

Management



April 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.
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Stepping stone or Big Bang?

Lloyd George once said: "Do not be afraid to take a big step when one is indicated. You cannot cross a chasm in two small steps."



As a manager would you be able to judge when radical change was needed in your team or organisation? Have you ever backed away from a 'Big Bang' approach to change in favour of a more gradual stepping-stone strategy. Did it pay off or did it cause more problems than it solved?

Keeping the star players

A new survey of the UK's middle managers by Management Today magazine found that only one in twelve of them expected to be in the same job in five years time and only one in four even expected to be working for the same organization as they are today.



Perhaps such large-scale turnover is inevitable among an upwardly mobile and ambitious section of the workforce. However what is your strategy for ensuring that the middle managers who do stay are those of greatest value to your business?

Training for a reason

Research in Wales shows that smaller firms are the ones least likely to invest in training their managers. Many tend to argue that they have little incentive to do so because they see little real return whenever they do make such an investment.



Who's fault is this? If you have invested in training for your managers in the past did you set specific objectives beforehand and measure afterwards whether or not those objectives had been met?

Diffusing office "time bombs"

According to a recent Office Angels poll one third of workers have considered leaving their jobs because of colleagues' irritating habits.



You may know how you as a manager get on with each member of your staff but how much do you know about their relationships with each other? How can you gain an insight into this and how can you diffuse any simmering problems without exacerbating them and disrupting the team?

Too much or not enough?

A recent article in the Harvard Business Review stated that unhealthy companies suffer from either too much control from the top or not enough?



Getting the balance of control just right is one of the huge challenges of management. If things are going badly for the firm do you have people you can trust to give you unbiased advice on whether your hand on the tiller is too heavy or too light?

A Good Read

"The Servant Leader" by Robert Neuschel (Kogan Page) has become a modern classic, according to Director magazine. The message is simple: the purpose of the servant leader is to help followers become leaders at all levels of the organisation. He feels that good management and leadership can be combined in one person, a view that may not be shared by all. A very readable book you will keep returning to.

Leading Wales Towards Management Excellence