

## 10 Additional Roles of Leadership

**Hermeneutician.** A leader serves as an interpreter. He interprets both danger and opportunity, when to advance and when to retreat, when to hold steady and when to adjust for changing circumstances or new information.

**Evaluator.** The leader must serve as the chief critic of his own abilities, of the rightness of the vision, and of the quality of the organization's progress so that midcourse corrections may be made as necessary. The leader may need to criticize the actions, behaviors, or intents of the followers--but never their personhood. The leader, even in the role of critic, must at all times serve as advocate for the group and its members, protecting the dignity of all.

**Judge.** Where two or more people work together, disputes inevitably will arise. As an arbitrator, the leader must resolve such conflicts promptly, fairly, and consistently so that people can move forward. The leader also must arbitrate over the distribution and use of resources, deploying both material and human resources wisely.

**Technical expert.** The leader must understand the questions being asked, even if he cannot fully provide the answers.

**Administrator.** Leaders must balance their creative tendency with the need for follow-through. Deadlines must be met. The effective leader tempers his creative tendencies with proper attention to administrative detail.

**Manager.** The effective leader balances the forces of leadership and management to ensure that the needs of today's customers are fully met, while working to advance the need's of tomorrow's customers too.

**Supervisor.** The leader opens up shop in the morning, puts on the coffee, opens and works the mail, pays the bills, greets and serves the customers, covers for lunch, waits until the last customer has been served in the evening, sweeps up, carries out the trash, cleans the coffee pot, locks up, and turns off the lights in the evening--or at least he is responsible for ensuring that all of these activities are performed.

**Role model.** The leader must lead by example. People follow the behavior displayed by their leaders. For this reason, the leader must show at all times the highest levels of honesty, integrity, and dedication. Those who depend on us will forgive us for making mistakes, but they will not forgive us for having poor character or questionable commitment.

**Inspirer.** The effective leader must be forward-looking and display excellent people skills to aid in such functions as visioning, aligning followers, communicating, motivating, empowering, risk-taking, decision-making, modeling behavior, and celebrating victories.

**Follower.** It is axiomatic that to be a good leader, first one must be a good follower. Leadership and followership are sides of a coin, the attributes that make one effective in one role apply as directly to the other. Most of us find ourselves switching between these roles frequently.