

# Leaders Roles For Results

Written by:

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**Technician** – There is always some sort of fire – an urgent situation requiring a solution. The allure of urgency is magnetic for leaders. Short-term satisfaction is the reward. “If you want it done right, do it yourself,” is not leadership. Play the technician role in a way that teaches others to extinguish future fires. Expect them to do so – without you. Let go. You are not Red Adair\* .

**Manager** – Getting results through others requires a level of control, coordination, order, and discipline. Planning, organizing, controlling, and directing people to get things done while maintaining discipline is the traditional management role. There is a level of comfort in doing so. The path to results may be clear and linear. That’s a good thing. Build a self-managing team and you have more time to Lead from the Clock Tower and move your team and the organization beyond status-quo.

**Essential**, these two roles keep things running. If you are a shop floor supervisor this may be where most of your time goes. If you are a leader of leaders and spend most of your time here, long-term success is being sabotaged. Those you lead are less likely to learn to put out their own fires and self-manage. As a result you continue to not have the time to get better at the three following leadership roles where leadership drives change and growth.

**Trailblazer** – The velocity and volume of change in the world is old news. Conventional wisdom is that we will never have more certainty or less ambiguity than we have today. You don’t have to be a member of the senior team to anticipate and position yourself and team for success in an ambiguous future. Get good at doing so and you may become a member of the senior team. Agility and resilience are essential. Strategic thinking is not reserved only for top executives. Ensure that “what if…” discussions are persistent, top floor to shop floor.

**Architect** – Organizational culture is referred to as the great enabler. Combined with infrastructure, systems, processes a big picture emerges. The connection to customers and financial goals completes the picture. Leaders in the architect role maintain this big picture view of interrelated factors. This view is translated into the right organizational focus of brainpower and resources. The component parts become powerful and integrated in a way that constantly improves and supports sustainable growth. Ignore this role and you’re driving with the brakes on.



The Coach – Some people have a unique ability to develop others. If you have worked with such a leader you know what I am talking about. These people grow other leaders. Work with one and you will not only become a more competent leader in your business, you will also become a more competent human being. Be such a leader and your contribution to your business, the people lead and others grows exponentially.

Is your time and energy allocated between these five roles in the right ratio for the results you desire?

What role does your personal comfort level play in your current ratio?

What will you do to prepare your team to move to a higher level of performance in a way that supports changing your ratio to improve the business?

\*Red Adair was world renown as the go to guy to deal with oil well wildfires. He died in 2004. He became a celebrity after John Wayne played him in the movie Hellfighters. After his death his granddaughter held an auction of his memorabilia to raise money for The Shriners Hospital children's burn center Galveston, TX.



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