

Management

THINK ABOUT IT

May 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



Keeping your distance

Leading business coach Miranda Kennett observed that managers go wrong when they try to curry favour with staff, especially those with whom they were friendly before their promotion to an executive role.



Have you ever struggled to create a new kind of relationship with those who were your peers but are now under your authority? How can you keep a professional distance and maintain both impartiality and credibility without losing the goodwill you need to do your job and perhaps causing offence?

Subtle Signals

"It's not what I say, it's what you hear that matters" said international human resources consultant Stephen Young when describing "micro-inequities," the many subtle non-verbal signals managers give staff, that can make them feel under-valued or even unwelcome in the company.



To what extent are you aware of your own non-verbal communication. Are you confident you are not inadvertently giving off "negative vibes" that might drive away potential star players?

Devoted to the cause

Recent research by YouGov for management training company, Intuit, found that one in ten small business owners admitted being more passionate about their business than they are about their life's partner.



Do you think this might be an under-estimate and that many more managers suffer from this syndrome? Have you ever slipped into this state of mind? Does such single-minded devotion lead to more or less effective management?

Integrating the newcomers

It is estimated that 345,000 people from eastern Europe have settled in the UK since enlargement of the EU three years ago. Many sectors of the economy now employ these newcomers.



As a manager are you fully equipped to handle the cultural, linguistic and practical issues that may well arise as you seek to integrate such workers into your staff? Can you or could you manage their relationship with other members of staff and could you optimize their contribution to the business?

What drives you on?

Human resource consultancy DDI Europe found in a recent survey that, for 31% of French company bosses, public recognition of their talents and contribution is the main motivating fact that spurs them to want to succeed in their jobs. By contrast only 2% of British company managers felt public recognition was a key motivator for them.



How well do you understand the drivers that push you to succeed as a manager? Could you use these motivators to give yourself greater focus and enable you to achieve more in your managerial role?

Management Webwatch

www.businesslink.gov.uk – A series of case study guides, encouraging small businesses to boost their performance by adopting innovative ways of working, has been launched by Business Link. Containing practical, down to earth real-life advice, these guides demonstrate practical moves that have worked well for firms in the past – for instance applying for a grant or reducing supplier costs.

Leading Wales Towards Management Excellence