Managerial Roles

**Interpersonal Roles**

Management jobs are people intensive, with at least two thirds of time spent communicating with others. Three interpersonal subroles are as follows:

1. ***Figurehead******role:*** *the interpersonal role managers play when they perform ceremonial duties.*
2. ***Leader******role:*** *the interpersonal role managers play when they motivate and encourage workers to accomplish organizational objectives*.
3. ***Liaison******role:*** *the interpersonal role managers play when they deal with people outside their units*.

**Informational Roles**

Managers spend 40 percent of their time gathering and sharing information through the following subroles:

1. ***Monitor******role:*** *the informational role managers play when they scan their environment for information*.
2. ***Disseminator******role:*** *the informational role managers play when they share information with others in their department or companies*.
3. ***Spokesman******role:*** *the informational role managers play when they share information with people outside their departments or companies*.

**Decisional Roles**

One purpose of communicating with people to gather and share information is to make decisions. There are four decisional subroles:

1. ***Entrepreneur******role:*** *the decisional role managers play when they adapt themselves, their subordinates, and their units to incremental change*.
2. ***Disturbance handler role:*** *the decisional role managers play when they respond to severe problems that demand immediate action*.
3. ***Resource allocator role:*** *the decisional role managers play when they decide who gets what resources*.
4. ***Negotiator******role:*** *the decisional role managers play when they negotiate schedules, projects, goals, outcomes, resources, and employee raises*.