

# 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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## Seasonal Licence?

A recent survey by the Guardian newspaper found that 40% of human resource managers had witnessed drunken members of staff telling their line managers what they thought of them during the office Christmas party.



Have you made clear to staff in your company or department where you draw the line between high spirits and bad behaviour and are you clear what action you're prepared to take with transgressors?

## Blocking the e-Burglars

According to international computer software specialists Symantec, there are 5.7 million "phishing" emails sent every day worldwide designed to capture financial information with which to commit fraud.



How well briefed are you on the threat to your business from Internet scams and are you confident your company policies and procedures will prevent you becoming a victim of e-crime, whether from internal or external sources?

## Live Marketing

Business author Jay Conrad Levinson argues that "Marketing is not an event but a process. It has a beginning, a middle but never an end, because it's a process. You improve it, perfect it, change it, even pause it but you never stop it completely."



Do you agree that your marketing should be a never-ending process, a fire to which you keep adding fuel or should it be a specific plan with a finite life, which is implemented, evaluated and drawn to the close before a new strategy is devised?

## Going the Extra Mile

A new survey by global professional services firm Towers Perrin found that, in the average British company, only 12% of workers would "go the extra mile" for their bosses and that 23% of them were "actively disengaged," from their jobs.



Do you as a manager command greater commitment than that from your staff? How do you spot disaffection emerging among staff members and prevent your people from becoming disillusioned and ultimately disengaged?

## Avoiding the Inflated Ego

Business psychologist Jon Stokes warns against the dangerous impact rapid managerial promotion can have on certain individuals' egos – a syndrome he describes as "acquired situational narcissism." He said "Becoming chief executive, for example, can completely go to your head. When you're in a position of power you can surround yourself with people who never disagree with you."



How do you do a reality check to ensure you don't become victim to this syndrome? Have you got someone that you trust to bring you back to earth if you get carried away with your elevated position in the organization?

Leading Wales Towards Management Excellence