

Review of 2006-2007



*Leading Wales towards excellence
in leadership and management*



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 leaders and managers in Wales.

Our mission is

To lead Wales towards excellence in leadership and management.

Our vision is

A country where leaders and managers in all sectors have both the ambition and the ability to create and sustain businesses and organisations that 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.

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,
please visit our website:

www.walesmanagementcouncil.org.uk

LOOKING FORWARD

Andrew Wilkinson - *Chairman*

This is the first opportunity that I have had as Chairman of the Wales Management Council to provide an Introduction to our Annual Report. For me it is a real privilege to be involved and at the outset I wish to pay tribute to my predecessor as Chairman, Ian Rees. It is a testimony to the effectiveness of his Chairmanship that the Council is so highly regarded and he is a hard act to follow.

The challenge that we now face, as with all successful organisations, is how best to build upon past achievements and create an even more successful and relevant future. Of particular note have been the steps that we have taken to develop our longer term strategy, This is work in progress and a key priority for the Executive and the Council.

We are particularly fortunate to have been able to significantly expand the size of Council with a number of key additional members representing a cross section of background and interest. Maintaining a balance remains important but if we are to speak effectively for the interests of business then Employer edge needs to be sustained and developed further. There are clear indications that Council wishes to be fully and constructively involved in shaping our future and it is essential that we harness that ability effectively.

Discussions about our future strategic direction have been robust and have informed much of the Planning process. Focus on those key elements which will enable us to continue to punch above our weight and make the biggest difference to the leadership and management agenda continues to be lively, and the establishment of Special Interest Groups amongst Council members has provided a forum for free thinking participation. The challenge for the Executive in particular is to co-ordinate and harness the outputs and in conjunction with Council translate ideas into effective action. The Council covers a wide range of activities but clearly we cannot be all things to all people and prioritising what we do to maximise impact is crucial.

The Leitch Report underlines both the importance of and the urgency of our agenda. The real judge of our success is the extent to which we lead the management and leadership agenda in Wales, the extent to which we can suggest and/or provide solutions, and the extent to which we can thereby make a difference to the success of Welsh business - private, public and voluntary. It is a huge challenge. Our relationship with the Welsh Assembly Government, who we might define as our shareholder, remains of great importance. Our aim is always to add real value through recommending evidence based solutions. Internally work is also progressing to refine a practical basis for measuring our success in terms of that added value.

The report which follows provides details on the substance of our activities. Our aim is always to prioritise, to work within a strategic framework agreed by our Council, but also to recognise that we must remain sufficiently fleet of foot to adapt where that is required. Continuing to take a broad view I believe is critical and in this respect a perspective in regard to international as well as UK best practice can add real value to our activities.

In closing I want to thank the Council for their inspirational input and the executive team led by Christopher Ward for their exceptional contribution to our mission.



Andrew Wilkinson, Chair



Presentation to Ian Rees, outgoing Chair, by Christopher Ward, Council Members and Executives

NEW PEOPLE, NEW THINKING, NEW ASPIRATIONS

Christopher Ward – *Chief Executive*



Christopher Ward,
Chief Executive,
Wales Management Council

► OVERVIEW

If I said that this year we have increased our staff by 33% you would be impressed. If I then said that was an increase of one person, you might feel that the percentage was accurate but unhelpful.

If I said that we have increased the number of members on our Council by 33% also, and that was an increase of five people, you would probably feel the same.

And we all know the famous phrase attributed to Disraeli, quoted by Mark Twain, but originating elsewhere, about lies, damned lies and statistics.

If I said that the four people who are the executive staff of the Wales Management Council had clocked up a total of 13,000 personal contacts in the course of the year, and that our website had received a quarter of a million hits, you might wonder where the salt cellar was.

And all this with a budget of £300,000, which converts to £1.70 per business in Wales.

But those are the unequivocal facts. And taken together they sum up a year of enormous activity, a huge amount of new thinking, a re-assessment of our longer term aspirations, and clear evidence that we continue to “punch well above our weight”.

► COUNCIL MEMBERS AND STAFF

Andrew Wilkinson, our Chairman, has described the impact of new Council Members on the previous page, and you will find the full list of our current Council Members on page 8.

The boxes below give you further information about all our staff. Both Steve Donnelly, who succeeded Tina Stephens as North Wales Executive, and Sian Rees, a new appointment as South Wales Executive, joined us at the start of the year, and both have made a very significant impact in their areas, making huge numbers of contacts, creating networks, and seeking new and creative ways to help people and organisations develop their leadership and management skills.

Christopher Ward worked in educational book publishing in UK and overseas, the RNIB, book distribution, business support, and the administration of European funds in Wales (running the predecessor of WEFO), before becoming Chief Executive of the Wales Management Council in 2002. He believes that our leaders and managers are the key drivers for economic growth in Wales, and sees the Wales Management Council as having a pivotal role in creating a virtuous circle between the government policy makers, public funding mechanisms, Sector Skills Councils, training providers including HE and FE, and companies and organisations of all sizes. He believes that the challenge is to promote real benefits on the ground, while keeping the big picture clearly in mind.

Steven Donnelly joined the Wales Management Council in April 2006 having spent nearly 20 years working for organisations including the Royal Mechanical and Electrical Engineers, Ifor Williams Trailers Ltd, Jefferson Smurfit Group and Tetra Pak in a various management roles including generalist, change management and human resources. During the last 12 months he has passionately pursued the idea that through groups and networks we can reach the masses and all corners of Wales with the message that leadership and management development enables people and organisations to realise their goals and achieve success. When asked for his key message for managers and leaders in Wales, said “To inspire others you need a cool head and a warm heart”.



Steve Donnelly, Christopher Ward,
Gwyneth Stroud and Siân Rees

Having moved from a quiet corner of North Wales to live in Cardiff over 20 years ago to study English at Cardiff University, Gwyneth Stroud liked it so much that she has stayed there ever since. A career in marketing followed, in both the private and public sector, punctuated with further qualifications from the Chartered Institute of Marketing and leading to her joining Wales Management Council in May 2000, an appropriate start to the new millennium. Gwyneth's main challenge has been how to communicate with the 180,000 managers in Wales to make them really believe that management and leadership is something that they should get excited about. It can sometimes be an uphill struggle, but drip-feeding snippets of information is the key – small pebbles that make big ripples.



Following a varied career in the IT industry, including multi-nationals, and running her own training and development business, Siân Rees joined the Wales Management Council in April 2006. Since joining she has networked widely bringing the work of the Wales Management Council to the attention of as many people she can find to listen! She has also begun to explore the development needs of Welsh SMEs through an extensive programme of site visits. Initial findings show that there is still some way to go in persuading business owners of the need to focus on leadership and management skills. It is her passionate belief that commercial success ultimately depends on developing the full potential of people in business.

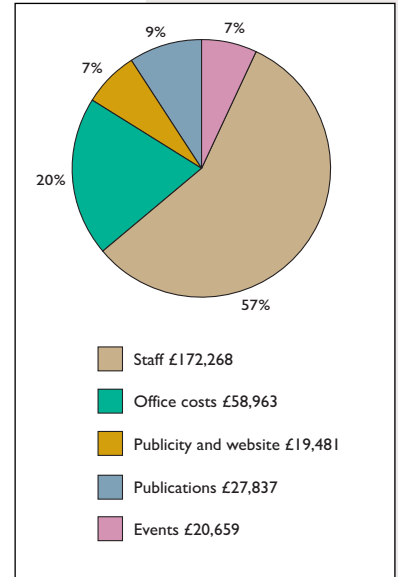


chart 1

► **FUNDING**

Our total funding from the Welsh Assembly Government in 2006 – 2007 was just under £300,000, which we used as shown in chart 1.

► **ACTIVITY**

We have a variety of roles and our activities reflect the varied ways in which we connect with each part of our complex market. Please see the chart 2.

In the last year, a quarter of a million people, have accessed our website worldwide, with an average of 20,000 hits per month.

We are in monthly contact with 1000 e-associates via an e-bulletin that brings them up to date on changes and additions to our website, and other aspects of our work.

We give on average 50 presentations per year on leadership and management topics, to audiences from 15 to 50. At a conservative estimate of 30 per event, that is direct contact with 1500 people.

We attend on average 140 committee meetings per year where we influence and support the thinking of other bodies who are involved in the same mission as we are, a total of some 1100 contacts.

Individual meetings dominate the work that we do, from government officials to managers in businesses large and small, a total of some 360 personal contacts per year, 30 per month, more than one per day.

We attend conferences, and network: 140 conferences per year, with an average of 10 conversations at each, equals another 1400 contacts.

We organise directly or with others the Wales Leaders Forum, the Leading Wales Awards, the Lead On conference, which together take the message to a further 600 people per year.

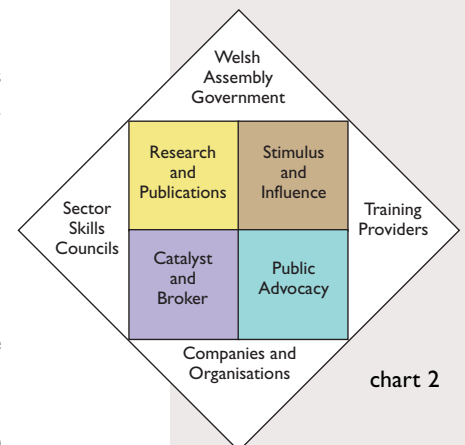


chart 2



We write and publish four different reports each year, which are mailed to 2000 people each time, so that's 8000 ways in which our message is spread, not counting the other people who might read them.

This represents an annual total of **a quarter of a million virtual contacts**, and **13,000 real life contacts**, all by **4 people**.

➤ **NEW INITIATIVES**

• **Lead On Conference and Leading Wales Awards**

These are not in themselves new initiatives, but each year they grow in importance and prestige, and in the content of the Conference, and the variety of the nominations for the Awards they always feel new. We have been leading members of the consortia that run both since from the start. For the Lead On conference we work with representatives from CIPD, ILM, CMI, CIM, and IOD, a unique collaboration. For the Leading Wales Awards we work with CMI, Hilton Cardiff, Dolmans Solicitors, Cardiff Business School, Learning Pathways Cymru, Common Purpose, and ACCA. This year the Lead On conference took place at Chepstow racecourse, with an impressive range of masterclasses focusing on inspirational leadership, and two keynote speeches from Robin Oakley CNN and former BBC Political Editor and Cathy O'Dowd, mountaineer and author. The winners of each category of the Leading Wales awards are shown in the photograph on this page.

• **Action for Growth**

At the request of DELLS we have prepared a new strategic report on the priorities and key objectives for a national leadership and management development action plan, to up date the plan we developed with ELW in 2005 based on our previous report, Agenda for Action. This new report will also be used to underpin the development of strategic frameworks for skills development projects supported by the new European Convergence Funds. Action for Growth will be published in June 2007.

• **Tomorrow's Manager**

At the start of the year we continued our series of Working Groups by organising and facilitating a group to explore the management skills that "tomorrow's manager" will need, and another to explore and make recommendations for the best use of public money to support management and leadership development. In the event the ideas and recommendations in each group had a great deal in common, and we combined these in a single report Tomorrow's Manager – skills, development, investment. This report was well received and stimulated wide-spread discussion and comment. It can be down-loaded free from our website.

• **Older workers**

We have recently convened our next Working Group which has begun to explore issues relating to the aspirations, challenges, deployment, management and development of people who may wish to work well beyond traditional retirement ages of 60 or 65, and are looking at their late fifties and early sixties as the start of a new and even more productive phase of their working lives.

• **Authentic leadership**

For the last two years we have been founding members of a group organised by the Church in Wales to explore issues related to the spirituality of organisations and the meaning of work, as a foundation for a new exploration of the characteristics of effective managers and leaders. This exploration is gaining momentum and currency in other parts of UK and USA, succinctly described by Professor Cary Cooper of Lancaster University in a recent issue of the IOD's Director magazine.



Lead On Conference Steering Group - Christopher Ward, Wales Management Council; Roger Young, Institute of Directors; Karen Jones, Chartered Management Institute; Henry Gilbert, Chartered Institute of Personnel and Development; Gwyneth Stroud, Wales Management Council; Gill Benzina, Institute of Leadership and Management; Simon Rees, Chartered Institute of Marketing; Barbara Chidgey, Chartered Management Institute



Cathy O'Dowd, mountaineer, keynote speaker, and Chris Parry, UWIC, at Lead On 2006



Robin Oakley OBE, Political Editor, CNN International and Christopher Ward at Lead On 2006

I have found that those who tend to have some sense of spirituality or religion or some "moral compass" to guide them tend to be more effective in their relationships with others at work. They seem to manage people better, to understand their work-life balance dilemmas, can empathise with their personal and work problems, are good listeners and tend to be on "receive" rather than "transmit", can understand why people might be resistant to change (and can help them overcome their concerns). Basically, they are more open and authentic as individuals, and as a consequence get the most out of their people.



• Investors in People

In the course of the year our belief in and support for the promotion and development of the Investors in People Standard and the Leadership and Management Model has gained momentum through invitations to give presentations to IIP practitioner groups and clubs across Wales, covering IIP and micro-businesses, using ourselves as a practical example, and the ideas contained in our Tomorrow's Manager.

• UK national strategy and management standards

We have been directly involved via steering groups and personal contacts with the work that is now nearing completion to prepare additions to the National Occupational Standards for Management and Leadership, the development of a UK national skills and qualifications development strategy for management and leadership, and contributions to the recommendations that the UK Leadership and Management Advisory Panel submitted to the Leitch Review of Skills.

• Company contact

The increase in our staff numbers has enabled us to be more pro-active in our direct engagement with networks and companies.

In North Wales the Management Development Network has now expanded from NE Wales to develop new groups NW and Mid-Wales, and we have been instrumental in bringing together a wide-ranging group of bodies who wish to collaborate to set up a major conference in North Wales late in 2007 to focus on business development in all its forms.

In South Wales we have completed an impressive programme of in-depth discussions with businesses of all sizes in a wide-range of sectors, see chart below. This has given us valuable insights into the real needs and challenges that they face, which feed directly into our recommendations for policies and support strategies designed to help them.

SECTOR	0-9	10-19	20-49	50-99	100-199	200-499	500+	TOTAL
Manufacturing	2	1	2	3	2			10
Agri-Food			1					1
High Technology	1	1	2					4
Pharmaceuticals/Bio-Chemical			1			1		2
Financial Services	4		1	1				6
Creative Industries	4							4
Construction	1	1						2
Social Care			1					1
Professional Services	5	2	2		1		1	11
Defence/Police	1						1	2
Utilities							1	1
Healthcare/NHS	1	1					1	3
TOTAL	19	6	10	4	3	1	4	47

Notes: 0 employees = sole trader. Manufacturing includes Aerospace, Automotive, Electronic, Other.



Leading Wales Awards Consortium: Elaine Ward, Learning Pathways Cymru; Karen Jones, Chartered Management Institute; Mark Walker, Hilton Hotel; Barbara Chidgey, Learning Pathways Cymru; Brian Morgan, UWIC; Judith James, Common Purpose; Joy Phillips, Dolmans; Christopher Ward, Wales Management Council



Guests gather in the foyer of the Hilton Hotel, Cardiff, prior to the Leading Wales Awards 2007 presentation lunch in February



Winners of each category of the Leading Wales Awards



• **Leaders Forum**

Our Leaders Forum, which grew out of the members and former members of the Council, who each invited guests, who then became invitees who could themselves invite guests, and so on, has now grown to an ever-expanding group of some 100 members, all of whom represent, and have direct experience and interest in, excellent leadership in Wales. Guest speakers at the two dinners held in the last year have been Henry Engelhardt of Admiral Insurance, and Barbara Wilding of South Wales Police.

➤ **ASPIRATIONS**

We have always aspired to be the “Centre for Excellence in Management and Leadership” in Wales whose ten objectives were first described in *Agenda for Action* in 2003 as follows:

- To engage the attention and capture the imagination of managers
- To change managers’ mind-set so that they recognise the personal and corporate advantages of management and leadership development
- To help influencers, funders and deliverers understand and meet the real needs of the market
- To provide the information that each side – demand and supply – needs to change the way management and leadership development is delivered and received
- To provide a central and impartial source of information on management and leadership development for managers in all sectors
- To facilitate the management and leadership development process by signposting managers to the best resources and information to meet their needs
- To encourage and sponsor the development of “best in class” learning opportunities where current provision or means of access are insufficient to meet the needs of managers in Wales
- To continuously monitor and evaluate management and leadership development activity – demand and supply – throughout Wales
- To recommend to policy makers, influencers, funders, deliverers, and managers themselves how management and leadership development might be continuously improved
- To continuously drive the management and leadership development strategy and action plan forward

We would like to build on our current work and reputation in the following ways:

• **Think Tank**

Build on the Council and the Leaders Forum as the key opinion forming body for leadership and management development in Wales.

• **Policy advice and guidance**

Work closely with DEIN and DELLS to ensure that management and leadership development gains increasing importance on the policy agenda of both departments, and the Government.

• **Network Development**

Foster and broker network developments of all kinds to facilitate learning on the demand side, and encouraging collaboration on the supply side to meet the needs of SME managers more creatively.

• **Skills Brokerage**

Be involved in the development of “skills brokers” (following the English model), as an enhancement of the information services already in existence, as the lack of information about the development opportunities that are available to businesses and organisations of all sizes is a critical problem.



Christopher Ward compering at the Lead On conference



The Guest Panel at Lead On - Russell Goodway, The Chamber of Commerce; Mutale Nyomi, BAWSO Women’s Aid; John Taylor, ACAS; Betty Thayer, Executive Appointments; Mike Ruddock, previous Welsh Rugby coach



Gwyneth Stroud at our stand at the Lead On conference

- **Business Advice and Information**

Skills Brokerage activities will put ever greater pressure on the Council to provide information and direct advice, guidance and consultancy support to businesses and organisations across Wales. This is a natural and inevitable development of the credibility we have established in the marketplace. But we will need to give considerable thought to our resources, and the commercial implications of this work.

- **Quality Assurance**

Find non-bureaucratic ways to “quality assure” management and leadership development offerings based on market opinions. We aspire to take on the role as the key recognition body for excellence in management and leadership development support, awarding a “kitemark” to providers who achieve the highest client recommendations.

- **Research and publications**

Continue, within available resources, to conduct research into the state of the market, and facilitate working groups to gather opinion on key issues, and publish the results. We will volunteer to sit on the steering groups for research projects funded by others.

- **Conferences and Awards**

Continue to play a leading part in the consortia that run the annual Leading Wales Awards and the Lead On conference, and provide funds for both. We will also work towards a new High Performance Wales award for high performance companies.

- **Best Practice (UK)**

Devote time and resources to ensure that we are fully up-to-date on best practice in other parts of the UK, and share this within Wales.

- **Best practice (Overseas)**

Continue annual visits to explore best practice in leadership and management development in countries outside the UK, and use the contacts made to bring international speakers to the conferences and seminars that we run.

- **Targets**

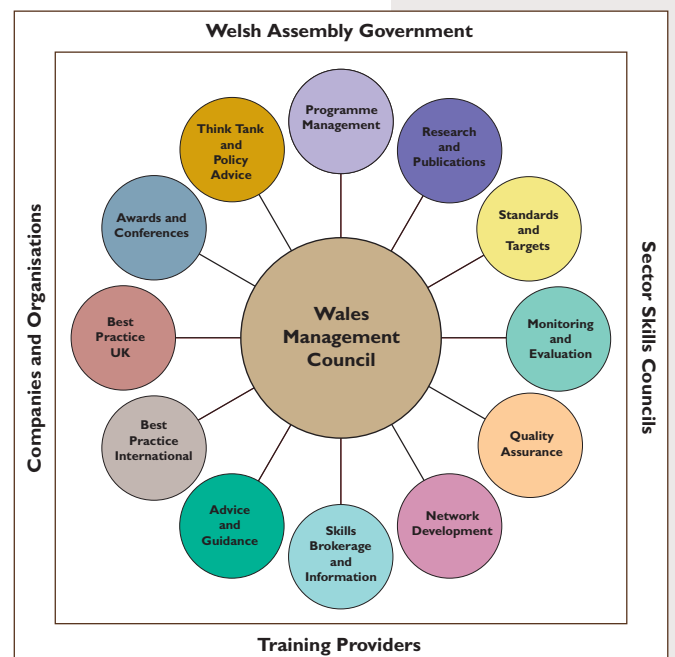
Take the lead in making recommendations to government on the most appropriate targets with which to measure progress in management and leadership development.

- **Monitoring and Evaluation**

Work towards assuming a nationally recognised role monitoring activity and evaluating benefits on both the supply and the demand side, which will have an important impact on policy development and delivery strategies.

- **Programme Management**

Build on the advisory work that we already do through committees and steering groups to take on a wider programme management role on behalf of DEIN and DELLS to drive forward leadership and management development initiatives, on a national, regional, or local basis.



COUNCIL MEMBERS AND STAFF

Council Members

● Members who served throughout 2006 – 2007

Andrew Wilkinson (Chairman)	Business Consultant; Chairman, University of Newport
Laurence James (Secretary)	LJ Law
Roger Evans	Schaeffler (UK) Ltd
David Finch	Ystrad Mynach College
Peter Hurley	orangebox
Gary Mawer	Utility Partnership Ltd
Eileen Murphy	Advisor to Voluntary Sector
Jacqueline Royall	Buy-as-you-View
Dr Chris Young	Welsh Electronics Forum

● Members who joined the Council in 2006 – 2007

John Bath	Brecon Pharmaceuticals
Rachel Clacher	Money Penny
Julie Cook	Wales TUC
Sheila Drury	Welsh Assembly Government Skills Advisory Panel
Prof. Andrew Henley	University of Wales Swansea
Allan Meek	Smoke Control Services Group
John Moore	Thomas, Carroll Group
Alistair Neill	Merthyr Tydfil County Borough Council
Allison Williams	Ceredigion and Mid Wales NHS Trust
Debra Williams	confused.com
Dr Neil Wooding	Public Service Management Wales

● Members who left the Council in 2006 – 2007

Ian Rees (Chairman)	Riverside Water Technologies
Nonna Woodward	IOD and North Wales Newspapers

Observers

Rob Halford	Welsh Assembly Government
John V Williams	Welsh Assembly Government

Staff

Christopher Ward	Chief Executive	christopher.ward@crc-wmc.org.uk
Gwyneth Stroud	Marketing Executive	gwyneth.stroud@crc-wmc.org.uk
Siân Rees	South Wales Executive	sian.rees@crc-wmc.org.uk
Steve Donnelly	North Wales Executive	steve.donnelly@crc-wmc.org.uk



Andrew Wilkinson, new Chairman
and Ian Rees, outgoing Chairman



Council Members and Executives