

## 4-H Volunteer Leaders' Series

# Full Range Leadership for Extension Agents Working With Volunteers

Sara Beth Johnson  
County Extension  
Agent - 4-H

Lisa Washburn, DrPH  
Associate Professor -  
Health

## Leadership Defined

Leadership is a concept that can be defined in a variety of ways and has a different meaning to different people. Despite the diversity of meanings, most can agree on four common components of leadership: Leadership (1) is a process, (2) involves influence, (3) occurs in groups and (4) includes focus on common goals. With these components in mind, leadership can be simply defined as a process whereby an individual influences a group of individuals to achieve a common goal.

## Full Range Leadership

The transformational leadership concept was originated by James MacGregor Burns and then further expanded upon by Bernard Bass. Bass enlisted the help of his colleagues to develop the Full Range Leadership Model. This model includes a range of three leadership styles with nine distinctive factors. *Transformational leadership* is considered the most effective and active; *transactional leadership* is described as middle of the road; and *laissez-faire leadership* is depicted as the most ineffective and passive.

## Transformational Leadership

Transformational leadership is concerned with values, standards and goals, as well as the motivation and needs of the followers. This leadership style transforms people and enables followers to accomplish more than what is expected of them. There are four leadership factors associated with transformational leadership.

### ***Idealized Influence (II)***

Idealized influence is used to describe leaders who are respected by followers and do the right thing. Idealized influence is divided into two facets: attributes and behaviors. Idealized influence attributes describe leaders that are considered role models. Transformational leaders are often described as very charismatic. Idealized influence behaviors describe leaders that can be counted on to do the right thing by moral and ethical standards. Leaders with idealized influence provide followers with a vision and sense of mission.

### ***Inspirational Motivation (IM)***

Leaders with inspirational motivation understand what drives followers



to participate and succeed. They clearly communicate the high expectations they have and inspire followers to demonstrate commitment to the common goal. Group enthusiasm is a result of this form of leadership. Leaders that utilize inspirational motivation influence followers to achieve more than they would on their own.

### ***Intellectual Stimulation (IS)***

Leaders who practice intellectual stimulation motivate their followers to engage in creative thinking. Followers are motivated to be innovative while challenging the beliefs of other followers, the organization, as well as the leader. Intellectual stimulation inspires followers to utilize problem-solving skills to discover creative solutions.

### ***Individualized Consideration (IC)***

Individualized consideration is a factor of transformational leadership that enables leaders to act as a coach for their followers. Leaders personally relate to each of their followers and support them by listening to their individual needs.

### ***Transformational Characteristics***

- Considerate of individual's needs.
- Encourages creativity and independence.
- Creates a strong sense of purpose.
- Supportive of organization's vision.

## **Transactional Leadership**

Transactional leaders do not focus on the individual needs of their followers, but instead they negotiate with followers to achieve the desired end result. While transformational leaders are influential because they motivate their followers, transactional leaders are influential simply because it is in the follower's best interest to follow the leader's direction.

### ***Contingent Reward (CR)***

Leaders that utilize contingent rewards negotiate with followers to provide them with a reward for good performance or meeting a goal. This exchange process ensures the objective gets accomplished by

use of positive reinforcement. Leaders that utilize contingent rewards provide supportive feedback to followers by actively monitoring their progress.

### ***Management-by-Exception (MBE)***

Corrective criticism, negative feedback and negative reinforcement are all characteristics of management-by-exception. There are two forms: (a) active and (b) passive. Active management-by-exception leaders watch closely for followers to make mistakes or violate rules and then take corrective action; they enforce rules to avoid mistakes. Passive leaders do not intervene until standards aren't met or problems arise. They wait for mistakes to be brought to their attention before they take action.

### ***Transactional Characteristics***

- Clearly states expectation of outcomes.
- Points out mistakes and takes action.
- Exchanges rewards and recognition for accomplishments.
- Strictly enforces rules, dislikes change.

## **Laissez-Faire (LF)**

A lack of leadership is categorized as laissez-faire leadership. These leaders take a hands-off approach with followers and offer no feedback. There is also little or no effort made to help followers satisfy needs or achieve goals.

### ***Laissez-Faire Characteristics***

- Avoids issues.
- Doesn't recognize results.
- Remains unaware of performance.
- Abstains from leading.

## **Hypothetical Extension Scenarios**

To better understand transformational, transactional and laissez-faire leadership, look at how each type of leader would respond to different scenarios. Read the following three scenarios and consider how you would respond to the situation, then compare your response to those listed.

## 4-H Youth Development Scenario

A 4-H volunteer leader comes to talk to you. She has been the leader of the Lucky Clover 4-H Club for five years. Her club has a large membership, but in the last year, club meetings have only averaged about eight members. She's becoming very frustrated with the lack of participation and is thinking maybe she should just shut down the club. How would you handle this situation?

### Possible Leader Reactions:

- *Laissez-Faire*: "It's not really a big deal, I wouldn't worry about it so much."
- *Transactional*: "If you can get 25 kids to come to your next meeting, we will provide your club with new educational materials."
- *Transformational*: "You're doing a great job with your club. What is keeping kids from coming to meetings? If we communicate with your members and work around conflicts, maybe more kids can participate."

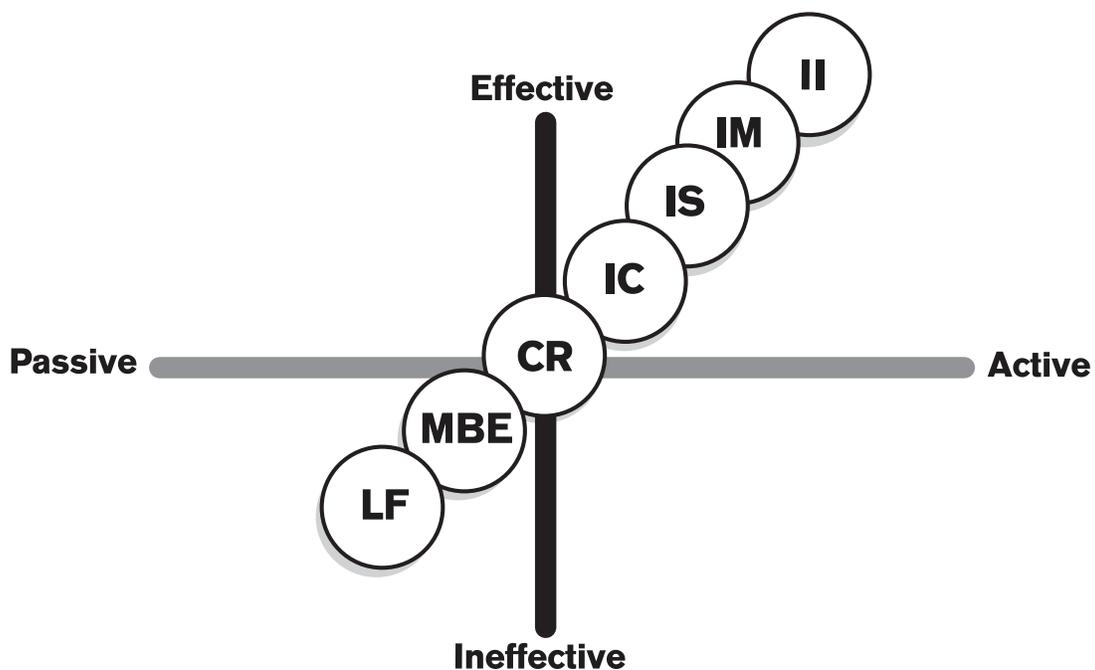
## Master Gardener Program Scenario

Master Gardeners have several projects across the county. Instead of working together to create the best results, each Master Gardener just works on his/her own. The projects are getting worked on and some are finished, but the quality of the projects isn't what it used to be. How do you handle the situation?

### Possible Leader Reactions:

- *Laissez-Faire*: "They have decided to work on their own instead of together, that's their choice, there is not an issue."
- *Transactional*: "As long as the projects are getting done, that's all that matters. When projects start getting left unfinished, we will address the problem."
- *Transformational*: "Let's have a group meeting to review the vision of the Master Gardener program. We can come up with a way for all of us to bring our expertise to each project and work together to achieve the best results."

FIGURE 1. The Full Range Leadership Model identifies both transformational and transactional behaviors. The four components of transformational leadership — Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS) and Individualized Consideration (IC) — are considered the most effective and active forms of leadership. They are followed by Contingent Reward (CR) and Management-by-Exception (MBE) forms of transactional leadership. Finally, Laissez-Faire (LF) is the most ineffective and passive form of leadership.



## **Extension Homemakers Council Scenario**

At an EHC board meeting, a discussion about budgets and fundraising becomes extremely intense when board members begin arguing about the best way to raise money and what the money should be spent on. How do you handle the situation?

### **Possible Leader Reactions:**

- *Laissez-Faire*: “Let’s just do the same fundraiser we did last year, and keep funding the same programs.”
- *Transactional*: “Each club can do their own chosen fundraiser. The club that raises the most money gets to pick the first project to be funded with the money.”
- *Transformational*: “We have worked together to raise money in the past, and I know as a team we

can do it again. Let’s look at fundraising ideas from a few different angles and see which will work best for this year. As for spending the money, let’s all present our ideas, and then we will select a few that align best with our mission.”

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**SARA BETH JOHNSON** is a county Extension agent - 4-H for Lonoke County with the University of Arkansas System Division of Agriculture and is located in Lonoke. **LISA WASHBURN**, DrPH, is an associate professor - health with the University of Arkansas System Division of Agriculture and is located in Little Rock.

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