

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



Cyngor Rheolaeth Cymru  
Wales Management Council



## Let them go?

Having spent the summer protesting his desire to leave current employers, Manchester United, and move to Spanish team, Real Madrid, Portuguese footballer, Cristiano Ronaldo, has been persuaded by his boss to stay put. Despite the months of uncertainty he now claims he is ready to put his 'heart and soul' into his job next season.



Should a manager ever try to persuade an employee to stay, once he or she has handed in notice? Is it realistic to expect them to give the same level of commitment once they have begun to pursue other career prospects? If the person is a key player on the team, is it worth trying to rekindle their desire for their current job or is it best to suffer the cost and inconvenience of going out and hiring a more eager replacement?

## An inspiring presence!

Over the past four years, an annual survey undertaken as part of the Leading Wales Awards has consistently shown that the ability to inspire others is the quality most associated with successful leadership.



Have you ever considered what it means to inspire others and wondered whether you have such an impact on members of your team? Do you feel inspirational behaviour is something that comes naturally from a proportion of managers or something on which some or all managers need to work? Who have you inspired today?

## Staying true under pressure

In a recent article about the current economic climate, Neville Richardson, group chief Executive of the Britannia Building Society said: "When the pressure is on it's easy to abandon people policies and slash marketing and people development budgets in the name of protecting the bottom line. But in tough times, more than ever, the way to secure your business is to be true to your values and live up to your promises."



In the face of the current economic climate are you tempted to cut back on 'discretionary' spending on things like training and staff development? Sometimes you may feel you have no choice for cash-flow reasons. However are you sure this is the only option open to you and have you considered the longer-term impact of scaling down or axing certain activities.

## Ego trip or Good Business?

Business author Jim Collins compared the business performance of high profile company chief executives with those who tend to shun the limelight and found that those who didn't seek attention and public acclaim who delivered better results. His advice was: "focus on your role, not your profile."



Do you agree with him? Is there a danger that a strong public image and media recognition could lead company bosses to take their eyes off the ball or is it important for the business that they build a high profile in their community or sector. If you have such a profile, is it based on vanity or sound business sense?

## Creative clutter

In their book "A Perfect Mess: the Hidden Benefits of Disorder," Eric Abrahamson and David Friedman claim that messiness at work increases with education, salary and experience. They argue that organisations' growing appetite for tidiness and order often stifles the creativity of those working in them.



Have they got a point? Do you believe that keeping a clear desk and neat files is an essential executive virtue, or do you feel that some clutter and chaos is the hallmark of a dynamic and creative manager?

Leading Wales Towards Management Excellence