**Test-Toolkit**
*by ixly*

# John Example

Quinn Management Roles

# Introduction

The aim of this report is to give insight into your leadership roles and skills. The questionnaire you completed is based on the theory of management roles by Quinn, Faermann, Thompson and McGrath as described in the "Management Skills Handbook, Third Edition" (2003).

The theory identifies eight different and sometimes conflicting roles a manager needs to perform to be effective. This report indicates the extent to which you recognise yourself in various management roles. Each role is divided into three competences or skills. According to Quinn's theory, to be effective a manager must perform all eight leadership roles well. This report can act as a starting point to increase your management effectiveness by deploying your good qualities and working on your less-developed roles.

The structure of the report is as follows: First you will see your preferred managerial roles: these are the roles you tend to perform most of the time as they best complement your character. Second, you will find an overview of your scores on all eight leadership roles. Each score is broken down into the three competences related to the role, with individual scores for each competency. This is followed by a description of all eight roles. Finally, you will find a graphical representation of your results.

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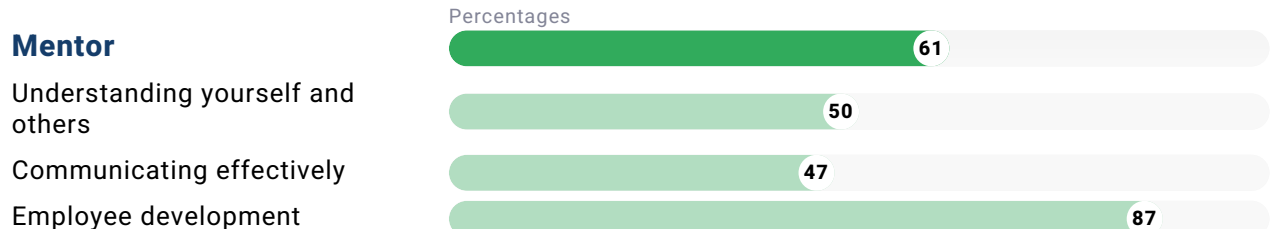
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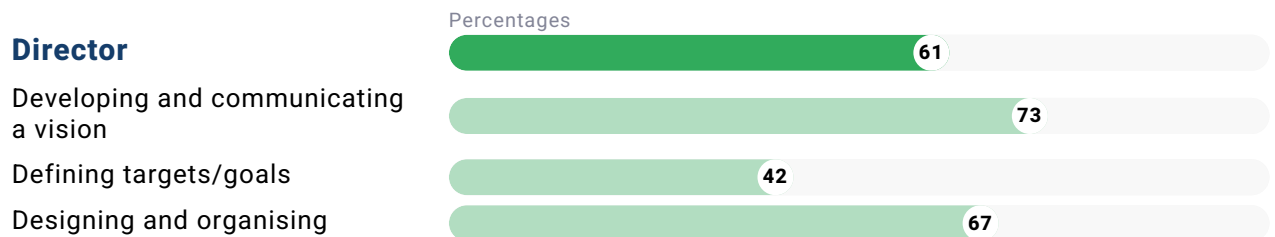
# Results

Your answers to the questionnaire suggest these preferred management roles as indicated below. They best complement your character and form the basis of your management style. In your current position you will often make use of the positive features related to these roles, but there are also some risk factors which you need to look out for.

## Mentor

Percentages

| | |
|---|---|
| | 61 |
| Understanding yourself and others | 50 |
| Communicating effectively | 47 |
| Employee development | 87 |

The Mentor has a caring and compassionate approach to personal development. He/she is helpful, caring, sensitive, approachable, open and fair. The Mentor listens, supports, gives compliments and acts according to the principle of 'honour where honour is due'. The Mentor sees people as a productive resource that need to be developed: he/she helps to develop skills, provides opportunities for education and training, and plans individual development. However, the mentor may also be too lenient and at times evade responsibility.

## Director

Percentages

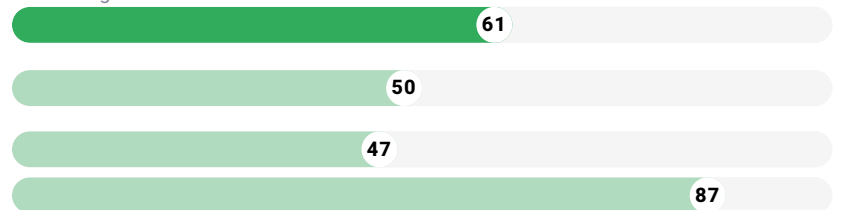| | |
|---|---|
| | 61 |
| Developing and communicating a vision | 73 |
| Defining targets/goals | 42 |
| Designing and organising | 67 |

The Director clarifies expectations through processes such as planning and goal setting. He/she is an initiator who defines problems, selects alternatives, sets priorities, defines roles and tasks, draws up rules and policies, and gives instructions. Directors are often competitive, fast-acting decision makers, who make their expectations clear. His/her employees know exactly what is expected of them. Typical Directors are convinced that sometimes people simply need to be given orders or even fired. Because of this, the Director may be seen as hard and insensitive.
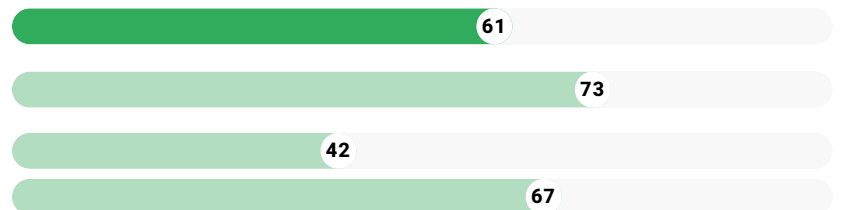
# Management roles and competences

Percentages

### Mentor — 61

| Competence | Value |
|---|---|
| Understanding yourself and others | 50 |
| Communicating effectively | 47 |
| Employee development | 87 |

### Director — 61

| Competence | Value |
|---|---|
| Developing and communicating a vision | 73 |
| Defining targets/goals | 42 |
| Designing and organising | 67 |

### Monitor — 54

| Competence | Value |
|---|---|
| Managing information | 60 |
| Dealing with information overload | 60 |
| Managing key processes | 42 |

### Producer — 54
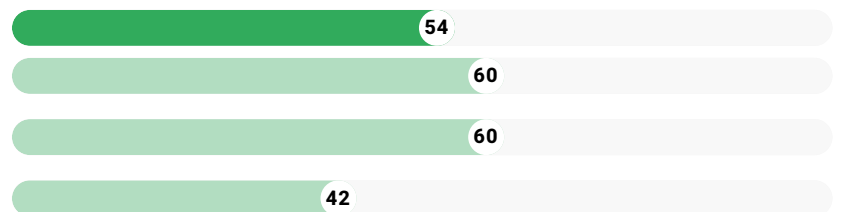
| Competence | Value |
|---|---|
| Working productively | 42 |
| Promoting a productive work environment | 53 |
| Time and stress management | 67 |

### Broker — 51
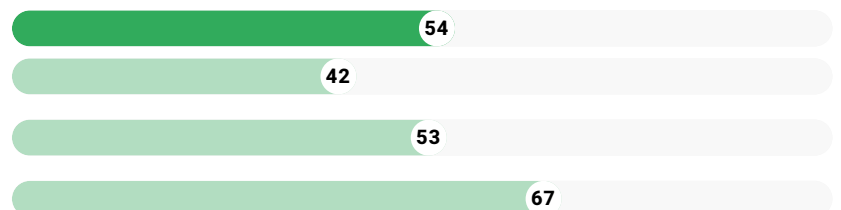
| Competence | Value |
|---|---|
| Building and maintaining a power base | 58 |
| Negotiating | 47 |
| Presenting ideas | 47 |
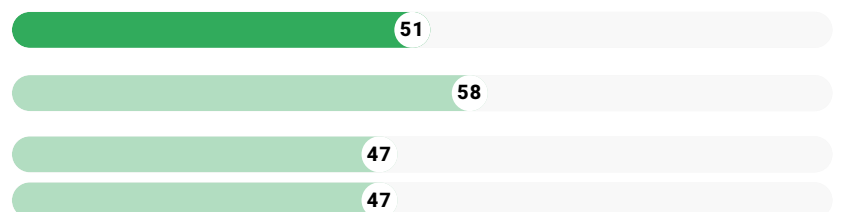
### Innovator — 42

| Competence | Value |
|---|---|
| Dealing with change | 33 |
| Thinking creatively | 40 |
| Managing changes | 53 |

### Coordinator — 39
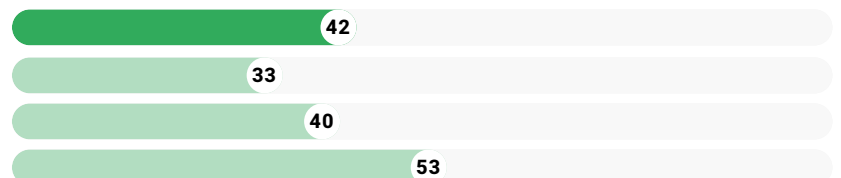
| Competence | Value |
|---|---|
| Project management | 42 |
| Developing tasks | 47 |
| Cross-functional management | 27 |

### Facilitator — 35
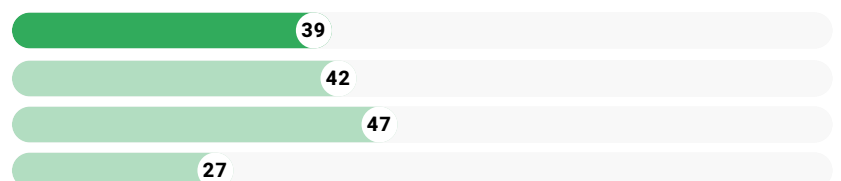
| Competence | Value |
|---|---|
| Teambuilding | 27 |

| | |
|---|---|
| Using participatory decision-making | 53 |
| Managing conflicts | 25 |

# Description of all roles

Below you will find a description of all eight roles, ordered from highest score (most prefered) to lowest score (least prefered).

## Mentor

The Mentor has a caring and compassionate approach to personal development. He/she is helpful, caring, sensitive, approachable, open and fair. The Mentor listens, supports, gives compliments and acts according to the principle of 'honour where honour is due'. The Mentor sees people as a productive resource that need to be developed: he/she helps to develop skills, provides opportunities for education and training, and plans individual development. However, the mentor may also be too lenient and at times evade responsibility.

## Director

The Director clarifies expectations through processes such as planning and goal setting. He/she is an initiator who defines problems, selects alternatives, sets priorities, defines roles and tasks, draws up rules and policies, and gives instructions. Directors are often competitive, fast-acting decision makers, who make their expectations clear. His/her employees know exactly what is expected of them. Typical Directors are convinced that sometimes people simply need to be given orders or even fired. Because of this, the Director may be seen as hard and insensitive.

## Monitor

The Monitor is aware of what is going on in his/her department. He/she checks whether people are following the rules and makes sure production targets are met. The Monitor is aware of all the facts and details and can analyse well. The Monitor is an enthusiastic administrator, good at examining and responding to routine information, and drafting reports and other documents. The Monitor must, however, guard against impersonal and tedious procedures and ignoring opportunities.

## Producer

The Producer is task-oriented and focused on work. He/she shows great commitment, is motivated and energetic. The Producer is expected to bring assignments to a successful conclusion and have a consistently high level of productivity. This usually means that employees have to be continually motivated to increase production and achieve goals. A stereotypical characteristic of Producers is that they have a strong desire to attain a goal. However, the Producer must ensure that employees are not overworked because of the high work effort demanded of them.

## Broker

The Broker is mainly concerned with maintaining external legitimacy and obtaining input from outside. Image, presentation and reputation are important. The Broker is politically astute and persuasive, and has influence and power. The Broker approaches external partners as a representative, negotiator, contact person, spokesperson and acquirer of resources, and is involved in marketing. The Broker must be alert to the dangers of getting bogged down in opportunism and high aspirations.

## Innovator

The Innovator enables change and adaptation and is aware of the changing environment. He/she identifies

important trends, can foresee and anticipate necessary changes, and can cope well with uncertainty and risk. The Innovator deals with facts, ideas and intuitive understanding. The Innovator is creative and a visionary. He/she can look ahead to identify innovations about which to enthuse others: the Innovator can convince others that these innovations are necessary and desirable. The Innovator is usually someone with a vision who is willing to take risks to achieve it. However, he/she must beware that these risks do not lead to disastrous experiments that waste energy on pursuits that cannot be accomplished.

## Coordinator

The Coordinator maintains structure and flow in a system. He/she is trustworthy and reliable, and is focused on tasks such as relieving workload, organising and coordinating staff efforts, and dealing with crises and technological, logistical and administrative issues. A possible danger lies in the fact that the Coordinator may too closely adhere to fixed patterns: this may hinder progress.

## Facilitator

The Facilitator encourages cooperation, enables cohesion and teamwork, and resolves conflicts between individuals. He/she is process-oriented. Furthermore, the Facilitator mediates in disputes between individuals and has a good understanding of conflict-reduction techniques. The Facilitator contributes to the development of cohesion and morale, gathers information, establishes participation, and promotes problem-solving by the group itself. This effort to encourage interaction, along with the Facilitator's democratic attitude can lead to unproductive discussions that slow down production.

# Graphical representation

In this graph you will see two bars per role. One bar shows your preference for the different roles: which roles do you prefer to take on, and which do you prefer not to? The other bar shows how important you think these roles are. The closer a line is to the centre, the less preference you have for that role, or the less importance you place on it.

The graph therefore shows your preference for taking on each role, compared to how important you think it is.