

ROTATIONAL RESPONSIBILITIES AND ACCOUNTABILITIES

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Success Factors:

- All leadership incumbents have equal capabilities in the basic skills for the position.
- Repetitive routines are documented in a step sequence or on a flow chart.
- The risk from the consequences of a poor decision are relatively low or contained.
- Recovery from errors is relatively easy and straightforward.
- Rotations last long enough to “settle in.”
- There is an initial mentoring overlap between the incoming and outgoing persons.

Issues Specific to Rotational Management:

- Rotate through all support positions before rotating to the management position.
- Specific skills needed:
 - ⇒ Experience in the oversight of multiple projects.
 - ⇒ Effective supervision and staff development planning skills.
 - ⇒ Ability to elicit cooperation in re-assignment and backup.
 - ⇒ Efficiency regarding routine correspondence.
 - ⇒ Able to do all jobs being supervised.
 - ⇒ Able to do fiscal analysis.
 - ⇒ Able to spot problems and jointly problem solve.
 - ⇒ Team facilitation skills.
 - ⇒ Collaborative decision-making skills.