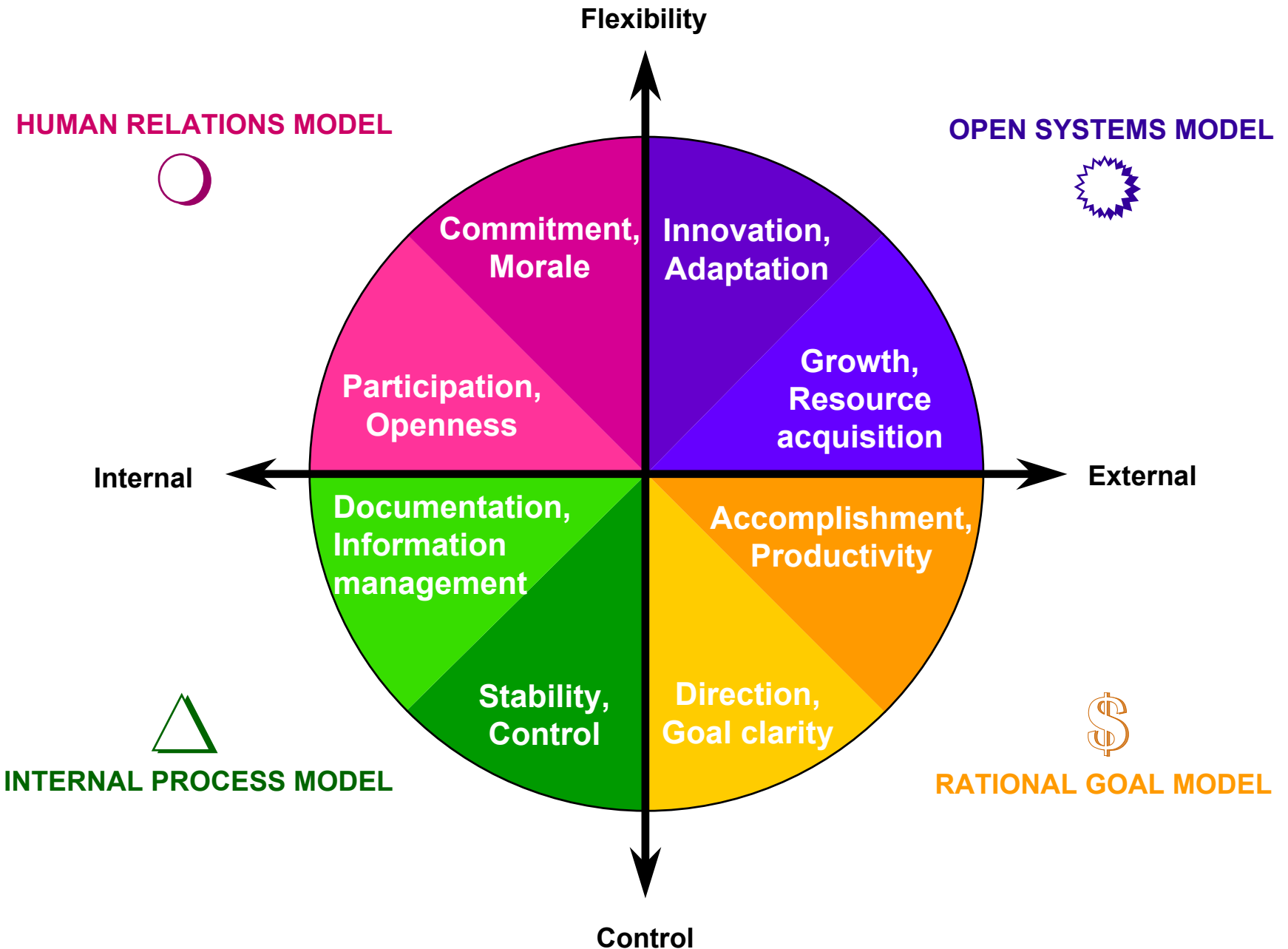
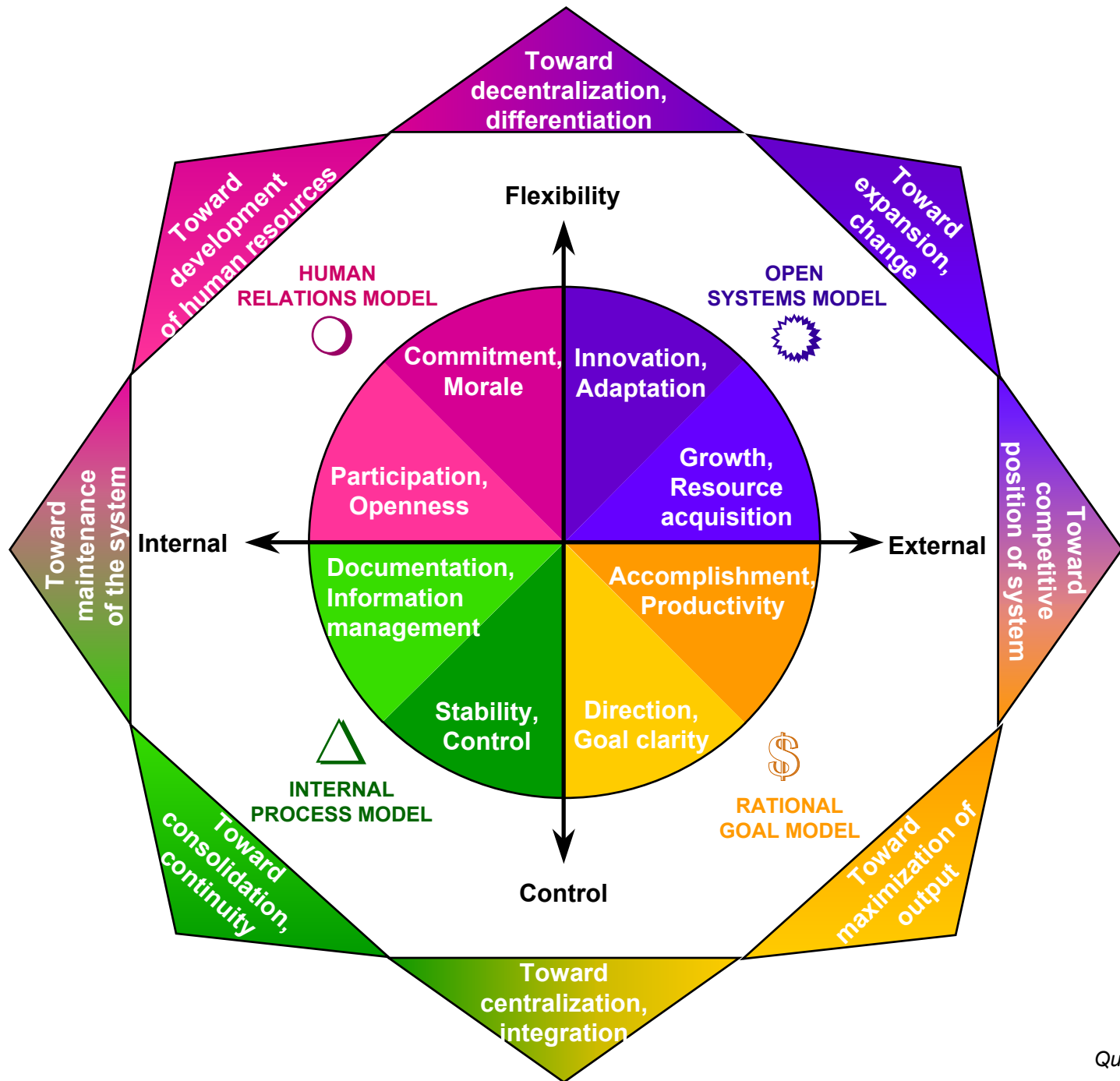


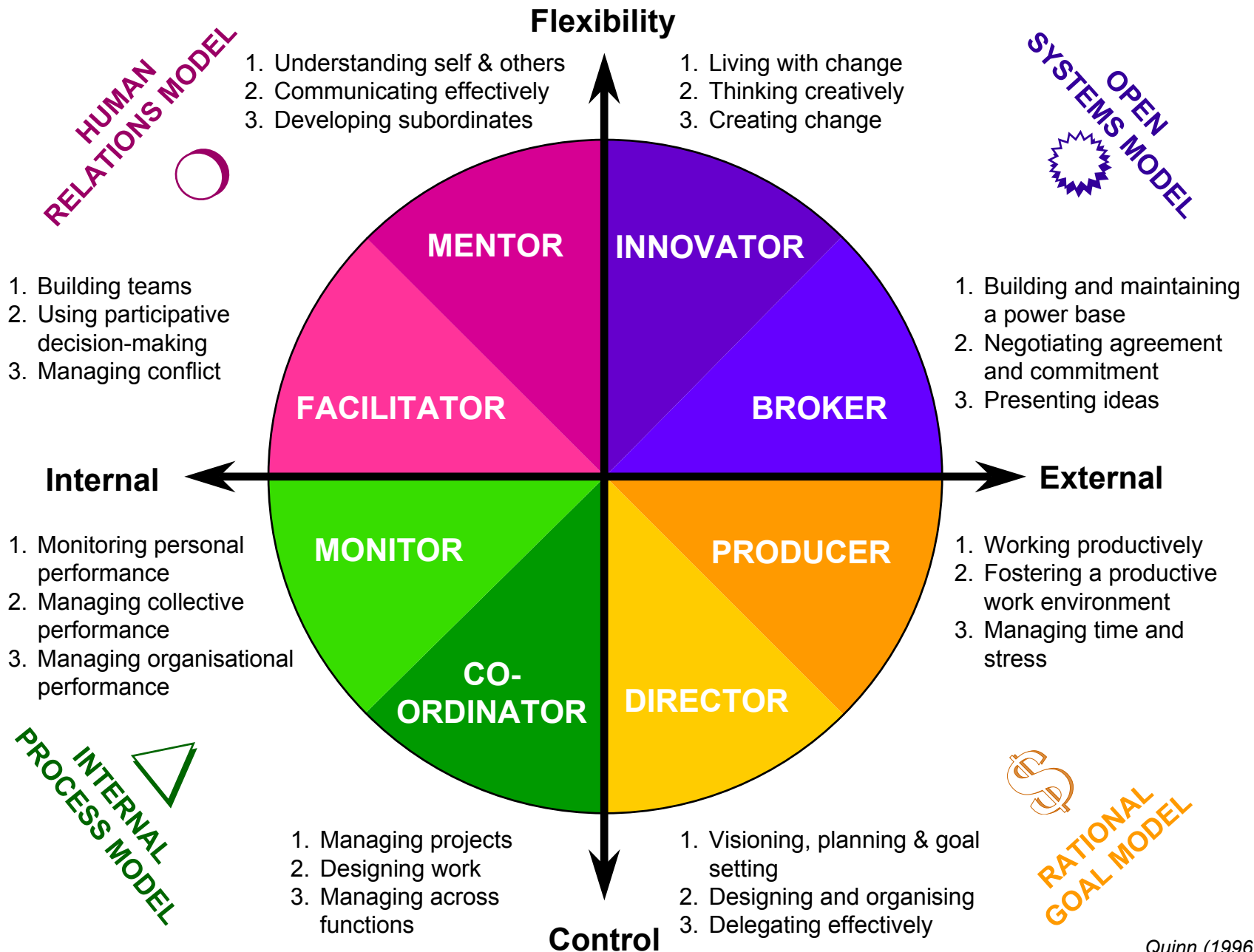
Becoming A Master Manager A Competency Framework

Quinn's Competing Values Framework

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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