

Guiding Renewal for the Individual

A quality management system encourages continual individual renewal. Your role as volunteer manager will be to help all individuals find growth in the roles they are performing. To initiate this process, review existing **role descriptions** for clarity. Where necessary, make changes appropriate to the individual volunteer assigned to perform in a given position.

Help the individual volunteer develop those **role competencies** which are needed and related to the unique tasks of the specific volunteer role. Without an understanding and demonstration of the specific skills needed to perform the prescribed job, neither the volunteer system nor the individual volunteer will be satisfied for long.

But role competency alone is not enough. For most volunteer roles, interactions with people and challenging situations are very likely.

Thus, you must provide opportunities for volunteers to develop **coping skills** which enable the volunteer to work with and through people. Skills in group work, diversity sensitivity, and conflict and stress management are important for people to develop to avoid becoming frustrated within roles.

Helping volunteers develop competencies and coping skills are your first two considerations, but the third defines the very essence of why many people volunteer.

Volunteers want to make contributions to life in their communities. You can assist them by helping them develop **contributing skills**. These skills are comprised of both leadership and followership components. Learning how to help others lead and teach is essential to the growth of the volunteer.

An individual volunteer who has quality expertise in all three skill dimensions of competency, coping and contributing will be a satisfied, motivated, and capable volunteer. That type of volunteer ensures both perpetuation and growth in the total quality of the volunteer system.

The final attribute for the individual is one of **personal empowerment**. You should strive to help your volunteers develop these attributes through self-assessments and self direction rather than through managerial authority. A climate should be established in which individuals can take risks and have ownership for both success and failure.

These volunteers who are encouraged to reach out and grow are the same ones who will be able to ensure the continued quality and growth of the volunteer system.

Steps to Follow

- *Know what is expected*
- *Provide training for role competencies*
- *Allow opportunities to practice and reflect coping skills*
- *Provide learning experiences for both leadership and followership skill development*
- *Create a climate through which personal empowerment can grow*

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Volunteerism for the Next Generation

