

THE MANAGER'S JOB: FOLKLORE AND FACT

Henry Mintzberg

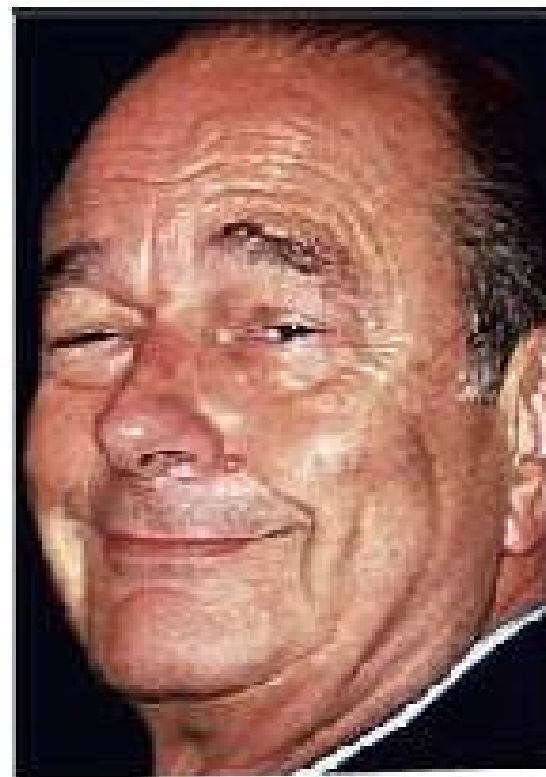
Presentation by:

Andrea, Anne-Sophie,
Dominika, Peter

1916 The French industrialist

H. Fayol introduced 4 typical manager's activities:

- Planning
- Organizing
- Coordinating
- Controlling





2005 General opinion breaks the past stereotypes.

Answers to the following questions:

- What do managers do?
- How can we teach management?
- How can we design planning or information systems for managers?
- How can we improve the practice of management?

are no more the same...

WHO ARE THE MANAGERS?

- Foremen
- Factory supervisors
- Staff managers
- Field sales managers
- Hospital administrators
- Presidents of companies and nations
- “Street gang leaders”



WHO ARE THE MANAGERS?

- Definition of a manager: the person in charge of an organization or one of its subunits. So also the vice presidents, bishops, foremen, hockey coaches and prime ministers.





WHO ARE THE MANAGERS?

- These people have something in common.
- They are all vested with formal authority over an organizational unit.
- From formal authority comes status, which leads to various interpersonal relations and they lead to access to information.
- And information allows the manager to make decisions and strategies for his units.



WHAT'S GOING ON...

- Folklore and facts about managerial work
- Ten managerial roles
- Concerns and Education of our managers
- Conclusion



FOLKLORE AND FACTS

1. Folklore: The manager is reflective, systematic planner.

Fact: Managers work at an unrelenting pace, their activities are characterized by brevity, variety, discontinuity. They are strongly oriented to action and dislike reflective activities.



EXAMPLE 1

Studies on 5 chief executives proved:

- 1/2 of the activities < 9 minutes
- 10% activities > 1 hour

Studies on 56 U.S. foremen proved:

- 583 activities per 8-hour shift
 - 1 activity every 48 seconds
- + Mails, callers, coffee breaks and lunches work related

So they jump from issue to issue, continually responding to needs of the moment!



FOLKLORE AND FACTS

2. Folklore: The effective manager has no regular duties to perform.

Need only to plan more, delegate more and spend less time with customers and on negotiations

Fact: Managerial work involves performing a number of regular duties, including ritual and ceremony, negotiations and processing of soft information that links the organisation with its environment.



EXAMPLE 2

- Companies can't afford staff specialists so president of small companies are to substitute them and perform those routine activities.
- Up to them is: meeting visiting dignitaries, giving out gold watches, presiding at Xmas dinners.



FOLKLORE AND FACTS

3. Folklore: The senior manager needs aggregated information, which a formal management information system best provides.

Means that manager is to receive all his important information from a comprehensive MIS.

Fact: Out of 5 basic media to choose from manager favour the **verbal media** – phone calls and meetings.



EXAMPLE 3

Statistics show:

- 66% to 80% time in verbal communications.
- Responses to **only** 2 of the 40 routine reports.
- Removing the most of periodicals in first seconds.
- Strongly cherishing “soft” information: gossip, hearsay, speculations.



CONSEQUENCES 3

Emphasis on the verbal media raises 2 points:

1. Verbal information is stored in the brains of people. The organizational strategic data bank is in the minds of its managers.
2. That's the answer why they don't want to delegate tasks to subordinates.

Often they find it easier to do tasks by themselves.



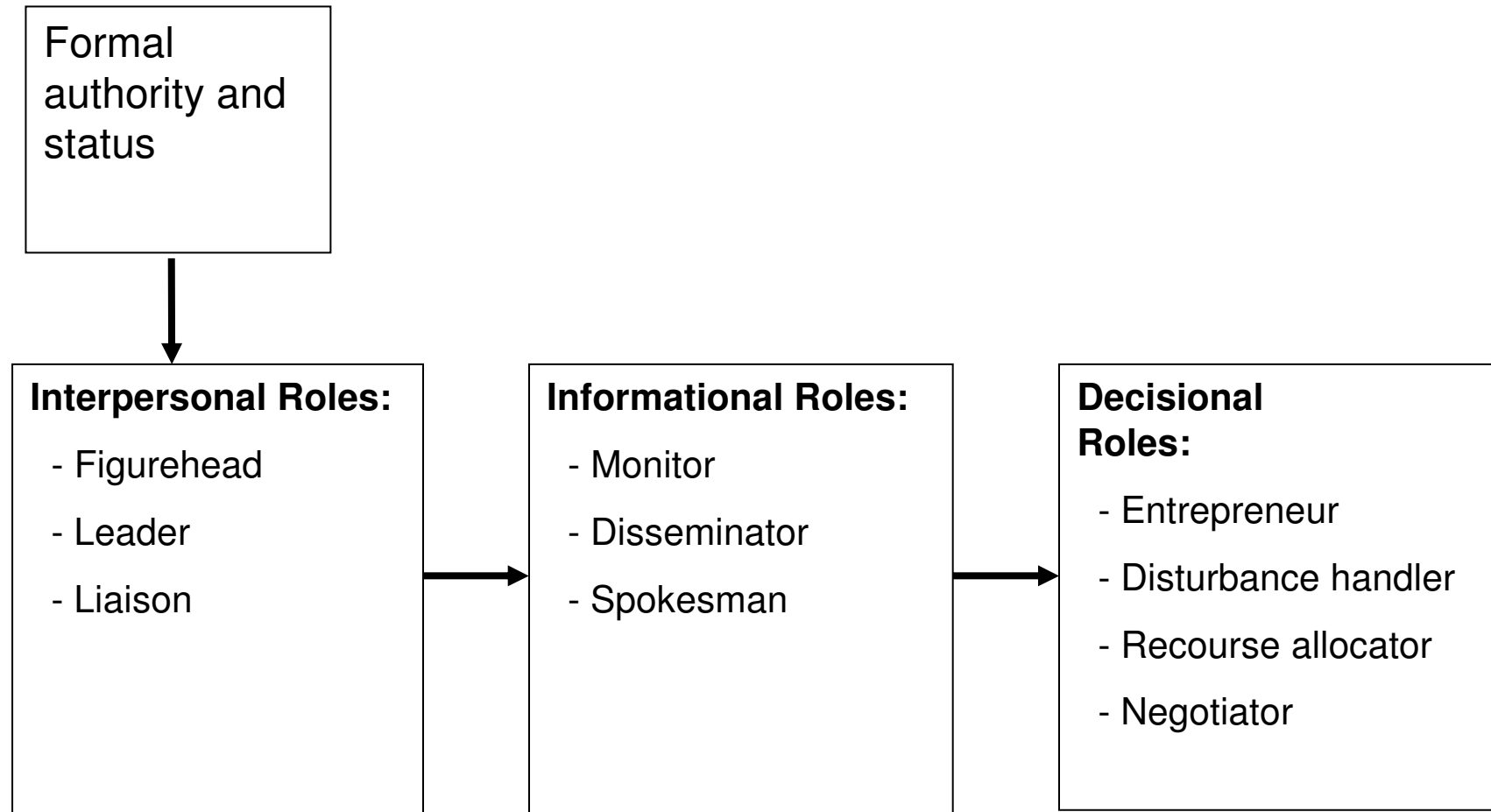
FOLKLORE AND FACTS

4. Folklore: Management is / is becoming a science and a profession (and involves systematic, analytically determined procedures or programs)

Facts: The managers' programs – to schedule time, process info, make decisions – remain locked inside their brains. (No computer so helpful as stored information, judgment and intuitions)



THE BASIC DESCRIPTION OF MANAGERIAL WORK





INTERPERSONAL ROLES

1. The Figurehead Role

- Duties of a ceremonial nature.
- Routine.
- Involving little serious communications.
- No important decision making.
- However, they are important to the smooth functioning of an organization and cannot be neglected by the manager.



INTERPERSONAL ROLES

2. The Leader Role

- Manager is responsible for the work of its people.
- Two kinds of leader roles:
 - direct leadership
 - indirect leadership
- Leadership decides in large part how much of it the manager will realize.



INTERPERSONAL ROLES

3. The Liaison Role

- The manager makes contacts outside his vertical chain of command.
- The liaison role is devoted to building up the manager's own external information system: informal, private, verbal and effective.



INFORMATIONAL ROLES

1. The Monitor Role

- The manager continuously scans his environment for information, interrogating his liaison contacts and his subordinates and receives unsolicited information.



INFORMATIONAL ROLES

2. The Disseminator Role

- The manager passes some of his privileged information directly to his subordinates, who would otherwise have no access to it.



INFORMATIONAL ROLES

3. The Spokesman Role

- The manager sends information to people outside of his unit.
- Also inform and satisfy the influential people who control the organizational unit.



DECISIONAL ROLES

1. Entrepreneur

- Voluntary initiator of change
- Improving the unit, to adapt it to changing conditions in the environment.



DECISIONAL ROLES

2. Disturbance handler

- Describes the manager involuntarily responding to pressures.
- Change is beyond the manager's control.
- Every manager must spend a good part of his time responding to high-pressure disturbances.



DECISIONAL ROLES

3. Resource Allocator

- Responsible of deciding who will get what in his organizational unit.
- The manager designs his unit's structure and authorizes the important decisions of his unit before they are implemented.



DECISIONAL ROLES

4. Negotiator

- Managers spend considerable time in negotiations.
- Leonard Sayles: negotiations are a “Way of Life” for the sophisticated manager.
- These negotiations are duties of the manager’s job. Sometimes routine but they are an integral part of his job.



The manager's role is an integrated one:

- The ten roles just described are indivisible, a manager has to fulfill with all of them.
- But different managers stress on different roles: ex: - sales managers: interpersonal role
 - production managers: decisional role
- Nevertheless all roles remain inseparable.



How can we make Managers more effective?

- Above everything, the Manager has to deal with its insight. The more he understands and responds to dilemmas of the job, the more he will be effective.
- 14 groups of question have been made for the manager to think of. Here are a few:



Lets have a look at 3 areas of concern:

About Dilemma of delegation:

1. Mintzberg figured out that the information should be **shared** between the manager and the close subordinates.
2. In order to respond quickly to numerous and various problems, the manager should use the **management scientist**: Managers have information and authority, Scientist have time and technology.



Lets have a look at 3 areas of concern:

3. **Gain time:** two factors:

- First, he has to turn obligations to his own advantages.
- Second, he has to free his time and forced obligations into his schedule



Can we educate our Managers?...

- You can find school to train scientist, marketing researchers, accountants, but how about managers?
- **But why?** Why do not we learn to train the individuality that are vital to our society?
Well, that does make sense...



Can we educate our Managers?...

- Our managements schools need to: identify the skills managers use,select student who show potential in these skills, put the students into situations where these skills can be practiced and then give them systematic feedback on their performance.
- We can also enhance the entrepreneurial skills by designing programs that encourage sensible risk taking and innovation.



Can we educate our Managers?...

- Above all, the Manager needs to be introspective about his work so that he may continue to learn on the job.
- Manager's role and personality are vital to our society



CONCLUSIONS

FOLKLORE AND FACTS

The 4 myths about the managers' job are no longer in use. Facts show that brevity, fragmentation and verbal communication characterize managers' job



CONCLUSIONS

10 MANAGERIAL ROLES

We have illustrated all the different managerial behaviours. They obviously differ from company to company...



CONCLUSIONS

CONCERNS AND EDUCATION ABOUT MANAGERS

- *However different types of managers seems to act differently they always keep up with the same guide line*
- *Managers' education remains an ABSTRACT area...*



LAST CONCLUSION

THANK YOU ...
ANY
QUESTIONS?

