

## The Five Core Competencies of Managers: The manager must be all of the following:

- ✦ **The great communicator.** Communication skills can make or break a career as well as an organisation. A good leader spends more time speaking-informing, persuading, and inspiring-than doing anything else. Though speaking is essential, listening may be the key managerial talent of the 21<sup>st</sup> Century. Your ability to understand and apply the techniques of business does not occur in a vacuum. Solutions are hardly ever simple. It is imperative that you learn to read with comprehension, listen intently, question effectively, and write persuasively.
- ✦ **The team player.** Managers must be capable of functioning effectively both as team members and as team leaders. Whether these are work teams within their units or partnerships and team efforts between section managers, they will require strong team management skills. Productivity and effectiveness can be greatly enhanced when people work together toward common goals. Team leaders are responsible for ensuring that individual team members are selected appropriately, trained well, encouraged to contribute in meaningful ways to the group effort, and rewarded equitably for their contributions.
- ✦ **The change maker.** Managers must be capable of adapting to change when appropriate and creating change when necessary. Effective managers cannot be threatened by change, but rather must embrace change and desire to influence its course. In fact, managers must be the architects of change to the extent that they respond proactively to environmental trends, look for new ways to meet the needs of their clients/customers, and explore methods of increasing the efficiency and effectiveness of their area.
- ✦ **The problem solver.** The ability to solve problems is essential for the contemporary manager. The problem solver does not confuse opinions with arguments or association with causality. He or she can both evaluate arguments and construct them. The ability to think incisively, evaluate evidence judiciously, recognize hidden assumptions, and follow lines of reasoning to the sometimes-tortuous end is an essential competency for the successful manager.
- ✦ **The leader.** In the highly changed working environment of today, managers can't wield total control from the top of a pyramid; nor can they control the action from the sidelines. Rather, they must empower the individual employees of the organisation to do whatever is necessary to achieve its goals and work with them to ensure that they have the resources to get the job done.