

Management

THINK ABOUT IT

January 2007

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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Making health your business

A recent survey by the insurance firm 'More Than Business' found that a large proportion of British workers put their jobs before their health. In fact 44% of them admitted cancelling a doctor's appointment because of job commitments.



As a manager do you directly or indirectly pressurise staff into compromising their health in order to deliver work targets – perhaps by allowing or encouraging them to stay on at work after they've complained of feeling unwell? Have you considered the potentially damaging long-term impact this 'soldiering-on' culture might have on the business?

Salary secrets

According to the Centre for Economic and Business Research, City of London financial workers are set to receive bonuses averaging £23,000 this year. However some of them could get as much as £1 million in additional payments.



Your employees may not be in the big city league, but how do you handle the issue of different merit payments for different people? How can you ensure that staff are totally discreet about the rewards they receive, to avoid damaging jealousies among colleagues? Or should the whole salary and bonus system be open and transparent in any case?

Badge of identity or symbol of discord?

British Airways caused a storm recently by suspending a check-in clerk who refused to cover up a silver cross she was wearing around her neck. The company argued that their uniform code excluded the display of any emblems and there could be no exceptions to this rule.



Do you have a policy on which emblems or badges of affiliation your staff can or can't wear to work. If not, how would you handle a situation if someone wore a religious or other symbol that caused tension or conflict with colleagues?

Received and understood?

Author and dramatist George Bernard Shaw once commented: "The greatest problem with communication is the illusion that it has been accomplished."



When conveying a message to your team how do you ensure that what you want to communicate has actually been received and understood? Are you sometimes guilty of assuming that a quick team talk or a hasty round robin email fully achieves your communications objectives?

Keeping a dog and barking yourself

According to business author Richard Templar in "The Rules of Management," managers don't need to be able to do individual team members' jobs, any more than they need to be able to bite burglars in order to understand what a guard dog does.



Do you waste time trying to learn too much about the roles of individual staff on your team when you should focus more on how to motivate those team members to do the best job possible? How can you judge whether you've got enough information about each role in order to stay in control of the team?

Management Webwatch

(From Business Eye newsletter): Micro-businesses are to receive a helping hand on management and leadership issues with the launch of a new free advice service. The Solutions4Business website has been launched by the Skills for Business Network because it says that 'micro' enterprises (employing 4 people or less) often miss out on conventional management and leadership training. For further information please visit: <http://www.businesseye.org.uk/530244.html> been

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