

DIRECTIVE AND SUPPORTIVE LEADERSHIP

Sometimes leaders are called to be directive and at other times, supportive.

Things that can be done when directive leadership is called for:

- Define tasks and expectations (job descriptions)
- Provide "how to" handouts
- Provide checklists
- Assess the group
- Provide training
- State values and identify processes to be used
- Offer verbal directives and support in the process
- Appoint (be) a clear contact person
- Use and set time lines
- Share past program information and evaluations
- Be specific about the vision, goals benefits and consequences of a given program
- Share and make known what available resources and "landmines" are
- Written guidelines and criteria help make delegation more effective

Things that can be done when supportive leadership is called for:

- Offer verbal feedback in process as well as after work is done
- Give opportunities for persons to take responsibility
- Listen
- Ask
- Physically be present
- Sometimes being directive is being supportive!
- Make sure people have (easy and ready access to adequate) resources
- Follow-up
- Celebration
- Critique/feedback
- THANKS
- Pay for training
- Small stipends
- Hospitality/refreshments
- Advocate on behalf of these volunteers
- Apprentice them to others or have others apprenticed to them
- Share the inspiration of past successes
- Process and de-brief with people after successes and failures
- Sense when the task is beyond a person's limits
- Provide child care for volunteers
- Pray with volunteers
- Share their accomplishments with others publicly