

# Orientation to 4-H Councils



Getting to Know You

# Objectives of this Orientation

- Understand the basic roles and responsibilities of a 4-H County Council
- Have time to discuss and define your Council Structure
- Understand how to operate a successful 4-H Council by:
  - Identifying Objectives
  - Planning
  - Delegating & Building Committees
  - Resource Development
- Begin Developing a Council Plan of Action for your County

# A Few Assumptions about Councils

- All 4-H Leaders and members are members of the Council and their voice should be recognized.
- Executive Officers serve their local 4-H, not the other way around.
- The purpose of executives is to help stay focused on the vision and goals of the program. \*
- The meeting is the meeting. One agenda for all.
- Change that is needed is sustained, change that is unwarranted is abandoned.



“If you want to go fast: go alone; if you want to go far: go together.”

# Two Pearls of Wisdom

- Servant Leadership in 4-H
- Youth-Adult Partnerships in 4-H



# The Servant Stereotype



# Servant Leadership

*"The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead."*

*"That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types."*



# The Test of Servant Leadership

- *“The servant-first make sure that other people’s highest priority needs are being served.*
- *The best test, and difficult to administer, is:*
  - *Do those served grow as persons?*
  - *Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?*
  - *And, what is the effect on the least privileged in society?*
  - *Will they benefit or at least not be further deprived?”*

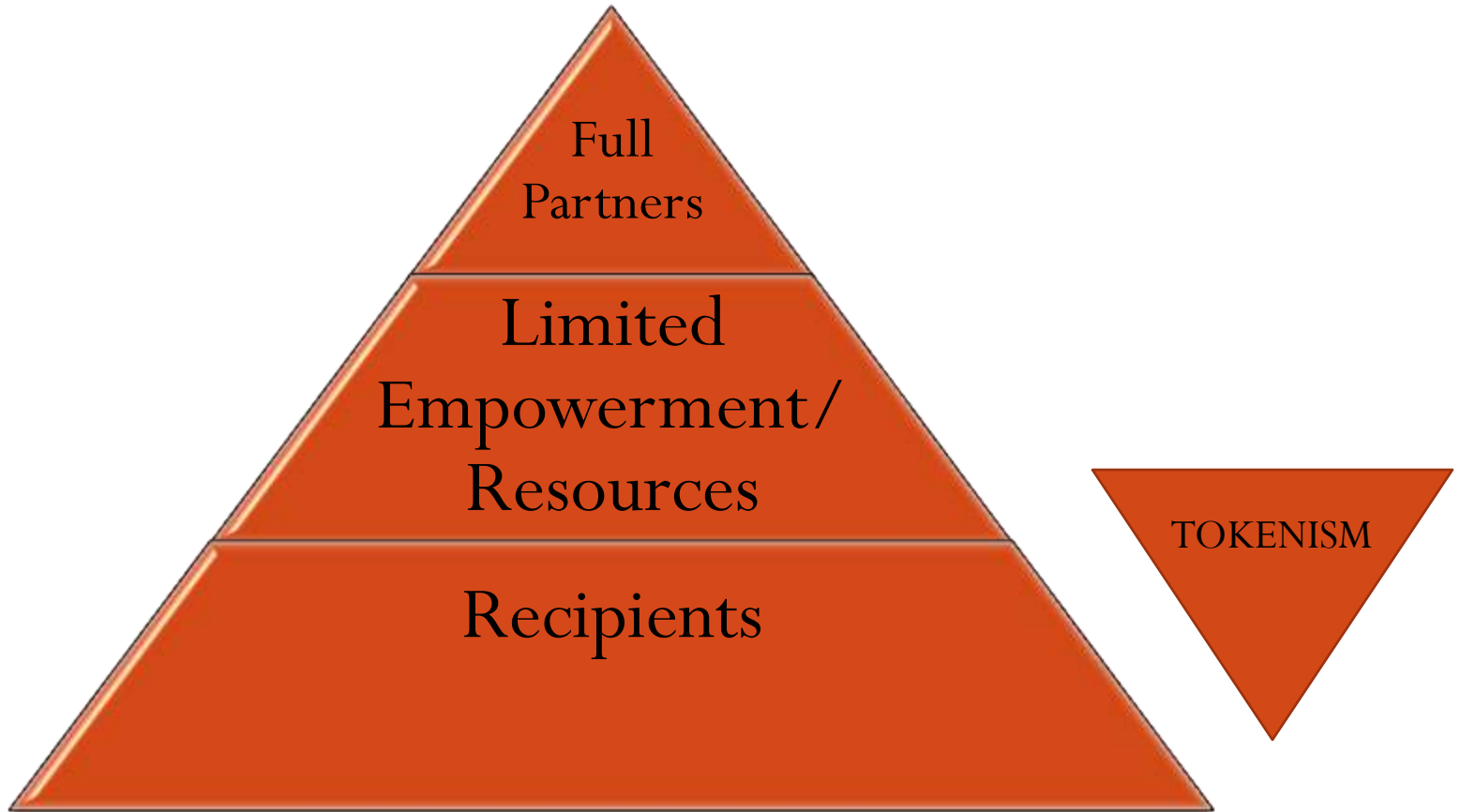




*... people's highest priority needs are being served.*



# Youth Adult Partnerships



# Why Youth Adult Partnerships?

*Because INDEPENDENCE is one of the four essential elements of positive youth development. Youth who have poor models for independence will become poor leaders.*

NORMAL	DISTORTED	ABSENT
Autonomous	Dictatorial	Submissive
Confident	Reckless/Macho	Lacks Confidence
Assertive	Bullies Others	Inferiority
Responsible	Power Struggles	Irresponsible
Inner Control	Manipulative	Helplessness
Self Discipline	Rebellious	Undisciplined
Leadership	Defies Authority	Easily Led

# Interdependence

# Basic Council Structures

Functions, Roles, Expectations

# Basic Roles of Executive Officers

President

Vice President

Secretary

Treasurer

There are certainly  
opportunities to create  
other Officers, and it is  
a good way of  
sharing responsibility!

- **Call to Order**
- **Pledges**
- **Roll Call**
- **Treasurer's Report**
- **Approve minutes of last meeting**
- **Committee / Officer / Extension / Club Reports**
- **Unfinished Business**
- **New Business**
- **Adjourn**

# 3 Cents Worth

To value equal input, each of you has three cents. Each time you contribute to the discussion costs you a penny. (For 60 seconds of talking time tops!)

No money = no talking.

Put the penny in the center of your table. When everyone has spent their coins you may redistribute the pennies and begin again.



# Functions of a Council

A council can serve a wide variety of functions in pursuit of the mission of the organization.

Step 1: Select how important you feel each task is for your Council.

Step 2: Total and divide by number of responses (average)

Step 3: Identify priority functions according to average

Step 4: Confirm that priorities are in line with State Policy

Step 5: Confirm that responsibilities and duties are within the means of the Council

Step 5: Review Constitution/Bylaws for clarification of responsibilities

# Establishing Committees

“A committee is a group that keeps minutes and  
loses hours”

~ Milton Berle



# When to Form a Committee

- When **decisions** need to be made and a large group cannot reach consensus
- When **action** needs to be taken that requires more involvement than that of the Executive Council
- When a specific group inside the Council requires more focused time for **decision making** (Project Committees)

# RECOMMENDED COMMITTEES

- Standing Committee: also known as the Executive Committee usually is comprised of Council Officers, past Council President & Extension professional
- Expansion and Review: review enrollment data, address diversity issues, propose policy and engagement of underserved populations
- Budget and Finance (usually meets once a year)
- Resource Development
- Public Relations and Marketing
- Program/ Activity/Event Committees
- Ad Hoc

# Delegation

or

the only way things are really going to  
get done

# Why Delegate?

- To use skills and resources already within the group
- To keep from burning out a few leaders
- To develop new leaders and build new skills within the group
- To get things done
- To prevent the group from getting too dependent on one or two leaders
- To become more powerful as a group
- To allow everyone to feel a part of the effort and the success
- Group members feel more committed if they have a role and feel needed

# Why Not?

...its too hard!

...it takes too much time!

...nobody can do it as good as I can

...nobody else has any time  
either.....



# Top 10 Barriers to Delegation

## SMALL GROUP ACTIVITY

**Read through the 10 barriers to delegation. For each barrier, reword the statement to reflect a rationale for delegation rather than a barrier.**

# Steps in Delegation

**I –Introduce the task**

**D-Demonstrate clearly what needs to be done**

**E-Ensure understanding**

**A-Allocate authority, information and resources**

**L-Let go**

**S-Support and monitor**

# Introduce the Task

- Determine task to be delegated
- Determine tasks to retain
- Select delegate





# Introduce the Task

- *Determine task to be delegated*
  - Determine tasks to retain
  - Select delegate
- Those tasks you completed prior to assuming new role
  - Those tasks your delegates have more experience with
  - Routine activities
  - Those things not in your core competency

# Introduce the Task

- Determine task to be delegated
  - *Determine tasks to retain*
  - Select delegate
- Supervision of task
  - Long-term planning
  - Tasks only you can do

# Introduce the Task

- Determine task to be delegated
  - Determine tasks to retain
  - *Select delegate*
- Look at individual strengths/weaknesses
  - Determine interest areas
  - Determine need for development of delegate

# Introduce the Task



Use Why –What  
Statements:

Because you.....

I want you to do.....

*(but don't point)*

# What-Why Statements

## **SMALL GROUP ACTIVITY**

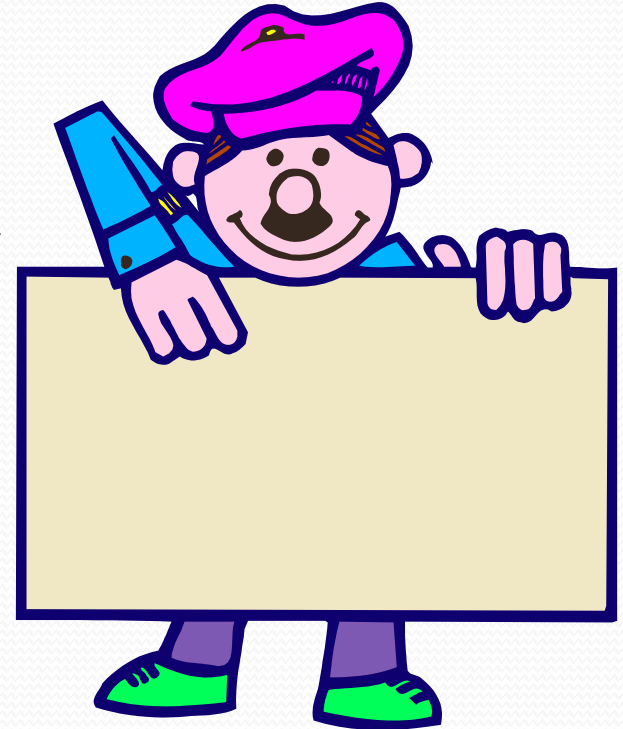
**In your groups, brainstorm 5 tasks you are currently doing that could be delegated.**

**Determine who would serve as your best delegate for each of the tasks.**

**Compose what – why statements for each of the 5 tasks brainstormed.**

# Demonstrate Clearly

- Show examples of previous work
- Explain objectives
- Discuss timetable, set deadlines



# Ensuring Understanding

- Clear communication
- Ask for clarification
- Secure commitment
- Don't say no for them
- Collaboratively determine methods for follow-up

# Allocate...

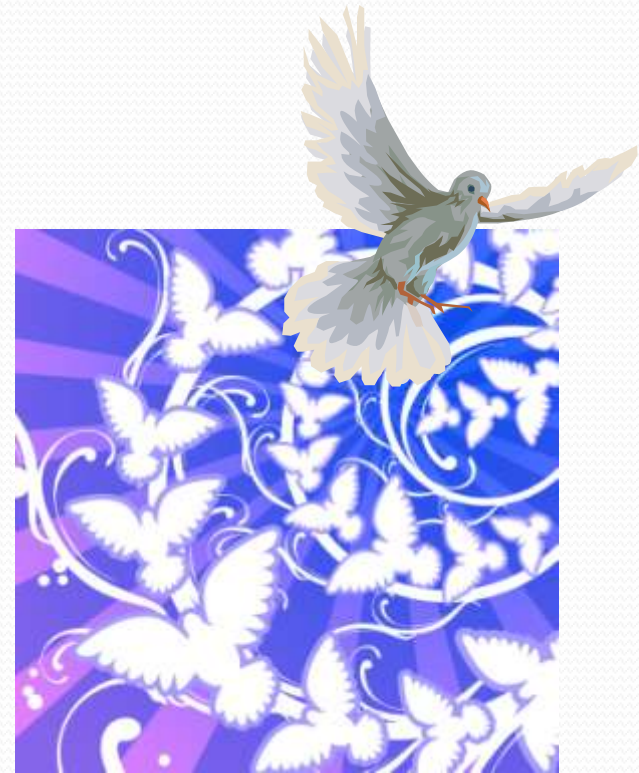
## authority, information, resources

- Grant authority to determine process, not desired outcomes
- Provide access to all information sources
- Refer delegate to contact persons or specific resources that have assisted previously
- Provide appropriate training to ensure success



# Let go...

- Communicate delegate's authority
- Step back, let them work
- Use constrained access
- Don't allow for reverse delegation



# Support and Monitor (Constrained Access)

- Schedule follow-up meetings
- Review progress
- Assist, when requested
- Avoid interference
- Publicly praise progress and completion
- Encourage problem solving

# Support and Monitor

In your group, select one task from your previous group work. Determine 5 techniques that would be effective for supporting/monitoring the progress of a delegate.

# Delegation Stressors

## Loss of control?

If you train your subordinates to apply the same criteria as you would yourself, then they will be exercising your control on your behalf.

So the question is...?

How well have you defined the criteria of your tasks?

# Delegation Stressors

Too much time spent on explaining tasks

The amount of time spent up front is, in fact, great. But, continued use of delegation may free you up to complete more complex tasks and/or gain you some time for yourself.

Secondly, we are involved in education, and good education takes time.

# Delegation Stressors

Compromising your own value

By successfully utilizing appropriate delegation, your value to the group/organization will grow at a greater rate as you will have more time to do more things.....

People respect the opportunity to achieve

# Practice Makes Perfect

It gets easier the more you do it

You become more familiar with your delegates

Flow-through task delegation

# Plans of Action

If you want to go fast, go alone  
If you want to go far, go together  
~ African Proverb





# Questions to Consider

- How does your work reflect the mission and vision of 4-H?
- What priorities do you want to focus on and why?
- What do you need to reach your goals? Where will you find what you need?
- How will you engage other volunteers in being a part of Council's mission?
- How can youth be a part of Council's attaining it's goals?