

# Training Management Volunteers

Before training management volunteers reverse your point of view and ask, "What do local volunteers expect of the salaried or volunteer staff who supervises them?"

In "Key Volunteers Strengthen the 4-H Program," responses from management volunteers, who were asked their expectations of the salaried staff who supervise them, were summarized. These responses are essential skills for volunteers who don't already have these competencies.

1. Provide strong leadership with volunteers for programs
  - ? lead, guide, enable others
  - ? be visionary, have a direction in mind
  - ? advocate for organization/program
  - ? gain respect of others
  - ? involve management managers in important decisions
  - ? exhibit self-confidence
  - ? be willing to let go of programs
  - ? be willing to seek help from others
  - ? experience satisfactions when others receive recognition
  - ? maintain balance between project skills and youth development
2. Possess effective communication and human development skills
  - ? convey trust
  - ? good listener
  - ? good writer
  - ? sensitive to other's feelings and abilities
  - ? enthusiastic and motivating
  - ? comfortable when working with people
  - ? available, open-minded
  - ? give recognition and instill pride
3. Are effective educators
  - ? teach how to teach
  - ? can develop and design programs and resource materials
  - ? teach management and help solve problems
  - ? update
  - ? keep others aware of opportunities
4. Are effective organizers
  - ? back leaders with resources and support
  - ? can set priorities
  - ? flexible
  - ? delegate effectively
  - ? match people's strength and interests with roles
  - ? help others organize
  - ? provide lists of resources and clear, concise instructions
  - ? help each volunteer take responsibility as a learner, by formulating a personal plan of action for learning necessary skills



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### Personal Plan of Action for Training

Which of these skills are especially important in your particular area of management responsibility? Select the 10 essential skills where the gap between competence and ability is greatest. Prioritize your list and brainstorm ways to bridge the gap to competence.

Priority	Who models this competence or skill? Who/what is a resource for learning?	How can I best learn this skill?



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## **An Apprenticeship Training Model**

*Dr. Courtney Schwertz has shared an effective method of volunteer training. It works for management volunteers and other volunteers too.*

Parents have been doing it throughout history. Some cultures have developed the notion of teaching by showing and practicing to an art form. We do some of it in this country in the skilled craft areas such as plumbing and carpentry.

Apprenticeship is a teaching method that has much to offer in helping volunteer managers gain skills in such areas as organizing groups or clubs, planning annual programs, conducting events, etc. The idea is that Extension staff or experienced volunteers become mentors to volunteers new to a position. The mentor starts by doing the role and having the protégé watch and listen.

- 1. Mentor Does** – Protégé watches “I do ? You watch”  
In the next step the mentor does most of the work and the protégé begins to help.
- 2. Mentor Does** – Protégé helps “I do ? You help”  
Following this step, the mentor and the protégé share the work.
- 3. Mentor Shares** – Work with protégé “We do, together”  
Next, the mentor helps and the protégé does most of the work.
- 4. Mentor Helps** – Protégé does “You do ? I help”  
Near the completion of the learning event the mentor watches and the protégé does all the work.
- 5. Mentor Watches** – Protégé does “You do ? I watch”  
The last step is that the mentor takes pictures. The mentor needs to remain a great friend of the protégé, recognize the protégé for achievement (indeed with pictures in the media), and continue to monitor the quality of the work of the protégé.
- 6. Protégé Does** – Mentor Takes Pictures “I take a picture!”  
The apprenticeship training model will help you develop volunteers into leadership positions.

The following page contains two diagrams related to the mentoring process that were first printed in the **T3** materials from National 4-H Council. They may assist with understanding the Apprenticeship Model outlined above.

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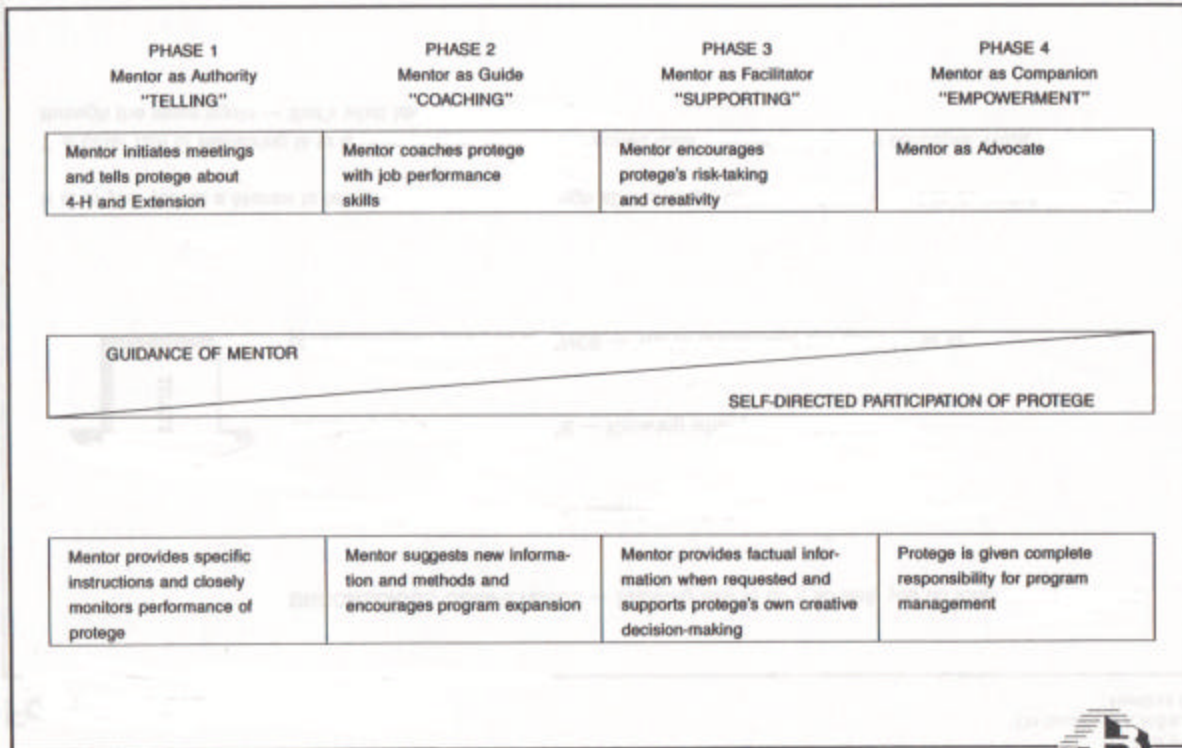


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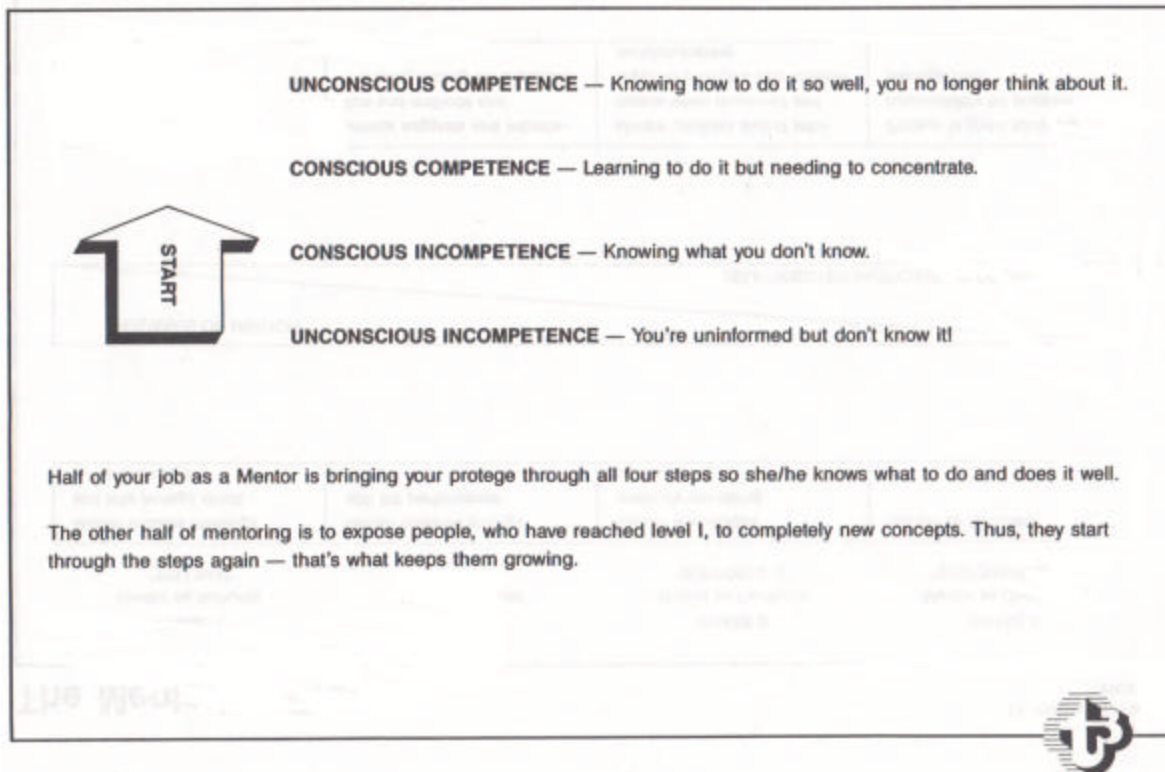


# The Mentoring Process



Both diagrams are adapted from the T3 materials from National 4-H Council.

# Four Levels of Learning



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