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If you ask managers what they do, they will most likely tell you that they plan, organize, coordinate, and control. Then watch what they do. Don't be surprised if you can't relate what you see to these words.

When a manager is told that a factory has just burned down and then advises the caller to see whether temporary arrangements can be made to supply customers through a foreign subsidiary, is that manager planning, organizing, coordinating, or controlling? How about when he or she presents a gold watch to a retiring employee? Or attends a conference to meet people in the trade and returns with an interesting new product idea for employees to consider?

These four words, which have dominated management vocabulary since the French industrialist Henri Fayol first introduced them in 1916, tell us little about what managers actually do. At best, they indicate some vague objectives managers have when they work.

The field of management, so devoted to progress and change, has for more than half a

century not seriously addressed *the* basic question: What do managers do? Without a proper answer, how can we teach management? How can we design planning or information systems for managers? How can we improve the practice of management at all?

Our ignorance of the nature of managerial work shows up in various ways in the modern organization—in boasts by successful managers who never spent a single day in a management training program; in the turnover of corporate planners who never quite understood what it was the manager wanted; in the computer consoles gathering dust in the back room because the managers never used the fancy online MIS some analyst thought they needed. Perhaps most important, our ignorance shows up in the inability of our large public organizations to come to grips with some of their most serious policy problems.

Somehow, in the rush to automate production, to use management science in the functional areas of marketing and finance, and to apply the skills of the behavioral scientist to

the problem of worker motivation, the manager—the person in charge of the organization or one of its subunits—has been forgotten.

I intend to break the reader away from Fayol's words and introduce a more supportable and useful description of managerial work. This description derives from my review and synthesis of research on how various managers have spent their time.

In some studies, managers were observed intensively; in a number of others, they kept detailed diaries; in a few studies, their records were analyzed. All kinds of managers were studied—foremen, factory supervisors, staff managers, field sales managers, hospital administrators, presidents of companies and nations, and even street gang leaders. These “managers” worked in the United States, Canada, Sweden, and Great Britain.

A synthesis of these findings paints an interesting picture, one as different from Fayol's classical view as a cubist abstract is from a Renaissance painting. In a sense, this picture will be obvious to anyone who has ever spent a day in a manager's office, either in front of the desk or behind it. Yet, at the same time, this picture throws into doubt much of the folklore that we have accepted about the manager's work.

Folklore and Facts About Managerial Work

There are four myths about the manager's job that do not bear up under careful scrutiny of the facts.

Folklore: The manager is a reflective, systematic planner. The evidence on this issue is overwhelming, but not a shred of it supports this statement.

Fact: Study after study has shown that managers work at an unrelenting pace, that their activities are characterized by brevity, variety, and discontinuity, and that they are strongly oriented to action and dislike reflective activities. Consider this evidence:

Half the activities engaged in by the five chief executives of my study lasted less than nine minutes, and only 10% exceeded one hour.¹ A study of 56 U.S. foremen found that they averaged 583 activities per eight-hour shift, an average of 1 every 48 seconds.² The work pace for both chief executives and foremen was unrelenting. The chief executives met a steady stream of callers and mail from

the moment they arrived in the morning until they left in the evening. Coffee breaks and lunches were inevitably work related, and ever-present subordinates seemed to usurp any free moment.

A diary study of 160 British middle and top managers found that they worked without interruption for a half hour or more only about once every two days.³

Of the verbal contacts the chief executives in my study engaged in, 93% were arranged on an ad hoc basis. Only 1% of the executives' time was spent in open-ended observational tours. Only 1 out of 368 verbal contacts was unrelated to a specific issue and could therefore be called general planning. Another researcher found that “in *not one single case* did a manager report obtaining important external information from a general conversation or other undirected personal communication.”⁴

Is this the planner that the classical view describes? Hardly. The manager is simply responding to the pressures of the job. I found that my chief executives terminated many of their own activities, often leaving meetings before the end, and interrupted their desk work to call in subordinates. One president not only placed his desk so that he could look down a long hallway but also left his door open when he was alone—an invitation for subordinates to come in and interrupt him.

Clearly, these managers wanted to encourage the flow of current information. But more significantly, they seemed to be conditioned by their own work loads. They appreciated the opportunity cost of their own time, and they were continually aware of their ever-present obligations—mail to be answered, callers to attend to, and so on. It seems that a manager is always plagued by the possibilities of what might be done and what must be done.

When managers must plan, they seem to do so implicitly in the context of daily actions, not in some abstract process reserved for two weeks in the organization's mountain retreat. The plans of the chief executives I studied seemed to exist only in their heads—as flexible, but often specific, intentions. The traditional literature notwithstanding, the job of managing does not breed reflective planners; managers respond to stimuli, they are conditioned by their jobs to prefer live to delayed action.

Folklore: The effective manager has no regu-

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*How often can you work
for a half an hour
without interruption?*

lar duties to perform. Managers are constantly being told to spend more time planning and delegating and less time seeing customers and engaging in negotiations. These are not, after all, the true tasks of the manager. To use the popular analogy, the good manager, like the good conductor, carefully orchestrates everything in advance, then sits back, responding occasionally to an unforeseeable exception. But here again the pleasant abstraction just does not seem to hold up.

Fact: Managerial work involves performing a number of regular duties, including ritual and ceremony, negotiations, and processing of soft information that links the organization with its environment. Consider some evidence from the research:

A study of the work of the presidents of small companies found that they engaged in routine activities because their companies could not afford staff specialists and were so thin on operating personnel that a single absence often required the president to substitute.⁵

One study of field sales managers and another of chief executives suggest that it is a natural part of both jobs to see important customers, assuming the managers wish to keep those customers.⁶

Someone, only half in jest, once described the manager as the person who sees visitors so that other people can get their work done. In my study, I found that certain ceremonial duties—meeting visiting dignitaries, giving out gold watches, presiding at Christmas dinners—were an intrinsic part of the chief executive's job.

Studies of managers' information flow suggest that managers play a key role in securing "soft" external information (much of it available only to them because of their status) and in passing it along to their subordinates.

Folklore: The senior manager needs aggregated information, which a formal management information system best provides. Not too long ago, the words *total information system* were everywhere in the management literature. In keeping with the classical view of the manager as that individual perched on the apex of a regulated, hierarchical system, the literature's manager was to receive all important information from a giant, comprehensive MIS.

But lately, these giant MIS systems are not working—managers are simply not using

them. The enthusiasm has waned. A look at how managers actually process information makes it clear why.

Fact: Managers strongly favor verbal media, telephone calls and meetings, over documents. Consider the following:

In two British studies, managers spent an average of 66% and 80% of their time in verbal (oral) communication.⁷ In my study of five American chief executives, the figure was 78%.

These five chief executives treated mail processing as a burden to be dispensed with. One came in Saturday morning to process 142 pieces of mail in just over three hours, to "get rid of all the stuff." This same manager looked at the first piece of "hard" mail he had received all week, a standard cost report, and put it aside with the comment, "I never look at this."

These same five chief executives responded immediately to 2 of the 40 routine reports they received during the five weeks of my study and to 4 items in the 104 periodicals. They skimmed most of these periodicals in seconds, almost ritualistically. In all, these chief executives of good-sized organizations initiated on their own—that is, not in response to something else—a grand total of 25 pieces of mail during the 25 days I observed them.

An analysis of the mail the executives received reveals an interesting picture—only 13% was of specific and immediate use. So now we have another piece in the puzzle: not much of the mail provides live, current information—the action of a competitor, the mood of a government legislator, or the rating of last night's television show. Yet this is the information that drove the managers, interrupting their meetings and rescheduling their workdays.

Consider another interesting finding. Managers seem to cherish "soft" information, especially gossip, hearsay, and speculation. Why? The reason is its timeliness; today's gossip may be tomorrow's fact. The manager who misses the telephone call revealing that the company's biggest customer was seen golfing with a main competitor may read about a dramatic drop in sales in the next quarterly report. But then it's too late.

To assess the value of historical, aggregated, "hard" MIS information, consider two of the manager's prime uses for information—to identify problems and opportunities⁸ and to

Today's gossip may be tomorrow's fact—that's why managers cherish hearsay.

build mental models (e.g., how the organization's budget system works, how customers buy products, how changes in the economy affect the organization). The evidence suggests that the manager identifies decision situations and builds models not with the aggregated abstractions an MIS provides but with specific tidbits of data.

Consider the words of Richard Neustadt, who studied the information-collecting habits of Presidents Roosevelt, Truman, and Eisenhower: "It is not information of a general sort that helps a President see personal stakes; not summaries, not surveys, not the *bland amalgams*. Rather...it is the odds and ends of *tangible detail* that pieced together in his mind illuminate the underside of issues put before him. To help himself he must reach out as widely as he can for every scrap of fact, opinion, gossip, bearing on his interests and relationships as President. He must become his own director of his own central intelligence."⁹

The manager's emphasis on this verbal media raises two important points. First, verbal information is stored in the brains of people. Only when people write this information down can it be stored in the files of the organization—whether in metal cabinets or on magnetic tape—and managers apparently do not write down much of what they hear. Thus the strategic data bank of the organization is not in the memory of its computers but in the minds of its managers.

Second, managers' extensive use of verbal media helps to explain why they are reluctant to delegate tasks. It is not as if they can hand a dossier over to subordinates; they must take the time to "dump memory"—to tell subordinates all about the subject. But this could take so long that managers may find it easier to do the task themselves. Thus they are damned by their own information system to a "dilemma of delegation"—to do too much or to delegate to subordinates with inadequate briefing.

Folklore: Management is, or at least is quickly becoming, a science and a profession. By almost any definition of *science* and *profession*, this statement is false. Brief observation of any manager will quickly lay to rest the notion that managers practice a science. A science involves the enactment of systematic, analytically determined procedures or programs. If we do not even know what procedures managers use, how can we prescribe them by scientific analy-

sis? And how can we call management a profession if we cannot specify what managers are to learn? For after all, a profession involves "knowledge of some department of learning or science" (*Random House Dictionary*).¹⁰

Fact: The managers' programs—to schedule time, process information, make decisions, and so on—remain locked deep inside their brains. Thus, to describe these programs, we rely on words like *judgment* and *intuition*, seldom stopping to realize that they are merely labels for our ignorance.

I was struck during my study by the fact that the executives I was observing—all very competent—are fundamentally indistinguishable from their counterparts of a hundred years ago (or a thousand years ago). The information they need differs, but they seek it in the same way—by word of mouth. Their decisions concern modern technology, but the procedures they use to make those decisions are the same as the procedures used by nineteenth century managers. Even the computer, so important for the specialized work of the organization, has apparently had no influence on the work procedures of general managers. In fact, the manager is in a kind of loop, with increasingly heavy work pressures but no aid forthcoming from management science.

Considering the facts about managerial work, we can see that the manager's job is enormously complicated and difficult. Managers are overburdened with obligations yet cannot easily delegate their tasks. As a result, they are driven to overwork and forced to do many tasks superficially. Brevity, fragmentation, and verbal communication characterize their work. Yet these are the very characteristics of managerial work that have impeded scientific attempts to improve it. As a result, management scientists have concentrated on the specialized functions of the organization, where it is easier to analyze the procedures and quantify the relevant information.¹¹

But the pressures of a manager's job are becoming worse. Where before managers needed to respond only to owners and directors, now they find that subordinates with democratic norms continually reduce their freedom to issue unexplained orders, and a growing number of outside influences (consumer groups, government agencies, and so on) demand attention. Managers have had nowhere to turn for help. The first step in providing such help is

to find out what the manager's job really is.

Back to a Basic Description of Managerial Work

Earlier, I defined the manager as that person in charge of an organization or subunit. Besides CEOs, this definition would include vice presidents, bishops, foremen, hockey coaches, and prime ministers. All these "managers" are vested with formal authority over an organizational unit. From formal authority comes status, which leads to various interpersonal relations, and from these comes access to information. Information, in turn, enables the manager to make decisions and strategies for the unit.

The manager's job can be described in terms of various "roles," or organized sets of behaviors identified with a position. My description, shown in "The Manager's Roles," comprises ten roles. As we shall see, formal authority gives rise to the three interpersonal

roles, which in turn give rise to the three informational roles; these two sets of roles enable the manager to play the four decisional roles.

Interpersonal Roles

Three of the manager's roles arise directly from formal authority and involve basic interpersonal relationships. First is the *figurehead* role. As the head of an organizational unit, every manager must perform some ceremonial duties. The president greets the touring dignitaries. The foreman attends the wedding of a lathe operator. The sales manager takes an important customer to lunch.

The chief executives of my study spent 12% of their contact time on ceremonial duties; 17% of their incoming mail dealt with acknowledgments and requests related to their status. For example, a letter to a company president requested free merchandise for a crippled schoolchild; diplomas that needed to be signed were put on the desk of the school superinten-

Research on Managerial Work

In seeking to describe managerial work, I conducted my own research and also scanned the literature to integrate the findings of studies from many diverse sources with my own. These studies focused on two different aspects of managerial work. Some were concerned with the characteristics of work—how long managers work, where, at what pace, with what interruptions, with whom they work, and through what media they communicate. Other studies were concerned with the content of work—what activities the managers actually carry out, and why. Thus, after a meeting, one researcher might note that the manager spent 45 minutes with three government officials in their Washington office, while another might record that the manager presented the company's stand on some proposed legislation in order to change a regulation.

A few of the studies of managerial work are widely known, but most have remained buried as single journal articles or isolated books. Among the more important ones I cite are:

- Sune Carlson developed the diary method to study the work characteristics of nine Swedish managing directors. Each kept a

detailed log of his activities. Carlson's results are reported in his book *Executive Behaviour*. A number of British researchers, notably Rosemary Stewart, have subsequently used Carlson's method. In *Managers and Their Jobs*, she describes the study of 160 top and middle managers of British companies.

- Leonard Sayles's book *Managerial Behaviour* is another important reference. Using a method he refers to as "anthropological," Sayles studied the work content of middle and lower level managers in a large U.S. corporation. Sayles moved freely in the company, collecting whatever information struck him as important.
- Perhaps the best-known source is *Presidential Power*, in which Richard Neustadt analyzes the power and managerial behavior of Presidents Roosevelt, Truman, and Eisenhower. Neustadt used secondary sources—documents and interviews with other parties.
- Robert H. Guest, in *Personnel*, reports on a study of the foreman's working day. Fifty-six U.S. foremen were observed and each of their activities recorded during

one eight-hour shift.

- Richard C. Hodgson, Daniel J. Levinson, and Abraham Zaleznik studied a team of three top executives of a U.S. hospital. From that study they wrote *The Executive Role Constellation*. They addressed the way in which work and socioemotional roles were divided among the three managers.
- William F. Whyte, from his study of a street gang during the Depression, wrote *Street Corner Society*. His findings about the gang's workings and leadership, which George C. Homans analyzed in *The Human Group*, suggest interesting similarities of job contents between street gang leaders and corporate managers. My own study involved five American CEOs of middle- to large-sized organizations—a consulting firm, a technology company, a hospital, a consumer goods company, and a school system. Using a method called "structural observation," during one intensive week of observation for each executive, I recorded various aspects of every piece of mail and every verbal contact. In all, I analyzed 890 pieces of incoming and outgoing mail and 368 verbal contacts.

dent.

Duties that involve interpersonal roles may sometimes be routine, involving little serious communication and no important decision making. Nevertheless, they are important to the smooth functioning of an organization and cannot be ignored.

Managers are responsible for the work of the people of their unit. Their actions in this regard constitute the *leader* role. Some of these actions involve leadership directly—for example, in most organizations the managers are normally responsible for hiring and training their own staff.

In addition, there is the indirect exercise of the leader role. For example, every manager must motivate and encourage employees, somehow reconciling their individual needs with the goals of the organization. In virtually every contact with the manager, subordinates seeking leadership clues ask: “Does she approve?” “How would she like the report to turn out?” “Is she more interested in market share than high profits?”

The influence of managers is most clearly seen in the leader role. Formal authority vests them with great potential power; leadership determines in large part how much of it they will realize.

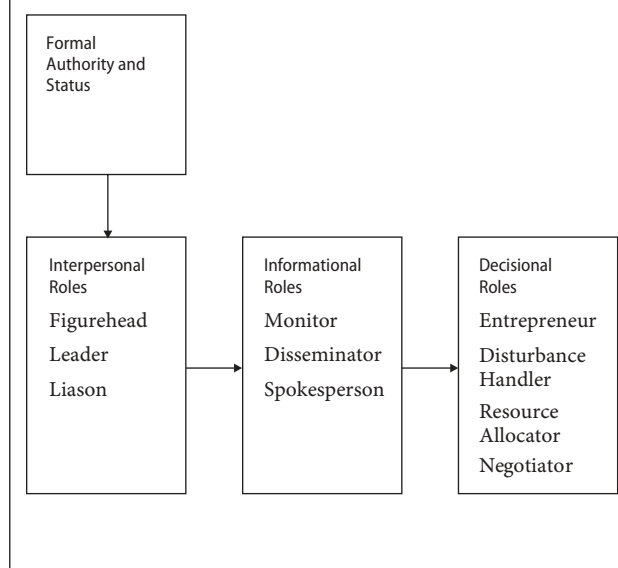
The literature of management has always recognized the leader role, particularly those aspects of it related to motivation. In comparison, until recently it has hardly mentioned the

liaison role, in which the manager makes contacts outside the vertical chain of command. This is remarkable in light of the finding of virtually every study of managerial work that managers spend as much time with peers and other people outside their units as they do with their own subordinates—and, surprisingly, very little time with their own superiors.

In Rosemary Stewart's diary study, the 160 British middle and top managers spent 47% of their time with peers, 41% of their time with people inside their unit, and only 12% of their time with their superiors. For Robert H. Guest's study of U.S. foremen, the figures were 44%, 46%, and 10%. The chief executives of my study averaged 44% of their contact time with people outside their organizations, 48% with subordinates, and 7% with directors and trustees.

The contacts the five CEOs made were with an incredibly wide range of people: subordinates; clients, business associates, and suppliers; and peers—managers of similar organizations, government and trade organization officials, fellow directors on outside boards, and independents with no relevant organizational affiliations. The chief executives' time with and mail from these groups is shown in “The Chief Executive's Contacts.” Guest's study of foremen shows, likewise, that their contacts were numerous and wide-ranging, seldom involving fewer than 25 individuals, and often more than 50.

The Manager's Roles



Informational Roles

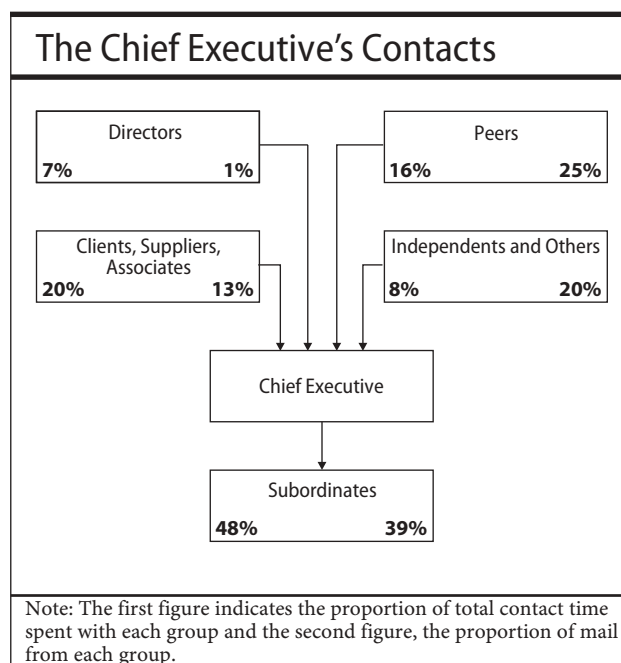
By virtue of interpersonal contacts, both with subordinates and with a network of contacts, the manager emerges as the nerve center of the organizational unit. The manager may not know everything but typically knows more than subordinates do.

Studies have shown this relationship to hold for all managers, from street gang leaders to U.S. presidents. In *The Human Group*, George C. Homans explains how, because they were at the center of the information flow in their own gangs and were also in close touch with other gang leaders, street gang leaders were better informed than any of their followers.¹² As for presidents, Richard Neustadt observes: “The essence of {Franklin} Roosevelt's technique for information-gathering was competition. ‘He would call you in,’ one of his aides once told me, ‘and he’d ask you to get the story on some

complicated business, and you'd come back after a couple of days of hard labor and present the juicy morsel you'd uncovered under a stone somewhere, and *then* you'd find out he knew all about it, along with something else you *didn't* know. Where he got this information from he wouldn't mention, usually, but after he had done this to you once or twice you got damn careful about *your* information."¹³

We can see where Roosevelt "got this information" when we consider the relationship between the interpersonal and informational roles. As leader, the manager has formal and easy access to every staff member. In addition, liaison contacts expose the manager to external information to which subordinates often lack access. Many of these contacts are with other managers of equal status, who are themselves nerve centers in their own organization. In this way, the manager develops a powerful database of information.

Processing information is a key part of the manager's job. In my study, the CEOs spent 40% of their contact time on activities devoted exclusively to the transmission of information; 70% of their incoming mail was purely informational (as opposed to requests for action). Managers don't leave meetings or hang up the telephone to get back to work. In large part, communication *is* their work. Three roles describe these informational aspects of managerial work.



As *monitor*, the manager is perpetually scanning the environment for information, interrogating liaison contacts and subordinates, and receiving unsolicited information, much of it as a result of the network of personal contacts. Remember that a good part of the information the manager collects in the monitor role arrives in verbal form, often as gossip, hearsay, and speculation.

In the *disseminator* role, the manager passes some privileged information directly to subordinates, who would otherwise have no access to it. When subordinates lack easy contact with one another, the manager may pass information from one to another.

In the *spokesperson* role, the manager sends some information to people outside the unit—a president makes a speech to lobby for an organization cause, or a foreman suggests a product modification to a supplier. In addition, as a spokesperson, every manager must inform and satisfy the influential people who control the organizational unit. For the foreman, this may simply involve keeping the plant manager informed about the flow of work through the shop.

The president of a large corporation, however, may spend a great amount of time dealing with a host of influences. Directors and shareholders must be advised about finances; consumer groups must be assured that the organization is fulfilling its social responsibilities; and government officials must be satisfied that the organization is abiding by the law.

Decisional Roles

Information is not, of course, an end in itself; it is the basic input to decision making. One thing is clear in the study of managerial work: the manager plays the major role in the unit's decision-making system. As its formal authority, only the manager can commit the unit to important new courses of action; and as its nerve center, only the manager has full and current information to make the set of decisions that determines the unit's strategy. Four roles describe the manager as decision maker.

As *entrepreneur*, the manager seeks to improve the unit, to adapt it to changing conditions in the environment. In the monitor role, a president is constantly on the lookout for new ideas. When a good one appears, he initiates a development project that he may supervise himself or delegate to an employee

Retrospective Commentary

Henry Mintzberg

Over the years, one reaction has dominated the comments I have received from managers who read "The Manager's Job: Folklore and Fact": "You make me feel so good. I thought all those other managers were planning, organizing, coordinating, and controlling, while I was busy being interrupted, jumping from one issue to another, and trying to keep the lid on the chaos." Yet everything in this article must have been patently obvious to these people. Why such a reaction to reading what they already knew?

Conversely, how to explain the very different reaction of two media people who called to line up interviews after an article based on this one appeared in the *New York Times*. "Are we glad someone finally let managers have it," both said in passing, a comment that still takes me aback. True, they had read only the account in the *Times*, but that no more let managers have it than did this article. Why that reaction?

One explanation grows out of the way I now see this article—as proposing not so much another view of management as another face of it. I like to call it the insightful face, in contrast to the long-dominant professional or cerebral face. One stresses commitment, the other calculation; one sees the world with integrated perspective, the other figures it as the components of a portfolio. The cerebral face operates with the words and numbers of rationality; the insightful face is rooted in the images and feel of a manager's integrity.

Each of these faces implies a different kind of "knowing," and that, I believe, explains many managers' reaction to this article. Rationally, they "knew" what managers did—planned, organized, coordinated, and controlled. But deep down that did not

feel quite right. The description in this article may have come closer to what they really "knew." As for those media people, they weren't railing against management as such but against the cerebral form of management, so pervasive, that they saw impersonalizing the world around them.

In practice, management has to be two-faced—there has to be a balance between the cerebral and the insightful. So, for example, I realized originally that managerial communication was largely oral and that the advent of the computer had not changed anything fundamental in the executive suite—a conclusion I continue to hold. (The greatest threat the personal computer poses is that managers will take it seriously and come to believe that they can manage by remaining in their offices and looking at displays of digital characters.) But I also thought that the dilemma of delegating could be dealt with by periodic debriefings—disseminating words. Now, however, I believe that managers need more ways to convey the images and impressions they carry inside of them. This explains the renewed interest in strategic vision, in culture, and in the roles of intuition and insight in management.

The ten roles I used to describe the manager's job also reflect management's cerebral face, in that they decompose the job more than capture the integration. Indeed, my effort to show a sequence among these roles now seems more consistent with the traditional face of management work than an insightful one. Might we not just as well say that people throughout the organization take actions that inform managers who, by making sense of those actions, develop images and visions that inspire people to subse-

quent efforts?

Perhaps my greatest disappointment about the research reported here is that it did not stimulate new efforts. In a world so concerned with management, much of the popular literature is superficial and the academic research pedestrian. Certainly, many studies have been carried out over the last 15 years, but the vast majority sought to replicate earlier research. In particular, we remain grossly ignorant about the fundamental content of the manager's job and have barely addressed the major issues and dilemmas in its practice.

But superficiality is not only a problem of the literature. It is also an occupational hazard of the manager's job. Originally, I believed this problem could be dealt with; now I see it as inherent in the job. This is because managing insightfully depends on the direct experience and personal knowledge that come from intimate contact. But in organizations grown larger and more diversified, that becomes difficult to achieve. And so managers turn increasingly to the cerebral face, and the delicate balance between the two faces is lost.

Certainly, some organizations manage to sustain their humanity despite their large size—as Tom Peters and Robert Waterman show in their book *In Search of Excellence*. But that book attained its outstanding success precisely because it is about the exceptions, about the organizations so many of us long to be a part of—not the organizations in which we actually work.

Fifteen years ago, I stated that "No job is more vital to our society than that of the manager. It is the manager who determines whether our social institutions serve us well or whether they squander our talents and resources."

The scarcest resource managers have to allocate is their own time.

(perhaps with the stipulation that he must approve the final proposal).

There are two interesting features about these development projects at the CEO level. First, these projects do not involve single decisions or even unified clusters of decisions. Rather, they emerge as a series of small decisions and actions sequenced over time. Apparently, chief executives prolong each project both to fit it into a busy, disjointed schedule, and so that they can comprehend complex issues gradually.

Second, the chief executives I studied supervised as many as 50 of these projects at the same time. Some projects entailed new products or processes; others involved public relations campaigns, improvement of the cash position, reorganization of a weak department, resolution of a morale problem in a foreign division, integration of computer operations, various acquisitions at different stages of development, and so on.

Chief executives appear to maintain a kind of inventory of the development projects in various stages of development. Like jugglers, they keep a number of projects in the air; periodically, one comes down, is given a new burst of energy, and sent back into orbit. At various intervals, they put new projects on-stream and discard old ones.

While the entrepreneur role describes the manager as the voluntary initiator of change, the *disturbance handler* role depicts the manager involuntarily responding to pressures. Here change is beyond the manager's control. The pressures of a situation are too severe to be ignored—a strike looms, a major customer has gone bankrupt, or a supplier reneges on a contract—so the manager must act.

Leonard R. Sayles, who has carried out appropriate research on the manager's job, likens the manager to a symphony orchestra conductor who must "maintain a melodious performance,"¹⁴ while handling musicians' problems and other external disturbances. Indeed, every manager must spend a considerable amount of time responding to high-pressure disturbances. No organization can be so well run, so standardized, that it has considered every contingency in the uncertain environment in advance. Disturbances arise not only because poor managers ignore situations until they reach crisis proportions but also because good managers cannot possibly anticipate all

the consequences of the actions they take.

The third decisional role is that of *resource allocator*. The manager is responsible for deciding who will get what. Perhaps the most important resource the manager allocates is his or her own time. Access to the manager constitutes exposure to the unit's nerve center and decision maker. The manager is also charged with designing the unit's structure, that pattern of formal relationships that determines how work is to be divided and coordinated.

Also, as resource allocator, the manager authorizes the important decisions of the unit before they are implemented. By retaining this power, the manager can ensure that decisions are interrelated. To fragment this power encourages discontinuous decision making and a disjointed strategy.

There are a number of interesting features about the manager's authorization of others' decisions. First, despite the widespread use of capital budgeting procedures—a means of authorizing various capital expenditures at one time—executives in my study made a great many authorization decisions on an ad hoc basis. Apparently, many projects cannot wait or simply do not have the quantifiable costs and benefits that capital budgeting requires.

Second, I found that the chief executives faced incredibly complex choices. They had to consider the impact of each decision on other decisions and on the organization's strategy. They had to ensure that the decision would be acceptable to those who influence the organization, as well as ensure that resources would not be overextended. They had to understand the various costs and benefits as well as the feasibility of the proposal. They also had to consider questions of timing. All this was necessary for the simple approval of someone else's proposal. At the same time, however, the delay could lose time, while quick approval could be ill-considered and quick rejection might discourage the subordinate who had spent months developing a pet project.

One common solution to approving projects is to pick the person instead of the proposal. That is, the manager authorizes those projects presented by people whose judgment he or she trusts. But the manager cannot always use this simple dodge.

The final decisional role is that of *negotiator*. Managers spend considerable time in negotiations: the president of the football team

works out a contract with the holdout superstar; the corporation president leads the company's contingent to negotiate a new strike issue; the foreman argues a grievance problem to its conclusion with the shop steward.

These negotiations are an integral part of the manager's job, for only he or she has the authority to commit organizational resources in "real time" and the nerve-center information that important negotiations require.

The Integrated Job

It should be clear by now that these ten roles are not easily separable. In the terminology of the psychologist, they form a gestalt, an integrated whole. No role can be pulled out of the framework and the job be left intact. For example, a manager without liaison contacts lacks external information. As a result, that manager can neither disseminate the information that employees need nor make decisions that adequately reflect external conditions. (This is a problem for the new person in a managerial position, since he or she has to build up a network of contacts before making effective decisions.)

Here lies a clue to the problems of team management.¹⁵ Two or three people cannot share a single managerial position unless they can act as one entity. This means that they cannot divide up the ten roles unless they can very carefully reintegrate them. The real difficulty lies with the informational roles. Unless there can be full sharing of managerial information—and, as I pointed out earlier, it is primarily verbal—team management breaks down. A single managerial job cannot be arbitrarily split, for example, into internal and external roles, for information from both sources must be brought to bear on the same decisions.

To say that the ten roles form a gestalt is not to say that all managers give equal attention to each role. In fact, I found in my review of the various research studies that sales managers seem to spend relatively more of their time in the interpersonal roles, presumably a reflection of the extrovert nature of the marketing activity. Production managers, on the other hand, give relatively more attention to the decisional roles, presumably a reflection of their concern with efficient work flow. And staff managers spend the most time in the informational roles, since they are experts who

manage departments that advise other parts of the organization. Nevertheless, in all cases, the interpersonal, informational, and decisional roles remain inseparable.

Toward More Effective Management

This description of managerial work should prove more important to managers than any prescription they might derive from it. That is to say, *the managers' effectiveness is significantly influenced by their insight into their own work*. Performance depends on how well a manager understands and responds to the pressures and dilemmas of the job. Thus managers who can be introspective about their work are likely to be effective at their jobs. The questions in "Self-Study Questions for Managers" may sound rhetorical; none is meant to be. Even though the questions cannot be answered simply, the manager should address them.

Let us take a look at three specific areas of concern. For the most part, the managerial logjams—the dilemma of delegation, the database centralized in one brain, the problems of working with the management scientist—revolve around the verbal nature of the manager's information. There are great dangers in centralizing the organization's data bank in the minds of its managers. When they leave, they take their memory with them. And when subordinates are out of convenient verbal reach of the manager, they are at an informational disadvantage.

The manager is challenged to find systematic ways to share privileged information. A regular debriefing session with key subordinates, a weekly memory dump on the dictating machine, maintaining a diary for limited circulation, or other similar methods may ease the logjam of work considerably. The time spent disseminating this information will be more than regained when decisions must be made. Of course, some will undoubtedly raise the question of confidentiality. But managers would be well advised to weigh the risks of exposing privileged information against having subordinates who can make effective decisions.

If there is a single theme that runs through this article, it is that the pressures of the job drive the manager to take on too much work, encourage interruption, respond quickly to

every stimulus, seek the tangible and avoid the abstract, make decisions in small increments, and do everything abruptly.

Here again, the manager is challenged to deal consciously with the pressures of superficiality by giving serious attention to the issues that require it, by stepping back in order to see a broad picture, and by making use of analytical inputs. Although effective managers have to be adept at responding quickly to numerous and varying problems, the danger in managerial work is that they will respond to every issue equally (and that means abruptly) and that they will never work the tangible bits and pieces of information into a comprehensive picture of their world.

To create this comprehensive picture, managers can supplement their own models with

those of specialists. Economists describe the functioning of markets, operations researchers simulate financial flow processes, and behavioral scientists explain the needs and goals of people. The best of these models can be searched out and learned.

In dealing with complex issues, the senior manager has much to gain from a close relationship with the organization's own management scientists. They have something important that the manager lacks—time to probe complex issues. An effective working relationship hinges on the resolution of what a colleague and I have called “the planning dilemma.”¹⁶ Managers have the information and the authority; analysts have the time and the technology. A successful working relationship between the two will be effected when the

Self-Study Questions for Managers

1. Where do I get my information, and how? Can I make greater use of my contacts? Can other people do some of my scanning? In what areas is my knowledge weakest, and how can I get others to provide me with the information I need? Do I have sufficiently powerful mental models of those things I must understand within the organization and in its environment?

2. What information do I disseminate? How important is that information to my subordinates? Do I keep too much information to myself because disseminating it is time consuming or inconvenient? How can I get more information to others so they can make better decisions?

3. Do I tend to act before information is in? Or do I wait so long for all the information that opportunities pass me by?

4. What pace of change am I asking my organization to tolerate? Is this change balanced so that our operations are neither excessively static nor overly disrupted? Have we sufficiently analyzed the impact of this change on the future of our organization?

5. Am I sufficiently well-informed to pass judgment on subordinate's proposals? Can I leave final authorization for more of the proposals with subordinates? Do we have problems of coordination because subordinates already make too many decisions independently?

6. What is my vision for this organization? Are these plans primarily in my own mind in loose form? Should I make them explicit to guide the decisions of others better? Or do I need flexibility to change them at will?

7. How do my subordinates react to my managerial style? Am I sufficiently sensitive to the powerful influence of my actions? Do I fully understand their reactions to my actions? Do I find an appropriate balance between encouragement and pressure? Do I stifle their initiative?

8. What kind of external relationships do I maintain, and how? Do I spend too much of my time maintaining them? Are there certain people whom I should get to know better?

9. Is there any system to my time scheduling, or am I just reacting to the pressures of the moment? Do I find the appropriate mix of activities or concentrate on one particular function or problem just because I find it interesting? Am I more efficient with particular kinds of work, at special times of the day or week? Does my schedule reflect this? Can someone else schedule my time (besides my secretary)?

10. Do I overwork? What effect does my work load have on my efficiency? Should I force myself to take breaks or to reduce the pace of my activity?

11. Am I too superficial in what I do? Can I really shift moods as quickly and frequently as my work requires? Should I decrease the amount of fragmentation and interruption in my work?

12. Do I spend too much time on current, tangible activities? Am I a slave to the action and excitement of my work, so that I am no longer able to concentrate on issues? Do key problems receive the attention they deserve? Should I spend more time reading and probing deeply into certain issues? Could I be more reflective? Should I be?

13. Do I use the different media appropriately? Do I know how to make the most of written communication? Do I rely excessively on face-to-face communication, thereby putting all but a few of my subordinates at an informational disadvantage? Do I schedule enough of my meetings on a regular basis? Do I spend enough time observing activities firsthand, or am I detached from the heart of my organization's activities?

14. How do I blend my personal rights and duties? Do my obligations consume all my time? How can I free myself from obligations to ensure that I am taking this organization where I want it to go? How can I turn my obligations to my advantage?

manager learns to share information and the analyst learns to adapt to the manager's needs. For the analyst, adaptation means worrying less about the elegance of the method and more about its speed and flexibility.

Analysts can help the top manager schedule time, feed in analytical information, monitor projects, develop models to aid in making choices, design contingency plans for disturbances that can be anticipated, and conduct "quick and dirty" analyses for those that cannot. But there can be no cooperation if the analysts are out of the mainstream of the manager's information flow.

The manager is challenged to gain control of his or her own time by turning obligations into advantages and by turning those things he or she wishes to do into obligations. The chief executives of my study initiated only 32% of their own contacts (and another 5% by mutual agreement). And yet to a considerable extent they seemed to control their time. There were two key factors that enabled them to do so.

First, managers have to spend so much time discharging obligations that if they were to view them as just that, they would leave no mark on the organization. Unsuccessful managers blame failure on the obligations. Effective managers turn obligations to advantages. A speech is a chance to lobby for a cause; a meeting is a chance to reorganize a weak department; a visit to an important customer is a chance to extract trade information.

Second, the manager frees some time to do the things that he or she—perhaps no one else—thinks important by turning them into obligations. Free time is made, not found. Hoping to leave some time open for contemplation or general planning is tantamount to hoping that the pressures of the job will go away. Managers who want to innovate initiate projects and obligate others to report back to them. Managers who need certain environmental information establish channels that will automatically keep them informed. Managers who have to tour facilities commit themselves publicly.

The Educator's Job

Finally, a word about the training of managers. Our management schools have done an admirable job of training the organization's specialists—management scientists, marketing researchers, accountants, and organiza-

tional development specialists. But for the most part, they have not trained managers.¹⁷

Management schools will begin the serious training of managers when skill training takes a serious place next to cognitive learning. Cognitive learning is detached and informational, like reading a book or listening to a lecture. No doubt much important cognitive material must be assimilated by the manager-to-be. But cognitive learning no more makes a manager than it does a swimmer. The latter will drown the first time she jumps into the water if her coach never takes her out of the lecture hall, gets her wet, and gives her feedback on her performance.

In other words, we are taught a skill through practice plus feedback, whether in a real or a simulated situation. Our management schools need to identify the skills managers use, select students who show potential in these skills, put the students into situations where these skills can be practiced and developed, and then give them systematic feedback on their performance.

My description of managerial work suggests a number of important managerial skills—developing peer relationships, carrying out negotiations, motivating subordinates, resolving conflicts, establishing information networks and subsequently disseminating information, making decisions in conditions of extreme ambiguity, and allocating resources. Above all, the manager needs to be introspective in order to continue to learn on the job.

No job is more vital to our society than that of the manager. The manager determines whether our social institutions will serve us well or whether they will squander our talents and resources. It is time to strip away the folklore about managerial work and study it realistically so that we can begin the difficult task of making significant improvements in its performance. ▢

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