

Utilizing the Full Involvement of Management Volunteers

It works! Involving management volunteers is a way to strengthen the existing program and to expand it into previously unreached areas. Salaried staff play a major role by providing direction and leadership of the 4-H program. Their educational role has expanded through the involvement of effective volunteers taking a larger role in the program. Effective skills are needed to successfully manage a 4-H program that involves management volunteers. One of those vital skills is enabling other people and being willing to share the responsibility of the program with volunteers.

SITUATIONAL LEADERSHIP

Where is the balance between delegation, support, coaching and directing?

The appropriate leadership style is also based upon the individual's level of competence and commitment for the task. You can "grow leaders" within your organization if you use the proper leadership style for their individual level and help them to move on to another level.

Competence is an individual's knowledge and skills which are gained through education, training, and/or experience.

Commitment is a makeup of an individual's confidence and motivation for doing a job.

DEVELOPMENT LEVEL	APPROPRIATE LEADERSHIP STYLE
<p>D1 Low Competence • High Commitment</p>	<p>S1 DIRECTING Structure, control, and supervise</p>
<p>D2 Some Competence • Low Commitment</p>	<p>S2 COACHING Direct and support</p>
<p>D3 High Competence • Variable Commitment</p>	<p>S3 SUPPORTING Praise, listen, and facilitate</p>
<p>D4 High Competence • High Commitment</p>	<p>S4 DELEGATING Turn over responsibility for day-to-day decision-making</p>

Situational Leadership is a model developed by Kenneth Blanchard, Patricia and Drea Zigarmi, authors of *Leadership and the One Minute Manager*.

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Volunteerism for the Next Generation

