



OWNER



DIRECTOR



ORGANISATIONAL  
LEADER



FUNCTION LEADER



TEAM LEADER



TECHNICIAN



CULTURAL LEADER

## Instructions



It is ADAPT's discovery that SME owners have a combination of the following aspirations:

Fair Return  
Succession  
Growth

We believe the roles that are held in an SME are:

Owner  
Director  
Organisational Leader  
Function Leader  
Cultural Leader  
Team Leader  
Technician

Every role is made up of both **accountabilities** and **decision rights** and to hand over any of the above roles, requires a strong level of trust.

## Game 1 ▶



- Lay the Game 1 cards onto a flat surface, i.e. a kitchen bench or dining table, with the coloured side facing up.
- Pick up any card, and read the reverse definition aloud to yourself or, if playing with a partner, read the definition aloud to them.  
**Is this a Role that you currently hold in your business?**
- If yes, place the card to the side as you begin to make a stack of cards that signify your **Role Stack**, a.k.a. the current roles you hold in the business. If not, discard card to the side.
- Pick up another card and repeat the process until you have your complete **Current Role Stack**. Set it aside for comparison once you have completed Game 2.

### Intermission Reflection – Ask yourself...

Do I have an effective way of meeting the accountabilities in each of these roles?  
Which of these roles would I like to handover to achieve my aspirations?

**A person who is responsible for the formation and implementation of strategy, while considering the whole system.**



**A person who has the fiduciary responsibilities of the business. In most SME's this relates to keeping people safe and making sure that the business is solvent.**



**A person who has the decision rights associated with capital and vision.**



**A person who uses their expertise to deliver on work as effectively as possible.**



**A person who leads an effective team to deliver on defined accountabilities.**



**A person who leads a function of the business and is accountable for implementation of strategy.**



**Game 2 ▶**

- Lay the Game 2 cards onto a flat surface.
- In this game, you are constructing an ideal world set in the future, where there are no demands or constraints other than you meeting your owner aspirations.
- With this in mind, layout the roles that you hold, at the point of having met your owner aspirations.
- This collection of cards is your **Future Role Stack**.
- Compare your **Current Role Stack** from Game 1 and your **Future Role Stack** from Game 2.



**Intermission Reflection – Ask yourself...**

*How do I get to this ideal point where I am meeting my aspirations?*

*Do I have the TRUST to handover these roles?*

*Have I established a way of handing over these roles?*

**Contact your ADAPT Coach to discuss the ADAPT Way.**

**A person who supports people to optimise alignment between their aspirations and values with those of the organisation.**

