Leadership Role Expectations™
A Data Driven Executive Dialogue
Overview

Just as every individual is unique, so is every leadership role. There are many factors that exert influence on a leadership role. Because of this, certain leadership practices may be more important than others in effectively performing this particular role. The Leadership Role Expectations™ Questionnaire and process defines the leadership practices required for effectiveness in a specific leadership position.

Clarifying/resolving discrepancies in expectations for a single leadership role

In thinking about the leadership practices that are critical for this role, consider the influence of the following:

- The Organizational Culture and the leadership practices most valued and rewarded by the organization.
- The specific Task or Function performed by this individual and the behaviors that are uniquely important to success in that function.
- The People that this individual must influence and the behaviors that are most critical to success in working with these people.

Clarifying expectations may involve several people within an organization, or just the individual who is in the leadership role and his or her boss.

The Role Expectations™ Process

The Role Expectations process is a facilitated discussion between a leader and his/her boss(es) using Role Expectations questionnaire data as the foundation. It is important to clearly define what business objectives the person in this leadership role is responsible for achieving, what resources they have to achieve the objectives (i.e. people, financial, physical), and within what business environment they have to work to achieve the objectives (i.e. competitive situation, organizational political conditions, regulatory constraints). The purpose of the Role Expectations process is to define the leadership attributes that are necessary to achieve these business outcomes, utilizing the resources available and working within the existing business environment.

Role Expectations™ Questionnaire

The LEA Role Expectations Questionnaire is linked directly to the Strategic Leadership Development™ process. It modifies the Leadership 360® assessment cueing to represent ratings of what leadership practices are most important for a specific position (a “target role”), rather than ratings of a specific individual by his or her boss, peer or direct report observer. The LEA Role Expectations Questionnaire consists of 66 triad questions, and each of the 22 leadership sets (see page 7) is sampled nine times.