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The Result-Oriented Management Style

Manager: A Champion's Trainer

The word 'Management' is widely used. The origin of the word is probably French. Traditionally, a manager is 'le soigneur d'un champion', a champion's trainer. This meaning originates from horse racing. The manager ensures that the horse is in ideal condition to live and perform to become a champion.

This is also how we see a manager in an organization: He (or she) creates a pleasant environment in which employees can optimally use their skills. He/she ensures that they can all become champions in their field.

Consequently, to manage is to create conditions in which others can achieve desired results.

Examples of such conditions are:
* Identifying a vision/establishing a course: 'People, this is where we are going, this is the course!'
* Outlining a strategy and policy: 'I will clearly tell you what I want'
* Developing and maintaining an organizational structure in which work is done efficiently: 'Who reports to whom?'
* Identifying objectives: 'Here is what I expect from you…'
* Making means available: 'Of course I have time for you'
* Planning activities: 'In my opinion, it would be better to do this first'.

This workbook will help you create these conditions for your employees. It is important that we direct our attention to an important, but also specific, part of these conditions, which is:

- A clear definition of the employee's duties
- Good and efficient guidance regarding the practical completion of the work
- An efficient management style.

Some points regarding general vision and organizational structure are not addressed, or are indirectly addressed, in this book.

Assignment: which management issues do you recognize?
The ROM approach is, of course, only meaningful if you see its usefulness yourself.
Therefore, analyze yourself.
What uncertainties or energy-gluttons do you encounter?
Which management issues do you recognize?
Think of the people who are directly accountable to you. Do you see them in front of you?
These are the people with which you have a line relationship, i.e. the people of which you are the direct supervisor.

Question 1
Do you have a clear insight into their job description, or do you sometimes notice that they are busy with tasks that were not discussed with you?

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Question 2
How often are you 'bothered' by your employees because of a lack of effective preliminary discussions?

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Question 3

How often is the work incomplete on the agreed deadline date with no prior notification given?

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Question 4

Is your work barely completed while your employees complete tasks for people who are lower or higher in the organization?

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Question 5

Does each employee know what you count on from him? Does everyone know what you expect from them? How certain are you of this?

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Question 6

Do you know exactly what you want to contribute to the annual results? Does your boss know that? How were the agreements established? Have you had a clear conversation regarding the means, and will your boss provide them? Or are you a 'king without a kingdom' (someone who has many duties and few powers)?

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Question 7

Do your employees determine themselves what they do? Do they receive assignments from higher in the hierarchy?

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Question 8

Do your performance interviews have content? Do they concern behaviours or results?

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Question 9

Which of your employees could use a challenging and clear goal to prevent lethargy?

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Question 10

Is your own area of responsibility clearly defined?

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Question 11

Are you sometimes 'bothered' by people who say that you should be more involved as a manager? What is their complaint?

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Question 12

Do the managers in your organization agree on management style?

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If you actively follow the guidelines of this book, you will find the answers you are seeking.

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Assignment: what do you want to accomplish with this workbook?

What is your objective in reading and applying the contents of this book?

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For which concrete questions do you want to find explicit answers with the help of this book?

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Result-Oriented Management: starting Points

ROM is a type of management in which the desired result is the starting point when creating work assignments. The ROM approach will create clarity regarding what is *specifically* expected from everyone.

Result-oriented management is based on a clear personal and organizational vision. We summarize this vision in four points.

1. People are naturally motivated when they feel that they:
   * achieve their goals
   * do something/can show what they are good at
   * contribute to something they consider important or valuable
   * learn something or grow from what they do/can do.

2. People work best and are most motivated when:
   * their tasks are clearly defined and do not overlap
   * they receive clear assignments and know the expectations regarding their performance
   * they are involved in the development of the objectives they must reach and they consider these objectives attainable
   * they have the latitude to work independently (whether or not together) at the completion of these objectives
   * they receive clear feedback regarding their results and behaviour.

3. Giving responsibility is a necessary condition to create 'champions'. You should delegate as much as possible, essentially through efficient communication. When people enjoy achieving valuable results, they spontaneously take responsibility.

4. Achieving results is not the only goal of ROM. Clarity of objectives and means is primarily for the purpose of optimal horizontal and vertical collaboration: There should be no misunderstanding regarding responsibilities, so that they can be assumed.
   As a result, clarity is not primarily intended to talk to people about their mistakes. On the other hand, accountability should be required regarding lack of clearly defined and agreed upon results, and people should learn from the cause of this lack. The first matter of importance is developing the responsibility necessary to obtain autonomy and self motivation.

Consequently, with ROM, people are central. Ultimately, it is about developing people in their professional activities into autonomous and responsible employees rather than good professionals and/or followers.

A Comparison of Management Styles

Result-oriented management represents a specific management style. As a manager, it is important that you know your own style and compare it with the style of others. It is preferable for the leaders in an organization to develop one same style. We invite you to start investigating and to immerse yourself into your own, and your manager-colleagues', styles.

In this section, we will compare three different styles:
- management by exception (MBE)
- management by prescription (MBP)
- result-oriented management (ROM).

Figure 1 displays a comparison of these styles.

BASE OF COMPARISON	MANAGEMENT BY EXCEPTION (MBE)	RESULT-ORIENTED MANAGEMENT (ROM)	MANAGEMENT BY PRESCRIPTION (MBP)
English description of the name	Management based on exception moments	Management based on end result	Management based on rules
Main focus of the manager	Means/conditions (input)	End result and means/conditions (output)	Procedures, rules (process)
Where are the main power and influence?	With the employee	With the manager and the employee	With the manager and specialist staff
How is the managerial style?	Strongly delegating. In case of problems only: Directive/coaching	Determined by situations. Focus on delegation.	Prescriptive, directive.
What is established?	Little; Focus on personal harmony	Responsibilities, objectives, and means	Duties, rules, and procedures
How is progress monitored?	It is not; punctual reaction in case of a calamity; then, employee asks manager for a solution	Employee periodically reports the progress of result completion (advance notification)	Employee reports systematically, manager controls, even unsolicited
How do assessments work?	On people and dedication	On results and dedication	On correct application of rules/procedures
Focus on client?	Great, non-directional	Great, directional	Smaller with each rule
Motivation principle for employees	Employee motivates himself	Manager motivates by means of challenging goals	Manager motivates by means of coercion
How much time should I dedicate to management?	Little, particularly in the beginning. More later in case of problems, by upward delegation	Much, in the beginning; later, significantly less if clarity regarding responsibilities, goals, and means	A lot, for control and development of new rules when new problems arise
Main advantage of this style for the employee	You can uninhibitedly and freely improvise with each new situation	You know where you stand and you have a great deal of latitude	Everything is clear, you pass problems upward
Main disadvantage of this style for the employee	You never know when you really succeed because success is not defined	Requires abundant self-discipline; you have to give account	Creativity and inventiveness do not fit this style

Figure 1: Comparison of Three Management Styles

MANAGEMENT BY EXCEPTION

MBE is an *input- or means-oriented management style*. It is strongly based on one-time and prior identification of the necessary means. The manager is focused on establishing all conditions to begin and continue completion of the task, e.g. hiring good people.

The manager who applies this style generally only interferes with the completion when calamities occur. He leaves plenty of latitude to the employee: 'Let them follow their course'. The question is whether the desired results are obtained. This manager only acts when something goes wrong.

MANAGEMENT BY PRESCRIPTION

MBP is a *process- or execution-oriented management style*. It is essentially based on regulating all work activities. This manager will be primarily focused on the question of *how* the work is executed. He does this from a feeling of uncertainty: 'If only they do it right...'

Leading is done by means of determining what must happen to obtain a good result. For each step, the way the employee must act is described. This is expressed by rules, procedures, or manuals. Rules are often created by personnel assigned by the management. The primary task of the manager is to monitor compliance with the rules.

RESULT-ORIENTED MANAGEMENT

An output- or end-result-oriented management style is primarily based on the question whether all activities will lead to the desired result. This manager is mainly focused on reporting the end-results of a specific activity. He determines which requirements the desired result must meet so that it can be efficiently tested:

'If they only know what I expect from them.' Afterwards, the manager directs his attention to the managerial follow-up and, if necessary, to adjustments if it appears that results will not be satisfactory. We call this style managing based on objectives, or Result-Oriented Management (ROM), also known as Management by Objectives (MBO). (See Annex 1 (page 73) a detailed description of the relationship between ROM and MBO.)

Why choose ROM?

Benefits for the organization:
• purposeful: greater chances of success thanks to clearer assignments
• better planning: Harmony between goals and means, and between the various goals
• greater learning effect through more resolute analysis and consideration of activities (provided there is follow-up control and assessment)
• higher motivation through greater involvement and more personal responsibility.

Benefits for the employee:
- means are better adapted to goals: better insight into what is achievable and better task definition; availability of required means
- motivation through learning, success
- more room for own approach and creativity, greater autonomy
- assessment is more 'honest', more objective.

Assignment: Actual and Desirable Management Styles

Figure I displays a comparison of the three management styles. Look at the figure and try to recognize the typical style of your boss and of yourself as a boss. Describe how the actual and desirable management styles appear. Do this by distributing 100 percent between the three styles, for your boss as well as for yourself as a boss.

Example:

	This is how my boss manages me			This is how I manage my employees		
	MBE	**ROM**	**MBP**	**MBE**	**ROM**	**MBP**
Actual	70	10	20	20	30	50
Desirable	30	50	20	10	60	30

Now, fill out the boxes yourself:

	This is how my boss manages me			This is how I manage my employees		
	MBE	**ROM**	**MBP**	**MBE**	**ROM**	**MBP**
Actual						
Desirable						

What specific conclusions can you draw from this?

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Overview of a Result-Oriented Organization

Suppose you or your entire organization applies the ROM style.

- How can you tell?
- What do you determine?
- What do you see?

Result-oriented management is, as previously stated, a style in which the desired output is the starting point of the creation of work assignments.
Every employee knows what is expected of him/her at any given time. This expectation is not expressed in terms of 'This is what you have to do', but in output terms: 'This is what you have achieved.'
Sitting under the Christmas tree, every employee looks back and determines on December 31st whether he achieved what was expected of him.
If he thinks about it a little, in the middle of the celebrations, there can be no misunderstanding whatsoever about this. What was expected of him is, indeed, established in clear, result-oriented agreements. These agreements are also put on paper so that they can form a basis for various types of meetings, such as functional and assessment meetings. Moreover, these result-oriented assignments are very specific. There are no shadow areas. The assignments cover all important areas within his job description. Objectives are very challenging so that, even though he has done the same job for years, does not fall asleep but has learned new things, sometimes in a very exciting way.