

Review of



2003-2004

Leading Wales towards management excellence



Cyngor Rheolaeth Cymru
Wales Management Council



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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 in Wales.

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For more information about the work of the Wales Management Council, please visit our website
www.walesmanagementcouncil.org.uk



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

OUR VISION AND MISSION

The Wales Management Council is an employer-led body whose mission is to help managers in Wales 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 inspire, motivate and drive change in the perception, delivery, take-up and funding of management and leadership development in Wales.

Our strategy is 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.

We exist because the quality of management and leadership 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.

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

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 country.

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 and leadership
- Enabling exemplar businesses to share good practice with other enterprises.

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.

DRIVING FOR CHANGE

Ian Rees - Chairman

“In future UK companies will have to compete more and more on the basis of unique and innovative products and services. This will require inspirational leadership, stronger management skills, a highly trained and responsive workforce, and a flexible labour market that promotes diversity and fair treatment.”

This statement from the DTI's recent *Innovation Report: Competing in the global economy – the innovation challenge*, published in December 2003, says it all.

No one would disagree with this, and in Wales the recent results of the Future Skills Wales Survey carry the same emphasis.

In the past year I have had conversations with the Minister for Economic Development and Transport, the Chair of the National Council-ELWa, the Chair of WDA, and other senior figures in the private, public and voluntary sectors. There is no dissent that the quality of our managers and leaders is a key to realising our economic development targets.

With such widespread support, you would expect more to happen, but this is where we are disappointed.

In last year's review, I said that I would comment on progress made to take forward our *Agenda for Action*. You will find full details in the fourth section of this review. To summarise, we can report activity at a strategic level, but this has yet to be translated into meaningful progress so far as managers on the ground are concerned.

I have been pleased to chair the National Council-ELWa Leadership and Management Group over the past six months, and we have made progress in creating a shared vision between government and its agencies as to how the ambitions of our *Agenda for Action* can be realised.

However, I have been disappointed at the reluctance of those same bodies to allocate the necessary funding to see through our key recommendations and to make the tangible differences so urgently required by managers in Wales.

This is clearly a case of willing the result without providing the means to achieve it.

It will not be possible to make a significant difference to management and leadership capability until this area is accorded high priority, and this will need some firm decisions to be taken by policy makers. Maintenance of the status quo will not achieve the desired result.

Considerable resources are now being allocated to management and leadership development to help drive the development of regional economies elsewhere in the UK. Managers in Wales require comparable support to enable them to develop both their capability and a competitive edge for the Welsh economy.

In the coming year the Wales Management Council will continue to drive for change and press for the proper priority to be given to support for management and leadership development in Wales.



PUNCHING ABOVE OUR WEIGHT

Christopher Ward – Chief Executive

When you look at our logo, what do you see?

Strong national colours, an image that reflects the mountains and valleys of Wales, and a bi-lingual name with English subordinate to Welsh.

So much is true. But we think our logo means more than that.

The green at the base represents the real world of business, grass roots issues, real lives, real challenges, a reality check on where we are nationally, corporately and individually.

The red at the top speaks of aspirations, ambition, peak performance, achievement, success, results.

In between the two sits the Wales Management Council, a catalyst, influencer, advocate, helping every organisation in Wales move from the green to the red through the quality of its managers and leaders.

To complement this we also observe, discuss, research, analyse, monitor, and evaluate what is going on in the field of management and leadership development to ensure that there is real progress, and that what is available genuinely meets the needs of business.

The opportunity is huge and the challenge great.

We are pleased that more and more people are interested in what we have to say, and take note of our ideas.

Many are, however, surprised that we do what we do with very small resources. Our base funding from the Welsh Assembly Government in 2003 – 2004 was £236,000 (though this was increased by an additional provision of £50,000 in the latter part of the year). In 2004 – 2005 our funding will be £230,000.

We will spend 73% of this on staff and office costs, 9% on publicity and our website, and 18% on research, publications and events.

Our funding represents about £1.50 for every business in Wales, or about £1.00 for every manager in Wales.

It's not surprising that we continually remind ourselves that we have to "punch above our weight" to make things happen.

We do this in a variety of ways:

- Strategic influence through the recommendations in our *Agenda for Action*, published in 2003. The next section in this review summarises the progress that has been made by ourselves and others against these recommendations.
- We chair the multi-agency working group set up by NC-ELWa to take the recommendations in *Agenda for Action* forward.





Christopher Ward presenting the Best Managed Workplace certificate to Prof. Steve Tomlinson, Vice-Chancellor, University of Wales College of Medicine



l to r: Vincent Kane, Chairman, Wales Quality Centre, John Bosworth, Managing Director, Excel (Electronic Assemblies) and Christopher Ward at one of the Inside Welsh Industry programme visits, hosted by Excel

- We carry out research and publish the results. *Management and Innovation*, *Management and e-Business*, and *Best Managed Workplaces in Wales* are our most recent research publications. We are currently funding research into High Performance Working, and the “state of the nation” in terms of management development activity in companies across Wales. Reports on both of these will be published later in the year.
- We establish working groups to explore key issues. Watch out for our forthcoming reports on marketing, called *Pressing the Right Buttons*, and mentoring.
- We foster collaborative activity. In the last twelve months we have brought together, for the first time, senior representatives of all the Business Schools in Wales for joint discussions. We are also working closely with membership organisations such as CMI, IOD, ILM, CIM and CIPD to develop programmes of joint action.
- We are invited to give presentations on management and leadership development issues. In the last twelve months audiences have included WCVA Directors Network, Coleg Gwent e-Learning Conference, DYSG annual conference, Wales Enterprise, Environment Agency Wales, Church in Wales, DFES/DTI Management and Leadership Unit, Wrexham Business Forum, North Wales Management Development Associates Group, North Wales Newspapers Business Lunch.
- We are involved in steering groups for Wales for Innovation, Partnership at Work, Workplace Learning Review, and the development of national occupational standards for management and leadership.
- We contribute to the use and management of European Structural Funds in Wales through the Objective 1 Thematic Advisory Group 4, and the Objective 3 HRD Partnership Group.
- We encourage best practice, through our own Best Managed Workplace research, and our involvement with the Inside Welsh Industry Programme.
- We are developing links with the SSDA and SSCs, which will be accelerated in the coming year.
- And we enjoy an extremely productive working relationship with our equivalent in Northern Ireland, the Management and Leadership Network.

The Future Skills Wales Survey 2003 has clearly identified that management and leadership and the organisation of personal learning and development are in the list of the top five areas in which skill levels must increase in the coming years.

So the need and demand for our work goes on.

As we say in *Agenda for Action*:

“We need to inspire and instil a new culture in which good managers are held in high esteem, and the pursuit of excellence in management and leadership is something to which every manager, in every sector, aspires.”

AGENDA FOR ACTION

Latest developments

Our report *Management and Leadership Development and Training in Wales – An Agenda for Action*, published in 2003, contains a six point strategy to help managers “raise their game”, plus recommendations for a number of actions to support each.

The strategic objectives and action points are listed below, with a note in italics against each to summarise action to date.

I. **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.

Newspapers and radio are showing a growing interest in management and leadership development issues.

- Regional conferences, workshops and seminars on management and leadership development issues.

We are working with National Council-ELWa to develop an all-Wales conference and seminar programme.

We are collaborating with CMI, ILM, CIPD, IOD, and CIM on a joint conference for 2005.

We are working with Welsh Assembly Government to develop a joint conference to explore the contribution the private sector can make to the Public Sector Management Initiative.

- 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.

In the last twelve months we have published Management and Innovation and Management and e-Business, both based on research and case-studies from SMEs in Wales.

We are also developing our website as a key resource, and have launched a bi-monthly newsletter on our website, entitled Management – Think About It.

We have set up a working group to explore the promotion and marketing of management and leadership development opportunities in Wales. The recommendations of this group will be published later in 2004.

- Increase membership of organisations which have management and leadership development as a core part of their remit and objectives.

We are developing a close working relationship with CMI, ILM, CIPD, and IOD to achieve the mutual objective of increasing the take-up of management and leadership development opportunities.

- Personal nominations to be encouraged as part of annual national awards for managers and leaders in all sectors and in businesses of all sizes.

We are working with partners to develop plans for annual awards to recognise excellence in management.

- Annual competitions to test and reward management and leadership skills.

We held the Wales Management Team Challenge in 2002 and 2003, and we are seeking sponsorship to hold the Challenge again in 2004.

An all-Wales scheme to be set up to recognise businesses and organisations who are both exemplars of good management and leadership practice, and are willing to share this with others.

In 2003, in association with the University of Wales, Bangor we conducted the first research to identify and publish case studies from the ten Best Managed Workplaces in Wales.

2. 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.

We have set up a working group to explore this issue and make recommendations for a way forward. The report from this group will be published in 2004.

- Prepare and publicise a diagnostic tool that can be used by all businesses and organisations to help individuals identify leadership and management development needs and skill gaps.

National Council-ELWa are funding a research project to explore market need and the diagnostic tools that are currently available, with recommendations for future development.

3. 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.

The Small Firms Research Unit of the University of Wales Cardiff Business School, have been funded by National Council-ELWa to map the provision of management and leadership development opportunities and support across Wales. Their report is to be published in May 2004. This is an essential precursor to a full database, but there are as yet no plans for such a database to be developed.

4. 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 a major driver for change in attitudes, delivery, take-up and outcomes of all leadership and management development activity.

No action to date

- 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.

Both National Council-ELWa and WDA are increasingly working to a demand-led agenda.

- Simple, unbureaucratic schemes, e.g. Company Learning Accounts, to be introduced, particularly for SMEs with less than 50 staff.

National Council-ELWa has successfully piloted Company Learning Accounts, and is expanding their availability. WDA has innovative plans for a similar scheme.

- Major funding to be available for an all-Wales business-to-business and individual-to-individual mentoring scheme.

Awaiting recommendations from working group in 2 above.

- Public funding to support cover to enable others to train, as well as individual training activities.

The problem has been recognised, but no action to date.

- Wider publicly funded business support to be linked to the acquisition of competencies and skills (particularly management skills) on a systematic and planned basis.

The WDA have begun to explore this issue.

- Outcomes must be the increase in competencies that are relevant to each business and organisation, and not tied to accredited qualifications.

The new Wales Credit and Qualifications Framework had begun to address the issue of informal and non-accredited learning.

5. 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 by company reporting of management and leadership development activity.

We are funding a research project to establish some base data against which progress can be measured. The report on this research will be published towards the end of 2004.

- Research and establish mechanisms to evaluate the outcomes and impact of management and leadership development activity.

We plan to set up a working group to explore this issue in the coming year.

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

- Review and update the strategy and action plan every three years in the light of reported business and organisation needs.

The Agenda for Action was written in 2002 and published in 2003. A new and updated version will be written in 2004 and published in 2005 to reflect the findings of the Future Skills Wales Survey, National Council-ELWa's Business Support Review, the forthcoming Skills and Employment Action Plan 2004, National Council-ELWa's Workplace Learning Review and other published research on management and leadership development issues.

COUNCIL MEMBERS AND STAFF

a. Council Members

The Council has a policy that Members serve for three years, and five members will retire in May of each year, with five new appointments at or near the same time.

■ Members who served throughout 2003 – 2004

Ian Rees (Chairman) *	Riverside Water Technologies
Allan Martin (Deputy Chair) *	Welsh Electronics Forum and Careers Wales
Laurence James (Secretary)	Bond Pearce
Carl Hadley *	Rockwood Ltd and UWS Ventures
Prof. Dylan Jones-Evans *	NEWI
Pauline Kotschy *	Pauline Kotschy Associates
Eileen Murphy	Advisor to Voluntary Sector
Nonna Woodward	IOD and North Wales Newspapers

* indicates Members who are due to leave the Council in 2004 - 2005

■ Members who left the Council in 2003 – 2004

Rob Halford	EEF
Roger James	AMICUS
Roger Mansfield	Cardiff University Business School
Steve Martin	HEFCW
Tom Morgan	IOD
Brian Willott	Dragon International Studies Ltd
Tim Williams	Wales Automotive Forum

■ Members who joined the Council in 2003 – 2004

Prof. Michael Quayle	University of Glamorgan Business School
Chris Young	Welsh Electronics Forum
Jacqueline Royall	Perkin Elmer
David Willcox	Nu-Aire Group
Peter Hurley	Orange Box
Gary Mawer	UPL
Andrew Wilkinson	HSBC

b. Observers

Ron Loveland	Welsh Assembly Government (until November 2003)
Robert Macey	Welsh Assembly Government (from November 2003)
Richard Rossington	Welsh Assembly Government
John V Williams	ACCAC

c. Staff

Christopher Ward	Chief Executive
Gwyneth Stroud	Marketing Executive
Hywel Roberts	North Wales Executive (until March 2004)
Tina Stephens	North Wales Executive (from April 2004)



New Council Members,
front l to r: Chris Young, Welsh
Electronics Forum; Jacqueline
Royall, PerkinElmer;
back l to r: David Willcox, NuAire;
Peter Hurley, Orangebox



Tina Stephens,
North Wales Executive