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Monitor Role. Managers continually seek information from a variety of sources, such as reading reports and memos, attending meetings and briefings, and conducting observational tours. Some of the information is passed on to subordinates (disseminator role) or to outsiders (spokesperson role). Most of the information is analyzed to discover problems and opportunities, and to develop an understanding of outside events and internal processes within the manager's organizational subunit.

Disseminator Role. Managers have special access to sources of information not available to subordinates. Some of this information is factual, and some of it concerns the stated preferences of individuals desiring to influence the manager, including people at high levels of authority. Some of the information must be passed on to subordinates, either in its original form or after interpretation and editing by the manager.

Spokesperson Role. Managers are also obliged to transmit information and express value statements to people outside their organizational subunit. Middle managers and lower-level managers must report to their superiors; a chief executive must report to the board of directors or owners. Each of these managers is also expected to serve as a lobbyist and public relations representative for the organizational subunit when dealing with superiors and outsiders. As Mintzberg (1973, p. 76) points out, "To speak effectively for his organization and to gain the respect of outsiders, the manager must demonstrate an up-to-the-minute knowledge of his organization and its environment."

Entrepreneur Role. The manager of an organization or one of its subunits acts as an initiator and designer of controlled change to exploit opportunities for improving the existing situation. Planned change takes place in the form of improvement projects such as development of a new product, purchase of new equipment, or reorganization of formal structure. Some of the improvement projects are supervised directly by the manager, and some are delegated to subordinates. Mintzberg (1973, p. 81) offers the following description of the way a manager deals with improvement projects:

The manager as a supervisor of improvement projects may be likened to a juggler. At any one point in time he has a number of balls in the air. Periodically, one comes down, receives a short burst of energy, and goes up again. Meanwhile, new balls wait on the sidelines and, at random intervals, old balls are discarded and new ones added.

Disturbance Handler Role. In the disturbance handler role, a manager deals with sudden crises that cannot be ignored, as distinguished from problems that are voluntarily solved by the manager to exploit opportunities (entrepreneur role). The crises are caused by unforeseen events, such as conflict among subordinates, the loss of a key subordinate, a fire or accident, a strike, and so on. A manager typically gives this role priority over all of the others.

Resource Allocator Role. Managers exercise their authority to allocate resources such as money, personnel, material, equipment, facilities, and services. Resource allocation is involved in managerial decisions about what is to be done, in the manager's authorization of subordinates' decisions, in the preparation of budgets, and in the