

## INTERPERSONAL ROLES

Figurehead	Symbolic head, who performs a number of duties of legal, social and ceremonial nature by virtue of her/his position.
Leader	Manager, coordinates, motivates and activates employees to achieve a goal. Responsible for the recruitment, training and dismissal of staff.
Liaison	Creates and maintains a network of formal and informal contacts.

## INFORMATIONAL ROLES

Monitor	Seeks, receives and sorts internal and external information.
Disseminator	Sorts and distributes information for the organization. The information can be both objective and subjective – with the aim of influencing the recipient.
Spokesperson	Communicates information to the outside world about the organization's plans, policies, results, etc.

## DECISIONAL ROLES

Entrepreneur	Scans the organization and its surroundings for new opportunities and initiates new projects.
Disturbance Handler	Intervenes in unexpected, important and critical situations, such as solving problems.
Resource Allocator	Decides or approves decisions in relation to strategic, tactical and operating areas where important resources (in a broad sense) are allocated.
Negotiator	Represents the organization at all important internal and external negotiations.

FIGURE 6.10  
Mintzberg's Ten Management Roles.