

**THE MANAGER'S
JOB:
FOLKLORE & FACT**

By: Henry Mintzberg

A conclusive report on article including:

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Synopsis

What do managers do? A study of five CEOs and studies of managers conclude that managerial work involves interpersonal roles, informational roles, and decisional roles

The Idea in Brief: What, exactly, do you do? As a manager, it's difficult to say. The textbook answer used to be: plan, organize, coordinate, and control. But, the manager's job has always been far more complicated. In fact, you play so many roles , it's hard to work at any one. The pressures of the job can drive you to:

- take on too much work
- operate with constant interruptions
- respond prematurely to complex events
- act rather than think
- make decisions without seeing the big picture.

So, what's a manager to do? How can you overcome . These too familiar managerial pressures and demands? Learn to tackle head on the demons of superficiality and fragmentation by stepping back to see the broader landscape in which you operate.

The Idea in Practice

What Managers Really Do? Whether you are a supervisor or CEO, your success hinges first on recognizing the range of roles you're expected to perform.

Becoming a More Effective Manager

Navigating such varied roles can leave you feeling fragmented and overwhelmed, jumping from issue to issue without the big picture in mind. You can conquer the challenges of your countless responsibilities with introspection and insight.

(1) **Interpersonal Role:** The manager connects with his subordinates and other

Departments. Accordingly he is a figurehead, a leader and deals with liaison inside as Well as outside.

(2) **Informational Role:** He then scans for and monitors internal and external information in order to act as a “spokesperson” for the group.

(3) **Decisional Role:** The so gathered “quality information” enables him to make Decisions, set objectives and distribute resources. The manager also comprises features .Such as an entrepreneur, a disturbance handler and negotiator

Application

These guidelines can help:

- Be aware of the roles you naturally prefer. Stretch beyond those you're most comfortable in, depending on what the situation demands.
- It reduces the impossible workload by giving subordinates the information they need to be more self-sufficient.
- It avoids superficial decision making by taking advantage of expert analysts.
- Force managers to do the things that they believe are important. If reflection is critical, schedule it on your calendar. If you value innovation, make sure that those who lead new ventures report back to you.

Strength

Mintzberg plays a key role in gathering external information and passing it on to their subordinates. “Today’s gossip may be tomorrow’s fact.” And therefore they favor the verbal media as it is faster than (sometimes ‘burdening’) mails or other written media. And as most of the company’s strategic data is stored in the mind of its manager’s and not on a computer, it just would take them too long to tell someone else everything he needs to know in order to perform a certain assignment.

Limitations

Mintzberg, however, does not describe an entirely effective management style. The executives he observed were constantly “jumping from issue to issue, continually responding to the needs of the moment.”

Extension

The Mintzberg also provides a fair insight into the area of contemporary management . He still misses the point about effectiveness.