What are PAs doing in leadership?  
A look at responsibilities by role

What are PA leadership responsibilities? How may leadership responsibilities change based on PAs’ roles?

Background
According to Henry Mintzberg, a management expert, organizations have six staffing areas: operating core, middle line, strategic apex, technostucture, and support staff along with three areas of management: interpersonal, informational, and decisional. Similar organizational structures have been observed within the PA workforce.

Methods
A survey was sent to 25,711 PAs throughout 2022. A total of 4,033 responses were received (95% CL/-1.52%). Data on responsibilities and job titles were encoded to align with Mintzberg’s framework for management and organizational model. Descriptive analyses and chi-square tests were used to describe the data.

Mintzberg’s Management Theory
According to Henry Mintzberg, organizations should have five staffing components:
- **Strategic apex**: The people at the top of the company who are responsible for following its mission and empowering others to do so.
- **Middle line**: The managers below the apex convey their objectives and strategies to the workers.
- **Operating core**: The people who make the products or provide the services.
- **Technostucture**: The employees in larger organizations who analyze productivity, workflow, and technology.
- **Support staff**: The employees who provide administrative services for leaders at the apex and the company at large.

Mintzberg’s Management Roles

<table>
<thead>
<tr>
<th>Role Type</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td><strong>Interpersonal Roles</strong></td>
<td>Managers are used as figureheads, as leaders, and as liaisons.</td>
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<tr>
<td><strong>Informational Roles</strong></td>
<td>Managers monitor the markets, disseminate information, and serve as spokespersons.</td>
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<tr>
<td><strong>Decisional Roles</strong></td>
<td>Managers are taking initiatives and problem solving, handling conflicts, allocating resources, and negotiating.</td>
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