



CHART OF COMPETENCIES

CULTURAL MANAGERS

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A Cultural Manager

This document presents the competencies pertaining to the management of cultural organizations. This analysis has been performed by a group of experienced cultural managers. It is based on a conceptual framework developed by John Kotter (1), professor of Organizational Behavior at the Harvard Business School,

According to Kotter, any individual in a position of formal authority must combined **two essential roles**:

- The role of leader, i.e., the ability to direct and mobilize people and/or their ideas
- The role of manager, i.e., the ability to ensure that the right things are done right at the right time in a consistent and orderly fashion.

This *Chart of Competencies for Cultural Managers* demonstrates the importance and interrelation of these two roles. It identifies – in conjunction with four (4) key responsibilities - also derived from Kotter's framework – the general areas of competence and skills that are associated with each of these roles.

This Chart of Competencies is to be used in conjunction with the Competency Profile developed in partnership with the Cultural Human Resources Council, with the generous support of the Government of Canada's Sector Council Program.

Main Elements of the Chart:

- A series of General Areas of Competence (GACs), major responsibilities or skills of a particular occupation, in this case — Cultural Managers.
- There are two types of GACs:
 - Sections A to H: **Professional Competencies**
 - Sections I to K: **General Competencies**

The Competency Profile outlines Sub-tasks as well as Performance Indicators, highlighting important Actions and range of Personal, Interpersonal and Business Skills.

(1) *John P. Kotter. A Force For Change. How Leadership Differs From Management.* The Free Press. 1990. 180 pages

CONCEPTUAL FRAMEWORK

2 major roles :

- Leader
- Manager

4 key responsibilities :

- I. Create 'The Big Plan'
- II. Develop a human and organizational network for achieving 'The Big Plan'
- III. Carry out 'The Big Plan'
- IV. Generate expected outcomes


8 general areas of competence :

- A. Establish direction
- B. Develop a strategic plan and establish budget
- C. Build Relationships
- D. Organize Operations and Staff
- E. Motivate and Inspire
- F. Identify, Solve Problems and Perform Administrative Duties
- G. Guide Evolution and Generate Significant Changes
- H. Ensure a Degree of Predictability and Order

... and to accomplish all of the above, a series of General Competencies, i.e. :

- I. Management Skills
- J. Communication Skills
- K. Personal Skills And Traits

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I. CREATE "THE BIG PLAN"

As leader, she/he must be able to:

A. ESTABLISH DIRECTION

- 1. Analyze strengths, weaknesses, opportunities and threats (S.W.O.T.)
- 2. Develop and review organization's mission
- 3. Develop and review artistic and organizational vision
- 4. Provide guidance on the development and review of governance structure and policies
- 5. Establish ethical standards
- 6. Secure Board approval and commitment

As manager, she/he must be able to:

B. A STRATEGIC PLAN AND ESTABLISH BUDGET

- 1. Set objectives
- 2. Identify program / project opportunities in accordance with artistic and organizational vision
- 3. Prioritize program / project opportunities
- 4. Establish content and production schedules
- 5. Prepare human resources plan
- 6. Establish and maintain succession plan
- 7. Develop marketing and public relations plan
- 8. Set financial objectives
- 9. Establish operating budget
- 10. Prepare a capital and facility needs plan
- 11. Establish a capital budget
- 12. Identify funding sources
- 13. Plan fund development
- 14. Write funding applications

II. DEVELOP A HUMAN AND ORGANIZATIONAL NETWORK FOR ACHIEVING THE AGENDA

As leader, she/he must be able to:

C. BUILD RELATIONSHIPS

- 1. Develop and maintain relations with the Board
- 2. Encourage and facilitate artistic development
- 3. Provide orientation to new staff
- 4. Promote positive relations with community
- 5. Develop and maintain relationships with internal and external stakeholders
- 6. Develop and maintain partnerships
- 7. Develop and maintain relationships with donors
- 8. Develop and maintain peer networks
- 9. Lead advocacy efforts
- 10. Solicit support from the private sector
- 11. Solicit government support
- 12. Build volunteerism for the organization

As manager, she/he must be able to:

D. ORGANIZE OPERATIONS AND STAFF

- 1. Design and implement an organizational structure
- 2. Prepare policies and procedures
- 3. Establish financial systems
- 4. Allocate funds
- 5. Develop job descriptions
- 6. Organize work
- 7. Recruit staff
- 8. Assign work
- 9. Find and secure required equipment and information systems
- 10. Find and secure facilities
- 11. Negotiate with unions / associations
- 12. Contract production and artistic services
- 13. Contract for goods, services and / or supplies
- 14. Establish and maintain a performance evaluation process

III. CARRY OUT "THE BIG PLAN"

As leader, she/he must be able to:

E. MOTIVATE AND INSPIRE

- 1. Support and encourage creativity and innovation
- 2. Build and maintain teamwork
- 3. Mentor staff
- 4. Encourage professional development
- 5. Recognize and reward individual and team contributions
- 6. Provide assistance and guidance to the Board, to peers, staff members, artists and collaborators
- 7. Reinforce expectations and targets for stakeholders
- 8. Develop a sense of ownership within the community and amongst stakeholders
- 9. Manage human dimension of change

As manager, she/he must be able to:

F. IDENTIFY, SOLVE PROBLEMS AND PERFORM ADMINISTRATIVE DUTIES

- 1. Supervise human resources
- 2. Monitor safety, health and well-being of personnel
- 3. Administer and maintain employee records and compensation
- 4. Administer contracts and collective agreements
- 5. Ensure conformance to laws, regulations, policies, ethical standards and procedures
- 6. Conduct meetings
- 7. Manage budget
- 8. Manage facilities
- 9. Anticipate and manage crises

IV. GENERATE EXPECTED OUTCOMES

As leader, she/he must be able to:

G. GUIDE EVOLUTION AND GENERATE SIGNIFICANT CHANGES WHEN NECESSARY

- 1. Develop and implement new approaches / processes
- 2. Develop and implement new program(s) / service(s) / project(s)

As manager, she/he must be able to:

H. ENSURE A DEGREE OF PREDICTABILITY AND ORDER

- 1. Meet deadlines
- 2. Comply with budget
- 3. Evaluate artistic and cultural quality
- 4. Evaluate marketing results
- 5. Evaluate production process(es)
- 6. Evaluate fund-development results
- 7. Evaluate financial results
- 8. Evaluate team and individual employee performance
- 9. Evaluate stakeholder satisfaction
- 10. Optimize Board performance

And to accomplish all of the above, cultural managers must be able to:

I. DEMONSTRATE MANAGEMENT SKILLS

- 1. Think strategically
- 2. Plan
- 3. Organize
- 4. Make decisions
- 5. Exercise leadership
- 6. Solve problems
- 7. Demonstrate coaching skills
- 8. Manage conflict
- 9. Take risks
- 10. Delegate
- 11. Demonstrate sensitivity to cultural diversity

J. DEMONSTRATE COMMUNICATION SKILLS

- 1. Write clearly and concisely
- 2. Demonstrate verbal skills
- 3. Listen
- 4. Conduct interviews
- 5. Make presentations
- 6. Persuade
- 7. Negotiate
- 8. Display tact and diplomacy

K. DEMONSTRATE PERSONAL SKILLS/TRAITS

- 1. Demonstrate a "feu sacré" for the arts
- 2. Demonstrate integrity and ethical behavior
- 3. Demonstrate analytical skills
- 4. Exercise judgement
- 5. Demonstrate interpersonal skills
- 6. Collaborate
- 7. Adapt to change
- 8. Develop trust
- 9. Conceptualize
- 10. Demonstrate research skills
- 11. Manage stress
- 12. Manage time
- 13. Give and receive constructive criticism
- 14. Multi-task
- 15. Manage one's professional development
- 16. Demonstrate creativity
- 17. Demonstrate thoroughness and attention to detail
- 18. Demonstrate, utilize and share one's knowledge of the cultural sector