

# 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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## Mind Your Manners

In a recent survey by corporate rescue and recovery firm, Begbies Traynor, 75% of employees claimed that workplace manners had declined, and 80% of these blamed new technology. Many complained in particular that colleagues 'fiddled' with mobile phones and Blackberries instead of paying attention to conversations



How important are good manners to you in your business dealings? Do your staff understand what you regard as acceptable and unacceptable behaviour and what do you do to ensure they treat each other with respect?

## Doing the Groundwork

Ancient Chinese military strategist Sun Tzu once said: "Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."



In your approach to management which way do you lean? Do you work hard to lay the groundwork and map out the objectives but hold back from deciding exactly how you're going to put plans into action. Or do you charge in with lots of actions without spending time on the creation of an overall game-plan? How can you achieve the balance that allows you plan properly without losing your momentum?

## Pick the Best then Stand Clear

Legendary US president Theodore Roosevelt commented: "The best executive has the sense enough to pick good men, and the self-restraint enough to keep from meddling."



Once you have appointed people to do a job how do you judge how much direct involvement you need to have in their work? How can you stand back far enough to empower them to take their own decisions but not so far that you can't rush in if something is starting to go seriously wrong?

## Hitting the Ground Running

In a recent survey of senior managers, HR Consultancy DDI said over half of respondents felt their promotion to their current job was unnecessarily stressful because their employers did not support them in the transition to the new role.



If you promote good people into more senior jobs do you just assume they are talented enough to 'hit the ground running' and simply get on with things? How can you give newly promoted people the confidence to ask for help rather than soldier on and risk mistakes or even burn out?

## The Deciding Factor

The current issue of the Sloan Management Review from the Massachusetts Institute of Technology contains the following observation: "Decision-makers have often laboured so long over a decision that they believe it needs no explanation. Those uninvolved in the decision may find it incomprehensible or even threatening."



Are you guilty of drifting into a world of your own when making a big decision. Regardless of how wise the decision might be, do you spend time anticipating how others without your knowledge of the situation might view it? Shouldn't every good decision come with a good communications plan?

## A Good Read

Here's a good one to read over your morning coffee - "The Starbucks Experience" by Joseph A Michelli. This book describes how the company has turned something as simple as a cup of coffee into a massively successful global brand. You'll learn about the company's five overarching principles, each given its own chapter, so very fundamental to the organisation's success. It has a powerful message, and is an enjoyable read. Now how do you like your coffee?

Leading Wales Towards Management Excellence