

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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A flying start?

Leading HR manager Jane Smith claims that too many managers leave new recruits 'to their own devices' forcing them to learn about their new employer organisation through trial and error. Meanwhile a recent CIPD survey found that more than a third of firms are having to improve their induction process in order to increase staff retention



How good is your induction process for new recruits? How much time and thought goes into making newcomers feel welcome and explaining their new roles to them? Crucially, how would you like to be a new recruit joining your company?

Haggling on Price

Deiric McCann in his book "The Bathroom Business Bible," advises managers to focus on selling their 'whole offering,' to the client before discussing the price. He said "If you understand what aspects of your offering are most important to your client you will have a better feel for how much importance they place on price."



Do you sometimes rush to cut your price in order to make your product or service more attractive to prospective customers, before taking time to work out whether that aspect of the deal really matters very much to them?

Ban the bully

New research commissioned by Royal & Sun Alliance found that one in four UK employees has experienced bullying at work. Meanwhile the Andrea Adams Trust, which organizes "Ban Bullying at Work Day," claims that firms with very hierarchical management structures are the ones most likely to harbour bullies.



How would you recognize and root out bullying if it occurred in your workplace? For example could you tell the difference between a robust management style and a case of bullying? Does your management structure encourage or discourage bullying?

Flexible friend or foe?

The recent Queen's Speech signaled the Government's intention to extend the right to request flexible working to people with teenage children as well as smaller youngsters. Some observers have expressed concern that this may cause a backlash among staff not entitled to work flexibly.



Are many of your staff working flexibly at present? Does that cause resentment among other employees? If so, how can you apply the concept of flexibility in ways that seem fair to all?

Information overload

Legendary business thinker Peter F. Drucker warned of the dangers of giving too much information. He said: "The less data needed, the better the information. An overload of information, that is, anything much beyond what is truly needed, leads to information blackout. It does not enrich, but impoverishes."



Is brevity a virtue in your business? Have your managers and staff got the skills to convey key information without providing an avalanche of detail that can submerge the important points? How can you give people the confidence to be brief?

A Good Read

"The Art of Creative Thinking" by John Adair (Kogan Page) has been reprinted, following its initial release in 1990. We all crave new ideas, and the objective of this book is quite simply to help us to develop strategies to be able to do so. How about starting by reading a book? If nothing else it gets you in the mood for creative thoughts. There are a lot of examples of great thinkers to inspire the reader. If you find yourself staring at a blank computer screen, waiting for inspiration to flow, this might just be the book for you.

Leading Wales Towards Management Excellence