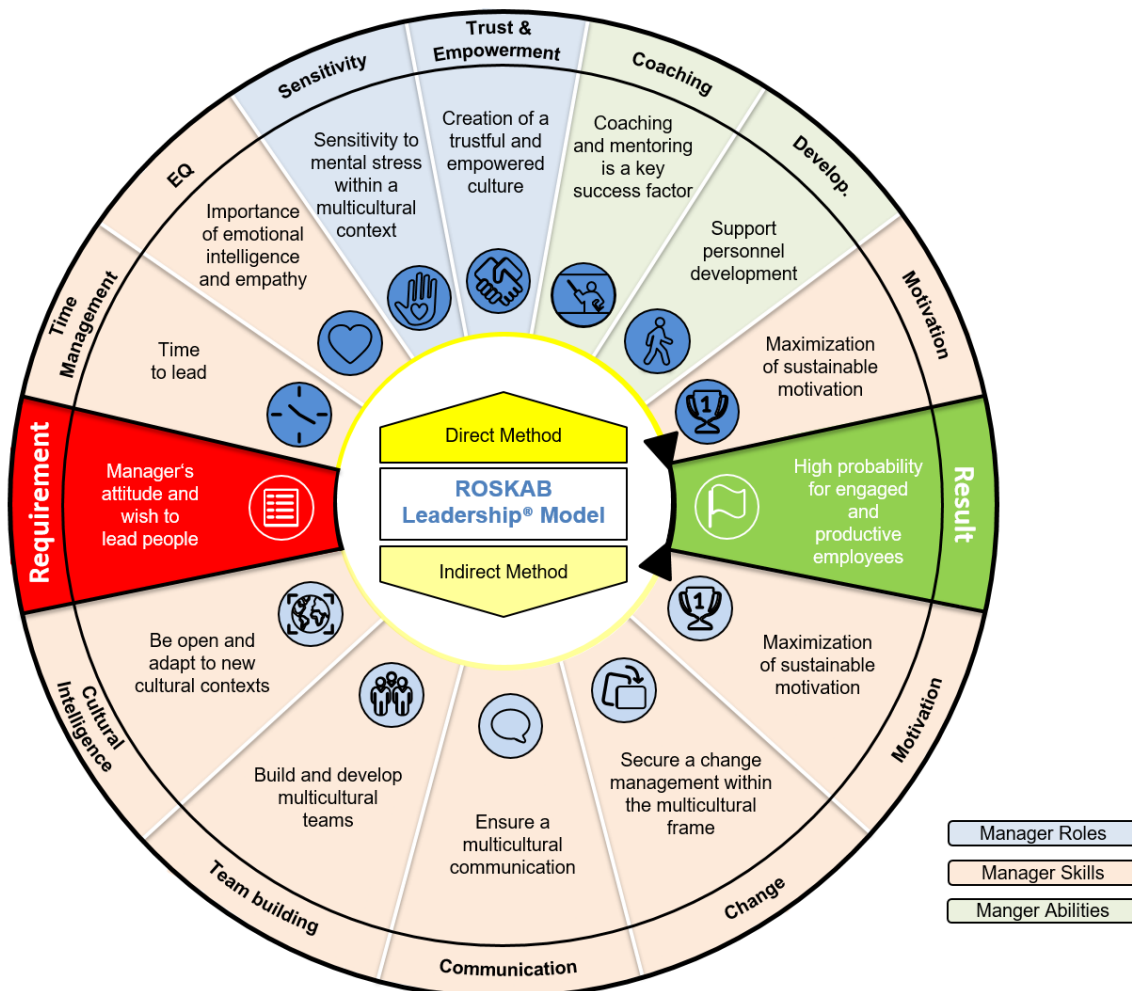


The ROSKAB Leadership Model

The ROSKAB Leadership Model is a tool with view on effective motivation and leadership of national as well as international mixed teams. The awareness and execution of the critical leadership enablers will maximize the motivation, the engagement as well as the employee's productivity.



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Definition

The ROSKAB Leadership Model is a simplified leadership tool for Manager and Researcher with common view on mono as well as multi-cultural and cross-generational needs for an optimized and successful team lead.

The acronym ROSKAB is based on the two first letters of the words Roles, Skills and Abilities. A mapping of selected and critical people leadership enablers towards the dedicated clusters Roles, Skills and Abilities will be performed. Prerequisite and anchor for the leadership model is the so called "effective leadership attitude", the Manager's wish to lead people.

Roles, Skills and Abilities

In the following chapter the leadership attributes Roles, Skills and Abilities will be defined. It is a literarily challenge to deduct an absolute and selective classification of the terms.

Roles

In the context of psychological and sociological descriptions, the term "role" is defined as the sum of one's expected behaviors with view on the individual dedicated social position.

Skills

The term "skills" can be divided into the two scopes hard and soft skills.

Hard skills are more technical oriented skills and mainly cognitive driven.

Soft Skills are an aggregation of competences that contribute to a person's attribute to lead himself or herself and relate to other human beings.

Abilities

From the psychological perspective, abilities describe individual attitudes which are operationally or methodically transferred to a person and are therefore relatively stable and consistent.

Knowledge, Experience and Attitude

Knowledge

Facts, information and skills acquired through experience or education or the theoretical or practical understanding of an issue.

Explicit knowledge: Information, skills and expertise that has been, or can be, verbalized, codified, written and stored in different media, such as models. Explicit knowledge is found in resources like journals, books and the internet and can be readily transmitted or communicated to others.

Implicit knowledge: Information, skills, and expertise that has not been recorded but is intuitive and valuable. This know-how can best be transferred face-to-face by experienced leaders showing new topics how effective leadership will work. Also known as tacit knowledge.

Experience

Familiarity with specific leadership skills or area of knowledge in the frame of leadership gained over a period of time (months until years) of actual practice and which, presumably, has resulted in superior understanding.

Attitude

The individual position or way how to deal with situations in terms of does the boss want to lead, motivate, influence the subordinates or employees.

Structure of the model

The result of the ROSKAB Leadership Model should be a high probability for engaged and productive employees.

The main critical enabler as well as the baseline for this target is the above mentioned "effective leadership attitude", the Manager's attitude and wish to lead people.

To reach this overall target there exist the two methods - the direct and the indirect method.

Direct method

The direct method is a focused on a short term to medium term time frame to realize the desired leadership target.

The critical enablers are a mixture of leadership roles, skills and abilities.

The direct way is a more common and simplified leadership method cluster:

- Optimized time management to gain timed resources to lead the people (Skill)
- Emotional Intelligence (EQ) as well as Empathy of the Manager (Skill)
- Sensitivity to mental stress and psychological strains (Role)
- Creation of a trustful culture and empowerment of employees (Role)
- The ability of a manager to act like a mentor and coach for the employees (Ability)
- Personnel development of the team members with view on the individual and organizational frame (Ability)

The awareness and execution of the critical leadership enablers will maximize the motivation, the engagement as well as the employee's productivity.

Indirect method

The indirect method focused on medium term to long term time frame to realize the favored leadership goal. Main drivers are selected leadership skills.

The indirect way is more ambitious and complex approach:

- Openness and tolerance with view on other cultures (Cultural Intelligence CQ)
- Team building and Team Development
- Multi-cultural Communication
- Successful handling of Change Management

The awareness and execution of the critical leadership enablers will maximize the motivation, the engagement as well as the employee´s productivity.



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