



Developing Leadership Competencies

6. ACTION MANAGEMENT

Competency Descriptors by Level

Supervisor

- Coordinate individual contributor task activities
- Delegate tasks within working group
- Monitor activities to ensure that they are carried out in an appropriate and timely fashion
- Evaluate individual and group performance
- Identify opportunities that challenge the abilities and encourage the development of individuals

Middle Manager

- Establish targets for quality and for productivity within unit
- Move projects forward to achieve effective and timely results
- Identify operational requirements for financial and human resources
- Assign and reallocate resources as required

Suggested Readings

- *Implementing Strategic Processes: Change, Learning and Cooperation*, Peter Lorange (Blackwell Business, 1993)
- *Vision in Action: How to Integrate Your Company's Strategic Goals into Day-to-Day Management Decisions*, Tregoe, Zimmerman, Smith and Tobia (Simon and Schuster, 1990)
- *Making Strategy Work: How Senior Managers Produce Results*, Richard G. Hamermesh (Wiley, 1986)
- *Leading Change*, John. P. Kotter (Harvard Business School Press, 1996)
- *Change at Work*, O. Miner (Jossey-Bass, 1993)

Videos

- *Workchange* produced by the Canadian Labour Market and Productivity Centre
- *Implementing Change*
- *How to Delegate Work and Ensure it is Done Right* available from the Public Service Commission's Self-Directed Learning Centre
- *Meetings Bloody Meetings* by John Cleese