

# Management



March 2006

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.  
gwyneth.stroud  
@crc-wmc.org.uk



Cyngor Rheolaeth Cymru  
Wales Management Council



## Authors of Innovation

In a recent article entitled "Creating New Markets Through Service Innovation," Management Today magazine noted how market research led Starbucks coffee houses to install round rather than rectangular tables because these made lone customers feel less lonely, while having their drink.



Must innovations be complicated or radical, or should you instead be looking for simple and subtle improvements like the round-table solution that could transform the way customers experience your service?

## Dynamic or Inspirational?

In a recent poll of candidates for the Leading Wales awards, 'inspirational' was the term most frequently associated with good leadership. However in the same poll only one or two respondents felt 'charisma' and 'dynamism' were important attributes for a leader to possess.



Are these responses contradictory? If charisma and dynamism are not essential, then what are the personal and behavioural qualities a leader needs in order to be 'inspirational' for his or her staff?

## Having a laugh

Legendary ballerina Dame Margot Fonteyn once commented that taking one's job seriously was essential but taking oneself seriously was disastrous.



Is your personal dignity more important to you than good relationships with your team? Are you able to handle humour in the workplace and accept some good natured teasing, or do you keep a stern countenance, concerned that levity could lead to a loss of your authority?

## Why do you do it?

Lord Stevenson, Chairman of finance giants HBOS said that leaders aren't inherently good people and they're certainly not heroic. He argued that most leaders are actually driven by feelings of inadequacy and insecurity.



Do you as a manager ever stop to question what really motivates you to succeed in the job you do? Is it helpful to know what your drivers are or does it even matter at all, as long as you get the right result for the business?

## Minding the Gap

Recent figures from the Equal Opportunities Commission in Wales showed that, on average, women earned 12% less than men for equivalent work. The gap was even wider at 31% for women working part-time.



Does this gender pay gap exist in your workforce? If so, does it really reflect the value of the contribution made by female staff? Shouldn't a good manager analyse why such a situation has arisen and search for alternatives which optimise women's input and reward them accordingly.

## Management Webwatch

[www.50lessons.com](http://www.50lessons.com)

The idea behind Fifty Lessons is simple. The site works closely with the world's most successful business leaders to capture, store and pass on their most important learning experiences in the form of short and powerful video stories, which cover the spectrum of business challenges.

Fifty Lessons represents an opportunity for organisations who are committed to bringing about behavioural change, for academics and consultants who want teaching material which is practical and engaging, and for individuals wanting to improve their personal business performance.

Leading Wales Towards Management Excellence