

Types of Activity in Managerial Roles

Managers wear many hats. These can be divided into three, basic groups: interpersonal, informational, and decisional.

INTERPERSONAL: Figurehead, Leader, and Liaison

INFORMATIONAL: Monitor, Disseminator and Spokesperson

DECISIONAL: Entrepreneur Disturbance Handler, Resource

Allocator, and Negotiator

All these 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.

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As nearly everyone knows, a manager has practically nothing to do except: to decide what is to be done; to tell somebody to do it; to listen to reasons why it should not be done, why it should be done by someone else, or why it should be done in a different way; to follow-up to see if the thing has been done; to discover that it has not; to inquire why; to listen to excuses from the person who should have done it; to follow up again to see if the thing has been done, only to discover that it has been done incorrectly; to point out how it should have been done; to conclude that as long as it has been done, it may as well be left where it is; to wonder if it is not time to get rid of a person who cannot do a thing right; to reflect that he or she probably has a family, and that certainly any successor would be just as bad, maybe worse; to consider how much simpler and better the thing would have been done if one had done it oneself in the first place; to reflect sadly that one could have done it right in 20 minutes, and, as things turned out, one had to spend two days to find out why it had taken three weeks for somebody to do it wrong.

—Anonymous

