



Cyngor Rheolaeth Cymru

Wales Management Council

Review of 2002 - 2003

Leading Wales towards management excellence

Contents

Vision and Mission	1
Chairman's Review	2
Chief Executive's Report.....	3/4
Agenda for Action.....	5/6/7
High Performance Working.....	8
Management and Innovation.....	9
Wales Management Team Challenge.....	10
Inside Welsh Industry.....	11
Council Members.....	12

© Wales Management Council 2003

Reproduction of sections of this document is permitted provided that full acknowledgement is given to the Wales Management Council as publishers.

The Wales Management Council is an employer-led body, funded by the Welsh Assembly Government to promote the development of managers in the private, public and voluntary sectors in Wales.

The Wales Management Council aims to inspire, motivate, and drive change in the perception, delivery, take-up and funding of management and leadership development.

The Wales Management Council
P O Box 61
Cardiff
CF24 5YE

Tel: 029 2045 0224
Fax: 029 2045 0231

e-mail:
Chief Executive: Christopher Ward christopher.ward@crc-wmc.org.uk
Marketing Executive: Gwyneth Stroud gwyneth.stroud@crc-wmc.org.uk
North Wales Executive: Hywel Roberts hywel.roberts@btinternet.com

For more information on the work of the Wales Management Council, please see our website www.crc-wmc.org.uk

Vision and Mission

Wales Management Council is an employer-led body whose mission is to help managers in Wales to lead and manage successfully.

Our vision is of a country where managers in all sectors have both the ambition and the ability to create and sustain businesses and organisations which are among the best in the UK.

We aim to achieve this through a new strategy for management and leadership, working with all relevant public agencies, business organisations and managers themselves.

That strategy will seek to:

- Convince all managers of the benefits of developing their skills and abilities
- Identify, by thorough research, the real development needs of managers in Wales
- Ensure that managers can obtain high quality and flexible training and development
- Share best UK and international management practice among all businesses in Wales
- Measure progress against credible benchmarks

Meeting an Urgent Need

The Wales Management Council is funded by the Welsh Assembly Government and comprises some of the country's most senior figures from the public and private sectors.

We exist because the quality of managers and leaders in Wales will have a direct impact upon our future growth, productivity and performance.

The demands on managers are growing, and organisations have to ensure that their executives have sufficient management and leadership skills to compete at the highest level.

Therefore businesses in Wales are demanding training and development of the highest quality, relevance, and accessibility.

Providing Strong Leadership

The Wales Management Council aims to take the lead in the implementation of a national strategy and action plan to tackle these needs effectively.

In promoting this strategy we will work closely with partners such as National Council - ELWa, HEFCW, WDA, bodies representing business and managers themselves.

Through well-targeted and sustained communication, we aim to help change attitudes and build greater awareness of Wales' need to develop the full potential of its managers.

Using robust research we aim both to stimulate new thinking and to highlight exactly how and where Wales needs to improve its management development provision.

By joint-working with partners we aim to help bring about the necessary change and to spread best practice throughout the economy.

An Action-Centred Approach

In addition to our role as champion of the cause of better management and leadership, we aim to assist organisations and individual managers directly, by:

- Disseminating practical information on management improvement, through conferences, seminars, the printed word and the Internet
- Facilitating debate on key aspects of management
- Enabling exemplar businesses to share good practice with other enterprises

Our approach focuses strongly upon the achievement of quantifiable results.

We will pioneer targets for improvement in management capability and performance and measure progress against credible UK benchmarks.

Our ultimate benchmark is a major increase in the efficiency and profitability of businesses and organisations, leading to significant economic growth for Wales.



Prepared for Action

By Ian Rees - Chairman, Wales Management Council

As we complete our third year in existence, Wales Management Council has a new degree of urgency and even a measure of impatience to see the groundwork it has laid translated into real action.



Over the past year in particular we have been leading the debate to convince those in positions of authority and influence that there is an undeniable link between the quality of management and leadership and overall business performance.

The Council has worked hard to keep this whole issue high on the agenda and to bring to Wales an awareness of good practice from around the world, which has made a real difference to individual enterprises and to whole economies.

This process was given particular impetus last summer when we brought about 30 of Wales' most senior decision-makers together with two key figures who had been at the heart of Singapore's economic revolution.

They set out clearly how the cultivation of management excellence and innovation in the running of businesses was paving the way for another major leap forward by a country already seen as a Tiger economy and regional leader. They have now set themselves a target to match the GDP per head of the USA within 30 years.

New thinking from that conference on "High Performance Working" was carried forward to the Sgiliau Cymru conference in October and to other major gatherings since then.

But the time for debate alone is nearing an end and we are anxious to see this new thinking put into action, backed by public investment which is focused on strategic gain for Wales. To assist in this process I am very pleased to have

been invited to lead the National Council - ELWa's new committee for management and leadership development.

Wales Management Council was established to break new ground and make the case for management excellence. In that sense we have achieved some success. Not only are the Council's priorities being taken on board by the Assembly and others, but the organisation itself is becoming an important reference point for those who value good management and leadership in Wales.

We remain a unique organisation in Wales. We have the collective experience and expertise to understand the real issues at the heart of management and leadership. No one else has a single-minded focus on management capability and no one else has the freedom to make this issue its central and abiding concern.

Our experiences over the past year, with valuable initiatives such as Inside Welsh Industry, and crucial discussions we have undertaken with managers in the field and their representatives has convinced us that sharing good practice will be a very important element in our future success.

Finding new ways to spread such practices further and wider and ways to make management development in Wales more accessible, flexible and above all effective must be a priority.

Key proposals for making this a reality are contained within the Council's **Agenda for Action**, developed over the past few months. We believe this document will become a key benchmark for improved management performance in the months and years ahead.

However it is essential that the Assembly Sponsored Public Bodies put management and leadership excellence at the top of their agendas.

We were not set up as a pressure group but, through focused thinking and extensive discussions with partners, we have developed a clear view of what is needed and have set out the core arguments, particularly over the last year. Now is the time for action and we aim to become the conscience of those whose responsibility it is to take such action. In next year's Review we will report to you how our **Agenda for Action** has been taken forward and the impact this is having on management in Wales.

A New Focus and a Firm Agenda

**By Christopher Ward,
Chief Executive
Wales Management Council**

People often ask me, "What does the Wales Management Council do?" I hope this review of our work from 2002 to 2003 will go some way towards providing an answer.

I became Chief Executive in March 2002 and in April the Council was asking the same question. We felt there was a need to refocus our activities, and articulate more clearly what we stood for. This was summed up in our new mission statement that we aim

**"To help managers in Wales
lead and manage successfully."**

We are here to help managers "raise their game" in management and leadership terms, so that their businesses and organisations make an even greater contribution to the Welsh economy.

Our primary objective for the year was to research and write a strategy for management and leadership development in Wales, which arose from a mandate in the Skills and Employment Action Plan 2002. The strategy was to be in place by September 2002. We were delighted to be able to deliver **Management and Leadership Development and Training in Wales – An Agenda for Action** to National Council - ELWa by the target date, and latterly to see many of our recommendations included in proposals that have grown out of National Council - ELWa's review of its services to business.

The **Agenda for Action** has been widely circulated, and has drawn positive response from all sectors. The full report is available on our website, and will be available in print by the end of June 2003. The Vision, Strategic Objectives, and Action Plan are summarised on pages 5-7 of this Review.

Our own activities are linked directly to the recommendations in this report, and combine direct action, work in partnership with others, presentations, and discussion.



Over the past year we have focused on our strategic objectives of stimulating debate, sharing best practice, identifying management development needs, spreading the key messages contained in **Agenda for Action**, and exerting appropriate influence through a wide variety of conferences, committees and working groups. During 2002-03 we;

- funded, for the second year running, the highly successful Wales Management Team Challenge.
- held a ground-breaking policy seminar on High Performance Working, followed by major contributions to the Sgiliau Cymru conference with the same theme.
- published an important report on *Management and Innovation* to coincide with the launch of the Welsh Assembly Government's *Wales for Innovation* action plan. This grew out of the work of our innovation Working Group.
- contributed to conferences, seminars and network meetings organised by National Council - ELWa, HEFCW, WCVA, CMI, UWIC, Fforwm, the Tomorrow's Wales exhibition in Llandudno, and to BBC Wales@Work.
- managed the new Inside Welsh Industry programme which is delivered and co-ordinated by the Wales Quality Centre.
- trialled an innovative audio conference from Harvard University on change management.

- continued to build strong co-operative links with our equivalent organisation in Northern Ireland, the Management and Leadership Network.
- worked as members of the following committees and working groups: Objective 1 and 3 HRD Partnership Boards; National Management Standards Review Steering Group; Workplace Partnerships Task and Finish Group; Future Skills Wales Employers Group; Local Government Employers Group – Leadership Development; National Council - ELWa Project Management Working Group
- worked towards closer co-operation with the following bodies: National Council - ELWa, HEFCW, WDA, all Business Schools in Wales, all the industry fora (Aerospace, Automotive Electronics, Opto-electronics, Materials Technology, Mechatronics, Printing and Coating), IOD, CMI, ILM, CIPD, Fforwm, BBC, SSDA.

In all of this, we are keenly aware that we are part of a very long game. There is no quick fix. We have to ensure that next year we build even more firmly on what we have done this year.

In the coming year we plan to

- help to implement the recommendations in **Agenda for Action**
- extend and expand our partnership and influencing role
- contribute to the implementation of the Innovation and Workplace Partnership strategies which have close links to High Performance Working

- explore and develop diagnostic and evaluation tools to aid better management
- establish closer links to the Sector Skills Councils as they emerge
- contribute to the roll out of the new national occupational standards for management
- support the new Investors in People Management and Leadership Model
- build even stronger links with organisations and networks that are already involved in helping managers to “raise their game.”

Finally, some food for thought:

As part of the work on national management standards, the steering group looked for an all-embracing definition of management and leadership. This was the wording that was finally chosen:

“The key purpose of management and leadership is to provide direction, gain commitment, facilitate change and achieve results through the efficient, creative and responsible deployment of people and other resources.”

Do you agree? Is that what you do? Please share your thoughts with us in the Forum section of our website. We look forward to hearing from you, and to working with you in the coming year.

New Thinking to Create Winning Managers

In April 2002 the Skills and Employment Action Plan mandated the Wales Management Council to work with National Council - ELWa and HEFCW to produce a strategy for management and leadership development and training in Wales by September 2002.

The Wales Management Council delivered the strategy and action plan, *Management and Leadership Training and Development in Wales – An Agenda for Action*, to National Council – ELWa and HEFCW by the target date. After a period of consultation, many of the recommendations are now being incorporated in ELWa's current review of Services to Business.

The Agenda for Action takes a radical look at the nature of management and leadership, methods of training and development, and funding mechanisms, working towards a new vision of management and leadership development in Wales which embraces the following:

Admiration Leadership and management capability is admired and talked about.

Understanding Leadership and management qualities are understood in terms of business imperatives and success, not academic definitions.

Continuity Leadership and management development is seen as a continuous, natural process, driven by business need.

Commitment Managers are committed to self-improvement for the good of their business and organisation.

Choice Managers can make an informed choice about the leadership and management development opportunities that are best for them and their business or organisation.

Competencies The competencies and skills necessary to make businesses and organisations grow are given a higher priority than the qualifications they may lead to.

Provision The provision of training and development support, from whatever source, is wide-ranging (in level and content), flexible (in the time, duration, and location of delivery), relevant (to business and organisational needs), makes a measurable difference (to individuals and organisations), and these attributes define quality.

Funding Public funding regimes for leadership and management development reflect and support this provision by being wide-ranging (in type and beneficiary), flexible (in amount and timescale), relevant (with outcomes oriented to business and organisational success), and make a measurable difference (to both individuals and organisations).

Database The funding mechanisms, providers and provision of management training and development support are categorised on a national database.

Monitoring The provision and impact of leadership and management development is monitored annually.

Co-ordination Public agencies and other official bodies in Wales act as a co-ordinated team in support of the delivery of this vision so that managers experience a seamless and easily understood route to developing their skills.

The *Agenda for Action* proposes six strategic objectives and a variety of key actions to achieve this vision:

Raise awareness of, interest in, and commitment to management and leadership development in all sectors and among managers at all levels.

- Regular and continuous media coverage on management and leadership development issues, with an emphasis on best practice that is particularly relevant to SMEs.
- Regional conferences, workshops, and seminars on management and leadership development issues, with an emphasis on best practice that is particularly relevant to SMEs.
- Publications, in print and on the internet, both from within and outside Wales, that focus on management and leadership development, and provide best practice examples, and easily accessible help.
- Increase membership of organisations which have management and leadership development as a core part of their remit and objectives.
- Personal nominations to be encouraged as part of annual national awards for managers and leaders in all sectors and in businesses of all sizes.
- Annual competitions to test and reward management and leadership skills.
- An all-Wales scheme to recognise businesses and organisations who are both exemplars of good management and leadership practice, and are willing to share this with others

Help managers identify their own management and leadership development needs.

- Set up, maintain, deliver and evaluate a national business-to-business, organisation-to-organisation, and individual-to-individual mentoring scheme.
- Prepare a diagnostic tool that can be used by all businesses and organisations to help individuals identify leadership and management development needs and skill gaps.
- Publicise the benefits of this diagnostic tool, and make it available to all businesses and organisations in Wales.

Ensure managers can make an informed choice of the best management and leadership development solutions for their business or organisation and themselves, and increase their involvement and participation in management and leadership development activities.

- Categorise the available provision of management and leadership development support, and sources of funding, on a national database, open to all, that can be searched by need and benefit, as well as by product, sector, and geography.
- Maintain this database as the 'one-stop shop' for all management and leadership development support
- Establish a mechanism for publicising assessments by users of the quality of this provision within the database
- Encourage all public agencies and official bodies in Wales to contribute to the building of this knowledge bank in order to present a unified source of information to the user.

Provide sources of public funding for strategic objectives 1 – 3, and the provision of relevant leadership and management development support.

- Public funding to be mapped, promoted, and recognised, as the major driver for change in attitudes, delivery, take-up and outcomes of all leadership and management development activity.
- Public funding to be focused on need, not product, and promoted as a flexible enabler, that helps businesses, organisations, and individuals, make informed choices about the training and development that is most relevant to them.
- Simple, unbureaucratic schemes, e.g. Company Learning Accounts, to be introduced, particularly for SMEs with less than 50 staff.
- Major funding to be available for an all-Wales, business-to-business and individual-to-individual mentoring scheme
- Public funding to support cover to enable others to train, as well as individual training activities.
- Wider publicly funded business support to be linked to the acquisition of competencies and skills (particularly management skills) on a systematic and planned basis

Set up an evaluation and monitoring framework to assess the take-up, outcomes and impact of leadership and management development activity in Wales.

- Monitor annually the quality and quantity of leadership and management development in Wales
- Publicise this activity against management and leadership development targets.
- Research and establish mechanisms to evaluate the outcomes and impact of management and leadership development activity.

Review this strategy and action plan to ensure that it reflects the changing needs of every business and organisation in Wales.

- Review the strategy and action plan every two years in the light of monitoring and evaluation information.
- Review the strategy and action plan every two years in the light of reported business and organisation needs and Wales' wider economic agenda and international market developments.

The full text of the *Agenda for Action* is available in print on request and on our website.

It is a key part of the Welsh Management Council's own action plan to contribute to the overall objectives and key actions recommended in the *Agenda for Action*.

Learning Lessons from the World's Winning Economies

The principles of “High Performance Working,” (HPW), which have transformed businesses and whole economies around the world, are now being considered as a model for the future prosperity of Wales.

The Welsh Assembly Government has made clear the importance it places on this progressive approach to management through a succession of key policy documents including *Wales for Innovation* and the *Workplace Partnerships Action Plan*.



Responding to its clear remit from the Assembly in the Action Plan, Wales Management Council put the issue firmly on the agenda during 2002-03 by convening a select gathering of about 30 of the country's most influential public and private sector figures to plan how HPW can be embedded within Welsh industry.

Working with these decision makers and opinion formers, the Council has now developed key action points to take this ambition forward.

High Performance Working is a management approach designed to maximise the contribution made by all employees to the success of each business.

Credited with fuelling Singapore's continuing economic miracle, HPW is characterised by high levels of employee autonomy and involvement, radically improved internal communication and consultation, continuous learning and performance related rewards.

The introduction of such practices has major implications for managers, casting them in the role of leaders and facilitators of self-managed teams rather than that of traditional commanders.

To launch the debate, the Council along with the Chartered Institute of Personnel and Development arranged for two leading figures in Singapore's economic revolution – Dr Joseph Pious and Dr Grace Yow - to undertake a rare engagement outside their own country in order to share their experiences with leading figures in Wales.

The insights they gave, combined with outcomes from intensive workshop discussions yielded a set of key proposals designed to focus debate on how HPW could be applied effectively in Wales.

This outline, which was presented to the Sgiliau Cymru conference at Newport in October, contained a range of key actions, including:

- The creation of a group of HPW champions to encourage interest in the concept and share best practice from inside and outside Wales
- The undertaking of a comparison between Wales and Singapore to see how HPW could be applied in a Welsh context
- The use of sector groups and local authorities to drive progress towards clear targets for change
- The creation of clear links between grant support and development of the skills needed for HPW
- The development of a leadership network and the assessment of the potential for a National Leadership Centre
- The securing of support from ministers for HPW ambitions

Wales Management Council aims to continue acting as a facilitator to encourage and help those in leadership positions within the public and private sectors to play a role in the creation of a successful economy based on best management practices which optimise workforce performance.

Weaving Innovation into the Fabric of Business

The quest to create more innovative companies has become one of the cornerstones of Welsh economic strategy.

And Wales Management Council has been given a leading role by the Welsh Assembly Government in promoting the new kind of management and leadership needed to bring about this dynamic new era of high value industries.

As its first major contribution toward the implementation of this strategy, the Council's special working group on Management and Innovation delivered a key report in Spring 2003, aimed at identifying and sharing many of the "secrets of innovation" which underpin Wales' most successful companies.

The Working Group operated on the basis that innovation is not merely the development of new products and technologies but the whole process of introducing and maintaining a culture of creativity and original thought throughout all aspects of running a business.

Their basic premise was that innovative businesses come about through leaders engendering a culture of fresh thinking among all managers and staff, thereby fostering the conditions for a step improvement.

The report was an incisive look at innovation in action, examining in-depth how innovation can be infused into the seven key elements which provide the fabric of any business.

These are leadership, strategy, people, process, products & services, customer focus and profitability through competitive advantage.

The groundwork for the report was laid through intensive workshop discussions among leading Welsh entrepreneurs, which led on to a programme of research among 12 leading enterprises in Wales who have already earned a reputation for originality and initiative in the way they do business.

Those interviewed and studied by the group were a cross section, ranging from small hi-tech businesses employing around five people to publicly quoted companies with over 1,200 employees.

In some cases the businesses were part of a multi-national organisation, and as such provided an opportunity for the group to study the impact of global best practice in management and leadership.

The report focused clearly on leadership skills and how these differ from management skills in that they involve thinking outside current parameters, challenging the status quo, setting new visions and driving change. It picked up on the need to create processes within organisations, which stimulate innovation and capture ideas and which encourage innovators to bring forward new perspectives on how customer needs might be met.

Invariably this involved the empowerment of people. One key conclusion of the report was that the higher the level of empowerment the higher the profitability of the business.

It also underlined in detail the need to analyse customer needs and to devise innovative offerings, which differentiate the company from its competitors.

Among the report's principal exhortations was that managers and leaders in Welsh industry should challenge the status quo and get to know their customers intimately in order to identify needs, which require innovative solutions.



In order to stimulate "thinking outside the box," each section of the report provides ten probing questions which force managers to examine how innovative they are currently under the seven key criteria.

Chairman of the Working Group Carl Hadley, an experienced industrialist, said he regarded the report as an important first step in shaping the calibre of management which could lead innovative companies in the future.

He added that close collaboration with partner bodies will be needed in the years ahead in order to make this aspiration a reality.

Challenged to Prove their Calibre

Scores of executive teams from a wide spectrum of industry sectors across Wales pitted their management and leadership skills against each other in March as they contested the second annual Wales Management Team Challenge.

Through a series of specially designed physical and mental exercises, the teams were given the opportunity to prove their calibre in terms of initiative, innovation, planning, problem solving, negotiation, organisational strength and creativity.

The event was organised by Wales Management Council in association with Trac, the training department of enterprise agency, Antur Teifi. Its purpose was two-fold; to highlight the importance of management excellence to the Welsh economy and to use competition between peer groups to inspire individual managers and management teams to raise their own performance.

In total 77 teams entered the 2003 challenge, with a shortlist of 30 contesting the final at the Royal Welsh Showground in Builth Wells on March 27th.



Overall winners were the National Farmers Union with runners-up coming from Dyfed Powys Police and the Mount Severn Activity Centre near Llanidloes in Powys.

Awards were presented to the successful teams during a celebration dinner held at nearby Llandrindod Wells on the evening of the final, which is fast becoming a key fixture in the Welsh business calendar.

The exercises, which were designed by Brecon-based management development consultants Manzoku, not only demanded outright competition but also challenged participants to identify where strategic collaboration between teams would achieve better results than straight rivalry.

The three-phase series of tasks focused first on planning and negotiation skills, then on organisation and problem solving and finally on creativity.

Each task was intended to be educational for those participating as well as providing an opportunity to display their abilities to others. An evaluation exercise has been undertaken by Wales Management Council and Trac to aid the future development of the high profile competition.

A survey of participants found that no fewer than 71% had since applied techniques they learned on the day in their business lives. More than six out of ten reported that they gained new business ideas and an impressive nine out of ten said they gained new ideas for developing staff.

All respondents described the event as helpful or very helpful as a good team building exercise, while 90% said it helped teach problem solving skills and 95% gave it the same endorsement as an aid to communication skills.

The format of the event also challenged managerial hierarchies. While teams comprised managers from all levels within organisations, it became quite common during the tasks for more junior members of the team to take on leadership roles, in response to circumstances which suited their particular talents.

The value of taking part was endorsed by comments from a wide range of businesses. A typical reaction came from Micheline Baines of Baines Consulting of Newport who said: "We were all extremely pleased with the day's activities and what we got out of it. In particular we learned from the event that it pays to listen and by listening to others you'll learn more about yourselves. We will certainly be promoting the event to other small companies."

Seeing Excellence in Action

It is now established beyond doubt that managers learn best from other managers.

Practising business people who can offer the benefit of both knowledge and experience of good practice are now greatly prized as management and leadership advisors and mentors.

Based upon this philosophy, another successful phase of the valued “Inside Welsh Industry” programme was launched during 2002-03.

This highly effective information sharing programme enables managers from ambitious, developing businesses to visit the premises of exemplar enterprises which have demonstrated relevant good practice in their field.

The exercise was organised by the Wales Quality Centre, project-managed by Wales Management Council and funded by the National Assembly for Wales. It built upon the success of last year’s project which saw 350 managers visit 24 role model companies.

Handpicked role model companies covered a broad spectrum of industries, from manufacturing and financial services to hospitality and professional childcare.

Inside Welsh Industry covers many different areas of management excellence with Six Sigma and Lean Manufacturing being particularly popular areas of interest for guests.

Other areas which participants have been keen to observe include flexible working hours, innovative recruitment methods, idea sharing, networking, quality control, cultural change, team building and promoting creative and lateral thinking and the application of technology and innovation.

The latest phase, launched in January at British Airways showpiece maintenance centre located next to Cardiff International Airport, was endorsed by Economic Development Minister Andrew Davies who described it as the perfect complement to the “Wales for Innovation” action plan.

Vincent Kane, Chairman of the Wales Quality Centre said the country contained many high achieving businesses and that it was important as many other enterprises as possible had the opportunity to learn lessons from these top performers.

Guest businesses observed their hosts in action and discussed in-depth with them how they approached many key aspects of their operation. Some returned for second visits to firms they found particularly relevant to their own circumstances.

Initial feedback from the latest round of visits has indicated that, in the majority of cases, visitors learned about techniques and approaches they were able to import back into their own operations or which gave them the inspiration to make beneficial change within their businesses.



What emerges from the feedback is that there is huge interest and enjoyment gained from these visits. While the resulting action may be on a relatively small scale at first the impact is definitely being felt, with many hints and tips being applied to good effect in the short term.

The benefits of sharing good practice have proved to be a two-way process, with exemplar companies as well as visitors gaining advantage.

Michael Edwards of British Airways at Cardiff, previously hosted a number of visits while managing another part of the BA Group at Blackwood in Gwent. He commented that inviting others to view good practice in action was a “powerful motivator” for his own staff and managers.

As part of the programme, full follow-up analysis is undertaken to assess the value of the visits and to help with the process of continuous improvement for future phases.

Summaries of the benefits obtained by Inside Welsh Industry participants are contained within the latest IWI newsletter available from Wales Quality Centre or online at www.iwi.org.uk.

Members of the Council

Members of the Wales Management Council during 2002-03

Ian H Rees (Chairman) -	Riverside Water Technologies
Allan Martin (Deputy Chairman) -	Director, Welsh Electronics Forum
	Director, Careers Wales Gwent
Laurence James (Secretary) -	Bond Pearce Solicitors
Carl Hadley -	Director, Rockwool Limited
	Director, UWS Ventures
Rob Halford -	Engineering Employers Federation
Roger James -	AMICUS
Professor Dylan Jones-Evans -	School of Business and Regional Development, Bangor
Pauline Kotschy -	Pauline Kotschy Associates
Professor Roger Mansfield -	Cardiff Business School
Steve Martin -	Higher Education Funding Council for Wales
Tom Morgan -	Institute of Directors (retired February 2003)
Tim Williams -	Welsh Automotive Forum
Dr Brian Willott -	Council Member, National Museums and Galleries of Wales
	Director, Dragon International Studios Limited
Nonna Woodward -	North Wales Newspapers
Eileen Murphy -	Advisor in the Welsh Voluntary Sector

Observers

Dr Ron Loveland – Welsh Assembly Government
Richard Rossington – Welsh Assembly Government
John V Williams - ACCAC

Chief Executive

Christopher Ward

Marketing Executive

Gwyneth Stroud

North Wales Executive

Hywel Roberts