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The 5 Roles of Leadership

Tools & best practices
for personable and
effective leaders

Communicator

Manager

Team
Leader

Problem
Solver

Psychologist



Remote

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THE 5 ROLES OF LEADERSHIP

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and effective leaders

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INTRODUCTION:

Leadership as a Multidimensional Task

Being a leader is a multidimensional task. Effective leaders embody and master the five roles that great leadership entails in any industry:

ROLE 1: **The Convincing Communicator**

ROLE 2: **The Effective Manager**

ROLE 3: **The Motivating Team Leader**

ROLE 4: **The Empathetic Psychologist**

ROLE 5: **The Skilled Problem Solver**

This book will empower you to integrate these five roles into your daily work life and become the most effective and personable leader you can be.

As the **Convincing Communicator**, you're charismatic in convincing your employees and business partners in any situation. To do that you need the body language and voice of a leader as well as argumentative persuasion techniques you can apply to convince others of your point of view. Communication is never a one-way street, however, so superb listening skills are also part and parcel of every successful leader's rhetorical repertoire. As a professional communicator, you create an open feedback culture in your

organization. You communicate values and visions in a way that leaves your employees motivated and eager to come to work. This section provides you with the rhetorical tools you need to master everyday communication with confidence ([on page 10](#)).

As the **Effective Manager**, you are always effective and efficient in your work. And with the help of the proven techniques presented in this book, you'll be able to increase your output without ever overworking yourself. These techniques for effectiveness and efficiency are easily integrated into your everyday life, and several practical exercises help you solidify them as the new norm for productivity ([on page 47](#)).

As the **Team Leader**, you effortlessly motivate your team and delegate appropriate tasks to your employees. You set clear directions and ensure that company plans are successfully implemented, even in the presence of unforeseen difficulties. Above all, the question of *how* you can consistently motivate individual employees is essential for day-to-day work. However, the arts of leading groups effectively, negotiating successfully, and adapting your leadership style to the maturity level of each employee are also crucial leadership skills ([on page 77](#)).

As the **Empathetic Psychologist**, you're aware of the different personality types and approach each employee empathetically according to their character. In this section, you will learn the essentials about various types of people and how to find common ground even with difficult

employees. Employee performance reviews are the key to connecting with your employee, so learning how to conduct them successfully ensures your success. And you can't forget about team building—both when hiring new employees and within the existing team, your goal is to ensure that employees see themselves as a team and work together as one ([on page 132](#)).

As the **Skilled Problem Solver**, you resolve any conflicts within your team and are responsible for change management. Because necessary and sometimes unpopular decisions must be implemented in the interests of an organization, your success as a leader depends on your ability to manage conflicts and initiate necessary changes. The problem-solving tools presented in this section will help you fulfill this role with professionalism (*starting [on page 158](#)*).

Mastering these five roles is, of course, a big challenge. But believe me: You definitely want to take it on, because becoming an ideal leader will bring you inner fulfillment and continuously better feedback from employees and customers. By setting off on the path to mastering the five roles of a leader, you commit yourself to constant improvement.

This concise and easy to understand book is designed to teach you the best tools for mastering the five roles of leadership in just a few hours. You won't find any pseudo-scientific banter or endless footnotes here; we get right

down to business, starting with talking about the five leadership roles in more detail.

The Five Roles of a Successful Leader

The first and most important role of a leader is the Convincing Communicator. It's true for every manager: communication is not everything, but without communication, there's nothing. For most of the day, managers are busy communicating with employees, customers, their own bosses, by phone, email, face-to-face, and in video conferences. Being able to communicate successfully is obviously invaluable, and it's no secret that not all managers have tapped into their communication potential. This chapter therefore goes over some special rhetorical tips for helping you better manage your everyday communication.

THE CONVINCING COMMUNICATOR:

Rhetoric for Managers

Chapter overview:

- 1. Arguments are SEXI*
- 2. Talking is silver—listening is gold*
- 3. Body language is king*
- 4. The voice sets the mood*
- 5. Creating an open feedback culture*
- 6. Clearly communicating values and visions*

1. Arguments are SEXI

Managers are supposed to be naturally convincing. But what is the best way to convince someone of something? With a convincing argument, of course. Yet most people are not actually familiar with the elements that make up a persuasive argument. The first tool I would like to introduce is called the *SEXI model*. With this model, you can improve your argumentation skills and convince your colleagues and customers faster in just four steps.

S tatement

E xplanation

e X ample

I mpact

a. First stage of the argument: The Statement

Every good persuasion process begins with a thesis, what we call the statement. With a statement, your employee or customer gets to know the starting point of your thought process. It's a good idea to formulate your statement as clearly and concisely as possible at the beginning

of a conversation. Nothing too fancy, in other words, because your audience simply doesn't have time to listen to a long story. No matter the role or position, everybody has crowded schedules these days (we'll get to the topic of efficient to-do lists in the Techniques for Efficiency and Effectiveness section). And even without the added pressure and stress of a deadline, people just like to be informed right away.

b. Second stage of the argument: The Explanation

This second stage of the argument follows immediately after the statement. The explanation gives reasons for why the statement is correct. In my 15+ years of being a coach, I've noticed that this second stage of argumentation is the most difficult one to master for most managers. Their explanations are often only two or three sentences long. This is problematic because many facts in everyday life are anything but clear and unambiguous. We therefore have to put greater effort into convincing the other person of a new idea.

And yet, it's relatively easy to see why many of us have incomplete and inadequate skills when it comes to explaining things. After all, we ourselves think that what we are proposing as a statement is a pretty good idea already. But what we forget is

that, for the other person, this is usually an entirely new idea. They need good reasons to accept the statement favorably.

You see, ever since childhood, we've all had a strong need for explanation. As children, we were constantly asking why, why, and why, and rightfully so. Today, we still want to understand exactly why something happens one way and not the other. For example, if you as a manager decide that there will be no remote work in your organization or department from now on, then your employees are going to immediately ask: "Whyyyyyyy???"

You need to provide a good explanation. This is where most managers make the following mistake. Instead of sticking to one kind of justification and elaborating on it really well, they bundle together a bunch of justifications without going into depth with any of them. The explanation ends up sounding something like this:

Dear employees,

since a few of you have been raising the topic of working from home again, I would like to comment on it directly. Employees in our department will no longer be working from home because maintaining constant contact with colleagues is not guaranteed, teams are drifting apart, and we are unable to verify actual working hours.

Moreover, eliminating remote work is also in your best interest because it allows you to better separate work and personal life. Studies have also shown that working from home can lead to sleep disorders. Given these reasons, I hope you understand.

Do you notice anything? The manager didn't even begin to explain any of his five justifications for eliminating remote work. He merely listed them off. An explanation like this convinces (pretty much) no one. It would have been much better instead to explain one or several of these justification points in detail, which would make his overall explanation that much more convincing. My *10-sentence rule* has proven effective for these kinds of situations: If you have a justification for your statement, explain it in about ten sentences. For example, the point stating that "maintaining constant contact with colleagues is not guaranteed" definitely requires explanation. Why is contact not guaranteed? What exactly is preventing constant contact? How does a lack of constant contact affect internal processes in the department? What specific, concrete damage might result from this? These and other questions should be explained in the ten sentences.

So, if you put a reasonable effort into explaining individual justifications in more detail, your persuasive power will increase immensely, and

you won't need to keep explaining things. The Ancient Romans had already figured this out, by the way: *argumenta ponderantur, non numerantur* - arguments are not counted, but weighed!

c. Third stage of the argument: The example

The third stage of the argument is the example that illustrates reasoning. I do not need to explain what examples are. **Good** examples, however, are: (a) verifiable; (b) easy to understand; and (c) generally well-known to all.

By *verifiable* I mean there is evidence that this specific example did in fact occur. The good example should be *easy to understand* because too much complexity tends to confuse rather than enlighten the audience. And *generally well-known to all* means that an obscure example from Papua New Guinea builds less emotional connection with the audience than, say, a familiar example from a competitor in the same city. You should also plan five to ten sentences for the example so you're able to present it in an easy-to-follow manner.

d. Fourth stage of the argument: The Impact

The fourth and final stage of the argument, the impact, has to do with relevance/importance. This stage is about showing why the argument is relevant to your staff or the customer. Ideally, you should be making references to the general, everyday importance of the topic, its

usefulness to the audience in getting them to do this or refrain from doing that.

If you forget this fourth step, you may convince people of your argument's rationality, but they will probably just wave it off afterwards and simply say: "So what? Why do I care about what that guy standing up there just said? It doesn't affect me after all!" And this is exactly what this fourth stage of argumentation is about: Your listener should realize that what you're saying indeed affects him and his (work) life directly, so he should get busy changing his thinking or behavior. In short: You convince with the first three stages of the argument, and animate with the fourth.

EXERCISE #1: The imaginary speech

Using the SEXI model, prepare a speech explaining to your staff in detail why there will be no more remote work at your organization (speech length: approx. 3 - 5 min.). After completing your speech, please do a little research on the Internet and find some good reasons for not having employees work from home. With this in mind, analyze the speech you gave: Did your speech give the best reasons? Were the reasons sufficiently explained and justified? Did you provide a good example? Did

you make the topic relevant to your audience? If you have to announce a big decision soon, remember the SEXI model and apply it consistently from now on.

2. Talking is silver—listening is gold

Persuasion is one of the most important skills of a good leader, of course. But what about listening? How important of a skill is listening? And are there different ways of listening? To get right to the point: Yes, there are actually seven ways to listen . A seemingly mundane, everyday activity is actually more complex than we thought. Let's take a closer look at the seven ways of listening:



a. Empathetic listening

At the top of the list is empathetic listening. It's a sincere attempt to not only understand what your conversation partner is saying, but also get a good feel of what drives him in the first place. Knowing this, then, allows you to help him.

Example: When your employee tells you, his manager, about a dispute with his colleague, you not only understand what the background of the

dispute was, but you also empathize completely with your employee's position, listening to him long enough to then give him a concrete suggestion for a solution. You do not avoid the situation. Instead, you create a relaxed and familiar atmosphere and focus 100% of your attention on your employee. The goal of the highest level of listening is to genuinely help the other person.

b. Active listening

Active listening is an honest and active attempt to understand the other person. It's a matter of paraphrasing what has been said, and asking questions to make sure you have really understood what has been said. That way, you avoid misunderstandings.

Example: Your employee tells you about a dispute with his colleague. You try to fully understand the employee by actively asking what the background of the dispute was. You ask specific questions about information the employee might have omitted; you leave no stone unturned, even if the employee preferred leaving something unsaid (unconsciously or not). Thus the second highest level of listening is about understanding the other person one hundred percent.

c. Attentive listening