules of the game that govern voluntary action, based on a classification:

11. *Organizational structure:* Organizational structure is sized on the basis of formal or informal organizational forms (Barnes & Sharpe, 2009). That is, enrollment in a formal structure means dependence on a core group of members that coordinates or controls. This core may be constituted by other volunteers or by people with an employment relationship within the organization (Kreutzer, 2009). In some cases there are hybrid dynamics of volunteering, i.e., organizations have people who assume a role under contract and another role or tasks under the figure of volunteering (Barnes & Sharpe, 2009).

    The management of the organizational structure is relative to the organization, as well as the delimited policies with their levels of formality and informality. In any case, they require constant management. Negligent management of volunteering has dire consequences not only on the permanence of volunteers, but also on the continuity and

quality of the organization's social programs (Astray & De Roda, 2008). This classification is divided into four types, without subtypes:

v.   *Autonomous - Unorganized:* these are initiatives of individuals, family groups or groups of friends who, without being part of any formal organizational dynamics, carry out concrete voluntary actions. It is characterized by the informality of the structure. It is evident in their positions, meetings, character of the action, communication, and others (Barnes & Sharpe, 2009). If these actions assume recurrence, they tend to transition to another form of management, which leads to association or formal organizational registration.

w. *Social:* It is developed in nonprofit organizations as well as in public organizations (Nesbit, et al., 2018). In the exemplification they can apply most of the cases that have been mentioned throughout the text.

x.   *University*: sheltered by a higher education entity, it establishes its own management policies, as presented in the EAFIT university volunteer cycle (Muñoz, 2017)

y.   *Corporate: In the same vein, each company establishes its corporate social responsibility policies for volunteer management (Licandro, 2019).*

Table 28. Taxonomy of volunteering: Summary Group 4 - Institutional framework. Own elaboration based on RSL

Grup	Clasification	Type	Subtypes
Institutional framework	Organizational structure	V. Autonomous - Unorganized	N.A
		w. Social	N.A
		x. University	N.A
		y. Corporate	N.A

Conclusions

This article presents how the concept of volunteering has been approached in the literature, specifically in the recognition of heterogeneity for the management of volunteering. Welcoming the plurality with which the different authors present and typify volunteers, we present as a contribution a Taxonomy of volunteering, structured from 4 groups, each with types and subtypes.

The first group is related to the time that the volunteers dedicate and add to the permanence within the volunteering. For this purpose, the classifications hours of weekly dedication,

periodicity of presence and average permanence are available. In other words, for the management of volunteering in terms of time, it is not enough to consider how many hours the volunteer dedicates, but also how often and for how long.

The second group is the dynamics of the volunteer experience. The classifications it contains are role within the decision, scenario or modality and dimension of impact. It considers the incidence of volunteers in decision making, the face-to-face or virtual possibilities for volunteer action, and whether it is social, environmental, or technological development volunteering.

The third group presents the diversity of the volunteers through socio-demographic conditions. These can be of origin, gender, life cycle or socio-educational level. In other words, volunteers can be men, women, or gender-neutral as we suggest to start considering. They can also be local, national, or international. And they can volunteer regardless of whether they are teenagers, young adults, adults, or older adults.

Finally, the fourth group, Institutional Framework, addresses the structure of the organization in which volunteering takes place. In addition to considering the possibilities of autonomous/unorganized volunteering, it also considers the existence of social, university or corporate volunteering.

His taxonomy of volunteering, in addition to offering a contribution to the concept, has practical implications for organizations to manage their volunteer programs according to the profiles and interests of both the organization and the volunteers.

It also opens the door to future research on how organizations manage volunteering in the midst of heterogeneity. Also, the delimitation of volunteering in different organizational contexts, possible characterizations of volunteers on a small and large scale, and the expansion of the understandings presented here regarding the groups, classifications, types and subtypes of volunteers that make up the taxonomy of volunteering.

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Volunteering: Stages and motivations

Systematic Literature Review (SLR)

Abstract

To investigate the approach in the literature on volunteering in non-profit organizations (NPOs), we conducted a Systematic Literature Review (SLR). In an integrative view of the different approaches of the authors, we propose two contributions that gather their contributions: 1. The 5 stages of volunteering: recruitment, selection, induction-training, retention-permanence, and exit, and 2. The motivations of volunteers for altruistic and non-altruistic reasons and by intrinsic and extrinsic relationship. With this we contribute to the conceptual discussion of volunteering, with practical implications for organizations, with respect to volunteer management.

Keywords

Stages of volunteering, Volunteer motivations, Volunteer management, Non-profit organizations (NPOs), Systematic literature review.

Introduction

Volunteering is understood as a multidimensional concept of flexible connotation (Knutsen & Chan, 2015), referring to a social practice (Bispo & Suellen, 2014). In NPOs, It has implicit a relationship between the organization, the action, the volunteer and other volunteers. The scope is determined by the quality of the relationships, it is not static, it is not obliged or demanded. It expresses choice and is subject to change over time and people, it is highly dependent on the decisions of both the organization and the volunteers (Reyes, 2012; Nesbit et al., 2018).

However, although the academic literature shows prolific interest in the understanding of volunteering, especially with respect to the intention of permanence and the motivations of volunteers, the meanings are fragmented and diverse, so it is important for the understanding of the concept with research and practical implications, an integrated view that presents the contributions of the different authors.

In this sense, the purpose of this article is to present the results of the Systematic Literature Review (SLR) (Tranfield et al., 2003; Denyer & Tranfield 2009), guided by the question "How has the literature addressed the concept of volunteering in nonprofit organizations? Which resulted in two contributions with research and practical implications: 1. The 5 stages of volunteering: recruitment, selection, induction-training, retention-permanence, and departure, and 2. The motivations of volunteers for altruistic and non-altruistic reasons and by intrinsic and extrinsic relationship.

The structure of the article presents the methodology used, followed by the Findings, presented in the light of the contributions. Finally, there is a discussion section, conclusions and opportunities for future research.

Methodology

The methodological approach used was the SLR. The SLR is understood as the process of identifying and organizing the research developed to date, which makes it possible to identify trends and differences, as well as gaps and agendas that support the research. For this purpose, the SLR proposal proposed by Tranfield et al. (2003) and the more recent precision of Denyer and Tranfield (2009) were adapted. These authors propose as a starting point that the SLR is characterized as a guide for the process, flexible and adaptable to the specific dynamics of SLR development, responding to the principles of a transparent, inclusive, explanatory, and heuristic exercise.

Guided by the question "How has the concept of volunteering in nonprofit organizations been addressed in the literature?", we conducted a search in the Scopus, Web of Science, Redalyc, Publindex, and Google Scholar databases, under the criterion of temporality of publications made between 1996 and 2021, considering that two and a half decades of academic production could significantly support the answer. In the search equation, we prioritized the English, Spanish and Portuguese languages (as shown in Table 1), considering a greater inclusion of articles in the search results.

Table 29. Search Equation in English, Spanish and Portuguese

Language	Search Equation
English	Volunteer management OR Voluntering management OR Volunteer practices OR Voluntering practices AND Nonprofit organizations OR Non-profit organizations
Spanish	Gestión del voluntariado OR Practicas de voluntariado AND Organizaciones sin fines de lucro
Portuguese	Gestão de voluntários OR Práticas de voluntários AND Organizações sem fins lucrativos

Supported using Covidence literature review software, we imported 364 articles, of which 15 were discarded for duplicity. We performed an exhaustive filter on title, abstract and keywords to 349 articles. Of this number, 143 remained in the full-text studies assessed for eligibility stage. During this stage, 55 texts were excluded due to lack of relationship with the study topic, lack of information, the concept of volunteering not developed, the allusion to volunteering for participation in research and not as a concept, or the language and year of publication different from the criteria. Finally, 88 studies were included for the extraction stage. We present the SLR Covidence report in Figure 3.

Voluntariado en OSFL
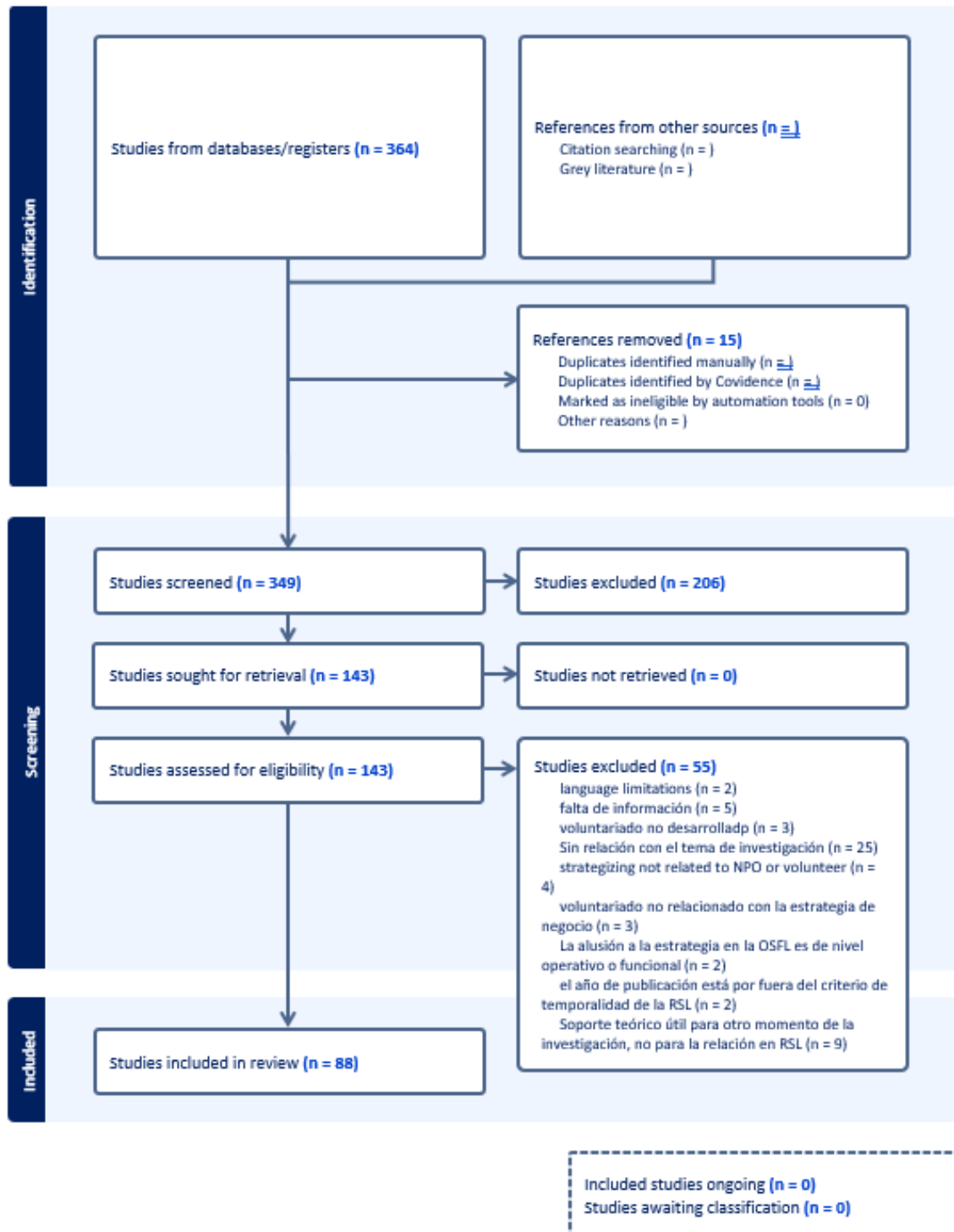
Figure 1. Covidence RSL Item Management Report

The criteria for inclusion of the literature considered prioritizing articles that include in the title, abstract or keywords at least one category of the search equation. Likewise, the article should show how volunteer management and practices are connected to the strategic purpose of the nonprofit organization. On the other hand, the exclusion criteria were oriented towards articles that addressed the phenomenon of volunteering without connection to the purpose of the NPO, or that mentioned volunteering in the framework of volunteer participation in research of another thematic interest or field of knowledge, for example, volunteers for a study on health. Regarding the typology of the literature, this SLR welcomed articles of a conceptual nature that would bring the phenomenon closer to understanding, methodological articles that would allow the identification of cases and types of volunteer management in nonprofit organizations. In any sense, thematic articles related to the search equation. The inventory of articles included is presented in Table 2.

Table 30. Inventory of papers included in the RSL

Título	Autores
Open strategy-making with crowds and communities: comparing Wikimedia and Creative Commons	Dobusch & Kapeller (2018)
The influence of open strategizing on organizational member´s commiment to strategy	Nketia (2016)
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The Multiple Tensions of Organizational Hybridism: A Look at the Translation Perspective and Open Strategy in a Social Enterprise	Villar, Rese & Roglio (2019)
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The data extraction stage was carried out in an Excel matrix that gave way to the coding and analysis of the data, following the sequence of Strauss & Corbin (1990). The open coding took place with a classification that differentiated as initial properties, the fragments related on the one hand with the volunteers' motivations and on the other hand, with different moments or stages of the volunteer cycle.

With this differentiation, the specific approach to the data related to the volunteer cycle established a focused level of coding, in which fragments exemplifying each moment were grouped. This made it possible to categorize the data in the axial code, consolidating the studies in the presentation of the moments of the stages of volunteering. Finally, each of the stages was conceptualized as a theoretical code. The coding sequence is shown in Figure 4.

Fragments exemplifying specific moments in the stages of volunteering ① **(Focused code)**	Categorization of the stages of volunteering ② **(Axial code)**	Conceptualization of each of the stages of volunteering. ③ **(Theoretical code)**
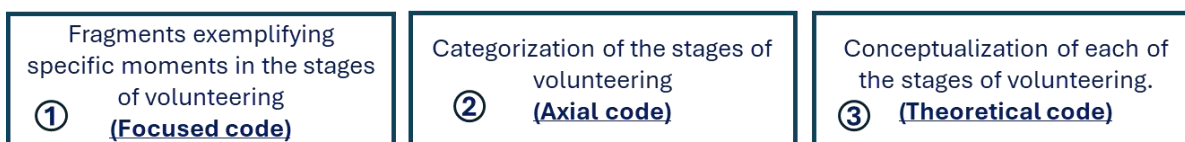
Figure 2. Coding Process and Analysis of Volunteer Stages

The treatment of the data related to the volunteers' motivations grouped the fragments extracted in the open coding by affinity or proximity in the focused code. In the axial code, these affinities were categorized by the types of motivations presented in the studies. The analysis of the information led to the understanding of relationships between these types of motivations, thus constituting the theoretical code. This was possible by reconfiguring the focused and axial coding into a double-entry quadrant, as shown in Figure 5

Relationships between types of motivations.
Double-entry table **(Theoretical code)**
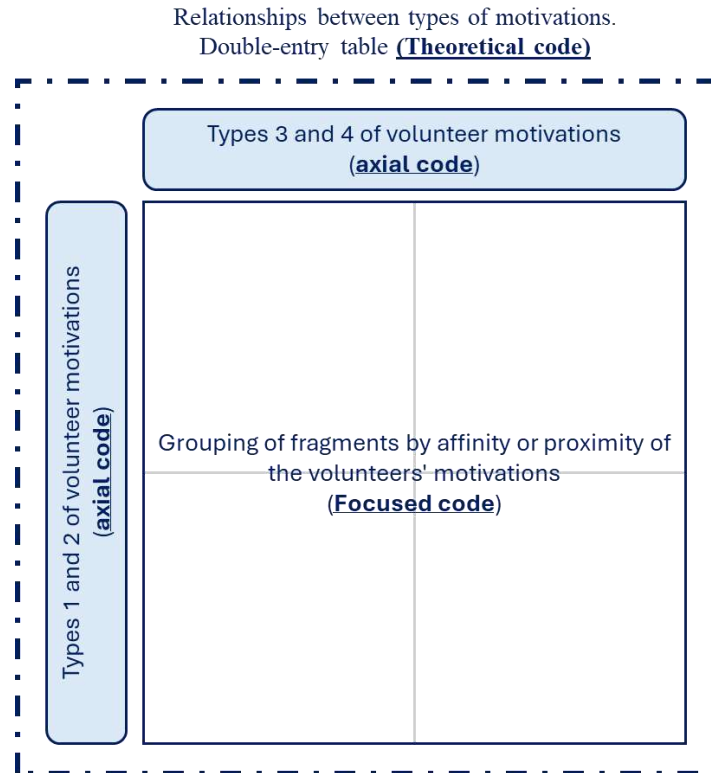
Figure 5. Coding process and analysis of volunteers' motivations

Findings

In the literature reviewed, volunteering is understood as a civic form of meaningful engagement with other individuals, with a view to well-being (Pimenta et al., 2020). It is a prosocial behavior that occurs in an organizational environment by some individuals, who offer time and effort to benefit other people from planned activities or spontaneous help (Alfes et al., 2017; Muñoz, 2017). It is characterized by being a free work, without lucrative purposes or contractual responsibility, linked by general commitment and interest (Ruiz & Greenspan, 2019). We found a greater concentration of analysis around the permanence of volunteers and their motivations (Astray & De Roda, 2008; Valencia & Velandia, 2013; Cuevas, et al, 2015; Nencini, et al, 2016; Almas et al., 2020; Faletehan et al., 2020).

In order to take into account the contributions found in a fragmented manner in the empirical studies included, regarding permanence with its preceding and preceding

moments, and the different approaches to motivations, we present below the 5 stages of volunteering and the classification of volunteers' motivations.

1.   *The 5 stages of volunteering: Recruitment, Selection, Induction-training, Retention-permanence, and Departure.*

The stages of volunteering are widely addressed in the studies reviewed. However, they have been addressed in isolation. An explicit nomination related to the flow of the volunteering experience is found in Sánchez (2016), who mentions that the volunteering cycle has the dimensions of approach, training, selection, integration, recognition, training and participation, care of their occupational health, development, exit and linkage. Although we recognize that it may be a viable way to read how the volunteering experience occurs, the author does not present a detailed analysis of the cycle, so it is difficult to dimension the scope of this postulate and in turn, it is far from the way in which other authors resort to the understanding of the moments of this possible cycle.

Following the recurring language in the articles reviewed, as a contribution of this SLR we have grouped the stages of volunteering in sequence: Recruitment, Selection, Induction/Training, Retention/Permanence, and Departure. They are presented in Figure 6. The placement on the graphic reflects the agency responsibility of each stage, which may be that of the organization, the volunteers, or shared between the two.
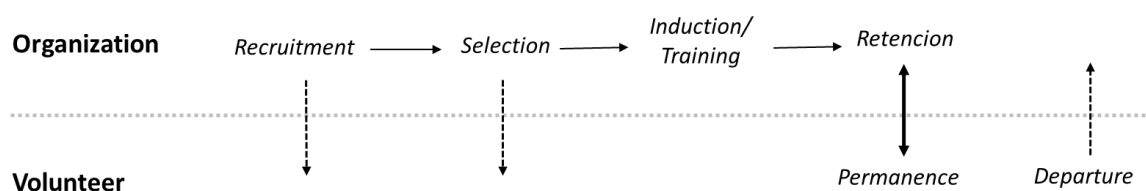
Figure 4. Stages of volunteering. Source. Own elaboration based on RSL

The recruitment stage is the first task performed by NPOs. Normally this process is characterized by being complex and established from informal relationships (Ferreira et al., 2015: Lemos et al., 2019). It is a moment that Includes the identification of people and the extension of the call (advertisements in newspapers and networks, direct invitations or mediated by friends, family or other volunteers) (Alfes, et al, 2017). Recruitment is more

efficient when there is clarity about the diverse characteristics of the volunteers, as well as the multifaceted motivations that move between altruism and self-benefit (Randle, et al, 2013).

For organizations, recruiting means segmenting their efforts according to volunteers' motivations (Pimenta et al., 2020), since not doing so and centralizing it to a single motive can generate barriers to access (Warburton & McDonald, 2009).

According to Ferreira et al. (2015), the selection stage occurs at the same time, understood as the moment of formalization and initiation of the voluntary action (Alcance, 2020). It requires achieving a careful balance of free wills, awakening the strength of volunteering, leading non-directive recognition and enhancing commitment (Kreutzer, 2009).

However, the agency of this stage is not exclusive to the NPO, since although it is their direct responsibility to achieve the selection, the actual choice occurs on the part of the volunteers, since they are the ones who "look for where they will be most useful" (Sanchéz, 2016).

Regarding the induction-training stage, it was found that it involves the installation, enabling or empowerment of skills in volunteers, for the development of the task or role assigned to them, without ignoring the value of personal experience and that which is gained in the very flow of the volunteer action. It should be clearly established at different moments of the volunteer experience as a constant stage, but a greater emphasis is understood in the initial moment (Barnes, & Sharpe, 2009).

According to Saksida et al. (2017), training should promote mastery of the role to be assumed. That is, clarity of tasks that allow volunteers to feel confident in their own abilities to develop them successfully. This increases the volunteers' commitment and decreases uncertainty regarding their role. It is achieved with training and support staff (Biggs, et al., 2019).

The training process includes instruction on the skills of the job to be performed by the volunteer. It involves investment and time. The investment may become meaningless in the

absence of permanence of volunteers, potentially limiting organizational learning. However, not doing so may mean a greater risk (Ferreira et al., 2015), since the lack of clarity generates greater turnover, that is, less permanence (Lemos et al., 2019).

These risks are unpredictable and unavoidable. Their occurrence means loss of knowledge, experience and expertise, impact on the quality and sustainability of the project or activity, chaos in community health. They can be mitigated with knowledge management processes, which implement information systems, including the creation of joint knowledge (socialization, externalization, internalization and combination), shared knowledge and knowledge retention (Rashid, et al., 2019).

On the other hand, the Retention-Permanence stage has a different meaning with respect to how they are agenticulated. They occur simultaneously, but they are distinct processes. The first, retention, belongs to the organization and its management capacity. While the second, permanence, depends on the satisfaction of the volunteer as a result of his or her experiences and motivations (Faletehan et al., 2020).

In this sense, retention is referred to the actions of the organization so that the volunteer continues with the process. It is determined by the structure of the organization and by the type of leadership that guides volunteer management (Barnes, & Sharpe, 2009; Almas, et al, 2020). This stage constitutes one of the most important challenges for NPOs (Saksida et al., 2017).

On the other hand, permanence is the volunteer's response, manifested in his or her commitment and desire to continue. It involves daily rituals, such as community celebrations, meetings outside the headquarters, permanent communication or food shared in meetings of different kinds, as well as the use of institutional badges (coats, scarves, medals, T-shirts, uniforms), for the establishment of identity with the organization and thus the determined response to the roles and tasks assigned (McDonald & Warburton, 2003; Pimenta et al., 2020).

Permanence is key for the volunteer to achieve role identity, that is, the internalization of his role within the organization and how to perform the corresponding activity according to

his beliefs, values and motives (Piccoli & Godoi, 2012). In line with this, Ferreira et al., (2015 - 2016) states that the intention to remain is finite (expiring), and depends on the satisfaction felt by the volunteer and the conditions of motivations. He also adds that repetition is the result of the perception of the previous experience and the evaluation of the management made by the organization in this regard.

Finally, and less developed in the literature, is the departure stage. It involves closing the cycle of participation in voluntary action. It provides for the challenge of continuity of the processes within the organization through a succession plan (does not apply to occasional volunteering), as well as the maintenance of the friendly and grateful relationship with the volunteer presence that ends (Morrell, 2020; Alcance, 2020). The speed or postponement of departure is determined by the trustworthiness of the volunteer's decision (Vantilburgh & Van Puyuelde, 2017).

It is important to emphasize that the stages of volunteering are timeless and dynamic. They depend on the management processes of each organization, respecting the plurality of volunteering (Pe et al., 2015). Although they have a declared start and end time, the stages do not occur in isolation, on the contrary, they coexist with each other.

Faletehan et al. (2020) exemplifies the above when they indicate that recruitment not only includes different communication channels such as social networks, but also the sharing of the experience with other people by the volunteers themselves, which ends up inviting them to choose. The way recruitment is done has an impact on retention, because it relies on the activation of volunteers' motivation. In the same sense, the training and the personal development bet. In this regard, Ferreira et al. (2015) state that greater retention reduces the frequency of recruitment.

The stages of volunteering recruitment, selection, induction/training, retention/permanence, and departure do not formalize or generalize the way in which the volunteer experience occurs. Rather, it offers an integrative view of the authors' contributions, scattered in the literature. At the same time, it allows to make conscious the tasks and practices that are naturalized within the organization and that mean operational

and strategic probabilities in the management of volunteering. In other words, while allowing an integrative approach to the conceptualization of volunteering, it has practical implications for nonprofit organizations.

2.   Volunteers' motivations can be classified by altruistic and non-altruistic reasons and by intrinsic and extrinsic relationship.

A second result of SL was the constant interest in empirical research on volunteers' motivations. Some authors consider that these depend on the psychosocial factors of the volunteers (Dávila de León, 2004). Others, on the other hand, allude to different classifications and ways of being organized (Ferreira et al., 2016). They can be understood as levels (Cavalcante, et al., 2013), types (Alcance, 2020), or perspectives (Cuevas, et al. 2015).

Other authors state that the motivations of volunteers respond to a common interest, under the principles of altruism and solidarity, to choose and contribute freely to a social reality in a responsible manner and in dedication of their free time (Magalhaes & Ferreira, 2014; Faletehan, et al., 2020).

Understanding the motivations of volunteers facilitates their management in organizations, with special emphasis on the activation of the intention to remain, since this is composed of motives, previous time in the organization, levels of conflict within the organization and the social support offered to volunteers (Astray & De Roda, 2008).

In this regard, Hidalgo & Moreno (2009), indicate that what motivates volunteers to remain, firstly, is the perception of social support (social support), related to the organization of the work team of the entity and the participation of more volunteers. Second, the characteristics of the work, in other words, the clarity of the objectives of the task, repetition or uniqueness of the tasks, complete or segmented process, level of autonomy or dependence on others for its development, contribution and usefulness to others, and the choice or assignment of tasks. And third, the expectations of continuity, that is, the intention of permanence.

The relationship between motivations and permanence translates into volunteer participation. According to Nesbit, et al. (2018) this depends on eight dimensions of which the first four correspond to the organization, these being (1) the decision to activate volunteering referring to whether or not they are required, (2) the magnitude of volunteers to be used, i.e. the number of people, hours and time, (3) the contribution expected from volunteers in terms of tasks and roles, and (4) the status within the organization, defined by qualifiers and nominations assigned. And complementarily, the authors place the final four dimensions as dependent on the volunteer, which include (5) the volunteer's entry and exit in the organization as his or her choice of the organization and decision to stay, (6) the characteristics and diversity of the volunteer, understood as his or her demographic conditions, knowledge and skills, (7) the intensity and duration with respect to hours donated, time spent and exit from the organization, and (8) the quality of the volunteer work which includes accuracy, speed, attention to tasks and roles or abstention from performing them.

The motivations of volunteers are also related to the occurrence of conditions and sociodemographic segmentation (Kay, et al, 2017), for example, according to García-Cano et al., (2016), altruism is stronger in adult volunteers, while improving the curriculum has greater relevance in young people. Likewise with the type of population to whom the service is performed.

We found in the literature reviewed two perspectives to understand the motivations of volunteers: On the one hand, motivations can be intrinsic or extrinsic, understood as conditions of subjective well-being and interactions with the context that drive action (Cuevas, et al., 2015). Intrinsic motivations correspond to the enjoyment and interest or pleasure of doing things, independent of social expectation. While extrinsic ones respond to contingency roles, instrumental reasons, external benefits or social expectation (Ferreira et al., 2015). On the other hand, we find the understanding of motivations by altruistic or non-altruistic intention, depending on whether the sense is related to others or to oneself (Lemos et al., 2019), the main desire to help others or self-fulfillment (Cuevas, et al., 2015).

However, we believe that these perspectives are not opposing or isolated directions. On the contrary, the diversity of motivations is complementary. A holistic view of volunteer motivations increases the possibilities for organizations to manage the five stages of volunteering. this can increase the perception of satisfaction, which proportionally leads to the intention to remain.   In the classification we propose, the motivations presented by the authors converge in the light of altruistic or non-altruistic reasons with intrinsic or extrinsic relationships, as shown in Figure 7.
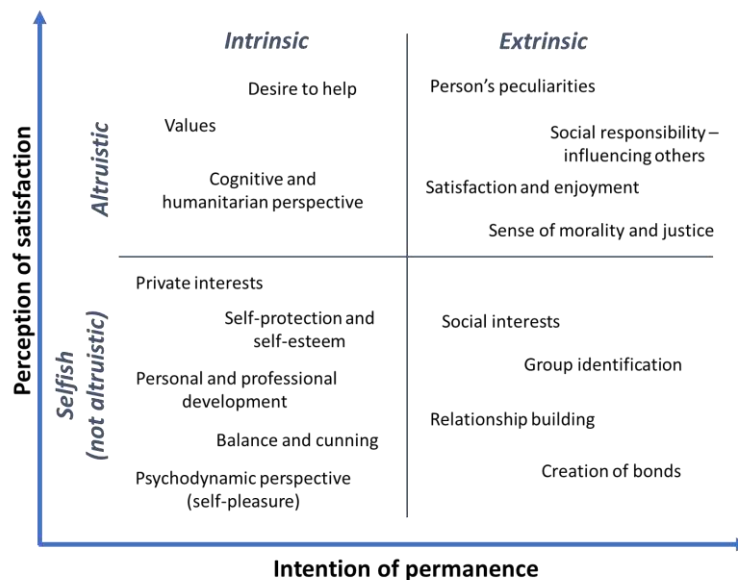
Figure 5. Classification of motivations by confluence between altruistic and non-altruistic reasons and by intrinsic and extrinsic relationship. Source: Own elaboration based on RSL

The first confluence is the Altruistic-Intrinsic Motivations. They are related to self-actualization from promoting the well-being of other people (Alcance, 2020; Kreutzer, 2009), that is, the intention to help others (Ferreira et al., 2015; García-Cano et al., 2016; Vantilburgh & Van Puyuelde, 2017; Chacón et al., 2010).

They are supported by prosocial behaviors and humanistic perspective (Cuevas, et al., 2015), characterized by personal values of caring (Ferreira et al., 2016), religious, social transformation, reciprocity, interests in the community, helping the territory or helping a collective (Licandro & Yapor, 2019; Chacón et al., 2010), manifest concern for social problems (Piccoli & Godoi, 2012), and the desire to contribute to society (Vantilburgh & Van Puyuelde, 2017).

The second confluence occurs in altruistic-extrinsic motivations. They are determined by the particularities of individuals, which are externally influenced. This includes commitment to an organization, community tasks or activities, raising money, seeking causes for support, time and employment, among others (Kay, et al, 2007; Fang & Neufeld, 2009; Licandro & Yapor, 2019; Chacón et al., 2010).

Likewise, individual and collective feelings (Cavalcante, et al., 2013), the desire to share knowledge and correct mistakes (Ehls, 2014), social responsibility (Kay, et al., 2007), the desire to influence other people and the improvement of esteem, which are evidenced in the satisfaction of feeling useful, achieving social relationships and enjoyment with others. (Licandro & Yapor, 2019).

Volunteers who have altruistic-extrinsic motivations are guided by a sense of morality and justice (Alcance, 2020; Kreutzer, 2009). Their action is directed to the need for social adjustment, understood as normative influence, which determines the expectations that people believe will be important to their sources of moral and affective authority (Licandro & Yapor, 2019; Chacón et al., 2010).

A third confluence is selfish-intrinsic motivations. They are centered to the person and his private interests, interest in the activity (it can be the specific activity or the activity with people) (Chacón et al., 2010; Alcance, 2020). They are devoid of the altruistic ideal and are of deliberate occurrence (Ferreira et al., 2016). They are functional motives (Vantilburgh & Van Puyuelde, 2017), related to improving mood, filling a personal void or gap, compensating, or escaping negative thoughts or achieving personal growth, (García-Cano et al., 2016; Kay, et al, 2017; Vantilburgh & Van Puyuelde, 2017).

These motivations are related to belonging and protection or self-protection, self-esteem, self-confidence, and ego growth (Ferreira et al., 2015, 2016; Piccoli & Godoi, 2012; Vantilburgh & Van Puyuelde, 2017; Chacón et al., 2010), also mentioned as the defense of the self or defense of the self-image (García-Cano et al., 2016). Likewise, this segment of the motivational quadrant (see illustration 3), includes personal care and development, emotion and achievement, task development, oriented by personal goals, as well as fun and

ideologies and feeling of obligation, social recognition and respect, elitism, and competitiveness (Kay, et al, 2007; Fang & Neufeld, 2009; Ehls, 2014).

Added are the reasons for knowledge and understanding, reasons for the volunteer's current or future professional career, curriculum enhancement, the opportunity to learn and understand the world, having new experiences, possibility to put into practice, knowledge, skills, challenges, new perspectives and technical skills (Licandro & Yapor, 2019; Piccoli & Godoi, 2012; Ehls, 2014; Vantilburgh & Van Puyuelde, 2017; Chacón et al., 2010; Ferreira et al., 2015,2016; García-Cano et al., 2016; Licandro & Yapor, 2019).

They are motivations of balance and cunning feelings of self-promotion in interaction and of privilege, status and protection (Cavalcante, et al., 2013). They are considered in the psychodynamic perspective, related to the search for self-pleasure and personality attributes (Cuevas, et al. 2015).

Finally, there is the confluence of selfish - extrinsic motivations. This quadrant has less emphasis in the literature. Its focus is on social interests. That is, to make and increase friendship, love and other relationships, to have social networking (Kay, et al, 2007; Vantilburgh and Van Puyuelde, 2017; Ferreira et al., 2015), to identify with a group in which common interests and other social contacts are shared, the creation of ties and participation with others (Ferreira et al., 2016; García-Cano et al., 2016), among other reasons.

This quadrant of motivations of altruistic and non-altruistic reasons, as well as intrinsic and extrinsic relationships, presents the volunteers' motivations with the possibility of simultaneous occurrence, with more dominant manifestations, which are contrasted with other coexisting ones and with the type of tasks (Kay, et al., 2007). They are not self-excluding, on the contrary, they can be interconnected and vary over time (Alcance, 2020).

In turn, this confluence of motives is not distinguished by difference or opposition, but by the interposition between them and can be described in the feeling of gratification of the experience (Piccoli & Godoi, 2012). That is, the volunteers' motivations and their direct effect on the intention to stay is dependent on the perception of satisfaction, understood as the positive emotion generated by the experience (Ferreira et al., 2015).

A necessary precision is that not everything occurs under the perception of satisfaction. Kay, et al, (2017), warns about the existence of inertia in voluntary action. That is, the intention of permanence is felt as an obligation of continuity because the experience was previously initiated. For the organization, inertia may occur due to the inability to find other ways of managing volunteering in terms of its stages and motivations. This can lead to a conflictive relationship between the organization and the volunteers, as well as among the volunteers themselves.

Stages of volunteering, volunteer motivations and the accuracy of inertia in volunteer action are important aspects in the understanding of volunteering. They allow researchers, practitioners and third sector organizations to improve the management of volunteering and to make more visible the different contributions to the fulfillment of the mission purpose.

Discussion

In this article we have presented the recurrence of the understanding of volunteering with respect to stages and motivations, considering the empirical studies on volunteering in nonprofit organizations included in this SLR. We found that the recurrence of research approaches, turn in isolation. Our contributions propose to read them in an integrated manner, so we first present the 5 stages of volunteering: recruitment, selection, induction/training, retention/permanence, and departure. A second integration has to do with the classification of volunteers' motivations by altruistic and non-altruistic relationship, and by intrinsic and extrinsic reasons.

The above is relevant in that volunteering combines social activities, driven by affection, solidarity and freedom of choice, civic, cultural, educational, scientific, environmental, recreational or social assistance, to promote the welfare of other people or communities (Cavalcante et al., 2013; Cuevas et al., 2015). That is, it creates structures and initiatives for social cooperation, generating positive and innovative effects in solving societal problems (Ruiz & Greenspan, 2019).

Studies recognize volunteers as producers of social capital and integral to the success and viability of the third sector (Warburton & McDonald, 2009). In the framework of research related to NPO strategy that includes the phenomenon of volunteering, volunteers are declared as important stakeholders with different skills and motivations (Hodgkins et al., 2019; Ferreira et al., 2016; Gallarza, et al., 2016; Kay et al., 2017; Dostál, 2020). With their participation they contribute to collective or community innovation, in the development of products and services. They enable, among other possibilities, the attainment of status within the community, and in some cases, the use of experience for better labor remuneration (Shah, 2006). Likewise, volunteers support and accompany organizations in times of crisis (Beach, 2013).

However, the understanding of volunteering and the detailing of the stages of volunteering, as well as the motivations, is conceived from the unidirectional relationship of the volunteer within the organization, that is, the volunteer as volunteer. It does not even consider its implications in a bidirectional relationship as it can result in hybrid volunteering. This is understood as a dual relationship with the organization that manages the volunteer. The person can simultaneously be both a contracted worker and a volunteer. This variation can mean in volunteer management, evidence of motivation in the work team, but at the same time, it can mean that NPOs must "do more with less," because funds are insufficient (Knutsen & Chan, 2015). This is a very thin boundary between the labor contract and volunteering, which in turn de-idealizes volunteer action from the exclusive altruistic value, since as previously mentioned, with respect to motivations, different interests converge.

Hayashi (2016), exemplifies this idea by presenting in his study the case of hiring labor and compensating volunteers for their services to stimulate elder care in Japan, thereby promoting greater freedom of participation in home care services and offering a more economical alternative to government.

With this understanding, a new door for future research is opened that will allow us to dimension in empirical research the manifestations of hybrid volunteering, as possible dual relationships between the organization and its volunteers. Not exclusively related to labor

contracting as the literature so far suggests, but considering other forms of hybrid relationship such as, for example, between volunteer action and the receipt of benefits as participants in the organization's programs and mission services.

Likewise, the future research agenda could consider expanding the understandings presented here regarding the stages of volunteering, with their directionality in terms of the agency of each, and the motivations of volunteers, to support, validate or question the results of this SLR and thereby contribute to the practical and academic field interested in the phenomenon of volunteering.

Conclusions

In this study we set out to investigate how the concept of volunteering in NPOs has been addressed in the literature. We found that volunteering is the social practice of meaningful engagement with other individuals. It usually occurs in organizational contexts and for the purposes of this study, with great relevance in NPOs. In this context, organizations operate as facilitators of the volunteering experience under conditions of altruistic work, without contractual responsibility, but with the common intention of social benefit. Volunteers are motivated by a common interest, who offer their time, work, and effort, without economic recognition in most cases. Their participation in the organization depends on the impact of social, cultural, educational, environmental, and recreational work, among others, that they wish to carry out.

Following the authors' approaches, we propose two integrative contributions: the first one is the understanding of 5 stages of volunteering: recruitment, selection, induction-training, retention-permanence, and departure. The second contribution is the classification of volunteer motivations into altruistic and non-altruistic reasons and intrinsic and extrinsic relationships. In future research agenda, these contributions can contribute to the characterization of volunteering in the empirical contexts of related studies.

Since this SLR focused the analysis on studies whose organizational context was NPOs, both reviews and future empirical studies could explore corporate settings where volunteering has taken on significant strength and concerns about its management.

Some of the articles reviewed suggest that volunteers are a hidden labor force in the third sector, and that volunteers are important stakeholders of organizations. This leads to the possibility of exploring in future studies the contributions of volunteers to strategy in NPOs, what practices, roles and tasks they perform, what information they have access to, and what influence they have on strategic decisions.

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Methodological openness to research in Open Strategy

Methodological article

Abstract

With the purpose of generating participatory research in approaching the understanding of Open Strategy (Vaara, et al., 2019), we developed a multisite ethnography in four nonprofit organizations (NPOs), each with a volunteer ethnographer. This inclusion of practitioners who are not conventionally in the research conversation, coupled with the circulation of transparent information, and shared decision making, leads us to propose methodological openness. We consider the three organizing principles of openness proposed by Splitter, et al. (2022): Opening design, epistemic, normative, and political challenges, and readiness for constant organization and reorganization. This methodological contribution allows guiding future research related to open domains.

Key Words: Open Strategy, Methodological openness, multisite ethnography, volunteer ethnography, Nonprofit Organizations.

…

Open strategy is constituted by the conversation of three dimensions: (1) inclusion, referring to the participation of internal and external actors to the organization that conventionally have not been in the place of decision-making to participate in the "strategic conversation" (Whittington et al..., 2011); (2) transparency, related to the visibility, quantity and quality of information internal and external to the organization, circulating among the participating actors (Adobor, 2021; Dobusch & Kapeller, 2018; Hautz et al., 2017; Whittington et al., 2011); and (3) shared decision making, related to accountability and actual incidence in decision making.(Adobor, 2021; Dobusch & Kapeller, 2018).

Most empirical studies on this macropractic (Whittington, et al., 2019), have taken place in large companies (Matzler, et al., 2016; Luedicke, et al., 2017; Plotnikova, et al., 2021; Baptista, et al., 2017; Hutter, et al., 2017) to think about scaling up their success (Cosic et al., 2021). Studies have also been developed on Wikimedia and other transnational networks (Heracleous, et al., 2018; Dobusch & Kapeller, 2018; Dobusch, et al., 2019; Chesbrough & Appleyard, 2007); as well as with technology, logistics or automotive service providers

(Gegenhuber & Dobusch, 2017; Malhotra & Majchrzak, 2019; Wawarta & Paroutis, 2019). To a lesser extent studies have approached the public sector (Doeleman, et al., 2021; Malhotra, ey al., 2017); the U.S. Navy (Aten & Thomas, 2016); library and information professional organizations (Morton, et al., 2020); large, internationally accredited business schools (Azad & Zablith, 2021); and cooperatives (Smith, et al., 2018). However, from the diversity of organizations addressed, nonprofit organizations (NPOs) have not had proliferated consideration as other organizational contexts for thinking about strategy (Hautz, et al., 2017), even though they have been contemplated for analysis in this field of knowledge.

In terms of methodological approach, these empirical studies have been developed from the qualitative paradigm (Morton, et al., 2020; Marius, et al., 2017; Baptista, et al., 2017; Malhotra, et al., 2017; Amrollahi, et al., 2019), with predominance of case study in variations such as sigle case stady (Schmitt, 2010; Azad & Zablith, 2021); in-depth (Heracleous, et al., 2018; Dobusch, et al., 2019; Plotnikova, et al., 2021); longitudinal (Ates, 2019; Wawarta & Paroutis, 2019); double case (Hughes & Joe McDonagh, 2021; Smith, et al., 2018; Aten & Thomas, 2016); and comparative cases (Dobusch & Kapeller, 2018). Another method found in this paradigm was action research (Malhotra & Majchrzak, 2019; Pregmark & Berggren, 2020). From the quantitative paradigm, hierarchical regression analysis (Pittz, et al., 2019), Logistic regression analysis dependent variable (Yakis-Douglas, et al., 2017), and multi-method approach (Hutter, et al., 2016) were found.

Until now, no Open Strategy study has been found that methodologically addresses openness. According to Splitter, et al., (2022), openness is not exclusive to strategy, but has proliferated in different domains, so the principles of open organization embrace the methods of scientific rigor, supported by the concern for knowledge. This idea is reinforced by the need raised by Vaara, et al., (2019) to develop participatory research to improve the approach to macro practice Open Strategy. It is in the sense of responding to this invitation, that in this research, we welcome the principles of open organization of Splitter, et al. (2022) to support a methodological openness in the light of the 3 dimensions.

The principles of open organization state that openness requires (1) a design that implies taking into account tensions of openness and trade-offs, (2) the consideration of epistemic, normative and political challenges, and (3) a disposition to continuous organization and

reorganization. These around the existence of three dimensions with contrasting possibilities: on the one hand a primary dimension related to transparency/opacity, and on the other, two secondary dimensions, being these the right of inclusion/exclusion and the right of distributive/concentrated decision (Splitter, et al., 2022).

This paper contributes with an approach to OS from a proposal of methodological openness. We present below the way in which each principle of openness occurred, in light of the 3 dimensions, which in this case respect the meaning given to them in OS, that is, transparent information circulation, inclusion of actors who are not normally in the conversation of the openness domain, and shared decision making (Whittington et al., 2011; Splitter, et al., 2022; Hautz et al., 2017; Adobor, 2021; Dobusch & Kapeller, 2018).

(1) Opening design.

With respect to the design of the methodological approach, the research was developed based on ethnography, in which we described, recorded, systematized and analyzed the social reality of four nonprofit organizations, based on regular and in-depth observation of the sociocultural activities, social situations and objects of interest of their volunteers, in order to discover in the voice of the actors the sense, motivation, intention and meaning they give to their own actions (Galeano, 2004) and with which they contribute to OS in their organizations. To this end, the opening took place with two variations of ethnography:

Variation 1: *Multisite Ethnography.*

The organizational plurality set out in the above idea reveals a first manifestation of openness in which, the inclusion of the four NPOs gave rise to the ethnographic variation of multisite observation, as it was not limited to a single site of observation, nor a single organization, but considered attention in constant spatial and temporal movement (Agar, 2009).

However, reaching this number of organizations required a previous consolidation stage, in which 7 meetings were held with different entities that work with nonprofit organizations (Fundación Sura, Proantioquia, Fundación Rodrigo Arroyave, Alcaldía de Medellín, Grupo Argos, Techo, Comité de Rehabilitación), different interactions via whatsapp and email, as well as phone calls, which allowed the final confirmation of 4 organizations.

Prioritized by the particular condition in which their volunteers not only operate the mission, but also have an impact on the level of the entity's strategy, the multisite ethnography took place in the department of Antioquia, Colombia, in 4 organizations of high diversity with respect to time of constitution, incidence of operation and number of volunteers, resulting in a wealth of information. These organizations were (A) Corpoacadi, whose mission is developed in the municipality of Jardín, with the disabled population; (B) Techo, whose purpose of fighting extreme poverty includes the construction of transitional housing and social inclusion programs with scope in the Latin American region; (C) El Comité, whose commitment is to improve the quality of life of people with disabilities in Antioquia; and (D) Creamos Valor Social, whose mission is to improve the quality of life of people with disabilities in Antioquia. And (D) Creamos valor social, in which they work to develop sustainable opportunities for the country based on the understanding of the social role of the company.

Table 31. Multisite ethnography participating organizations

Organization	year of foundation	Operating incidence	Total number of volunteers	Number of permanent active volunteers	Volunteers who make decisions	Web site
A	2014	Local	17	17	5	https://acortar.link/Fz9s1g
B	1997	Multilatin	400	350	30	https://colombia.techo.org/
C	1972	Departmental	1010	10	5	https://elcomite.org.co/
D	2020	National	350	350	30	https://www.grupoargos.com/sostenibilidad/creamos-valor-social/

The consolidation stage of the organizations, which took place between May and August 2022, was determined by the establishment of trust through telephone, virtual and face-to-face conversations with the organizations' managers. The research was presented and they were given the opportunity to discuss with their work teams the intention of the research, and to decide together the participation of the organizations in the research.

The above reflects how the two secondary dimensions of openness conversed in opposite and interdependent directions. On the one hand, we determined from the research, as a right of inclusion/exclusion, which organizations met the criteria for participation. On the other hand,

the organizations assumed their right of distributive/concentrated decision by deliberating internally, the relevance of opening the door to collect information related to volunteering practices, the manifestations of the strategy and the relationship of these, which gave rise to the understanding of the Open Strategy in NPOs.

This consultation and decision was made by each organization's orientation bodies. In organization A the board of directors (volunteer moms), organization B the team of area coordinators (young volunteers), organization C the coordinator of the social fund with the director of the committee, and in organization D, the coordinating team.

All of this was supported by the dimension of transparency, through which information on the structure of the research was provided so that the organizations could accept it as part of their daily dynamics and generate rich data for subsequent analysis. But also, for the organizations to declare their interests and limits of participation. For example, in organization D, it was indicated that they were simultaneously doing training and an evaluation of the impact of volunteering, so it would not be possible to convene volunteers to focus groups, which was a limit to the initial proposal. And in organization B, they proposed that the research should be part of and contribute to the strengthening of the "Training and Volunteering" area in a precise way, helping to delimit the motivations of the volunteers to improve their management. This constituted a precise and additional focus within the development of the research as a multi-site ethnography.

Variation 2: *Participation of volunteer Ethnographers*

Given the diversity of organizations in the study arena, the methodological design opened the right of inclusion to the participation of one volunteer ethnographer per organization (Mauksch et al., 2017), as a form of conversation between researchers and practitioners, to achieve a better understanding of the study phenomenon.

The participation of the volunteer ethnographers contributed to the representation negotiated and ratified by the people within each organization (Galeano, 2004). The design included their participation in the data collection and iterativity of the data from their organizations. Likewise, two meetings of Volunteer Ethnographers were held, in which experiences were exchanged and research training was provided, which in turn constituted a direct retribution

to the organizations. This will be further developed in the section on the principle of openness 3.

Each volunteer ethnographer was immersed in her own organization, and this facilitated constant participant observation. This resulted in the generation of permanent information, which was shared with the multisite ethnographer or in the research conversation meetings. As a result, the management of the volunteer ethnographers required a particularized and collective work during the development of the research.

The particularized process with each volunteer ethnographer was supported in the dimension of transparency through the use of information circulation channels on a weekly, biweekly or monthly basis. It included calls, chats, e-mails, and meetings. Likewise, by attending to the particular interests of each volunteer ethnographer as an implication of inclusion, it activated the dimension of distributed decision-making rights. For example, the volunteer ethnographer from organization B, an anthropology student, indicated that participating would mean gaining experience for her professional training process, and that she would like the particular report of the research in her organization to result in a co-authored academic article, as well as a presentation at an academic event focused on volunteering and the third sector.

As for the collective work, from the design of the opening, the importance of holding two meetings of volunteer ethnographers was considered, the purpose of which was the exchange of experiences among the organizations, training in ethnographic research and the review, confirmation, and confrontation of the data. Each meeting required the reconciliation of time between volunteer ethnographers. Likewise, on the part of the multi-site ethnographer, the management of materials and the financing of these meetings was also necessary.

This variation of the ethnography that configured the design of the opening, raised the need to delimit a distribution of roles within the ethnography, due to the diversity of participating actors. Thus, volunteer ethnographers, multisite ethnographer, thesis director and occasionally a guest ethnographer were defined, as detailed in Table 2.

Table 32. Roles within the methodological openness of multisite ethnography with the participation of volunteer ethnographers.

Role /Icon *	Definition	Actors	Scope within the investigation
Volunteer Ethnographers	They represent each participating organization. Because of their knowledge and experience, they are the link with other people and allow the information to really respond to the reality of the organizations.	- Cecilia Taborda. Founder Corpoacadi (Organization A). - Sofía Marín. Peace Education Program Coordinator. Fundación Techo (Organization B). - Carolina Estrada. Solidarity Fund Coordinator. Comité de Rehabilitación (Organization C). - Cristina Sierra. Professional trainee Creamos Valor Social. Argos (Organization D).	- Participated in the socialization, exchange and research training processes proposed by the multisite ethnographer. - Permanent contact link of the research exercise between the organization and the multisite ethnographer. - Facilitated conversation with other actors in their organizations. - They were familiar with the data collection protocols and suggested, based on their direct experience in the organization and the territory, the adaptations they considered pertinent. - Due to their experience and closeness to the organization and the territory, they accompanied and supported the information collection process. - They voluntarily shared via whatsapp their observations, perceptions and thoughts about what was happening in the organizations in relation to the research. - Reviewed reports and transcription of data to confirm data accuracy. - They suggested refinements in data coding classifications and presentation of results. - Co-authored the ethnographic report submitted to the organization they represent.
Etnógrafa Multisitio	Principal investigator, who interacts with all participating organizations and is responsible for the entire research process.	Lenis Yelin Araque Ph.D (C). Doctoral Student in Administration. Universidad EAFIT	- Designed, socialized and adapted the data collection protocols. -Socialized with volunteer ethnographers and thesis director the information and its management in the different stages of the research. - Was directly responsible for the collection, recording of information, transcription, coding and analysis of data. - Established the dynamics of data iterativity. - Managed resources for the development of the volunteer ethnographer meetings and the research in general. - Was responsible for the final production of the research (doctoral thesis by articles).
Directora de tesis	Expert in ethnographic research. Theoretical and methodological guidance at each stage of the research.	Martha Eugenia Reyes Sarmiento Ph.D. Director of Organization, Management and Strategy. Universidad EAFIT	- Reviewed each of the products generated at different stages of the research. - Refined the multi-site ethnographer's theoretical and conceptual understandings. - Recommended methodological approaches for quality data collection. - Served as a peer reviewer of coding structure and data analysis. - She is co-author of the articles that constitute the doctoral dissertation.
Etnógrafo invitado	Expert in ethnographic research. Accompanies spaces of conversation and reflections of ethnographers..	Jorge Ivan Vélez Castiblanco Ph.D. Research Professor, Department of Organizations and Management. Universidad EAFIT	- Participated in the second meeting of volunteer ethnographers, to observe and suggest ways of approaching practices. - Suggested methodological and analytical ways of approaching the data. - Advised on part of the graphic production of the final products for the dissemination of results (academic articles).

* The icons used are free to use in PowerPoint.

Regarding the tensions and trade-offs to be considered within the design of openness (Splitter, et al., 2022), in this multisite ethnography we found predominantly a tension of temporality, aimed at the parallel condition of the voluntary action of the organizations. For example, on a Saturday in September 2022, it happened that organizations A, B and D had simultaneous agendas. The same happened in December with organizations A and C. Under these circumstances, in an operative manner between the multisite ethnographer and the thesis director, we activated the right of concentrated decision, to prioritize in which of the organizations to collect information by quality or balance in the collection of data.

In the case of the organizations that were not prioritized for direct observation of their activities by the multisite ethnographer on those dates of coincidence, the volunteer ethnographers of each organization shared their impressions on the development of the activity afterwards via whatsapp or in a meeting, and jointly established the relationship with the research interests. In other words, the very openness of including actors such as the volunteer ethnographers reduced the tension of temporality generated by multisite ethnography.

At the same time, the volunteer ethnographers themselves represented the tension of temporality, as they presented incompatibility of agendas to reconcile the collective meetings, since the diversity of commitments within the organization and in their personal lives, extended the time for consultation and the development of consensus. To facilitate this, a whatsapp group was set up where possibilities were raised, and the conversation reached agreements. In the two moments of the meeting of volunteer ethnographers, the participation of the ethnographer of organization D was asynchronous, because it was impossible to coincide with her weekend agenda, and it was the real possibility of participation of the ethnographers of organizations A, B and C. The whatsapp group of volunteer ethnographers was also used to share information related to ethnography.

An additional tension with the volunteer ethnographers was their diversity of profiles with respect to age, level of education, occupation, and role within the organization, as presented in Table 3.

Table 33. Characterization of volunteer ethnographers' profiles.

| Organization | Characterization of volunteer ethnographers | | | |
	Age	Level of training	Occupation	Role in the organization
A	55	Basic school not completed	Homemaker and various trades	Founder and treasurer of the board of directors
B	26	University in progress	Anthropology student	Area Coordinator
C	40	Professional	Social worker	solidarity fund leader
D	24	University in progress	Engineering student	Professional intern in coordinating team

The compensation for the diversity of profiles took place in the sorority conversation, that is, it was generated by trust, support networks, validation, and sisterhood among women, by promoting inclusion even in the midst of complexities and differences (Bossio & Diez, 2021; Bartlett 1985). This sorority conversation was generated by the very inclusion of volunteer ethnographers, who in a particular and unintended way ended up being only women who voluntarily decided to assume the role of representing the organization in the research. Another form of compensation was the accompaniment of the multisite ethnographer to each volunteer ethnographer, which is represented in the dimension of transparency by translating the information to the level, availability, and interest of each one of them.

These four women who participated as volunteer ethnographers are decision-makers and are active at different levels of the organization, which gives them a comprehensive view of the dynamics of their organizations. This condition facilitated a close, understanding, respectful conversation and made them interested in the research discussion and reflection on the dynamics of their organizations with respect to the contribution of volunteers to Open Strategy. For example, the constant conversation and reflection among ethnographers (volunteers and multisite) revealed how volunteers had not been thought of as practitioners of the strategy within the organization.

In sum, the design of the methodological openness, which was refined by attending to the observations of the evaluators in the doctoral candidacy presentation made in May 2022, exemplifies how different actors can influence the openness conversation, showing the link with continuous dynamism between the dimensions of openness (Splitter, et al., 2022). Thus, the primary dimension of transparency generated circulation of information to call for the inclusion of both organizations for the multisite ethnography, as well as representatives of the organization for the participation of volunteer ethnographers, enabling the real right of

decision in two directions: 1. on who to include in the case of the multisite ethnographer and the thesis advisor, and 2. the desire to be included by organizations and volunteer ethnographers, with the explicit declaration of interest in the inclusion of the volunteer ethnographers, with the explicit declaration of interest in the participation of the multisite ethnographer and the thesis advisor.

The clear and sufficient information required by the transparency dimension circulated, in this research, through oral and written channels such as whatsapp, email, videoconferences and face-to-face meetings. This supported the consolidation stage of the organizations and the continued participation of the volunteer ethnographers.

This methodological openness brought two tensions into consideration: The tension of temporality by coinciding volunteer action agenda that called for observation simultaneously, and the tension of diversity of profiles of volunteer ethnographers. In both cases, the trade-offs were achieved, among others, through real decision-making rights that led to collective consensus, and the activation of information channels that facilitated discussion among the actors included in the different roles of the research.

(2) Epistemic, normative, and political challenges

This multisite ethnography facilitated the understanding of the relationship phenomenon between the contributions of volunteerism practices to OS in NPOs. The design of the methodological opening presented in the previous section allows for the recognition of abduction as the core of the ethnography (Mauksch et al., 2017). Thus, it was inscribed in the iterative recursive abductive logic, observing facts, looking for unexpected data and generating new concepts to explain the manifestations of OS in NPOs and the volunteering practices that contribute to it. It was achieved from the circulation of information, construction, and analysis of data, between the multisite ethnographer and the whole network of actors and roles of the research, for the co-creation of meaning (Agar, 2009; Mauksch, et al., 2017).

Therefore, the epistemological challenges, related to the creation and use of knowledge (Splitter, et al., 2022), in this research, were in the enablement of the two secondary dimensions of methodological openness. Regarding the dimension of inclusion, having 4

organizations in the research, constituted the place of estrangement of the multisite ethnographer (Guber, 2004), since they are different organizations to those she knows, has researched, and participated as a volunteer and director at different times. From the dimension of real decision-making rights, it implied achieving collective construction among the different roles, without detracting from the research responsibility that the multisite ethnographer had as a doctoral student.

The latter, in turn, constituted the normative challenge, in which changes in values influenced by democratization are recognized (Splitter, et al., 2020), since from the coordination of the Doctorate in Administration of the EAFIT University, the need to delimit the scope of the volunteer ethnographers was raised, to ensure that the methodological openness with the participation of other actors did not interfere with the quality and rigor of the doctoral level research, nor the autonomy and responsibility of the multisite ethnographer as principal investigator. To address the challenge, a table was initially constructed to clarify what the volunteer ethnographers do and do not do, which resulted in figure 1. Relationship functions between volunteer ethnographers and multisite ethnographer, which exemplifies how information was generated and circulated in two ways in the transparency dimension of methodological openness.

For its part, the realities of power in organizations as a political challenge (Splitter, et al., 2022) of the research, was evident in the condition of access for the multisite ethnographer to the included organizations. As mentioned in the design section, each of the organizations deliberated about hosting the research. In some, like organization A for example, the decision process was faster and more direct, because their decision-making structure is horizontal, and information flows through more informal channels. In others, such as organization D, the protocol required more time because decision-making is more centralized and hierarchical, and access to information is more closed. Compensation for the challenge was found in the building of trust with and through the volunteer ethnographers, who facilitated the liaison and circulation of research information with each of their organizations.

Relationship roles between volunteer ethnographers and multisite ethnographers

Volunteer Ethnographers

Multi-site ethnographer

Meetings between volunteer ethnographer and multisite ethnographer

- Presentation of the organization, its context and actors to facilitate the adaptation of the research proposal.
- Return to multi-site ethnographer's readings.
- Collective organization of research agenda in the organization

-Collective construction of the scope of ethnography in each organization.
-Reality reading conversation

- Socialization of the research.
- Global visualization of the scope of multisite ethnography.
- Openness in listening to feedback from volunteer ethnographers.
- Suggesting agenda and openness to collective construction

Meeting of volunteer ethnographers

- Presentation of the organization to the other volunteer ethnographers.
- Collective understanding of the ethnographic methodology with the particularities and contextual variations of each organization.
- Socialization of the specific development of ethnography in each organization.

-Collective construction of the empirical understanding of the categories.
*Volunteer practices
* Open strategy

- Design of the organization's presentation guide for the volunteer ethnographers.
- Collection of information in the presentations
- Design and dynamization of a meeting that promotes socialization and exchange of experiences.
- Recording of information

Data triangulation review

- Review of the data triangulation done by the multisite ethnographer to provide feedback, validate or suggest modifications in the analysis, grounded in context.

- Triangulation of data collected among all techniques

Presentation of ethnography results

- Socialization of the ethnography in the organization.
- Participation in the final presentation of the doctoral thesis with the results of the multi-site ethnography.

Co-writing of the ethnographic report of the organization.

- Accompaniment in the socialization of the organization's ethnography.
- Substantiation of the doctoral thesis with the results of the multi-site ethnography.

Figure1. Delimitation of the role relationship between volunteer ethnographers and multisite ethnographers. Source. Own elaboration

Facing these epistemological, normative and political challenges, particular to this qualitative research, allowed an uncontrolled naturalistic observation, and in full recognition of the diversity of the organizations (Arellano, 2013). Therefore, a cross-sectional study of in-depth qualitative data analysis was carried out, raising specific objectives of knowledge and identification of the categories of interest independently, namely occurrence of OS in NPOs and volunteering practices, to finally establish the relationship between them (Hernández, et al., 2014). In this sense, an approach to "reality as the result of a historical process of construction based on the logics of its protagonists" (Galeano, 2004, p. 18) was achieved.

(3) Continued organization and reorganization of the opening

The organization of the methodological opening determined the implementation of data collection techniques such as observation, interviews, focus groups and documentary review, as well as the management of volunteer ethnographers, coding, and data analysis.

The continuous reorganization as a processual understanding of openness, which shows its dynamics and evolution of the dimensions (Splitter, et al., 2022) throughout the research experience, led us to adjust or adaptations related to the actual flow of the research in terms of information flow, particularities of the inclusion of each organization and the participation of volunteer ethnographers, and distributive and concentrated decision-making.

For the multisite ethnographer, this meant a two-way translation challenge. On the one hand, how to bring the academic lexicon and research rigor to the actors included (organizations and volunteer ethnographers), while on the other hand, how to put on the academic stage all the magic of what happens in the reality of the organizations. In one of the observation accounts of organization A, the multi-site ethnographer writes:

> While the almost 4 hours of travel go by, I alternate between sleep, the driver's music, the coins from the bathroom in Bolombolo (that I don't have and they don't give me back the ticket), and my concern about the translation to the community. The challenge: To make sense to the organization and those who make up this research, but at the same time, to be so attentive, that the information I detect can have importance within the research...

...The translation is, for example, to establish the match between the tradition of playing bingo (which is the activity I have come to observe on this occasion) and the strategy of the organization, and above all, that this established relationship makes sense in both poles (fragment RO1-OrgA).

In response to the challenge of translation and proportion of balance in the circulation of information of the transparency dimension (Splitter, et al., 2022), the multisite ethnographer welcomed the observation of one of her evaluators of the doctoral candidacy proposal, and designed cards and routes to guide each of the actors participating in the multisite ethnography, mainly, for the grounding in the research experience of the volunteer ethnographers. In this way, as mentioned in the previous section, the delimitation of roles that responds to the normative tensions of openness. In this section we share the flow of the construction and analysis of data from the implementation of each of the techniques with their respective graphic material.

It should be clarified that all the information was collected in Spanish as it is the official language of the territory; therefore, some of the cards and graphs presented in this article do not include any translation intervention, in order to respect the initial meaning.

Continuous organization and reorganization for data construction

    ✓ *Data construction techniques*

According to the ethnographic method, observation was established as the main technique for the construction of data, recognizing the active role of the researcher in which he/she enters the depths of the phenomenon and transcends contemplation (Collado & Sampieri, 2010). To guide the volunteer ethnographers included in the study about the observation technique, a sheet was designed to define what it is and the functions of the ethnographers. It is presented in Figure 2.

How are we investigating it?

Data collection techniques

We sought the answer to the research question, through 4 qualitative data collection techniques...

1. Observation Technique

Observation is the main data collection technique in this research, even when the other techniques are being developed. It is used to read and reflect reality.

It can be participant or non-participant:
- It is participant observation when one is part of the activity or has incidence within it. In this case, volunteer ethnographers always do participant observation, while multisite ethnographers do not always.
- It is NON-participant observation when it is a passive presence, without any impact on the development of the activity. In this case, only the multisite ethnographer and the thesis director can do non-participant observation since they are external to the organization.

Ethnographers' Roles in Observation

Participation in different activities of the organization.

Identification of Volunteer Practices

Identification of Open Strategy forms

Ongoing reflection on the reality of the organization

Figure 2. Multisite ethnography observation technical guidance sheet

Non-participant observation was constituted when the multi-site ethnographer's immersion did not involve any impact on the conversation or activity. For example, connecting to the mentoring session of organization D, in which its volunteers (middle and senior management employees of the business group), offered advice to women entrepreneurs to structure the business models of the enterprises.

For its part, participant observation occurred in two ways. One of them was related to the immersion of the multisite ethnographer with incidence or contribution in the development of activities or conversations. For example, participating in the planning and development of an induction day for volunteers from organization B, in which she was assigned specific responsibilities to support the activity. The other sense is the everyday life in which the volunteer ethnographers were immersed, to which they incorporated their own experience and reflection (Denzin, 2012), starting from their concrete reality within the organization, to give meaning to what they and the volunteers do. For example, in a meeting between the multisite ethnographer and the volunteer ethnographer of organization C, to share impressions on the development of an event, the latter, when surprised by the way in which her volunteers were managed, expressed: "Oh no, we always have many types of volunteers and we had not realized it" (fragment of conversation REV6-OrgC). In this sense, we do not have a real estimate of the number of hours of participant observation by the volunteer

ethnographers, since their immersion was daily and permanent. Their willingness to observe took place between August 2022 and April 2023.

Regarding the observation of the multisite ethnographer, her observation accounts indicate how in 15 observation sessions (8 of them participants and 7 non-participants), the ethnographic immersion called her to build the information from doing what volunteers do: Participating in housing construction days (organization B) and painting a school (organization D), supporting the mobility of people with disabilities at the zoo (organization A), providing logistical support at events (organization C), among others. In one of his observation accounts, from the day after the construction day with organization B, he describes:

> Every part of my body hurts, as much as if a steamroller had run over me. I get out of bed asking myself "who told me to get involved in this? The immediate self-response says "you are an ethnographer who reads the reality of what the volunteers do and the meaning they give to what they do, for that you must do in immersion what they do... And don't complain, it was a beautiful experience".

> Immediately I smile and my soul lights up with the memory, above all, of the faces of the volunteers so happy with what they do, so willing to walk, hammer, transform... and transform themselves, accompany themselves, include themselves... Much magic!!!!! (fragment RO11-OrgB).

These observations, conducted between August and December 2022 of which their inventory is presented in Table 4, began to show data saturation (Corbin & Strauss, 2007). It became evident because the conversation of what was observed, reflected, and recorded between volunteer ethnographers with multisite ethnographer, and then this one with the thesis director, resorted to the same reflection in which 3 volunteering practices were identified in all organizations, only that they named them differently and had different frequency.

Table 34. Multisite ethnographer's inventory of participant and nonparticipant observations

Identification code	Sequence of observation and organization	Observation Type	Observation activity (multisite ethnographer's immersion)	Observation Time
RO1-OrgA	Registration Observation 1 – Organization A	Participant	Fundraising through Bingo game and empanada sale	5 hours
RO2-OrgC	Registration Observation 2 – Organization C	Non-participant	Observation visit to the Rehabilitation Committee Headquarters	2 hours
RO3-OrgA	Registration Observation 3 – Organization A	Participant	Visit to the Santa Fe-Medellin Zoo	5 hours
RO4-OrgD	Registration Observation 4 – Organization D	Participant	Accompanying the intervention process with boys and girls at Moravia School	4 hours
RO5-OrgD	Registration Observation 5 – Organization D	Participant	Day of school painting in Moravia-Medellín	5 hours
RO6-OrgB	Registration Observation 6 – Organization B	Participant	"Techo te invita": Induction Day for new volunteers	3 hours
RO7-OrgD	Registration Observation 7 – Organization D	Non-participant	Virtual mentoring for women entrepreneurs, guided by CVS volunteers	2 hours
RO8-OrgB	Registration Observation 8 – Organization B	Non-Participante	Logistics and decision making on construction day via whatsapp	2 hours
RO9-OrgA	Registration Observation 9 – Organization A	Non-participante	Training of a professional volunteer in psychology for Corpoacadi's volunteer moms	2 hours
RO10-OrgC	Registration Observation 10 – Organization C	Non-participante	Training of professional volunteer from the Rehabilitation Committee in Physical Therapy at Hospital Pablo Tobón Uribe on spina bifida	4 hours
RO11-OrgB	Registration Observation 11 – Organization B	Participant	TECHO emergency housing construction day	8 hours
RO12-OrgB	Registration Observation 12 – Organization B	Participant	EntreTecho event planning (volunteer training)	2 hours
RO13-OrgC	Registration Observation 13 – Organization C	Non-participant	Go Babby Go Event (mobility adaptations for children with motor disabilities)	3 hours
RO14-OrgA	Registration Observation 14 – Organization A	Participant	Christmas Celebration Corpoacadi	8 hours
RO15-OrgC	Registration Observation 15 – Organization C	Non-participant	Socialization of the Director of the Rehabilitation Committee to another social organization, on the experience of transition to a sustainable social enterprise through the sale of health services	2 hours

With the constant information of relevance and recurrence in the 4 organizations, identified through the observations, the secondary techniques were used to validate, confront, or complement the information.

Specifically, the semi-structured interview was implemented as a scenario of dialogue, through open, reflective, and circular questions (Bautista, 2011), about volunteering practices and strategic decision making within the organization. To guide the approach of the technique, the route of functions was designed as shown in Figure 3.

In the conversation scene, the volunteer ethnographers not only facilitated time management with the profiles to be interviewed but were also active voices within the conversation. For example, in the introduction of interview 7, conducted with a volunteer from organization C, the volunteer ethnographer from this organization took the lead and stated:

> We are trying to collect information and experiences from volunteers and from different parts of the institution. So, one of those selected is you, as a volunteer of "Go babby Go", as close to the Committee... so that's why you are here... (fragment TE7-OrgC. Intervention of volunteer ethnographer).

2. Semi-structured Interview technique

Semi-structured interview is the intentional and planned dialogue with a person from the organization who knows relevant information about volunteering and/or decision-making in each organization.
The conversation is free and the ethnographers observe and have a reflective and interactive listening with the interviewee.

Route of ethnographer's functions in the Interview
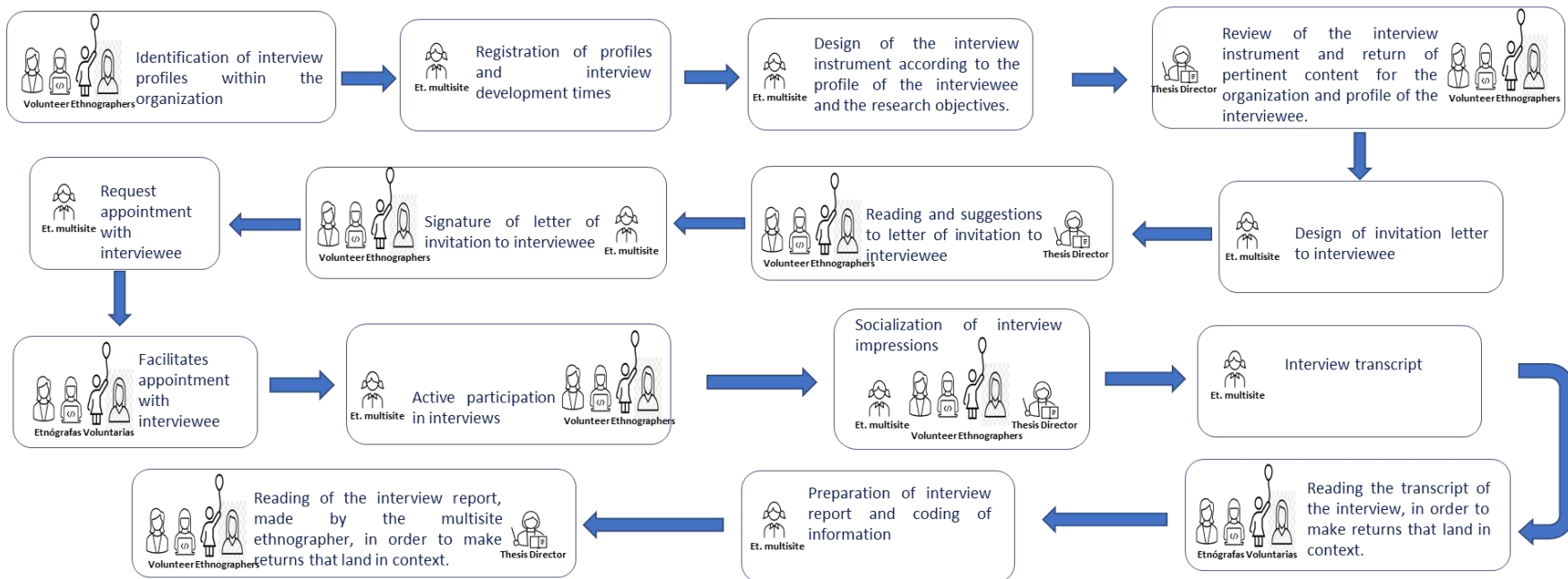
Figure 1. Route of functions of the semi-structured interview technique in multisite ethnography

The semi-structured interviews were guided by a protocol that we designed based on Qu and Dumay (2011), which included the adaptation of the instrument so that the conversation was flexible, with respect to the particularities of each organization included in the methodological opening and the profile of each interviewee. For example, organizations B and D have a volunteer coordination different from the general management of the organization, so it was possible to conduct interviews with different approaches. While in organization A, it is the same person who assumes both roles, so the conversation was integrated. In organization C, the volunteer coordination corresponds to the volunteer ethnographer, so no direct interview was conducted, since the conversation flowed in the particular meetings with the multisite ethnographer, consequently, an interview was conducted with an additional volunteer in that organization. A total of 11 interviews were conducted, of which the inventory and the characterization of the profiles interviewed are presented in Table 5.

Table 35. Inventory of semi-structured interviews and characterization of interviewee profiles in multisite ethnography

Characterization of interviewee profiles		
Characteristic		**Quantity**
Role within the organization	Organizational managers	4
	Volunteer coordinators	2
	Volunteers	5
Genre	Woman	7
	Man	4
Level of education	Basic	1
	Professional	10
Interviews by organization	A	2
	B	3
	C	3
	D	3
Interview inventory		
Identification code	**Interview sequence and organization**	**Interview duration**	**Organization**
TE1-OrgD	Interview transcript 1 – Manager	52m	D
TE2-Orga	Interview transcript 2 - Manager	1h 37m	A
TE3-Orgb	Interview transcript 3 – Volunteer Coordinator	3h 26m	B
TE4-OrgB	Interview transcript 4 - Manager	1h 14m	B
TE5-OrgC	Interview transcript 5 - Volunteer	31m 38s	C
TE6-OrgC	Interview transcript 6 - Manager	1h 08m 25s	C

TE7-OrgC	Interview transcript 7 - Volunteer	39m 13s	C
TE8-OrgD	Interview transcript 8 – Volunteer	1h 05m 50s	D
TE9-OrgD	Interview transcript 9 – Volunteer Coordinator	1h 11m 10s	D
TE10-OrgA	Interview transcript 10 - Volunteer	36m 27s	A
TE11-OrgB	Interview transcript 11 - Volunteer	55m 05s	B

Another secondary technique employed was the documentary review (Ziber & Meyer, 2022), in which volunteer ethnographers identified condensed information in their organization's databases, records, or reports related to volunteer practices and decision making. The role path of the document review is shared in Figure 4.

4. Documentary review technique

Route of ethnographers' functions in documentary review
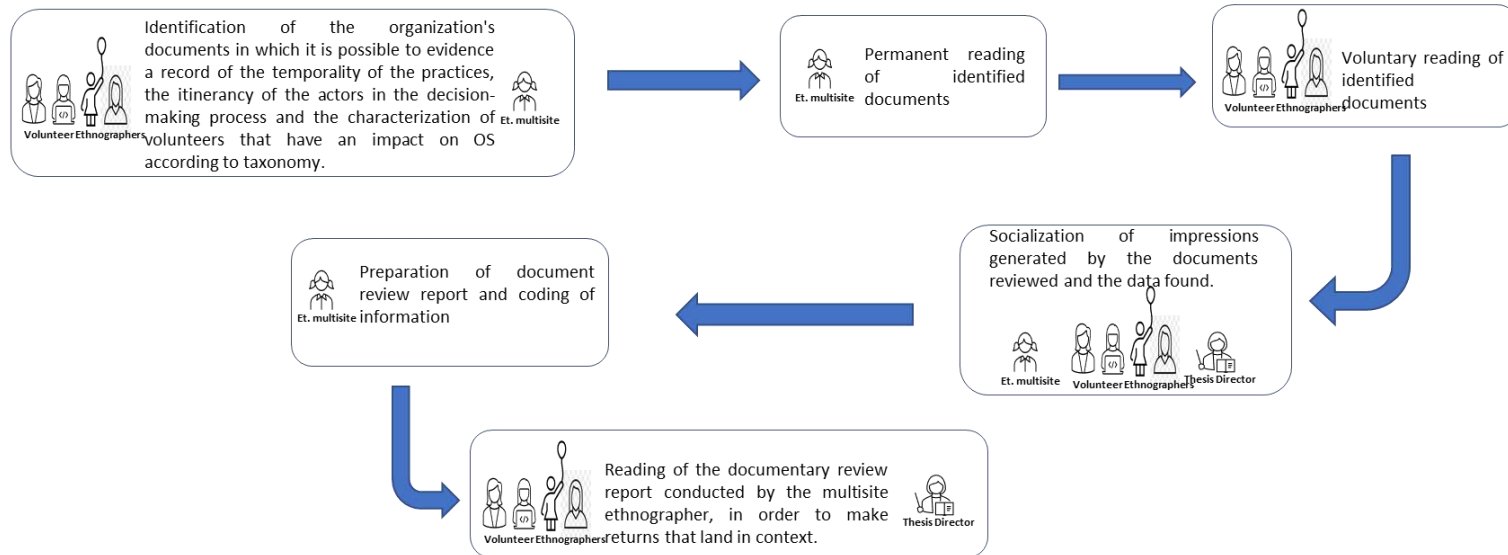
Figure 4. Route of functions of the documentary review technique in multisite ethnography

In addition to the autonomy to identify and decide on the documents, the volunteer ethnographers internally managed the permissions for the review and inclusion of these files in the research. In the case of organization A, both the volunteer ethnographer and the director indicated that they had no related records, so it was not included in this technique. A total of 387 pages of archival data were reviewed, the inventory of which is presented in Table 6.

Table 36. Documentary review inventory in multisite ethnography

Documentary revision code	Source of information - Document	Organization	# Pages
DR1	TECHO Talks with new volunteers	B	50
DR2	Good practices of TECHO volunteers	B	24
DR3	TECHO Volunteer Regulations	B	18
DR4	Volunteer Cycle - Training and Volunteering TECHO Colombia	B	3
DR5	Management Report 2022	B	30
DR6	Volunteer Regulations El Comité	C	3
DR7	Volunteer contract EL Comité	C	2
DR8	Volunteering procedure El Comité	C	5
DR9	Corporate Induction El Comité	C	33
DR10	Management report El Comité 2022	C	29
DR11	Corporate Presentation Creamos Valor Social	D	66
DR12	Volunteer impact measurement report Grupo Argos	D	42
DR13	Lines of action Creamos Valor Social	D	51
DR14	Report on the growth of women's entrepreneurship accompanied by volunteers from Creamos Valor Social, Programa Emprender Mujer.	D	3
DR15	Final volunteer report Creamos Valor Social 2022	D	28
Total document review pages			**387**

A final secondary technique considered in the organization of the methodological opening was the focus group as a space to listen to the voice, opinions, and interests of the volunteers of the organizations included in the multisite ethnography, to register the collective sense of reality and experience (Aigneren; 2002). The guide is shown in Figure 5. However, although a focus group was considered for each organization, this was not possible due to the dynamics of these organizations in terms of agenda, interest, and time availability of the volunteers themselves.

3. Focus Group Technique

The Focus Group is a space for listening to the opinions and interests, in this case of volunteers, about their experience, participation and contribution to the organization's strategic decisions, in order to collectively build reality.

Route of functions of the ethnographers in the Focus Group
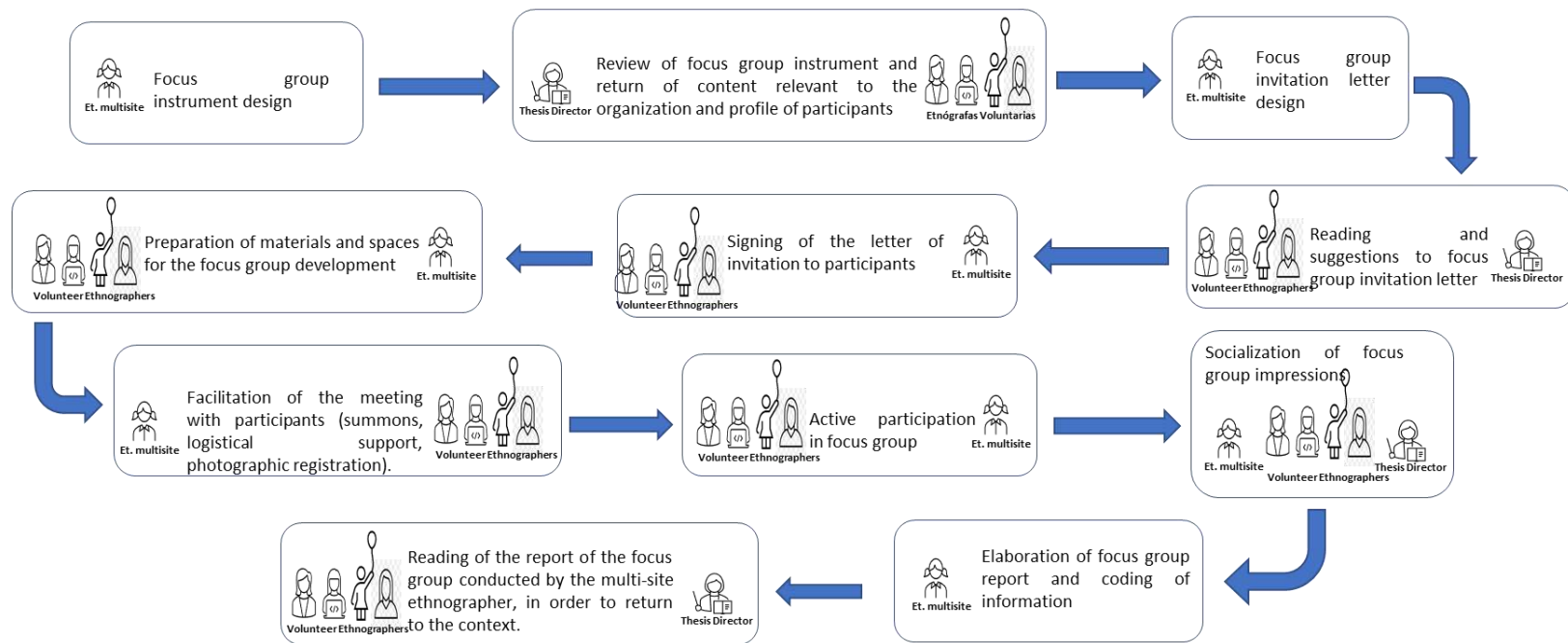
Figure 5. Route of functions of the focus group technique in multisite ethnography

However, in response to the specific interest of organization B, a focus group was conducted with three volunteer area coordinators, led by the volunteer ethnographer, and advised by the multisite ethnographer, to inquire about the motivations of volunteers in that organization. Upon obtaining data so specific to the management of volunteering in this organization and being clear that the conversation did not include reflection on volunteering practices and decision making, both the volunteer ethnographer and the multisite ethnographer decided that this information would be included in the specific characterization of organization C and presented in the final report for this organization.

The above description of what happened with the focus group technique also exemplifies, on the one hand, how the continuous reorganization of methodological openness is subtle and constant in multisite ethnography, since everything considered in the design and organization of the research does not necessarily flow, due to the dynamism of the openness itself. On the other hand, it shows the contrast of the right of decision, being distributive in the sense that it was taken by two of the research roles, and at the same time concentrated, because it did not enable the construction of consensus of all the roles for that specific decision.

The recording of the information constructed in each of the techniques was considered as the way to safeguard the data collected and for this purpose the design of the function path also took place. It is shown in Figure 6.
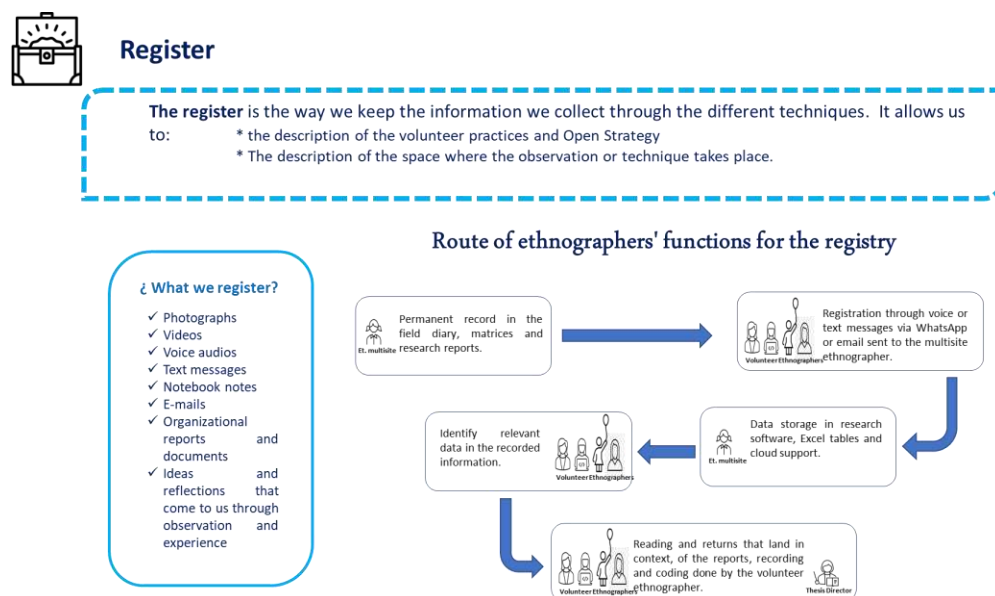
Figure 6. Route of functions of the information recording in multisite ethnography

✓ *Management of volunteer ethnographers*

The democratization of the research experience with the methodological openness proposed by the multisite ethnography, as mentioned in the design section, implied a particularized accompaniment of each of the volunteer ethnographers by the multisite ethnographer. It not only involved the permanent conversation through the information circulation channels activated to give rise to the transparency dimension, but also the development of meetings with each one of them. In total, the multisite ethnographer had 16 meetings with the volunteer ethnographers (3 with each one), as shown in Table 7.

Table 37. Inventory of meetings between multisite ethnographers and volunteer ethnographers - Specific management process for volunteer ethnographers

Identification code	Sequence of multisite ethnographer's meetings with volunteer ethnographers and organization	General purpose of the meeting
REV1-OrgB	Meeting 1 conversation with Volunteer Ethnographer - Organization B	Presentation of research proposal, delimitation of roles of volunteer ethnographer and inquiry about interests to participate. Coordination of observation agenda and first meeting of volunteer ethnographers
REV2-OrgC	Meeting 2 conversation with Volunteer Ethnographer - Organization C	
REV3-OrgA	Meeting 3 conversation with Volunteer Ethnographer - Organization A	
REV4-OrgD	Meeting 4 conversation with Volunteer Ethnographer - Organization D	
REV5-OrgD	Meeting 5 conversation with Volunteer Ethnographer - Organization D	Socialization of preliminary practices and refinement of data on practices in each organization. Coordination of observation agenda and second meeting of volunteer ethnographers
REV6-OrgC	Meeting 6 conversation with Volunteer Ethnographer - Organization C	
REV7-OrgB	Meeting 7 conversation with Volunteer Ethnographer - Organization B	
REV8-OrgA	Meeting 8 conversation with Volunteer Ethnographer - Organization A	
REV9-OrgD	Meeting 9 conversation with Volunteer Ethnographer - Organization D	Coordination of agenda, delimitation of interview profiles, identification of documents for secondary document review technique
REV10-OrgA	Meeting 10 conversation with Volunteer Ethnographer - Organization A	
REV11-OrgC	Meeting 11 conversation with Volunteer Ethnographer - Organization C	
REV12-OrgB	Meeting 12 conversation with Volunteer Ethnographer - Organization B	
REV13-OrgC	Meeting 13 conversation with Volunteer Ethnographer - Organization C	Co-construction of ethnographic report for each organization, conciliation of agenda for socialization of results with organizations, and agreements on the third meeting of volunteer ethnographers.
REV14-OrgB	Meeting 14 conversation with Volunteer Ethnographer - Organization B	
REV15-OrgA	Meeting 15 conversation with Volunteer Ethnographer - Organization A	
REV16-OrgD	Meeting 16 conversation with Volunteer Ethnographer - Organization D	

These conversation meetings between the multisite ethnographer and the volunteer ethnographer made it possible to clarify reflections, confirm information, inquire about new data, define the agenda with the organization, define interviewee profiles, reorient the coding and preliminary analysis of the data, among others. For example, in one of the meetings with the volunteer ethnographer of organization D, the latter, reflecting on her volunteering experience, indicated that:

> I think it is very valuable to tell you Lenis that sometimes people change jobs, but they still want to continue being part of the processes. It seems to me that this also says a lot about what is done and how it is done... Volunteers are the tool we use to strengthen all our projects. They give their time to leave an installed capacity somewhere or an installed learning in someone else... They themselves use their skills and knowledge to create a strategy that fits their time and availability, which allows us to get the best possible result. All this, with a follow-up and accompaniment from us (fragment REV9-OrgD).

For its part, from the organization of the research, the collective management experience of the volunteer ethnographers proposed the development of two meetings. The first one was held in October 2022 in the municipality of Jardín-Antioquia, in the facilities of organization A, with two purposes: to share the volunteer experience of the organizations and to base the categories of the multisite ethnography.

For this purpose, two types of products were designed: a triptych that included general information about the event (invitation), details about the development of the meeting and the agenda of the day (see figure 7).
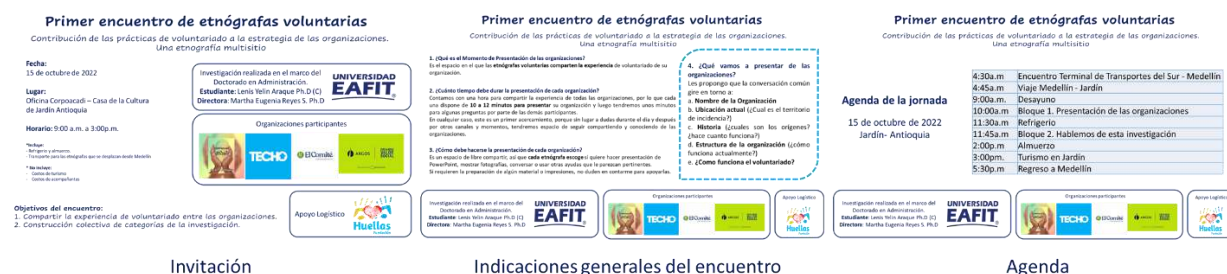
Figure 7. Triptych of call for the first meeting of volunteer ethnographers (presented in original language: Spanish)

The second product was a booklet of "orientations to multisite ethnography", for collective construction during the development of the meeting. This booklet, apart from introducing the roles and routes of functions previously presented in each of the techniques, contains information on methodological foundations for ethnographic research, and conceptual clarifications regarding the research categories (volunteering practices and Open Strategy) in order to carry out a first characterization exercise.

The second meeting of volunteer ethnographers was held in January 2023 at the facilities of the EAFIT University. The call was also made through whatsapp, sharing the invitation and the agenda (see Figure 8).

Figure 8. Invitation for second meeting of volunteer ethnographers (presented in original language: Spanish)

The material designed for the development of the second meeting, preceded by the particularized work of information review between the multisite ethnographer and the volunteer ethnographers, as well as the first classification of volunteering practices made by the multisite ethnographer and reviewed with the thesis director -product of the data collected up to that moment-, responded to four purposes, all supported by the circulation of quality information as called for by the dimension of transparency in openness: The first was to take stock of the development of the research to date, for which the multisite ethnographer presented an inventory of what had been done in relation to the fieldwork, which was validated by the volunteer ethnographers and the thesis director for her level of protagonism as an actor included in each of the activities. The second purpose was to collectively review the first classification chart of volunteering practices for adjustments and clarifications (see

figure 9), leading to shared decision making as a real distributive right of decision among the actors included in each of the activities.
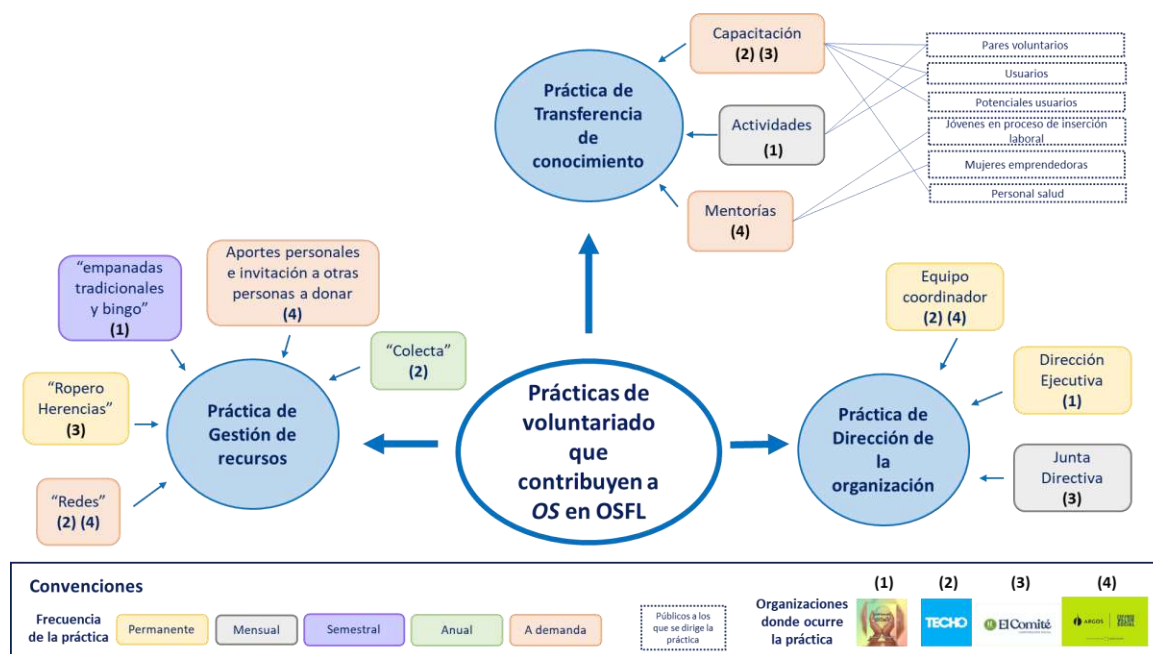
Figure 9. First classification of volunteering practices, preliminarily identified by the multisite ethnographer during the fieldwork and reviewed at the second meeting of volunteer ethnographers (presented in original language: Spanish).

The third purpose was to characterize the practices by organization, for which a card was designed that considered premises and characteristics of the practice proposed by Nicolini (2017). By way of illustration, one of the cards (see Figure 10) is available, in which the information contains the quality of reflection made by the volunteer ethnographers when reading the organization from their own experience.

Ficha de caracterización de las Prácticas de voluntariado

Organización: _El Comité_   Etnógrafa Voluntaria: _Carolina Obraedo Urrego_

Tipo de práctica: Gestión de recursos _____   Transferencia de conocimiento _____   Dirección de la organización _X_

Características de la práctica (Nicolini, 2017)	Detalle de la práctica en la organización
Nombre de la práctica en la organización	Junta Directiva.—
¿Quiénes realizan la práctica?	Personas naturales invitados a ser parte de la Junta Directiva.
¿Qué herramientas usan para el desarrollo de la práctica?	Reuniones donde entregan sus conocimientos, comités,
¿Qué se hace?	Se realiza la entrega de la actualidad de la Institución y ellos lo analizan, don recomendaciones, apoyan la gestión requerida.
¿Cuál es el propósito de la práctica?	Velar por la Sostenibilidad Social y Financiera de la org.
¿con qué frecuencia se hace la práctica?	mensual.
¿Hace cuánto tiempo se realiza? (detalles que permitan construir historia o línea de tiempo de la práctica)	50 años
¿cuál es el contexto o condiciones de la práctica?	El comité es una empresa social que ha tenido transformacons en los últimos años para se sostenibles en el tiempo.

Figure 10. Characterization sheet of volunteering practices, worked on during the second meeting of volunteer ethnographers. Example of the organization C. (presented in original language: Spanish)

The last purpose of the meeting was to build the agenda for the implementation of secondary data collection techniques, for which the profiles that would be interviewed and the management of possible dates between February and April 2023 were defined. Likewise, consensus was reached on the documentary review, as previously presented with respect to both techniques.

In the organization of the opening, the two meetings of volunteer ethnographers mentioned above were considered; however, the constant reorganization of the opening led the volunteer ethnographers to request and agree on a third meeting for the closing of the process. The purpose also includes the exchange of the experience of the volunteer ethnographers in the socialization of the report to each participating organization of the multisite ethnography. This third meeting of volunteer ethnographers will take place in November 2023.

The construction of data with the participation of the volunteer ethnographers included in the methodological opening, meant for the research a collection supported by transparency, in the sense of the quality of the information, mediated by the conversation, the permanent meeting, the design of materials that facilitated reflection and achieved rigor and coherence within the research (Meyers, 2013).

Continuous organization and reorganization for coding and data analysis

According to Splitter et al. (2022), the importance of the dimensions varies over time, and the balance in openness recognizes different forms of coordination and administration of information flows. In this sense, the organizational limits of methodological openness in this research went through a period of less prominence of the volunteer ethnographers in the data coding and analysis stage. In contrast, from the inclusion dimension, the conversation of the multisite ethnographer with expert actors in the perspective of practice and methodological design was opened, thus increasing the rigor of this stage.

In this sense, the coding of the data began its sequence with a first classification of the information in an Excel matrix by categories, and within these, the respective subdivision of information. That is, on the one hand, the information related to volunteering practices, and the subdivision of the three practices preliminarily found and refined with the volunteer ethnographers. On the other hand, the information related to open strategy, subdivided into

dimensions and types. In this matrix, identification codes were also assigned to the data to delimit the source, as shown in the first column of tables 4, 5, 6 and 7, according to each data collection.

This initial coding constituted the basis for the identification of focused code and axial code in both categories, and also theoretical code for the category of practices (Charmaz, 2006). In this sense, for the identification of the focused code, the multisite ethnographer delimited the actions of the practices that were evident in the data, and then reviewed them with the thesis director and grouped them together according to affinity or similarity, thus giving rise to the axial code.

This exercise was permanently discussed with the professor expert in the perspective of practices, who with her guidance helped to frame the understanding of the data under the perspective of practice as social accomplishment (Rouleau, 2022). This not only made it possible to refine the focused and axial coding, but also opened the door to the theoretical coding in which the 3 volunteering practices were delimited and constitute part of the research results. To exemplify this coding sequence, Table 8 is presented below.

Table 38. Example of coding volunteering practices in multisite ethnography

Fragments of empirical data translated into English. (Initial coding)	Actions (Focused coding)	Praxis (Axial coding)	Practice (Teoretical coding)
we present a project, we start with an idea, we pass an **idea to an** Excel, the Excel we pass it to a Power Point, the Power Point we start to execute it in a pilot and when the pilot is efficient, we return to the Power Point and start **looking for investors**. That's like the methodology (TE1-OrgD)	Presenting an idea	Generating ideas	Seeking operational resource
And **it's all volunteer strategies. The Social Factory was a thesis project,** in fact. De la Fábrica Social de Colombia is the first social factory in Latin America. And today we have factories in Colombia, Mexico, Paraguay and two in Argentina and Chile, too... But the first factory created in Latin America within TECHO was the one in Colombia, and it began with a project, as a volunteer idea that was assembled a little to what we should do at the institutional level, but it was a degree project, a thesis, which today is a social factory, which has produced more than 3,000 houses (TE4-OrgB)			
She takes the piggy bank, puts on her shirt and card and goes to **manage resources there in her piggy bank**. It is the one that is responsible for being aware that there is no waste, garbage on the floor, or is the one that is responsible for... (TE2-OrgA)	Searching for investors/donors	Identifying sources of donations or funding	
Many of us carried things, because, things of ourselves or **donations that they gave us**, or there was a very special person, like **Lucía Baena, that lady did collect quantities**; I do not know that lady where she gets so much stuff, and she carried quantities of things for the warehouse (TE5-OrgC).			
The idea is **to collect money, carts or support from a company with food** ... So I would say that suddenly yes make itself known with more time, promote the event more			
What do [volunteer] moms do? Well... In the activities they are in charge of selling, they are **responsible for making it work**, because if they do not sell the chips then we will not have an audience, right? If they don't sell the bonds, because there will be no resources, we lose the fact of all those bonds. They are responsible for summoning family and friends and make us known (TE2-OrgA).	Distributing tasks		
With the warehouse, for example, it was to organize **the products or clothes to hang or to distribute or store**, help organize it, that was what I normally did.... to be able to have it in the warehouse as well organized and as one know where everything was (TE5-OrgC)		Impementing an idea.	
People **already identify us**, when the chips are going to **be sold** one does not have to make more effort, when **we sell the bonds**. I simply publish and sell 90 bonds like that, by WhatsApp. Because they say: Oh, no, those are people with disabilities! I buy one, two, three, four, five. So, it's super easy. Then **there is already as a recognition** (TE11-OrgA)	Doing bricolage		

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We made groceries super well presented, I think there are pictures out there. And those edibles were super. We bought them from this pod (packaging) in disposable, we put the logo, a message of gratitude for the people who always support us. Imagine that people went and: Oops, what is that so divine! And he took the groceries for collaborating, because they said: it is divine, so much so that I told them: This must continue to be done (TE11-OrgA)			
The truth is that as there are so many, one as that, **one supports the other ... The knowledge that one has is supported by the other**; And before, I do not know if as improvements but how, it has been thought that things become bigger, that they are more children, that there is more knowledge (FTE7-OrgC)	Accompanying other volunteers	Accomplishing the mission	Sharing Experience practice
Crew **leaders** have the responsibility of **guiding the team in the step by step of each moment and ensure compliance with the self-protection protocol**. These, together with the volunteers who have previously been in the experience, accompany the new volunteers by sharing in practice, the necessary knowledge to achieve the construction sequence. This exercise of accompanying and transferring knowledge goes through technical knowledge for example of the place and meaning of the screws that support between one wooden module and another, to the sharing of the history of construction from when there was no standardized model, until the current moment of the constructions (RO10-OrgB)			
Professionals in health, social sciences, arts, education and engineering willing to **contribute to the development of institutional programs** for the benefit of the population served. Young, active, with a vocation for service, who have a desire to learn and to accompany the development of activities with children with disabilities. The volunteer who joins our teams must be passionate about children, and with a great capacity for wonder that allows them to play, interact and support the development of simple tasks that promote independence and autonomy in activities of daily living. (p. 2) (RD9-OrgC).	Caring for others from the missionary framework		
Support the structural accompaniment that has been carried out by CVS to the Fe y Alegría school in Moravia (RO6-OrgD)			
One of the advantages is that **you knowing what the other is doing,** you can **leverage, advance or process or take better advantage of the strategy you have within your area or program**. That is also another very nice point that can be taken into account. If I know that in communications you are having a strategy of, I do not know, that week by week you are going to have the roofer of the month or weekly, or whatever, I can leverage that strategy, to encourage other volunteers to integrate into other areas (FTE3-OrgB)	Twin track learning	Bidirectional Kmowledge	
Mentoring occurs through conversation guided by questions that Luis Javier asks Martha Cecilia about the higher purposes of his business, what needs to be rescued from entrepreneurship, what differentiates it and its social purpose. To the answers of Martha Cecilia, Luis Javier advances in the conversation, gives clues on how to improve and advance in the growth of the business with coherence and this is reflected in the service to customers. To do this, he uses supposed examples of food entrepreneurship, but also of specific situations of the energy business in Celsia, in which he leads the service area. After 40 minutes of conversation, Luis Javier summarizes the topics addressed. Service, purpose and			

differential. After that, it raises the issue of customers and the importance of knowing them. After escucah to Cecilia suggests the creation of a list of clients and their preferences for the next meeting, offers her contact and availability to accompany her and they thank each other for the time. (I am also offered the floor in case I want to make an impression. In response to this, I only appreciated the possibility of observing the brain and assessing the exercise) (RO7-OrgD)			
Personal experiences related to the fulfillment of Techo's mission. Prioritization of work, assignment, constructions, Education for peace, networks...."**transforming reality** with unlikely conditions" "unlikely encounters" (Florencia Pitta) "roof is volunteering that **adapts completely to me**" (Juan Camilo Agudelo Zapata) (RO-OrgB)	Contribution from knowledge, interest and desire		
The **participation of the mentors is guiding from their experience, training and knowledge**. Likewise, with the taking of notes on a regular basis during the conversation, it is intuited that it facilitates the construction of the final document of the business modelThe participation of the entrepreneurs is descriptive of the situation of their entrepreneurship with respect to the guiding questions of the mentor and willingness to assume tasks of progress in the construction of the business model (RO7-OrgD)			
... It is not simply a process of a specific period, but that **a relationship of trust is generated**. If there is no trust, there is nothing. And what we look for and what has really happened, not one hundred percent of the time, but many times, if ten percent happens, I think we already fulfill our mission, is to generate a relationship between the parties. That the process is over, and the person still wants to go to Moravia, still wants to go to St. Christopher, keeps talking to his mentee, or his mentee can look for him when he needs an idea or support. And when we build those bridges, which are already organic, I believe that there the concept of creating social value there has already fulfilled its purpose (FTE1-OrgD).	Building trust	Building trust	
The **people who lead** them are always saying: how do we sow the seed, how do we do the issue, how are we taking them... Well (FTE6-OrgC)	Leading projects, programs, areas, cells, processes, etc.		Guiding Others practice
Types of volunteering at TECHO Colombia... **Area coordination:** They are volunteers of the Organization who have a specific and recurring responsibility in front of an area or project, which **allows the actions** of TECHO in everyday life (p.6) (RD3-OrgB)		Leading in different levels	
for example, this last time with the empanadas, Doña Cecilia was the **one who coordinated everything**, I did what she told me (FTE2-OrgA)	Leading activasteis		
All the activity was **guided by** the CVS coordinating team and **three volunteers who gave the technical specifications** (RO6-OrgD)			
The **Executive Director** who **develops her role as a volunteer within the organization** (Professional vocation - is a special educator) (RO1-OrgA)	Leading the organization		
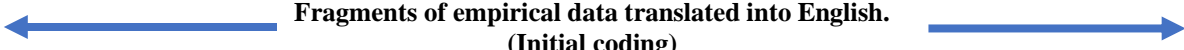
TECHO at the national level had to put a stop and say: This is the minimum they have to have; Let us continue to do the work they are doing, until this is fulfilled, because the resources are not there to be delivered left and right. And this is a flower that I am going to throw, but if it were not for the **national director**, TECHO would have closed the organization a while ago. He is a person who knows administration and economics, and is a financier, TECHO would have closed centuries ago(FTE3-OrgB).		
They are all volunteers. I would highlight one thing about the board and that is that, although everyone, and that is that we can all measure them with the same standard of importance, to say something, there are people who have been successful in their professional career, in all their things, they are very **respectful of the hierarchy of the board**, and that part also seems very important to me. So, they recognize **their fundamental roles**, but they also recognize that there is a chairman of the board, that the processes must be done as they are dictated by the statutes or by corporate governance, and they are absolutely unconditional volunteers in the issue that has to be done, that is, if it is needed, for example, the financial commission, if it has to **meet with us**. two or three times before a board meeting, they sit there two or three times (FTE6-OrgC)	Orienting the organization	
The **decision** was built and made in the **ordinary meetings of the board of directors** and plenary assembly, all energized by the executive director (volunteer) and the volunteer moms (RO2-OrgA)		
[The] **Evaluation, monitoring, feedback and accountability of** the activities implemented [is carried out] By the program coordinators [TECHO volunteers], taking into account previous experiences and feedback spaces to plan and adjust institutional methodologies according to the dynamics of the communities. Standards and policies should have monitoring indicators to assess their impact on interventions, provide effective feedback and, in turn, account for past experiences in order to consolidate learning opportunities. (p.20) (RD5-OrgB)	Proyecting the organización	Enhancing the organization
It is my job and I have not yet finished doing that, which is to **pass the manuals to the team**, because many do not know what their objectives are **within the training** (FTE3-OrgB)	Developing skills in volunteers	
We also realized that it is important for us that volunteering is active, that **volunteering** is appropriate, that it is challenging, that it is constant and that it **is guided** so that **it can develop certain specific skills that** you have to develop (FTE1-OrgD)		

The next coding sequence took place with the processing of the data related to open strategy, in which for focused coding the characteristics of the OS dimensions were identified. These grouped by affinity and similarity gave rise to the axial code in which attributes of the OS dimensions were delimited and refined by the multisite ethnographer with the thesis advisors.

A relationship code was then established in which, starting from the initial coding of OS, i.e., the fragments of empirical data, were related to the focused code of actions of the practices, thereby establishing coherence with praxis (axial code) and practice (theoretical code). It was the establishment of this relationship that led to the analysis of contributions of volunteer practices to OS in NPOs as a result of the research. Table 9 is presented as a summary that exemplifies this coding sequence.

The analysis of the data was a new epicenter of voices, as the multisite ethnographer shared the results of the research in a one-on-one meeting with the volunteer ethnographers. They validated or refined the information according to the consistency and coherence of the reality of the organizations they represent. In turn, they participated in the construction of the ethnographic report for each of the organizations as co-authors, thus re-activating the distribution of decision-making.

Table 39. Example of Open Strategy (OS) dimension coding in multisite ethnography

Asocieted practice	Relation with actions	Fragments of empirical data translated into English. (Initial coding)	Characteristics of OS (Focused coding)	Attributes of OS (Axial coding)
...				

Asocieted practice	Relation with actions	Fragments of empirical data translated into English. (Initial coding)	Characteristics of OS (Focused coding)	Attributes of OS (Axial coding)
Transparency Dimension				
Guiding others	Orienting the organization	[**Information is shared**] **Always in meeting** . When things like easy, for example, no... **Generally everything is** in meeting, everything is in meeting. Or also, we have a board group and **we have a group of CORPOACADI, and** there they are all. And when there is someone, like Doña Berta, who does not handle whats app, called(FTE2-OrgA)	Frequent conversation	Information exchange
Guiding others	leading projects, programs, areas, cells, processes, etc	Then a following diagnosis is made, which is that of volunteering: Hey, if we all dream all this, divine! But what do we need for that? How many people? And it is assembled. So **we say**: Oh, well, but how much is that worth? And an exercise of income and expenses is made. After that, we **have the diagnostics**, a series of foci and strategic objectives are defined. And that definition of strategic objectives starts, come back here, we have this assembly here, on the one hand of volunteering, the neighborhood and money. Then we do **an organizational diagnosis exercise with volunteering**, … from there we start with the equipment. **Who makes that diagnosis? The coordinating team, no matter if it is hired or if it is voluntary** (FTE4-OrgB)		
Guiding others	Leading the organization	That's been a very important thing and it's the issue of how we listen to the teams and **how we open up those channels of participation to the teams so that we're kind of aligned and truly connected to reality and** not thinking we're sitting here at a desk (FTE6-OrgC).	Circulation of information between levels	
Guiding others	Leading activities	**Information flows smoothly.** The agreements are reconciled as information circulates among those who participate in the meeting. The interventions are cheerful, in many cases humorous. The **volunteers assume their responsibilities with a proactive attitude**. Due to the type of conversations raised at the meeting, it is possible to know that this activity has been working since a month ago (RO12-OrgB)		
Guiding Others	Orienting the organization	**We took advantage of the knowledge and experience of the Committee in all issues of rehabilitation and health, we set up a portfolio of health services**, very much from what already existed in the market, so to speak, and what the Committee had as experience, and we began a work like selling that portfolio and carrying out ...	Stakeholder communication	
Sharing Experience	Building trust	When I talk about communicating in a different way is (that) we have always been very shy when it comes to saying the good things we do in social issues and it is not simply to go out and brag, but how I do so that **the audiences that interest me that know what I do** capture it in an appropriate way.		
Guiding Others	Orienting the organization	Looking back on the subject, obviously... The board of directors had, well, an important role there because the board supported and was not asking us as immediate results and of: come what it is... To give you an example, the result of the first year, which I took in the middle of the first year, what we gave to the board as a super successful result was that we closed the year with the same losses that we had in the middle of the year, that is, we did not increase	Reporting	Generation of information

		the losses, and for them that was a super result. So it was **a very understanding meeting as of the institutional reality and what was happening** (FTE6-OrgC)		
Guiding others	leading projects, programs, areas, cells, processes, etc	At the time of carrying out the participatory diagnoses [dynamized by the volunteers of the Networks area] the **conditions and needs of the context will be reviewed to estimate the necessary operational capacity that can respond to them**, indicating the forecasts and minimum security. In addition, the information will be updated according to the changes that are identified in the community dynamics, as many times as necessary. This part of the process is useful to recognize the minimum expected results in the response, those responsible and the necessary resources. (pp. 18 and 19 – OrgB))		
Guiding others	Leading activities	**... I didn't ask anyone, I said so. I'd rather ask for forgiveness than ask for permission**. And it was with the issue of the creation of the database in Medellín. Before, there was no database of how many volunteers there were, or how old they were... There was absolutely nothing. Just a record of TECHO org, that you did not know that those who were there were... That I also **think helped a lot**, knowing that today there are more than 400 people registered in TECHO Medellín. Of those 400-odd people, there are almost 35% of those people who registered, are retired. And so on. You can have quite a few statistics in terms of knowing, understanding that, that is, how volunteering works, and it is very valuable information for us in (the area of) training (FTE3-OrgB)	Selection of information to be communicated	
Guiding others	Leading activities	The **first information** that circulated was **related to the activity** itself. The proposal included, the activity (a recreational outing), place (the zoo of Antioquia), date (August 24). Subsequently, the information was related to the progress of logistical management (responses from the Mayor and the zoo to the request for support) and the quotation of the costs to be borne by the organization. (RO2-OrgA)		
Guiding others	Proyecting the organization	… So, there began a whole process of **accompaniment** and there, in that process of accompaniment, was where **we realized the shortcoming we had in the issue of communications**, because to **truly achieve a work by processes, you have to have very good communication channels** (FTE6-OrgC)	Enabling information channels	Information facilitators
Guiding others	Leading activities	For the **internal actors, the information was circulated orally** in the **planning meetings, by telephone and through WhatsApp, according to** the logistics responsibilities distributed and reconciled. For external actors, the information circulated through an (RO1-OrgA)		
Guiding others	Leading activities	Emails, you use the **mail**, **the WhatsApp**, obviously, the **cell phone** number and so, well, like those things. More than all mail and WhatsApp (FTE7-OrgC)	Use of communication tools	
Sharing Experience	Building trust	**other channels,** only **Instagram**, but that is handled by communications. There's Instagram... I thought the theme of doing the flayer in Tic Toc was super winning, because that leads us to another type of audience (FE3-OrgB).		

		Inclusion Dimension			
Sharing experiencie	Contribution from knowledge, interest and desire	When I had to contact people, right now in January **I had to contact the people who registered**, from November to here there were 135 people (FTE3-OrgB)	Seedbed of decision makers	Preparation for inclusion
Seeking Operational Resource Practice	Presenting an idea	And specifically in 2020, when the marches were and when it was the pandemic and all this crisis, from the Argos Group we began to see a need to, come on, what are we going to do with everything that is happening, and a proposal was passed, from the Area of Sustainability, of Communications. That proposal was very much about how we communicate everything we do, and when I was **asked** what I thought, I said: I do not think that at this moment I should go out to tell stories, but rather to change realities, so to speak, so they told me: Propose something, what are the things that you would change in this case? So I **made a series of proposals**, where basically what I said was that the business community could not limit itself to delivering economic resources and that's it, but should get more involved with the territories and with the interest groups, accompany them, understand them, listen to them, work hand in hand, enter the conversation of the city, in the city agenda. and have like that ongoing relationship. Not to reach a community to give markets, take my picture and leave, but really raise long-term things and, outside of that, manage to communicate in a really different way (FTE1-OrgD).	Internal consultation	Inclusion incidence
Guiding Others	Orienting the organization	We also made a structural change with my admission and that is that I asked the Board of Directors **for authorization to bring to all meetings of the Board of Directors what is called here the team of deputy directors** ... So I asked the board of directors for authorization to have the boards attended by the three subdirectorates, which at that time, continue to be, the administrative and financial subdirectorate, the subdirectorate of services and the medical subdirectorate (TE6-OrgC).		
Sharing experiencie	Twin track Learnig	And it seems to me that the help of the Social Management Committee, which was in the previous Mayor's Office, was also decisive. **The previous first lady was very orderly and gave us many tips, and she was aware of us,** how we worked (TE2-OrgA)	Rely on externals with a common purpose	
Guiding others	Proyecting the organization	But we do **keep that conversation constant to decide** what project we are going to get into, what contributor we are going to take. So, I would tell you that most are constant, but when **we get involved**, it's **a one-time** decision; we decide to get in, but we **don't abandon the decision-making there, but we follow the process throughout the period**.	Support in the development of the strategy	Inclusion dynamic

Sharing experiencie	Contributing from knowledge, interest and desire	I've been at TECHO for five years [I'm executive director], but I've been at TECHO for 14; And I started in college, like one more skin. And I'm going to pass the post, and whoever arrives or whoever arrives, there will continue, and **I'm going to continue to be voluntary, voluntary, with a different experience,** yes. But whose organization is it? They ask me a lot: Hey, and whose TECHO is it? From the people. Of the people, because TECHO has no owner; there is no one who says: I am the owner of TECHO, and hopefully there never will be (TE4-OrgB).		
Guiding Others	Orienting the organization	**Those [board] profiles were much closer to the organization**. Not so defined, not so structured, today it already has much more form... of the board of directors, the six: there are five and an advisor, more for issues of differentiation of votes, is super thought out depending on the strategy of the organization, where we have to be in five years, where we should be in ten, where we have to be in twenty (TE4-OrgB)	Closeness for inclusion	
Guiding Others	Orienting the organization	With the board of directors we started 3 years ago a whole issue of corporate governance. It is a board of directors that, **despite being very participatory, very active, very committed, is a board of directors that has been chosen by hand**, the friend of the friend, the acquaintance of the acquaintance, thank God they have all been excellent people in the subject, however they themselves recognize that they are a board of directors (TE6-OrgC).		
Shared Decision-making Dimension				
Seeking Operational Resource Practice	Search for invertor/donor	**The volunteers set up a work plan**, so that we can finance a project of these... So, they stop to sell the project; we already **set up a** committee, we change people constantly, and **they sell the idea to the committee**, and the decision is already made by us, in We Create Social Value with arguments from both parties, with votes or whatever. But we **do look for a multidisciplinary group that gives its contribution**, if it considers or does not consider making a decision of these, and generally make decisions in the Business Group, if I buy a CDT or do not buy it, or I get into this contract or I do not get involved, they also have the ability to make the decision in a project of these. That is what we are looking for, to do as networks in every way, in decision-making and the question of projects (TE1-OrgD)	Prioritization of decisions	Purpose of decision-making
Seeking Operational Resource Practice	Doing bricolage	**The board; In other words, we propose among ourselves, in the meeting** that takes place before the meeting with the Assembly. If the board sees it viable, we already take it to a meeting with the assembly, which we usually do board meeting Wednesday, for assembly meeting, Saturday. And now, in that assembly meeting, we say: We have planned this, such as bingo, for this date approximately. How viable do you see it? Why? Because you have to manage the ingredients of the empanadas, because you have to sell the chips. Generally, we plan everything at least a month before, we try to make it a month before because of the issue of the chips (TE2-OrgA)	Prioritization of decisions	

Discussion

Thinking about the approach to Open Strategy from participatory methodologies under the invitation of Vaara et al., (2019), allowed us to propose in this research a methodological opening of ethnographic approach, with two variations to fulfill such purpose. The first variation was the multisite observation by giving place of participation to 4 NPOs. The second was the inclusion of one volunteer ethnographer per organization.

The outcome of this multisite ethnography with the participation of volunteer ethnographers, enabled the occurrence of the three dimensions of openness: transparency/opacity, Inclusion/exclusion and Distributive/concentrated decision rights (Splitter, et al., 2022), which allows us to make a parallel between Open Strategy and ethnographic methodological openness. The consideration of the tensions generated by openness recognizes in equivalence the dilemmas of Open Strategy (Hautz et al., 2017), versus the tensions presented in methodological openness, as illustrated in Figure 11.

While for Open Strategy the dimension of inclusion/exclusion relates to internal and external actors who are not conventionally in the strategic conversation (Whittingtong et al, 2011), for methodological openness, it is about including individual or collective actors, who conventionally are not in the academic and research conversation but are practitioners of the phenomenon under investigation. Likewise, methodological openness includes actors who do engage in the research conversation but are alien to the empirical context in which the research is being conducted.

The tensions generated by inclusion in Open Strategy have to do with the dilemma of commitment, which increases or decreases depending on the motivation or frustration felt by the actors when they are included. Likewise, the dilemma of empowerment, related to the perception of benefit or burden, due to the responsibility that inclusion generates for them (Hautz et al, 2017). In terms of methodological openness, the tension is the diversity of profiles that may result from the inclusion of actors from different educational levels, social contexts, and experience in practice.
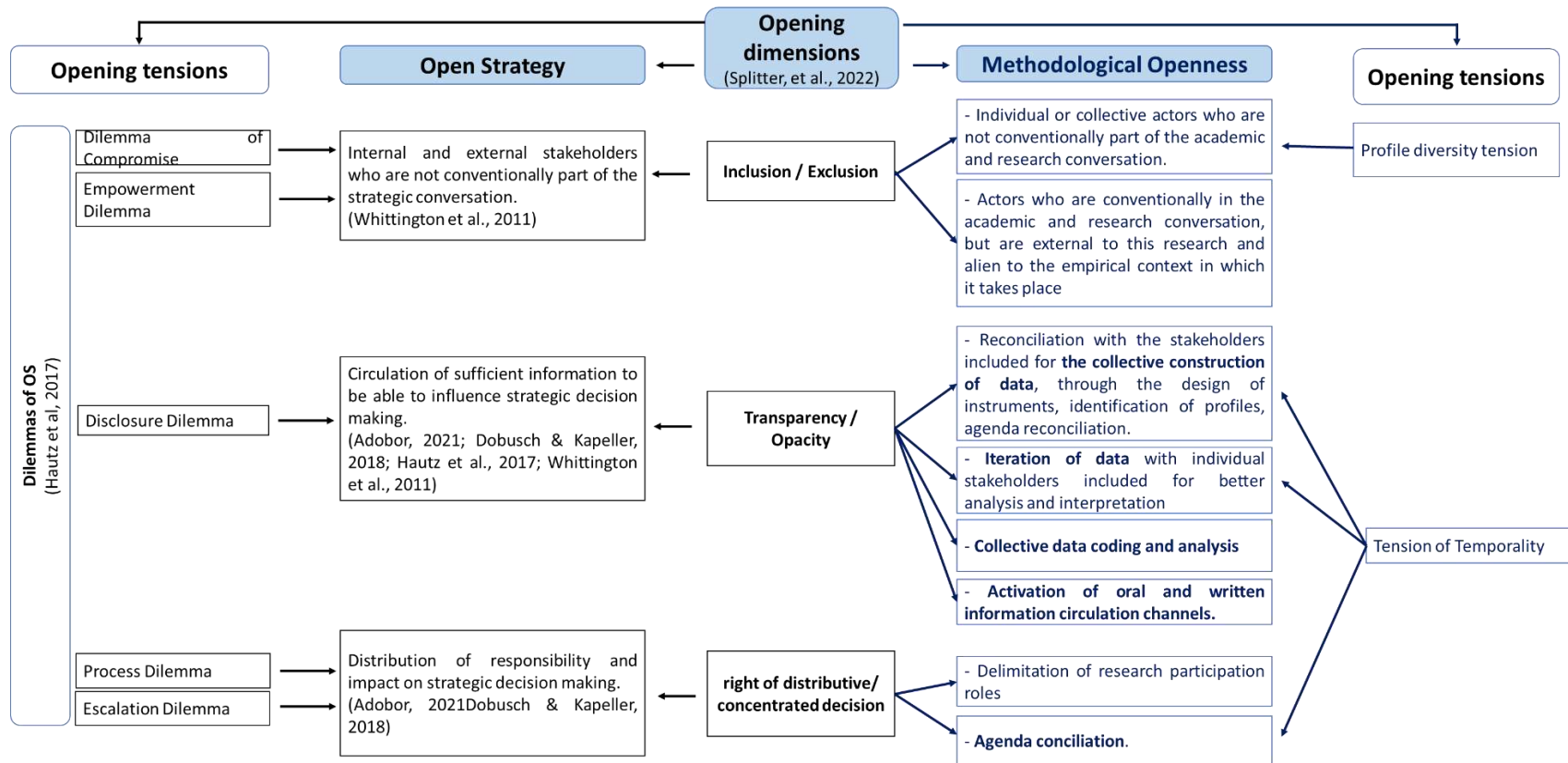
Figure 2. Parallel between Open Strategy and methodological openness

In turn, the transparency/opacity dimension, in its relation to the circulation of information, demands for Open Strategy, quality and quantity of information with which the actors included can influence decision-making (Adobor, 2021; Dobusch & Kapeller, 2018; Hautz et al., 2017; Whittington et al., 2011). While in methodological openness the information is constructed through the collection of data, the iterativity of these among the actors included and the process of codification and analysis. To this end, the activation of different channels of oral and written information circulation is key.

Transparency faces in Open Strategy the dilemma of disclosure, in which advantages of legitimacy and reduction of information asymmetries are constituted, but at the same time, it weakens competitiveness with respect to competing companies that have access to strategic information and the interpretation of the information remains open (Hautz et al., 2017). In the methodological openness, the tension of temporality is observed, in which the process requires longer times for the construction of the data and the exercise of iterativity, with respect to more consultative rather than participatory research processes. Likewise, this tension raises the simultaneity of the agenda of the actors included, which gives rise to the renunciation of observation or other forms of data collection by prioritizing a single scenario.

As for the dimension of distributive/concentrated decision rights, in Open Strategy it refers to responsibility and incidence in decision making (Adobor, 2021Dobusch & Kapeller, 2018). For methodological openness, this dimension requires a delimitation of the roles assumed by the included actors, defining the scope of inclusion, participation, and incidence in the decisions of the different moments of the research, determined by the constant reorganization of openness. The actors included, assuming the roles within the research, converge in the conciliation of the agenda that allows the management of data and information generated in the dimension of transparency.

The tensions of decision rights in Open Strategy refer to 2 dilemmas: on the one hand, the process dilemma. It has ambivalent effects between leveraging knowledge and improving the content of decisions, and unpredictable directions, undimensioned issues or conflict risks, which reduce flexibility and control for decision making. On the other, the escalation dilemma, in which the positive impact of openness improves limited areas, or the negative impact restricts openness (Hautz et al., 2017). The tension of temporality for shared decision

making, in terms of time extension and simultaneity of agenda for collective construction and overall data management, reoccurs in methodological openness.

The consideration of this parallel between Open Strategy and methodological openness highlights how the three dimensions of the organization of openness apply to different domains and should be considered from the principle of openness design. For its part, the variety of tensions it faces gives rise to the principle of continuous organization and reorganization.

Contribution

With reference to the parallel between Open Strategy and this methodological openness, considering the three dimensions, we present below a detailed approach to methodological openness as a contribution of this article, illustrating one way in which participatory research methodologies can be developed to understand Open Strategy or other domains in future studies.

Regarding the Inclusion/exclusion dimension, there are three types of actors. The first type are actors practicing the phenomenon, who conventionally are not in the academic and research conversation. In this research there were 4 volunteer ethnographers representing each of the organizations participating in the multisite ethnography. Including them in the research implied specific, particular, and collective training in ethnography. As advantages, the participation of the volunteer ethnographers facilitated the building of trust with the organizations, made it possible for the multisite ethnographer to participate in different activities specific to each organization, enriching the observation immersions, increasing the flow and quality of the data, and refining the interpretation of the data while respecting the reality of the organizations. At the same time, for them it was the possibility to read their organizations, reflect and reveal the practices in which they are immersed daily, establish inter-organizational relationships, and socialize the results of the ethnography in each organization with their peers and managers.

The second type of actors included are those who are not practitioners, but who, in contrast, have experience and expertise in the conceptual theoretical framework of the research, or in the methodological design with the approach to be opened. For example, in this multisite

ethnography there was a teacher with expertise in practice perspective, another in qualitative research methods, and we also had a guest ethnographer at different times.

The third type of actor is the one who calls for the opening. Specifically in this methodological opening, this responsibility was carried out by the multisite ethnographer in the company of her doctoral dissertation director.

In other words, the inclusion dimension of methodological openness brings together a diversity of actors who contribute to the research. The contribution lies in categorizing the actors. In the case of multisite ethnography: practitioners, researchers, and conveners of the opening. Each one with the delimitation of roles and scope with respect to the different moments of development of the research.

The set of actors included in the methodological openness, give rise to the circulation of information of the transparency/opacity dimension. The contribution in this dimension is expressed in the permanent collectivity for the management of research data. This translates into reliability of the information. In turn, in the diversity of participation of the actors, depending on the moment of data management. For example, the volunteer ethnographers not only had access to the study information, but also contributed to the construction and refinement of the data during iterative phases. The research actors had greater influence in the management of the data with respect to the moment of coding and analysis. The cross-sectional management of the data was directly through the multisite ethnographer in constant conversation with the thesis director.

With the practitioner actors included, the data construction instruments were designed, interview profiles and review documents were identified, and the information was collected with the application of the techniques. In this qualitative research, participant and non-participant observation, interview, document review and permanent data recording took place.

Transparency required, in turn, the activation of channels through which information circulated. This facilitated the quality, quantity, and speed of the information. In this methodological openness, it was possible through WhatsApp as the predominant channel, email occasionally, and orality in particular meetings between the multisite ethnographer and

each of the volunteer ethnographers, and in the meetings of volunteer ethnographers for the exchange of experience, training, and information.

The predominance of a written channel over others is due to the ease and accessibility for the practitioners included. Due to its geographic location and the diversity of profiles of the volunteer ethnographers, whatsapp allowed a permanent conversation with the multisite ethnographer in an agile and close way. This facilitated the building of trust, since the channel opened the possibility of consultation, sharing images, greetings, invitations, reflections, among others, resulting in transparency of information.

Regarding the dimension of distributive/concentrated decision rights, the contribution refers to the fact that the open methodology shares decision making, although not all the actors always influence the decision, nor do all the actors converge. For example, the protagonism of the volunteer ethnographers, although constant throughout the research, did not have the same incidence at the time of data coding and analysis. Likewise, the relevance of the research actors included took place at specific moments of data management, but not in the construction, refinement, and socialization of the data.

Methodological openness provides for constant organization and reorganization, with epistemic, political, and normative tensions and challenges of openness. According to the development of this multisite ethnography, methodological openness can have at least two types of tensions. Related to the dimension of inclusion, the first tension is that of diversity of profiles among the actors included. However, the compensation of this tension is found in the inclusion itself, thanks to the trust built between the actors, in the case of the multisite ethnography it was through the sibling conversation between volunteer ethnographers, and the explicit management by the multisite ethnographer to the volunteer ethnographers.

The second tension encountered is one of temporality, with three ways of manifesting itself: The first affects the transparency dimension by requiring more time for the construction and iterativity of the data. This delay is represented in the time required for the circulation of information among the actors involved. To compensate for this manifestation of the tension, the multisite ethnographer managed the volunteer ethnographers on a permanent basis.

The second manifestation of the temporality tension is the simultaneity of volunteer activities in the included organizations during the period of participant or non-participant observation of the multisite ethnography. The compensation had to do with the inclusion of the actors, which allowed the prioritization of some organizations for the collection of information by the multisite ethnographer, and was supported by the permanent immersion of the volunteer ethnographers of the non-prioritized organizations.

The third manifestation of the tension of temporality was the volunteer ethnographers' own agenda that slowed down the reconciliation of the research agenda, which was compensated for by the willingness of the multisite ethnographer to adapt to the possibilities of the volunteer ethnographers and to seek alternative dates, schedules, locations, activities, among other things.

In the methodological opening, we also found the epistemic and normative challenges, delimited by the correspondence of being a doctoral level research. In this sense, it became necessary to indicate the purpose for the creation and use of knowledge in the first challenge. In the second challenge, the delimitation of the scope and limits of the participation of the actors included. For this, from the dimension of distributive/concentrated decision, we carried out the delimitation of the roles of the actors included with the scope and real incidence of participation, establishing the main responsibility of the multisite ethnographer as a doctoral student.

As for the political challenge, it was evident in the decision-making structure of each organization included, as its managers deliberated with the decision-making teams about the volunteer ethnographer's access and participation in the research. The compensation of the challenge was found in the dimension of inclusion that allowed the building of trust with the volunteer ethnographers and facilitated the circulation of transparent information.

Although we believe in the existence of epistemological, normative, and political challenges in openness, we consider that these are not generalizable and may vary according to the context of each study with methodological openness, since each research is part of a specific institutional framework and a specific moment of approach to the phenomenon.

Conclusions

To answer the question of how to generate participatory research in approaching the understanding of Open Strategy, we developed a methodological opening of ethnographic approach, which considered the three principles of open organization raised by Splitter, et al., (2022), understood as design of openness, consideration of epistemic, normative and political challenges, and willingness to continuous organization and reorganization, in light of the three dimensions of openness: Inclusion/exclusion, transparency/opacity, and distributive/concentrated decision rights.

The design of the methodological opening allowed us to develop research with two variations of ethnography. The first of these was multisite observation, in which 4 NPOs were included. The second variation was the inclusion of a volunteer ethnographer for each organization. This design facilitated the circulation of information for the construction, coding, and analysis of quality data, with multiple perspectives and reflections from the rigor and coherence of the network of actors included, which resulted in shared decision-making.

The methodological opening generated diverse epistemic, normative, and political challenges, as well as tensions of temporality and diversity of profiles, which had to be compensated by the same dynamic of openness, in which the volunteer ethnographers, as practicing actors included, had great protagonism and were accompanied by the disposition and adaptability of the multisite ethnographer.

The organization of the opening considered participant and non-participant observation as the primary technique for the construction of the ethnographic data. The secondary techniques were the semi-structured interview and documentary review. For this purpose, a dynamic of information recording was established between the multisite ethnographer and the volunteer ethnographers, supported by the information circulation channels.

While the continuous reorganization of the opening, involved the management of volunteer ethnographers by the multisite ethnographer, through particularized conversation meetings and experience sharing meetings between ethnographers. This involved the development of research training material, as these were practicing actors who are not conventionally in the research conversation.

Methodological openness also had continuous organization and reorganization with respect to data coding and analysis. In this period, openness led to the inclusion of non-practicing researchers who refined data management, theoretical and methodological perspectives, and methodological approaches.

The convening actors of each moment of organization and continuous reorganization of the methodological opening were the multisite ethnographer and the thesis director. This relationship within the framework of the opening allowed them to achieve joint construction, shared learning, and the experience of co-research in a permanent horizontal conversation.

In this sense, with respect to the occurrence of the dimensions of openness, the inclusion/exclusion dimension considered the participation of three types of actors: non-researcher practitioners, non-researcher practitioners, and openness conveners. Among them, the circulation of information in the transparency/opacity dimension was possible through different oral and written channels, which allowed the construction, codification, analysis and iterativity of the data. This led to the dimension of distributive/concentrated decision rights, for the design of instruments, profiles of participants for information construction, data refinement and socialization of results.

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Volunteer practices and open strategy at NPOs

Findings paper

Abstract

The purpose of this research was to understand the contribution of volunteering practices to Open Strategy in NPOs. It approaches Open Strategy from its three dimensions: Inclusion, transparency, and shared decision making, as well as the types of substantial, procedural, and radical openness, through a multi-site ethnography in 4 NPOs. Three practices that contribute to strategic openness were identified (seeking operational resources, sharing experience, and guiding others). It was also identified that the types of openness can partially explain organizational dynamics. In cases where volunteers from different levels influence decisions, and the organization's strategy occurs in an emergent way in everyday life, it is necessary to expand the typology, so as a contribution we propose Organically Open Strategy.

Keywords: open strategy, practices, volunteering, Non-profit Organizations (NPOs), multisite ethnography.

Introduction

Open strategy is a macro practice (Whittington, 2019) that embraces the idea of extending decision making to other actors through their inclusion and transparent communication. It is constituted by three dimensions: inclusion, transparency, and shared decision making (Adobor, 2021; Hautz et al., 2017) and depends on the proportion of openness which can be substantial, procedural, or radical (Dobusch & Kapeller, 2018; Luedicke et al., 2017).

However, current research is sparse regarding how types of openness explain strategic dynamics in NPOs. They have also not prolifically considered the contribution that volunteers can make to strategy (Dobusch & Kapeller, 2018; Dobusch, et al., 2019; Rottner, et al., 2019). Current studies have focused the analysis on shareholders, employees, or various associated communities, under the perspective of open innovation, applying the concept of crowdsourcing to the work strategy (Fosfuri et al., 2011).

The purpose of this article is to present how volunteering practices contribute to open strategy in nonprofit organizations. For this purpose, we developed a multisite ethnography in 4 nonprofit organizations in the department of Antioquia-Colombia, which allowed us to

identify the occurrence of the dimensions of open strategy in the organizations, based on delimiting characteristics and attributes. Likewise, we found a set of 3 volunteering practices that contribute to the occurrence of this macro-practice: Seeking operational resources, sharing experiences, and Guiding Others.

The delimitation between dimensions of open strategy and volunteering practices allowed us to identify that in two of the organizations participating in the multisite ethnography, it is not possible to establish the conversation with the existing types of openness. Therefore, our contribution presents the organically open strategy as a new type of openness which welcomes organizations in which the strategy occurs in a non-deliberate, unplanned, organic, and emergent way.

Conceptual Framework

Open Strategy

This research was part of the understanding of Open strategy based on the three dimensions described in the literature: Inclusion, transparency, and shared decision making (Whittington et al., 2011; Hautz et al., 2017; Dobusch & Kapeller, 2018; Adobor, 2021).

The dimension of inclusion refers to the consultation of internal and external actors with the organizations that conventionally have not participated in the decision-making process regarding the "strategic conversation" (Whittington et al., 2011). It is a co-strategy based on the use of new technologies and networks, giving voice and influence in decision making and safeguarding the additional pressure that this may generate with respect to the roles of people within the organization (Hautz et al., 2017).

The transparency dimension refers to the visibility, quantity, and quality of internal and external information of the organization which circulates among the participants, to facilitate the exchange of ideas and knowledge in the joint decision making process (Adobor, 2021; Dobusch & Kapeller, 2018b; Hautz et al., 2017; Whittington et al., 2011).

The shared decision-making dimension refers to the actual distribution of the right to influence and make decisions by actors at different levels of the organization, beyond the consultation that may be adopted more frequently in the early stages of the strategy. (Adobor, 2021; Dobusch & Kapeller, 2018).

The literature finds that the major contribution of current studies focuses on the dimension of inclusion referring both to the actors that are included, and the training they require for their participation in decision-making (Rowlands, 2019; Von Krogh & Geilinger, 2019; Goldenstein &Walgenbach, 2019; Hoseinzadeh, et al., 2019; Rottner, et al., 2019; Kashosi, et al., 2020; Irakoze, et al., 2020). Other contributions are related to rules and conditions for openness (Adobor; 2020; Amrollahi & Rowlands 2019; Feller, 2017; Wawarta. & Paroutis, 2019), as well as the benefits and risks that make strategic openness feasible or not (Alexy, 2017; Morton, et al., 2019).

According to Splitter et al. (2022), the organizing principle of openness responds to contrasts between transparency and opacity, inclusion and exclusion, and the distributive and concentrated right of decision making. Thus, strategic openness in turn depends on some forms of procedural closure, safeguarding of information and constitutive exclusion in determining who participates (Dobusch, et al., 2019). Likewise, it includes the idea that openness improves the quality of decisions in the organization, but requires greater demands on time, expectation, and effort towards the strategy (Dobusch & Kapeller, 2017).

The literature identifies three types of Open Strategy: substantial openness, procedural openness, and radically open strategizing evident in agenda setting, participation, and strategy-related decision-making (Dobusch & Kapeller, 2018; Luedicke et al., 2017).

Substantial openness recognizes the contributions made by audiences both internal and external to the organization, while procedural openness relates to the availability of the strategy development process and the type of information that is shared. (Dobusch & Kapeller, 2018). As with radically open strategizing, it includes organizations that deliberately take to the extreme, and fully involve stakeholders, continuously and completely in the strategy. All parties set the strategic agenda, participate in the deliberation, and influence the decision (Luedicke et al., 2017).

Both dimensions of OS and types of openness found in the literature, face at least five dilemmas raised by Hautz et al., (2017): (1) of process, alludes to the inclusion of more people with ambivalent effects. (2) of commitment, which can increase or decrease for the organization's strategy. (3) of disclosure, related to the advantages and risks of information transparency. (4) of empowerment, related to the perception of the convened actors. And (5)

escalation, related to the creation of pressures so that additional processes to the strategy are also open.

According to Whittington, et al. (2011) "open strategy as a concept involving a bundle of practices..." (p.535). The literature presents that this relationship has been established in terms of transparency and inclusion practices (Morton, et al., 2019; Tavakoli, et al., 2017; Haefliger, 2019). In the framework of this research, we approach Open Strategy both in the occurrence of its dimensions and in the understanding of the types of openness, through volunteering practices in NPOs (see Figure 1), so, in the following section, we present our comprehension of practices as an analytical category.
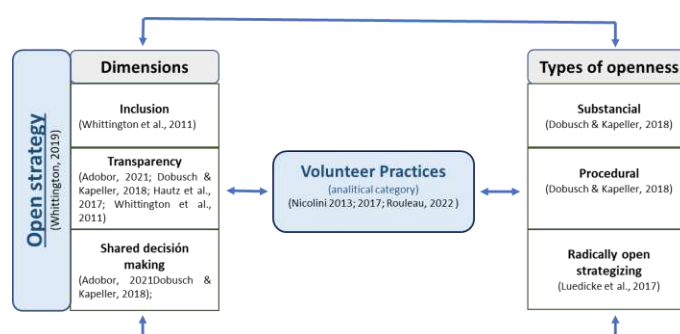
Figure 1. Visualization of the Conceptual Framework. Source. Own elaboration based on Adobor, (2021); Dobusch & Kapeller, (2018); Hautz et al., (2017); Whittington et al., (2011)

Practices

The practice perspective in Open Strategy, according to Splitter, et al., (2019), is constituted by different approaches that converge in (1). the importance of having a specific meaning, determined by different social levels, (2). The identification of the practitioners, i.e. the actors on whom the practice depends, who can be internal and external to the organization, not necessarily decision makers, and (3). the praxis, referring to how the different activities of the practitioners that are recognized as practices are carried out, which may or may not be routine, formal and informal, and be located in the center or on the periphery of the organization. Practices include tools and methods of shared routines of behavior, including traditions, norms, and procedures for thinking, acting, and using things (Whittington, 2006; Reyes-Sarmiento & Rivas-Montoya, 2019).

Specifically, we subscribe to the perspective of practice as social accomplishment, which according to Rouleau (2022), focuses on the understanding of how and why things are done

and inquiries into "patterns of everyday actions emerging from relationships between practitioners" (p.165). As a perspective that focuses on the activities of practitioners, practices are constituted as a unit of analysis.

According to Nicolini (2012), practices create the social world, explain its emergence and changes, disappearance, and effects, are of a situated nature, linked to a context and a history. Likewise, Nicolini & Monteiro (2017), state that practices must be continuous, routine and recurrent, have interrelationship between body and material things (appropriation of tools-objects), are carried by individuals and have a spatiality, temporality, and power relations.

In this sense, we recognize the volunteers as practicing individuals, who as internal actors of the organization, donate time, work, and effort by free choice and without economic compensation (García-Cano et al., 2016; Piccoli & Godoi, 2012), to support the fulfillment of the purpose (Cullom & Cullom, 2011).

Methodology

Methodological Design

This research was developed based on ethnography, in which the social reality was described, recorded, systematized, and analyzed, through regular and in-depth observation of sociocultural activities, social situations, and objects of interest of a social group (Galeano, 2004). It gave prominence to the reality of volunteering, in the voice of the volunteers who give sense, motivation, intention, and meaning to their own actions (ibid).

We focused the observation on volunteering practices contributing to OS in 4 nonprofit organizations. This plurality resulted in a multisite ethnography for understanding the phenomenon, considering attention in constant spatial and temporal movement (Agar, 2009).

An additional variation in this multisite ethnography, is the participation of a volunteer ethnographer (O'connor & Baker, 2017) from each NPO, who is subscribed to the iterative recursive abductive logic, observing the facts, looking for unexpected data and generating new concepts to explain them, from the circulation of data collection and analysis between the researcher and the entire network of actors for the co-creation of meaning (Agar, 2009; Mauksch, et al., 2017). This responds to the call for the importance of participatory research

in Open Strategy raised by Vaara, et al. (2019), in which the conversation between researchers and practitioners achieves a better understanding of their occurrence.

Multisite ethnography participating organizations.

The level of analysis of this study was organizational. Specifically, it puts the focus on 4 NPOs, classified in the third sector, characterized by seeking the common good (Laurett & Ferreira, 2018). They adopt the strategy not entirely deliberately, consciously, and explicitly, responding to the three constituent elements of strategy: context, content, and process (AL-Tabbaa et al., 2014). Thus, it is recognized that all organizations have a strategy, regardless of their typology (Whittington, et al., 2011).

In these 4 organizations, volunteering is the backbone of fulfilling the mission with beneficiaries and supporting the vision for the future (Alfes et al., 2017; Dávila de León, 2002; Lemos et al., 2019). Volunteers contribute to the life cycle and day-to-day life of the organization (Etzioni, 1964; Einolf & Chambré, 2008; Knutsen & Chan, 2015; Sportmann & Greenspan, 2019). This constitutes a contribution to the occurrence of the strategy, either formal, in documents, or informal, in actions and decision patterns of NPOs.

Below, we describe each of the organizations participating in the multisite ethnography. To acknowledge their valuable contribution to the research, and respecting that they did not limit institutional privacy conditions for the dissemination of the results, in figure 2 we show their logos with their real names and explain the alphabetical code assigned to each one, in order to facilitate the analysis of the data and the presentation of the results.

Figure 3. Organizations participating in the research. Source: Own elaboration

The organization A, is rooted in a small municipality in the southwest of the department of Antioquia-Colombia. It was founded in 2014 to give continuity to a project the aim of which is to assist people with disabilities. It has 17 volunteers, who in turn are mothers and

caregivers of people with disabilities to whom the mission of the organization is addressed, and 5 of them constitute the board of directors, and its executive director is a volunteer.

Organization B is a multi-latin structure with autonomy in each country; in the case of the study, the data relates specifically to Techo Colombia. Its executive director is a professional who has been a volunteer for more than 14 years and has been in the position for 5 years. The data were collected specifically in the Medellin office, where there are about 400 active volunteers and 30 of them are responsible for coordinating areas and direct decision-making.

With respect to organization C, a traditional structure can be identified by having personnel at different levels of decision-making and operation, with a departmental scope. However, it is the board of directors that determines the strategy, and this is made up of 5 volunteers. In addition, there are 5 permanent professional volunteers and 1,000 occasional volunteers.

Finally, organization D, is in polar contrast with respect to the others (Eisenhardt, 2021), since it is a business group with a multi-Latin scope, which within its hierarchical structure has, since 2020, developed a social strategic line with 350 volunteers, 30 of them in decision-making roles (all these volunteers are employees of the company).

Organization	Scope	Total number of volunteers	Number of permanent active volunteers	# Volunteers who make decisions
A	Local-municipality	17	17	5
B	Multilatin–National-Local	400	350	30
C	Departmental	1010	10	5
D	Multilatin- National	350	350	30

Table 1. Territorial scope of the strategy and number of volunteers in the organizations participating in the multisite ethnography

Data collection

The fieldwork took place over 12 months. The first approaches to the organizations were formalized in May 2022 and the last data collection interview took place in April 2023.

According to the ethnographic method, we proposed participant and non-participant observation as the main instrument for collecting information, to delve into the depths of the phenomenon with an active role as a researcher, in permanent reflection of the reading of reality (Collado & Sampieri, 2010). This technique took place between August and December

2022. A total of 60 hours of observation were carried out, distributed in 15 sessions, of which 8 were of participant observation and the remaining 7 of non-participant observation. During this period, three volunteering practices that contribute to the NPO strategy were identified as being carried out on a regular and recurrent basis in the 4 organizations.

Parallel to the observations, at least one meeting per month was held with each volunteer ethnographer during the same period (a total of 16 meetings), to exchange insights from the observation and establish a data collection agenda.

Two meetings of volunteer ethnographers were also held. The first meeting was held in August 2022, to exchange organizational and volunteer experiences, characterize the organization and collectively build agreements and an observation agenda. The second meeting, held in January 2023, focused on the socialization of the practices preliminarily identified, to refine their manifestations, recurrence, and characteristics. It was possible to delimit the profiles that would be convened during the interview period and the construction of a collective agenda to continue with data collection.

To question, verify, validate, or refine the data found in the observation and the 3 practices preliminarily identified, we conducted 11 semi-structured interviews as a scenario of intentional dialogue of information that is not within the scope of observation (Bautista, 2011). 4 of them to the directors of the organization, 2 to volunteer coordinators (since in organization A this role is assumed by the director herself), and 5 to volunteers from all the organizations. Regarding the profiles interviewed, 7 were female and 4 were male. The level of education was professional in 10 of the interviewees and 1 had a basic level of schooling. These semi-structured conversations took place between January and April 2023. We kept the confidentiality of the interviewees, so in the coding we assigned a sequential number to the interview transcription, specifying the organization. We designed a protocol to guide the meetings, based on the recommendation of Qu and Dumay (2011), and slightly adapted the instrument to address the conversation in a flexible manner from the particularity of each organization and profile, to promote more complete and meaningful responses.

A third information gathering resource was archival data (Ziber & Meyer, 2022), reflecting the connection to the research to complement, confirm, question, or confront data. The documentary review took place in March 2023. The total number of documents included was

15 and corresponded to 3 organizations (Organization A indicated no related documents were available). A total of 387 pages of review.

Data coding and analysis

The first moment of coding was related to the differentiation of volunteering practices. Since in the observations and interviews it had been preliminarily identified that there were practices related to resource management, interaction with others and organizational decision-making roles. This information was presented by the multisite ethnographer at the second meeting of volunteer ethnographers held in January 2023, in which the thesis director and a guest ethnographer also participated. In this group it was possible to refine the orientation of the data to be subdivided into the analytical category of volunteer practices.

Subsequently, the empirical fragments recorded in the observation reports, interview transcripts, and documentary review reports were classified. For this purpose, an Excel matrix was established that identified the generalities of the information source, that is, the organization, the informant and the data, and differentiated information related to the analytical category volunteering practices (and the subdivision made in the first coding moment), with the occurrence of Open Strategy, considering the dimensions and levels of openness. This initial coding was made possible by assigning a color convention (presented in Table 2) and took place between March and April 2023.

General information about the source of information (people, organizations and data collection instruments)						Data fragments								
						Practices			Open Strategy Dimensions			Opening types in Open Strategy		
Information source code	Date	Source of information (person, document, other...)	Role in the organization	Organization	Organizational Code	Practice related to resource management	Practice related to interaction with others	Practice related to decision making roles	Transparency	Inclusion	Share decision making	Substancial	Procedural	Radically open strategizing

Table 2. Classification matrix by categories and colors for initial data coding. Source. Own elaboration.

The coded data review was carried out between March and April 2023. In took the form of conversation meetings between the multisite ethnographer with the volunteer ethnographers, and permanent conversation with the thesis director, through which different fragments were reclassified in columns with greater affinity. It was an active coding in which we selected, separated, and classified the data as initial coding, to later carry out the focused coding in which we categorized by similarity (Charmaz, 2006), through the treatment of data by column.

Focused coding opened the way to data analysis. For each of the practices, we established a first level of analysis in which we assigned an axial code, recognizing the explicit actions of the classified verbatims. The first approximation of action recognition was submitted for review with an expert researcher in practice perspective, who helped to note that the assigned nomination was not consistent with the perspective of practice as social accomplishment (Rouleau, 2022), so we rectified the coding of actions in May 2023. Subsequently, we advanced to a second level by proposing axial codes that in analysis allowed us to delimit praxis. This led to a level of analysis of theoretical coding that nominates volunteering practices between May and June 2023. The direction of the coding and analysis of the data on volunteering practices was unidirectional, as shown in figure 3 below.
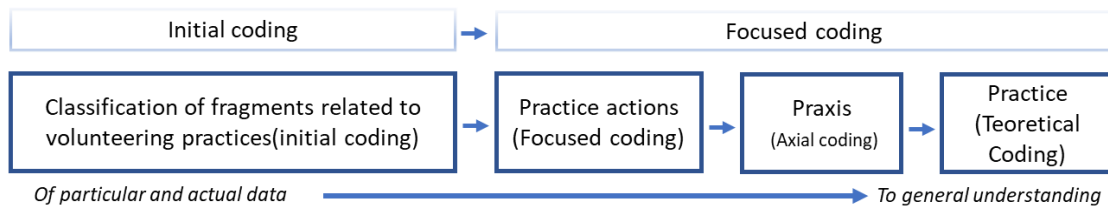
Figure 3. Unidirectionality of the coding of data related to volunteer practices. Source. Own elaboration

In turn, the coding of the OS dimensions took place in three phases: in the first phase we did the focused coding with which we identified the characteristics of the dimension and by grouping sets of characteristics we established attributes as an axial code. In a second phase, we established a relational code with the actions of volunteering practices, so it was necessary to approach it in the opposite direction, that is, we performed a bidirectional coding (presented in Figure 4), to abstract the contribution of volunteering practices to the open strategy in a third phase.
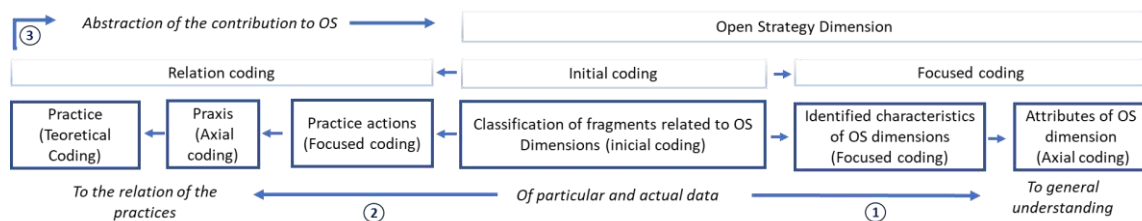
Figure 4. Bidirectionality of data coding related to Open Strategy dimensions. Source. Own elaboration

The abstraction of the contribution of the practices to the Open Strategy was achieved in June 2023 by filtering in the Excel matrix, each of the relationships of the empirical data of the Open Strategy dimensions (initial coding), with the actions of the practices (focused coding

of direction 2). The confirmation of this relationship was done by filtering each of the characteristics (focused coding of direction 1) and comparing it with the assigned practices.

We present these relationships in graphs 9, 10, and 11 of the results section by means of arrows, to which we assign colors to verify the trajectory of the relationship between actions of the practices and characteristics of the dimensions, as well as to visualize the volume of incidence of each action.

The initial coding, as well as the focused and relational coding that led to the analysis of the data, resorted to the constant conversation between the multisite ethnographer and the thesis director, and simultaneously and subsequently, presented to the review of expert researchers in practice perspective and qualitative data analysis, which allowed refining the different directions of understanding of the data. It has also been presented to different academic audiences.

For the presentation of the results on the Open Strategy dimensions, we selected small fragments of the initial coding to exemplify the analysis. What has been added - exclusively to facilitate the context of the fragment - is placed in square brackets. The illustration of the occurrence of volunteering practices is presented in the form of vignettes that approximate the manifestations of each practice in each of the organizations collected mainly from the observation notes. The general collection of coded fragments is available in the appendix of the article. The translation from Spanish to English was done trying to preserve the original sense of the idea offered by the interviewees, documents reviewed, or observation records.

Research findings

a. Occurrence of the Open Strategy in NPOs

To delimit the occurrence of OS in the NPOs, we identified characteristics that, when grouped together, gave rise to the attributes. By characteristics we mean the conditions or details that activate each of the OS dimensions and particularize them to each other. While by attributes, we approximate our understanding to the set of characteristics that describe the OS dimension. The characteristics are concrete since they are specific qualities of the OS dimension, while the attributes are general and converse in a coexistent way within the OS dimension, and in a complementary way with the attributes of the other OS dimensions. We

present below the characteristics and attributes of the OS dimensions in the organizations participating in the multisite ethnography.

Transparency Dimension

> ....now the communication has been returned to you; so, listen, making sure that what you are telling people, can be accurately explained back to you by them ; we then have two-way communication, which we are trying to establish in this whole process, which we still need, and we are waiting for the other person to return" (FTE6-OrgC)

With respect to the transparency dimension, we found three attributes, two of them related to the direction in which the information circulates, and the last one associated with the support for the information to circulate. These attributes are made up of seven characteristics, as shown in figure 5, and are presented below.

The first attribute is Information Exchange, which refers to the bidirectional flow of information between the actors involved at different levels. It is composed of three characteristics: the first is Frequent conversation, related to the daily socialization of information or in permanent meetings of coordinating teams, boards of directors or committees.

The second characteristic is Circulation of information between levels, in which all internal actors (volunteers, employees, managers) make suggestions to each other, and decisions are made based on the information generated by the interaction.

Fragments related to OS Dimensions	Characteristics	Attributes
Generally everything is in a meeting...Or also, we have a meeting group and we have a CORPOACADI [whatsapp] group, and there they are all there. And when there is someone... who does not use whatsapp, they call" (FTE2-OrgA).	Frequent conversation	Information exchange
This has been a very important thing and it is the issue of how we listen to the teams and how we open these channels of participation to the teams so that we are aligned and truly connected with reality" (FTE6-OrgC).	Circulation of information between levels	
A bad communication management can generate a revolution in a team and stoppages. We have had stoppages, stoppages of stoppages... of volunteers. We are not moving. Nothing moves. We don't go to the neighborhood, we don't build a house, we don't nail a lace, we don't make an inventory, we don't fill out a document. So, communication, the magic of communication is everything. So, because in the end, whose organization is it? The volunteers and the communities (FTE4-OrgaB).	Stakeholder communication	
At the time of carrying out the participatory diagnoses [conducted by the volunteers of the Networking area], the conditions and needs of the context will be reviewed to estimate the necessary operational capacity to respond to them, pointing out the forecasts and minimum security requirements. In addition, the information will be updated according to the changes identified in the community dynamics, as often as necessary (RD5-OrgB. pp. 18 and 19).	Reporting	Generation of information
when we talked about the communication issue, which was the one that was holding us back the most, so to speak, to make decisions, first, we understood that the structure or the process map of the institution had to be different, so we did some strategic direction exercises where we defined, in the case of the Committee, we defined a circular process map, where we had in the center the whole issue of services.... and around that core of services was the topic of knowledge management, communication and marketing... and in the outermost circle was the topic of administrative support and all the administrative areas; and there in those administrative areas...(FTE6-OrgC)	Selection of information to be communicated	
We use the mail, WhatsApp, obviously, the cell phone number and so, well, like those things. Mostly email and WhatsApp (FTE7-OrgC).	Enabling information channels	Information facilitators
I see it as a practical issue... I prefer to have my coffee, eat my empanadita, and yes, in half an hour I can send you up to 300, 400 whatsapp messages. I already got the strategy so that whatsapp does not block my phone number, because when you send mass messages you run the risk of whatsapp blocking you, and you have to know how to do it. So, I learned this system (FTE3-OrgB).	Use of communication tools	

Transparency dimension

Figure 5. Attributes and characteristics of the transparency dimension in NPOs

The third characteristic is Stakeholders communication, referring to the information that the organization generates and qualifies in the interaction with external parties (potential users, community, public interested in the social mission of the organization). The quality of this information interaction may or may not determine the fulfillment of the organization's mission statement.

The second attribute of the transparency dimension is Generation of information, which contrary to the previous one, the circulation of information is unidirectional, around the characteristics Reporting and Selection of information to be communicated.

Reporting is related to the way in which data relevant to decision making are presented in an easy way and this gives elements for the reading of the organization's reality. On the other hand, Selection of information to be communicated, is the characteristic in which coordinators and managers decide what, when and to whom to consult or socialize the information.

Finally, the third attribute of the transparency dimension in the NPOs is Information facilitators, understood as the support for information to circulate in the appropriate directions. The first is Enabling information channels, in which the oral tradition is very relevant, and is applied mainly in meetings but is also accompanied by written or graphic content shared through social networks or email.

However, we also found contrast in the functionality of this feature, as information does not always circulate with the optimal speed and directions, and this can change the course or timing of decision making. For example, in one of the non-participant observations in organization B, it was found that although the whatsapp channel was used to consult the availability of time to participate in a meeting of volunteers coordinating areas, "no information circulated in the opposite direction, and the lack of notification or response from volunteers coordinating areas and projects, triggered the cancellation of the meeting" (RO8-OrgB).

We also found in this characteristic, that resistance to the changes proposed by the opening can be manifested. An example of this is what happened in organization C, when the board of directors (made up of volunteers) approved the reorganization of processes, profiles, and

roles towards a sustainability structure. The first response of the operational team when the board's decision was communicated to them was:

> ""Ah, I've always done it that way... I'm not going to change it" and things like that; then, a whole process of accompaniment began and there... that's where we realized the lack, we had in the communications area, because to truly achieve a work by processes, we must have very good communication channels" (FTE6-OrgC).

The other characteristic of the attribute is Use of communication tools, which makes explicit whatsapp, tik tok, instagram and email, as the most used tools.

This set of characteristics and attributes allowed us to identify that for the transparency dimension to occur in the NPOs, it is necessary to have information circulating in all possible directions, not only in a single direction, and to have channels and tools to facilitate it, which can be described through the attributes information exchange, generation of information and information facilitators.

Inclusion Dimension

> "When there are specific work cells [made up of volunteers], almost all of them are selected because you go and look for them. A legal cell for example, in the legal cell three people started and they said: "Come on, we need someone who can work on this too". So they recommended him and brought him into the cell. "Hey, he might also be interested in this" so they would bring him in. And the cells end up being about five or six people which is very valuable, because if there is one person who is very busy or has a problem or whatever, there are five others who are qualified to replace that person in any process. It's always, "I'm currently in the middle of the pack, but I have a support group". And when you are ready, I will stick my nose in and join you to help you. And that is how we generated this network in specific topics" (FTE1-OrgD).

Regarding the Inclusion dimension, we found that it has 3 attributes, the first two related to the actors that are included and the last one associated with the ways in which inclusion occurs. These attributes have a set of five characteristics, as presented below and illustrated in Figure 6.

Fragments related to OS Dimensions	Characteristics	Attributes

Fragments related to OS Dimensions

From my process of inserting new volunteers, the one I had to go through, the ones I have seen after that, one says: Yes, sometimes it can be very cumbersome, but the biggest challenge is to know which are the most committed volunteers, the ones who are truly capable of talking about all that. And the other thing is that, from the first day, the mission, the vision was very clear and the way I got all that was through a game, with the questions. Because at the end I didn't get the whole speech, but the game and knowing that I had to respond to what I had been told all the time, and go over it...(FTE3-OrgB).

I received a work team with a lot of commitment, and with a lot of awareness of what was going wrong, and at the same time with a lot of desire to correct; that is to say, they themselves as a team knew where the failures were and where the mistakes were being made; however, due to hierarchical or other issues, they could not participate or question or do anything to avoid that; then when I arrived... they were full of ideas, they saw the problems every day, they saw what was going on, but they had no echo, who do we tell what is going on and how can we solve it? they were full of ideas, they saw the problems every day, they saw what was happening, but they had no echo, to whom we could tell what was happening and how we could solve it. So, when I joined, we had meetings almost every day: Come on, what is happening here, what is happening there, how can we fix it, how can we do it, and make decisions around that ... (FTE6-OrgC).

So it was the need for help that arose, like "help, I am drowning, because I can't cope with everything". And it seems to me that the help of the Social Management Committee, which existed in the previous Mayor's Office, was also a determining factor. The former first lady was very orderly and gave us many tips, and she was looking after us, how we worked...(FTE2-OrgA)

We do have a constant conversation to decide which project we are going to get into, which contributor we are going to take out. So, I would say that most of them are constant, but when we get involved, it is a one-time decision; we decide to get involved, but we do not abandon the decision making, we continue the process during the whole period (FTE1-OrgD).

With the board of directors we started 3 years ago a whole issue of corporate governance. It is a board of directors that, in spite of being very participative, very active, very committed, it is a board of directors that has been chosen by hand, the friend of the friend, the acquaintance of the acquaintance, thank God they have all been excellent people in the subject, however, they themselves recognize that they are a board of directors (FTE6-OrgC).

Characteristics

Seedbed of decision makers

Internal consultation

Rely on externals with a common purpose

Support in the development of the strategy

Closeness for inclusion

Attributes

Preparation for inclusion

Inclusion incidence

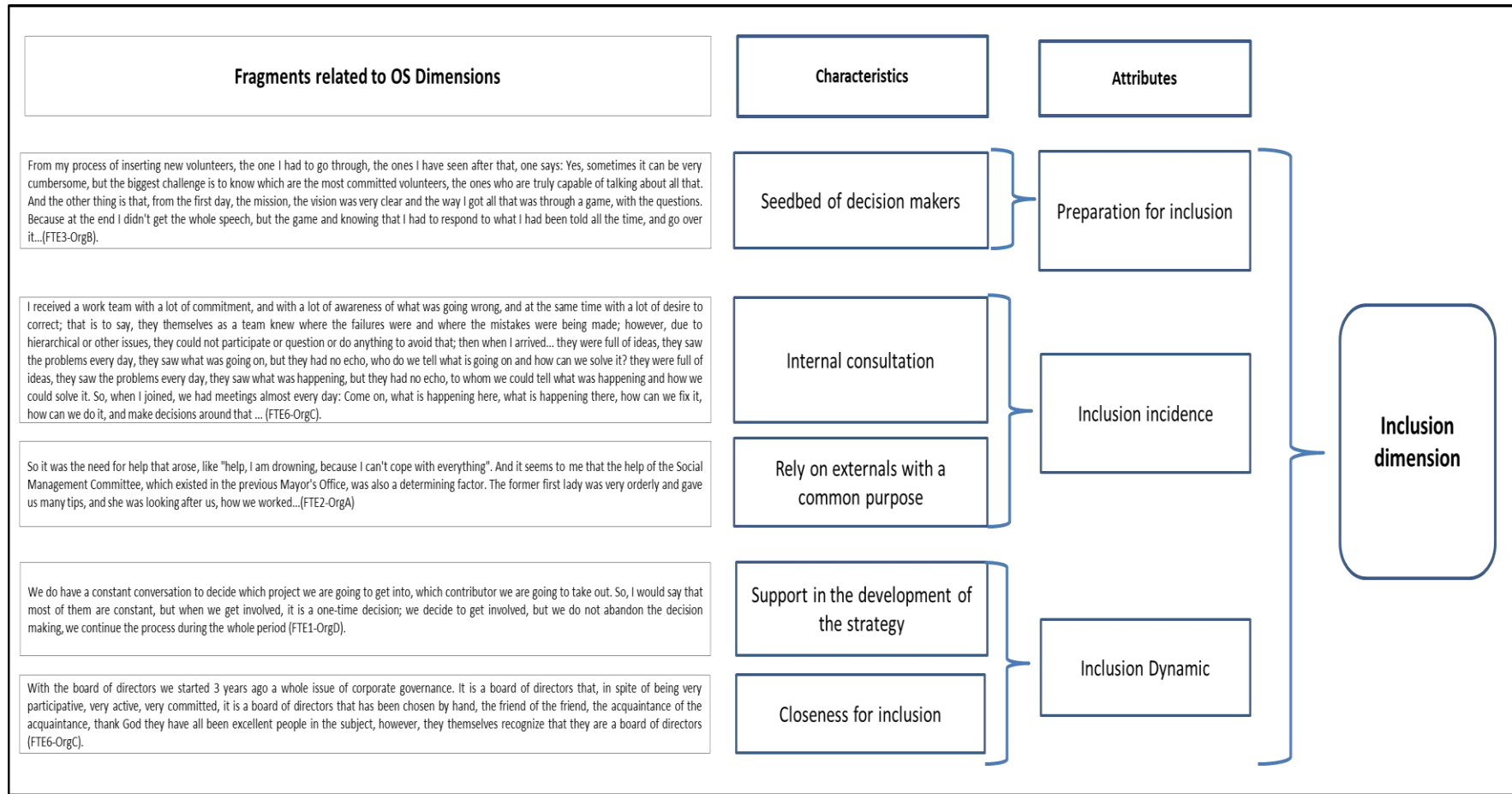Inclusion Dynamic

Inclusion dimension

Figure 6. Attributes and characteristics of the Inclusion dimension in NPOs.

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The first attribute of the inclusion dimension is preparation for inclusion, which establishes the delimitation of those who are included, and the training required for these actors to be able to influence the strategy. It occurs through the Seedbed of decision makers feature, in which volunteers who are summoned openly, directly, or through referrals from other volunteers, participate in induction, training, and education that provides them with the knowledge and tools to subsequently participate and influence the organizations.

The second attribute is inclusion incidence, related to the influence of internal and external actors in the organization's decision-making scenarios. This occurs through two characteristics: internal consultation and reliance on external with a common purpose.

The internal consultation states that the internal stakeholders are full of ideas, they read the reality of the organization and therefore can give their opinion and make suggestions when they are allowed to speak, either through consultation or through constant participation in the organization's decision-making scenarios.

As for the characteristic of relying on external with a common purpose, it is manifested around the limits of knowledge or operation of the organization, thus extending the inclusion of actors that not only support the fulfillment of the mission purpose, but also contribute new knowledge, experiences, and possibilities that give consistency, and strengthen or transform the strategy.

The third attribute is inclusion dynamic, referring to how it happens and what happens in relation to the inclusion of the different actors. It has two characteristics. One of them is support in the development of the strategy, focused on the permanence for the conversation, and incidence in the decision scenarios.

The second characteristic of this attribute is closeness for inclusion. We show how decision making in these organizations, is possible due to the proximity to the organization, and to decision makers within the organization, who refer to new actors for their potential, trajectory and knowledge, in synchrony with the needs of the organization.

Preparation for inclusion, inclusion incidence and inclusion dynamic describe the necessary attributes to design the opening from the inclusion dimension, since they delimit the actors, enable the incidence, and offer how the relationship between the included actors occurs.

Shared decision making dimension

"So, at some point we talked about a fixed deposit that was a board decision. We created a C.D.T. (Certificate of Deposit) No, that is not profitable. That is too crazy, with the money stagnating there. Then Mrs Marta, Mrs Cecilia, Mónica and I proposed and decided that we were going to do it as a kind of custard factory. If any of us needed resources, we would lend them to each other with the approval of all the members of the board.... And it was also explained to the other mothers that if someone needed some extra resources for some family situation, and we could not help because we did not have enough money, then someone from the board would assume the responsibility, and that mother would not pay. Obviously the person from the board would cover the payment. And it has also worked. As a kind of natillera (community fund)" (FTE2-OrgA)

Regarding Shared decision making, we found that for real joint decision making rights to occur, the dimension has three attributes and 4 characteristics. They are illustrated in Figure 7 and presented below.

The first attribute is Decision-making structure, in which less conventional structures and organizational forms for decision making are highlighted in two characteristics. The first of these is non-traditional hierarchy of decision making, in which decision making transcends the high levels of the organization and is open to whoever raises the ideas or reads the opportunity for change from its middle levels of coordination or base levels of operation. For example, in organization B, it is considered that "the person who makes a decision, take charge of the decision, otherwise, the level of responsibility is diluted" (FTE4-OrgB).

The second characteristic of the Decision-making structure is organizing decision making, in which we show that decisions are made in an informed and collegial manner with the different actors involved, organized in cells, committees, teams, areas or boards.

The second attribute we found in the shared decision making dimension was decision-making tension, which evidences the actions that conflict in decision-making. It is characterized by tensions that slow down decision-making, related to the additional time involved in decision making, more information circulating, and more actors included, since this implies different interests and understandings, however, they result in greater success with the final decision and better appropriation of it
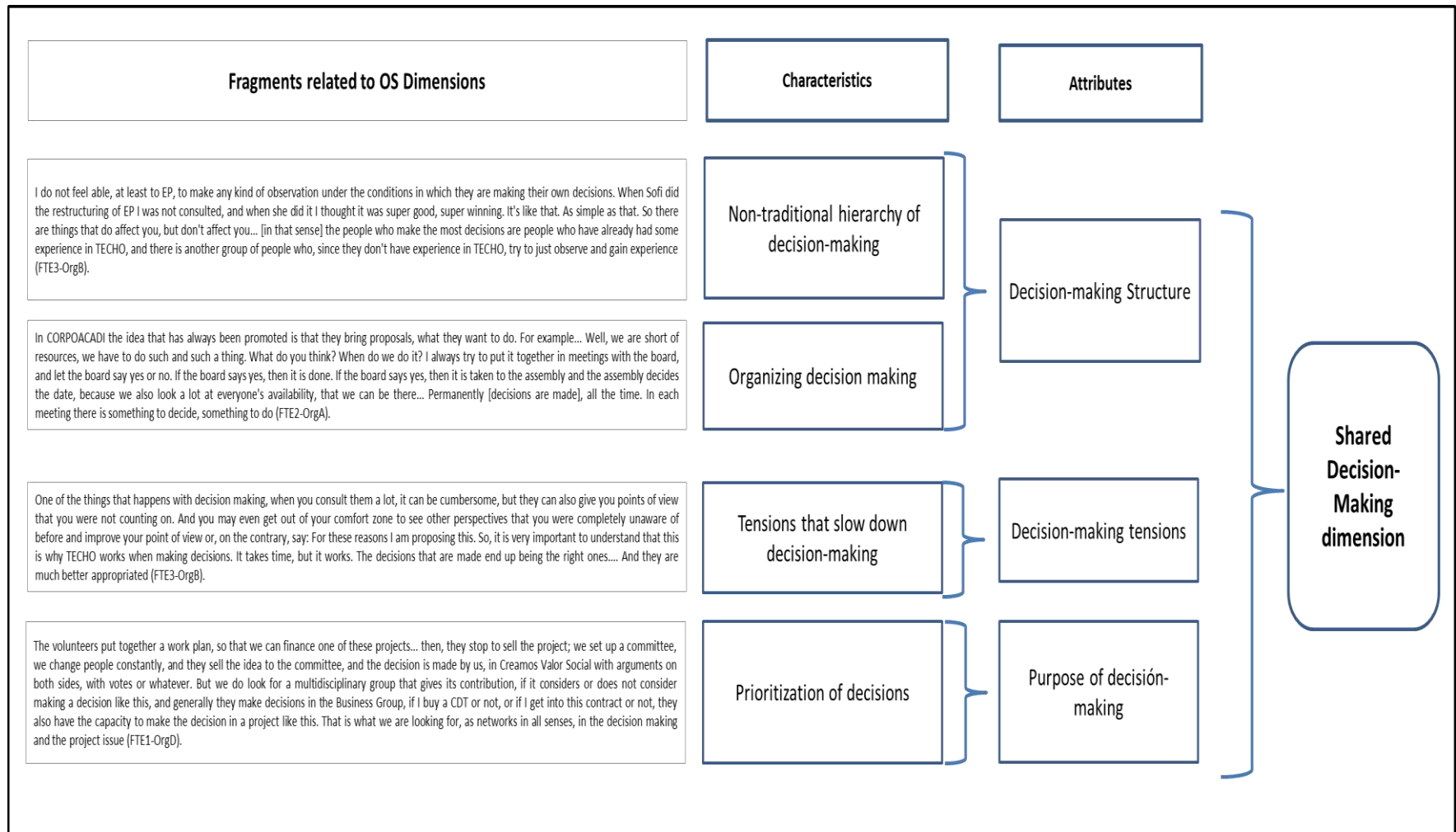
Fragments related to OS Dimensions	Characteristics	Attributes
I do not feel able, at least to EP, to make any kind of observation under the conditions in which they are making their own decisions. When Sofi did the restructuring of EP I was not consulted, and when she did it I thought it was super good, super winning. It's like that. As simple as that. So there are things that do affect you, but don't affect you... [in that sense] the people who make the most decisions are people who have already had some experience in TECHO, and there is another group of people who, since they don't have experience in TECHO, try to just observe and gain experience (FTE3-OrgB).	Non-traditional hierarchy of decision-making	Decision-making Structure
In CORPOACADI the idea that has always been promoted is that they bring proposals, what they want to do. For example... Well, we are short of resources, we have to do such and such a thing. What do you think? When do we do it? I always try to put it together in meetings with the board, and let the board say yes or no. If the board says yes, then it is done. If the board says yes, then it is taken to the assembly and the assembly decides the date, because we also look a lot at everyone's availability, that we can be there... Permanently [decisions are made], all the time. In each meeting there is something to decide, something to do (FTE2-OrgA).	Organizing decision making	
One of the things that happens with decision making, when you consult them a lot, it can be cumbersome, but they can also give you points of view that you were not counting on. And you may even get out of your comfort zone to see other perspectives that you were completely unaware of before and improve your point of view or, on the contrary, say: For these reasons I am proposing this. So, it is very important to understand that this is why TECHO works when making decisions. It takes time, but it works. The decisions that are made end up being the right ones.... And they are much better appropriated (FTE3-OrgB).	Tensions that slow down decision-making	Decision-making tensions
The volunteers put together a work plan, so that we can finance one of these projects... then, they stop to sell the project; we set up a committee, we change people constantly, and they sell the idea to the committee, and the decision is made by us, in Creamos Valor Social with arguments on both sides, with votes or whatever. But we do look for a multidisciplinary group that gives its contribution, if it considers or does not consider making a decision like this, and generally they make decisions in the Business Group, if I buy a CDT or not, or if I get into this contract or not, they also have the capacity to make the decision in a project like this. That is what we are looking for, as networks in all senses, in the decision making and the project issue (FTE1-OrgD).	Prioritization of decisions	Purpose of decisión-making

Shared Decision-Making dimension

Figure 7. Attributes and characteristics of shares decision making dimension. Source. Own elaboration

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The final attribute we found is purpose of decision-making, in which it is evident why decisions are made in organizations, for this, the characteristic is prioritization of decisions, in which the informed decision has an objective, limit, temporality, responsible and makes its implementation feasible.

Therefore, transcending from participation and consultation, which enables inclusion supported by the circulation of transparent information in different directions, to influence decision-making in a shared manner, requires a decision-making structure, implies decision-making tensions, and is oriented by a purpose of decision-making as attributes that converge in the third dimension of OS.

In the 4 participating organizations of this multisite ethnography, we found that all OS dimensions with their attributes and characteristics are influenced by a set of volunteering practices, as presented in the following section.

b. Volunteer practices and their contribution to OS

> "There is nothing more powerful than a vibrant volunteer, because a vibrant volunteer brings out meetings, moves, raises money, makes processes, trains, evangelizes, brings another volunteer, trains him, fucks him, fights, does, and one says: "Uch! And people are pure will" (FTE3-OrgB)

The identification of volunteer actions and practices carried out in the unidirectional coding of the data allowed us to identify 3 volunteering practices that coincide in the 4 organizations that participated in the multisite ethnography. Seeking operational resource, 2. Sharing experience, and 3. Guiding others (see figure 8).

Their manifestations, forms of naming and frequency vary according to the size and structure of each organization since practices are situated and linked to a context and history (Nicolini. 2023; 2017). We present below each of them and the contribution they make in a particular way to OS, following the relationship of bidirectional coding, found between actions of the practice and characteristics of OS dimensions.
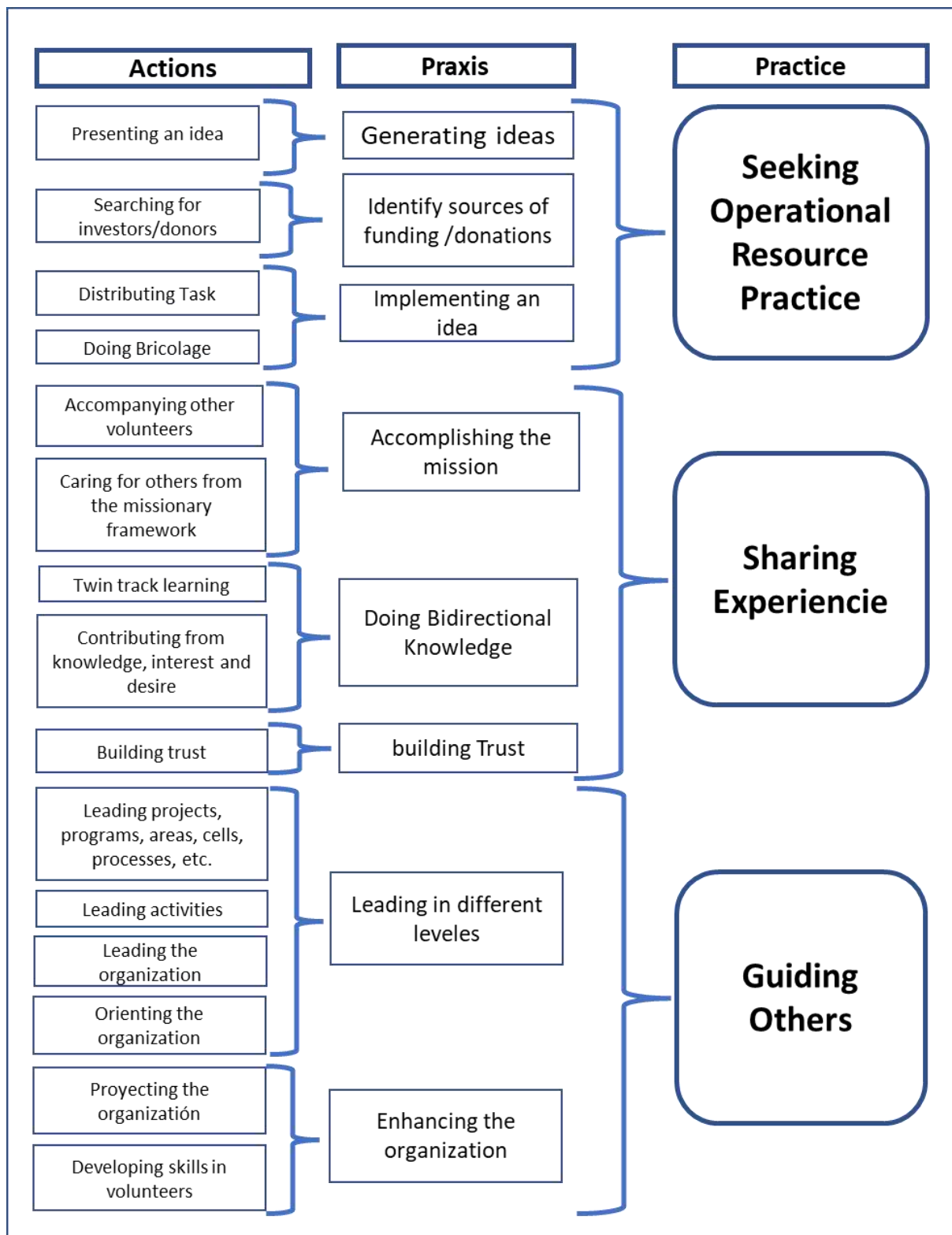
Figure 8. Volunteer practices at NPOs. Source. Own elaboration

Seeking operational resource practice

The central purpose of this practice is to seek resources to guarantee the organization's mission operation. Its social reality is constituted around a praxis composed of generating ideas, identify sources of funding/donations and implementing an idea.

According to the empirical data, volunteers start from the action presenting an idea, in which they share their proposals in work team or coordination meetings. In this way, they contribute directly to the dimension of inclusion in the internal consultation characteristic and in the dimension of shared decision-making in the Non-traditional hierarchy of decision-making, organizing decision making and prioritization of decisions characteristics.

Once the proposal has been approved, the next action is Searching for investors/donors, in which they identify possible sources of funding, which may include personal contributions, activation of nearby networks, project formulation, sales, raffles and social media campaigns. This action contributes to the Organizing decision making and prioritization of decisions characteristics of the shared decision-making dimension.

Simultaneously, two implementation actions occur: distributing task in which concrete responsibilities are assigned. Being an action of a more operational than strategic level, we did not find a direct contribution to any characteristic of the OS dimensions. The second simultaneous action is doing bricolage, in which deliberate use is made of available resources for the execution of assigned and assumed responsibilities. The contribution of the action to the open strategy is through organizing decision making, tensions that slow down decision-making and prioritization of decisions.

The contribution of seeking operational resource practice to OS from the characteristics and attributes is presented in Figure 9. To illustrate how the practice manifests itself in each of the organizations, Table 3 is available.
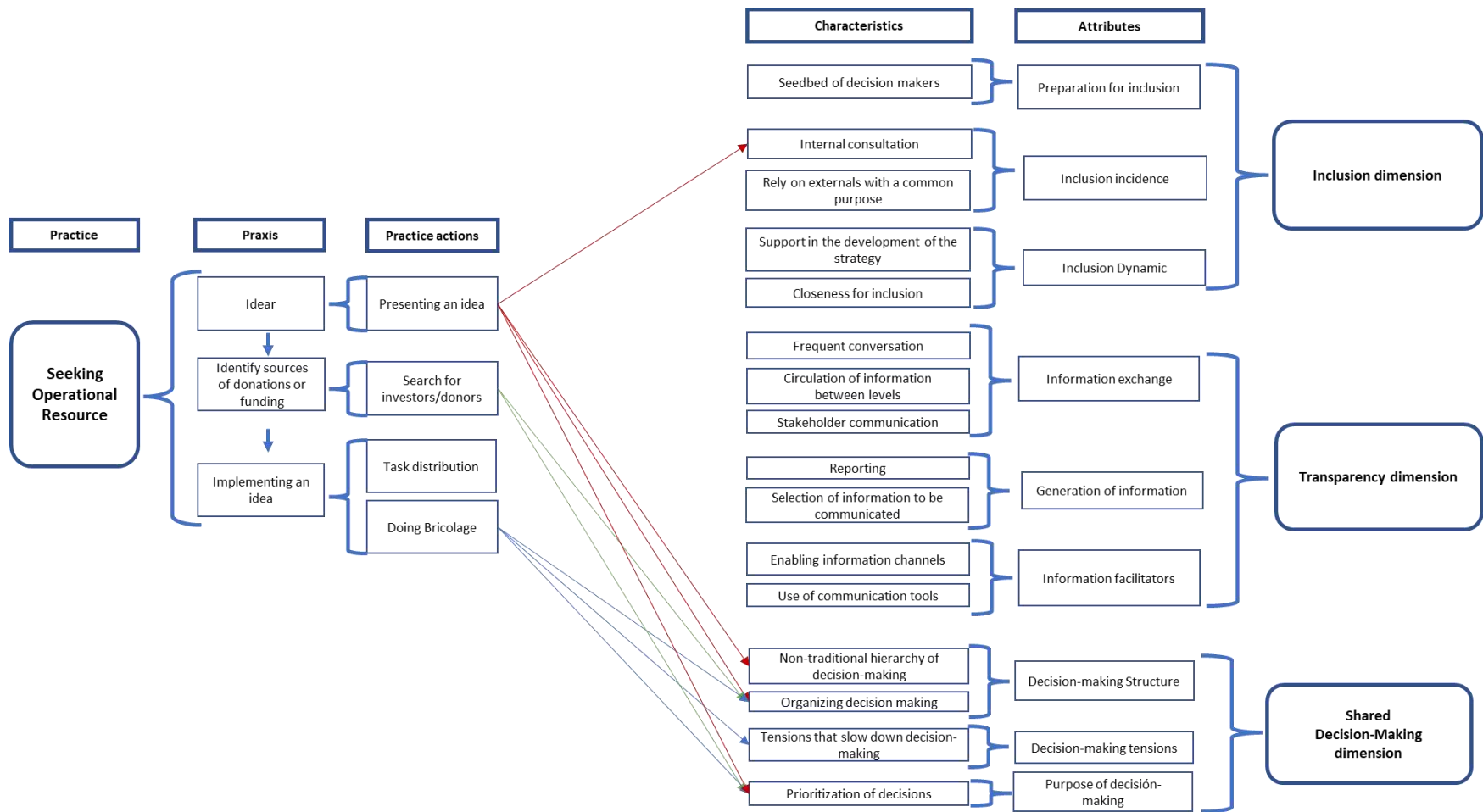
Figure 9. Contribution of Seeking operational resource practice to Open strategy, based on the relationship between practice actions and characteristics of the dimensions. Source. Own elaboration.

Table 40. Manifestations of Seeking operational resource practice in the participating NPO's of the Multisite ethnography. Source: Multisite ethnographer observation notes

In the case of organization A, the practice has two manifestations. The first is known as "Empanadas y Bingo", characterized by the sale of traditional groceries and the game of bingo. It is developed as a major activity of the organization twice a year, is led by the women volunteers who belong to the board of directors and operated by all volunteers (including the board of directors). It involves the purchase of supplies, preparation and sale of food. Simultaneously, the game is promoted both for participants of the organization and for tourists visiting the village. The tools used are not only kitchen utensils, but also logistical equipment such as sound, chairs and tents that are not owned by the organization but have to be arranged with partners by the director of the foundation, who is also a volunteer. The event takes place in the central square and is open to the public.

The second manifestation of the practice in organization A is the "Christmas raffle", therefore its frequency is annual. The responsibility for selling the ballots is of all the volunteers with their family and friends, so it does not have a specific physical place and the tool is the printed paper with which they make the sale. In addition, the management includes the gifts that are given to the winners, the volunteers get them with their known merchants of the town.

Both manifestations of the practice have occurred since the emergence of the organization in 2015 and together raise 90% of the annual resources, so it is considered a practice of high impact on the strategy.

For its part, organization B names its practice "Colecta". It takes place once a year and mobilizes about 150 volunteers per office, who socialize the purpose of the organization with passers-by and drivers at busy traffic lights in the city, with the intention of raising money for the development of mission projects. To achieve this, the participants use institutional clothing, posters, banners, whistles and drums. Recently they have implemented an animated character "Techin" with whom they interact and promote. Specifically for 2023 was suspended by the coordination of the organization, with the intention of renewing it to better manage the participating volunteers and capture more resources.

A second manifestation of the practice in organization B is "Networks", whose intention is the relationship, and the development of partnerships with other organizations for the financing of projects or interventions that fulfill the purpose of the organization. To this end, about 10 volunteers are involved in the formulation of projects for the management of international cooperation resources, grants or contracts with national companies. The predominant tools are information and communication technologies (ICT's).

Organization C joins this manifestation of the practice, which through "Redes" manages to manage all the logistical development for 2 large annual events. A particularity of the practice in this organization is that it summons the voluntary action of other organizations (university volunteering or corporate volunteering), which in turn are added with logistical inputs related to technology to improve the mobility of people with disabilities. It manages to mobilize about 1200 volunteers among university students and professionals. At the same time, this becomes a possibility of motivation for the subsequent activation of direct volunteering with the C organization. The practice takes place in a sports space of a university, but previously in the offices of the coordination of the event.

Organization C is also home to the "Ropero Herencias" (thrift store). With 40 years of operation, this thrift store has been managed mainly by 10 women volunteers who collect donations, sort the products according to quality and enable the sale in weekly shifts to achieve a daily supply. It was created more than two decades ago. It currently raises around US$13,000 a year and supports the organization's social strategic line (Fundación El Comité).

Unlike other organizations, the volunteers who manage these resources have no influence on any level of decision making in the organization, however, they have transparent knowledge of the destination of the resources and how they are prioritized by the board of directors (made up of 5 volunteers).

Regarding organization D, the practice is manifested through personal contributions and invitations to others to donate, carried out by the 30 volunteers who lead projects of the social strategic line. With this, they not only achieve the fulfillment of the purpose, but also the involvement of others to participate. The genesis of this practice in the organization is in 2020. It does not have a fixed space; its occurrence is on demand and it is done through ICTs.

Sharing Experience practice

This second practice has the purpose of qualifying the fulfillment of the mission purpose of the organizations. This is possible using the time, resources, capabilities, and talent of its volunteers, to promote training, thus not requiring the use of external capabilities for the fulfillment of the mission purpose. Its praxis is composed of accomplishing the mission, doing bidirectional knowledge, and building trust.

We found that the first action for the fulfillment of the purpose of the practice is accompanying other volunteers, in which volunteers share their experience and knowledge in the organization to other volunteers through inductions, trainings or team coordination. This opens the door to the dimension of inclusion in the seedbed of decision makers characteristic.

A second action of the practice is caring for others from the missionary framework, in which volunteers support the inter-institutional relationship to reach the target population, ensure the welfare of these populations, provide logistical and operational support, and in general contribute to the development of institutional programs. This is an action that also focuses on the dimension of inclusion through the characteristics rely on externals with a common purpose and support in the development of the strategy.

An action that expands its contribution to all the dimensions of open strategy is twin track learning, in which volunteers know what other volunteers and organizations do and thus leverage, support, accompany their processes and strengthen their knowledge. Thus, in the dimension of inclusion, they achieve the characteristics internal consultation and rely on externals with a common purpose; in the dimension of transparency, frequent conversation, and circulation of information between levels and in the dimension of shared decision-making it covers all the characteristics.

For its part, the action contributing from knowledge, interest, and desire, in which volunteers generate information, carry out foresight exercises and assume roles, contributes to OS based on 3 characteristics: seedbed of decision makers, circulation of information between levels and organizing decision making.

While with the building trust action, volunteers facilitate interaction scenarios with the different actors influencing decision making and contribute to OS in internal consultation for the inclusion dimension, organizing decision making and prioritization of decisions in the shared decision-making dimension. For the transparency dimension, the contribution is in all characteristics except frequent conversation. The complete framework of this relationship can be seen in figure 10, and the manifestations of the practice in Table 4.
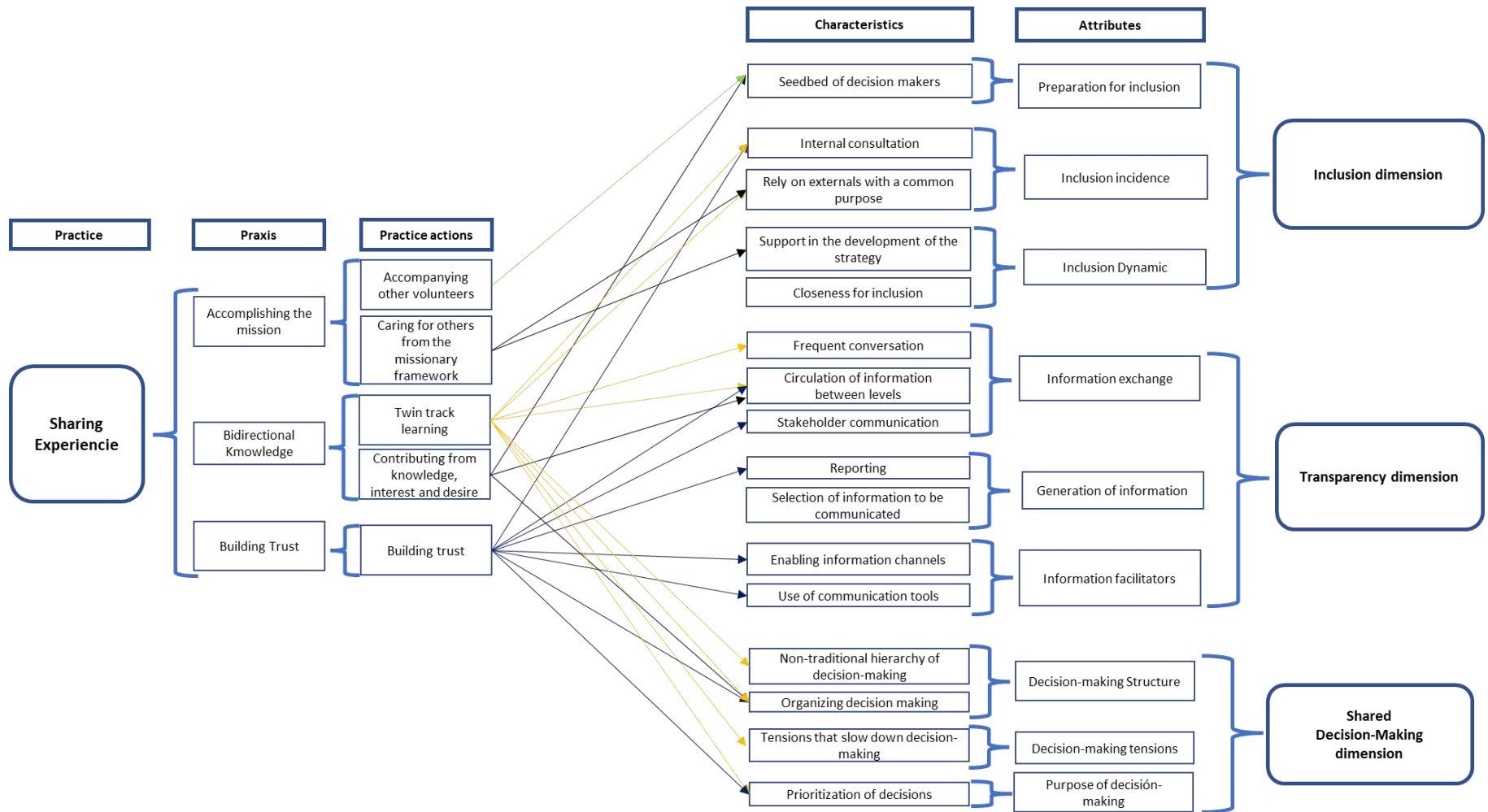
Figure 10. Contribution of sharing experience practice to Open strategy, based on the relationship between practice actions and characteristics of the dimensions. Source. Own elaboration

Table 41. Manifestations of Sharing experience in the NPOs participating in the Multisite ethnography. Source: Observation notes of multisite ethnographer.

For organization A, the practice is called "Activities". It was born in 2015 with the legal formalization of the organization and is aimed at 2 audiences: The first one is the volunteer peers. In this case it is the director of the organization as a volunteer or other sporadic professional volunteers, who do specific training to volunteer mothers, on issues related to different capabilities of people with disabilities. In turn, it is the volunteer mothers who transfer the knowledge to the second public, which are the users of the organization (people with disabilities). Although the effects of the pandemic have reduced the development of the practice with the second public, the constant of the practice is the monthly frequency. For its development, volunteers require didactic material and ICTs.

In the case of organizations B and C, the practice reference is "training". Organization B directs it to volunteer peers (university students and professionals) with a focus on mission approaches, community work methodologies, resource management systems, standardization of the housing construction process and development of soft skills. Likewise, the volunteers carry out training with service users (children and the community of unplanned settlements) on topics related to community and territorial development, quality of life, a rights and peace approach. For this purpose, they use the same tools as in organization A. It is carried out on demand with periods of greater recurrence than others.

For its part, organization C, provides training to two different audiences: External allies (from the health sector) and potential users (caregivers and people with disabilities), from training on related topics such as the legal framework and autonomy of people with disabilities. They add to the tools mentioned for organizations A and B, the use of adaptive mobility technologies. It is developed on demand by professionals who are hired by the organization for the health area and develop professional volunteering in the social strategic area. Born with the strategic restructuring of the organization in 2012.

In organization D it is called "mentoring". It arose in 2020 and is aimed at users of the social strategic line of the business group (young people and women entrepreneurs). It is a practice that does not affect the direct decisions of the organization; however, it is characterized by being developed by professional managers of the organization (i.e. who are in a decision-making position), who, with their experience in decision-making, influence the formulation of the strategy of other organizational forms such as entrepreneurships (led by women users of the program).

Guiding Others Practice

The central purpose of this practice is the direction of the organization, which explicitly includes the formulation and implementation of the strategy. Particularly, in the four organizations in the research, volunteers participate at the highest levels of decision making.

The main tools they use are related to ICTs. The praxis is constituted by leading at different levels and enhancing the organization.

Leading projects, programs, areas, cells, processes, etc. is one of the actions of the guiding others practice, in which volunteers assume medium and long-term responsibilities to accompany the development of the mission purpose, and in turn influence the strategic conversation with a comprehensive reading of reality. With this action, they contribute in the dimension of inclusion to the characteristic of internal consultation. To this end, they assume roles called coordination or leadership, so that in the transparency dimension they contribute to the frequent conversation, circulation of information between levels and reporting. While in the shared decision-making dimension, the contribution is in non-traditional hierarchy of decision-making and organizing decision-making.

A timelier action, since it is short term, is leading activities, in which volunteers take on specific situations or activities to be developed or resolved. Its greatest contribution is in the transparency dimension, since it is related to most of its characteristics, except for stakeholder communication and reporting. In the shared decision-making dimension, it contributes to organizing decision-making and we found no relationship in the inclusion dimension.

On the other hand, leading the organization is developed by volunteers who assume the executive management of the organization. In the specific case of the research, this was evidenced in organizations A and B. In this role, the scope of all dimensions is direct and constant, but it was explicitly evidenced that they promote internal consultation in the inclusion dimension, facilitate circulation of information between levels in the transparency dimension and organizing decision-making in the shared decision-making dimension.

Another action with which volunteers (specifically from organizations A, B and C) contribute to the open strategy is orienting the organization, by assuming the position of board member. In this decision-making role, they promote internal consultation to support their decisions and establish closeness for inclusion in the inclusion dimension. In the transparency dimension, they give relevance to frequent conversation, circulation of information between levels, stakeholder communication and reporting.

A particularity of these actions is that the volunteers practicing guiding others are themselves practitioners of seeking operational resource and sharing experience, except in organization C, where the Board of Directors is made up of volunteers who do not participate in the mission operation and the operational level has volunteers in other roles who do not participate in the board of directors but have channels of constant conversation and incidents between levels.

Being able to be practitioners of this set of volunteering practices with the actions presented above supports the coexisting conversation in praxis with enhancing the organization, in which the volunteers who lead the organization propose two more actions. On the one hand, the action projecting the organization, in which they guide, plan, follow up, evaluate, and report. In this way they contribute to OS in the inclusion dimension with Rely on externals with a common purpose and support in the development of the strategy. In the transparency dimension the contribution is through selection of information to be communicated, enabling information channels and use of communication tools. While in the shared decision-making dimension, they themselves represent the non-traditional hierarchy of decision-making, they dynamize the organizing decision-making and carry out the prioritization of decisions.

The last action found is developing skills in volunteers, in which those who lead the organization establish mechanisms for the permanence of other volunteers, their personal and professional growth, which connects them with participation in decision making within the organization. This is achieved through internal consultation in the dimension of inclusion. The contribution in the shared decision-making dimension of this action is related to organizing decision-making and prioritization of decisions. We found no explicit relationship in the data with the transparency dimension.

The complete framework of the relationship between guiding others' actions and the characteristics of the OS dimensions is presented in the figure 11 and the manifestations of the practice in the organizations are shown in Table 5.
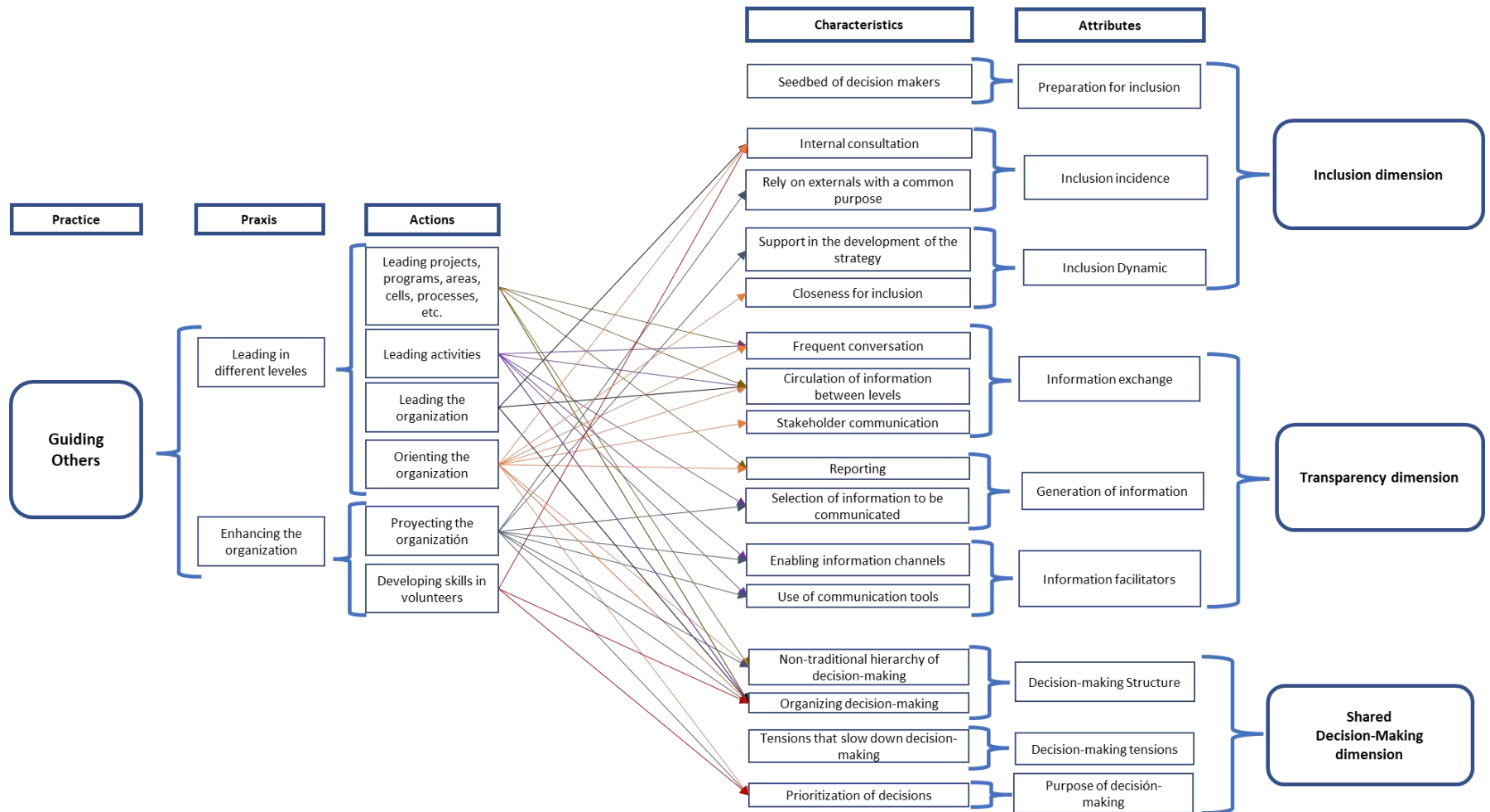
Figure 11. Contribution of Guiding others practice to Open strategy, based on the relationship between practice actions and characteristics of the dimensions. Source. Own elaboration.

Table 42. Manifestations of Guiding others practice in the participating NPO's of the Multisite ethnography.
Source: Multisite ethnographer's observation notes

The most shared manifestation of the Guiding others practice, is the participation in the "Board of Directors" of organizations A, B and C.

In the case of organization A, the board of directors is made up of 5 volunteer mothers and 1 professional volunteer. In organization B by 7 professional volunteers. In organization C by 5 professional business volunteers. In all three cases, this level of decision making includes volunteers since the creation of each of the organizations (8 years in organization A, 20 years in organization B, 50 years in organization C). The decision to participate is internal to the board of directors itself and they resort to the referencing of profiles to convene new actors when it is necessary to renew a board member.

In organizations A and B, board volunteers in turn participate in specific areas or other levels of decision-making and operation of the organization. It is different in organization C, where board volunteers only assume that role and work in commission with the coordinators of the strategic areas of the organization (health services, education, administrative and financial, and foundation - social line).

The "Coordinating Team" also manifests itself coincidentally in organizations B and D. In Organization B, the coordinating team is constituted by co-coordination, i.e., there are two coordinators from each of the strategic areas (community work tables, construction, networks, peace education, communications, administrative and financial), which adds up to a core group of 12 coordinators who make decisions at scale by receiving information, discussing it with their teams and returning to the coordinating team discussion for decision-making.

The coordinating team of organization D, on the other hand, is characterized by limited temporality since the role is assumed with respect to the development of specific processes. The coordinators are called to this role within the volunteering program because of their profile and professional experience. This delimitation is in charge of the social strategic line management team (made up of 3 professionals with labor contracts - not volunteers). The role of the coordinators is to guide the line's management team on how to proceed with the project or process and thus be able to be taken to the decision of the Board of Directors of the business group. Likewise, the coordinators are responsible for guiding the team of volunteers participating in the project and reporting on its execution. Once the project or service is completed, the volunteer coordinator leaves the coordinating team.

Finally, as a manifestation of this practice, we found that the "executive direction" in organization A, is assumed since the constitution of the organization by a professional volunteer, who is re-elected annually by the volunteer mothers in the general assembly. In the case of organization B, one of its volunteers was elected executive director and currently has this role with contracting and performs operational volunteering in the construction days, thus activating a hybrid volunteer relationship with the organization.

Discussion and contribution

To understand the contribution of volunteering practices to OS in NPOs, we identified patterns of action in line with the perspective of practice as social accomplishment (Rouleau, 2022). Our data showed that there are three volunteering practices: Seeking operational resource, sharing experience, and Guiding others, from these practices we delimited the sets of actions that give rise to praxis. We then identified the occurrence of OS through its dimensions of transparency, inclusion and shared decision making, for which we delimited characteristics and attributes of each dimension, to finally establish the contribution of the practices to OS.

According to the results presented above, the dimension of transparency is activated by practices such as sharing experience and guiding others, but the volunteers who lead them, also face opacity as a contrast (Spliter, et al., 2022), in terms of the implications of generating information, obtaining timely response and changes to which openness summons with the circulation of information. The data showed that in the information facilitators attribute, especially the enabling information channel characteristic, reflects at least two of the openness dilemmas proposed by Hautz et al. (2017) and give the sense of opacity.

The first dilemma is that of commitment, in which the lack of timely response generates frustration in the convenor and prevents the development of the proposed strategic ideas or extends the time for the formulation of the strategy. The second dilemma is that of disclosure, which refers to the risk of interpreting information so openly that it reduces the understanding of the organization's contextual conditions, creates resistance to the changes proposed by openness, and requires legitimacy mechanisms and information channels that facilitate collaboration (Hautz et al., 2017).

In the inclusion dimension, the approach to the exclusion right contrast (splitter, et al., 2022), is visible with the inclusion Dynamic attribute, specifically with its characteristic closeness for inclusion. The data allowed us to show that more internal and external actors to the NPOs participate in the strategy and more information is shared. However, the limits of openness for inclusion in decision making and influence are associated with levels of commitment, knowledge and trajectory within the organization, or direct relationship with internal stakeholders. These are active in the decision-making scenarios and may refer to new actors,

as in the case of board volunteers appointed by other volunteers who perform actions such as leading the organization or orienting the organization in the practice of guiding others.

As for the shared decision-making dimension, decision rights do not exempt the existence of concentrated decision-making structures within organizations (Splitter, et al., 2022). But, particularly in the organizations participating in this research, it provides an accurate reading of the strategic decision makers, including volunteers who are practitioners of guiding others, and at the same time implementers of the strategy, that is practitioners of seeking operational resource and sharing experience. This interaction of decision levels from the actions and praxis that give rise to volunteering practices, facilitates a reading of the integral organizational reality of the organization.

In this dimension, actions such as doing bricolage of the practice seeking operational resource or twin track learning of the practice sharing experience, activate the decision-making tension attribute, and with it the relationship with the process dilemma is also enabled, in the characteristic tensions that slow down decision-making, since the challenges of decision-making when including more people pose ambivalent effects, because they reduce flexibility and control, and generate debate in unpredictable directions, generating risk of conflict. However, they are mitigated with participatory forms that end up promoting the use of knowledge and improving the content of decisions (Hautz, et al., 2017).

According to Splitter et al. (2022), openness as an organizational principle establishes that in any of the domain's openness must be designed. In this sense, in the literature of the specific OS domain, there are three types of openness: substantive, procedural and radically open strategizing (Dobusch & Kapeller, 2018; Luedicke et al., 2017).

To contribute to the understanding of substantial openness, this study presents volunteers as practitioners of the strategy in NPOs as an internal audience. Given that substantial openness depends on the actors included, the data allowed us to relate that actions such as presenting an idea in seeking operational resource practice, and all the actions of sharing experience practice and guiding others practice, establish a relationship of contribution with the dimension of inclusion, based on their characteristics seedbed of decision makers, internal consultation, rely on external with a common purpose, support in the development of the strategy and closeness for inclusion. In other words, designing a substantial openness implies

considering the attributes of inclusion preparation of inclusion, inclusion incidence and inclusion dynamic.

An example of substantial openness is found in organization D, since it is subject to the board of directors of the business group that covers it. It was at this level of decision making that its constitution was determined in 2020. A coordinating group was established to define the operating conditions and interaction with employees -from the business group- who are volunteers and strengthen, develop, and improve the strategic social purpose of organization D.

For its part, procedural openness depends on the type of information that is shared, so the relationship with the transparency dimension is necessary. In this study we found that the volunteering practice that most contributes to the dimension of transparency is Guiding others, because with all its actions that confirm leading at different levels and enhancing the organization as a praxis, it is linked to all the characteristics of this dimension. The data also show that information exchange, generation of information and information facilitators are key attributes of the transparency dimension in order to program procedural openness.

Organization C illustrates a transition in the type of openness, which began with a substantial request in 2011 from its director to the board of directors, to include program coordinators in the strategic conversation, given the need to address the crisis and restructuring of the organization, and became a procedural openness, due to the interest of circulating information at all levels in two ways, to collectively assume the sustainability strategy that began in 2019.

Both types of openness are supported by a shared decision-making dimension, so that the design of openness is the result of a deliberate act in decision-making that evidences attributes such as decision-making structure and purpose of decision-making. In the case of organizations C and D, it coincides with more traditional hierarchical decision-making structures, and therefore it is possible to identify the explicit design of openness.

However, in organizations A and B, we found that the planning of openness has not been deliberate, therefore, it does not comply with the design provision as a requirement that

Splitter et al., (2022) propose and that can be observed in openness at the procedural, substantial or radical levels (although we did not find any data on radical openness).

In organizations A and B it was found that their openness occurs organically, in fact, from the organizational genesis there is an open circulation of information and the participation of both internal and external actors in decision making. They are organizations in which volunteers are at all levels of decision making and operation at the same time, therefore they carry out the practices seeking operational resource, sharing experience and guiding other in a coexistent manner, thus achieving the design, formulation, implementation and evaluation of the strategy in an integrated manner. Although both organizations have a legal constitution with a traditional hierarchical structure, on a day-to-day basis decision-making occurs simultaneously with mission development, giving rise to the non-traditional hierarchy of decision-making.

The difficulty we found in classifying organizations A and B in the types of openness, leads us to propose the *Organically Open Stratagy*, as a new type of openness to understand the less conventional, emergent, or not designed and everyday strategy in NPOs.

In this type of openness, following the principles of openness proposed by Splitter et al. (2022), information transparency and opacity coexist, in the sense that information circulates organically to the volunteers involved in decision making, and these in turn transit, exchange and enrich it with other actors under the characteristic circulation of information between levels, through actions such as twin track learning and building trust in sharing experience practice, or the different actions of guiding others practice. But the decision does not always depend on this iterativity of information, and does not affect the decision-making structure, but rather, as long as it is a decision that is perceived as correct, it is appropriate by all to give continuity to the strategy.

Regarding the dimension of inclusion in organically open strategy, both organizations celebrate the arrival of new volunteers and easily open the doors to the strategic conversation through actions such as developing skills in volunteers, guiding others practice or accompanying other volunteers, building trust and the other actions of Sharing experience practice. Even because of its size, volunteers' level of training and work structure, organization A may be a little more susceptible to the dynamics and proposals that lead to

strategic decisions by the new actors. In both cases, the right of exclusion is mostly determined by the volunteers themselves, who for some reason decide to close their relationship with the organization, rather than the organization with the volunteers.

In both organizations we found that volunteers, in addition to enjoying being practitioners of sharing experience, have a constant willingness to seek operational resource practice, thus implicitly including new actors from their close circles and enabling inter-organizational relationships. Likewise, we found that they are organizations with a high average of permanence on the part of the volunteers, and a capacity to grow or to gather in their offer of programs and services of mission fulfillment, depending on the number of volunteers they count on for the development of the strategy. This is determined by the projecting the organization in guiding others practice. Overall, this is a greater manifestation of the attributes of the dimension, that is preparation for inclusion, inclusion incidence and inclusion dynamic, which gives great value to those who appropriate volunteer practices, because with them they have a strategic impact on the organization.

Regarding the dimension of shared decision-making, in Organically open strategy, the rights of distribution in decision-making are consistently extended to internal actors, who in the case of organizations A and B are volunteers, practitioners of seeking operational resource, sharing experience, and guiding others. They contribute with all the actions of their volunteer practices (except distributing task). The right of concentrated decision-making may be more determined with external stakeholders, although not necessarily, since organizations with this level of openness, as mentioned above in the inclusion dimension, value and are willing to include different stakeholders who show willingness and commitment to be part of the strategic conversation.

However, this organic distribution for shared decision-making activates the characteristic Tensions that slow down decision-making, which, as previously mentioned, is activated by the practice seeking operational resource with the action doing bricolage and the practice sharing experience with the action twin track learning. Mainly because it adds an additional dilemma (not yet raised in the literature), which we call the temporality dilemma, whose ambivalence is related to the slowing down of the decision-making process, but at the same time greater coherence of these decisions.

In general, we believe that our theoretical contribution Organically open strategy gathers the characteristics and attributes of each of the dimensions of open strategy found in this research, and is possible thanks to the practices of volunteering Seeking operational resource, Sharing experience and Guiding others, with which volunteers at all levels of decision-making and operation contribute to the strategy of the NPOs, whose daily and organically non-deliberate form of decision-making does not manage to be classified or accepted by the existing types of openness.

Limitations and Future Research Agenda

In this multisite ethnography we housed four nonprofit organizations as a diverse empirical context with respect to structure, scope, and types of openness for strategic decision making. This organizational richness established a time management challenge for data collection that became more acute when the agenda of participant and non-participant observations ran concurrently. We had to prioritize observation depending on the importance of the activity or the balance of observation encounters.

Likewise, the diversity of organizations in the study focused on understanding the phenomenon with internal actors, specifically on the volunteering practices that contribute to open strategy. Therefore, further research could be conducted with other actors beyond volunteers and external actors. Likewise, with other types of organizations from the third sector or other sectors. For example, we sense that in start-ups in their initial stage may be another type of organization in which the type of openness organically open strategy in which our theoretical contribution was derived may be manifested.

In particular, the research can give continuity to the understanding of characteristics and attributes of the open strategy dimensions. Likewise, to the study of the identified volunteering practices. Both, based on the interaction with other actors.

In terms of the empirical context of the research, the possibility of studying volunteering in two ways emerges. The first is the hybrid condition (being an employee and volunteer at the same time) found, for example, in organization B and C, and the capacity to influence the organization's strategic conversation. The second sense is the contribution that an organization's volunteers can make to the strategy of other organizational forms. For example, when the voluntary action is related to a social missionary purpose of strategic

strengthening of other initiatives, as was the case of the mentoring that volunteers in organization D do for the construction of business models in entrepreneurial ventures.

Conclusions

To understand how volunteer strategies contribute to open strategy in nonprofit organizations, we developed a multisite ethnography in four nonprofit organizations in the department of Antioquia, Colombia, in which volunteers participate and influence decision-making. Through participant and non-participant observation, interviews, and documentary review, it was possible to collect data that led to the results presented in this article.

We identified the occurrence of the dimensions of open strategy and found that they are based on characteristics and attributes that can guide the design of openness in organizations that engage in this strategy macro-practice. For example, the transparency dimension is composed of attributes such as information exchange, generation of information and information facilitators. These attributes in turn are determined by seven characteristics grouped as follows: for the first attribute, frequent conversation, circulation of information between levels and stakeholders communication are necessary. For the second attribute, the characteristics are reporting and selection of information to be communicated. For the third attribute, the characteristics are enabling of information channels and use of communication tools.

In the inclusion dimension, the preparation for inclusion attribute is characterized by the seedbed of decision makers; the inclusion incidence attribute is composed of the characteristics internal consultation and rely on externals with a common purpose; and the inclusion dynamic attribute requires characteristics such as support in the development of the strategy and closeness for inclusion.

As for the shared decision-making dimension, the three decision-making attributes refer to structure characterized by a non-traditional hierarchy of decision-making and organizing decision-making; an attribute related to tensions of openness, which is characterized by tensions that slow down decision-making; and an attribute of purpose in which prioritization of decisions is realized as a characteristic of the decision-making process.

Subsequently, we identified three volunteering practices by extracting actions and practices from the data collection. Thus, we found that in the four organizations, volunteers as practitioners, in a continuous and recurrent manner, carry out practices such as seeking operational resources in which they develop actions such as presenting an idea, searching for investors/donors, distributing tasks, and doing bricolage, to constitute a praxis in which generating ideas, identifying sources of funding/donations and implementing an idea, are the main actions.

A second practice is Sharing experience, in which volunteers carry out actions of accompaniment to other volunteers, taking care of others from the missionary framework, twin track learning, contributing from knowledge, interest and desire and building trust, to constitute the praxis composed of fulfilling the mission, making bi-directional knowledge, and building trust.

The third practice we found was guiding others, whose actions are leading projects, programs, areas, cells, processes, etc., leading activities, leading the organization, guiding the organization, projecting the organization, and developing skills in volunteers, to constitute a praxis of leading in different levels and enhancing the organization.

Finally, we established the contribution of volunteering practices to open strategy, leading us to understand that the three identified volunteering practices contribute to the three dimensions of open strategy. However, the relationship framework allowed us to identify that seeking operational resource is the practice with the lowest incidence and is mainly concentrated in the shared decision-making dimension. Sharing experience, on the other hand, expands its contribution to all three dimensions. Consequently, each action of guiding others has a scope to each of the characteristics found in the open strategy.

This relationship also allowed us to broaden our understanding of the types of openness. This resulted in the fact that the strategic process of 2 of the NPOs participating in the multisite ethnography did not converse with any of the existing types of openness. This gave rise to the organically open strategy as a contribution to understand the strategy that was neither planned nor deliberate in an explicit and emergent way in the daily life of the organization.

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General conclusions of the research

This research was based on the understanding that although not explicit, all organizations have a strategy (Whittington, et al., 2011). In the case of NPOs, it has developed with adaptations to strategic planning and management, in the shadow of the understanding of large companies. However, regardless of how deliberate or emergent, all NPOs respond to the three constituent elements of strategy, these being context, content, and process (AL-Tabbaa et al., 2014).

As a doctoral thesis, the research is inscribed in the field of strategy, of which Whittington (2019) proposes the existence of three macro-practices: strategic planning, strategic management, and open strategy. This last macro-practice theoretically supported the study.

Open Strategy is constituted by three dimensions: (1) inclusion, related to the participation of internal and external stakeholders who are conventionally not in the strategic conversation; (2) transparency, concerning the circulation of sufficient and quality information with the stakeholders included for decision making; and (3) shared decision making, referring to the real incidence in decision making, by the distribution of decision rights within the organization (Hautz et al., 2017; Dobusch & Kapeller, 2018). And (3) shared decision making, referring to the actual incidence in decision making, by the distribution of decision rights within the organization (Hautz et al., 2017; Dobusch & Kapeller, 2018; Luedicke et al., 2017; Adobor, 2021).

Open strategy emerges from the last decade and has been thought for the expansion of the success of large companies (Stadler et al., 2021). In this sense, there is no relationship between open strategy and OSFL in the current academic literature, making research in other organizational contexts necessary (Hautz, et al., (2017).

As a strategy macro-practice, open strategy is constituted by sets of practices (Whittington, et al., 2011), in which meaning, praxis, recurrence, context, history and tools, appropriated by practitioners, converge (Splitter, et al. 2019; Whittington, 2006; Reyes-Sarmiento & Rivas-Montoya, 2019; Rouleau, 2022; Nicolini, 2013; Nicolini & Monteiro, 2017). However, the consideration of volunteers as strategy practitioners has not been prolific, although their

contribution to the fulfillment of the organization's strategic purpose is recognized (Cullom & Cullom, 2011).

In that sense, in order to contextualize volunteers as practitioners of the strategy, a systematic literature review (SLR) was necessary. Including 88 studies, it resulted in the first two dissemination articles in this research. The first article defines volunteering and consolidates academic information into a taxonomy of volunteering structured into 4 groups: time, dynamics of the volunteering experience, sociodemographic conditions and institutional framework. These groups are divided into 10 classifications each with their respective types and in some cases subtypes. This contribution contextualized within the research, how volunteers who have been with the organization for more years can have more influence on decision making than those who have been with the organization for less time. Likewise, volunteers who are managers or funders do so more than volunteers in only operational roles.

The second paper presents as contributions the consolidation of scattered academic information, in two ways: 1. Stages of volunteering: recruitment, selection, induction-training, retention-permanence and exit. 2. Motivations of volunteers for altruistic and non-altruistic reasons and by intrinsic and extrinsic relationship. Within the framework of the research, these contributions were useful to establish in the relationship between volunteering and strategy, that volunteers influence the organization's strategic decision-making when they are more committed to the organization, for example if they are in the retention-permanence stage, than they could contribute if they are in the initial or final stage of the cycle (recruitment or exit). Likewise, the strategic impact will depend on the perceived satisfaction of their motivations.

This general understanding of the phenomenon of volunteering, which allowed the contextualization in relation to the strategy and the recognition of volunteers as practitioners of it, coupled with the absence of a relationship between open strategy and OSLF, gave meaning to the research question: How do volunteering practices contribute to Open Strategy in nonprofit organizations? Consequently, the purpose of this doctoral research was to understand the contribution of volunteering practices to Open Strategy in NPOs. To this end, it was based on three specific objectives: (1) to identify the occurrence of the Open Strategy dimensions (inclusiveness, transparency and shared decision making); (2) to identify

volunteering practices in NPOs; (3) to explain the relationship between volunteering practices and Open Strategy in NPOs; and (4) to explain the relationship between volunteering practices and Open Strategy. And (3) to explain the relationship between Open Strategy and volunteering practices in NPOs.

With the intention of achieving these specific objectives, the methodological design adopted the ethnographic approach, in which describing, recording, systematizing, and analyzing the social reality (Galeano, 2004) between May 2022 and November 2023, a regular and deep observation of the sociocultural activities, social situations and objects of interest of the volunteers as practitioners of the strategy was achieved.

For this purpose, two variations of ethnography were carried out. On the one hand, the understanding of the study phenomenon was done in 4 non-profit organizations, giving rise to multisite ethnography (Angar, 2009). On the other hand, the participation of a volunteer ethnographer representing each organization was included, as a way of co-creation of meaning, based on the circulation of data collection and analysis between the researcher (doctoral student) and the entire network of actors (Mauksch, et al., 2017).

This collective construction of the data, added to the contributions of methodological and theoretical experts, and the socialization and dissemination in different academic communities, led to the writing of the methodological article, presented as the third article of this doctoral thesis. It details how to generate participatory research in approaching the understanding of Open Strategy, based on a multisite ethnography with four non-profit organizations (NPOs), and the participation of volunteer ethnographers.

This inclusion of practitioners who are not conventionally part of the research conversation, together with the circulation of transparent information and shared decision-making in methodological development, leads us to propose methodological openness. We consider the principles of openness proposed by Splitter, et al. (2022): the design of openness, the epistemic, normative and political challenges, and the disposition to constant organization and reorganization, in light of what took place in the development of the study. This methodological contribution provides guidance for future research related to open domains.

With the empirical work that allowed the construction of data in a participatory manner, plus the management of coding and analysis of the same, as described in the methodological article, it was possible to achieve the specific objectives of the research.

Regarding the first specific objective, related to the identification of the dimensions of Open Strategy, we contributed with the delimitation of characteristics that, grouped together, constitute attributes. These reflect how for the transparency dimension of strategic openness to occur, three attributes are required, two of them related to the direction in which information circulates, while the last one associates the support for the information to circulate. These attributes are constituted by seven characteristics: The first attribute is information exchange, which is characterized by frequent conversation, Circulation of information between levels, and Stakeholders communication. The second attribute is generation of information whose characteristics are Reporting and Selection of information to be communicated. While the third attribute of the dimension is information facilitators, characterized by Enabling information channels and Use of communication tools.

While for the inclusion dimension, 3 attributes are necessary, the first two related to the actors that are included and the last one associated with the ways in which inclusion occurs. These attributes have a set of five characteristics The first attribute of inclusion is preparation for inclusion, characterized by Seedbed of decision makers. The second attribute is inclusion incidence, composed of the characteristics internal consultation and rely on external with a common purpose. The final attribute of the dimension is inclusion dynamic, characterized by support in the development of the strategy and closeness for inclusion.

Regarding the third dimension of open strategy, shared decision-making states that for the real distribution of decision rights to occur, three attributes with 4 characteristics are necessary: One attribute is Decision-making structure, characterized by non-traditional hierarchy of decision making and organizing decision making. The second attribute is decision-making tension, characterized by tensions that slow down decision-making. The third attribute is purpose of decision-making, characterized by prioritization of decisions.

Regarding the second specific objective, referring to the identification of volunteering practices, we found three volunteering practices that have not been documented in the literature so far. Each one was delimited with its practice and actions. The first practice is

seeking operational resource, through which in praxis the volunteers generate ideas, identifying sources of founding/donations, and implementing the ideas. The central purpose of this practice is to seek resources to guarantee the organization's mission operation. To this end, they perform actions such as presenting an idea, searching for investors/donors, distributing tasks, and doing bricolage.

The second practice is the sharing of experience, whose praxis includes the fulfillment of the mission, bidirectional knowledge and trust-building. With the purpose of qualifying the fulfillment of the mission purpose of the organizations, volunteers perform 5 actions: accompanying other volunteers, assisting others from the missionary framework, bidirectional learning, contributing from knowledge, interest and desire; and generating trust.

The last practice identified was guiding others, in which the volunteers' practice includes leading at different levels and empowering the organization. This in order to direct the organization through 6 actions: Leading projects, programs, areas, cells, processes, etc; leading activities; leading the organization; guiding the organization; projecting the organization; and developing skills in volunteers.

Finally, in the third specific objective, the relationship between volunteering practices and open strategizing, we were able to explain it through the relationship between actions of volunteering practices and the characteristics of the Open Strategy dimensions. In this sense, we found that the greatest contribution of seeking operational resource through its actions presenting ideas, searching for investor/donors, distributing tasks, and doing bricolage, is directed to the dimension of shared decision-making due to the non-traditional hierarchy of decision-making, organizing decision making, and tensions that slow down decision-making.

For its part, sharing practical experience with its actions of accompanying other volunteers, caring for others from the missionary framework, the dual path of learning, contributing from knowledge, interest and desire, and building trust, distributes its contribution in the three dimensions of Open Strategy. For example, in the transparency dimension, through the characteristics of frequent conversation, circulation of information between levels, communication with stakeholders, reporting, selection of information to be communicated, enabling information channels, and use of communication tools.

Likewise, the practice of guiding others, with its actions leading projects, programs, areas, cells, processes and activities, guiding the organization, projecting the organization, and developing skills in volunteers, distributes its contribution to all the dimensions of the open strategy, through the characteristics already mentioned in the two previous practices, and in the dimension of inclusion, in relation to the characteristics of internal consultation, relying on external people with a common proposal, supporting the development of the strategy, and closeness for inclusion.

The relationship of the contribution of volunteering practices to the dimensions of Open Strategy in nonprofit organizations led us to identify that two of the organizations participating in the multisite ethnography could be classified into two types of openness: substantive and/or procedural. However, the other two organizations did not fit into either of the existing literature types. Therefore, we propose as the main contribution of the research, the *Organically Open Strategy*, which helps to understand the less explicit, non-deliberate or less conventional strategy of some nonprofit organizations.

In *Organically Open Strategy*, following the principles of openness proposed by Splitter et al. (2022), information transparency and opacity coexist, in the sense that information circulates organically to the volunteers involved in decision making, and these in turn transit, exchange and enrich it with other actors. However, the decision does not always depend on this iterativity of information, and does not affect the decision-making structure, but rather, as long as it is a decision that is perceived to be correct, it is appropriate by all to give continuity to the strategy.

On the other hand, in the dimension of inclusion in organically open strategy, organizations welcome the arrival of new volunteers and easily open the doors to strategic conversation. Regarding the dimension of shared decision-making, in this new type of openness, the rights of distribution in decision-making are constantly extended to internal stakeholders at different levels of the organization.

Both process, results and contributions of the research have been socialized in different spaces with the international academic community. In order to contribute from the discussion of rigor and relevance, and to seek its dissemination through scientific journals, the writing of the article presented in the doctoral thesis was given place.

This results article shows how the research approached Open Startegy from its three dimensions: Inclusion, transparency and shared decision making, as well as the types of substantial, procedural and radical openness, through a multi-site ethnography in 4 NPOs. The 3 identified volunteering practices that contribute to strategic openness (seeking operational resource, sharing experience and guiding others) are presented. Likewise, it is presented how in cases in which volunteers from different levels influence decisions, and the organization's strategy occurs in an emergent way in everyday life, it is necessary to expand the existing typology of openness (substantial, procedural, and radical), proposing as a contribution Organically Open Strategy.

However, regarding the limitations of the research, we must state that although this is a study that proposes a diversity of organizational contexts, by including 4 NPOs in the multisite ethnography, it is not a representative number for generalization. This means that it requires further studies that broaden the spectrum of understanding the organically open strategy. Regarding time, this research was limited by the multisite ethnographer's doctoral training process. Future research may provide a greater extension of time for data collection and iterativity.

Finally, and not recognizing it as a limitation, but an important statement, it is necessary to note that the multisite ethnographer is herself a practitioner of the phenomenon she is investigating, since she has worked professionally as a volunteer, volunteer coordinator and director of a nonprofit organization. To reduce biases in the interpretation of the data based on personal experience, all the organizations participating in the multisite ethnography constituted the site of estrangement in ethnography (Guber, 2004). That is, they were organizations not previously known to the researcher. The complement of transparency and objectivity was obtained with the inclusion of the different practitioner and researcher actors that influenced the different phases of the research.

An additional clarification is the challenge of constructing the data in Spanish, which must then be translated into English for academic dissemination. This treatment sought to preserve the meaning of the information; however, the barriers and structure of the languages themselves may alter this meaning or present complexity in the translation due to contextual issues or local expressions.

Finally, we raise some considerations that can be included in the future research agenda: firstly, the continuity in the understanding of the characteristics and attributes of the dimensions of open strategy, transparency, inclusion and shared decision-making dimensions, based on the interaction with other internal or external actors of the organizations, which are included in the strategic conversation. As well as the consideration of explicit experiences of openness in different types of organizations.

Similarly, broaden the understanding of *Organically open strategy* in other organizational contexts, to understand more broadly where strategic openness flows organically.

Regarding volunteering practices, it would be convenient to validate whether seeking operational resource, sharing experience, and guiding others has the same condition of occurrence in terms of its praxis and actions, in other volunteer organizations of different sizes, or even of corporate or university order, that is, not to subject the analysis exclusively to nonprofit organizations.

With regard explicitly to volunteering as a phenomenon, it is possible to broaden the understanding of hybrid volunteering, not exclusively related to labor contracting as the literature so far suggests, but considering other forms of hybrid relationship such as, for example, between volunteer action and the receipt of benefits as participants in the organization's programs and mission services. Likewise, to include in the literature the sociodemographic condition of non-binary gender, which has not been addressed in the literature so far.

On the other hand, it is possible to characterize volunteering in relation to its motivations, stages, and taxonomy, in the empirical contexts of related studies, or even to further analyze whether the reasons for motivations evolve within the volunteering process, e.g. Are volunteer motivations the same in the recruitment phase as in the retention phase?

Finally, associated with the methodological contribution of the research, it is possible to investigate the transferability of openness with the ethnographic approach presented here, or of the adaptation of openness design with other qualitative methodologies.