

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 views on any of the issues raised please let us know.
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Cyngor Rheolaeth Cymru
Wales Management Council



WHAT IF...?

Managers usually find themselves working within limited budgets and need to be realistic about what can be achieved with the resources available. Is there a danger this might also limit their vision for the business?



What if someone offered to invest £5million in your business tomorrow. Would you know what to do with it?

A GOOD INFLUENCE

Mentoring has been identified by different bodies of research to be a highly effective route to management improvement, but a good match between the mentor and the manager being mentored is essential if the arrangement is to work.



If you had the opportunity to be mentored have you considered who in particular or what type of person would be of most benefit to you as a manager?

AGE OF WISDOM

In a recent survey by the body "Leaders for London" two thirds of chief executives said age and experience were vitally important management attributes and that leadership skills improved with age.



Do you agree? Are you making the most of the experience of your older managers or do you naturally favour the energy and enthusiasm of youth when it comes to promotion decisions?

FINDING THE BEST PEOPLE

According to Jacqueline Royall, Vice President Supply Chain for analytical instrument maker PerkinElmer Inc, too many employers treat job interviews as cosy "get to know you" chats when they should be far more systematic in their questioning. The results can be poor appointments which weaken the whole organisation.



How do you approach interviews? Do you clarify the job description in your own mind, establish a firm profile of the ideal person and prepare challenging questions on what the candidate is likely to contribute to your organisation?

Leading Wales Towards Management Excellence



WHAT ARE YOU SELLING?

Conventional wisdom in marketing is that you don't buy coal, you buy heat and that you don't buy spectacles, you buy better vision.



Are you confident that all of your staff have a proper understanding of what they're really selling to your customers?

PLAYING TO YOUR STRENGTHS

According to Adrian Gilpin of the Institute of Human Development "if you put people where they are at their most powerful they will be powerful for you."



Are your staff in the jobs where they can perform to their optimum or are their talents diluted by trying to perform functions for which they are less well suited?

EXTERNAL FORCES

Changes in external circumstances can impact directly or indirectly upon your business, whether it's international tension driving up your energy prices or a big inward investment project threatening to overheat the local labour market and inflate your wage bill.



Do you actively monitor such changes and try to pre-empt future problems. Should you give a trusted member of your team the task of bringing such issues to your attention?

IS IT PAYING ITS WAY?

US department store pioneer John Wanamaker used to say that half of what he spent on advertising was wasted but he was never sure which half.



How do you evaluate your spending on marketing activity to establish whether or not it is feeding through to the bottom line?

UNSPOKEN SIGNALS

It's said that by behaving in a particular way towards staff you give them permission, by implication, to behave in the same way towards others?



Are you confident that the signals your behaviour gives staff will engender positive attitudes in them towards other staff, customers, suppliers and others?

A GOOD READ

In his new book "Seeing What's Next," Clayton Christensen (Harvard Business School Press), uses a set of manageable innovation tools for predicting the future of companies. IoD's Director magazine says: "the diagrams and models are remarkably jargon-free and the case studies are written with pace and clarity ... it could become one of the most important management tools of our time." Praise indeed.

MANAGEMENT WEBWATCH

You've got until 12 November to get your nominations in for the Leading Wales awards. Do you know someone who, through their example and leadership qualities, has made colleagues think differently about the way they work? If so let us know who they are by logging on to www.leadingwalesawards.com so they can be considered for an award which acknowledges their contribution to the success of Wales.



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Rheolaeth

RHIFYN CHWECH - TACHWEDD 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 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, cysylltwch â ni. gwyneth.stroud@crc-wmc.org.uk



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BETH OS...?

Bydd rheolwyr fel arfer yn eu cael eu hunain yn gweithio â chyllidebau cyfyngedig a bydd angen iddyn nhw fod yn realistig ynglŷn â'r hyn y mae modd ei gyflawni gyda'r adnoddau sydd ar gael. Oes yna berygl y gallai hyn hefyd gyfyngu ar eu gweledigaeth ar gyfer y busnes?



Beth petai rhywun yn cynnig buddsoddi £5miliwn yn eich busnes yfory. Fyddech chi'n gwybod beth i'w wneud ag ef?

DYLANWAD DA

Mae gwahanol gyrf ymchwil wedi nodi bod mentora yn llwybr tra effeithiol o reoli gwelliant mewn rheolaeth, ond mae'n hanfodol bod y mentor a'r rheolwr sy'n cael ei fentora yn cydweddu'n dda os yw'r trefniant i lwyddo.



Petaech chi'n cael y cyfle i gael eich mentora ydych chi wedi ystyried pwy yn benodol neu ba fath o unigolyn fyddai o'r budd mwyaf i chi fel rheolwr?

YR HEN AWYR

Mewn arolwg diweddar gan y corff "Leaders for London" dywedodd dau draean o brif weithredwyr fod oed a phrofiad yn briodoleddau rheoli hanfodol bwysig a bod sgiliau arwain yn gwella gydag oed.



Ydych chi'n cytuno â hyn? Fyddwch chi'n gwneud yn fawr o brofiad eich rheolwyr hŷn ynteu a fydd yn well gennych chi egni a brwdfrydedd ieuencid pan fyddwch yn penderfynu pwy fydd yn cael dyrchafiad?

DOD O HYD I'R BOBL ORAU?

Yn ôl Jacqueline Royall, Is Lywydd y Gadwyn Gyflenwi ar gyfer gwneuthurwr offerynnau dadansoddi PerkinElmer Inc, bydd gormod o gyflogwyr yn trin cyfweliadau am swyddi fel sgysiau clyd "dod i'ch adnabod" pan ddylen nhw fod yn llawer mwy systematig wrth holi'r ymgeiswyr. Gall hyn arwain at benodiadau gwael sy'n gwanhau'r sefydliad cyfan.



Sut fyddwch chi'n trin cyfweliadau? Fyddwch chi'n cael darlun clir o'r swydd-ddisgrifiad yn eich meddwl eich hun, yn sefydlu proffil cadarn o'r unigolyn delfrydol ac yn paratoi cwestiynau llawn her ynghylch yr hyn y mae'r ymgeisydd yn debygol o gyfrannu at eich sefydliad?

Tywys Cymru Tuag At Ragoriaeth ym maes Rheolaeth

BETH YDYCH CHI'N EI WERTHU?

Yn ôl traddodiad ym maes marchnata nid prynu glo fyddwch chi ond yn hytrach prynu gwres, ac nid prynu sbectol fyddwch chi ond yn hytrach prynu golwg gwell.



Ydych chi'n hyderus bod pob un o'ch staff yn deall beth yn hollol maen nhw'n ei werthu i'ch cwsmeriaid?

CHWARAE I'CH CRYFDERAU

Yn ôl Adrian Gilpin o'r Sefydliad Datblygu Dynol "os rhowch chi bobl mewn sefyllfa lle maen nhw ar eu mwyaf grymus, byddan nhw'n rymus ar eich rhan chi."



Ydy'ch staff chi yn y swyddi lle gallan nhw berfformio i'w heithaf, ynteu a yw eu doniau wedi'u gwanhau oherwydd eu bod nhw'n perfformio swyddogaethau nad ydyn nhw'n gweddu cystal iddyn nhw?

GRYMOEDD ALLANOL

Gall newidiadau mewn amgylchiadau allanol effeithio'n uniongyrchol neu'n anuniongyrchol ar eich busnes, boed yn densiwn rhyngwladol sy'n achosi i brisiau ynni godi neu'n brosiect mewnfuddsoddiad mawr sy'n bygwth gordwymo'r farchnad waith leol a chwyddo'ch bil cyflogau.



Fyddwch chi'n mynd ati i fonitro newidiadau o'r fath ac i geisio rhagweld ac atal unrhyw broblemau yn y dyfodol? A ddylech chi roi'r dasg o ddwyn eich sylw at faterion o'r fath i aelod dibynadwy o'ch tîm?

A YW'N TALU EI FFORDD?

Roedd John Wanamaker, arloeswr siop adrannol yn UDA, arfer â dweud bod hanner yr hyn y byddai'n ei wario ar hysbysebu yn wastraff, ond doedd e byth yn siŵr pa hanner.



Sut fyddwch chi'n gwerthuso'ch gwariant ar weithgaredd hysbysebu i ddarganfod a yw'n effeithio ar eich elw ai peidio?

ARWYDDION DILAFAR

Dywed rhai bod eich modd chi o ymddwyn tuag at eich staff yn awgrymu bod caniatâd iddyn nhw ymddwyn yn yr un modd tuag at eraill.



Ydych chi'n hyderus bod yr arwyddion y mae'ch ymddygiad chi yn eu rhoi i'r staff yn peri agweddau positif ynddyn nhw tuag at staff eraill, a thuag at gwsmeriaid, cyflenwyr ac eraill?

RHYWBETH DA I'W DDARLLEN

Yn ei lyfr newydd "Seeing What's Next", mae Clayton Christensen (Harvard Business School Press), yn defnyddio set o offerynnau arloesedd hydrin ar gyfer rhagfynegi dyfodol cwmnïau. Yn ôl Director, sef cylchgrawn Sefydliad y Cyfarwyddwyr, "mae'r diagramau a'r modelau yn hynod rydd rhag jargon ac mae cynnwys yr astudiaethau achos yn eglur ac yn fywiog ... fe allai ddod yn un o offerynnau rheoli pwysicaf ein hoes ni". Gwir glod.

GWEFANNAU RHEOLAETH

Mae gennych chi tan 12 Tachwedd i gyflwyno'ch enwebiadau ar gyfer gwobrau Arwain Cymru. Ydych chi'n adnabod rhywun sydd, trwy ei esiampl a'i nodweddion arwain, wedi peri i'w gydweithwyr feddwl yn wahanol am eu modd o weithio. Os felly, rhowch wybod i ni pwy ydyw drwy fewngofnodi i www.leadingwalesawards.com fel y bydd modd ei ystyried ar gyfer gwobr i gydnabod ei gyfraniad i lwyddiant Cymru.



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