

Table 5.1. Approaches to considering management work

Functions	Skills	Roles	Competencies
Planning	Technical	Interpersonal	Conceptual
Organizing	Human	Informational	Technical managerial/clinical
Staffing	Conceptual	Decisional	Interpersonal/collaborative
Directing (motivation, leading and communicating)		— Designer	Political Commercial
Controlling		Strategist	Governance
Decision making		Leader	— Transformation Execution People

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