



Leadership Styles, Volunteer Competence, & Volunteer Commitment

Volunteer Competence Level

Developed ←

→ Developing

Experienced

Newly Certified

Intern

Basic Trainee

High Competence
High Commitment

Moderate to High
Competence
Variable Commitment

Low to Some
Competence
Low Commitment

Low Competence
High Commitment

Delegate

Supporting

Coaching

Directive

- Follower-driven
- Empowering
- Observing
- Leader has full trust

- Follower driven
- Task & relationship focused
- Some teaching needed
- developing confidence

- Leader Driven
- Task & relationship focused
- Build trust
- Encourage participation

- Leader-driven
- Task-focused
- Telling
- Teaching