

LEADERSHIP TASKS AND ROLES - HANDOUT

A REFLECTION ON OUR TASKS AND ROLES

This activity is helpful, especially when done with a coach.

Examples of Tasks and Roles	At the purpose level - <i>For what purpose am I fulfilling these tasks?</i> - <i>How can I inject more meaning in this role?</i>	At the intentions level - <i>With what intentions am I performing this specific role?</i> - <i>What underlying mindset am I bringing?</i> - <i>How can I grow in this regards?</i>	At the behavior level - <i>Am I performing this role? How well? At what pace? At what cost?</i> - <i>What actions and behaviors am I doing?</i> - <i>How can I improve my behavior?</i>
Organizing			
Creating teams			
Setting boundaries			
Negotiating			
Problem solving			
Managing conflict and disturbance			
Delegating			
Monitoring tasks			
Managing projects			
Keeping discipline			

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Disseminating information			
Allocating resources			
Networking			
Visioning			
Setting strategies			
Fostering supportive work cultures			
Developing and energizing people			
Communicating			
Leading change			
(other)			

GATHERING INSIGHTS

- What insights did this reflection generate?
- Where do you see space for growth?

ACCORDING TO THE EXPERTS...

Rather than creating a long list and analysing every possible role, it is often useful to refer to a concrete theory or expert on the field. Experts give more depth to concrete roles and help you by asking relevant questions for each of them. Unfortunately, not every expert agrees on the differences of management and leadership and, therefore, on the roles that people responsible for their organisation and units should exercise.

We find many different approaches to what the roles of a leader or manager are:

- Henry Fayol/ Luther Gulick - Managers are rational and analytic planners. The roles they exercise are: planning, organising, creating teams, setting direction, coordinate, inform, and budget (PODSCORB) - [Link](#)
- Henry Mintzberg: Managers exercise a series of roles: Communicating, controlling, scheduling, framing, linking, leading, dealing, doing - [Link](#)
- Robert Quinn: Managers exercise a series of roles - Team player, Helper, Pioneer, Networker, Achiever, Strategist, Anchor, Analyst. - [Link](#)
- Michael Porter, Robert M. Grant, Kenichi Ohmae - Managers are strategy designers
- Abraham Zaleznik, Warren Bennis, Manfred Ket de Vries, Joseph L. Badaracco, John Kotter - Managers are leaders - [Link](#)
- Tom Peters, Robert Waterman - Managers are doers (people oriented to action)

Note: Lately, there has been several experts talking about the membrane role of managers, referring to the information that managers let in and out of the unit/organisation.