

Reddin's 3-D Management Concept

There is a clear and direct relationship between the success of an organisation and the effectiveness of management. That is why organisational growth enhances the need for competent management. Technological developments, a focus on quality, the market situation, growing international competition and cost pressures necessitate increases in efficiency, flexibility, and above all result-orientation. The ever growing competition for time and resource make organisations feel a need for clarity. Clarity about direction, priorities and responsibilities. Because the managers' workload has considerably increased, their confidence in their employees is a must. Often managers are responsible in direct report for many staff. Therefore their teams should self-manage more and their individuals determine their own direction more.

3-D Reddin Management concept is a management tool to enhance managerial and organisational effectiveness with a strong emphasis on aligning responsibility and authority in output terms. It is a method to bring result orientation to an organisation and to transform the policy of an organisation to concrete operational output objectives. Well formulated top down priorities and goals arise from mutual interaction between hierarchical layers of management and bottom-up participation based on action plans and budgets. By their nature targets essentially make a contract between management and staff and are an ideal tool enhance "empowerment" and "growth in job".

At the heart of this Reddin concept we find:

- Process output formulation,
- Style of leadership,
- The use of teamwork, focused on achieving results.

3-D Reddin Management Concept has been based on a number of assumptions about human behaviour. One may conclude that people can work better, more effective and with more joy when they;

- Clearly know what is expected of them,
- Have been involved in formulating expectations,
- Have been given the space to decide for themselves how to meet expectations,
- Will be informed about their performance so they can learn from their own experiences.

Reddin 3-D Concept Management recognizes the importance of teamwork. The essence of good management is that results are being achieved by switching on others. Managers are offered the opportunity to achieve results for the organisation, but also for them in terms of job satisfaction.

3-D Reddin Management Concept also confirms the view of organisations that people in teams are their single most important resource. For the wellbeing of both the organisation and its individuals it is important to promote personal development and honour aspirations. Good managers will help and push their people to their limits of their ability to plateau a high level of performance.

Reddin 3-D Management Concept is a method that systematically shapes people's output orientation, their processes, culture and structure. It is a way of managing by output definitions, agreed by managers and staff both how to divide between them the responsibility for achieving the targets. Such output then is to outline the work to be done and provides an insight into where adjustments and repositioning might be needed.

The main elements of the Reddin 3-D Management Concept are these:

- A management methodology that comes supported by a number of instruments,
- Job based responsibilities and matching authority will determine the results to be achieved. The influence a person can exercise in the process and its implementation fixes the formulation of realistic and challenging goals.
- Given the pursuit of output orientation responsibilities must be defined in output terms. Ultimately it concerns the demand for effectiveness, thus a focus on targets and results.
- It is a participatory approach, a dialogue where both manager and employees deserve their own inputs.
- The process is started top-down to ensure that company goals will actually be met.

Advantage of Reddin 3-D Management Concept may include:

- It is a management concept that relies on specified instruments.

- It provides a common conceptual framework.
- It provides a profound insight in responsibilities and authorities.
- It enforces the precision of vague concepts such as quality improvement, customer orientation, market-orientation, serviceability, entrepreneurial, dynamic, flexibility.
- It is a guide to focus available time and energy on main points and issues.
- It visualises results and opens up the dialogue about them, and if implemented in a participative manner will promote motivation and job satisfaction.
- It opens up objective appraisals for genuine handles to underpin Management Development.

Reddin 3-D Management Concept applies to all levels of management. It will group the most important management processes within an organisation. It makes a framework for effective management.

3-D Reddin Management Concept emphasises the single most indispensable ingredient for success, the achievement of results. One is not truly entrepreneurial until one sets one's targets higher, performs better and achieves more than the competition. A significant feature of Reddin's concept is the emphasis on goals rather than means. Expectations about become clear once one agrees on the objectives, and grants managers the authority to pursue these objectives within the boundaries of the guidelines and policies set.

Reddin 3-D Management Concept is a leader in its field. It matches the development needs of the organisation. It helps managers to effectively manage their own performance and the performances of their team and staff.

Such benefits lead to enhanced effectiveness of an organisation provided the avoidance of these pitfalls:

- Arising from enthusiasm too many objectives are formulated. Following a brief period of intense activity overload could occur that might lead to a complete halt.
- The system could become a paper tiger that consists of continuous adjustments and beautifications, resulting in unmanageable reports and statements. They inevitably end up in a closet, for everyone to happily return to what was there before.
- Too fast and heavy loaded emphasis is given on objectives, without defining well-tuned effectiveness areas first. The contribution of the objectives to the business result, likewise the sum result of joint effort, will be rather minimal, which is quite frustrating.
- Despite clearly defined responsibilities and goals it happens that people do not address one another about deviations in the realisation for reason that one does not want to upset "harmony".
- Objectives are imposed top-down, for instance: objectives for a department or employee are being increased top-down by say 10% and their duration shortened by say 4 months. A guarantee for failure as it were comes included.

Consistent application of the process enforces but simplicity in the system. Dramatic changes to the system come from a large number of small steps. It is a dynamic and cyclical process that puts demands on the manager in the fields of:

- Output orientated thinking,
- Skills in the formulation of responsibilities, competencies, objectives, and deployment of resources,
- Drawing plans,
- Management skills (Situational and Team management).

The 3-D Reddin Management Concept includes requirements for self-managing teams:

- Team members manage a broad variety of skills,
- They carry responsibility for most operational decisions,
- Team members are responsible for the coordination with other teams and the wider organisation.

The 3-D Reddin Concept requires an organisation culture that permits openness and sincerity to talk to one another about results. It is a system for continuous improvement and provides an approach to use the skills of people in new and creative ways in order to exploit every aspect of the performance of an organisation.

Analytically the process of Reddin 3-D Management Concept can be divided into 8 distinct steps, by chronological order:

1. the acquisition of knowledge and skills in the application of the 3-D Reddin Management Concept

2. At organisational level the setting of the drivers, mission, goals and strategic planning
3. The marking out and mutually alignment of responsibility and authority
4. Job description adjustments
5. The setting of priorities
6. The choice of criteria and the setting of targets
7. The design, setting, monitoring and evaluating of action plans
8. Discussing results and rewarding them