

FIGURE 5.5
A COMPOSITE LIST OF MANAGEMENT COMPETENCIES
REQUIRED BY THE CULTURAL MANAGER

Skills

Planning and problem-solving

- Ability to grasp a complex problem quickly
- Ability to effectively schedule time, tasks and activities, to organise resources and to establish a course of action to accomplish specific goals

Communication and advocacy

- Ability to listen to others' viewpoints, negotiate sensitively and take account of others' needs
- Ability to make effective verbal presentations to others
- Ability to make effective written presentations to others
- Ability to conduct effective group meetings

Delegation and control

- Ability to assign tasks to others and to monitor their performance

Information gathering and networking

- Ability to develop and maintain networks and formal channels of communication with the outside world.
- Ability to keep abreast of relevant local, national and international political, economic and cultural developments

Financial

- Ability to quantify and organise needed financial resources and to monitor their expenditure accurately

Personal Qualities

- Ability to influence people and “win the day”
- Ability to express confidence and to be decisive
- Ability to stick to a plan and not get side-tracked

Knowledge

- Knowledge of legal issues
 - Knowledge of funding sources
 - Knowledge of local, national and international structures
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TABLE 5.6
COMPARISON OF IMPORTANCE RATINGS BY ARTS AND MUSEUM
MANAGERS OF MANAGEMENT COMPETENCIES

<i>Competency</i>	<i>Arts</i>	<i>Museums</i>
	<i>Rank</i>	
Ability to effectively schedule time, tasks and activities, to organise resources and to establish a course of action to accomplish specific goals	1	1
Ability to express confidence and to be decisive	2	5
Ability to listen to others' viewpoints, negotiate sensitively and take account of others' needs	3	3
Ability to quantify and organise needed financial resources and to monitor their expenditure accurately	3	9
Ability to make effective written presentations to others	5	1
Ability to make effective verbal presentations to others	6	3
Ability to develop and maintain networks and formal channels of communication with the outside world	7	11
Knowledge of funding sources	8	14
Ability to grasp a complex problem quickly	9	8
Ability to influence people and "win the day"	10	10
Ability to stick to a plan and not get side-tracked	11	6
Ability to assign tasks to others and to monitor their performance	12	7
Ability to conduct effective group meetings	13	13
Ability to keep abreast of relevant local, national and international political, economic and cultural developments	14	12
Knowledge of local, national and international structures	15	15
Knowledge of legal issues	16	16

FIGURE 5.9 (a)
ASSOCIATIONS* BETWEEN TASKS AND COMPETENCIES
FOR MUSEUM MANAGERS

<i>Tasks</i>	<i>Competencies</i>
Goal Setting/ Planning for the Organisation	<--> <ul style="list-style-type: none"> • Ability to keep abreast of relevant local, national and international political, economic and cultural developments • Knowledge of legal issues • Knowledge of funding sources • Ability to conduct effective group meetings • Knowledge of local, national and international structures
Planning Programmes	<--> <ul style="list-style-type: none"> • Ability to keep abreast of relevant local, national and international political, economic and cultural developments • Ability to conduct effect group meetings • Knowledge of legal issues • Ability to effectively schedule time, tasks and activities, to organise resources and to establish a course of action to accomplish specific goals • Knowledge of funding sources • Ability to assign tasks to others and to monitor their performance • Ability to influence people and “win the day” • Ability to express confidence and to be decisive • Ability to listen to others' viewpoints, negotiate sensitively and take account of others' needs • Ability to grasp a complex problem quickly
Programmes/Project Management	<--> <ul style="list-style-type: none"> • Ability to effectively schedule time, tasks and activities, to organise resources and to establish course of action to accomplish specific goals • Ability to keep abreast of relevant local, national and international political, economic and cultural developments • Ability to develop and maintain networks and formal channels of communication with the outside world • Ability to conduct effective group meetings • Knowledge of funding sources • Knowledge of local, national and international structures • Ability to influence people and “win the day”

*Refer to those correlations which are statistically significant at the .05 level.