

Management



ISSUE 1 - JANUARY 2004

Welcome to Wales Management Council's new bi-monthly digest of thoughts and opinions on management and leadership.

Its aim is to give you succinct but stimulating material, which helps you focus on how you might boost aspects of your personal and corporate performance.

Your views are very much part of this, so please email them to us.

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WHAT IF...?

Do we aim too low in business because we fix limits to our vision before we even define the vision? Franklin D Roosevelt said: "The only limits on our realization of tomorrow will be our doubts of today." Why not ask yourself...



If I couldn't fail in my current position, what would I like to do?

MANAGERS OR LEADERS... IS THERE A DIFFERENCE?

Yes, according to Charles Middleton, Chief Executive of management development company Training Services Wales: "Leadership is not the same as management. Management is about coping with complexity while leadership is about coping with change."



Do you agree? Please send us your views.

FINDING THE BEST

You've got two excellent job candidates running neck and neck in qualifications track record and interviews. What's your tie-breaker? Said Paul Pursey, MD of Axiom Manufacturing Services: "For me it's got to be the best 'people' person. I try to imagine how well the people they would be working with would get on with each candidate. Hobbies tell you a lot. It's amazing how many people say they are good team-builders but pursue mainly solitary past-times outside work."



How do you go about making hair's breath recruitment decisions? Let us know.

WHO'S NEXT?

What are you looking for in the next wave of senior managers?

Consultant, John Cable, who advises firms on this issue argues you should: "Look for someone who doesn't accept the status quo but is always anxious to move things forward. Maybe it's someone like you were 20 years ago but with the modern skills and outlooks. Study how well their peers respect them. That's often the clincher."



What criteria do you use to spot the leaders of tomorrow, or even your successor?

Leading Wales Towards Management Excellence

IN THE SPOTLIGHT

A media interview isn't a blatant advert but you can still secure a valuable promotional plug, if you're prepared for it. Said Grahame Lloyd of media trainers Celluloid: "Be able to say what you are, why you're different and why it's important in 15 seconds flat. Make it simple, relevant to the interview and the audience, and inject one or two memorable words."



Have you thought what you would say in your 15 second media opportunity?

IT'S FINE IN THEORY...

IOD Wales Director, Roger Young reckons one of the key challenges for management in the new Millennium is to meet employees' life needs without compromising the business. Easier said than done, you might argue.



Have you tried to get you staff's work-life balance right. If you're winning - tell us your secrets. If it backfired - where did it go wrong? Let us know ...

CORPORATE PEACEKEEPERS

If you're looking for quick fixes to workplace conflict you might be interested in the thoughts of Cardiff Psychologist Derek J Smith from UWIC. "Managers trying to eradicate conflict need to understand that they are in the hot seat of a new applied science in the making. There is no true science of corporate zoo-keeping. To succeed, managers need to understand better a whole range of things simultaneously; from human ethology, the science of primitive behaviour, to discourse analysis, the key to genuinely effective communication." Easy really! For full text of article "Conflict in the Workplace" see www.dsmith@uwic.ac.uk



What's the essence of your approach to conflict resolution or avoidance?

LEGAL/ILLEGAL

From 1st October 2006 it becomes illegal to discriminate against anyone in jobs or training on the grounds of age. Are there people you've consciously or sub-consciously written out of your plans for the future because you want a younger, more 'vibrant' team. You might not only risk offloading some very useful mature contributions, you could find yourself facing a tribunal. www.wales.gov.uk



Have you really thought how best to use the experience of older members of your team?

A GOOD READ

Browsing the management magazines this month, it was refreshing to see a one-stop guide to effective management tools called "Tools for Success - A Manager's Guide", by Suzanne Turner.

Bestsellers don't alter much over the weeks. Still up there are "Who Moved My Cheese?" by Spencer Johnson, and "Fish! A Remarkable Way to Boost Morale and Improve Results" by Lundin, Paul and Christensen. Have any of you read either? If so, let us have your thoughts.

MANAGEMENT WEBWATCH

TrainingZONE - www.trainingzone.co.uk. The TrainingZONE community is an online network of 40,000 members and one of the UK's most popular sites for training and HR professionals. Apart from carrying topical information, it's a useful first point of call if you need to find out information relating to training and personal development issues.



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