

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 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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Leaving with a Clear Conscience?

A survey by recruitment experts Reed found that more than half of British workers take less than their full holiday entitlement, with many fearing that time away from the office will damage their position in the company.



As a manager you're probably stressed by the fact that you've got extra gaps to fill during this holiday season. Do you betray your feelings or do you make an effort to ensure your staff don't feel guilty about taking a break?

A Good Comparison?

The respected Harvard Business Review noted recently how "strategists" love to use analogies to describe or analyse business scenarios and seldom look for reasons why a particular comparison might not be legitimate.



Do you tend to base your decisions on a set of handy analogies that simplify your business world? If so when was the last time you stopped to question how accurate these parallels really are?

Shopping Around?

Certain high street stores have in the past traded on an aura of quality and a feeling of familiarity without necessarily providing anything special in terms of creativity or price?



Does this characterise the procurement practices of your company? Do you prefer to shop in the comfort zone, paying your usual supplier over the odds for a mediocre product rather than risk the hassle of shopping for something more exciting and effective?

CVs Re-Visited

Once a recruitment exercise is over the CVs of the successful candidates tend to be filed away and forgotten because managers believe they will remember what they need to know about the candidate's specific qualifications for the job.



But what about the other skills and attributes - graphically outlined on their CVs - that might well bring added value at no extra cost if only the individual had an opportunity to use them? Have you re-visited the CV file to check what talent might be going to waste?

In their own Write

The great 18th century man of letters, Dr Samuel Johnson, once observed: "What is written without effort is, in general, read without pleasure."



Do you ensure your staff appreciate the power of the written word and use it effectively as communication via email? On the other hand do they simply take it for granted, wasting opportunities through carelessly constructed text that fails to communicate its full meaning?

Good Read

Living in the Corporate Zoo

This book has been around for quite a while but is no less important for that. In it, Richard Scase defines the new world of work, or "corporate zoo" that we are living in. It is a highly stimulating book on the issues that affect all of us and provides an insight into the way in which our working lives are already changing and will change significantly in the next decade. Richard's skills is in summarising those links that many of us know about but don't necessary make. A fascinating read."

Leading Wales Towards Management Excellence