

# Management

THINK ABOUT IT

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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. [gwyneth.stroud@crc-wmc.org.uk](mailto:gwyneth.stroud@crc-wmc.org.uk)



Cyngor Rheolaeth Cymru  
Wales Management Council



## WHAT IF...?

**One of the most difficult tasks** facing a manager is to try to cut costs significantly without reducing capacity or damaging the fabric of the business.



What if you were forced to cut 10% of your costs tomorrow? Where would you start and would your business be better if you did it anyway?

## PRESENT AND CORRECT?

**A recent TUC survey found that** millions of people across the UK feel under pressure to stay late at the office in order to create the right impression, get ahead or merely to protect their jobs.



As a manager do you regard this culture of "presenteeism" as healthy for business and, if not, what steps do you take to ensure staff manage their work within the allotted hours?

## LEADERS OR MANAGERS

**Leadership means many things to many people.** Nominations for the forthcoming Leading Wales Awards contained no fewer than 80 different attributes good business leaders should possess.



What personal qualities do you think leaders need and have you identified who on your staff possesses those qualities?

## AVOIDING QUICK FIXES

**Albert Einstein once said:** "It is not that I am so smart, it's just that I stay with problems longer."



In a pressurized business environment are you tempted to opt for quick fixes or do you stay with problems longer in order to get a smarter and more permanent solution?

## A SHINING EXAMPLE?

**CBI Director General Sir Digby Jones complained recently** that the media portrays a misleadingly negative image of managers and entrepreneurs. For most people their view of business people is directly influenced by their own boss or other managers with whom they come into contact.



Have you ever considered what kind of role model of management you portray to those around you?

Leading Wales Towards Management Excellence

## BEATING THE WORKPLACE BULLY

**A recent survey of 1,000 employers** by the Chartered Institute of Personnel and Development found that not only is workplace bullying prevalent in Britain today but it takes many different forms, often subtle and hard to prove.



As a manager are you sure you would be able to spot bullying if it was occurring in your workplace, and have you got the procedures and the personal resolve to root it out if you did?

## IN YOUR OWN IMAGE?

**Mervyn Davies, Chief Executive of the international bank,** Standard Chartered, defined good leadership as "understanding yourself, knowing what you're good at and then making sure you've got the people around you to compensate for your weaknesses." He also warned that if you pick people who are the same as yourself you will fail in your endeavors.



Have you selected a team to complement your skills or are they clones of yourself, likely to replicate your mistakes?

## LOOKING AFTER WHAT YOU'VE GOT

**Current estimates suggest that,** on average, it costs four times as much to gain a new client as it does to retain an existing one.



Apart from delivering to a high standard on your contract with your existing clients what do you do to consolidate relationships with them?

## HOW DID WE DO THAT?

**American football legend Vince Lombardi used to say:** "Winning is great but not knowing how or why you won is inexcusable."



If business is going badly we instinctively try to find out why, but if things are going well do we ask the same searching questions to discover which elements of our strategy are the real drivers for success and which ones are not?

## A GOOD READ

*How to Be An Even Better Manager* by Michael Armstrong (Kogan Page) is now on its 6th edition, so it must be doing something right. This month's *Professional Manager* magazine says "every aspect of management and leadership activity is mentioned here, some in more detail than others. However, the most important message is that management is fragmentary: decisions have to be made quickly, often without the full facts. Managers cannot always be in control but still have to keep the show on the road. An essential book for anyone in management."

## MANAGEMENT WEBWATCH

We have provided you with a few unusual websites over the past months on management and leadership development issues. But we'd like to remind you about the more well-known ones that may have escaped you. Have you had a look at the following - [www.managers.org.uk](http://www.managers.org.uk) (Chartered Management Institute); [www.i-l-m.com](http://www.i-l-m.com) (Institute of Leadership and Management and [www.cipd.co.uk](http://www.cipd.co.uk) (Chartered Institute of Personnel and Development)? Each is a mine of useful information on the latest thinking in management and leadership development training issues, and are well worth a look.



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RHIFYN 7 - IONAWR 2005

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](mailto:gwyneth.stroud@crc-wmc.org.uk)



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## BETH OS...?

**Un o'r tasgau mwyaf anodd** sy'n wynebu rheolwr yw ceisio cwtdgi yn sylweddol ar gostau heb leihau galluedd na niweidio gwedd y busnes.



Beth petai'n rhaid i chi gwtogi 10% ar eich costau yfory? Ble fydddech chi'n dechrau ac a fyddai'ch busnes yn well petaech yn gwneud hyn beth bynnag?

## YN BRESENNOL AC YN GWIR?

**Yn ddiweddar dangosodd arolwg gan y TUC** fod miliynau o bobl ledled y DU yn teimlo dan bwysau i aros yn y swyddfa yn hwyr i greu'r argraff iawn, i ennill y blaen neu i ddiogelu eu swyddi a dim mwy.



Fel rheolwr, ydych chi'n ystyried y diwylliant presenoldeb yma fel peth iach i fusnes ac, os nad ydych, pa gamau fyddwch chi'n eu cymryd i sicrhau bod staff yn dod i ben â'u gwaith o fewn yr oriau a bennwyd?

## RHEOLWYR YNTEU ARWEINWYR

**Mae arweinyddiaeth yn golygu llawer o bethau i lawer o bobl.** Roedd enwebiadau ar gyfer Gwobrau Arwain Cymru sydd ar ddod yn cynnwys 80 o wahanol briodoleddau y dylai arweinwyr busnes da feddu arnyn nhw.



Yn eich barn chi, pa rinweddau personol sydd eu hangen ar arweinwyr ac ydych chi wedi nodi pwy o blith eich staff sy'n meddu ar y rhinweddau yma?

## OSGOI ATEBION CYFLYM

**Dywedodd Albert Einstein:** "Nid fy mod mor glyfer a hynny, ond fy mod yn treulio mwy o amser yn cnoi cil ar broblemau."



Mewn amgylchedd busnes llawn pwysau, fyddwch chi'n cael eich tentio i ddewis atebion cyflym neu a fyddwch chi'n treulio mwy o amser yn cnoi cil ar broblemau i gael ateb mwy deallus a mwy parhaol?

## ENGHRAIFFT WYCH

**Yn ddiweddar cynnodd Prif Gyfarwyddwr y CBI, Syr Digby Jones,** fod y cyfryngau yn rhoi darlun negatif camarweiniol o reolwyr ac entrepreneuriaid. Yn achos y rhan fwyaf o bobl, mae eu pennaeth eu hunain, neu reolwyr eraill y maen nhw'n dod i gysylltiad â nhw, yn dylanwadu yn uniongyrchol ar eu barn o bobl fusnes.



Ydych chi erioed wedi ystyried pa fath o fodel rôl rheolaeth ydych chi'n ei bortreadu i bobl o'ch cwmpas?

### TRECHU BWLI'R GWEITHLE

**Yn ddiweddar, dangosodd arolwg o 1,000 o gyflogwyr** gan Sefydliad Siartredig Personél a Datblygiad fod bwlio yn y gweithle yn gyffredin ym Mhrydain heddiw, ac mae iddo lawer o wahanol ffurfiau, sydd yn aml yn gyfrwys ac yn anodd eu profi.



Fel rheolwr ydych chi siŵr y byddech chi'n gallu sylwi ar fwlio petai'n digwydd yn eich gweithle, ac a oes gennych chi'r gweithdrefnau a'r penderfynoldeb personol i gael gwared arno petaech yn sylwi arno?

### YN EICH DELWEDD EICH HUN?

**Yn ôl Mervyn Davies, Prif Weithredwr y banc rhyngwladol, Standard Chartered,** diffiniad o arweinyddiaeth dda yw "deall eich hun, gwybod beth rydych yn dda arno ac yna gwneud yn siŵr bod gennych y bobl o'ch amgylch i wneud yn iawn am eich gwendidau." Hefyd rhybuddiodd os byddwch yn dewis pobl sydd yr un fath â chi, bydd eich ymdrechion yn methu.



Ydych chi wedi dewis tîm sy'n cyfannu eich sgiliau neu a ydyn nhw'n glonau ohonoch chi, sy'n debygol o ailadrodd eich camgymeriadau?

### EDRYCH AR ÔL BETH SYDD GENNYCH

**Awgryma amcangyfrifon cyfredol ei bod,** ar gyfartaledd, yn costio pedair gwaith yn fwy i ennill cleient newydd na chadw cleient sydd gennych eisoes.



Ar wahân i gyflawni'ch contract â'r cleientiaid sydd gennych eisoes i safon uchel, beth fyddwch chi'n ei wneud i gyfnerthu perthnasau â nhw?

### SUT WNAETHOM NI HYNNY?

**Roedd Vince Lombardi, y chwaraewr pêl-droed Americanaidd enwog, arfer â dweud:** "Mae ennill yn wych ond nid oes esgus dros beidio â gwybod sut neu pam y gwnaethoch chi ennill."



Os yw busnes yn cael trafferthion, byddwn wrth reddf yn ceisio darganfod pam, ond os yw pethau'n mynd yn dda a fyddwn ni'n gofyn yr un cwestiynau treiddiol i ddarganfod pa elfennau o'n strategaeth sy'n gyrru llwyddiant a pha rai nad ydyn nhw'n gwneud hynny?

### RHYWBETH DA I'W DDARLLEN

Mae *How to Be An Even Better Manager* gan Michael Armstrong (Kogan Page) bellach wedi'i argraffu chwe gwaith, felly mae'n rhaid ei fod yn gwneud rhywbeth yn iawn. Yn ôl cylchgrawn *Professional Manager* y mis yma sonnir yma am bob agwedd ar weithgaredd rheoli ac arwain, rhai yn fwy manwl na'r gweddill. Fodd bynnag, y neges bwysicaf yw bod rheolaeth yn dameidiog: mae'n rhaid gwneud penderfyniadau yn gyflym, yn aml heb y ffeithiau llawn. Ni all rheolwyr fod â rheolaeth ar bethau bob amser, ond mae'n rhaid iddyn nhw sicrhau bod yr olwynion yn dal i droi. Llyfr hanfodol i unrhyw un ym maes rheolaeth.

### GWEFANNAU RHEOLAETH

Rydym wedi dwyn eich sylw at nifer o wefannau anghyffredin yn ystod y misoedd diwethaf, ar faterion rheolaeth ac arweinyddiaeth. Ond hoffem eich atgoffa am y rhai mwy adnabyddus efallai nad ydych chi sylwi arny'n nhw eto. Ydych chi wedi edrych ar y canlynol - [www.managers.org.uk](http://www.managers.org.uk) (Sefydliad Rheolaeth Siartredig); [www.i-l-m.com](http://www.i-l-m.com) (Sefydliad Arweinyddiaeth a Rheolaeth) a [www.cipd.co.uk](http://www.cipd.co.uk) (Sefydliad Siartredig Personél a Datblygiad)? Mae llond gwlad o wybodaeth ddefnyddiol ym mhob un am y syniadau diweddaraf o ran materion hyfforddiant a datblygiad rheolwyr ac arweinwyr, ac mae hi'n werth edrych arny'n nhw.



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