

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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Back to Basics

Former international rugby coach Sir Clive Woodward said that, to succeed in sport or business, a manager should identify the basic tasks his or her team must carry out and concentrate on getting those basics right almost all of the time. He identified the basics of rugby simply as winning line-outs, scrums and re-starts.



Can you identify simply and clearly to your team what the basics of your business are? How often does the team get these basics right and what steps could you take to improve the frequency of success in these fundamental tasks?

Under the influence

New research by the Chartered Institute of Personnel and Development has found that 40% of firms regard alcohol misuse as a major cause of absenteeism and poor productivity, while the Health & Safety Executive estimates this problem costs the UK economy 14m working days and £2 billion every year.



Are you or your managers trained to identify a staff member with an alcohol or drug abuse problem and would you know how to handle the situation in a way that stayed within the law and helped both the individual and the business?

Risk-taking or recklessness

US World War Two leader General George Patton urged people to take 'calculated risks' but he warned them against being 'rash.'



How often do you need to take risks in your job and what methods do you use to calculate the degree of risk before taking action? Do you systematically weight up the pros and cons or do you simply follow gut instinct?

Bad Habits

A recent survey from human resource experts Ceridian found that 58% of British workers would keep quiet if a colleague's bad habits – such as laziness or gossiping – stressed them out. This 'suffering in silence' culture is, said the firm, contributing significantly to the 25% of total UK absenteeism each year which is linked to stress.



Do you allow enough room for disagreement to take place safely within your team, particularly during times of change? Are you able to discern when such disagreement is 'honest' and not simply the product of someone jockeying for position or pursuing a personal agenda.

Spotting fake opportunities

In some fields of business it has become common practice to invite proposals from contractors simply in order to glean information or ideas, or just to test the market.



How can you spot these phantom opportunities before you waste precious time preparing tenders or pursuing them in other ways? On the other hand how can you make sure that you don't inadvertently let a genuine business lead slip through your fingers?

Healthy disagreement

With just three clicks on the new 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