Role Worksheet

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Formal Role: _____

A leader's actions—the tasks they perform in their role—are fundamental to moving results work forward. For results leaders to be effective in their role, they have to know

- Where and how they get their authority;
- The boundaries of their role—where their authority begins and where it stops;
- The role they are expected to perform—the duties they are to perform and the outcome of their role; and
- The specific tasks they are to perform in their role.

Authority: I am authorized to perform my role by:

Questions for consideration:

- *Who is authorizing me to perform in this role?*
- *What authority do I have within my role?*
- *Is my authority sufficient to play my role and deliver the task I am accountable for?*
- *Are the boundaries of my authority sufficient for me to fulfill my role?*
- *In what ways do I "take up" my authority, i.e., my personal authority?*

Role: In my role, I am held accountable for:

Questions for consideration:

- *What is the purpose/function of the role in advancing the results work?*
- *What do I think is required of me to play my role fully in this system for this task (i.e., behavior, presence, self-knowledge, self-awareness and awareness of others)?*
- *Is there anything missing or needing change from the way my role is currently defined or perceived?*
- *What areas of role conflict (for example, performing an aspect of a role that is in conflict with a person's values) might there be with those I interact with to achieve my task?*
- *What informal roles are needed in order to advance the results work?*

Tasks: **In my role, my key tasks are:**

Questions for consideration:

- *What are the tasks that I have been authorized to complete?*
- *What are the results that these tasks contribute to?*
- *What data am I using to track the quality of my actions (my "how much" and "how well" performance measures)?*
- *What data am I using to track the success for the tasks (my "difference made" performance measures)?*

Boundaries: **With whom do I need to engage so I can be successful in my role?**

Questions for consideration:

- *What are my expectations of them?*
- *How do I assess if they are successful? What data am I using?*
- *What conversation(s) do I need to have with them?*

Reflection: **What are my improvement and learning practices?**

Questions for consideration:

- *How do I assess if my contribution (as measured by my performance measures) is successfully impacting the strategies I am executing?*
- *How do I share if I am successful or not with my colleagues?*
- *What difficult conversations do I need to have with others in order to improve performance*
- *What are my quality improvement practices?*