

Chapter 1

Leadership Roles

A. Function and leadership

One approach to leadership identifies the fact that leaders play many roles within an organization. Hence what the leader does may well depend on the functions that the leader is performing at the time.

Krech et al (1962) identified fourteen functions that the leader may take:

| Leader's function | Actions |
|--|---|
| Executive | Coordinating group activities and overseeing the setting of policies and goals. |
| Planner | Deciding how the group will achieve its goals. |
| Policy maker | Establishing policies and goals. |
| Expert | A source of expert information. |
| External group representative | Speaking for the group with others. |
| Controller of internal relationships | Determining the social structure of the group. |
| Purveyor of rewards and punishment | Controlling members by punishing and rewarding. |
| Arbitrator and mediator | Resolving disputes in the group. |
| Exemplar | Behaving in a way that others should behave. |
| Symbol of the group | Acting as symbolic embodiment of the group, its goals and its values. |
| Substitute for individual responsibility | Relieving individuals of the need and responsibility of personal decisions. |

| | |
|---------------|--|
| Ideologist | Being the source of beliefs and values. |
| Father figure | Focus for positive emotional feelings of individuals and the object for identification and transference. |
| Scapegoat | Acting as a target for aggression and hostility. Taking the blame on behalf of the group. |

**B. Roles for Strategic Leadership
DDI Model**

A latest research by The Development Dimensions International, Inc. (DDI) has identified nine roles that characterize senior strategic leadership. These roles describe the situations of senior strategic leadership, and reflect the most vital and important functions of today’s successful leaders. While strategic leaders are not typically engaged in all nine roles “all the time,” they will often be involved in situations related to more than one role at any given time. The relative importance placed on each role is dependent upon the business situation in which the leader is engaged. Thus, in one situation a strategic leader may initially be focused on developing a long range course of action or set of goals to align with the organization’s vision (the “Strategist” role). The focus might then subsequently shift to building passion and commitment toward those goals among the people who need to take ownership of the strategy or vision (the “Captivator” role). The nine roles have general applicability across all senior leadership positions, and are not unique to any particular job; however, the particular focus on any given role at a point in time will be determined by the business issues being addressed at that time. Ideally, an executive team would collectively represent capabilities across the full spectrum of these roles.

The nine key strategic leadership roles and brief definitions and description of each, including illustrations for each, are given below:

Navigator

A Navigator is the one who clearly and quickly works through the complexity of key issues, problems and opportunities to affect actions (e.g., leverage opportunities and resolve issues).

Navigators analyze large amounts of sometimes conflicting information. They understand why things happen and identify possible courses of action to affect events. They know which factors really matter in the overall scheme of things.

Illustrations

- > *Identifies root causes quickly.*
- > *Displays a keen sense of priority, relevance, and significance.*
- > *Integrates information from a variety of sources and detects trends, associations, and cause-effect relationships.*
- > *Creates relevant options for addressing problems and opportunities and achieving desired outcomes.*
- > *Translates complex situations into simple, meaningful explanations that others can grasp.*
- > *Provides others with relevant context for work.*
- > *Overcomes personal and organizational biases in looking at data; avoids “not the way we do it here” thinking.*

Strategist

A strategist is one who develops a long-range course of action or set of goals to align with the organization’s vision.

Strategists focus on creating a plan for the future. Part of this plan might involve capitalizing on current opportunities and future trends (Entrepreneur) and understanding complex information related to future events (Navigator). Strategists make decisions that drive the organization toward its vision.

Illustrations

- > *Continuously looks beyond the current year.*
- > *Perceives what drives the business. > Uses financial data for a successful business.*
- > *Grasps big-picture, enterprise-wide issues across boundaries.*
- > *Recognizes risks and pursues actions that have acceptable levels of risk.*
- > *Links the organization's vision and values to the business strategy.*

Entrepreneur

An Entrepreneur identifies and exploits opportunities for new products, services, and markets.

Entrepreneurs are always alert for creative, novel ideas. They might generate the ideas themselves or take existing opportunities or proposals down a new path. Entrepreneurs are able to look at events from a unique perspective and develop ideas that have never been thought of.

Illustrations

- > *Takes calculated risks to capitalize on emerging trends.*
- > *Looks beyond the boundaries of the organization for new growth opportunities (partnerships, new technologies, applications).*
- > *Turns threats (from competitors, government policies, and new technologies) into business opportunities.*

Mobilizer

A Mobilizer proactively builds and aligns stakeholders, capabilities, and resources for getting things done quickly and achieving complex objectives.

Mobilizers gain the support and resources they need to accomplish goals.

Illustrations

- > *Leverages and integrates the capabilities of resources across all levels of the organization to accomplish complex, multiple-level objectives.*
- > *Anticipates and diffuses roadblocks to desired goals.*
- > *Uses necessary and appropriate lobbying techniques to gain support for actions from decision-makers.*
- > *Utilizes creative networking approaches to identify contacts who can help in attaining goals.*
- > *Develops alternative/contingency plans.*
- > *Empowers others relative to achieving the strategy.*

Talent Advocate

A Talent advocate attracts, develops, and retains talent to ensure that people with the right skills and motivations to meet business needs are in the right place at the right time.

Talent Advocates ensure that the organization has people with potential to meet present and future organizational needs. Talent Advocates are less concerned with filling specific positions than with attracting and retaining talented individuals.

Illustrations

- > *Relentlessly identifies and secures high-potential talent.*
- > *Identifies the best people (internal and external), gets to know them, and stays in touch with them.*
- > *Links development assignments to current and future needs of the organization (as determined by the business strategies).*
- > *Increases readiness of high-potential talent by providing developmental opportunities.*
- > *Minimizes barriers to achievement; maximizes the individual's likelihood for success.*
- > *Builds and facilitates a culture that embraces development.*

- > *Promotes employee retention by analyzing and understanding its drivers.*

Captivator

A Captivator is one who builds passion and commitment toward a common goal.

Captivators build upon an established foundation of trust to instill people with feelings of excitement and belonging. Captivators transfer the energy of their message in such a compelling way that people take ownership of the strategy or vision and are empowered to carry it out.

Illustrations

- > *Conveys a simple, vivid picture of the organization's vision and goals.*
- > *Moves people from compliance to commitment.*
- > *Instills others with a strong sense of belonging (they understand how they will benefit).*
- > *Generates energy and enthusiasm through personal passion and conviction.*
- > *Keeps the message alive and ongoing.*

Global Thinker

A Global Thinker integrates information from all sources to develop a well-informed, diverse perspective that can be used to optimize organizational performance.

Global Thinkers understand and accept international and cultural differences and behave in a way that accommodates people's varying perspectives. They also discern differences in individual styles and adapt their approaches accordingly.

Illustrations

- > *Considers the implications of issues, decisions, and opportunities beyond the boundaries of own country/culture.*
- > *Understands the different perspectives and approaches in order to effectively handle cross-cultural challenges/individual differences.*
- > *Identifies opportunities for global leverage (for example, opportunities to develop R&D strategy from a global point of view).*

Change Driver

A Change Driver creates an environment that embraces change; makes change happen—even if the change is radical—and helps others to accept new ideas.

Change Drivers focus on continuous improvement. Always challenging the status quo and breaking paradigms, they identify ideas for change and become the force driving the change home.

Illustrations

- > *Sees the possibility for change.*
- > *Recognizes the need for change before it becomes critical.*
- > *Sells ideas for change.*
- > *Funds and supports the implementation of change and rewards behavior that supports change.*

Enterprise Guardian

An Enterprise Guardian ensures shareholder value through courageous decision-making that supports enterprise or unit-wide interests.

Enterprise Guardians rise above the parochial nature of the job and make decisions that are good for the shareholder, even if the decisions cause pain to individuals or to the organization.

Illustrations

- > *Refuses to trade long-term for short-term gain.*
- > *Possesses the courage to make difficult decisions in times of success.*

- > *Objectively upholds the interest of the enterprise by putting aside emotions and personal relationships.*
- > *Takes responsibility for unpopular decisions and their aftermath.*

These nine roles are important at senior strategic levels because they help leaders understand what to do to be strategic. They address the broader challenges leaders face as they transition from managing more narrowly focused “silos,” to taking on the challenges of more enterprise-wide leadership. These challenges include factors such as their increased span of influence, loss of tactical control, broader consequences of failure, the business scope they are addressing, their own visibility, and a greater variety in stakeholders they need to satisfy. Several factors will determine a leader’s success or failure in meeting these challenges, such as his or her underlying skills or leadership competencies, knowledge, experience, and executive derailers.

Comparison with other models

There are numerous models found in the literature that describe various roles senior leaders perform. Each of these capture important and relevant roles appropriate to senior leadership. **Table 1** highlights elements from four of these models, and the corresponding DDI leadership roles:

TABLE 1: Comparison of DDI Roles with Similar Roles Defined in Other Leadership Models.

| DDI Roles | Covey | Belbin | Gallup | Mintzberg |
|------------------|--------------|---------------------------------------|--------------------|-------------------------|
| Navigator | ----- | ----- | Formulation | Disseminator Monitor |
| Strategist | Path finding | --- | Strategic Thinking | ----- |
| Entrepreneur | ----- | Plant | Creativity | Entrepreneur |
| Mobilizer | Aligning | Company Worker, Completer-Finisher | Activator | Liaison |

| | | | | |
|------------------------|-------------------------|-----------------------|------------------------|------------------------|
| Talent Advocate | Empowering | Resource Investigator | ----- | Leader |
| Captivator | Empowering, Modeling | -- | Stimulator, Persuasion | Spokesperson |
| Global Thinker | ----- | Chairman | ----- | ----- |
| Change Driver | ----- | Shaper | ----- | ----- |
| Enterprise Guardian | -- | Monitor-Evaluator | -- | Disturbance Handler |

In addition, DDI's nine roles are aligned with the writings on leadership of many thought leaders who discuss the roles or capabilities leaders must assume in today's business environment. For example, In *New Roles for Leaders*, Tom Hornsby and Larry Warkoczeski (2000) describe several roles of leadership, among them: Create a New Mindset (Change Driver); Leader as Coach, and Develop Employees (Talent Advocate); Communicate Effectively (Captivator); Manage Boundaries (Navigator; Global Thinker); and Making the Transition (Change Driver). Russell Reynolds Consulting (Haapaniemi, 2000) describes six qualities of leadership, including: Recognize Opportunities (Entrepreneur); Radiate Vision (Captivator); 80/20 Mindset (Mobilizer); Get the 'Right Stuff' (Navigator); Organizational Improvisers, to get the right people in the right place (Talent Advocate); and Learning Obsessed.

The Belbin Team Roles

The Belbin Model is a robust and highly effective concept on teamwork that is the product of many years of research. British psychologist Dr Meredith Belbin has worked to achieve a coherent and accurate system that explains individual behaviour and its influence on team success. These behavioural patterns are called "Team Roles" and these nine roles cover the types of individual behaviour at work in a team. These are:

3 Action oriented team roles – Shaper, Implementer and Completer Finisher

3 People oriented team roles – Coordinator, Team worker and Resource Investigator

3 Cerebral oriented team roles – Plant, Monitor Evaluator and Specialist.

Action oriented team roles

Shaper

Shaping the way in which the team effort is applied, directing attention generally to the setting of objectives and priorities and seeking to impose some shape or pattern on group discussion and on the outcome of group activities. Lots of energy and action, challenging others to move forwards. Can be insensitive.

Implementer

Turning concepts and ideas into practical working procedures; carrying out agreed plans systematically and efficiently. Well-organized and predictable. Takes basic ideas and makes them work in practice can be slow.

Completer Finisher

Ensuring the team is protected as far as possible from mistakes of both commission and omission; actively searching for aspects of work that need a more than usual degree of attention; and maintaining a sense of urgency within the team. Reliably sees things through to the end, ironing out the wrinkles and ensuring everything works well. Can worry too much and not trust others.

People oriented team roles

Coordinator

Controlling the way in which the team moves forward towards the group objectives by making the best use of team resources; recognizing where the team's strengths and weaknesses lie and ensuring the best use is made of each members potential can be seen as excessively controlling.

Team Worker

Supporting members in their strengths; eg. Building on suggestions, underpinning members in their shortcomings, improving communications between members and fostering team spirit generally. Cares for individuals and the team. Good listener and works to resolve social problems. Can have problems making difficult decisions

Resource Investigator

Exploring and reporting on ideas, developments and resources outside the group, creating external contacts that may be useful to the team and conducting negotiations. Good networker. Can be too optimistic and lose energy after the initial flush.

Cerebral oriented team roles

Plant

Advancing new ideas and strategies with special attention to major issues and looking for possible breaks in approach to the problem that the group is confronting. Can be poor communicator and may ignore the details.

Monitor Evaluator

Analyzing problems, evaluating ideas and suggestions so that the team is better placed to take balanced decisions. Sees the big picture. Thinks carefully and accurately about things. May lack energy or ability to inspire others.

Specialist

Feeding technical information into the group. Translating from general into technical terms. Contributing a professional viewpoint on the subject under discussion. Has expert knowledge/skills in key areas and will solve many problems here. Can be disinterested in all other areas.

Stephen R. Covey's Four Roles of Leadership

Path finding: *Creating a vision that connects what customers are passionate to get with what we're passionate to give*

Path finding is the ability to blaze the path that links what you're passionate about delivering to what your customers are passionate about getting

Aligning: *Creating a technically elegant system of work*

If path finding identifies a path, aligning paves it. Organizations are perfectly aligned to get the results they get. If you are not getting the results you want, it is due to a misalignment somewhere in the organization, and no pushing, pulling, demanding, or insisting will change a misalignment. Therefore, as a leader, you must work to change your systems, processes, and structure to align them with the desired results you identified through path finding.

Empowering: *Releasing the talent, energy, and contribution of people*

Empowering leader, means creating the conditions that foster and release the creativity, talent, ability, and potential that exists in people. In turn, they will be better able to function in the aligned organization and follow the path the leader has helped to create.

Empowerment helps a leader work with others flexibly, adapting his style to the risk of the situation and the skills and character of the person he is working with.

Modeling: *Building trust with others—the heart of effective leadership*

Modeling means an essential balance between character and competence- an individual of high abilities will never be a great leader if his character is questionable.

Mintzberg: The Leadership Roles

Mintzberg (1973) groups Leadership activities and roles as involving:

| Leadership activities | Associated roles |
|---|--|
| interpersonal roles - arising from formal authority and status and supporting the information and decision activities. | <ul style="list-style-type: none">• figurehead• liaison• leader |
| information processing roles | <ul style="list-style-type: none">• monitor• disseminator• spokesman |
| decision roles: making significant decisions | <ul style="list-style-type: none">• improver/changer• disturbance handler• resource allocator• negotiator |

The broad proposition is that, as a senior leader enacts his/her role, these will come together as a gestalt (integrated whole) reflecting the Leader's competencies associated with the roles. In a sense therefore they act as evaluation criteria for assessing the performance of a Leader in his/her role.

Figurehead.

Social, inspirational, legal and ceremonial duties must be carried out. The Leader is a symbol and must be on-hand for people/agencies that will only deal with him/her because of status and authority.

The leader role

This is at the heart of the Leader-subordinate relationship and Leadership power and pervasive where subordinates are involved

even where perhaps the relationship is not directly interpersonal.
The Leader

- defines the structures and environments within which subordinates work and are motivated.
- oversees and questions activities to keep them alert.
- selects, encourages, promotes and disciplines.
- tries to balance subordinate and organizational needs for efficient operations.

Liaison

This is the leader as an information and communication centre. It is vital to build up favours. Networking skills to shape maintain internal and external contacts for information exchange are essential. These contacts give access to "databases"- facts, requirements, probabilities.

As monitor

The leader seeks/receives information from many sources to evaluate the organization's performance, well-being and situation. Monitoring of internal operations, external events, ideas, trends, analysis and pressures is vital. Information to detect changes, problems & opportunities and to construct decision-making scenarios can be current/historic, tangible (hard) or soft, documented or non-documented. This role is about building and using an intelligence system. The leader must install and maintain this information system; by building contacts & training staff to deliver "information".

As disseminator

The leader brings external views into his/her organization and facilitates internal information flows between subordinates (factual or value-based).

The preferences of significant people are received and assimilated. The leader interprets/disseminates information to subordinates e.g. policies, rules, regulations. Values are also disseminated via conversations laced with imperatives and

signs/icons about what is regarded as important or what 'we believe in'.

There is a dilemma of delegation. Only the Leader has the data for many decisions and often in the wrong form (verbal/memory vs. paper). Sharing is time-consuming and difficult. He/she and staff may be already overloaded. Communication consumes time. The adage 'if you want to get things done, (it is best to do it yourself' comes to mind. Why might this be a driver of leadership behaviour (reluctance or constraints on the ability to delegate)?

As spokesman (P.R. capacity)

The leader informs and lobbies others (external to his/her own organizational group). Key influencers and stakeholders are kept informed of performances, plans & policies. For outsiders, the leader is an expert in the field in which his/her organization operates.

A senior leader is responsible for his/her organization's strategy-making system generating and linking important decisions. He/she has the authority, information and capacity for control and integration over important decisions.

As initiator/changer

He/she designs and initiates much of the controlled change in the organization. Gaps are identified, improvement programmes defined. The leader initiates a series of related decisions/activities to achieve actual improvement. Improvement projects may be involved at various levels. The leader can

- delegate all design responsibility selecting and even replace subordinates.
- empower subordinates with responsibility for the design of the improvement programme but e.g. define the parameters/limits and veto or give the go-ahead on options.
- supervise design directly.

Senior leaders may have many projects at various development stages (emergent/dormant/nearly-ready) working on each

periodically interspersed by waiting periods for information feedback or progress etc. Projects roll-on and roll-off,

The disturbance handler

It is a generalist role i.e. taking charge when the organization hits an iceberg unexpectedly and where there is no clear programmed response. Disturbances may arise from staff, resources, threats or because others make mistakes or innovation has unexpected consequences. The role involves stepping in to calm matters, evaluate, re-allocate, support - removing the thorn - buying time. The metaphors here are

If you are up to your backside in alligators it is no use talking about draining the swamp and

Stop the bleeding as only then can you take care of the long term health of the patient. (not Mintzberg's anecdote)

As resource allocator

The leader oversees allocation of all resources (£, staff, reputation). This involves:

- scheduling own time
- programming work
- authorizing actions

With an eye to the diary (scheduling) the leader implicitly sets organizational priorities. Time and access involve opportunity costs. What fails to reach him/her, fails to get support.

The leadership task is to ensure the basic work system is in place and to programme staff overloads - what to do, by whom, what processing structures will be used.

Authorizing major decisions before implementation is a control over resource allocation. This enables coordinative interventions e.g. authorization within a policy or budgeting process in comparison to ad-hoc interventions. With limited time, complex

issues and staff proposals that cannot be dismissed lightly, the leader may decide on the proposer rather than proposal.

To help evaluation processes, leader develop models and plans in their heads (they construe the relationships and signifiers in the situation). These models/constructions encompass rules, imperatives, criteria and preferences to evaluate proposals against. Loose, flexible and implicit plans are up-dated with new information.

The negotiator

He takes charge over important negotiating activities with other organizations. The spokesman, figurehead and resource allocator roles demand this.

C. Leadership-Subordinate Role Patterns

Personality is not the only driver of leadership behavior. However, these scales are good predictors of the behaviors described. Keep in mind that there is no “best” leadership style or approach. Nor is there one best way to be a subordinate. Like all work behavior, leadership is usually quite situational. So, in using these scales, the goal is to gauge the fit between the person and the culture and environment of your organization. As always, be sure to talk with me about each assessment you conduct so you get appropriate interpretation for your specific situation.

Leadership Roles

Authoritarian: These people usually pride themselves on their decisiveness and ability to grapple with problems directly. They usually wish to maintain control and power and they are often “nay-sayers” to suggestions made to them. They tend to be more blame oriented than solution-seekers for problems. They also tend to be Dominant and Vigilant.

Participative: These people usually administer duties in an impersonal but effective manner. They are comfortable to work

with because they remove personality and power struggles from the work situation. They strive to focus attention on conditions which hinder the performance of their subordinates and seldom under- or over-estimate their strengths or the strengths of their employees. Rather they work with people as one would work with any other tool to achieve success. They are solution-seeking when problems arise. Organizational success is normally seen as being derived from the fact that they seldom wish to be shielded from the truth, so subordinates are able to communicate easily and directly with them. They also tend to be Concrete Thinkers, Trusting, and Self-Reliant.

Permissive: These people generally feel concern about pleasing others and hope that subordinates will take the responsibility to perform effectively and use it wisely. They tend to avoid being demanding, want to avoid conflicts, and seek the friendship and cooperation of others. They desire to provide help when problems arise and value the support of others over their own power and influence. As a result, their mistakes are likely to be errors of omission rather than commission. They tend to be “yes-sayers” and frequently comply with what their subordinates suggest, sometimes taking less than an active part in the administrative process. They also tend to be Deferential, Lively, Vigilant, Apprehensive, and Self-Reliant.

Subordinate Roles

Ingratiator: These people strive to promote harmony and desire to reduce conflicts with others in their organization. They try to adapt their behavior to the expectations of their superiors, and try their best to please others. As a result, there are times when they may work to satisfy their superior’s ego rather than to interact in a fully honest way. They usually perceive their motives as being supportive and helpful, since they feel responsible to do a job well regardless of what the conditions may be which confront them. They also tend to be Warm, Deferential, Lively, Rule-Conscious, Utilitarian, Apprehensive, Traditional, and Self-Reliant.

Cooperator: These people value opportunities to share responsibility, accountability, and power with their superiors. They are usually a source of honest and objective criticism and feedback to their superiors if such communication is desired. They are solution focused and seldom take time to polish interpersonal relationships. As a consequence, they sometimes give the impression of being cold and disinterested in others. They are seldom threatening to superiors, but usually interact well with participative superiors in efforts to provide a maximally motivational organizational climate. They also tend to be Emotionally Stable, Dominant, Lively, Rule-Conscious, Trusting, and Self-Reliant.

Free Thinker: These people usually display eagerness to see change, usually assume the power to bring about changes they believe to be important and like dealing directly with problems. They are apt to chafe under close, restrictive, or authoritarian supervision, since they tend to be independent-minded and often quite critical of their superiors. They value free expression of negative points-of-view and are likely to show concern about setting things straight by confronting persons in positions of power. Nevertheless, they are often innovators and sometimes manage to sufficiently stress the system so as to bring about change from the norm. They also tend to be Reserved, Reactive, Dominant, Expedient, and Vigilant.

Role Interactions

Confrontive: These people typically place high value on having power and usually respect direct methods for getting and retaining it. They seem to assume that people are broken in to two groups, the winners and losers. They tend to grant few strengths to opponents and to consider their strength to be their efficiency in that what is done is the result of their direct effort rather than the shared effect of the efforts of many. Since they consider themselves to be “winners” they sometimes enjoy embarrassing others by uncovering inefficiencies on their part. They also tend to be Conceptual Thinkers, Reactive, Dominant, Expedient, Vigilant, Self-Assured, and Tense.

Controlling: These people usually like roles to be clearly defined and accepted between leaders and subordinates. They perceive that if the system is maintained, the subordinate will ultimately be given a superior position, whereby the same direct force and power upon others can be exercised. So, authoritarian leaders tend to seek out subordinates who will affirm and support their policies and practices, as well as those who will be intensely loyal to them. They also tend to be Utilitarian, Vigilant, and Traditional.

Objective: These people value objective and impersonal relationships between superiors and subordinates. They are typically unconcerned about power, and so, power is readily shared in terms of whatever power is necessary to accomplish an assignment. Power, however, is not relinquished in any permanent sense, and they normally do not value power struggles. Rather, a feeling of mutual respect and interdependence is sought between the parties involved in working together, and these attitudes and feelings usually evolve between each other. Strong morale and competency on all levels are also fostered. They also tend to be Emotionally Stable, Rule-Conscious, Socially Bold, Trusting, Grounded, Self-Assured, Open to Change, and Self-Reliant.

Supportive: These people are usually dedicated to harmony and usually prefer to avoid conflict at all costs. The leader wants to be liked and happy, and hence, may hesitate to make decisions that are perceived to possibly alienate others. Such persons, therefore, give up decision-making prerogative both as leaders and as subordinates. They seem to have a feeling that if unpopular decisions are not made, they are able to maintain the position as being a “nice person”. Consequently, they have a willingness to take abuse and blame in order to make others feel better. They also tend to be Deferential, Rule-Conscious, Apprehensive, and Traditional.