

Management

THINK ABOUT IT

Chwefror 2008

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.
gwyneth.stroud@crc-wmc.org.uk



Cyngor Rheolaeth Cymru
Wales Management Council



Arddull ar gyfer pob sefyllfa?

Dywed The Hays Group, sef arbenigwyr Adnoddau Dynol, fod ymchwil yn dangos mai rheolwyr ag arddulliau arwain 'cyfarwyddiadol' neu 'orfodol' yn bennaf sy'n rhedeg 80% o weithleoedd anhapus. Fodd bynnag, mae Chris Watkins, cyfarwyddwr Hays, yn dadlau bod dal angen i reolwyr allu newid eu harddull i'r math hon ar adegau o ansicrwydd neu argyfwng.



Fel rheolwr, a yw'r gallu gennych chi i addasu'ch arddull arwain fel y bo'n briodol i'r amgylchiadau, heb ddrysio neu ddigio'ch staff? Ynteu a ydych chi o'r farn y dylai'ch arddull barhau'n gyson ym mhob sefyllfa?

Cymhellion cryf ynteu arfau annoeth?

Meddai Mark Gerzon, llywydd y Mediators Foundation, am gymhellion staff: "Os byddwch chi'n creu gwobrau i bobl sy'n eu hannog i ymddwyn fel timau sy'n cystadlu ar wahân, yna timau sy'n cystadlu ar wahân gewch chi. Fodd bynnag, os byddwch chi'n creu gwobrau i bobl sy'n eu hannog i ymddwyn er budd y cwmni, yna pobl sy'n gweithio er budd y cwmni gewch chi."



Ydych chi wedi archwilio'ch cynlluniau cymhelliad staff yn ddiweddar? Ydych chi wedi meddwl am y math o ymddygiad y bwriedir i'r cynlluniau ei annog, ac ydych chi wedi ystyried a ydyn nhw'n cyrraedd y nod hwn ai peidio?

Argyfwng credyd ynteu rheolaeth ar lif arian?

Yn ôl arolwg yr Asset Based Finance Association mae 50% o gwmnïau bach a chanolig eu maint yn y DU yn ei chael hi'n anodd cael eu talu'n brydlon. Mae llawer yn disgwyl i'r broblem ddod yn waeth fyth oherwydd yr argyfwng credyd presennol.



Pa mor aml fyddwch chi'n adolygu'ch prosesau rheoli credyd? Pa mor dda maen nhw'n gweithio ar hyn o bryd ac a ydych chi'n bwriadu gwneud unrhyw newidiadau er mwyn osgoi problemau lif arian yn yr hinsawdd economaidd sydd ohoni, heb ddigio cwsmeriaid da?

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