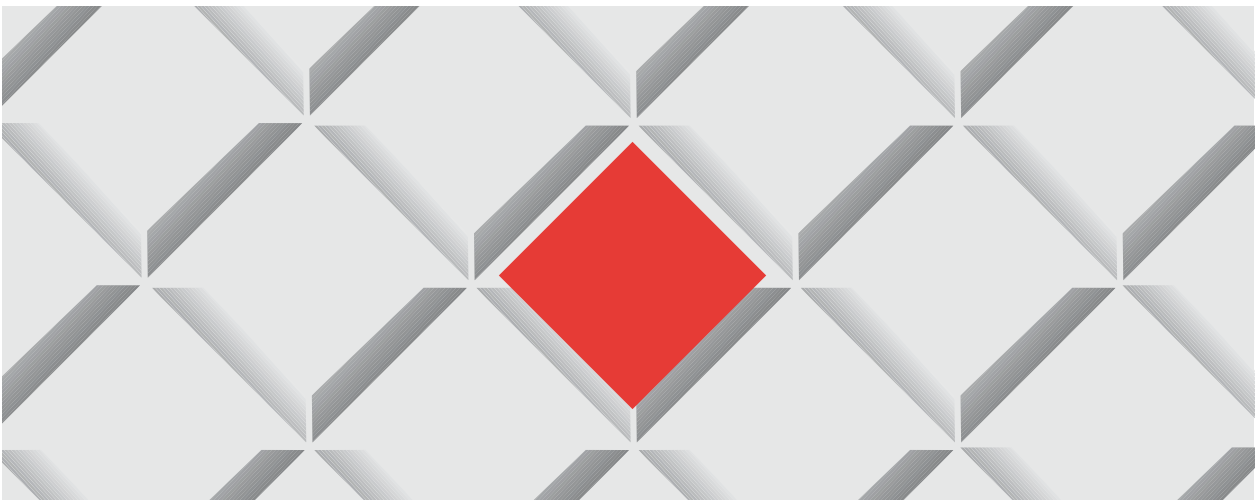


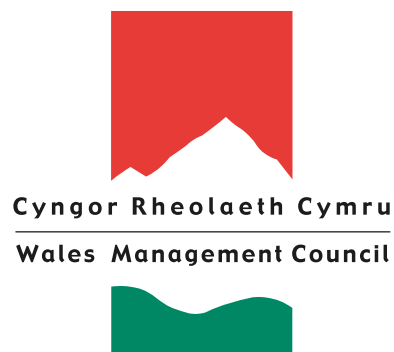
*“You don’t buy coal, you buy heat.
You don’t buy circus tickets, you buy thrills.
You don’t buy paper, you buy news.
You don’t buy spectacles, you buy vision.”*

ANON

Pressing the Right Buttons



*The marketing of management and
leadership development in Wales*



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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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Llywodraeth Cynulliad Cymru
Welsh Assembly Government

WALES MANAGEMENT COUNCIL

Pressing the Right Buttons

*The marketing of management and
leadership development in Wales*



FOREWORD

“There is no question that the quality of our managers in Wales has a vital impact on the performance of their businesses and organisations, and on the economy of Wales as whole.”

That is what Andrew Davies, AM, Minister for Economic Development and Transport, said in his foreword to the Wales Management Council’s report *Management and Leadership Development and Training in Wales – An Agenda for Action*.¹

But whilst we may have no problem agreeing with this as a statement of fact, the real question is “What are we going to do about it?”

What do we need to do to inspire, motivate, cajole, encourage, managers in Wales to seek to “raise their game”, no matter how good they are?

How do we make the idea of continuous professional development a norm in all sectors in Wales, as it is in the professions and in many part of the public sector?

Wales has no lack of strategies: entrepreneurship, innovation, partnership at work, sustainability, and management and leadership. But do these really engage the hearts and minds of the managers in whose hands success or failure lies?

How do we engage hearts and minds so that as far as management and leadership development is concerned demand dictates supply?

We need businesses and organisations across Wales to articulate loudly and clearly what they need from government, from agencies, from training providers, and from themselves, to ensure that our managers are the best, compete with the best, and deliver the best.

But that’s more rhetoric. How do we turn it into action?

We believe that there has been little attempt to date to explore the problem from a marketing perspective.

We have numerous grant schemes, programmes, advisors, support agencies, all of whom address the problem in their own way.

But do we really pay enough attention to what buttons we need to press to engage the attention of the market, and translate this attention into real interest and action.

We brought together a group of marketing professionals in Wales to discuss this problem.

This report is the fruit of their discussions.

We hope it will be of value to all those who are passionate about and involved in the development of managers and leaders in Wales.

Wales Management Council

April 2004

¹ See Appendix I for *Agenda for Action* strategy, action plan, and developments to date.

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♦ Eoghan Mortell : Managing Director - Working Word Public Relations

Working Word Public Relations delivers comprehensive and targeted communications programmes for Wales and UK clients across a wide range of sectors. The consultancy's core skill is the generation of effective coverage in print and broadcast media. The Working Word team comprises highly experienced practitioners whose backgrounds include journalism, marketing, specialist public relations and internet media.

♦ Stuart Cook : Director - Strategic Marketing

Strategic Marketing is a Cardiff based, business development consultancy. The company has three divisions; market research, event management and marketing consultancy all of which are focused on business to business markets.

♦ Warren Carr : Director - Quadrant Public Relations

Quadrant provides a range of communications services covering public relations, public affairs, crisis and issues management, broadcast services, video production, media training, web streaming, marketing and event management, and has a specialist training and programme management arm. Quadrant has wide experience of working for the public and private sectors, commercial and financial institutions, development and investment companies, the health and education sectors, corporate bodies, local authorities, and the retail, tourism and leisure industries.

♦ David Finch : Deputy Chief Executive and Director of External Relations - fforwm

fforwm is the national organisation representing all 23 further education (FE) colleges and the 2 FE institutions in Wales. It is an educational charity and a company limited by guarantee. Its mission is to *'raise the profile of colleges amongst key decision-makers and support them in the continuous pursuit of high quality education and training aimed at stimulating the economic development, social well-being and cultural life in Wales'*.

♦ Noreen Bray OBE : Managing Director - Good Relations

Good Relations is part of Chime PLC, one of the UK's leading communications consultancies. The company has had an office in Wales for 15 years and during that time has been proud to work with a wide range of clients in the public, private and voluntary sectors.

♦ Helen Murdoch : Managing Director - HM Marketing

Helen Murdoch formed H M Marketing Limited in 1995 through a desire to bring the marketing dynamics used by big business into the reach of smaller companies for them to reap the benefits. The company has gained a reputation for producing small businesses with innovative solutions that are practical, persuasive and powerful.

♦ Martin Long : Managing Director - Golley Slater Public Relations

The Golley Slater Group embraces public relations, advertising, marketing consultancy, direct marketing, telemarketing, new media expertise, recruitment advertising and design. Golley Slater Public Relations is ranked among the top United Kingdom PR consultancies in PR Week's league table and offers the full range of public relations services from media relations to event management; from issue management to public affairs advice; from internal communications to sponsorship programmes.

EXECUTIVE SUMMARY

♦ *Why is marketing important?*

There is a well-known mnemonic from marketing courses used to summarise the key elements of any campaign or piece of marketing literature: AIDA – attention, interest, desire, action.

Gain the attention of the customers, excite their interest, increase their desire, and turn all this into action, which is to buy.

There is a strong body of evidence that small and medium sized enterprises across UK (this is not a peculiarly Welsh problem) pay little attention to management and leadership development, have no interest in it, even less desire for it, and as a result do little or nothing about it.

We have to address this problem of demand at the very fundamental level of attention, interest and desire, that has more to do with the concept of management and leadership development, and its benefits, than the actual purchase of products and services.

♦ *Who are we talking to?*

Managers are not a homogeneous group. Their attitudes, behaviour, roles, responsibilities and development needs will be defined by the business, organisation, and sector in which they operate, and within those categories by the size of organisation, and its current standing in the market place.

SMEs dominate the industrial profile in Wales, and it is SMEs who face the greatest barriers of attitude, and motivation, and as a result invest less in training than larger organisations.

99% of all enterprises in Wales have less than 50 employees, and represent 55% of employment, and 46% of turnover. Only 1% of enterprises in Wales have more than 50 employees, and represent 45% of employment, and 54% of turnover.

We have to attract the attention and interest of SMEs in Wales and use the particular characteristics of that sector to define the marketing approach that will convert interest into desire and action.

♦ *How do we overcome the barriers?*

There are significant barriers of resource and attitude that prevent or inhibit managers in small and medium sized enterprises thinking about, exploring, and taking full advantage of the management and leadership development opportunities that are available to them. These barriers include:

time; cover for absence; cost; lack of funding; quality of training; availability of training; lack of information; language; relevance; short term views; lack of support; retention of staff; lack of enthusiasm; motivation; company culture.

Any marketing campaign or initiative needs to be mindful of these, and do whatever it can to turn negative attitudes into positive action.

♦ *What do we need to say?*

What is needed are words that get under the skin of the customers, that have undeniable appeal, and obvious benefit. The key message is that management development is:

a route to success; about getting results; a means to help people think differently about themselves and their skills; a way of helping people to act differently, with better results and more job satisfaction; something that is worth doing because being good at what you do is great.

Management development must be truly aspirational, aimed at making a real difference, and a natural part of life, not an optional extra.

♦ *What buttons do we need to press?*

The marketing of management and leadership development needs to focus primarily on attitudes and motivation, as a precursor to action. But many managers are “too busy chopping the wood to sharpen the axe.” What are the emotional triggers that might change this:

self-esteem; desire for success; fear of personal failure; a better job; retain staff; not staying still; expecting the unexpected; low skills lead to high stress; reduce risk; customer confidence; raise money; a helping hand; growing people for a growing business; can you afford not to.

♦ *What needs to happen?*

A general marketing campaign or individual, provider-led marketing initiatives will achieve little unless there are complementary actions to change a culture of apathy and indifference to one of purposeful engagement. These complementary actions relate to:

relevance of provision; flexibility; catch them young; graduate skills; middle managers; role models; anti-heroes; mentors; industry clusters; case studies; converts; learning; solution based marketing; packaging; co-operation; pressing the buttons; dependency culture; value for money; funding; media.

And who is going to do all this? We are. By choosing to develop ourselves, and by making sure that as customers the help that we need is available where and when we need it, at a price we can afford, with benefits that we specify and that we measure.

♦ *Next steps*

We need a fresh approach to the marketing of management and leadership development in Wales, as exemplified in this report. But the buttons that need to be pressed are not confined to managers in general or SME managers in particular, they include:

- Welsh Assembly Government: marketing has to start at the top
- National Council-ELWa and WDA: make resources match rhetoric
- public sector training providers: find imaginative ways to sell benefits not products
- private sector training providers: be driven by the market, not the funders
- marketing consultants: devise and sell imaginative campaigns to all of the above.

We need to market the need for better marketing. This just a start. But it's a long game.

INTRODUCTION

There is a saying that “management development is a solution looking for a problem”.

But is this because

- ◆ we don't think we need it, because we are all right as we are?
- ◆ we don't understand what it means?
- ◆ we can't imagine what benefits it might bring?
- ◆ we are just tired of hearing about it?

The answer could be any or all of these.

So we have a conundrum.

“Management development” is something

- ◆ nobody wants
- ◆ most say they don't need
- ◆ few understand
- ◆ many would only buy it if it's free

and yet it could make all the difference to individuals and the businesses or organisations they run.

You don't have to look far for a parallel with which everybody can identify.

Compare management and leadership to good health.

We all know that good health is important. We even know why. We will live longer, look better, have more energy, work more effectively, think quicker, make love more often, sleep better, spring out of bed every morning with new vigour, and it may even make us less stressed and a nicer person.

We even know what to do about it. Take more exercise, don't smoke, eat a healthier diet (less fat, fewer calories, less salt, less caffeine, less alcohol, more vegetables, more water ...), keep a good balance between work and home life, reduce stress, think positive....The lists go on and on, and range from the medically proven to the spiritually aspirational.

And who has told us all this? Our mothers, our schools, our doctor, the government, and the agencies responsible for promoting each and every item on the list.

And do we believe them? Yes, we probably do, because we all have our personal dossier of evidence to support it.

But after all that, do we do anything about it? Many do, but even more don't ... until there is a crisis. That moment when the doctor says something like “Unless you take exercise seriously/cut down on alcohol/stop smoking, your condition will get worse.” That makes us stop and think.

But in business, or in the running of any organisation, we literally cannot afford to wait for a crisis to tell us that we need to do something to improve or increase our management and leadership skills.

And that development process has to be continuous. One jog round the block doesn't stop a heart attack. One training course to help you deal with yesterday's problem, does not necessarily prepare you for tomorrow's crisis.

But we know all this. So why is there an ever-growing body of evidence to show that attitudes to management and leadership development, particularly in the small to medium sized enterprises that dominate the industrial profile in Wales, are at best apathetic, and at worst negative.

There are many barriers - of time, resource, and provision – that we will explore later in this report. And these barriers are perhaps more real than any that affect good health. But the fundamental problem is how to translate knowledge of the need into a desire for action.

The good health analogy works well, up to a point. Yes, we want a healthier and longer life, but we can't stop the ageing process. In business and organisational development our aim must be to grow, in all senses, turnover, profitability, outreach, quality of service, benefit to the community. And nothing stands still. Our skills have to be up to that. Are we prepared to admit that they might not be?

The Wales Management Council is not alone in struggling with these issues. There are many schemes, initiatives, funding arrangements, training programmes, consultants, advisors, mentors and facilitators, both public and private, across Wales dedicated to improving and sustaining the managerial health of the nation. But all face the same problem – how do we engage the market place to want what is on offer.

There is a tenuous retail analogy here. There are numerous products that we now deem “essential” in our daily life, and are always on the shopping list, that a few years ago did not exist, or certainly did not exist in our view of the world. So what brought about the change?

At some level, overt or subliminal, the change was brought about by, some would say, “clever”, others would say, “effective” marketing.

So we thought it would be valuable to look at the whole question of management and leadership development in Wales from a purely marketing perspective, unencumbered by strategies, remit letters, funding arrangements, or programmes that are currently running.

Let's simply ask the question, “What buttons do we need to press?” to engage the market place, and encourage them to “buy in” to something we all know will make a real difference to every business and organisation in Wales.

To do this, we brought together the marketing and public relations professionals listed with full acknowledgement and much gratitude on previous pages, for a number of intense discussion sessions on this issue.

This report is the fruit of those discussions, and explores the why, who, how and what of marketing management and leadership development in Wales.

MARKETING

Why is marketing important?

There is a well-known mnemonic from marketing courses that is used to summarise the key elements of any campaign or piece of marketing literature: AIDA – attention, interest, desire, action.

Gain the attention of the customers, excite their interest, increase their desire, and turn all this into action, which is to buy.

There is a strong body of evidence that small and medium sized enterprises across UK (this is not a peculiarly Welsh problem) pay little attention to management and leadership development, have no interest in it, even less desire for it, and as a result do little or nothing about it.

There are some real barriers that need to be overcome to change this. Research in UK in 2000 and in South Wales in 2001, identified the following as the key constraints, which fall into two categories, resource and attitude:²

<i>Resource</i>	<i>Attitude</i>
Time pressures and cover for absence	Lack of support from managers
Cost and/or lack of funding	Lack of enthusiasm
Quality and availability of training	Lack of motivation
Lack of information	Company culture

Three quotations from the Small Firms Enterprise Development Initiative (SFEDI) reports in 2002 link the problems of resource and attitude:

Small businesses have to focus on the short term and survival, so undermining an appreciation of longer term benefits from training. Past research has shown training to be reactive, targeted at specific problems, crisis driven or fire-fighting in nature....

Small businesses will not engage with a learning and development agenda that is not of their world and fails to recognise the needs and constraints on small businesses....

The attitudes and capabilities of the owner-manager to support the learning process are critical....

The key focus for this report is attitude, but this cannot be entirely isolated from resources, both internal and external.

Marketing is critical for all the reasons summarised by AIDA, but is doomed to complete failure if what is on offer is irrelevant, not fit for purpose, or priced out of reach. All those issues are the subject of separate development agendas, and there is a strong argument that an entirely different campaign is needed to change the nature of the provision and the funding that supports it across Wales.

We are facing a vicious circle, that we need to make virtuous.

The vicious circle is supply-led. Inadequate, or inappropriate, or expensive provision that has little or no attraction for customers, (though they may be encouraged to take it because subsidies are available), leads to negative attitudes and no culture of continuous and beneficial development.

² See Wales Management Council: *Management and Leadership Development and Training in Wales – An Agenda for Action*, 2003, chapter 13, pages 58 – 59.

The virtuous circle is demand-led. Customers understand the concept and benefits of developing themselves as managers and leaders, and are able to articulate their demands, to ensure that the supply-side actively meets their needs.

We have to address the problem of demand at the very fundamental level of attention, interest and desire, that has more to do with the concept of management and leadership development, and its benefits, than the actual purchase of products or services.

This is the marketing challenge, but it is not as abstract and academic as it sounds.

The solid foundation for the whole process is captured in the following statements:

Employers believe that it is the quality of leadership and management that gives them the edge over their competitors.

CBI: Employment Trends Survey 2002

To boost labour productivity manufacturing companies are inclined to lobby for tax breaks on capital investments, but the same goal could be achieved, at little or no cost, if managers managed better.

McKinsey Quarterly: How good management raises productivity, 2002

Firms with higher levels of training had greater growth ambitions and were more innovative.

DFES: The relationship between training and business performance, 2003

The significance of key skills, particularly management skills, to small business growth is highlighted in a number of recent studies Skill deficiencies, particularly at management level, created by a failure of staff to keep up with change, impose a significant constraint on output A lack of management skills is a key constraint on business development for growth and innovation-oriented businesses.

DTI/Small Business Service: A government action plan for small business, 2003

The greatest expected increase between current and future skill levels needed is in IT, followed by management skills, organising own learning, Welsh language, and leadership skills.

Future Skills Wales Survey 2003

The case is made, and is made over and over again.

The argument from the perspective of competitiveness, productivity, business growth, and our economic standing in the world, is strong and compelling. But does it engage hearts and minds of small business managers?

Less often voiced, but perhaps even more compelling, is the argument from employees. We expect, and demand, that our doctors, nurses, lawyers, teachers, airline pilots, are all appropriately trained, qualified, and subject to some process of professional development to ensure that their skills are continuously updated. Why do we not demand the same of our managers, who are far more numerous, and who are not only responsible for millions of pounds of resource, but also for the lives and the quality of life of their staff.

The importance of marketing is to make the managers understand both arguments, own it as an issue that genuinely affects them, and then do something about it.

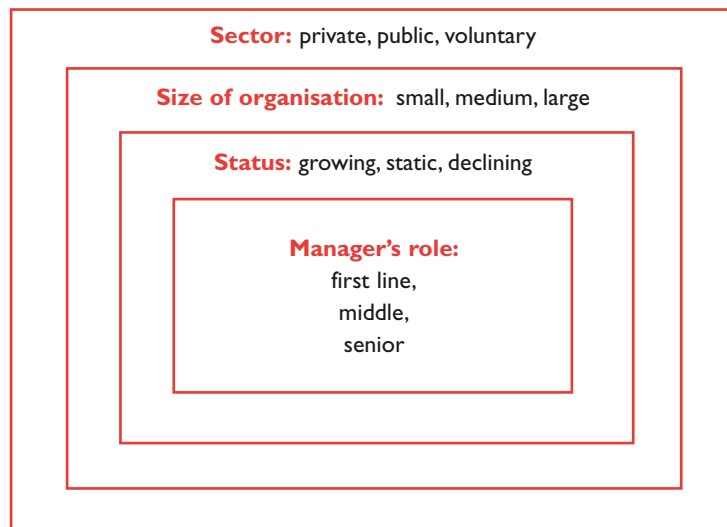
MARKET

Who are we talking to?

Managers are not a homogeneous group.

Their attitudes, behaviour, roles, responsibilities and development needs will be defined by the business, organisation, and sector in which they operate, and within those categories by the size of organisation, and its current standing in the market place.

So to define and segment the market we may need to look at a concentric matrix as follows:



But there is a strong argument that as we are talking about concepts and motivation, such a sophisticated segmenting of the marketplace may be unnecessary.

If we take a generic view of management and leadership development, using a definition prepared to support the new national occupation standards for management,

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 resources

the segmenting has more to do with size (which dictates both attitude and resource), rather than sector, status, or the manager's own role.

We have already mentioned the particular attributes and attitudes of SMEs, and their dominance in the industrial profile of Wales, so it is valuable to look at the statistics that throw this into high relief.

The latest DTI statistics for "the number of enterprises in the private sector and public corporations in Wales" are from 2001, as follows:



Employees	Enterprises		Employment		Turnover	
		%	'000s	%	£million	%
None	106,300	68.8	125	16.8	4,599	9.0
1-4	32,670	21.1	99	13.3	6,500	12.7
5-9	7,855	5.1	58	7.7	3,932	7.7
10-19	4,395	2.8	62	8.3	4,184	8.1
20-49	2,105	1.4	65	8.7	4,336	8.4
50-99	660	0.4	45	6.1	3,575	7.0
100-199	255	0.2	35	4.7	2,914	5.7
200-249	55	0.0	12	1.6	1,484	2.9
250-499	105	0.1	37	5.0	3,544	6.9
500+	95	0.1	209	27.9	16,288	31.7
TOTAL	154,495	100.0	748	100.0	51,354	

The key facts to break out of this table are that:

- ♦ 99% of all enterprises in Wales have less than 50 employees, and represent 55% of employment, and 46% of turnover.
- ♦ 1% of enterprises in Wales have more than 50 employees, and represent 45% of employment, and 54% of turnover.

Approximate figures for managers, using the following manager : employee ratios³, are:

Employees	Employment '000s	Ratio	Managers '000s
None	125	1:1	125
1-4	99	1:4	25
5-19	120	1:5	24
20-50	65	1:6	11
50-500	130	1:8	16
500+	209	1:13	16
TOTAL	748		217

Although the generic managerial role may be the same, this table, coupled with the one above, highlights the different nature of the managerial responsibilities in relation to employees, resource and turnover in companies of different sizes. All these factors will impact on attitudes to and the need for management and leadership development.

As the number of employees will have the greatest bearing on the number of managers employed in any organisation, an analysis of employment by SIC code sector in Wales is illuminating:

SIC code		Enterprises		Employment	
			%	'000s	%
A,B	Agriculture, forestry, fishing	17,520	11.3	35	4.7
C,D,E	Mining, manufacturing, electricity, gas, water	9,470	6.1	190	25.4
F	Construction	32,405	21.0	68	9.1
G,H	Wholesale, retail, repairs, hotels, restaurants	32,510	21.0	176	23.5
I	Transport, storage, communication	9,045	5.8	29	3.9
J,K	Financial, real estate, renting, business	25,140	16.4	88	11.8
M,N,O	Health, education, other services	28,405	18.4	162	21.6
TOTAL		154,495	100.0	748	100.0

This analysis is helpful in further refining our view of how management and leadership development is likely to be perceived in the market place.

³ See Wales Management Council: *Management and Leadership Development and Training in Wales – An Agenda for Action*, 2003, page 39.

Whilst the generic definition above may be applicable in any and all of the sectors in the table, how organisations are led and managed will vary considerably and significantly between agriculture, manufacturing, construction, retail, hotels, transport, financial services, health and education.

Attitudes to the importance of management and leadership will also vary, with some sectors – construction, health and education – already having well established professional development paths and programmes.

But does size matter? Is it safe and right to assume that the larger the organisation, the more entrenched, sophisticated and better resourced will be the training and development of their managers.

The answer is of course yes and no.

Evidence suggests that small businesses are less likely to invest in formal, 'off the job' training and skills development than larger ones; while only 29% of businesses with one to four employees provided such training, 77% of those with over 25 employees provide at least some training In practice a significant proportion of small businesses are sceptical of the value of externally provided training and 52% see no need to provide training to established workers However a higher number of small businesses do provide 'on the job' training: in 2001, 52% of businesses with one to four employees and 89% with over 25 employees provide such training.

DTI/Small Business Service: A government action plan for small business, 2003.

Considerable variation in training investment exists. Large organisations are more likely to train than small, and public administration, education, and health operations are more likely to train than counterparts in manufacturing, agriculture, forestry and fishing Those in higher level occupations receive the bulk of the training investment Managers receive 54% of off-the-job training.

Future Skills Wales Survey 2003

There is a clear indication that the bigger the organisation, the more it invests in training. And the implication is that managers receive just over half the training that is available, which in the context of this report must be seen as good news.

However, there is unequivocal anecdotal evidence that there are large organisations in Wales who have an enviable record for training non-managerial staff, but pay little attention to the training needs of the managers, particularly at senior level. Others are now engaged in major management development programmes for senior managers having realised, very late in the day, that this is the area of greatest need.

It is arguable, therefore, that from a marketing perspective, there is no need to sell the philosophy or the concept of management and leadership development to larger organisations, but some may need encouragement to put these ideas into action, for their own good and as an example to others.

Segmenting the market helps to focus on the fact that SMEs dominate the industrial profile in Wales, and it is SMEs who face the greatest barriers of attitude, and motivation, and as a result invest less in training than larger organisations. We have to attract the attention and interest of SMEs in Wales and use the particular characteristics of that sector to define the marketing approach that will convert interest into desire and action.

BARRIERS

How do we overcome them?

We have already seen that there are significant barriers of resource and attitude that prevent or inhibit managers in small and medium sized enterprises thinking about, exploring, and taking full advantage of the management and leadership development opportunities that are available to them.

Any marketing campaign or initiative needs to be mindful of these, and do whatever it can to turn negative attitudes into positive action.

Here is a matrix of barriers, with some thoughts and suggestions of ways in which these might be addressed. This is not a comprehensive list, but provides some pointers and food for thought:

◆ *Time and cover for absence*

"I'm too busy."

"I can't afford the time."

"There is no-one who can handle things while I'm away."

This is itself a management development issue. Is preparing for the future less important than dealing with the present? What is the worst that can happen if you aren't there? Delegation helps other people develop their skills.

◆ *Cost and lack of funding*

"I can't afford it."

"It's too expensive."

"Who's going to pay for it?"

Did you budget for training and development in the first place? How do you judge the cost? If it was cheap would it be any more acceptable? Development of yourself and your managers is an investment not an expense? Why should someone else pay for something that you think is important? If it's not important, why do you need a subsidy?

◆ *Quality and availability of training*

"The training companies are no good."

"The last training course I went on, I didn't learn a thing."

"I can't find what I need locally."

In every other sphere of work you shop around, and take soundings from your colleagues. You may have to spend some time finding the right trainer or consultant for your needs, but ask others in your industry or sector for recommendations. Do you have a clear idea of what you want to get out of a training course or from a consultant? If the course appears to cover familiar ground – why go on it? Why should the right trainer be local? You don't source all your other supplies from your own doorstep.

♦ **Lack of information**

"I know what I want, but I can't find what I need."

"Why is there no single source of information – I can't be bothered to search around."

"I'm just pushed from person to person on the 'phone and nobody has any answers."

This is a real problem at present. But it is no more difficult than sourcing any other item that you need. The key is to have a clear idea of what you want in the first place. The more precise your specification, the more likely you are to be satisfied with your purchase. Don't expect the supplier to have an answer to a problem you have not yet identified. Try Business Eye. Ask friends and colleagues. Use your networks. Use the internet. Try Yellow Pages. But know what you want.

♦ **Language and relevance**

"Trainers don't understand my business."

"Most advisors don't have any experience of the world in which we operate."

"They can't talk my language, so how are they going to help me?"

These are real concerns, repeated all too often. But who is at fault? Yes, there is a real issue that public funding often supports those who excite the criticisms above. But who is the customer here? If the advisers or trainers are not delivering the goods, say so, and don't give them your time. The customer is king, and their (= your in this case) demands must genuinely and aggressively dictate supply. That's what your customers do to you.

♦ **Short term view**

"Look, I've got enough problems on my plate at the moment, without worrying about training."

"Have you any idea how much I've got to do today?"

What would help you to handle your current problems better? How are you going to deal with the unexpected? Apart from today's problems, what is your biggest long term worry – how are you going to deal with that? Where do you want your business to be in five or ten years time? Are your skills and those of your managers good enough to get you there?

♦ **Lack of support from managers**

"I know the sort of training and development I want, but my line manager doesn't see it that way."

"My board has never given any priority to development issues."

Training and development is a means to an end. The end is better performance, greater productivity, increased turnover, increased profitability, greater shareholder returns. May be the focus of your manager is too narrow. What he or she sees is time away from work, cost, problems? What are the benefits you will receive, and how will they impact on the business? How will your training help your manager or your board get better results? If it's not going to help at all, what's the point?

◆ **Retention of staff**

“There’s no point in training people, they’ll only leave to get a better job.”

“If I send people on training courses, they’ll just want more money.”

“Why should I train people only for them to leave and compete with me?”

But what about training them to help your business grow? If training helps them to do more, enjoy their work more, and, yes, earn more money, they’ll stay. No job is for life. Everyone has career ambitions, and that’s a good thing. How many jobs have you had in your life? Job change is a fact of life. Someone else’s training could be your gain in future. If you value your staff, you will want them to succeed. What does this say about your skills and attitudes as a manager? What about your training needs?

◆ **Lack of enthusiasm and motivation**

“I can’t be bothered.”

“I don’t need it.”

“I’m happy as I am.”

“I’ve had no complaints.”

Who is calling the shots here? You or those who pay your salary? May be they know you better than you know yourself. When was the last time you did something that you were less than excited about at first, but felt great about afterwards? Would better skills get you more money? Would better skills get you a better job? Where do you want to go in life? If you stand still, you’ll get left behind? You’ll enjoy it, I did. What would help to change your mind?

◆ **Company culture**

“Nobody cares about training at my place.”

“We work hard 9 to 5 and that’s it.”

“We’re doing all right, thank you.”

Company culture doesn’t exist in a vacuum, nor does it come shrink-wrapped from outside. The culture is created by the people inside, and it’s people that can change it. Talk about training and development, ask about it, but don’t talk about what it can do for you, talk about what it could do for the company. Find an ally, build an internal network, and learn from each other. Learning happens just as much inside the company as outside. May be there is more training and learning going on than you realise. What new thing have you learnt in the last month?

The problem is, it’s all easy to say, but often difficult to do, and there is a danger that all this begins to sound like top-down, pious, moralising, that fails completely to engage the hearts and minds of those we are talking to.

So what do we need to say, and what emotional buttons do we need to press to engage hearts and minds?

MESSAGES

What do we need to say?

“Before we go any further, what are we really talking about here? Let’s define the product before we discuss how we are going to promote it.”

That is a perfectly reasonable question, but not an easy one to answer. We can all list any number of items and activities that you would expect to find in a management development training portfolio, but is management development just the sum of such parts?

Yes, it probably is.

One of the best descriptions comes from the Chartered Institute of Personnel and Development (CIPD)⁴

Management education – a term used to describe the wide range of influences that bring about improved capability and performance for individuals and organisations.

This is valuable because it is wide-ranging, focuses on influences for change, not activity, with a clear end result. And “influences” are by definition, both internal and external. So it’s not just about what you buy off the shelf, but it’s also about what happens inside your organisation, and between you and your peers.

However, from the point of view of marketing it may be helpful to use “off the shelf” as a way in to the problem of what you say and how you say it.

Imagine a training and development supermarket.

Brightly lit aisles of packages, programmes, courses, advisers, consultants, mentors, on-line material, cd-roms, books, posters, physical activity, meditation, drumming, theatre, team-building the list goes on.

The place is humming with activity, and the pinging of the tills acts as a counterpoint to the soft, encouraging music. But one, wide, well-stocked aisle is surprisingly empty. Above it swings a sign saying “Management development.”

The store manager is worried. What can he do to attract the customers. Head office wants him to change the sign to “Leadership” – always a winner. Everyone wants to be a leader, no one is really interested in being a better manager. But is that the answer?

What is needed is something that gets under the skin of the customers. Something that has undeniable appeal, and obvious benefit. So what words could be used?

“Your route to business success”

“Don’t miss out – a unique opportunity”

“Solutions for tomorrow’s problems”

“Make more money”

⁴ CIPD, Developing Managers for Business Performance, 2002.

“Get a better job”

“A package for winning, and a winning package”

“A business life-saver”

“Survive today, live for tomorrow”

“New: learning in bite-size chunks, to suit your life-style”

“Good now, but better tomorrow”

“Surprise yourself”

“You can do it.”

The key message in all this is that management development is

- ◆ a route to success
- ◆ about getting results
- ◆ a means to help people think differently about themselves and their skills
- ◆ a way of helping people to act differently, with better results and more job satisfaction
- ◆ something that is worth having because being good at what you do is great.

But there are still issues of language and perception.

There is a popular game in which you are asked to describe things, people, actions, without using a number of key words on a card. We need to apply the same acid test to management development. The taboo words are:

Management development
Training
Sustainability
Entrepreneurial
Innovation
Corporate objectives

The language of strategic plans and annual reports has no place in the world of excitement, enthusiasm, results, success, and a better quality of life that we are trying to create.

There is much talk of aspiration and life-style in marketing circles. You buy the product, not for its intrinsic value, but for what you are led to believe it says about you and the image you want to present to the world. We all think we are too worldly-wise and self-aware to be influenced by such approaches, but we are.

The difference in the world of management development is that it must be truly aspirational, aimed at making a real difference, and a natural part of life, not an optional extra.

BUTTONS

What do we need to press?

We have seen already that the marketing of management and leadership development needs to focus primarily on attitudes and motivation, as a precursor to action. But the problem is exacerbated by the fact that many managers

- ◆ “don’t know what they don’t know”
- ◆ “are too busy chopping the wood to sharpen the axe.”

Part of the marketing task is help managers find a vocabulary that is very much their own, (i.e. appropriate to position, industry, market, and aspirations) with which to identify and articulate their needs.

A stepping stone towards this can be found in the functional map prepared as a foundation for the new national occupational standards for managers that are currently out for consultation. A summary of this map can be found in Appendix 2. It is the most up to date analysis of what managers actually do, and is therefore a valuable tool to help managers identify for themselves their strengths, weaknesses, skill gaps, and development needs.

But as we have seen already, identifying that “I need to lose weight” is not the same as doing anything about it.

So what are the emotional triggers, or “buttons that need to be pressed” to convert knowledge into action?

Here are a few, again not an exhaustive list, but a stimulus for further thought:

◆ ***Self-esteem***

I will feel better about myself, and others will give me greater recognition and status.

◆ ***Desire for success***

I want to do better, and reap the rewards that success brings.

◆ ***Fear of personal failure***

I will be left behind if I don’t do something about this.

◆ ***Get a better job***

I can improve my chances of promotion, and give a boost to my c.v.

◆ ***Retain staff***

If self-esteem is low, it will impact on productivity, and/or staff will leave.

◆ ***Staying still is not an option***

You have to be able to keep up with changes, expected and unexpected, in the market place.

♦ ***Expect the unexpected***

There are “known unknowns and unknown unknowns” – how are you going to cope?

♦ ***Low skills lead to high stress***

Improving skills leads to greater capability, which leads to less stress about not being able to cope.

♦ ***Reduce risk***

Minimise risk by maximising skills.

♦ ***Give my customers confidence***

My customers need to have confidence that all our managers, including me, know what we are about.

♦ ***Raise more money***

Banks and investors must have confidence in the management before they will part with their money.

♦ ***A helping hand***

Management development opportunities are a “helping hand” to get the results you want, not a distraction from your core objectives.

♦ ***A growing business needs growing people***

You will not grow your business with people who are standing still in terms of skills. Continuous professional development is essential to meet your objectives.

♦ ***Can you afford not to?***

Why would you not invest money in something that will help you grow, be more successful, be recognised, admired and respected – as an individual or as an organisation.

All of a sudden, our supermarket manager notices that what used to be called his “management development” aisle, now a-flutter with slogans and positive messages, is one of the busiest in the store.

ACTION

What needs to happen?

A general marketing campaign or individual, provider-led marketing initiatives will achieve little unless there are complementary actions to change a culture of apathy and indifference to one of purposeful engagement.

Here are some suggestions of what these complementary actions might be:

◆ Relevance

Those who are providing training courses or consultancy support must be able to demonstrate that they understand the particular needs of small businesses, and don't fall into the trap of thinking what works with large businesses will automatically work with SMEs.

◆ Flexibility

Delivery of any form of management and leadership development support must be completely flexible so that all managers can access it, no matter what their circumstances.

◆ Catch them young

Pay particular attention to those who are just starting out in business, so that the habit of personal development is established early on.

◆ Graduates

Graduates may think that a degree is a passport to a managerial position, but in most cases there is a yawning gap between academic skills and business skills that needs to be filled by a professional development programme, possibly starting at quite a low level.

◆ Middle managers

It is vital to engage the attention of the managing director and members of the senior management team, but don't assume that their enthusiasm will necessarily cascade down. Middle managers will have a different set of aspirations, and the marketing messages will need to be tailored accordingly.

◆ Role models

Find role models within each industry or sector who can personally demonstrate the benefits that they have experienced from developing themselves and their staff.

◆ Anti-heroes

These are the opposite of role models, but just as effective: John Cleese in many of this training videos, but more recently, David Brent, who is now part of the nation's psyche.

◆ Mentors

Encourage the development of a mentor, or a "buddy scheme" within each industry, so that managers learn from each other, and recognise that this is a vital part of their personal development.

◆ Clusters

Use industry clusters and supply chains to explore the management and leadership development activities that are the most relevant and the most effective.

◆ Case studies

Case studies sometimes run the risk of making the world sound too perfect and successful. Develop case studies from those who came close to the brink, to shake complacency.

◆ Find converts

New converts are always the most passionate. Find people who are willing to stand up and say “I thought I knew it all until” and then asked them to explain what changed their mind about personal development. These will be the unsung heroes.

◆ Learning

Focus on learning, rather than training. Learning happens all the time, training happens some of the time. Let’s concentrate on the learning process (which is different for everyone), and not assume that one size fits all.

◆ Solutions

We are looking for “solutions based marketing”. The ever-present emphasis on qualifications ignores this. Always ask “What problem will this qualification help me to solve?” The “learning outcome” must be the fact that something changes for the better.

◆ Packaging

Training providers and consultants need to “package” what they have to offer in a way that relates to the particular needs of each part of the market place. Generic offerings will win some business, but not necessarily from those who need the most help.

◆ Co-operation

The key agencies, National Council-ELWa and WDA, must show that they are working together to address a common problem. Separation of responsibilities and a silo mentality will alienate even further a marketplace that is already highly sceptical of publicly funded support.

◆ Pressing the right buttons

The key agencies WDA, ELWa, and Wales Management Council, do not at present press the right buttons with business. This must change if the culture is to change.

◆ Dependency culture

We have a dependency culture in Wales. “Who is going to pay for it?” is the first question, before product benefits are even considered. It is idealistic to expect this to change overnight. There is, however, a strong argument that this emasculates business by conditioning demand to only that which subsidies may support, irrespective of business need.

◆ Value for money

We need a new concept of value for money. Value is determined by the benefits the customer receives in relation to his money, not by the size of the subsidy.

◆ Funding

Despite the above, we cannot escape from the fact that public subsidy is still a huge enabler for small businesses, so let's make it visible, widely available, easy to access, and focused on business results.

◆ Media

The media want a good story, but they don't want preaching, and good news doesn't sell many newspapers. So let's talk solutions, results, and focus on things that will make a difference to people in Wales – more jobs.

Yes, that's all very well, but who is going to do all this?

The simple answer is that everyone - every business, every agency, every government department, every public sector body, every voluntary organisation – has a part to play.

The quality of our managers impacts on every aspect of our lives.

Management development is not something that is done to us by others. It is something that at a very fundamental level we have to choose for ourselves.

The answer to the question is us.

We are going to do it, by choosing to develop ourselves, and by making sure that as customers the help that we need is available where and when we need it, at a price we can afford, with benefits that we specify and that we measure.

Sharpening the saw makes sense.

RECOMMENDATIONS

Next steps

The previous chapter contained 20 actions, many of them continuous, and certainly all will take time. So what should we do immediately, that will further the cause?

We need a fresh approach to the marketing of management and leadership development in Wales, as exemplified in this report, but from whom?

The buttons that need to be pressed are not confined to managers in general or SME managers in particular, they include:

- ◆ Government
- ◆ Agencies
- ◆ Training providers
- ◆ Marketing consultants

All of whom have a part to play in stimulating the market for management and leadership development in Wales.

We need to market the need for marketing.

Our recommendations for each of the above are:

■ *Welsh Assembly Government*

- Recognise that the marketing of management and leadership development in Wales starts at the top.
- Encourage ministers to state frequently and publicly that it is “the quality of our managers and leaders in Wales has a vital impact on the performance of their businesses and organisations, and on the economy of Wales as a whole.”⁵
- Turn the rhetoric of the economic importance of management and leadership development into a drive for supportive action from key agencies.
- Demonstrate a real understanding of the needs of SMEs in Wales, by saying “I understand where you are coming from....” rather than the prescriptive “This is what SMEs need....”
- Show that the lifelong learning agenda embraces the needs of small businesses in Wales.

■ *National Council-ELWa and WDA*

- Make the resources that are available to support management and leadership development match the importance given to it in corporate strategy.
- Promote management and leadership development opportunities with excitement, enthusiasm, taking note of the recommendations in this report.

⁵ Andrew Davies AM, Minister for Economic Development and Transport in the Foreword to Wales Management Council *Management and Leadership Development and Training in Wales – An Agenda for Action*, 2003.

➤ Show that SME managers are listened to, and their needs understood, by the relevance and flexibility of the support that is available to them.

➤ Break down the scepticism about publicly funded support for skills development that is rife in SMEs in Wales.

■ *Public sector training providers*

➤ Recognise that there is a real marketing job to do, to turn identified need into real and continuous demand.

➤ Sell what is available in ways that will engage the interest of the market place, emphasising benefits, not product.

➤ Lobby for greater freedom to engage with the businesses in the way that businesses want, not the way that funding rules require.

■ *Private sector training providers*

➤ Play a key role in telling public sector funders what the market really wants.

➤ Create innovative products and services that are driven by market demand, not funding requirements.

➤ Devise imaginative campaigns, using the thinking in this report, to engage the attention of the diverse and disparate SME market.

➤ Collaborate for greater effectiveness and outreach.

■ *Marketing consultants*

➤ Offer help to all the above to achieve their aims of greater outreach, impact and take-up.

➤ Devise and sell imaginative campaigns that will break new ground and change hearts and minds.

➤ Use marketing skills and market research to market the need for better marketing.

Six complementary actions relating to “state of the nation “ research, a mapping exercise of what is available, diagnostic tools, mentoring, champions, and a conference or conferences to change attitudes and behaviour, are set out in Appendix I.

All this is just the start.

But it's a long game.

APPENDIX I

Other actions to support new marketing initiatives

➤ The state of the nation

We don't have a finger on the pulse of what is happening in the marketplace. The evidence in this report is convincing, but largely anecdotal. We need to conduct a solid piece of research to the real nature of the attitudes to and use of management and leadership development opportunities in Wales. But make this challenging, not academic. Don't just ask "What?", but "What if?" to explore the potential for change not just the status quo.

Action: *Already in hand. Strategic Marketing are carrying out this research. Report to be published in September 2004.*

➤ What's available?

We need a mapping exercise to identify what is available to help managers in their quest for self-improvement. Coupled with the state of the nation research we need to explore whether the supply-side is meeting the demands of the market, or not.

Action: *Already in hand. Cardiff University Business School are carrying out this research, funded by ELWa. Report to be available in May 2004.*

➤ What's my problem?

Personalise the issues by providing tools to help managers diagnose their strengths and weaknesses, so that they can specify exactly what development they need.

Action: *ELWa have a research project in hand to explore market demand and the diagnostic tools that are currently available. Report to be available in June 2004.*

➤ Mentoring

Everyone talks about mentoring. Current research highlights its importance. But what are we doing about it. Let's explore what mentoring is all about, and encourage more people to see this as a vital route to personal development.

Action: *Wales Management Council have set up a working group to explore this and make recommendations for an all-Wales mentoring programme. Report to be available in July 2004.*

➤ Champions

Let us find people who are willing to stand up and demonstrate the difference that personal development has made to them.

Action: *This is a challenge. Examples may come from the companies identified in the Wales Management Council's research into the Best Managed Workplaces in Wales.*

➤ Conference

We need to highlight these issues in a hard-hitting conference with speakers who will really make the audience sit up and think, and then change their behaviour.

Action: *The Wales Management Council is exploring a number of collaborative conference opportunities.*

APPENDIX 2

Agenda for Action – strategy, action plan and latest developments.

The Wales Management Council's 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 against each to summarise action to date.

The marketing recommendations contained in this report have a key role to play in achieving the first objective:

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.

The flow of articles is not great, but 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.

The Wales Management Council is

- *working with National Council-ELWa to develop an all-Wales conference and seminar programme, and to plan a conference to explore the National Credit and Qualifications framework from a private sector perspective.*
- *is collaborating with CMI, ILM, CIPD, IOD on a joint conference in 2004*
- *is 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 the Wales Management Council has 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 launched a bi-monthly newsletter on our website, entitled Management – Think About It.

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

The Wales Management Council is developing a close working relationship with CMI, ILM, CMI, 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.

The Chartered Management Institute is currently developing plans for annual Best Manager awards.

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

The Wales Management Team Challenge was launched in 2002, and repeated in 2003, under the auspices of the Wales Management Council, National Council-ELWa, Barclays Bank and the Western Mail. We are awaiting a decision from National Council-ELWa on the future funding of this event.

- ◆ 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, the Wales Management Council in association with the University of Wales, Bangor 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.

The Wales Management Council has set up a working group to explore this issue and make recommendations for a way forward.

- ◆ 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.

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.

- ◆ Publicise the benefits of this diagnostic tool, and make it available to all businesses and organisations in Wales.

Awaiting the recommendations from the above research.

- ◆ Support the use of this tool, particularly in SMEs.

Subject to the recommendations from the above research, the marketing proposals in this report are an integral part of this action.

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 April 2004. This is an essential precursor to a full database, but there are as yet no plans for such a database to be developed.

- ◆ Maintain this database as the 'one-stop shop' for all management and leadership development support.

See above.

- ◆ Establish a mechanism for publicising assessments by users of the quality of this provision within the database.

See above.

- ◆ 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 for the user.

See above.

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, but this marketing report complements this.

- ◆ 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.

No action to date, but the Wales Management Council is developing a research project to establish some base data against which progress can be measured.

- ◆ Publicise this activity against management and leadership development targets.

See above.

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

See above.

6. 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.

See above.

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

No action to date, but the Future Skills Wales Survey, National Council-ELWa's Business Support Review, and the forthcoming Skills and Employment Action Plan 2004, and National Council-ELWa's Workplace Learning Review will provide vital information.

- ◆ Review the strategy and action plan every two years in the light of Wales's wide economic agenda and international market developments.

No action to date, but see above.

- ◆ Update the strategy and action plan every three years to reflect the previous year's reviews.

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 reports and surveys mentioned above, and the current economic climate

APPENDIX 3

A Functional Map of Management and Leadership

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.

Managing self and personal skills

1. Manage your own resources
2. Manage your own contribution
3. Manage your continuing personal and professional development
4. Develop your personal networks

Providing direction

5. Map the environment
6. Develop vision and strategy
7. Develop plans for your area of responsibility
8. Guide the implementation of strategy
9. Lead people
10. Ensure compliance with legal, regulatory, ethical and social requirements
11. Develop organisational culture
12. Manage risk
13. Promote diversity

Facilitating change

14. Foster innovation
15. Innovate
16. Lead change
17. Plan change
18. Implement change

Working with people

19. Develop productive relationships with colleagues
20. Develop productive relationships with stakeholders
21. Create a productive working environment
22. Plan the workforce
23. Build teams
24. Recruit, select and retain colleagues
25. Provide assignments to colleagues
26. Monitor the performance of colleagues
27. Assess the performance of colleagues
28. Provide learning opportunities for colleagues

Using resources

29. Obtain finance
30. Manage money
31. Manage budgets
32. Procure products and services
33. Obtain contracts to supply products and/or services
34. Manage the sustainable use of resources
35. Manage physical resources
36. Manage the use of technology
37. Provide a safe, healthy and secure working environment
38. Manage information, knowledge and communications
39. Use information to take decisions

Achieving results

40. Produce a business plan
41. Implement the business plan
42. Implement the operational plan
43. Manage a programme of complementary projects
44. Manage projects
45. Manage business processes
46. Build your organisation's understanding of its market and customers
47. Develop and review a framework for marketing
48. Create and maintain a customer led organisation
49. Manage the achievement of customer satisfaction
50. Improve organisational performance
51. Deliver products and/or services that meet customer needs



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