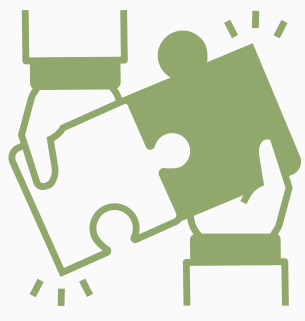


# HOW HAS THE ROLE OF MANAGERS EVOLVED?

The role of managers has transformed significantly in recent decades. Where once **direct supervision** was key, today’s managers are primarily focused on **collaboration**, reflecting a shift towards more **integrated** and **innovative** approaches in the workplace.<sup>1</sup>



## Supervisor to Collaborator

Managers now focus more on **internal collaboration** and **strategic planning** rather than merely overseeing tasks. This evolution reflects the **increased complexity of tasks** and a new management philosophy that values **teamwork over direct oversight**.<sup>1, 2</sup>



## Innovation and Collaboration

Firms that prioritize innovation and creativity place a **higher demand on managers to foster collaboration**. These organizations often have a greater proportion of middle managers who **facilitate internal cooperation** and **drive forward-thinking initiatives** compared to traditional firms.<sup>2</sup>

## Modern Managerial Functions

- **Leader:** Motivates and inspires the team
- **Coordinator:** Ensures smooth operations
- **Coach:** Develops team skills and individual growth
- **Mentor:** Supports personal development and potential fulfillment<sup>3</sup>



## The Language of Collaboration

Effective managers emphasize **unity** and **collective goals**, fostering a **team-oriented** environment where everyone works together towards a common objective.<sup>3</sup>

### Old Paradigm

“ME”  
“THEM”

### New Paradigm

“WE”  
“US”

**References**  
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