

The 4 R's of Good Management

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Today's manager faces challenges and issues that were less prevalent a mere 10 years ago. Among other things, managers must deal with employee turnover, lack of trust and loyalty, and the matrix organization structure which increases the number of both direct and indirect reports.

While the look of organizations and management may have changed, the principles of good management remain constant. I refer to these principles as the 4 R's: **Respect, Responsibility, Reward and Recognition**. An examination of each provides the meaning of the concept and the resulting positive impact to the employee, as well as the organization.

Respect

Respect can be defined as a positive feeling of admiration or deference for a person. It can be both given and received. The best managers respect their employees and listen to their ideas and opinions. This leads to improved self-esteem, self-worth and respect for the manager. In my experience, when employees are valued, their contributions increase and they are motivated to work harder to accomplish individual and team goals.

Responsibility

Responsibility can be defined as the state or fact of being answerable or accountable for something or someone within one's power, control, or management. Good managers take their responsibilities seriously and feel a duty or obligation to support their employees so they reach their potential. They also view the manager role as an ongoing responsibility and privilege that has been earned, rather than a right that has been granted.

Employees take notice of this character trait, and admire and respect managers who act with genuine concern for their direct reports. In addition, loyalty and commitment to the team improves as mutual accountability grows with the ongoing development of the relationship.

Reward

Rewards in the workplace take many forms and come in all sizes. In addition to the normal financial reward, managers can reward performance and desired behaviors by giving employees special opportunities that lead to career growth and development.

The best managers tailor the reward to the individual, timing it to that employee's achievement of the desired results. They also ensure that the reward is communicated effectively so the employee realizes how the reward ties directly to the accomplishment. Conversely, those who are not rewarded need to understand the manager's reasoning and rationale, as well as the approach (or action steps) that should be taken to achieve a reward in the future.

Recognition

This concept goes hand-in-hand with reward, but also has its own distinct attributes.

There are as many ways to recognize employees as there are managers. Some managers convey employee achievements via e-mail or other forms of written communication. Others make announcements during special team meetings or regular staff meetings. Still others highlight employee accomplishments on intranet websites that feature an "employee of the month" or something similar.

Regardless of the approach that is utilized, the best managers make employee recognition a normal part of their repertoire and ensure that it becomes part of the team culture. They also use it to reinforce desired behaviors and showcase meaningful accomplishments rather than everyday expected performance.

Finally, great managers use reward and recognition as an opportunity to mentor and give access to new development opportunities. For example, an employee may be invited to sit in on a management meeting or be given an opportunity to lead a project to enhance their leadership skills.

In closing, managers who practice "The 4 R's of Good Management" typically achieve the following results:

- Improved employee engagement and morale
- Increased loyalty and trust
- Enhanced performance and potential
- Higher retention rates

If you would like to improve your management skills and achieve better business results, please contact me at jeff@17gormanadvisors.com.