The Role of the Manager
OUR LEARNING OBJECTIVES

Understand the many roles of the manager by exploring the competing values framework

Sharpen managerial toolkit

Learn from each other & enjoy doing so

FLASH! OPENER ACTIVITY

GREAT & AWFUL MANAGERS

Have you been assigned a “G” or a “A”?

• If you have a “G”, find a “A” (not at your table)
• If you have a “A”, find a “G” (not at your table)

If you’re a...

• “G”→ Tell the GREASTEST experience you had working for someone
• “A”→ Tell the most AWFUL experience you had working for someone

Two times you will be asked to change partners, each time do the same thing as you did the first time.

When you are done, you will have told your “story” three times and have heard three different stories.
Summarize
Discuss what you heard/said about GREAT & AWFUL managers
• Think about how to summarize

Appoint spokesperson

THE BIG QUESTIONS
Am I (Will I be) perceived as a good manager?

Do my skills and what my work as a manager requires (or will require) align?

Am I effective as a manager?

After today, what might I need to work on?

CRITICAL SUCCESS SKILLS
• Conceptual/Organizational Knowledge

• Human Relations

• Technical
Who Needs What?

<table>
<thead>
<tr>
<th>Success Skills</th>
<th>Top Management</th>
<th>Middle Management</th>
<th>First Line Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human</td>
<td>Knowledge</td>
<td>Technical</td>
<td>Skills</td>
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MAKE A LIST of things managers do

WHAT MANAGERS DO

Plan
Organize
Direct/Lead
Control
**NOW, PLEASE...**

Discuss with your table-mates and mark P, O, D, or C on each of your list items

- Plan
- Organize
- Direct/Lead
- Control

Select spokesperson to represent idea highlights

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**APOLLO 13**

What was your favorite part of the movie? Why?
APOLLO 13 ANALYSIS

What examples of strong, positive leadership & management did you see in the film? Why?
Put specific details of scenes or quotes on sticky notes, one idea per sticky.
Be the table with the most sticky notes.
Have a spokesperson be prepared to read some of the notes.

EIGHT MANAGER ROLES

Competing Values Framework

Producer
Director
Monitor
Coordinator
Facilitator
Mentor
Innovator
Broker

ROLE COMPETENCIES

Producer
- work productively
- manage time & stress

Director
- innovate, plan
- organize
- delegate effectively

Coordinator
- manage projects
- manage across functions

Monitor
- assess personal performance
- assess unit performance
MORE ROLE COMPETENCIES

- Facilitator
  - Build teams
  - Manage conflict
- Mentor
  - Develop self/others
  - Communicate effectively
- Innovator
  - Live with/creating change
  - Think creatively
- Broker
  - Social capital issues
  - Present ideas

Roles in Competing Values Framework
(Adapted from Quinn, et. al.)

FRAMEWORK CHARACTERISTICS

- 4 quadrants (2 wedges per)
- Each quadrant is related
- Tension exists between directly opposing wedges or quadrants
- Competencies associated with each wedge
HOMEWORK

REFLECTING/WRITING ON LEADER-MANAGERS...
When have I been at my best?
When have I not been at my best?
Jot down any insights from today that you don’t want to lose...

CONCEPT TO PRACTICE
Based on your assigned roles, what are three specific things that code enforcement officers should or must do for each role?

Reach consensus in your group.

Have a spokesperson ready to report out.

EIGHT MANAGER ROLES
Competing Values Framework

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REFLECTIONS TO SHARE

What’s my greatest strength?

What’s my greatest challenge?

Are these opposing / or nearly opposing roles on the competing values wheel?

Case Studies

Learning to action & Wrap-up

What’s one thing you will do differently when you return to your office?