

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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What Turns Them On?

Different people appreciate different kinds of reward for a job well done. Some crave formal recognition in front of their peers, others prefer time off with their families, while for others only cash bonuses will make an impact and motivate them for the future.



As a manager do you understand which rewards mean most to which people in your team? Is it realistic to operate a system of tailor-made rewards without causing resentment among others?

Fair and Even Handed?

Most of us like to think that we'd be completely fair in handling disciplinary issues irrespective of who was in the frame for a misdemeanour or more serious offence.



However, if you decided to have a crackdown on small-scale dishonesty, are you sure you'd be as tough on your best-performing worker who'd made a personal call overseas or pocketed some company pens, as you would be on one of the weaker members of the team, who is perhaps more dispensable?

Past Glories!

Former Soviet leader Mikhail Gorbachev once said: "If what you have done yesterday still looks big to you, then you have not done much today."



Most managers draw strength and encouragement from past achievements. Is it wrong to bask a little in these previous triumphs or does that diminish our drive to keep on delivering for today and tomorrow?

Delivering the Telling Blow

Strategic thinking and planning are greatly emphasised in modern management and leadership, but Royal Mail Chairman and ex Wal-Mart Europe CEO, Allan Leighton, reckons success is 70% to do with execution. It's a view strongly endorsed by former IBM Chairman Lou Gerstner.



Given that you won't want to micro-manage and suffocate your team, what methods do you employ to ensure that your best laid plans are being executed effectively?

Keep it Simple

As songwriters Rodgers and Hammerstein reminded us many years ago: "if we don't have a dream how can we have a dream come true?"



In your daily endeavours are you clear what your long term goal for the business really is? If you do have that dream how can you ensure you communicate it regularly and effectively to your team?

Management Webwatch

www.womensenterprise.co.uk

The Department of Trade and Industry have recently launched an online initiative to help would-be women business owners set up companies. It contains lots of real-life success stories, brought to life through video clips. You'll also find transcripts of online web chats with those featured in the success stories, and a wealth of useful and practical advice and words of encouragement. Well worth a look.

Leading Wales Towards Management Excellence