

# ROLE MANAGEMENT FOR LEADERS

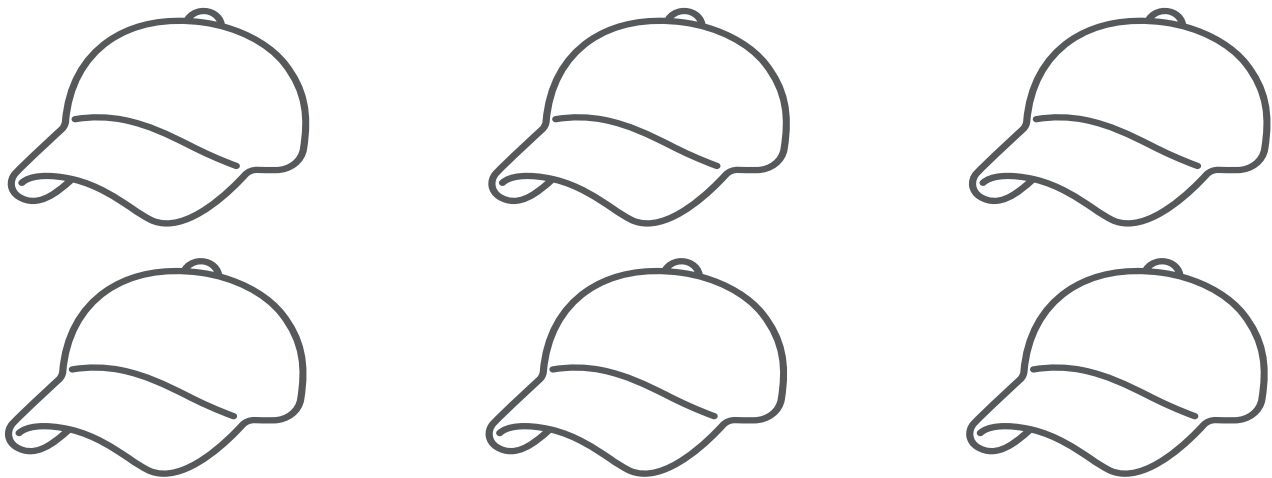
*Scott Patchin*

**The Hat Theory:** What does it mean to “wear many hats?” Each Hat we have represents a role and its corresponding accountabilities. Examples of Hats include:

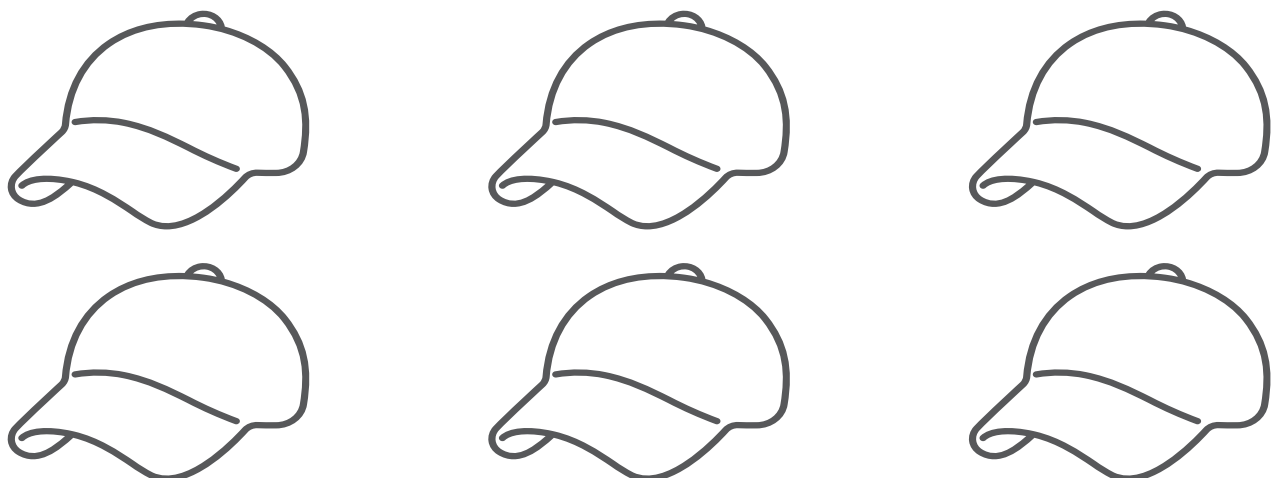
- Work Roles**
- Owner
  - Visionary
  - Sales
  - Ops
  - Finance
  - Integrator
- Personal Roles**
- Daughter
  - Spouse
  - Brother
  - Friend
  - Neighbor
  - Faith Follower

**Identify Your Hats:** Label each of the following Hats with a role you play in your professional or personal life. For each category, mark your favorite and least favorite Hat.

## My Professional Hats



## My Personal Hats



# UNDERSTAND YOUR HATS: THE SIX RULES

## What Does This Mean for You?

**1** You can only wear One Hat at a time



Trying to perform roles simultaneously leads to inefficiency and confusion.



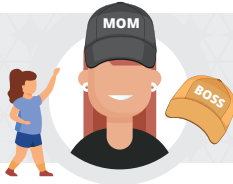
**2** You'll wear your most comfortable Hat most often

Be careful not to avoid or neglect your other roles just because they are less comfortable.

**3** Others will usually view you in the Hat with the most perceived power



You'll need to go out of your way to help others view you in a better or different role.



**4** Love means putting on the Hat that someone else needs you to wear

Your family roles often need to come before your professional roles.

**5** GWC™ feedback applies directly to Hats

**Get It.  
Want It.  
Capacity To Do It.**

GWC™ matters for each role specifically, not all hats at the same time.



**6** Duplicate Hats only exist in groups that share decision-making

For a committee or a board, duplicate hats are necessary. But not for daily operations.

**1.** What Hat did you wear most effectively this week? \_\_\_\_\_

**Reflect:** Why do you think that is? How can you use this to improve your other Hats?

\_\_\_\_\_

**2.** What Hat is consuming the most energy for you right now? \_\_\_\_\_

**Reflect:** Can you make that Hat easier to wear? Also consider if the Hat is right for you at all.

\_\_\_\_\_

**3.** What Hat do you think you should wear more often? Or less? \_\_\_\_\_

**Reflect:** How can you use this to improve how well you wear all your Hats?

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