

Management

THINK ABOUT IT

July 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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Snap Judgments

According to Allan Leighton Chairman of the Royal Mail: "There is no need to get pressured into making snap decisions if you don't want to. You've always got more time than you think, whatever anyone tells you."



Is he right in your experience? Do you sometimes rush to make management decisions when you could take more time to reflect? Are you worried that taking more time over a decision might lead people to believe that you are dithering and being indecisive?

Coping with convictions

The Chartered Institute of Personnel and Development found in a survey that three quarters of firms would not be deterred from employing somebody with a criminal conviction, if the person had the right skills.



Would you take a chance on a candidate with a criminal past if they appeared to be right for the job? How would you monitor the person to protect colleagues and customers without causing resentment and making the employee concerned feel under suspicion?

Write it Down

In his best-selling book, the Rules of Management, Richard Templar argues that managers should keep written records of everything they do and say. This, he says, is to ensure they are consistent in their actions and decisions and can also prove how they have achieved their results.



Is this overkill or does he have a point. Would keeping records make you more consistent or would it simply drown you in a sea of paper or computer files? How important is strict consistency anyway?

Speaking out on-line

Growing numbers of people keep their own weblogs (blogs) and a rising number also use them to let off steam about work. HR firm Croner found that around a third of bloggers would get the sack if their boss ever saw what they said about the firm or colleagues.



Have you got a policy on blogging by employees? How would you know if your staff were posting damaging comments about colleagues or the firm on the net and how would you tackle this problem if it occurred.

Back to the tools

As part of a nationwide fund-raiser for a cancer care charity, British managers are being urged to spend a full day on the shop floor working side by side with those who are normally their sub-ordinates.



Would you find this a helpful exercise? For example would your performance 'on the tools' boost or undermine your credibility with your staff? Does it sometimes scare you how out of practice you have become in undertaking the ordinary operational tasks which create and deliver your company's product or service?

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With just three clicks on the new [beabettermanager.com](http://www.beabettermanager.com) website, managers can find best practice checklists - based on National Occupational Standards - to help solve their immediate problems, grasp opportunities for personal and professional development and achieve immediate improvement in their results. A very user-friendly website, easy to navigate and attractive to look at, it's worth taking a bit of time to explore."

Leading Wales Towards Management Excellence