

# 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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## Small is Crucial

According to the latest issue of *The Edge*, journal of the Institute of Leadership and Management, the impact of a manager's performance is felt most acutely in work units of less than ten people. In these situations the individual team member benefits most from the skills of a good manager or suffers most from the incompetence of a bad manager.



If this is true, have those running small teams in your organisation been equipped with the skills to perform such crucial roles? Do you invest enough in their development or do more senior managers account for the lion's share of training budgets?

## A Good Old Moan

Moaners on the staff are a problem for 82% of employers and in nine out of ten cases it's the line manager who has to bear the brunt of persistent complaints according to a new Personnel Today survey. However the same survey indicates that most company bosses lack confidence in these line managers to deal effectively with the situation.



If you're a company boss have you got a strategy or policy in place to help your line managers to deal with persistent moaners, either to re-motivate them or discipline them?

## Who's the Enemy?

Andy Grove, former chief executive of microchip giants Intel, highlighted the important role of an 'enemy' in keeping everyone in the company on their toes. He summed this up in the title of his autobiography: "Only the Paranoid Survive."



Is he overstating the case? Do you need to focus your staff's minds on an 'enemy' in order to achieve your best performance? Does the 'enemy' need to be a competitor or can it be something less tangible such as 'carelessness' or 'waste' in your own organisation?"

## Team Building Failure

Top corporate culture specialist Richard Barrett argues that team building exercises can't work properly unless each member of the team first undergoes what he calls "personal alignment" exercises to bring his or her behaviour into line with their own values and beliefs.



Do you agree that this is necessary or could it be that the dynamics of team building will prompt individuals in the company to address their own personal inconsistencies anyway?

## Picking Your Winner

Marketing strategists Al Ries and Jack Trout maintain that businesses should aim for market leadership, even if that means creating "a new category in which you can be first." This is endorsed by business authors Michael Treacy & Fred Wiersema who caution against dabbling in several markets rather than picking one in which to dominate.



In your marketing strategy are you just one of a number of providers with a similar offering or have you identified a market in which you are or can become number one?

## Management Webwatch

Have a look at [www.orgdna.com](http://www.orgdna.com). You can find out in five minutes if your organisation has the right stuff. There is a short test to diagnose your organisation's DNA. Is it Passive-Aggressive, Fits-and-Starts, Outgrown, Overmanaged, Just-in-Time, Military Precision, or Resilient? Once you know, you can keep what's good, fix what's wrong, and unlock great performance.