

# Management

**THINK ABOUT IT**

May 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.  
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## Secret Salaries

A recent survey by the TUC found that the majority of people would be prepared to share details of their salaries with colleagues. The TUC argued that this approach helped to tackle the issue of pay inequality, including the gender pay gap.



Do you discourage staff from sharing details of their salaries? Could this cause bad feeling leading to poor morale or is it better to make everything open and transparent?

## Why are they here?

William C Taylor co-author of the book "Mavericks at Work" commented: "the most talented people tend to be in jobs they like, working with people they enjoy on projects that keep them challenged."



If you were to do an audit of your most talented people, would you be able to say they receive all three of those benefits from your organization? If you think you fall short on one or more fronts what action can you take to ensure you hold onto these high performers?

## Old Problems and New Ways

Outgoing Irish Prime Minister Bertie Ahern commenting on the emergence of his country's 'Celtic Tiger' economy said: 'when we thought in new ways about old problems it was then that we found our way forward.'



What are the 'old problems' of your business? Are there difficulties that have been hanging around for a long time – perhaps high staff turnover or customer perceptions of your business? What new thinking could you bring to these problems today?

## What's In It for Them?

Advising companies on how to differentiate themselves business guru Deiric McCann said: "You'll know you've been successful when you've identified areas in which you are truly strong and which your prospective customer truly values."



How often do you take the trouble to achieve this match? Do you make the mistake of highlighting your major strengths without working out whether these are the things that really matter to the customer? Could there be less obvious areas of your offering that customers might be more interested in?

## Giving Credit Where it's Not Due

British Chambers of Commerce and small business organisations recently complained to the Government that large firms are using the credit crunch to delay payments to suppliers, while a Companies House survey found that less than half of large firms settle invoices from small suppliers within the agreed period.



If you are a small business, how prompt are you in chasing overdue payments? Are you sometimes worried that this approach might sour relations with the large customer? Might you have a false sense of security that the large firm will always pay up in the end? Could you survive if one any of your large customers defaulted on a debt?

## Management webwatch

You may well have come across the businessballs website, but perhaps have not stumbled across the leadership section within it ([www.businessballs.com/leadership](http://www.businessballs.com/leadership)). It's a mine of information of all sorts of stuff, such as leadership styles, ethical leadership, delegation, with loads of links to related topics. And at the end you will also find plenty of useful related websites. It doesn't look very pretty but there's a lot in there.

*Leading Wales Towards Management Excellence*