



ROLES EXAMPLE

This document represents a collection of roles I occupied under the title of Chief Leadership Officer. This, in conjunction with the RACI chart provides a fuller picture of responsibility, authority, and accountability.

Chief Leadership Officer Roles

March 2015

These are the roles agreed upon by the Executive Leadership Team for the Chief Leadership Officer.

REPORTING: To CEO

Vision and Values Steward

Purpose: To articulate and initiate vision and values statements for the company as well as new product sectors, categories, and offerings.

Accountabilities:

- Interview stakeholders and articulate the non-financial purpose and beliefs about our involvement in new product categories and sectors.
- Ask and help answer the question, "why is this *our* business?"

Executive Coach

Purpose: To provide one to one and team based coaching for optimal enjoyment, learning, and performance in and outside the company.

Accountabilities:

- Develop and deliver regular coaching for key executive leaders in the company
- Provide coaching services beyond the company as a means of spreading the vision in the broader corporate world.

- Provide triage support and intervention for team members or teams in crisis

Human Development Architect

Purpose: To create, organize, and implement a comprehensive human development training platform

Accountabilities:

- Explore possible training modules and methods for human development
- Assess, invite, and direct Human Development Trainers to support the plan and platform

Human Development Trainer

Purpose: To create and deliver compelling and relevant training content to support the vision of human development

Accountabilities:

- Develop and deliver the following modules:
 - *"How to Have Hard Conversations"*
 - *"Aligning with Your Purpose"*
 - *"Unlocking Your Potential and Overcoming Limits"*
 - *"Developing Self-Mastery"*
 - *"Learning How to Coach"*
 - *"Introduction to the Enneagram"*
 - *"Advanced introduction to the Enneagram"*

ELT 360 Researcher

Purpose: Initiate and draft 360 performance evaluations for COO, CEO, and CFO

Accountabilities:

- Conduct interviews of stakeholders and draft narrative evaluations using the "Appreciative Inquiry" and "Focus Areas" framing.
- Draft evaluations for CEO to review, edit, and deliver
- Perform CEO evaluation

Brand Architect

Purpose: Telling the stories of our company and products that reflect the truth of our vision and connect with people we serve

Accountabilities:

- Direct responsibility for branding across the company
- Generating and articulating strategic direction for brand platforms, integrating key stakeholder perspectives
- Inviting and vetting third party branding partners, in partnership with internal stakeholders
- Facilitate with VP's a clear brand architecture, positioning, and USPs
- Serve as consultant to Sales and Marketing on how the brand is expressed in tactical execution.

Culture Curator

Purpose: In partnership with COO and HR, grow the culture of Aspen Heights to support the company vision and values

Accountabilities:

- Initiate and oversee the EES survey process, results, response, and communication
- Support and consult ELT members on corporate communications
- Design and recommend tools, rituals, and processes that reinforce the vision and values of Aspen Heights

Executive Recruiter

Purpose: To monitor and anticipate changing staffing requirements at the Executive and VP level

Accountabilities:

- Sense workloads and bandwidth of ELT and VPs
- Partner with ELT in proposing staffing plans at the executive level
- Organizing recruiting efforts in partnership with professional recruiting services.
- Provide cultural and personality on-boarding for executives

Strategic Planner & Communicator

Purpose: To maintain a focus on long-term strategic issues amidst the daily tactical demands of the business.

Accountabilities:

- Keeper of the strategic agenda for the ELT
- Listen for and define larger issues facing the business
- Propose specific strategic planning methods to properly frame the conversation

Exit Planner

Purpose: Ensure that executives who exit the company involuntarily are given clarity, dignity, and support.

Accountabilities:

- Prepare supervisors for difficult conversations and test the narrative about reality
- Help plan proper approach for preparing, communicating, and supporting executive through difficult transition.
- When required or requested, negotiate or mediate towards win-win outcomes