

# Management

**THINK ABOUT IT**

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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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## Star 'players' off duty

Two premieriership football clubs watched helplessly over recent weeks as star players recovering from injury took big risks playing for England in the World Cup. One is now out of action for six months.



Do you know what physical risks your key staff are taking outside the office? Can you control those risks or how would you cope if you lost a key person suddenly through injury or worse?

## A true measure of worth?

According to international business author Charles Handy interviewed in Director magazine, firms should seek to give staff more discretion in how they do their jobs and measure outcomes rather than processes.



Would this work in your business? Could you allow such flexibility without generating chaos or could you discriminate and apply such an approach only to those you feel would respond positively?

## Balancing youth and age?

Britain is now ahead of Europe in retaining older workers. If the US trend is matched, one in eight over-65s will soon be active in the workforce.



Have you considered the implication of this for you? For example will older managers stay on and block the path of new blood? How might you continue using older managers' skills while moving younger people into their jobs?

## Where the air is blue

A recent survey of over 300 UK senior managers and directors found that 36% accepted swearing as part of the workplace culture.



Is this an issue for you? If you allowed swearing, could you control when, where and with whom it is acceptable? If you banned it altogether could you define it sufficiently to enforce the ban? Is this a minefield best left alone?

## Connect and create

The late South African novelist and literary editor, William Plomer, once observed that "creativity is the power to connect the seemingly unconnected."



Do you believe creativity is important or even essential for management and leadership? Is it simply a gift, or a skill most people can learn? If it's a skill, how can you nurture it in yourself and your team?

## Management Webwatch

One of the most important documents around at the moment is the Leitch Review of Skills "Skills in the UK: The long-term challenge" Interim Report ([www.hm-treasury.gov.uk/leitch](http://www.hm-treasury.gov.uk/leitch)) In the Executive Summary, Lord Leitch says "Our nation's skills are not world class. We run the risk that this will undermine the UK's long-term prosperity. Productivity continues to trail many of our main international comparators. Much more needs to be done to reduce social disparities. Improving our skill levels can address all of these problems".

Leading Wales Towards Management Excellence