**Theme 1 - The Manager’s Job, Folklore and Fact – Henry Mintzberg**

**Introduction:**

* The classical view says that the manager organises, coordinates, plans and controls; the facts suggest otherwise.
* Managers often they say that they plan, organise, coordinate and control. However there are a number of situation which do not fit this view.
* What about presenting a gold watch to a retiring employee? Or attending a conference to meet people in the trade and returns with an interesting new product idea for employees to consider?
* These 4 words tell us little about what managers actually do. At best, they indicate some vague objectives managers have when they work.
* *Basic*  question has not been addressed: what do managers do? How can we teach it, how can we design planning systems for them?
* Our ignorance of the nature of managerial work shows up in various ways in modern orgs- manages who have never spent a day in a management training programm, turnover of corporate planners who never understood what it was the managers wanted.
* In the rush to automate production the manager has been forgotten.

**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.*
  + **Fact:** *studies have shown that managers work at an unrelenting pace, that their activities are characterised by brevity, variety, and discontinuity and that they are strongly orientated to action and dislike reflective activities.*
  + Half the activities engaged in by 5 chief exe of study lasted less than 9 minutes, only 10% exceeded an hour.
  + Study of 56 us foremen averaged 583 activities per 8 hour shift an average of of 1 every 48 seconds. – work pace unrelenting.
  + Met with steady stream of mail and fone calls, breaks where work related.
  + Study of 160 middle line managers found they worked uninterrupted for a half hour once every 2 days.
  + Verbal contatct- chief exe- 93% arranged on ad-hoc basis, 1% of time spent in open ended observational tours.
  + Only 1 in 368 contact was unrelated to a specific issue and could therefore be called general planning.
  + Is this the classical view of manager? Hardly.
  + Most of chief exe terminated their own activities , leaving meeting early, calling in subordinates.
  + One manager door open inviting people in to distract him
  + Managers want to encourage the flow of current info. Appreciated opportunity cost of their time, and were aware of their obligations
  + When managers must plan they seem to do so implicitly in context of daily actions.
  + Plans of chief exe seemed to exist only in their heads.
  + The traditional literature does not breed reflective planners; mangers must respond to stimuli.
* **Folklore:** *the effective manager has no regular duties to perform.* Managers are constantly being told to spend more time planning and delegating and less time seeing cutomers and negotiating. The good managers plans everything in advance and sits back.
  + **Fact:** *Managerial work involves performing a number of regular duties, including ritual and ceremony, negotiations and processing of soft information that links the org with its environment.*
  + Study in presidents of small companies, found they engaged in routine activities because their companies couldn’t afford staff seceialists.
  + Study of sales managers and chief exe suggests that it is natural part of both jobs to see customers.
  + Studies of managers info flow suggest that managers paly a key role in securing external info and pass it through subordinates.
* **Folklore:** *the senior manager needs aggregated info which a formal management information system best provides.* In the past manaegenmen info systems all the rave now they are being ignored.
  + **Fact:** *Managers strongly favour verbal media, telephone calls and meetings over documents.*
  + In 2 british studes managers spent an average of 66% and 80% of time in verbal communication. In study of American chief exe figure 78%.
  + Treated mail processing as a burden. One came in to process 142 pieces of mail in 3 hours to get it done.
  + 5 exes responded to 2 of 40 routine reports they received during 5 week period. Skimmed over most periodicals in seconds almost ritualistically.
  + Only 13% of mail was of specific and immediate use.
  + Managers cherish soft info- gossip, hearsay and speculation; todays gossip could be tomarrows fact.
  + Manager builds his models with tidbid of data rather than MIS system.
  + Verbal info is stored in brain, usually not written down so the strategic data bank of the org is not in the memory of its computers but in the mind of its managers.
  + Managers extensive use of verbal media explains why they are reluctant to delegate tasks. It takes time to transfer the store info to subordinate. Find it easy to do themselves.
* **Folklore:** *management is, or at least is quickly becoming a science and a profession.* Science involves the enaction of systematic, analytically detimined procedures or programs. How can it be a profession if we cannot specify what managers are to learn?
  + **Fact:** *the managers programs- to schedule time, process information, make decisions and so on – remain locked deep inside their brains.* They rely on works like judgement and intuitions, seldom stopping to realise that they are merely labels for our ignorance.
  + Executives observed are fundamentally indistinguishable from their counterparts of 100 years ago. The info needed differs but they seek it in the same way, by word of mouth.
  + Mangers job enormously complicated and difficult. They are overburdened with obligations yet cant easily delegate their tasks. Result- driven to overwork and forced to do many tasks superficially.
  + Brevity, fragmentation and verbal communication characterise their work. These are the very characterisitics which have impeded scientific attempts to improve it.
  + As a result management scientists have concentrated on the specialised funciont of the org where it is easier to analyse the procedures and quantify the relevant info.
  + Pressures of managers job are becoming worse. They have nowhere to turn for help.
  + First step is to find our what the managers job really is.

**Back to a basic description of managerial work:**

* Earlier i defined manager as a person in charge of an org.
* All these managers are vested with formal authority over an org unit.
* From formal authority comes status which leads to various interpersonal relations, and from these comes access to information. Information in turn enable the manager to make decisions and strategies for the unit.
* Managers job can be described in terms of various roles.
* 10 roles – 3 interpersonal, 3 information and 4 decisional roles.

**Interpersonal roles:**

* Arise directly from formal authority and involve basic interpersonal relationships.
* Chief exe of study spent 12% of time on ceremonial duties, 17% of incoming mail delt with acknowledgements.
* Duties may be routine involivning little communication and no important decision making.
* Managers are responsible for the work of the people of their unit, constitute the *leader* role.
* Influence of manager most clearly seen in leader role. Formal authority vest them with great potnential power leadership determines in large part how much of it they will realise.
* *Liason* role, the manager makes contacts outside the vertical chain of command.
* Some managers spend as much time with peers outside their units as they do with their subordinates, and very little time with their superiors.
* Rosemary stewarts diary of 160 middle and top managers, 47% of time with peers, 41% people inside unit, 12% with superiors.
* Robert guest study of us formen, 44,46,10
* Study of chief exe 44% contact time with people outside org, 48% with subordinates and 7% with directors.
* Contact the ceo’s made were of a wide variety.

**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 org unit.
* As leader manager has formal and easy access to every staff member, in addition lisison contacts expose the manager to external info to which subordinates often lack access.
* Processing info key part of managers job. In study CEO’s spent 40% of contact time on activites devoted exclusively to transmission of info, 70% of incoming mail was purely informational.
* As *monitor*the manager is perpetually scanning the environment for infor, interrogating liaison contacts and subordinates as a result of networking. A good part of the info collects in monitor role arrives in verbal form often gossip.
* In *disseminator* role manager passes some privileged info directly to subordinates who don’t have access to it.
* In *spokesperson*  role manager send same info t opeople outside the unit, the president etc, in addition every manger must inform and satisfy the influential people who control the org unit.
* President however may spend large time dealing with a host of influences.

**Decisional Role:**

* Info is not an end in itself, it is the basic input to decision making.
* Only the manager can commit the unit to important new courses of action.
* As *entrepreneur* manager seeks to improve the unit, to adapt it to changing conditions in the environment.
* Constatntly on the look out for new idea, when a good one appears h initiates a development project that he may supervise himself.
* These projects do not involve single decisions or even unified clusters of decisions, they emerge as a series of small decisions and actions sequenced over time.
* Chief exe can have up to 50 projects on the go. They appear to maintain a kind of inventory of the development projects in various stages of development..
* The *distrurbance handler* depicts the manager involuntarily responding to pressures. Here change is beyond managers control. The pressures of a situation are too severe to be ignored.
* No org can be so well run, so standardised that it has considered every contingency in the uncertain environment in advance.
* Disturbance occur because poor managers ignore situations until they reach crisis proportions and also good managers cant possibly anticipate all the consequences of the actions they take.
* *Resource allocator* who will get what. Perhaps the most important resource the manager allocates is his or her own time.
* Manager is charged with designing the units structure that pattern of formal relationships that determines how work is to be divided and coordinated.
* Authorises the important decisions of the unit before there implemented. By retaining this power manager can ensure that decisions are interrelated.
* Despite the widespread use of capital budgeting procedures, exes in study made a great deal of authorisation decisions on an ad hoc basis.
* Chief exe faced incredibly complex choices. Had to consider impact of each decision on other decisions on orgs strategy. Had t ounderstand the various cost and venefits as well as feasibility of proposal. Time conscious too, could loose out if slow.
* Common solution is to pick the person instead of project and authrose projects presented by people whose judgement he trucst.
* *Negotiator.* Spend alot of time in negotiation. Integral part of managers job.

**The integrated job:**

* ten roles not easily separated. No role can be pulled out of framework and the job be left intact.
* Eg manager without liaison contacts lack external info as a result that manager can neither disseminate the info that employees need nor make decisions..
* Cant be split up unless they can very carefully reintegrate them.
* Difficulty lies in information roles. For info from both sources must be brough to bear on the same decision if role is split into internal and external.
* Managers spend larger/smaller time on some roles depending on job , ie sales, production manager.

**Toward more Effective Management:**

* 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 delemmas of the job.
* 3 areas of concern, dilemma of delegation, database centralised in one brain, problems of working with management scientist all revolve around the verbal nature of the managers info.
* When they leave they take their data bank with them hard for subordinates .
* The manager is challenged to find systematic ways to share privileged info.
* Regular debriefing session with key subordinates, weekly memory dump on the dictating machine or a diarly may ease the work.
* Single theme that runs through article the pressures of the job drive the manager to take on too much work.
* The manager is challenged to deal consciously with 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.
* Danger in managerial work is that they will respond to every issue equally.
* When dealing with complex issues good for manger to be close to management scientist that have time to probe tcomplex issues.
* Managers have the info and authority, analysts have the time and technology.
* Effective relationship between the two will be good when manager learns to share info and analyst learns to adapt to managers needs.
* Manager is challenged to gain control of his time by turning obligations into advantages and by turning those thing he wishes to do into obligations.
* Managers have to spend alot of time discharing obligations that if they were to view them as just that they would leave no mark on the org.
* Unsuccessful mangers blame failure on the obligations. Effective managers turn obligation to advantages.
* Manager frees some time to do the things that he thinks important by turning them into obligations. Free time is made not found.
* Managers who want to innovate initiate projects and obligate other to report back to them.