

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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Leave it to the Geeks?

According to the latest Harvard Review: "Technology in the new century will most likely become the domain of managers and leaders rather than entrepreneurs, and their ability to harness its power and capitalise on the latent opportunity of the Internet will set them apart from their peers."



Have you been guilty of just using computers and the Internet to perform basic tasks and failing to explore what else these can do to make you a more effective manager. Are you allowing your more IT literate staff and "geeks" in competitor companies to steal a march on you?

The Fertilizer or the Pruning Shears?

Mike Brearley, the former England cricket captain, turned psychoanalyst, once said that leading a team was a bit like gardening, where some plants need fertilizing while others need pruning.



Do you know your team well enough to recognise which members need mainly encouragement in order to optimise their performance and which need to be brought into line occasionally in order to keep them focused on the job?

Giving Youth its Chance

Leigh Clifford, Chief Executive of international mining conglomerate Rio Tinto remarked recently that senior managers shouldn't be afraid to give younger people the chance to 'have a go,' but they should accept that they will make mistakes and be ready to support them.



How good are you at letting more junior staff undertake new challenges that stretch their abilities, in order to grow in experience and confidence? How do you manage the risks involved, given that there will inevitably be some foul ups along the way?

Clinging to the Big Idea

French 19th century philosopher Emile Chartier once wrote: "There's nothing more dangerous than an idea, when it's the only one you have."



For many people, big ideas are hard enough to come by and are cherished and nurtured when they do occur. However, as a manager, have you ever been guilty of being too precious about your big idea and batting away alternatives that appear to conflict with your vision? How do you take others' 'better' ideas on board without compromising your position as leader?

Calling for Help!

The past two decades have seen a mushrooming of management consultancy, which is now a £115m a year global industry. But former consultant and author David Craig claims that 60% of consultancy work is wasted because it is never implemented or was never needed in the first place.



Do you agree? What would you regard as the circumstances in which calling for help from a consultant is justified? What test would you use to check whether the consultant is really needed or whether you are simply shirking a difficult or unpleasant management job?

Management Webwatch

For a sidelong glance at the business world, take a look at www.businessballs.com. The site contains some interesting acronyms we hadn't encountered before, some business theories and a smattering of other interesting stuff. In fact you'll probably find an article or quiz on just about anything to do with business here. But don't take it all too seriously.

Leading Wales Towards Management Excellence