

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...?

Relationships with a small number of key customers can sometimes become so comfortable that we allow our dependence on them to grow to a dangerously high proportion of our turnover.



If you lost your three top customers tomorrow, would the remaining turnover be enough to ensure survival or have you got a 'plan B' in mind?

WHAT REALLY MOTIVATES?

In a Chartered Management Institute survey 73% of Welsh managers gave "a sense of purpose" as their strongest incentive to perform, while only 3% admitted that money was the main motivator.



If this is a true reflection of managers' outlook in Wales what do you do to ensure your managers have this sense of purpose?

A HARD SELL?

Cosmetics mogul Estee Lauder is on record as saying: "If I believe in something I sell it and I sell it hard."



Do you agree with that approach? If not, is it because you don't believe in the hard sell or that, deep down, you don't believe enough in your product or service?

ORIGINAL THINKING

According to the Irish author and poet James Stephens originality doesn't consist of saying what no one else has ever said before. It comes instead from saying exactly what you think yourself.



Do you hamper your capacity for innovation by spending too much time and energy trying to be truly original when all that's required is to be open and honest in identifying solutions to the problems in hand.

Leading Wales Towards Management Excellence



THE RIGHT MIX

Research by the Co-operative Bank found that 64% of small and medium sized companies in Wales believe it is right to try actively to ensure the make up of their workforce reflects the ethnic mix of the community from which it is drawn.



Apart from compliance with equal opportunities legislation, what steps do you take as a manager to ensure your workplace is equally welcoming for people from all backgrounds?

COMPETENT V EXCELLENT

Adrian Gilpin, Chairman of the Institute for Human Development argues that many managers fail to reach peak performance in any one discipline because they are forced to be 'competent' in so many.



In your experience is it possible in a small company to strike a balance that allows managers the freedom to excel in their natural talents while ensuring they meet the company's other managerial needs? (www.ihd.co.uk)

ADDING VALUE

Ruth Chapman, Managing Director of metal coatings firm Peatleys found that moving her business up the value chain required nothing more complicated than allowing her staff to carry out their work at the customer's site, as well as in their own factory. She discovered this simply by listening to customer comments and realising how much this additional service would be valued.



Is there a higher value product sitting under your nose that could be delivered by your existing staff and resources and could generate greatly improved margins?

HOW HIGH TO SET THE BAR

Some industry experts argue that it's good policy always to set ambitious targets for staff, as this stretches them and keeps them on their toes.



How can you set credible goals that challenge staff enough to get the best from them but avoid the danger of demoralising them or making them cynical if they find themselves missing the mark too often?

A GOOD READ

Barbie, rebuilding Iraq, easyJet and McDonalds all feature in a book entitled "Contemporary Strategy Management" by Richard Pettinger (Palgrave). Designed to teach strategy in a clear and simple manner, it's very user-friendly and uses work assignments and discussion questions to develop learning and foster debate. It also comes with a companion website - www.palgrave.com/business/pettinger - for those who get really hooked.

MANAGEMENT WEBWATCH

Having the right tools to do a job makes it much easier. So have a look at www.Tools2Learn.co.uk The sites contains over 4,000 learning products from over 40 different suppliers and does not promote one delivery method over another. There is also a customised version of the site which reflects the branding of the client organisation. Worth a look.



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Rheolaeth

R H I F Y N P U M P - M E D I 2 0 0 4



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 galluoedd 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, rhowch wybod i ni.
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BETH PETAECH...?

Gall perthnasau â nifer fach o gwsmeriaid allweddol ddod mor gyfforddus weithiau fel y byddwn yn gadael i'n dibyniaeth arnyn nhw dyfu i fod yn gyfran beryglus o uchel o'n trosiant.



Pe byddech chi'n colli'ch tri chwmer gorau yfory, a fyddai'r trosiant sy'n weddill yn ddigon i sicrhau y byddwch yn goroesi neu a oes gennych chi gynllun wrth gefn?

BETH SY'N WIRIONEDDOL YSGOGI?

Mewn arolwg gan y Sefydliad Rheolaeth Siartredig, yn ôl 73% o reolwyr Cymru "synnwyr o ddiben" oedd eu hysgogiad cryfaf i berfformio, a dim ond 3% wnaeth gyfaddef mai arian oedd y prif ysgogwr.



Os yw hyn yn wir adlewyrchiad o agwedd rheolwyr yng Nghymru, beth fyddwch chi'n ei wneud i sicrhau bod eich rheolwyr yn meddu ar y synnwyr o ddiben yma?

TAER BERSWÂD

Mae cofnod i'r perwyl fod Estee Lauder, y mogwl cosmetigau, wedi dweud: "Os bydda' i'n credu yn rhywbeth, bydda' i'n ei werthu ac yn ei werthu'n galed."



Ydych chi'n cytuno â'r ymagwedd yma? Os nad ydych, ai oherwydd nad ydych chi'n credu mewn gwerthu'n galed p'un ai oherwydd nad oes gennych, yn y bôn, ddigon o ffydd yn eich cynnyrch neu'ch gwasanaeth?

MEDDWL GWREIDDOL

Yn ôl yr awdur a bardd Gwyddelig James Stephens nid yw gwreiddioldeb yn golygu dweud rhywbeth nad oes unrhyw un wedi'i ddweud o'r blaen. Yn hytrach, mae'n golygu dweud yn union beth rydych chi'n ei feddwl eich hun.



A fyddwch chi'n rhwystro'ch gallu i arloesi drwy dreulio gormod o amser ac egni yn ceisio bod yn wirioneddol wreiddiol pan fydd agwedd agored a gonest wrth geisio datrys y problemau dan sylw yn ddigon.

Tywys Cymru Tuag At Ragoriaeth ym maes Rheolaeth

Y GYMYSGEDD IAWN

Pan wnaeth y Co-operative Bank ymchwil cafwyd bod 64% o gwmnïau bach a chanolig eu maint yng Nghymru o'r farn ei bod yn iawn mynd ati o ddifrif i sicrhau bod cyfansoddiad eu gweithlu yn adlewyrchu cymysgedd ethnig y gymuned y maent yn dod ohoni.



Ar wahân i gydymffurfio â deddfwriaeth cyfle cyfartal, pa gamau fyddwch chi'n eu cymryd fel rheolwr i sicrhau bod eich gweithle yr un mor groesawgar i bobl o bob cefndir?

CYMWYS YNTEU RHAGOROL

Yn ôl Adrian Gilpin, Cadeirydd y Sefydliad Datblygu Dynol mae llawer o reolwyr yn methu â pherfformio hyd eu heithaf mewn unrhyw un ddisgyblaeth oherwydd bod yn rhaid iddyn nhw fod yn 'gymwys' mewn cymaint ohonyn nhw.



Yn eich profiad chi, ydy hi'n bosib i gwmni bach daro cydbwysedd sy'n caniatáu rhyddid i'w rheolwyr ragori yn eu doniau naturiol tra'n sicrhau eu bod yn diwallu anghenion rheolaethol eraill y cwmni (www.ihd.co.uk)

YCHWANEGU GWERTH

Gwnaeth Ruth Chapman, Rheolwr Gyfarwyddwr cwmni caenau metal Peatleys ddarganfod nad oedd angen unrhyw beth mwy cymhleth wrth symud ei busnes i fyny'r gadwyn werth na chaniatáu i'w staff wneud eu gwaith ar safle'r cwsmer, yn ogystal ag yn eu ffatri eu hunain. Gwnaeth ddarganfod hyn yn syml drwy wrando ar sylwadau ei chwsmeriaid a sylweddoli faint fyddai'r gwasanaeth ychwanegol yma'n cael ei werthfawrogi.



Oes yna gynnyrch gwerth uwch yn eistedd dan eich trwyn y gallai'r staff a'r adnoddau sydd gennych chi eisoes ei gynhyrchu, ac a allai arwain at elw lawer gwell?

PA MOR UCHEL I OSOD YNOD

Bydd rhai arbenigwyr diwydiannol yn dadlau ei bod yn bolisi da bob amser gosod targedau uchelgeisiol i staff, gan fod hyn yn eu hymestyn ac yn eu cadw ar flaenau eu traed.



Sut allwch chi osod nodau credadwy sy'n rhoi digon o her i'ch staff i'w cael i roi o'u gorau, ond osgoi'r perygl o'u digaloni neu eu gwneud yn sinigaidd os byddan nhw'n eu cael eu hunain yn methu'r nod yn rhy aml?

RHYWBETH DA I'W DDARLLEN

Mae Barbie, ailadeiladu Iraq, easyJet a McDonalds oll yn ymddangos mewn llyfr o'r enw "Contemporary Strategy Management" gan Richard Pettinger (Palgrave). Nod hwn yw dysgu strategaeth mewn modd eglur a syml. Mae'n hawdd ei ddilyn gan ddefnyddio aseiniadau gwaith a chwestiynau i'w trafod i ddatblygu dysgu a meithrin dadl. Hefyd, mae yna wefan sy'n cyd-fynd â'r llyfr - www.palgrave.com/business/pettinger - i'r rheiny sy'n cael eu bachu'n go iawn

GWEFANNAU RHEOLAETH

Mae bod â'r offer iawn i wneud rhywbeth yn gwneud pethau llawer yn haws. Felly ewch i www.Tools2Learn.co.uk Mae'r wefan yn cynnwys dros 4,000 o gynhyrchion dysgu gan dros 40 o wahanol gyflenwyr, ac nid yw'n hybu un dull ar draul un arall. Mae yna hefyd fersiwn o'r wefan sydd wedi'i addasu'n benodol i adlewyrchu brand y rhiant sefydliad. Mae'n werth cael golwg arni.



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