

# 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 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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## Constructive Dissenters

According to Keith Grint, reader in organisational behaviour at Oxford University the most important people in the company are the "constructive dissenters" who are prepared to tell leaders when they are wrong.



How do you view "no-men" in your organisation? Do you find yourself drawn into wasteful conflict with them or do you harness their energy and insight where appropriate to improve your management performance?

## Time to Move On?

Some observers suggest there is an optimum period to spend in any management position and staying beyond that time risks putting you in a comfort zone where you might stagnate.



Do you accept this theory? Is it always necessary to change jobs in order to progress? How long on average have you spent in each post you have held and what, in your opinion, are the signs that it may be time to move on?

## Tearing up the Plan!

Simon Calkin, Management Editor of the Observer newspaper warns against putting too much faith in annual plans. He says "Business no more obeys 12-month cycles than life does."



If your annual plan was going off the rails would you be willing, as Calkin suggests, to tear it up and start again or would you persevere with it because plans are needed to keep things in order?

## Urgent or Not?

E-Mail can allow all requests and issues to land directly on the desk of the top person in the organisation. Because it all looks urgent and no one fancies an email backlog, it's perfectly possible to spend most of the day simply dealing with the contents of your in-box.



Do you have a system which puts you in the driving seat when it comes to emails or is your daily agenda led by the latest electronic missive to pop up on your screen? How can you dictate when and how to respond without alienating your correspondents?

## Keep it Simple

Scientist and philosopher Leonardo Da Vinci argued that "simplicity is the ultimate sophistication."



Isn't this an easy way out for those with a natural aversion to complex management theory, or is it true that simple solutions often provide the answer to the most intricate and intractable problems in the workplace?

## Management Webwatch

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