

5. Controlling—Assessing results against objectives, seeing what was actually done compared to what had been planned, and taking corrective action where required

In larger businesses, these functions are divided among managers at different organizational levels. Owners and general managers usually do most of the planning and organizing. Foremen and field supervisors handle day-to-day leading and controlling. All these functions require knowledge and skill. Organizational and personnel management are complex activities, so investments in managerial awareness, knowledge, and skills are instrumental to good business results, just as biological expertise is to cultural practice decisions.

Managers wear many hats. In *The Nature of Managerial Work*, Henry Mintzberg identifies 10 somewhat overlapping roles that managers commonly assume, and depending on their level in the business and specific position, managers play these roles to different extents. As shown below, they divide into three groups: interpersonal, informational, and decisional.

Types of Activity in Managerial Roles

Interpersonal

- **Figurehead**—Officially represents the business, greets visitors, and signs legal documents
- **Leader**—Sets a tone; directs, trains, equips, counsels, and evaluates employees
- **Liaison**—Maintains information links both inside and outside the work unit or organization

Informational

- **Monitor**—Seeks and receives information, especially nonroutine, from published, as well as personal, sources in other organizations
- **Disseminator**—Provides outside information to others in the department or business, and facilitates internal communications
- **Spokesperson**—Tells outside stakeholders about business situations, plans, policies, achievements, and problems

Decisional

- **Entrepreneur**—Identifies and introduces ideas for improvement, initiates planning for change, directs improvement projects
- **Disturbance Handler**—Deals with internal and external crises, disputes, and other situations not resolved through routine procedures
- **Resource Allocator**—Decides how time, staff, equipment, funds, and other allocable assets are distributed throughout the business
- **Negotiator**—Confers to reach agreement on terms of transaction with suppliers, customers, creditors, and service and labor organizations