

Management



June 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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Holiday Logjam

A new survey by the ebookers website found that by the beginning of June 64% of UK workers had not yet booked their summer holidays and many were holding out for a last minute bargain.



Given that this sounds like a recipe for a bottleneck of competing annual leave requests, are you confident you, as a manager, are able to rule fairly between colleagues who want to be away at the same time. Do you have a holiday policy to minimize the risk of disappointment and bad feeling over this issue while ensuring that your business is not left short-staffed?

Three-year itch?

According to Richard Reeves of the leading 'ideas' consultancy, The Intelligence Agency, there is much evidence to suggest people experience a drop in job satisfaction and effectiveness after three years in the same post and are in danger of rusting if they stay where they are.



Do you believe this is true? Can you think of any member of your team who falls into this category? Have you thought of ways to refresh people's enthusiasm – perhaps through training or a role change? If this isn't practicable how do you prevent one employee's boredom infecting those around them?

Managing Time Wasters

In his book, 'The Rules of Management,' Richard Templar warns managers to beware of time-wasting people. His advice is to practice telling them you've got something important and urgent to finish and offer to come and see them later.



Do you recognise time-wasters in your team? Can you tell the difference between someone genuinely seeking advice and someone who can't make a decision or who simply wants to parade their knowledge to the boss? Have you got the skill and the will to shake them off so you can return to productive activity?

A Hardline on Home-work

A new survey from the Chartered Institute of Personnel and Development shows that seven out of ten employers never or only occasionally give staff permission to work from home, despite the perceived benefits of this form of flexible working



What is your attitude to staff working from home? Do you get many requests for this privilege and how do you ensure you are consistent in your response? How can you decline a request without signaling a lack of trust in the staff member making that request?

Win-Win Deals?

Former head of the US Federal Reserve Alan Greenspan once said: "I have found no greater satisfaction than achieving success through honest dealing and strict adherence to the view that, for you to gain, those you deal with should gain as well."



When you do a deal, how deeply do you think about the level of benefit that your customer or client is gaining from the transaction? Do you ever put yourself in the other person's shoes and ask if you would do the same deal if you were in their position? Or do you take the view that it's your job to push your product and that it's their job to decide how beneficial it is for them?

Management webwatch

Leading Wales Towards Management Excellence