WORK3601: Management in Practice

Week 1: Introduction – Changing Nature of Managerial Work/The Managerial Job
Week 2 and 3: Management Strategy – Corporate Strategy and the Environment
Week 4: Structure and Organisational Development
Week 5: Employment and HR
Week 6: People and Culture
Week 7: Strategy Presentation Workshop and Feedback Session
Week 8: Working with Others – Team Process Models
Week 9: Politics and Persuasion
Week 10: Personal & Professional Ethics
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Week 1: Introduction – Changing Nature of Managerial Work/The Managerial Job

What is Managerial Work?

- Set of functions
  - Planning
  - Leading
  - Organising
 - Controlling

Management Skills

- Conceptual skills: cognitive ability to see the organisation as a whole and the relationship among its parts
- Human skills: ability to work with and through other people and to work effectively as a group member
- Technical skills: the understanding of and proficiency in the performance of specific tasks

Mintzberg's Fact vs Folklore (1990)

- Folklore: Managers are reflective, systematic planners.
- Fact: Activities are brief, various and discontinuous
- Folklore: Effective managers have no regular duties
- Fact: managers have regular duties; participate in rituals and ceremonial duties; process soft information
- Folklore: Managers need aggregated data from MIS
- Fact: Managers prefer verbal media over documents (little codification of this soft information).
- Folklore: Management is becoming a science/profession
- Fact: Managers programs are locked inside their brains (judgement and intuition)

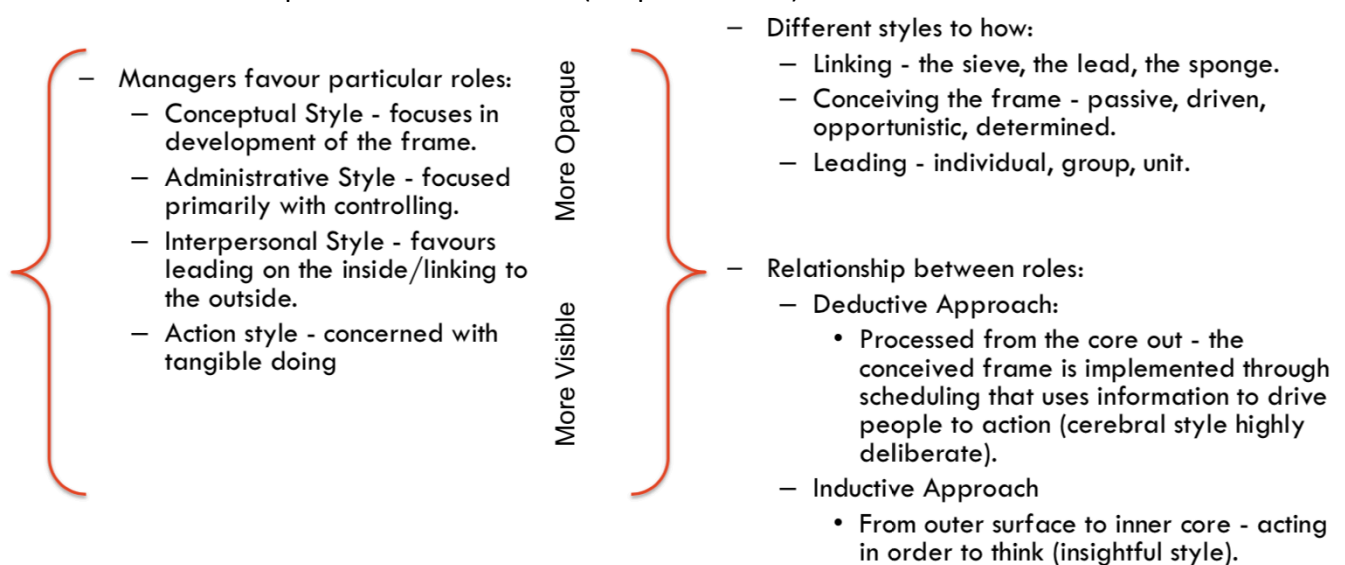## Mintzberg's Classic three roles

- Management is neither art nor science nor skill. At base there is nothing to do. A manager is hired for what he knows other firms do, what he can find to do, and what he can be told to do
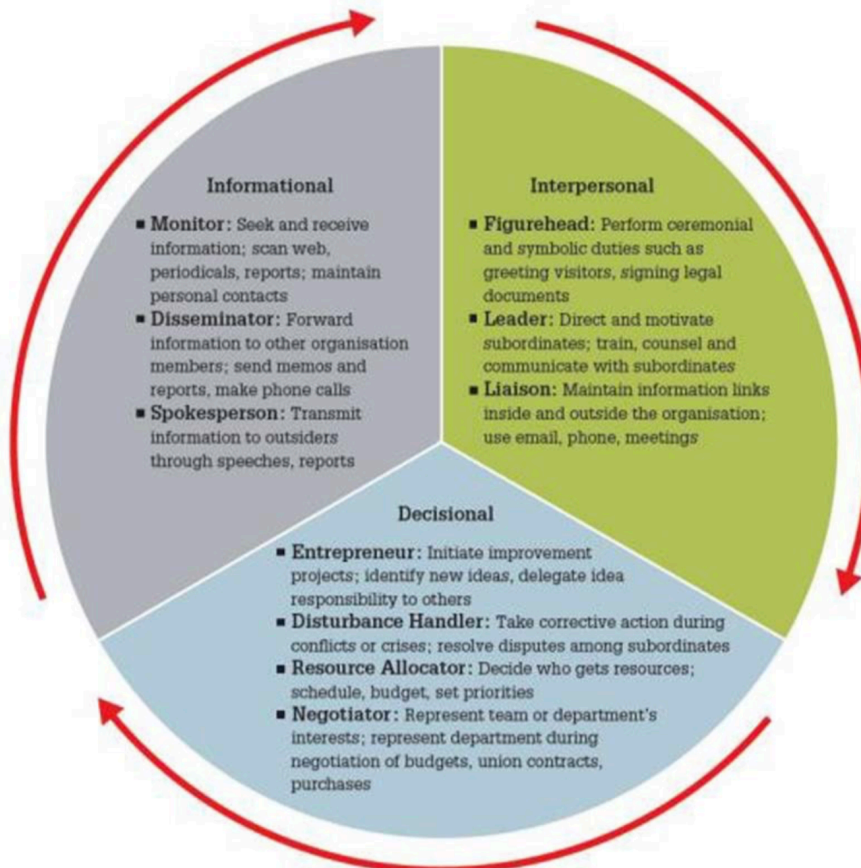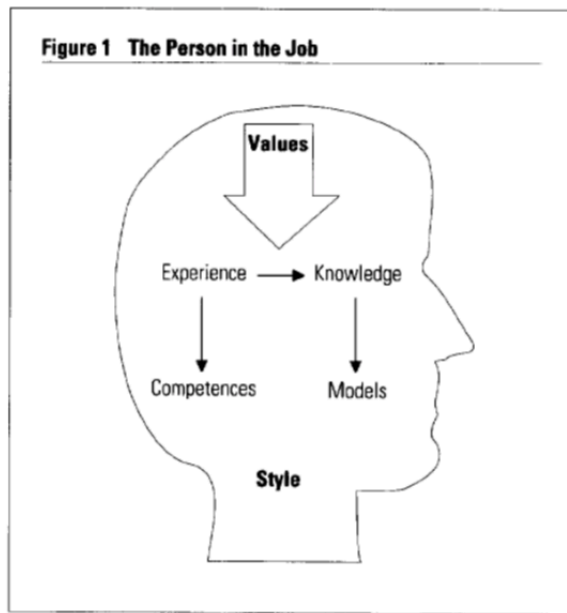

Mintzberg's – Rounding out the Manager's job

- Values: principles or standards of behaviour; one's judgement of what is important in life.

- Experience
- Skills or competences
- Mental Models: ways that the world around is interpreted
- 'Together, all three characteristics greatly determine how any manager approaches a given job' (or their style)
- Managing on three levels
  - Information – focus on neither people or actions but information (indirect)
    - Can be grouped into:
      - Communication - collection and dissemination of information (internal and external).
      - Controlling - using information in a directive way (develop systems. design structures and impose directives).
  - People – managing through others by influencing their behaviour
    - Can be broken into:
      - Leading - at individual (motivation), group (cultural norms) and unit level (figurehead duties).
      - Linking - gatekeepers of influences (diffusing outside and inside).
  - Action – managing through indirect involvement in action
    - Managing through doing - getting closer to the action making decision and acting on particular activities; managing projects, solving problems.
      - Doing Inside - projects and problems.
      - Doing outside - deals and negotiation.
- Individual Styles will impact on managerial work in terms of:
  - Which roles a particular person favours.
  - How they perform these roles; and – The relationship between the roles.
- Different contexts emphasise different roles (hospital vs cafe).

- Managers favour particular roles:
  - Conceptual Style - focuses in development of the frame.
  - Administrative Style - focused primarily with controlling.
  - Interpersonal Style - favours leading on the inside/linking to the outside.
  - Action style - concerned with tangible doing

More Opaque

More Visible

- Different styles to how:
  - Linking - the sieve, the lead, the sponge.
  - Conceiving the frame - passive, driven, opportunistic, determined.
  - Leading - individual, group, unit.

- Relationship between roles:
  - Deductive Approach:
    - Processed from the core out - the conceived frame is implemented through scheduling that uses information to drive people to action (cerebral style highly deliberate).
  - Inductive Approach
    - From outer surface to inner core - acting in order to think (insightful style).

The person in the job

Figure 1 The Person in the Job

Mintzberg's – Rounding out the Manager's job (Conceiving)

- Purpose – create a unit, maintain a unit, adapt or recreate a unit.
- Perspective – overall approach to management (vision & culture).
- Positions - more concrete views (strategy).
- Issues: current concerns of management (maybe integrated with frame or more vague).
- Schedule: setting or priorities for managerial time.
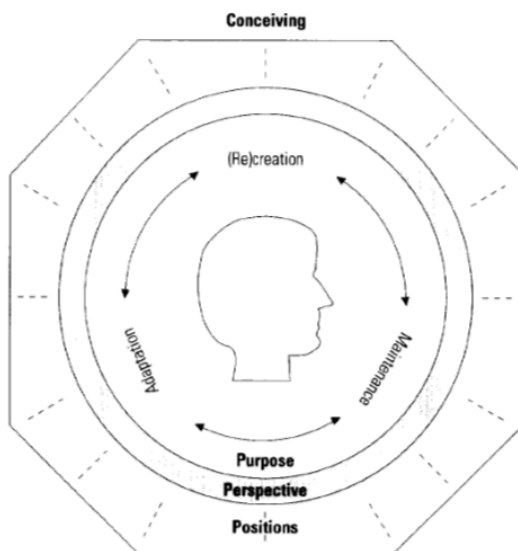

Figure 2 The Frame of the Job

Table 1 Four Styles of Conceiving the Frame

	Clarity of Frame	
Selection of Frame	Vague	Sharp
Imposed	Passive style	Driven style
Invented	Opportunistic style	Determined style

Mintzberg revisited

- Since Mintzberg (1973, 1990) there has been a fundamental change in discourse around management.
- 'Leadership' increasingly seen as important – communication of 'vision' and transformational leadership."
  - (The New Leadership approach) emphasises the overarching role of the top executive as a leader who maintains and moulds the values of an organisation, while at the same time rejects the management science tradition as overly formalistic, bureaucratic and stifling." (S. Tengblad, 2006: 1440).
- This recasting of management as leadership has coincided with discussion about the changing nature of organisations - the growth of the post-bureaucratic form.

- o "Post-bureaucracy is characterised by flexible and non-hierarchical organisations built on shared values, dialogue and trust rather than rule-following" (S. Tengblad, 2006: 1440).
- Tengblad's (small) study of Swedish CEO's reinforced many of the observations made by Mintzberg, namely:
    - o Managerial work consists of great quantities of work conducted at an unrelenting pace.
    - o The manager gravitates towards live action.
    - o The manager prefers verbal media.
    - o The manager gives mail cursory treatment.
    - o Telephone and unscheduled meetings are mainly used for brief contacts between persons that know each other.
    - o The scheduled meetings consume more time of the manager than any other medium.
    - o Tours can give valuable information but the manager spends little time on them.
    - o The manager spends relatively little of his time with superiors (board of directors).
- However Tengblad also found significant differences:
- Substantial increase
    - o Total workload.
    - o Time spent on transportation.
    - o Meetings with many participants.
    - o Meetings with subordinates.
    - o Giving of information.
- Substantial decrease
    - o Deskwork
    - o Meetings with clients, suppliers and associates.
    - o Work concerning requests and solicitations.
    - o Fragmentation (of time; often spent in meeting and presentations)

Rethinking the Management Roles
- MIT Sloan Review Essays (2016) on technology and Management.
- Gratten sees the possibility of the end of management:
    - o Managements role of coordinator work will come under increasing pressure from automation.
    - o Shift away from Parent-Child type of relationships to Adult-to-Adult type of relationship (self-assessment tools help employees, relieve monitoring pressure for managers).
    - o The axis of power will shift from vertical to horizontal.
    - o Rise of platform business
- Risk factors that will need to be managed:
    - o Managing virtual teams;
    - o Managing multi-generational groups;
    - o Supporting knowledge flows across business units

Technology and Work
- In the same series Tarafdar suggests three new management skills.
    - o Partnering with digital colleagues or 'digital co-workers' - monitoring the technological outputs, checking conclusions and decisions and sometime rectifying these.
    - o Becoming digitally mindful - instead of seeing boundaries between work and non-work (as technology reduces this boundary), management should start looking at individual preferences around the flow of tasks, when and how these are performed (flexibility).
    - o Developing empathy for others technological preferences (perhaps people with the same technological preferences should be put in the same teams).