

Review of 2005-2006



Leading Wales towards management excellence



Cyngor Rheolaeth Cymru
Wales Management Council



OUR VISION AND MISSION

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.

Our mission is

To help managers in Wales lead and manage successfully.

We are

Leading Wales towards management excellence

and we aim

To inspire, motivate and drive change in the perception, delivery, take up and funding of management and leadership development in Wales.

by

- convincing all managers of the benefits of developing their skills and abilities
- identifying, by thorough research, the real development needs of managers in Wales
- ensuring that managers can obtain high quality and flexible training and development
- sharing best UK and international management practice among all businesses in Wales
- measuring progress against credible benchmarks.

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Welsh Assembly Government

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

LOOKING BACK, LOOKING FORWARD

Ian Rees - *Chairman*

This is my final review as Chairman of the Wales Management Council. I have taken this opportunity to sum up what has been achieved over the past 8 years and to set the activities of the last year in the broader context of the work of the Council since its relaunch in October 1998.

One of the early tasks of the Council was to commission a report on what needed to be done in Wales to build a world class managerial labour pool. The report found that

- information about the extent of management capability and the supply of developmental activity was very fragmented
- informal approaches to learning were favoured above formal qualifications
- there was a general failure to sell the business benefits of 'management development', and
- employers often had a negative perception of that term.

The report concluded that the new Wales Management Council should take a lead in promoting the importance of management development, improve the quality of information available, work to improve accessibility to and quality of management development activity and increase collaboration between the various bodies involved in this area in Wales.

These recommendations provided a firm foundation for our future activity. Having secured an initial operating budget from the then Welsh Office, the Wales Management Council ensured that it was built into the government action plans put forward by

- the Education and Training Action Group in 1999
- the Skills Wales Task Force report in 2000
- the two Skills and Employment Action plans of 2002 and 2005
- and latterly the economic consultation document *Wales: A vibrant economy*.

As a consequence of these action plans, the Council was asked to publish two strategic papers, *Agenda for Action* in 2003 and *Agenda for Growth* in 2005 that have since provided the foundation for policy creation in Wales in this area.

Working with our partners in ELWVa and the WDA we have ensured that practical measures have been taken to raise the profile of management development with employers on the ground. The General Business Advisory Service ensures that the management capability and development needs of client companies are reviewed as part of the analysis of business need. ELWVa has commissioned a major series of management development workshops pan Wales to cater for skills development at all levels, and sponsors company specific management development activity through its Workforce Development Programme. We have managed and developed the Inside Welsh Industry initiative over the past 6 years and have also run and collaborated in a large number of events and conferences across Wales to raise the profile and importance of management development. These culminated last year in the highly successful Lead On conference held at the Wales Millennium Centre.

The Council has commissioned a wide range of research and published many papers since 1999. These have ranged from a study of how management development activity can be successfully



*Ian Rees,
Chairman,
Wales Management Council*



marketed to Welsh business (the lessons learnt being incorporated into current offerings from both the Wales Management Council and ELWa), through baseline data on development activity in Wales (from both a demand and supply side perspective), to practical guides on management trends, high performance work practices, the impact of technology on management practice and the management of innovation. Our website now carries many articles on management thinking and will soon include access to short video clips where business leaders from across the UK will give practical advice on best practice.

The Council has been instrumental in encouraging collaboration and joined up thinking on the supply side. We chair the steering group for Leadership and Management Development which brings together all the main government sponsored players including Welsh Assembly Government representatives, ELWa, WDA, Public Service Management Wales, Sector Skills Development Agency, Higher Education Funding Council for Wales and Fforwm for Further Education. We also chair regular meetings of senior representatives of the Welsh Business Schools in order that they can explore ways in which they can collaborate to the advantage of companies in Wales. Other examples of a new spirit of partnership are the Leading Wales Awards (a collaboration between WMC, ACCA, Cardiff Business School, Chartered Management Institute, Common Purpose, Dolmans Solicitors, Hilton Cardiff, Learning Pathways Cymru) and the Lead On conference organised jointly by ourselves, IoD, CMI, CIM, CIPD and ILM.

Whilst much has been achieved, we know too that much remains to be done:

- Welsh business has yet to be fully convinced that taking action to develop its leaders and managers is a key to success
- the supply side is overcrowded with offerings of widely varying quality
- there is insufficient assistance to help all organisations to determine their development need or find appropriate assistance.

In order to continue to lead Wales towards management excellence we recently have embarked on the preparation of a 10 year plan. It is our intention to ask government and the main political parties to align themselves behind this plan in order to ensure a strategic, consistent and coherent approach towards leadership and management development is taken over the long term.

The challenge now falls to our new Chairman, Andrew Wilkinson, and his Council to see this plan through to completion. I wish them every success and am confident that the passion, leadership and dedication that have been so evident amongst Council members and executives over the past eight years will give every chance of success.

Finally I would like to thank all the past and present members of my Council, my Chief Executive Christopher Ward, executives Gwyneth Stroud and Tina Stephens and past employees of Council for their support, determination and dedication during the years that I have had the privilege to be Chairman. It has been challenging, fun and a journey of learning. By being involved at the cutting edge of best practice, I have seen and adopted new ideas from both inside Wales and from abroad, have developed my own leadership and management capability, and can speak from personal experience when I say "Yes, management development has made a difference for me and my organisation". As a consequence, I believe that we have created a unique Council that can speak with both authority and passion to both government and industry and influence their perceptions and actions. As our learning and understanding increases, I am sure that the stature of the Wales Management Council will continue to grow in the coming years.



Grenville Jackson, ELWa and Ian Rees at the launch of the Management Development Action Plan

IN THE ROUND

Christopher Ward – *Chief Executive*

360 degree appraisal is widely regarded as one of the most powerful tools to help managers develop their own skills, because it captures the opinions of a cross-section of everyone with whom they come into contact, so there is no hiding place.

This year we experienced an organisational 360 degree appraisal when the Welsh Assembly Government retained CM International to carry out “A Review of the Effectiveness of the Wales Management Council.” The full Executive Summary of their final report is set out on pages 6 and 7 of this review, and we are delighted by their conclusion that

Wales Management Council is a professionally organised and well managed body and adopts a coherent approach to developing its organisational strategy and activities. Its approach to relationship building and networking can also be described as ‘professional’. It delivers value for money and uses its limited resources to good effect.

There were of course questions and observations about the focus of our activities, the breadth and depth of our impact, and a challenge that we should think seriously about the balance between generalised “awareness raising” activity, and more concentrated work with particular sectors.

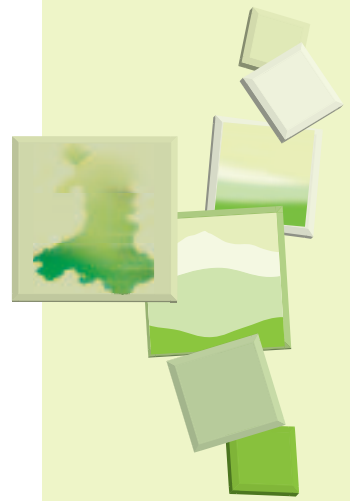
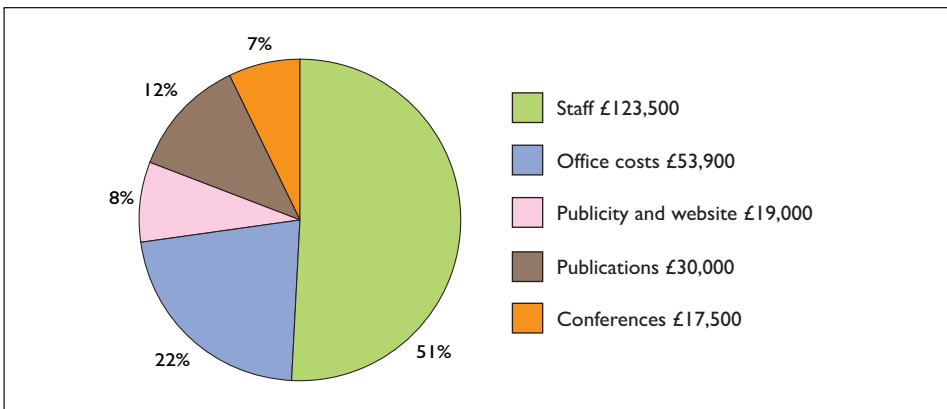
All of this we will take on board in our future planning.

To give you a more complete, in the round, view of our activities in 2005 – 2006 we have analysed our work from three points of view:

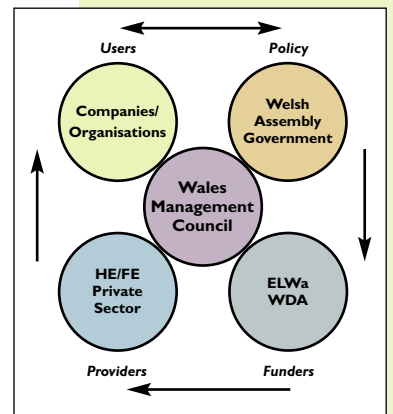
- expenditure by cost heading
- expenditure by activity
- activity by areas of work.

The figures are dry, but we hope they shed some more light on our “value for money” and the extent to which our Council Members and our three executive staff have used a budget of £243,000 to punch above our weight to promote the importance of leadership and management development across Wales.

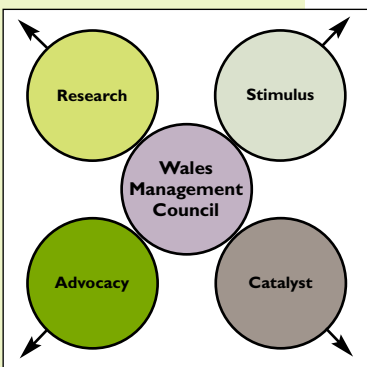
First of all, this is how we used our budget under our main expenditure headings:



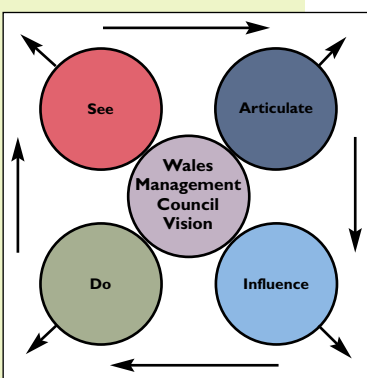
Christopher Ward,
Chief Executive,
Wales Management Council



The Wales Management Council operates in a complex environment in which our influence has to impact on government policy, the funding provided by key agencies, delivery by HE, FE and private sector providers, and managers themselves in companies and organisations across all sectors.

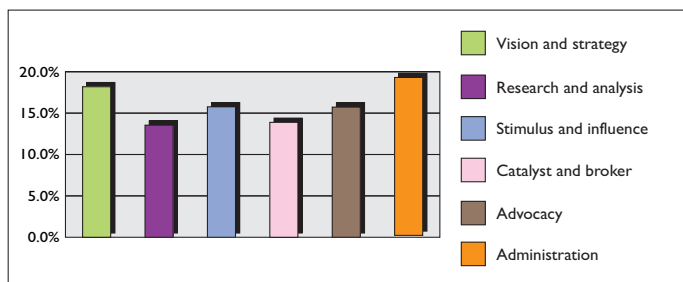


The Wales Management Council aims to raise the quality of managers and leaders in Wales by thorough research of market issues, acting as a stimulus for change, a catalyst for improvement through collaboration, and by being passionate advocates for the importance of management and leadership development in all sectors and in organisations of all sizes



The Wales Management Council's role is to have an overall vision for management and leadership development in Wales, and then to see what is happening and what the market wants, articulate this clearly to all those who need to know, influence change to meet market needs, and within our limited resources do whatever we can to contribute to policy making, planning, delivery and evaluation.

Next, we can look at how our budget has been used in a balanced way across key areas of activity:



The high expenditure on “vision and strategy” reflects the costs of printing and distributing our strategic report *Leaders and Managers in Wales – An Agenda for Growth*.

And finally, we look at the raw numbers of what we actually did “on the ground”:

Presentations	24
Committee meetings	90
Meetings with individuals	223
Conferences attended	22
Working group meetings	6
Publications	4
<i>Management –Think About It</i> editions	11
Media articles	10
Alumni and Leaders Forum dinners	2
Council Meetings	4
Executive Committee meetings	6
Council Members Development Day	1

This represents an average of 2 presentations, 7 committee meetings, 19 individual meetings, 2 conferences attended, 1 media article, and 1 edition of *Management –Think About It* per month.

Our publications in the year were:

- *Leaders and Managers in Wales – An Agenda for Growth*
- *Annual Review 2004 – 2005*
- *Management –Think About It* (compendium of previous year’s articles)
- *Measuring the Difference* (Cardiff Business School report on evaluation tools)

And in collaboration with the Welsh Institute for Competitive Advantage at the University of Glamorgan Business School, we published on our respective websites

- *Tools for Thought – Strategy made easy*

The key to our success in spreading the message of the importance of management and leadership development in all sectors, is collaborative work with other organisations. The two most outstanding examples of this in the course of the year were the *Lead On 2005* conference at the Wales Millennium Centre in November, and the second year of the *Leading Wales Awards* in February, both described and illustrated on the next two pages.

LEAD ON 2005

Lead On 2005, held at the Wales Millennium Centre in Cardiff on 17 November 2005, was billed as “A day of dramatic insights – a major milestone on your journey to more effective management and leadership”. 180 delegates attended, 63% private sector, 31% public, 6% HE and FE institutions.

The consortium members in addition to ourselves were: Chartered Management Institute (CMI); Institute of Leadership and Management (ILM); Chartered Institute for Personnel and Development (CIPD); Institute of Directors (IOD); and Chartered Institute of Marketing (CIM). Each consortium member hosted and funded a masterclass that was delivered twice in the course of the day: *Networking* (CMI), *Team Leadership* (ILM), *Performance Management* (CIPD), *Selling Yourself* (IOD), *Communications* (CIM), and *Effective Coaching* (Wales Management Council).

The day began and ended with a theatrical performance by the CragRats drama group to highlight the key masterclass themes, described by delegates in their feedback forms as “unusual”, “fun”, “different”, “unorthodox”, “original”, “entertaining”, “innovative”, “thought provoking”, and “a really good opening to the conference”. CragRats actors also took part in the masterclasses both in and out of their original characters.

Responses to the conference as a whole were extremely positive and complimentary. “Excellent”, “fantastic”, “brilliant”, “impressive”, “highly relevant”, “nice mix of learning methodology”, “so good they could have gone on longer”, “great event, more please – encore” were some of the enthusiastic comments we received. We are now planning *Lead On 2006* which will take place at Chepstow Racecourse on 16 November 2006.

LEADING WALES AWARDS 2006

In our various strategic reports in the last few years we have stressed how important it is to celebrate excellent managers and leaders in Wales as an example to others. Prompted by this, Wales Management Council, Chartered Management Institute, Learning Pathways Cymru, Cardiff University Business School, ACCA, Common Purpose, Dolmans Solicitors, Hilton Cardiff, came together as a consortium, with Radio Wales as broadcast partner, to take forward the idea of celebrating outstanding leaders.

The first ever *Leading Wales Awards* were held in 2005 in four categories: large private sector companies, small private sector companies, public sector, and voluntary/not-for-profit organisations. The success of the 2005 event spurred on the consortium to redouble their efforts to ensure that the *Leading Wales Awards* become a permanent fixture in the calendar. In 2006 we increased the number of awards to include two voluntary sector categories, large and small, and a team leader award. At the 2006 Awards event our own involvement increased by being both a consortium member, and sponsor of the award for businesses with more than 250 employees.

The winners were: Roger Evans, Shaeffler (UK) Ltd (Businesses > 250 employees); Allan Meek, Smoke Control Services (Business < 250 employees); Tom Price, Landsker Community Credit Union (Not for profit < £250k p.a. income); Mutale Nyoni, BAWSO Ltd (Not for profit > £250k p.a. income); Allison Williams, Ceredigion NHS Trust (Public sector); Elin Cullen, Camarthenshire CC Children’s Services Dept. (Team Leader).

Planning for the *Leading Wales Awards 2007* has now begun.



Lead On Steering Group.
From l to r: Christopher Ward, Wales Management Council; Barbara Chidgey, Chartered Management Institute; Henry Gilbert, Chartered Institute of Personnel & Development; Karen Jones, Chartered Management Institute; Gill Breeze, Institute of Leadership & Management; Paul Tapley, Chartered Institute of Marketing



CragRats theatre company performing “The Mikado” at Lead On



Leading Wales Awards Steering Group.
Back row l to r: Brian Morgan, Cardiff Business School; Wyn Mears, ACCA; Barbara Chidgey, Learning Pathways (Cymru); Julie Barton, BBC Wales; Mark Walker, Cardiff Hilton; Christopher Ward, Wales Management Council. Front row l to r: Judith James, Common Purpose; Joy Phillips, Dolmans; Karen Jones, Chartered Management Institute

REVIEW OF THE EFFECTIVENESS OF THE WALES MANAGEMENT COUNCIL

This is the Executive Summary of the review of Wales Management Council conducted by CM International on behalf of the Welsh Assembly Government, published in June 2005.

In line with statutory requirements the Welsh Assembly Government commissioned a "Review of the Effectiveness of the Wales Management Council" in April 2005.

The Wales Management Council, a company limited by guarantee, has been in existence in its current form since 1998. The Wales Management Council (WMC) describes itself as a "strategic, employer-led body". It undertakes a wide range of activities with the aim of promoting management and leadership development (MLD) in Wales.

The role and remit of the Wales Management Council has evolved over time and the WMC activities have become more focused and targeted over the years. The WMC itself has been the main driving force in developing and refining its aims and objectives and translating them into a coherent model for its activities.

The WMC is largely funded and overseen by the Innovation Branch, within the Economic Development and Transport Group of the Welsh Assembly Government.

The review commissioned by the Welsh Assembly Government combines two elements:

1. An evaluation considering the effectiveness of activities carried out by Wales Management Council, including a consideration of "value for money".
2. A strategic review considering the institutional context in which the Wales Management Council operates and the extent to which changes in this context might have a bearing on its effectiveness.

The review concludes that the WMC has been effective in influencing MLD strategy development by public sector agencies. The Council can be seen to be at the heart of increasing activity around MLD at various levels

- Research
- Policy
- Implementation

WMC is a professionally run and well managed body and adopts a coherent approach to developing its organisational strategy and activities. Its approach to relationship building and networking can also be described as "professional". It delivers value for money and uses its limited resources to good effect.

However, whilst the WMC has achieved a strong visibility and credibility, it is not yet generally accepted as the "lead body" for MLD in Wales. A continuing focus on achieving clarity in terms of focus, role and the nature and status of WMC as an organisation is needed to ensure continuing WMC legitimacy. This is particularly relevant for its position in an evolving institutional landscape brought about by the process of merging WDA, WTB and ELWAs with the Welsh Assembly Government, and the creation of the SSDA and SSCs.

Finally, the research carried out into both the UK and international comparators suggests that the Wales Management Council displays unique features that include its independent position without a membership base and the combination of policy work with networking activities.



Jackie Royall, Buy-As-You-View; Simon Weston, The Weston Spirit; Brian Morgan, Cardiff Business School and Christopher Ward, Wales Management Council at the LEED dinner, arranged by Cardiff Business School



The audience at the opening session of the Lead On conference 2005



Alan Horton of The Learning Centre Limited, facilitator at Lead On 2005, at the Management Standards exhibition stand



Recommendations

The recommendations that emerge from the WMC review can be grouped into those that relate to strategic developments, those that relate to institutional developments, and those that relate to operational developments, as follows:

● Strategic

1. Clarify WMC's position in the context of the mergers of the ASPBs with WAG and vis-à-vis different policy briefs within WAG.
(Task for WAG with WMC)
2. Review the balance between WMC contributions at the strategic and operational levels.
(Task for WAG with WMC, implementation agencies, and HE/FE)
3. Carry out a market segmentation exercise and develop a strategy for increasing the intensity of engagement with different target groups, notably SMEs.
(Task for WMC with WAG)
4. Consider a modest increase in resource for WMC (e.g. for an additional member of staff to reinforce networking activities) in order to realise the potential for greater return on investment.
(Task for WAG)

● Institutional

5. Revisit the balance between generic MLD promotion and awareness raising and specialised MLD work focusing on the needs and challenges faced in different sectoral and organisational settings.
(Task for WMC)
6. Clarify the role of the WMC in the emerging institutional context of SSDA and SSCs.
(Task for WAG in conjunction with SSDA and WMC)
7. Review and evaluate the strengths and weaknesses of different methods of Council Membership and the institutionalisation of interactions with various stakeholder groups.
(Task for WMC)

● Operational

8. Carry out a survey of the effectiveness of awareness-raising activities and adapt operations to the results.
(Task for WMC)
9. Consider ways of embedding networking relationships and tacit knowledge held by individuals currently employed by WMC and on the Council more firmly in the organisation.
(Task for WMC)
10. Consider redirecting resources from awareness-raising to more targeted interactions with a smaller more focused network.
(Task for WMC)



Christopher Ward speaking at the launch of S A Partners' "Inspiring Success" programme



Christopher Ward at the "Insider" magazine round-table discussion on Innovation



Bill Manson, Management & Leadership Network, Northern Ireland, and Christopher Ward at the Lead On conference

COUNCIL MEMBERS AND STAFF

Council Members

● Members who served throughout 2005 – 2006

Ian Rees (Chairman)	Riverside Water Technologies
Laurence James (Secretary)	Meade King
Eileen Murphy	Advisor to Voluntary Sector
Nonna Woodward	IOD and North Wales Newspapers
Prof. Michael Quayle	University of Glamorgan Business School
Chris Young	Welsh Electronics Forum
Jacqueline Royall	Buy-as-you-View
Peter Hurley	Orange Box
Gary Mawer	UPL
Andrew Wilkinson	University of Newport; Careers Wales
Roger Evans	Schaeffler (UK) Ltd
David Finch	Ystrad Mynach College

● Members who left the Council in 2005– 2006

Rob Farnham	Quality Plus
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● Members who will leave the Council in 2006 – 2007

Ian Rees (Chairman)	Riverside Water Technologies
Nonna Woodward	IOD and North Wales Newspapers
Prof. Michael Quayle	University of Glamorgan Business School

● Chairman

Andrew Wilkinson will succeed Ian Rees as Chairman in May 2006.

Observers

Robert Macey	Welsh Assembly Government (until November 2005)
Rob Halford	Welsh Assembly Government (from March 2006)
Richard Rossington	Welsh Assembly Government
John V Williams	ACCAC

Staff

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Gwyneth Stroud	Marketing Executive	gwyneth.stroud@crc-wmc.org.uk
Tina Stephens	North Wales Executive	tinastephens@btopenworld.com
<i>until 31 March 2006</i>		
Siân Rees	South Wales Executive	sian.rees@crc-wmc.org.uk
<i>from 1 April 2006</i>		
Steve Donnelly	North Wales Executive	steve.donnelly@crc-wmc.org.uk
<i>from 1 April 2006</i>		



Christopher Ward with Roger Evans, Schaeffler (UK) Ltd, winner of the Businesses with over 250 Employees category at the Leading Wales Awards



Gwyneth Stroud and Tina Stephens