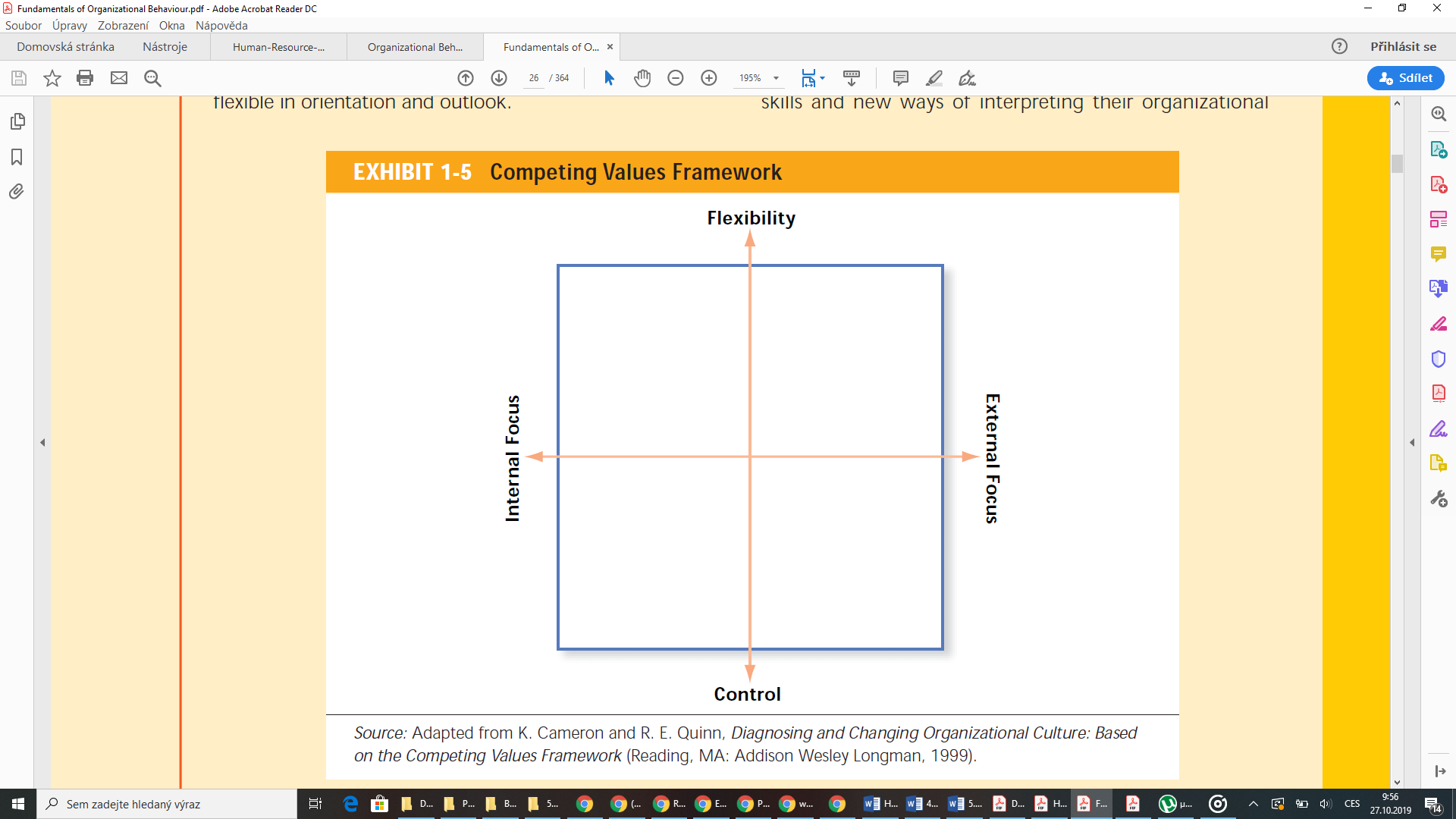
**Developing Interpersonal Skills**

What kinds of interpersonal skills does an individual need in today’s workplace? Robert Quinn, Kim Cameron, and their colleagues have developed a model known as the “**Competing Values Framework**” that can help us identify some of the most useful skills. They note that the range of issues organizations face can be divided along two dimensions: an internal-external and a flexibility-control focus.

This is illustrated in Exhibit 1. The **internal-external dimension** **refers to** the extent that organizations focus on one of two directions: either inwardly, toward employee needs and concerns and/or production processes and internal systems; or outwardly, toward such factors as the marketplace, government regulations, and the changing social, environmental, and technological conditions of the future. The **flexibility-control dimension refers to** the competing demands of organizations to stay focused on doing what has been done in the past vs. being more flexible in orientation and outlook.

**Exhibit 1 – Competing Values Framework**



Because organizations face the competing demands shown in Exhibit 1, it becomes obvious that managers and employees need a variety of skills to help them function within the various quadrants at different points. For instance, the skills needed to operate an efficient assembly-line process are not the same as those needed to scan the environment or to create opportunities in anticipation of changes in the environment. Quinn and his colleagues use the term **master manager** to indicate that successful managers learn and apply skills that will help them manage across the range of organizational demands; at sometimes moving toward flexibility, at others moving toward control, sometimes being more internally focused, sometimes being more externally driven.

As organizations increasingly cut their layers, reducing the number of managers while also relying more on the use of teams in the workplace, the skills of the master manager apply as well to the employee. In other words, considering the Competing Values Framework, we can see that both managers and individual employees need to learn new skills and new ways of interpreting their organizational contexts. Continuing to use traditional skills and practices that worked in the past is not an option. The growth in self-employment also indicates a need to develop more interpersonal skills, particularly for anyone who goes on to build a business that involves hiring and managing employees. Exhibit 2 outlines the many skills required of today’s manager. It gives you an indication of the complex roles that managers and employees fill in the changing workplace. The skills are organized in terms of four major roles: maintaining flexibility, maintaining control, maintaining an external focus, and maintaining an internal focus.

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**STEP 1:** You have to do **The Learning About Yourself Exercise**

1. The **Learning About Yourself Exercise -** helps you identify your own strengths and weaknesses in these skill areas so that you can have a better sense of how close you are to becoming a successful manager. For instance, on the flexibility side, organizations want to inspire their employees toward high-performance behaviour. Such behaviour includes looking ahead to the future and imagining possible new directions for the organization. To do these things, employees need to think and act like mentors and facilitators. It is also important to have the skills of innovators and brokers. On the control side, organizations need to set clear goals about productivity expectations, and they have to develop and implement systems to carry out the production process. To be effective on the production side, employees need to have the skills of monitors, coordinators, directors, and producers.

From the list below, identify what you believe to be your strongest skills, and then identify those in which you think your performance is weak. **You should identify 5 strong skills and 5 weak skills.**

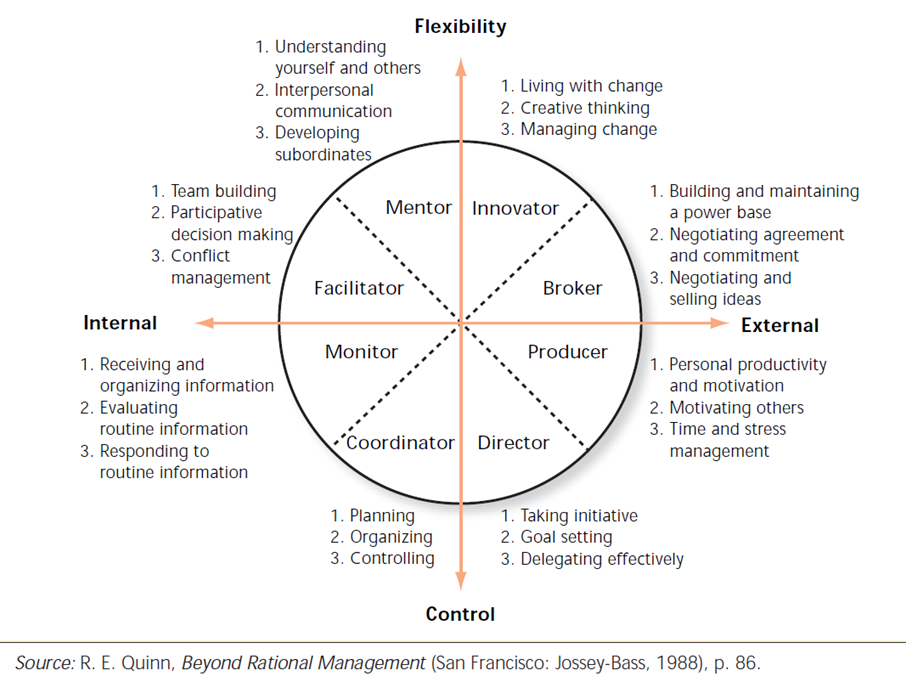
|  |  |
| --- | --- |
| 1. Taking initiative  2. Goal setting  3. Delegating effectively  4. Personal productivity and motivation  5. Motivating others  6. Time and stress management  7. Planning  8. Organizing  9. Controlling  10. Receiving and organizing information  11. Evaluating routine information  12. Responding to routine information | 13. Understanding yourself and others  14. Interpersonal communication  15. Developing subordinates  16. Team building  17. Participative decision making  18. Conflict management  19. Living with change  20. Creative thinking  21. Managing change  22. Building and maintaining a power base  23. Negotiating agreement and commitment  24. Negotiating and selling ideas |

**Scoring Key:**

These skills are based on the Competing Values Framework, and they appear in detail in Exhibit 2. Below, you will see how the individual skills relate to various managerial roles. Using the skills, you identified as strongest, identify which roles you feel especially prepared for right now. Then, using the skills you identified as weakest, identify areas in which you might want to gain more skill. You should also use this information to determine whether you are currently more internally or externally focused, or oriented more toward flexibility or control.

|  |  |
| --- | --- |
| Director: 1, 2, 3  Producer: 4, 5, 6    Coordinator: 7, 8, 9  Monitor: 10, 11, 12 | Mentor: 13, 14, 15  Facilitator: 16, 17, 18  Innovator: 19, 20, 21  Broker: 22, 23, 24 |

**Exhibit 2 – Skills for Mastery in the New Workplace**



**According to your result answer the Questions:**

* Which managerial role is the most suitable for you?
* And which factors prevail (compare flexibility-control and internal-external dimensions)?

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**STEP 2:** You have to do - **4 skills of managers Exercise**

1. It will help you better understand how closely your views on the ideal skills of managers and leaders match the skills needed to be successful in the broad range of activities that managers and leaders encounter.

* Identify the 4 skills that you think all managers should have and briefly characterize them (use the skills from previous exercise).

1. Skill:
2. Skill:
3. Skill:
4. Skill:

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**STEP 3**: Answer the Questions:

1. Am I likely to become an entrepreneur?
2. How motivated am I to manage?
3. Am I well-suited for a career as a global manager?