



Enhance Direct

Directing is the initial or basic level of leadership style. Nearly all new volunteers need a more directive style of leadership. They are very formative with little or no experience in their new roles. In the formative stage the follower is characterized by low competence and high commitment, the inability to comply, with possible feelings of insecurity. As a leader, we need to pay high attention to tasks, rather than to the relationship with the new volunteer, as a relationship does not yet exist. When a new volunteer can't do the job because they are unknowledgeable, the leader must spend much more time working with the employee, offering clear instructions and regular follow up. It's all about encouraging and motivating at this point: celebrating positive results and offering suggestions and remedial actions for less positive results. The idea is to motivate the volunteer to rise to the next level of their ability. **This is a very leader-driven stage.**



Enable Coach

Coaching is for volunteers who have developed some competence along with an improved commitment. The volunteer is not totally confident in their abilities but is getting there. At this point the leader still needs to focus on tasks, which can still require significant commitment of time, but the focus can now expand to developing a relationship with the volunteer, building on the trust that has begun to develop and the encouragement that has been demonstrated. Again, the leader needs to spend significant time listening and offering advice. The goal is to engage the follower so they can develop to the next level. There is less "telling" and more "suggesting," which leads to more encouragement, acting as a coach. The recognition that they have progressed motivates them to progress even further. **This is still a very leader-driven stage**



Engage Support

Supporting addresses the volunteer who is now competent at the job, but remains somewhat inconsistent and is not yet fully committed. The volunteer may be inconsistent in participation and in quality of work. The leader must engage with, and support the follower. The leader no longer needs to give detailed instructions nor to follow up as often, but does need to continue to check in to make sure the volunteer is participating and engaged in the program. The follower is now highly competent, but is not yet convinced in his or her ability or not fully committed to do their best and excel. The leader must now focus less on the tasks assigned and more on the relationships among the follower, the leader, and the group. **This is a very follower-driven, relationship-focused stage**



Empower Delegate

Delegating The ultimate goal is Delegating: to create a volunteer who feels fully empowered and competent to take on challenging projects and bring them to fruition with minimal supervision. The follower is highly competent, highly committed, motivated, and empowered. As a leader you can now delegate tasks to the follower and observe with minimal follow up, knowing that acceptable or even excellent results will be achieved. There is a low focus on tasks and a low focus on relationships. There is no need to compliment the follower on every task, although continued praise for outstanding performance must be given as appropriate. **This is a very follower-driven stage.**