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Improving Volunteer Organizational Success Through
Transformational Leadership and Organizational Change

Senior Communication Capstone

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Introduction:

In every major city in the United States, many elderly and disabled people are not able to provide for themselves. In Portland, Oregon, a well known organization called Loaves and Fishes provides one meal a day to these people. They will even deliver meals through what they call “Meals on Wheels,” for people that are not capable of leaving their homes. “Meals on Wheels” is known nationwide and they deliver meals all over the country. In the Portland area, there are 31 Loaves and Fishes centers.

Loaves and Fishes Center’s meals are typically for people of the community over the age of the age of 60, but there are exceptions. Payment is on a donation basis. The centers are made up of mostly volunteers throughout the Portland area. More than 450 people volunteer each day to help prepare and deliver meals to the needy. Meals are prepared at the centers and volunteer drivers will deliver meals to those who have trouble leaving the house. Each center is different, I worked at the center in Tigard, and they normally use between six to ten volunteers depending on the day. The mission of Loaves and Fishes is to enrich the lives of seniors and help them to have better lives socially and financially. Volunteer instructors will also stop by the centers many times a week and elderly will be involved in different life-enriching activities. The instructors teach modified yoga, stress relief exercises, as well as

mental challenge groups. Groups do anything from playing games to stretching. They also try to extend help to institutionalized and disabled people as much as possible. The organization is community-based, and they emphasize volunteer involvement. The organization claims to be financially sound.

Loaves and Fishes Centers receive funding from a variety of sources. They receive some federal support through the Older American Act and Medicaid dollars, as well as from the United States Department of Agriculture. Participants are asked to contribute what they can toward the cost of their meals. Normally, each donation box seeks for five dollars, but this is not required. They also have their own department that applies for donations and grants.

When volunteers start at Loaves and Fishes, a small sheet is filled out for the volunteer's information before the volunteer begins working. The leadership is left up to the kitchen leader, and the volunteers help with whatever is needed in order to provide lunch to the elderly as well as cleanliness in the centers. The volunteers seem to be left with a freedom to do things the way they want. The only real requirement is to wear plastic gloves and a hairnet and to scoop food into lunch boxes for the elderly. After that, the organization has a much laid back atmosphere, where volunteers help when they like.

I have noticed many areas that could use improvement. Improvement in all organizations starts from the top down. This means that leadership will need to improve. There can be serious repercussions if the leaders do not make sure tasks are completed properly, as well as keeping the work environment healthy and positive.

I believe that the leadership strategies are flawed. From being on the inside of the organization, I have noticed that many of the processes are not explained thoroughly. People are expected to have intrinsic knowledge when working in the kitchen, but this is not always true. Things as simple as changing plastic gloves after performing a task are not explained. I believe too much freedom is given at Loaves and Fishes in order to keep the volunteers happy and in order to keep them coming back. There are a few issues that come out of leaving the work up to the employees. There are three primary issues regarding this problem, 1. Volunteers take advantage of their freedom and work is not being completed properly, 2. Work environment can become unhealthy due to not enforcing ethical communication and behavior among the employees, 3. Cleanliness could be compromised without proper training and leadership.

Cleanliness is very important in the food industry. Most food industry employees that earn wages must complete training and take a test to earn a certificate before starting to work. People that come from dish washing to the food line sometimes do not change their gloves, and dishes can be a breeding ground for bacteria. The leaders in this center must make sure volunteers are working properly and ethically for the success of the organization. Possible food-borne illnesses or improper serving or cooking techniques can be detrimental to the organization's success.

Background:

I began volunteering at Loaves and Fishes, "The Meals on Wheels People," in February of 2009. At this point in time, the economy had already been falling rapidly. Needless to say,

volunteers were hard to come by and were in demand for an organization of this sort. We were currently focused on making sure enough volunteers were able to contribute each day to create a stable environment and successful organization.

There are sites located all over the greater Portland area, but I decided to volunteer at the first one that emailed me back. During my orientation with the office manager, I noticed a lack of organization and solid structure in this specific Loaves and Fishes. Loaves and Fishes rely heavily on volunteers, who account for over 90% of the organization's members. The organization experiences a high rate of volunteer turnover, which can be problematic for the organization's full-time employees who depend on the volunteers' work. At the center, there are two people that worked full-time for pay. Everyone else was a volunteer and thus not tied to the organization by salary or wage. The constant change of volunteers through the organization on a day-to-day basis created an unstable system, because information about the volunteers' responsibilities in the center was not always communicated verbally from the kitchen manager, who encouraged the volunteers to work together instead of seeking out higher authority.

I noticed very quickly that the organization might not have been performing at the highest level of success. During my orientation period, I felt confused and noticed insufficient leadership. I proceeded to assume duties in the kitchen area, waiting for instructions many times during each day. However, I was not given clear instructions on how to do things properly, as there was no clear, written formula for things such as cleaning or preparing meals. Dale and Fox (2008) claim that organizational members who feel less responsibility will give less

commitment. A leader who is perceived to perform to and expect proper structure provides a great deal of direction to employees. Their study finds that this would reduce the employee's felt responsibility by taking away a great deal of the employee's feelings of independence (Dale & Fox, 2008). Fortunately, I was able to consult other experienced volunteers on appropriate strategies for tasks.

The Loaves and Fishes site that I volunteered at has only one full-time employee that works in the kitchen area. She is in charge of every employee, and this included given instructions, watching over tasks, as well as solving conflicts. Limon and France (2005) find that unofficial leaders can emerge from organizational groups. The emergent leader is not formally appointed but is perceived by the team as capable of fulfilling the leadership role. This perceived leader can provide direction a function of the task that the group needs to complete, and help with the needs of the team and individual needs. Leaders can emerge when a group member demonstrates certain leadership characteristics appropriate to the situation (Limon & France, 2005). It can be extremely advantageous for Loaves and Fishes to have one or more steady volunteers assume a leadership role, when the appointed leader is not able to help.

Leaders Creating Roles

Dale and Fox (2008) explain how not understanding a role within the organization will lead to less organizational commitment. Their study shows that managers should provide a set structure. Providing structure involves the leader making sure that workers have the adequate resources and materials needed to perform tasks. Leaders must also ensure that they have a clear understanding of why they are asked to do certain tasks. It is also important for workers

to understand how their jobs fit into the big picture. It is also important to clarify how each task is performed and to make certain of a full commitment to working (Dale & Fox, 2008).

I have noticed that many volunteers at Loaves and Fishes seem to not stray from the same tasks that they complete every day. The men normally perform dishwashing duties, and the same women normally do the cooking. A possible problem could arise when not enough volunteers show up on a given day and people have to help with other tasks that they do not normally perform. Leaders must make sure each member of the organization has self-efficacy or confidence that he or she can provide help in the proper way.

Employee Involvement

Kane's (1996) research shows that managers should strive for employee involvement. The employees involved in the processes and tasks can provide essential insight for increased success. It is also important for leaders to get feedback in order to make effective decisions. Managers should talk face-to-face with employees and establish a comfortable relationship. This will help leaders to encourage the employees to offer input, and they should consider what is said carefully. Kane also found that employees become more loyal when communication processes keep them informed about what is happening in the company (Kane, 1996). It is important for managers to respond to every issue and answer every question with some type of explanation.

The Loaves and Fishes leader would help the organization's success by encouraging volunteers to speak their minds, when it involves a possible flaw in the organization. The idea of keeping the door open is an imperative part of the organization's success. Detert and Burris (2007) find that leaders should learn to send signals that they are open to all types of feedback

from employees. Leaders should also recognize when employees have something on their minds and encourage them to speak up. This will provide the members with feelings of credibility and they will view their job as a responsibility rather than an optional behavior. They note, the main reason for not speaking up might be that the risks could outweigh the benefits (Detert & Burris, 2007). Because this is a volunteer organization, the risk of losing a job or relationship is extremely slim when it comes to attempting to help the organization. Openness and transformational leader behaviors are the best styles in order to acquire feedback, but openness behaviors clearly send the stronger signal that voice is welcome (Detert & Burris, 2007).

Leadership Creating Structure

After only a few site observations, it became clear that Loaves and Fishes lacked a structured and communicated formula for tasks, as well as ethics. It was apparent that the employees would greatly benefit from a structured, written formula for operating procedures as well as instructions for tasks. Additionally, I realized that including written tasks that needed to be included each day would greatly speed things up, and decrease volunteer confusion at many times during the day. Furthermore, it would be beneficial to add detailed description of each part of the process, so that the Volunteer Services workers could understand exactly what their duties required and how they should be properly completed.

In this organization, people seem to do the same tasks over and over, most likely because they are more comfortable. Researchers claim that workers act in ways that help them to recognize important identities to which they perceive themselves. Many men see themselves as only a dishwasher who does not communicate with patrons. In volunteer

organizations such as this one, many people seem to feel a sense of good deed by helping. Individuals tend to claim positive and distinctive group memberships to boost their confidence at work (Bisel, Ford & Keyton, 2007).

Currently, the organization is based on verbal instruction, and normally only when volunteers ask for help, which can be disadvantageous. Many times the volunteers were uncertain about the next step of a process. Therefore, they were required to verbally ask the director or an experienced volunteer for further instructions. Many times volunteers were not able to remember instructions that were given when the task is in front of them. Volunteers were constantly looking for help and instructions. Many times the instructor was busy or the experienced volunteers did not have the answers. This became a disruption for both the leader and the volunteers, which is extremely time consuming for both groups and the process as a whole.

Managing Conflict

Another issue that seemed to arise during my site observation was leadership strategies for controlling volunteer's ethics or work strategies. During each site observation, I noticed a few volunteers were slightly mentally-challenged. The leader had trouble controlling these volunteers at times. They seemed to have short tempers and feel as they were experts on their tasks even if their strategies were flawed. In my opinion, even some people who did not seem mentally-disabled engaged in inappropriate talk or behavior which can inhibit the positive feelings within the work group. The leader seemed to let many volunteers speak their minds even if it created an unhealthy work environment. If they were doing things improperly, the

leaders or experienced volunteers would do things for them instead of teaching the proper way. Sometimes volunteers would even become verbally aggressive which has been known to be detrimental to the organization.

Limon and France (2005) classify aggressiveness as a trait that prompts individuals to attack the self-concepts of others. Verbally aggressive people handle conflict in a much more destructive way than non-aggressiveness. Rather than directing comments toward the context as a whole, high verbally-aggressive people focus their comments toward a person's character, knowledge, or appearance. Overall, they have found that verbally aggressive behavior is a destructive trait to organizations with negative outcomes (Limon & France, 2005).

Idris and Ali (2008) believe managing human intellectuals has become a strategic issue that requires managerial capability. Since knowledge is one of the important organizational resources, leadership capability plays an important role to assist the gaining of knowledge. This shows that the manager must gain leadership knowledge and understand all processes in order to pass it down to the other members. Managers develop into role models, and so they become responsible for establishing the norms for how other individuals, such as teammates, are to be treated (Idris & Ali, 2008).

This organization can greatly benefit from the social exchange theory. The social exchange theory (White & Lean, 2008) suggests that when team members perceive that they are being treated ethically, they will feel an obligation to reciprocate this positive behavior to the organization. Furthermore, work teams tend to produce accountability between team members which may help to improve ethical conduct. In White and Lean's study, they found that only leaders who were perceived as having extremely high integrity were found to

positively impact the ethical intentions of team members toward each other (White & Lean, 2008). This organization could benefit from making sure every member is accountable for how they treat each other. The leader needs to act appropriately as well.

When it comes to processes, written instructions and operation procedures would minimize conflicts significantly. I noticed that the mentally-challenged volunteers seem to want to be treated just like everyone else and have the same input as the leader. Despite work-
efficacy being a good thing, this can become problematic, especially if the tasks or procedures are being performed incorrectly. I believe there would be less conflict, with written instructions the leader could point out the proper procedures that everyone follows. A statistically-significant relationship between organizational members' agreement with the institutional agenda and their evaluations of the effectiveness of the leader's communication was found (Farmer, Slater & Wright, 1998).

Finding Motivation

Creating proper leadership strategies is an extremely hard task in a volunteer-based organization. There can be a fine line between telling people what to do too much and keeping the volunteers in high spirits. The volunteers I talked to, talked about their purpose of volunteering to make a difference or because they enjoyed it. Scholars define leadership by the ability of the organization's top managers to provide direction and vision, to recognize and nurture individual abilities, and to inspire people to make a total commitment to accomplishing organizational goals (Idris & Ali, 2008). An immense amount of research has examined many different leadership styles and found this to coincide with workers' motivation, ethics, and

production. Loaves and Fishes would benefit from people who are not just there to feel good about them or enjoy being in a social group, but are also motivated to perform tasks properly.

Dale and Fox (2008) found organizational commitment to be positively associated with higher work motivation and higher job performance. They found that one of the essential components of project-related teamwork is the team's leadership. The leadership of a team impacts successful accomplishment of team goals, behavioral standards, and more (Dale & Fox, 2008). Leaders should recognize the power they have, and become conscious how critical it is for leaders to understand the dynamics of the team they lead. Because of the extreme turnover in this type of organization, group cohesion will be extremely hard to obtain.

Carron and Spink's (1995) definition of Cohesion is "the dynamic property that is reflected in the tendency for a group to stick together and remain united in pursuit of its goals and objectives" (Carron & Spink, 1995). Kozub and McDonell (2000) demonstrate that simply putting people together and calling them a group creates some cohesiveness. Yet, more is required to build strong cohesiveness. Studies find that cohesion takes time to develop and it comes from interaction among group members. In the study, they found that interpersonal communication is central for the development and maintenance of group cohesion (Kozub & McDonnell, 2000).

Most scholars study organizations that are based on wages for employees. Because of this, organizational members have different motivation for tasks and ethics, which I believe volunteer leaders must take into consideration. Hall (2007) claims that leadership, in large part, is dependent upon the context. The problem, he argued, is that studies on leadership mostly aim for one universal answer to leadership styles. He notes that researchers must assume all

organizations are the same in order to search for one best style of leadership, one best way to behave as a leader, or one best idea of the role of leader. These universalizing ideas create problems because change is such a constant in organization, that no one management style or no one approaches to developing or training leaders will be sufficient for all organizations (Hall, 2007). The leaders of Loaves and Fishes must learn to adapt to the environment and organization. Obviously, if the business success is slowing they must reevaluate their leadership styles or procedures.

I have noticed that many volunteers work at the center on a regular basis. Loaves and Fishes have a verbally-stated a goal to have steady volunteers. From experience, they have noticed that everything runs smoother with experienced volunteers. Bass and Avolio (1994) agree that too much employee turnover can be detrimental to an organization's success. There is an improvement in customer satisfaction because long-tenure employees have better knowledge of work practices, and customers like the familiarity of doing business with the same employees. Organizational commitment has also been found to be positively associated with higher work motivation, as well as higher job performance (Bass & Avolio, 1994).

Proposal:

The leadership in this organization is extremely high relationship and low task. This is due to the type of organization and the need for steady volunteers. I noticed that the leader seems to be more focused on the happiness of the volunteers over the processes and procedures. Researchers say it is critical for the organization to search for best practices and methods and subsequently internalize them into its own core processes. In reality, it is hard to find best practice in everything a company does, thus there are no companies that follow the

best practice theory who achieve success in everything (Idris & Ali, 2008). Best practices is defined as a capability that, given proper resources, can be used to enhance success in organizations. Organizations who want to adopt the best practice approach must resource their initiatives and increase the transformational style of managing. The most effective leader should always display a high level of integrity in all things, consistent with expectations of employees (Craig and Gustafson, 1998). Loaves and Fishes leaders should learn to display a high level of integrity when communicating with others as well as when working.

I believe the goal for the leadership within this organization is to raise the emphasis on task while keeping high relationships intact. This will be a very tough thing to do, but I believe my subsequent proposals will move the organization closer to reaching this goal. Dale and Fox (2008) claim that with higher levels of leader consideration, subordinates may experience more positive social interaction. This positive interaction can increase the accuracy of communication between the superior and his or her subordinate and could lead to a more accurate understanding of the organization's values. An understanding of organizational values has been shown to enhance people's adjustment to their jobs (Dale & Fox, 2008). According to Bass & Avolio (1994), transformational leadership has four dimensions: (1) idealized influence or charisma, (2) inspirational motivation, (3) individualized consideration, and (4) intellectual stimulation. Putting these in practice by the transformational leaders will set vision and influence followers to achieve that vision (Bass & Avolio, 1994).

Transformational leaders set examples to their followers. Therefore, the Loaves and Fishes leaders should make sure to work at the pace and efficiency that they would like the volunteers to work. Also, they need to make sure volunteers know when they are being

unethical or treating others poorly, and stay consistent in order for ethical behavior to spread throughout the organization.

Parry and Proctor (2002) find that ethically-lead organizations have been found to have increased effectiveness due to a strengthened organizational culture, lower turnover levels, and increased employee effort. Such positive impacts of ethical leadership on organizational effectiveness mean that ethical development is likely to become integral to an individual's practical success as a leader. For example, transformational leadership focuses on drawing followers' interests away from the self, and towards the group thus enhancing the potential for organizational integrity and ethical conduct (Parry & Proctor, 2002).

It can be very costly to have an extremely low level of task orientation when it comes to working a food-centered organization. There should be many more rules and instructions that each volunteer should be taught when they start work. The leader must find a way to allow less freedom while keeping relationships high. The application process does not screen volunteers the slightest. Because of this, I believe the leader should be more involved with the work going on in the kitchen as well. It seems extremely hard for a single leader to make sure the volunteers are working appropriately as well as making sure the lunch is cooked properly.

With the freedom of looking to anyone for help in this organization, it is really important to respect the leader's authority. I believe the leader at Loaves and Fishes could have some communication apprehensiveness when it comes to resolving conflicts and leading the team. High communication apprehensive people tend to be rated as less dominant than people with low communication apprehensive and this can affect the leadership distinctiveness (Limon &

France, 2005). Because high communication apprehension is not perceived as dominant, it is unlikely that they will emerge as leaders or become good leaders. Therefore, low apprehensive communicators are more likely to emerge as leaders of a group than high communication apprehensive personnel (Hawkins & Stewart, 1991).

Research shows that the leader should learn to be dominant but without aggressive behavior. Kraus (1997) finds that being verbally aggressive during conflict would be a form of dominance; it is a form of aggressive behavior that would be undesirable in a group. He believes a group member who engages in such destructive behavior should not be perceived as "leadership material" (Kraus, 1997).

Loaves and Fishes must make sure leaders are respected by the members of the organization in order for subordinates to follow his or her example. In order to do this, Perry and Proctor (2002) found that integrity is not only about not doing the wrong thing. It is also about doing the right thing. They found that perceived integrity is about being seen to be doing something positive, active and proactive, not just being ethical. The study found many things to avoid as a leader. Being absent, uninvolved, not taking appropriate responsibility, and not dealing with problems until they are too late are the main things to avoid. When leaders show this type of behavior, members cannot count on leadership being present, and therefore they lose trust in their leaders to fulfill many responsibilities (Parry & Proctor, 2002).

I propose to involve a more communicative leadership style as well to implement two separate solutions to these problems. Loaves and Fishes does not seem to have the financial capabilities to have an extra leader or supplier in the kitchen. Therefore, the first thing I propose would be a checklist. This checklist would explain each thing that would need to be

done before and after lunch each day. In the morning many things need to be completed such as: Preparing coffee, cleaning eating area and bathrooms, and making sure condiments and utensils are available. After lunch is completed, everything is cleaned and put away. All tasks that need to be completed should be included in the checklist. Each task will have directions in case a volunteer is new has forgotten the steps to complete the task. When each task is done the volunteer could sign his or her initials in the box next to the task. This will help to make sure everything is getting done as well as making sure the leader knows who has completed which task.

If there are complaints or the leader discovers something to be done incorrectly, the leader will know who did it wrong and can help him or her to correct it the next time. I believe this could be a very important addition to Loaves and Fishes, in order to make sure everything has been completed and is completed in the proper manner. Many employees do not always like to be told what to do, and the sheet will be a way to keep their freedom as well as get things done. Hall (2007) discovered that an effective leader is one with the ability to inspire subordinates, provide them with a valuable direction and care for the results. A leader with transformational character is concerned with both the process and result that could be achieved from available resources (Hall, 2007).

The second proposal I believe could help Loaves and Fishes tremendously will create less risk for potential procedural problems, which can lead to a number of problems that many food industries look to avoid. A list of rules would be very important for everyone to be trained with. The training process should be more thorough, yet once it is completed, I believe the volunteers will again be able to keep their freedom while working correctly.

General rules could include: changing gloves after each task is completed, always respect others, and complete tasks properly. It should explain to clean with proper cleaning materials as well as doing it a certain way. All of these things should be included in training when a volunteer first starts working. The one kitchen leader could have a written document to back him or her up during conflicts. It could be extremely bad for a cleaning product to get in food or not getting the bacteria off the dishes correctly. I believe the risk of harm to people's health or a possible bad reputation of Loaves and Fishes with dramatically decrease.

Also, I believe leaders should include a training session before each volunteer's first day. Researchers believe that training is needed. Researchers demonstrate that training, consisting of intensive day-long sessions, allowed trainers ample time to insert value-laden premises in their instruction (Bisel, Ford & Keyton, 2007).

Each of these proposals should also be open to input from volunteers in order to keep high relationship intact. With the changing economy and tough time finding volunteers, it is extremely important to constantly adjust strategies in order to stay successful. Craig and Gustafson (2008) explain the importance for an organization to its external and internal environment. They believe that no single best practice that works well for everyone and the evidence illustrates that companies who consistently advocate certain excellent practice ultimately end up with excellent status. Detert and Burris (2008) consider communication exchange between the leader and organizational members achieve a shared organizational agenda. Many studies found empirical support for the importance of two-way communication to the success of the organization. The findings also suggest that organizational members can

sometimes evaluate the communication process and the leader's communication positively, but still not agree with the leader's vision (Detert & Burris, 2008).

Some problems could arise with these proposals and especially a more task-orientated leadership style. Farmer, Slater and Wright (1998) claim that there are some people where no amount of communication can change their beliefs or values because they are extremely stubborn. They call the people who are already opposed to the leader's vision as "unpersuadables," and it is just as it sounds, regardless of the effectiveness of the leader's communication or opportunities for two-way communication, they will not ever agree or commit to the idea (Farmer, Slater & Wright, 1998). I believe when this happens, the leader should try to compromise as much as possible with the person without affecting the organization's success. Even though it is rare to fire someone in a volunteer organization, I believe it can be necessary if he or she is causing harm to the organization.

Dealing with mentally-challenged people or those who are hard to work with seems to create a slightly unhealthy work environment at Loaves and Fishes. I believe including written rules and instructions to abide by will help these conflicts, but the organization can also benefit from leadership strategies in order to limit these conflicts. Scholars have suggested that the intentions of individuals who do not believe in universal moral rules are influenced by their leaders or others (Peterson, 2004). For this site, I believe some volunteers may not be completely capable of understanding correct actions and ethics in organizational settings. Research has shown that the power that comes with being a leader in organizations provides them with the means of setting the tone and ethical atmosphere of the organization. Deviant workplace behavior comes from the ethical climate of an organization. I have found that

through proper leadership, leaders can create a suitable environment through their own actions and can build highly moral, friendly, and hard-working environments. I am extremely confident that if this advice is taken into consideration and action, Loaves and Fishes will increase their success as an organization.

Closing:

During the past few months, I have volunteered for over 20 hours as an active, participating member of Loaves and Fishes. I was able to experience, first-hand, the strengths and weaknesses of the center, especially during times of financial crisis. Each time I volunteered, the routine went pretty much the same way. I spent time with the cleaning and setting up for lunch. Each volunteer helped out in a different way, and some helped each other. We all worked together when it came to serving lunch. Afterwards, we put everything away and cleaned up. It seemed very simple yet, in order to work efficiently much experience and communication was needed. If the leader of the group trained personnel for every job in the center, leaders could let them perform tasks without help.

Many times, I was forced to deal with errors and mistakes that occurred; sometimes these incidences were attributed to accidental human error, but usually they were due to the confusion of the processes. Without properly learning the processes and instructions for things that go on in the organization, the work ethic and atmosphere became anything the employees wanted it to be. Without proper leadership or training, tasks are completed based on basic knowledge. Not everyone's basic knowledge will live up to the food industry standards of the State of Oregon; therefore, I have found how important leadership is when it comes to

completing tasks properly. As feeding the needy is the number one goal for the organization, I believe cleanliness should go right along with it. I have learned that only leadership can implement proper procedures. In order to keep the organization running strong, we have seen how the flow of volunteers must continue.

The idea creating a high relationship, high task atmosphere is known by many scholars as the best way to run an organization. The high relationship is already intact, and I believe incorporating transformational leadership strategies with written documents can increase task without making volunteers uncomfortable. The development of a written action plan would be beneficial to the organization, both internally and externally. The rules to abide by and task checklist would increase accessibility to information for employees and volunteers, and thus increase efficiency and time management, while creating less room for error.

Even with all the information available to all members of the organization, I still believe that training is needed. I do not agree that a full day of training should be required for this organization but I do believe a leader should read the rules, offer instructions to tasks, as well as get to know the volunteer to make him or her feel comfortable at the center. This should help to instill some confidence and a positive attitude to contribute to the group.

While these proposals originate from my experience at Loaves and Fishes, they are also supported by numerous scholars and publications. Plenty of scholars have studied organizational communication and leadership. Justification provided in this proposal supports and validates plans to further the success of this organization, and can be a successful contribution to volunteer centers locally and nationwide.

Commitments to stronger leadership strategies as well as written documents are realistic propositions, given the possible results. It is important to remember that while this proposal focuses on improving internal issues at Loaves and Fishes, it also can possibly help the success of any organization, especially volunteer organizations. I strongly urge you to consider this proposal and slowly work these propositions into your system. I can tell you first hand that many volunteers have a tough time knowing what to do and how to do it properly.

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