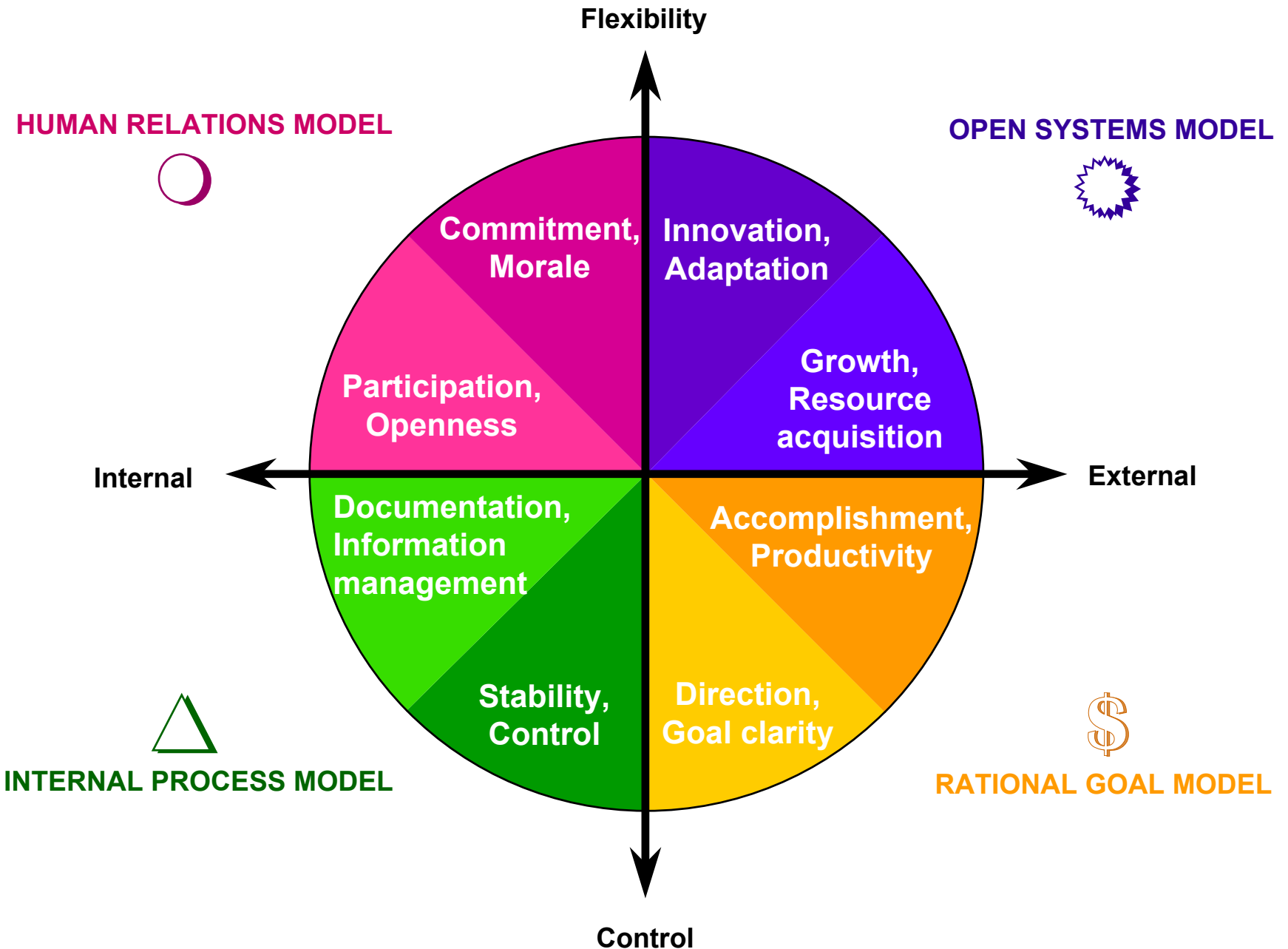


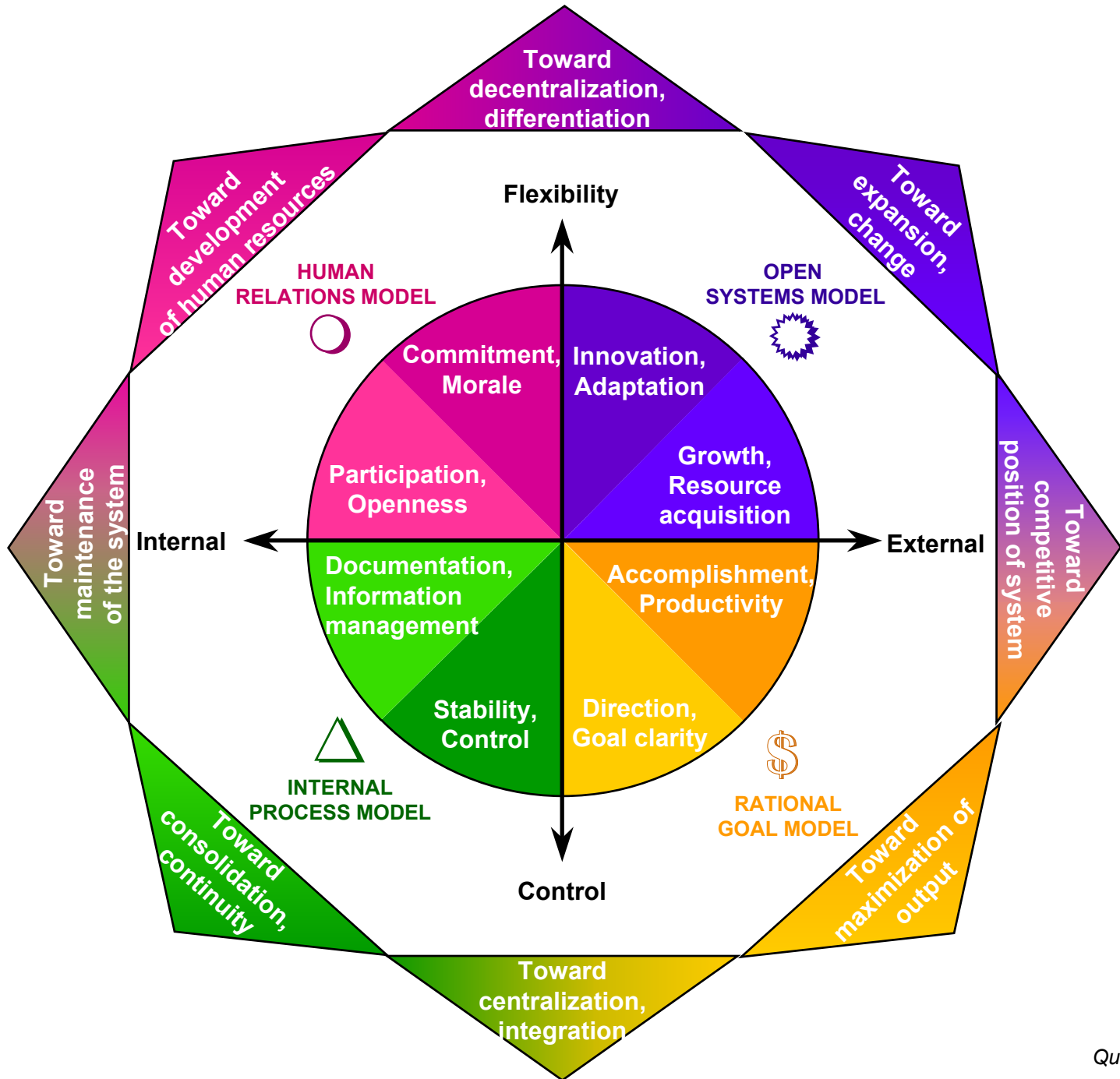
# **Becoming A Master Manager A Competency Framework**

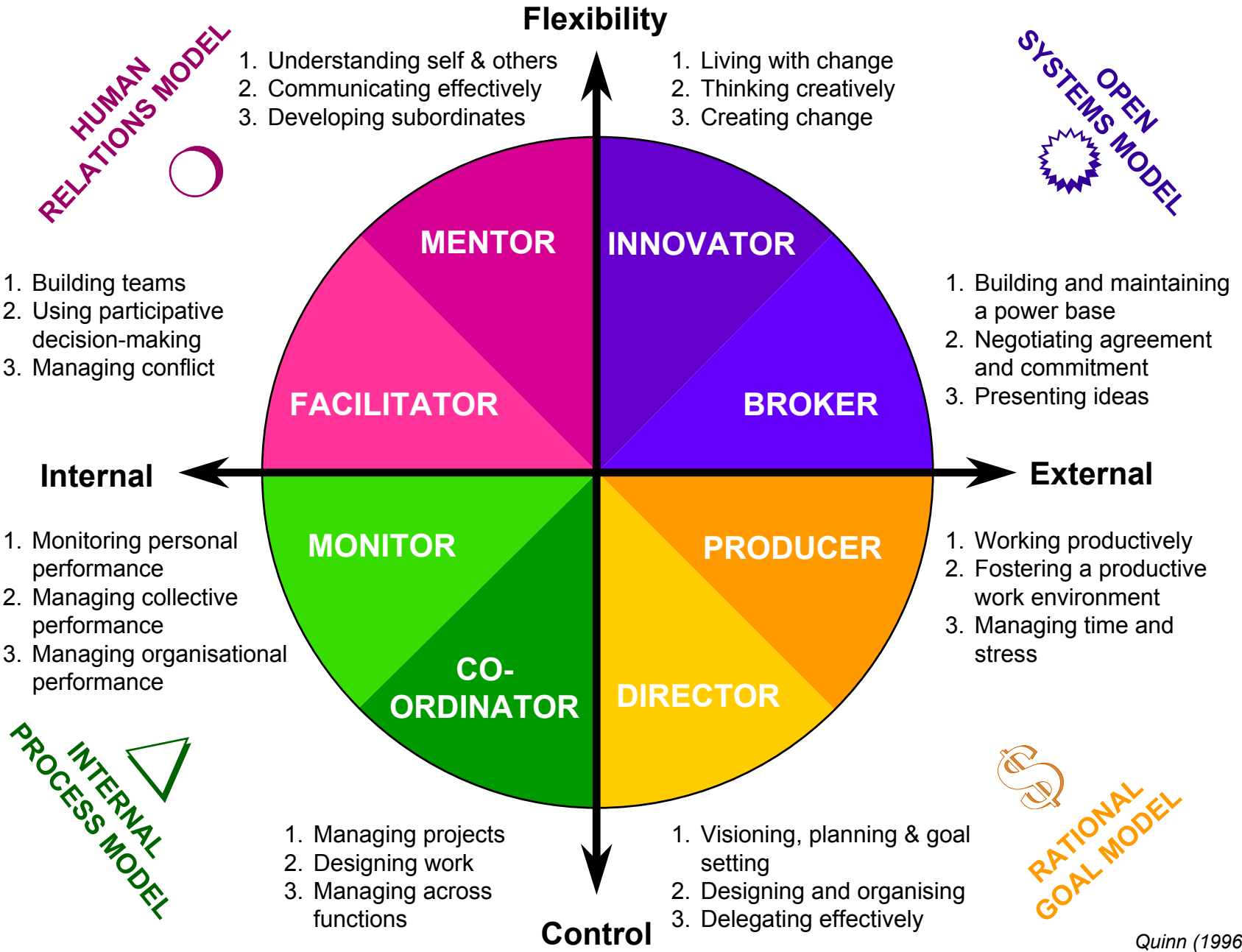
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## **Quinn's Competing Values Framework**

Quinn, R.E. et al. (1996) (2<sup>nd</sup> Ed.). **Becoming A Master Manager: A Competency Framework**. New York: John Wiley & Sons Inc.







- 1. Understanding self & others
- 2. Communicating effectively
- 3. Developing subordinates

- 1. Living with change
- 2. Thinking creatively
- 3. Creating change

- 1. Building teams
- 2. Using participative decision-making
- 3. Managing conflict

- 1. Building and maintaining a power base
- 2. Negotiating agreement and commitment
- 3. Presenting ideas

- 1. Monitoring personal performance
- 2. Managing collective performance
- 3. Managing organisational performance

- 1. Working productively
- 2. Fostering a productive work environment
- 3. Managing time and stress

- 1. Managing projects
- 2. Designing work
- 3. Managing across functions

- 1. Visioning, planning & goal setting
- 2. Designing and organising
- 3. Delegating effectively

# **The Eight Managerial Leadership Roles**

**1. Mentor Role**

**5. Director Role**

**2. Facilitator Role**

**6. Producer Role**

**3. Monitor Role**

**7. Broker Role**

**4. Co-ordinator Role**

**8. Innovator Role**

# The Eight Managerial Leadership Roles and Their Key Competencies

## 1. Mentor Role

1. Understanding self and others
2. Communicating effectively
3. Developing subordinates

## 2. Facilitator Role

1. Building teams
2. Using participative decision making
3. Managing conflict

## 3. Monitor Role

1. Monitoring individual performance
2. Managing collective performance
3. Managing organisational performance

# The Eight Managerial Leadership Roles and Their Key Competencies

## 4. Co-ordinator Role

1. Managing projects
2. Designing work
3. Managing across functions

## 5. Director Role

1. Visioning, planning and goal setting
2. Designing and organising
3. Delegating effectively

## 6. Producer Role

1. Working productively
2. Fostering a productive work environment
3. Managing time and stress

# The Eight Managerial Leadership Roles and Their Key Competencies

## 7. Broker Role

1. Building and maintaining a power base
2. Negotiating agreement and commitment
3. Presenting ideas

## 8. Innovator Role

1. Living with change
2. Thinking creatively
3. Creating change