

ROLES FOR EFFECTIVE LEADERSHIP

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In any group, there are key leadership roles to be performed if the group is to function well. Sometimes those roles are assigned formally to particular persons. Sometimes those roles are assumed *de facto* by group members. When key roles are neither assigned nor assumed, a “vacuum” exists that usually creates problems for the group. A common example in groups is taking a decision without assigning anyone the role of being accountable for follow-through. The following are some key leadership roles and behaviors associated with performing that role well:

1. Inspiring others
 - Providing a vision for action (“keeper of the vision”)
 - Identify “what” to accomplish, while leaving the “how” flexible
2. Mentoring others
 - Acting as a sounding board
 - Championing staff in the organization
 - Ensuring that staff have “risk-free” trial periods when learning new skills
3. Supervising others
 - Identifying and removing obstacles to performance
 - Planning with staff for ongoing professional development
 - Assisting with performance enhancement
 - Providing feedback on performance
 - Evaluating performance against agreed criteria
4. Ensuring follow-through
 - Summarizing and clarifying actions to be taken
 - Monitoring implementation steps
 - Setting time for review and evaluation of decisions
5. Facilitating group process
 - Clarifying the group task
 - Ensuring that everyone’s contributions are heard
 - Safeguarding time parameters
 - Assisting the group in reaching consensus
 - Assigning follow-through responsibilities