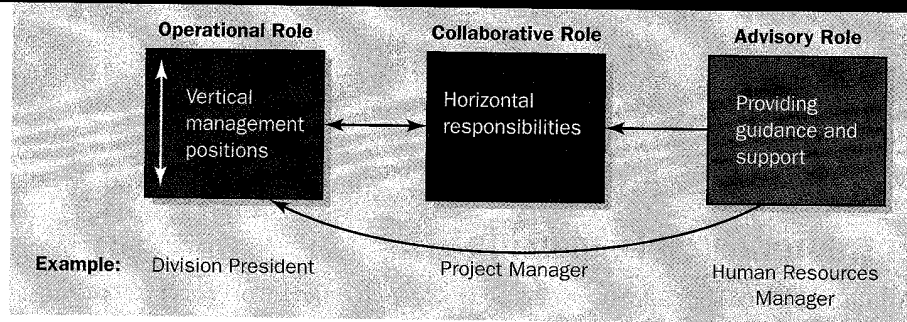


Exhibit 2.7 Three Types of Leadership Roles



### Action Memo

*As a leader, you can understand the type of leadership role in which your personality traits and behavioral style would be most effective and satisfying. You can pursue an operational, collaborative, or advisory leadership role depending on your natural tendencies.*

resources to accomplish results. Operational leaders fill traditional line and general management positions in a business, for example. They set goals, establish plans, and get things done primarily through the vertical hierarchy and the use of position power. Operational leaders are doggedly focused on delivering results. They need high self-confidence and tend to be assertive, always pushing forward and raising the bar. Successful operational leaders are typically analytical and knowledgeable, yet they also have the ability to translate their knowledge into a vision that others can become passionate about.

The **collaborative role** is a horizontal role and includes people such as project managers, matrix managers, and team leaders in today's more horizontally-organized companies. This role, which has grown tremendously in importance in recent years, is quite challenging. Leaders in collaborative roles typically don't have the strong position power of the operational role. They often work behind the scenes, using their personal power to influence others and get things done. Collaborative leaders need excellent people skills in order to network, build relationships, and obtain agreement through personal influence. They also are highly proactive and tenacious, and they exhibit extreme flexibility to cope with the ambiguity and uncertainty associated with the collaborative role.

Leaders in an **advisory role** provide guidance and support to other people and departments in the organization. Advisory leadership roles are found, for example, in departments such as legal, finance, and human resources. These leaders are responsible for developing broad organizational capabilities rather than accomplishing specific business results. Advisory leaders need great people skills and the ability to influence others through communication, knowledge, and personal persuasion. In addition, leaders in advisory roles need exceptionally high levels of honesty and integrity to build trust and keep the organization on solid ethical ground.

The Hay Group research findings shed new light on the types of roles leaders fill in today's organizations and emphasize that individual traits and behaviors can influence how effective a leader might be in a particular role. Leadership success partly depends on matching leaders with roles where their personal traits and natural behavioral styles can be most effective.

#### Collaborative role

a horizontal leadership role (such as team leader) in which the leader often works behind the scenes and uses personal power to influence others and get things done.

#### Advisory role

a leadership role that provides advice, guidance, and support to other people and departments in the organization