

Understanding Managerial Roles at Unilever through Mintzberg's Framework

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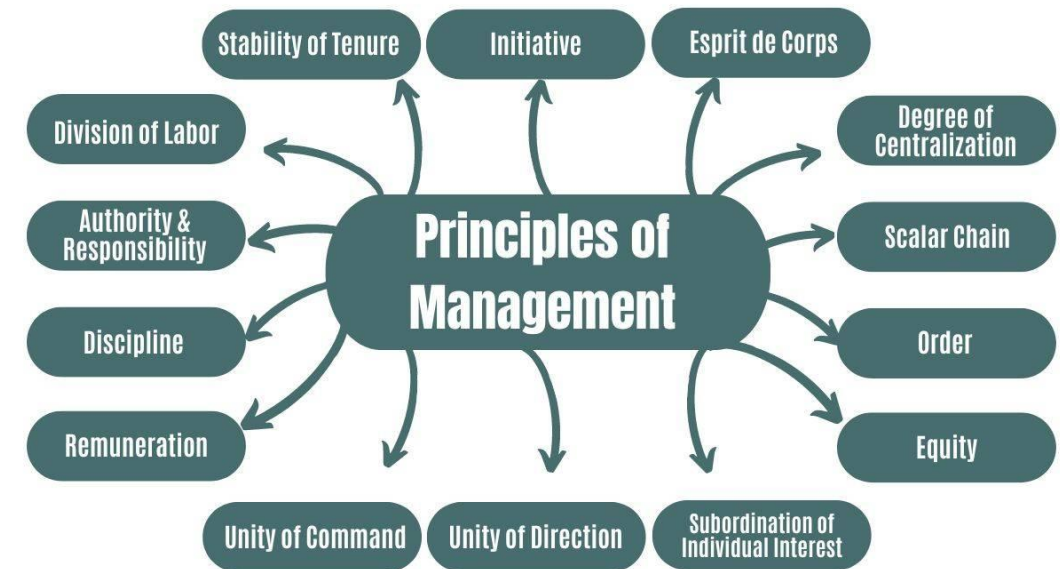
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Outline

- Overview of Mintzberg's managerial roles framework.
- Importance of leadership and management theories in practice.
- Focus on Unilever as a case study organisation.
- Examination of how Unilever applies managerial roles to enhance performance.
- Insight into leadership development and modern managerial challenges.

Management Theory & Practice

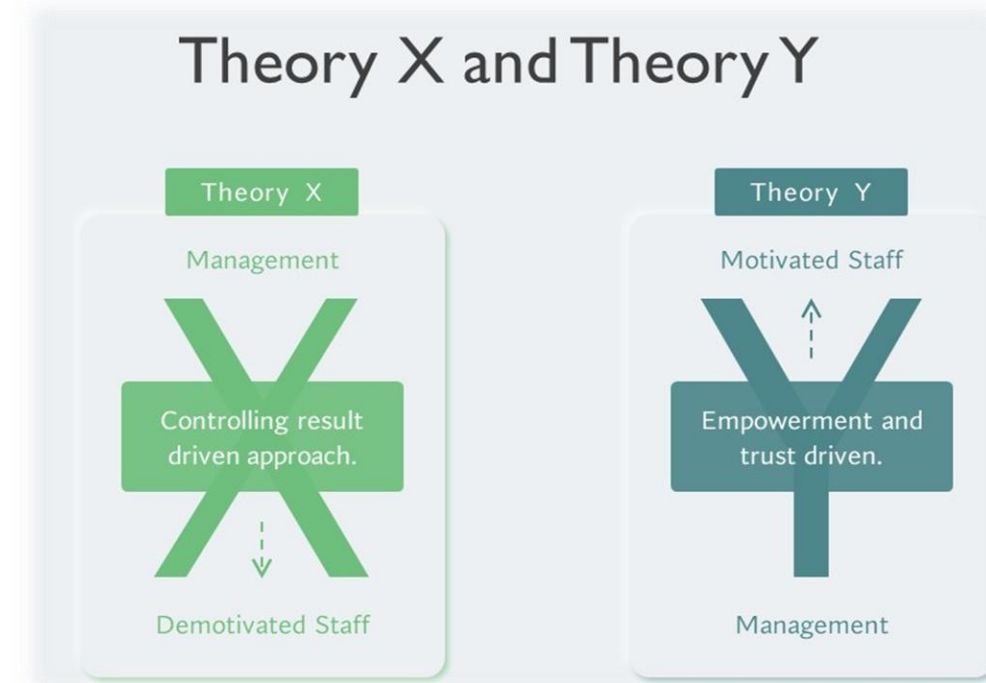
- Fayol's 14 principles guide management.
- Unity of command enhances clarity.
- Division of work improves productivity.
- Centralisation ensures policy control.
- Decentralisation enables local flexibility.
- Hierarchy supports smooth coordination.
- Applied principles in Unilever's structure.
- Enhances consistency across global teams.



(Cole & Kelly, 2020; Witzel, 2017)

Organisational Behaviour Theories

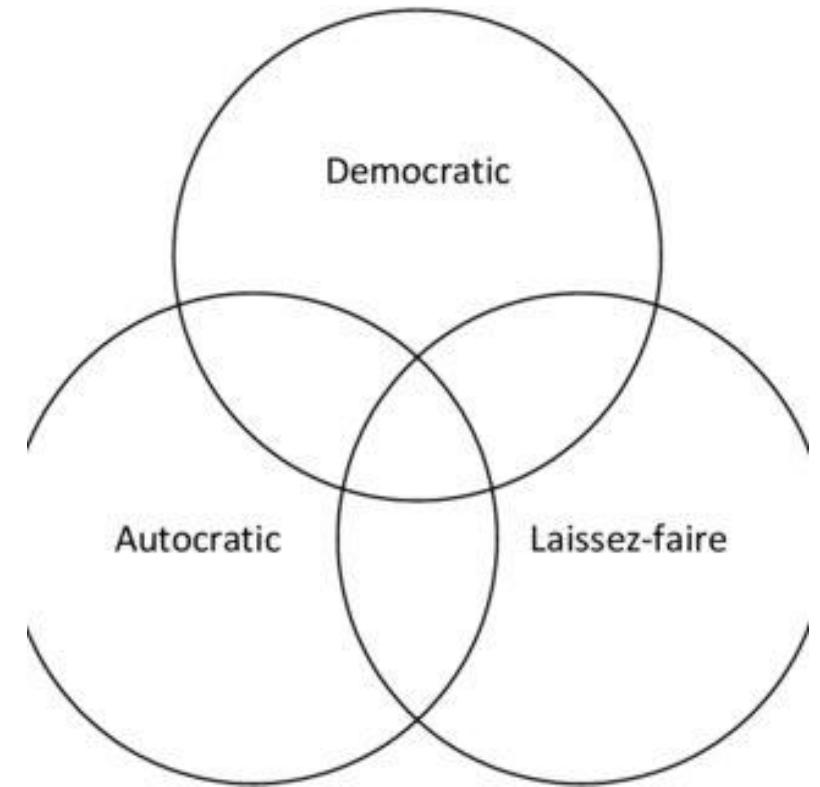
- ❖ **Theory X:** strict control model.
- ❖ **Theory Y:** motivates through trust.
- ❖ Unilever blends X and Y approaches.
- ❖ Behavioural theory values human relations.
- ❖ Managers encourage collaboration in teams.
- ❖ Promotes shared goals and innovation.
- ❖ Influences Unilever's leadership development.
- ❖ Increases satisfaction and task ownership.



(Robbins et al., 2021; Mullins and Christy, 2016)

Leadership Theories & Styles

- ❑ **Autocratic:** fast decisions, limited input.
- ❑ **Democratic:** team input, shared decisions.
- ❑ **Laissez-faire:** hands-off, autonomous work.
- ❑ Unilever prefers a democratic leadership model.
- ❑ Encourages innovation across departments.
- ❑ Behavioural styles improve team outcomes.
- ❑ Flexibility fosters situational leadership.
- ❑ Leadership is aligned with the global vision.



(Needle & Burns, 2019; Goleman et al., 2013)

Mintzberg's 10 Managerial Roles at Unilever



(Mintzberg, 2020)

Interpersonal Roles (Mintzberg)

- **Figurehead:** represents the brand externally.
- **Leader:** guides teams to goals.
- **Liaison:** connects internal departments.
- Unilever leaders motivate global teams.
- Builds external partnerships and networks.
- Promotes ethical leadership and culture.
- Managers increase inter-unit communication.
- Supports Unilever's people-first culture.

(Robbins et al., 2021; Unilever, 2023)

Informational Roles (Mintzberg)

- ❖ **Monitor:** gathers internal, external data.
- ❖ **Disseminator:** shares updates with teams.
- ❖ **Spokesperson:** presents the company to the public.
- ❖ Unilever monitors the market and trends.
- ❖ Communicates sustainability reports globally.
- ❖ Shares innovations across product divisions.
- ❖ Informs stakeholders through official statements.
- ❖ Builds transparency with internal communication.

(Yukl, 2013)

Decisional Roles (Mintzberg)

- ❑ **Entrepreneur:** drives innovation projects forward.
- ❑ **Disturbance handler:** resolves urgent issues.
- ❑ **Resource allocator:** distributes tasks, budgets.
- ❑ **Negotiator:** manages external business deals.
- ❑ Unilever invests in digital transformation.
- ❑ Resolves supply disruptions globally.
- ❑ Allocates resources for sustainability goals.
- ❑ Manages global partnerships and licenses.

(Robbins et al., 2021)

Development of Managerial Roles

- Unilever offers leadership training programs.
- Managers attend global development workshops.
- On-the-job learning enhances experience.
- Mentorship helps refine leadership skills.
- Regular reviews for performance tracking.
- Workshops develop intercultural competencies.
- HR supports customised development plans.
- Learning aligned with business strategy.



(Armstrong and Taylor, 2020)

How These Theories Impact Unilever Performance

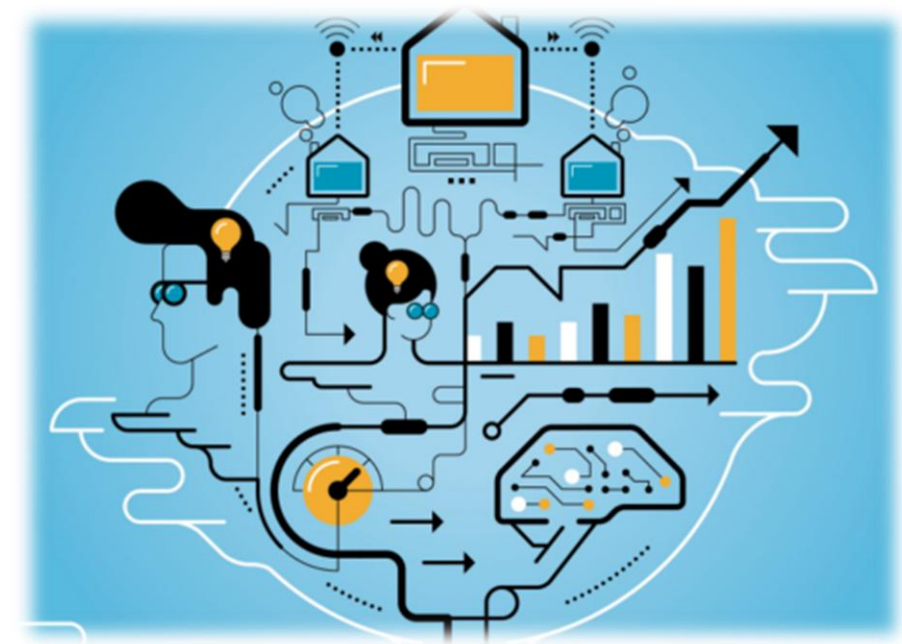
- ❖ Strong leadership improves team productivity.
- ❖ Informed decisions reduce market risk.
- ❖ Better communication improves transparency.
- ❖ Skilled negotiation expands partnerships.
- ❖ Innovation drives product diversification.
- ❖ Effective delegation reduces decision delays.
- ❖ Crisis handling builds business resilience.
- ❖ Managerial roles support sustainability goals.



(Harvard Business Review, 2021)

Additional Managerial Roles

- ❑ Digital Transformation Officer enhances agility
- ❑ Sustainability Manager drives green goals
- ❑ DEI Leader promotes workplace inclusion
- ❑ Remote Team Manager boosts flexibility
- ❑ Cybersecurity Manager protects data systems
- ❑ AI Integration Officer supports automation
- ❑ Roles adapt to the digital economy
- ❑ New roles complement Mintzberg's framework



(Smith & Lewis, 2023)

Conclusion

- Management theories guide organisational leadership
- Mintzberg's roles are highly applicable
- Managers drive Unilever's global performance
- Training develops key leadership skills
- Leadership styles shape organisational culture
- Modern roles address digital challenges
- Unilever adapts to business complexity
- Effective management ensures long-term success

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