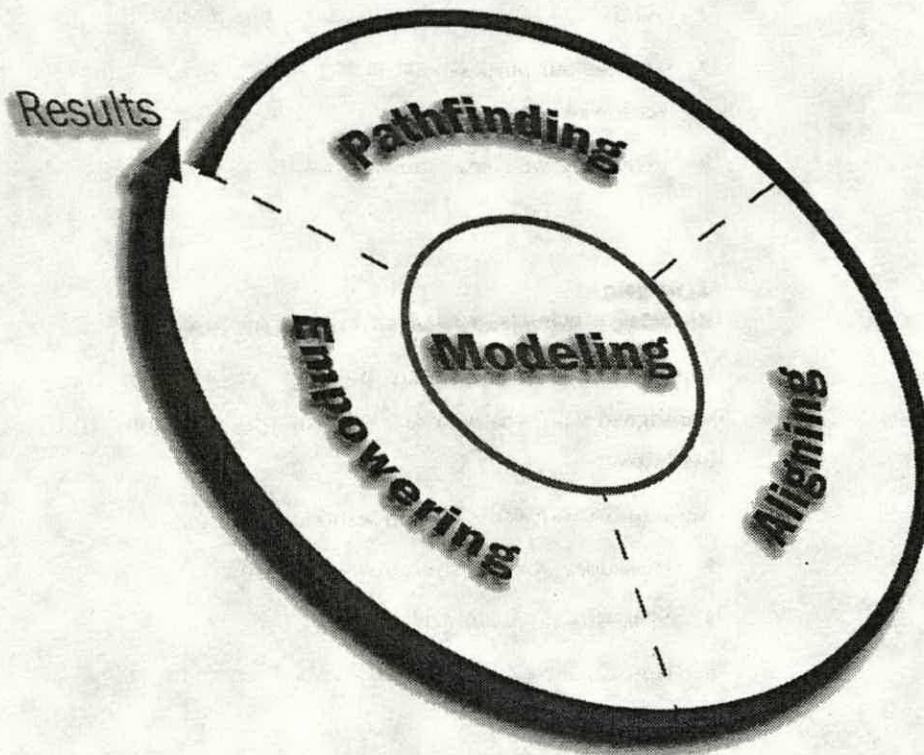


## THE FOUR ROLES OF LEADERSHIP

This workshop focuses on four specific roles that will enable you to lead effectively and achieve meaningful and lasting results.



### **PATHFINDING**

#### **Creating a vision that connects what customers are passionate to get to what we are passionate to give**

Pathfinding is the ability to link what you're passionate about delivering to what your customers are passionate about getting.

Pathfinding answers these three sets questions:

- ▶ Who's important to us, and what matters most to them?
- ▶ What is our purpose, what matters most to us, and how will we act toward one another?
- ▶ Where are we going, and how will we get there?

### **ALIGNING**

#### **Creating a technically elegant system of work**

If pathfinding identifies a path, aligning paves it. When what you do is misaligned with what you say you want, people become frustrated and ineffective.

Aligning answers these three questions:

- ▶ How does the whole system work together?
- ▶ What are the parts of the system?
- ▶ How do I align the parts to achieve vision and strategy?

## **EMPOWERING**

### **Releasing the talent, energy, and contribution of people**

The role of empowering means releasing the talent, energy, and leadership of people so they can travel the path. Unless the right conditions exist for people to make their greatest contribution, you cannot expect the best from people.

Empowering answers these four questions:

- ▶ How do you cultivate an environment where people can do their best and are committed?
- ▶ What is the nature of the work being done?
- ▶ How much responsibility and authority should people have?
- ▶ Who does what? How? With what resources and accountability?  
For what reasons?

## **MODELING**

### **Building trust with others**

Modeling means living and leading by principles. Only when you understand and live by principles will others trust you.

Modeling answers these four questions:

- ▶ Who would follow me?
- ▶ Do I take responsibility?
- ▶ Do I "walk my talk"?
- ▶ Am I trustworthy?



*We control our actions,  
but the consequences  
[results] that flow from  
our actions are  
governed by principles.*

—Stephen R. Covey

## PRINCIPLES OF LEADERSHIP

The Four Roles of Leadership focus on the following guiding principles:

### Pathfinding

- ▶ Diagnose before you prescribe.
- ▶ No involvement, no commitment.
- ▶ Begin with the end in mind.

### Aligning

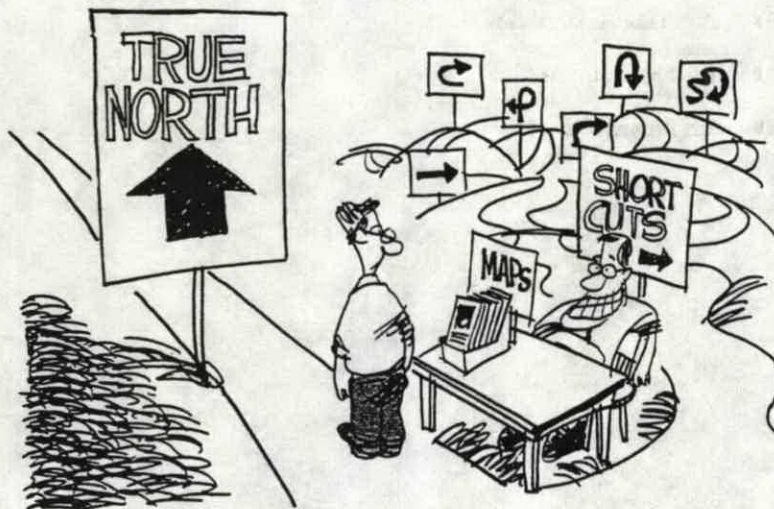
- ▶ The parts affect the whole, and the whole affects the parts.
- ▶ Organizations are perfectly aligned to get the results they get.

### Empowering

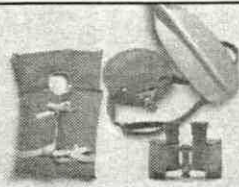
- ▶ Different needs, different approaches.
- ▶ Think win-win.

### Modeling

- ▶ Trust is built from the inside out.



Your Initiative,  
Your Results



THE **4** ROLES  
OF LEADERSHIP™

**BARRIERS**

What stands in your way?

Handwriting lines for the 'BARRIERS' section.

**OPPORTUNITY AND RISK**

What do you gain by achieving your results, and what do you risk by not achieving them?

Handwriting lines for the 'OPPORTUNITY AND RISK' section.

## LEADERSHIP AND MANAGEMENT

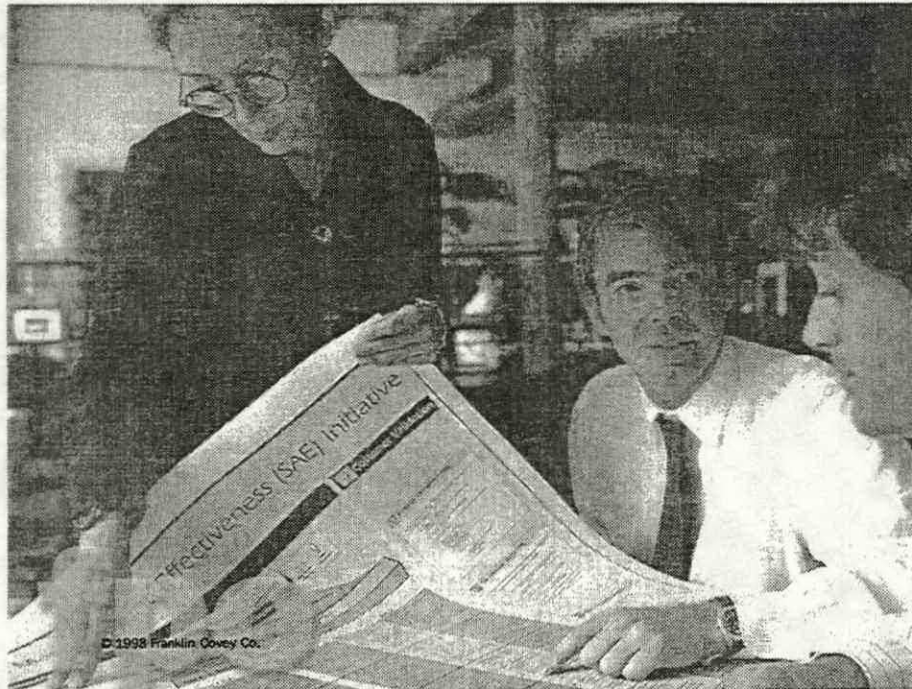
Many of you play at least two parts in your organization: manager and leader. As managers, you manage *in* the system and do things right. As leaders, you work *on* the system and do the right thing.

While both roles are vital to your organization's success, you assume each one to achieve different purposes.

<b>Management (Vital)</b>	<b>Leadership (Vital)</b>
Doing things right	Doing the right things
Urgency	Importance
Speed	Direction
Bottom line	Top line
Efficiency	Effectiveness
Methods	Purpose
Practices	Principle
In the system	On the system
Climbing the ladder fast	"Is the ladder leaning against the right wall?"

*Management is fine as far as it goes; but leadership is the way to win.*

**Jack Welch**



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*The greatest need we have in this permanent whitewater world is... a changeless core of values and principles. It gives people the capacity to deal with the dynamic change that surrounds them. Then leadership has permanent strength and viability.*

**Stephen R. Covey**

## **LEADING IN A WORLD OF CHANGE**

### **A Whitewater World**

In this constantly changing whitewater world, there are three constants:

- ▶ **Change.** What change is happening now, and what changes are on the horizon?
- ▶ **Principles.** What principles can I draw on so I can make better choices?
- ▶ **Choice.** What are my choices, and what results will those choices lead to?

1. What is creating whitewater in your world?

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2. What does it take to lead in a whitewater world?

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