

# 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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## What kind of Role Model ?

In a new survey from Human Resources magazine and flexible working specialists Flexexecutive, only 31% of the sample agreed that their senior managers were good role models for work-life balance.



As a manager what attitude towards work-life balance does your pattern of activity project to your staff? Do you believe that by working long hours and sacrificing family life you are motivating your staff or could you be causing them to despair?

## Spotting the Comeback Kids

Jean-Pierre Garnier, chief executive of pharmaceutical giants Glaxo-SmithKline stated recently that people who have only known success do not make the best leaders.



In picking leaders for your teams do you judge people purely by their achievements or do you make an effort to analyse how individuals reacted when they failed to achieve? Could the nature of that reaction say more about their leadership potential than the specific successes they had attained?

## Listening only to the Specialists?

An anonymous sage once pointed out that the Ark was built by amateurs while the Titanic was built by professionals.



While we all should strive for professionalism in our business affairs, does that mean the opinions of those with the formal qualifications in your team are automatically right? Do you listen to the views of others, who may lack formal training in the field concerned but may nevertheless offer valuable advice and insight?

## Surveillance - Undercover or Upfront?

According to the American Management Association, three quarters of large companies monitor employees email and more than half retain and review their staff's computer files.



How do you feel about checking up on your staff in this way? If you do monitor staff communications, is it better to be discreet in order to catch people abusing the system or warn them upfront in the hope of discouraging such practices in the first place?

## Playing Your Cards Right

As we come into the season of conferences, annual dinners and festive parties we can all expect to give and receive numerous business cards, hopefully adding substantially to our contacts books.



Do you ensure that casual encounters made at networking events are turned into valuable contacts for the future? Do you follow up systematically on such meetings or do you simply assume that your personality and product offering are sufficiently memorable for them to think of you next time they are seeking a new supplier?

## Management Webwatch

You may or may not be surprised to learn that a Google search of "leadership" gives over 500,000,000 results; "management" gives 1,880,000,000; "leader" over 350,000,000 and "manager" over 500,000,000. Narrow down your search to include "Wales" and the numbers are a bit more sensible - although they are still almost 5,000,000 for "leadership + Wales" and 21,000,000 for "management + Wales". So you should be able to find something amongst that lot to interest you!

Leading Wales Towards Management Excellence