

Write in your own words: What does “good management” mean to you? How is it different from “bad management.”? What do the best do and the others don't? List and describe objectively, as many “best practices” as you can think of.

Good management is about letting your followers accomplish their goals by removing obstacles to their performance. The main implication of this concept is that managers' main responsibility resides not in the achievement of the goals themselves, but in guaranteeing the resources and wellbeing of their people so they can promote their results.

There is a conception that management and leadership are different phenomena as the first is focused on organizing, planning, and detail-oriented efforts and the second on inspiring, motivating, and promoting organizational change. During my experiences, the thing that became clear to me is that leadership and management have much more in common and can be perceived as one only larger phenomenon, involving two main capabilities and one strong value: the capacity to organize the institutional structure and plan tasks, the capacity to articulate goals and objectives to the members it involves and an employee-oriented value to serve.

[As recent research point out](#), most businesses suffer from a lack of good management practices. The surprising factor is that those missing practices do not consist of the application of advanced agile methodologies, MBA-level strategic plannings, or even the lack of a superior intellect from managers. In most cases, those missing practices are simple ones, in the likes of a clear reward for performance structure, a clear cascade of objectives throughout different levels of hierarchy, and a reliable collection of performance data.

Being organized and able to execute a project is a necessary trait for good management, but if it is not accompanied by those previous management practices, employees will become disoriented around their objectives, disengaged, and there will be a lack of data to back up future decision making. These best practices combined serve the purpose of removing operational and emotional barriers from the employee's way so they can achieve their desired results. They provide a minimal framework for managers on what interventions they should prioritize in their business, to make their workers more productive.

That is a major point. As managers, we cannot directly instruct workers to be more productive. Productivity is not a directive that can simply be ordered upon employees, but a resultant factor of well-designed institutional policies and organizational structure. The ones who do the selling, the manufacturing, the designs of different products are the employees. As managers, we are not responsible for the execution, but guarantee that the ones who do the execution are well-preserved and have clear directions to promote it. The application of these best practices not only leads up to direct performance increases but to indirect ones.

A bricklayer will be much more productive if he is aiming at building a cathedral than if the aim is to build a wall. An executive will be much more prompt to help a colleague in

hardship if he believes his direct manager will support his decision despite previous orders. Indirect gains in organizational productivity are found when employees have a clear vision of the organizational mission and feel appreciated. That is only possible if there is a concern in creating and sustaining these institutional practices through robust periods.

The real difficulty in dealing with bad management in organizations is that most of them grow from earlier stages of business development. In my view, bad management does not consist of explicitly bad practices but the lack of good ones. This creates uncertainty since most young enterprises already lack structures and processes. They can grow up to be big businesses, but it's uncertain when and if during this process they will develop these so-called good practices. On top of that, there is organizational culture development which interferes massively with the general sense of productivity.

Having a strong value system oriented toward serving its employees is essential to construct a good organizational culture because it places a premium on the growth of workers and treats each of them as a unique person with value in itself. Managers with a servant mindset are committed to growing each employee both personally and professionally, which leads to better professional performance throughout the entire organization in the long term.

In sum, good management is all about helping people to be the best version of themselves and achieving their goals. As managers, we promote it by adopting some good practices like clarifying objectives and setting clear rewards, and by really entrusting our employees with their jobs.