

Management



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Wales Management Council works with partners within and beyond Wales to promote better management performance at all levels in the economy.

As part of that task we encourage managers like you to consider how they can expand their own capabilities and become better at what they do.

This bi-monthly digest aims to help you, and people like you, to focus more clearly on the practical challenges you face.

We don't pretend to have all the answers but we hope these questions promote thinking that is helpful to you. If you have any views on any of the issues raised please let us know.

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WHAT IF...?

...you walked into your own company as a customer tomorrow. Would the experience be exactly as you would wish it to be?



Have you established a culture in your business that ensures your own values are fully reflected in the way your staff behave towards others?

MANAGERS OR LEADERS... DECISIONS DECISIONS!

It has been argued that the essence of strong management and leadership is decisiveness and that, when it comes to building confidence and trust, making a bad decision is better than making no decision at all?



Is this right? Have you ever made a decision with which you were uncomfortable simply because you feared that sitting on the fence might cost you the respect of staff?

LET IT BE

If you've got enthusiastic staff they can make a huge difference to the bottom line by working long hours without cash reward for their extra contribution.



As a manager should you simply encourage them to carry on doing this and reap the short term rewards or are you risking longer term damage and loss of valuable human assets through burn out?

PRAISE PAYS

Never give criticism in isolation if you can avoid it. You'll usually get a more positive response by creating a "good news sandwich" with praise and encouragement at beginning and end and the critical stuff in the middle, according to Swansea-based people development consultant Derek Allen.



Has this approach worked for you or do these softeners simply rob the message of its impact and take pressure off the underperforming staff member?

A GENDER FOR SUCCESS

Modern management is strongly motivational and more willing to share the credit for success than has traditionally been the case in business. According to Ann Beynon, National Manager for BT in Wales, these are characteristics more commonly found in women than men, making it likely that female representation at the top will continue to grow in the years ahead.



In your experience do women generally have a different attitude to management?

RESTORING FAITH

According to author Professor Richard Scase, the work ethic in Britain has been eroded by a culture of cynicism and growing distrust of bosses, with the result that many employees get away with doing as little as possible.



Is that your experience and, if so, how can employees' faith in management be restored?

IT'S FINE IN THEORY

"Quality Circles" were embraced by 90% of Fortune 500 companies in the early 1980s as the miracle cure for their management problems. By 1987 more than 80% had dumped them again.



How can you spot the difference between a theory that will really inject new life into your company and a passing management fad that may waste everyone's time?

GETTING PAID

Some argue that a softly softly approach to chasing overdue invoices only puts you to the bottom of the payment queue. However experienced Cardiff credit controller Virginia Osborne recommends building relationships with debtors and giving them positive reasons to pay you ahead of competing creditors.



How do you approach those who have taken longer than their allotted credit period?

LEGAL/ILLEGAL

"Freelance" workers can be very valuable and flexible, giving you committed contributions during busy periods without you having to commit yourself to employing them. But what if they don't work for anyone else but you?



Are you up to date with the laws on when a self-employed contractor becomes a de-facto employee for whom you must pay National Insurance and provide other employee benefits?

A GOOD READ

Henry Mintzberg's latest offering is "Managers Not MBAs" (Prentice Hall) - a subject which has occupied his thinking for 35 years. His premise is that management skills can only be learnt on-the-job and that the theory comes years later. According to Carol Kennedy of Management Today, this book "should make a lasting contribution to the evolution of management education - and could even make aspiring MBAs wonder if that hefty investment could be put to better use". Interesting!

MANAGEMENT WEBWATCH

www.destination-innovation.co.uk is worth a look. It includes a quick self-test of your organisation's innovation which takes only seconds to complete, but contains some thought provoking questions, many of which may surprise you. The company behind the site carries out innovation audits and creativity workshops to help organisations unlock latent ideas within their teams.



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Rheolaeth

RHIFYN PEDWAR - GORFFENAF 2004



Bydd Cyngor Rheolaeth Cymru yn gweithio gyda phartneriaid yng Nghymru a thu hwnt i hybu gwell perfformiad o ran rheoli ar bob lefel yn yr economi.

Fel rhan o'r dasg honno, rydym yn annog rheolwyr fel chi i ystyried sut gallan nhw ehangu eu hunain a gwella yn eu gwaith.

Nod y daflen grynodedb yma, a fydd yn cael ei chyhoeddi bob deufis, yw'ch helpu chi, a phobl debyg i chi, i ganolbwyntio yn fwy eglur ar yr heriau ymarferol sy'n eich wynebu.

Nid ydym yn honni bod yr holl atebion gennym, ond rydym yn gobeithio y bydd y cwestiynau yma'n ysgogi ystyriaeth a fydd yn ddefnyddiol i chi. Os ydych chi am roi'ch barn ar unrhyw rai o'r materion sy'n cael eu codi, cysylltwch â ni. gwyneth.stroud@crc-wmc.org.uk

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BETH OS?

...byddech chi'n cerdded i mewn i'ch cwmni eich hun fel cwsmer yfory. A fyddai'r profiad yn union beth fyddech yn dymuno iddo fod?



Ydych chi wedi sefydlu diwylliant yn eich busnes sy'n sicrhau bod y ffordd mae'ch staff yn ymddwyn tuag at eraill yn adlewyrchu'ch gwerthoedd chi eich hunan?

RHEOLWYR AC ARWEINWYR PENDERFYNIADAU PENDERFYNIADAU!

Bu dadlau mai penderfnydd yw hanfod rheolaeth ac arweinyddiaeth gref ac, wrth adeiladu hyder ac ymddiriedaeth, mae'n well gwneud penderfyniad drwg na pheidio â gwneud penderfyniad o gwbl.



Ydy hyn yn wir? Ydych chi erioed wedi gwneud penderfyniad roeddech chi'n anghyfforddus ag ef oherwydd eich bod yn ofni y byddech chi'n colli parch eich staff pe byddech chi'n osgoi gwneud penderfyniad?

GADEWCH IDDYN NHW FOD!

Os oes gennych chi staff brwdfrydig gallan nhw wneud gwahaniaeth enfawr i'ch elw trwy weithio oriau hir heb gael eu talu am eu cyfraniad ychwanegol.



A yfel rheolwr, a ddylech chi eu hannog i wneud hyn a medi'r manteision tymor byr, ynteu ydych chi'n mentro niwed tymor hir a cholled asedau dynol gwerthfawr trwy eu gordddefnyddio?

MAE CANMOL YN TALU

Peidiwch byth â beirniadu rhywun ar ei ben ei hun os gallwch chi osgoi hynny. Fel arfer, byddwch chi'n cael ymateb mwy positif trwy greu "brechdan newyddion da" a'u canmol a'u hannog ar y dechrau ac ar y diwedd gan gadw'r pethau beirniadol yn y canol, yn ôl Derek Allen, ymgyngorydd o Abertawe sy'n ymwneud â datblygu pobl.



Ydy'r dull yma o weithredu wedi gweithio i chi, neu ydy'r mesurau meddal yma'n cael gwared ar fyrddwn y neges ac yn tynnu'r pwysau oddi ar yr aelod o staff sy'n tanberfformio?

Tywys Cymru Tuag At Ragoriaeth ym maes Rheolaeth

MERCHED AR Y BRIG

Mae rheolwyr heddiw yn gymelliadol tu hwnt ac yn fwy bodlon rhannu'r clod am lwyddiant na fyddai'n digwydd yn draddodiadol mewn busnesau. Yn ôl Ann Beynon, Rheolwr Cenedlaethol BT yng Nghymru, mae'r nodweddion yma'n fwy cyffredin ymhlith merched na dynion, felly mae'n debygol y bydd mwy o ferched ar frig busnesau yn y dyfodol.

Yn eich profiad chi, ydy agwedd gyffredinol merched tuag at reolaeth yn wahanol?

ADFER FFYDD

Yn ôl yr awdur yr Athro Richard Scase, mae diwylliant o sinigiaeth a drwgdybio'r bosys yn gynyddol wedi bod yn erydu etheg gwaith ym Mhrydain, ac o'r herwydd bydd llawer o weithwyr yn llwyddo i wneud cyn lleied â phosibl.

Ydy hyn yn wir yn eich profiad chi? Os felly, sut gellir adfer ffydd gweithwyr mewn rheolwyr?

MAE'N IAWN MEWN THEORI

Mabwysiadodd 90% o gwmnïau Fortune 500 "Gylchoedd Ansawdd" ar ddechrau'r 1980au fel iachâd gwrthiol i'w problemau rheolaeth. Erbyn 1987, roedd mwy na 80% ohonyn nhw wedi rhoi'r gorau iddyn nhw.

Sut allwch chi ddweud y gwahaniaeth rhwng theori a fydd yn rhoi bywyd newydd i'ch cwmni a mympwy rheolaeth a allai wastraffu amser pawb?

CAEL EICH TALU

Mae rhai yn dadlau y bydd dull pwyllog o fynd ar drywydd anfonebau sydd heb eu talu yn eich rhoi ar du ôl y ciw i gael eich talu. Fodd bynnag, mae Virginia Osborne, rheolwr credyd profiadol o Gaerdydd, yn awgrymu adeiladu perthnasau â dyledwyr a rhoi rhesymau positif iddyn nhw eich talu chi cyn eu credydwyr eraill.

Sut fyddwch chi'n mynd i'r afael â'r rheiny sy'n cymryd mwy o amser i dalu na'r cyfnod credyd rydych chi wedi'i roi iddyn nhw?

CYFRIETHLON/ANGHYFREITHLON

Gall gweithwyr "ar eu liwt eu hunain" fod yn werthfawr iawn ac yn hyblyg, gan gyfrannu yn ymroddedig yn ystod cyfnodau prysur, ac ni fydd unrhyw alw arnoch chi i ymrwymo i'w cyflogi. Ond beth os na fyddan nhw am weithio i unrhyw un arall ond y chi?

Ydych chi'n ymwybodol o'r cyfreithiau diweddaraf ynglŷn â phan ddaw contractwr hunangyflogedig yn gyflogai de-facto y mae'n rhaid ichi dalu Yswiriant Gwladol ar ei gyfer a darparu buddiannau eraill cyflogai iddo?

RHYWBETH DA I'W DDARLLEN

Cynnig diweddaraf Henry Mintzberg yw "Managers Not MBAs" (Prentice Hall) – pwnc y mae wedi bod yn meddwl amdano ers 35 mlynedd. Ei gynsail yw mai dim ond wrth eich gwaith y gallwch ddysgu sgiliau rheoli, a daw'r theori flynyddoedd yn ddiweddarach. Yn ôl Carol Kennedy o Management Today, dylai'r llyfr yma "gyfrannu'n barhaol at esblygiad addysg rheolwyr – a gallai hyd yn oed wneud i'r rheiny sydd am ddod yn MBAs ystyried p'un a fyddai'n bosibl defnyddio'r buddsoddiad mawr hwnnw yn well". Diddorol!

GWEFANNAU RHEOLAETH

Mae hi'n werth chweil picio i mewn i www.destination-innovation.co.uk. Mae'n cynnwys hunan-brawf cyflym o arloesedd eich sefydliad, a fydd yn cymryd eiliadau i'w gwblhau, ond mae hefyd yn cynnwys rhai cwestiynau i ennyn meddwl. Bydd llawer o'r rhain yn eich synnu. Bydd y cwmni sydd y tu cefn i'r wefan yn cynnal archwiliadau arloesedd a gweithdai creadigrwydd i helpu sefydliadau i ddatgloi syniadau cudd yn eu timau.



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