

# 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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## Changing with the times

Charles Darwin who developed the theory of evolution argued: "It is not the strongest of the species that will survive, nor the most intelligent, but the one most responsive to change."



Are you aware of the changes taking place in your business sector and over what timescale this change is occurring? More importantly how are you and your company preparing for or responding to those changes?

## Size matters

David Sadtler, an associate of the Ashridge Strategic Management Centre wrote recently in Management Today: "Your very success in building a large enterprise through superior competitive performance can eventually be your undoing. Ultimately just faring well in known competitive battles won't be enough. You'll want to grow ever bigger and that's when problems start."



Have you considered how large you would like your business to become and why? If your business does grow do you have a plan to cope with the cultural and organisational changes that will bring? Could size undermine your enterprise?

## A question of loyalty

A YouGov poll of 40,000 UK employees across many different sectors and job titles found that only 56% would speak highly of their companies to others and only 48% said they felt 'loyal and engaged' with their employer.



Would you be happy if those figures applied to your firm? Would you mind some staff not feeling loyal to the company as long as they turned up, did their jobs properly and felt engaged with their colleagues? Should you probe how people really feel about the company and try to change their view or just accept that many are just not 'company people'?

## Stressed out

Up to half a million UK employees sought medical advice for work-related stress last year according to new figures from the Health and Safety Executive who have now produced guidelines to help managers reduce stress levels among their staff.



Would you recognize the signs of stress in your staff and would you know how to address the problem? Have you thought how you would cope if a key member of your team took long-term sickness absence due to work-related pressure.

## Taking the Rap

Richard Templar in his best selling book "The Rules of Management" commented: "Your team would die for you if you are prepared to take the rap when the going gets tough. Nothing generates more loyalty than a boss who is prepared to stand up and take responsibility."



When things go wrong in your company or department, do you instinctively point the finger at subordinates or do you reflect on how you as manager contributed to the problem? How can you take the rap for the team without being too soft and sending the wrong signal to individual members who fouled up?

## 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 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*