

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.*