

2012: a year of change



Welcome from Branch Chairman Michael Short

Welcome to the latest edition of our branch newsletter. This year will present even more challenges and we want to help all of our members to network with other members, access the branch team (who all are experienced managers and leaders from across public and private sectors) who can help you find solutions, guidance, mentoring, coaching and information sources to assist you.

Much of the recent branch activity has been around creating events and networking opportunities for our members, and this year kicked off with a very successful presentation sponsored by Walker Morris, the Leeds-based Corporate and Commercial Law firm. The event covered the subject of Social Networking and the consequences of misuse for businesses. An interesting issue coming out of this event was that of the effect of culture within an organisation, company or business unit and the effect it has on the behaviour on employees.

It is very clear that change is being forced upon us from a variety of sources, but the main one is obviously the economic climate and the continuing need to do 'more for less', 'the best for less' or perhaps even 'less for less'. The main point is that we have to be very clear about what we deliver, what the customer wants, what the customer can afford, and how we can still manage to provide the service that maintains the aims and objectives of our businesses and organisations.

As managers, we are wonderfully placed at the very centre of this swirling vortex, surrounded by government decisions, leaders' requirements, board direction, other managers, our teams, and our clients and customers. The CMI nationally, and especially your local branch, is here to provide you with opportunities to discuss these issues, find resources and develop solutions. But we can only do this if you get involved. Our interesting range of events are informal, and at most of our events you can also bring along a friend, colleague, partner or spouse. We hope to see you very soon!

What is your E-mail address?

Our branch currently has 2,096 members, but 29% of branch members do not have an e-mail address, or have possibly chosen not to inform CMI of their e-mail address. This means that 607 people miss out every time we send emails to our branch members. We would like to encourage everyone to make sure that CMI have their current e-mail address. Please either send your address to 'membership@managers.org.uk' or better still, go to the CMI web site, where you can register/login and update your own contact details.

New branch Chairman appointed

The Central and West Yorkshire Branch will soon have a new Chairman to replace Michael Short who is stepping down from the role at the end of March after five years at the helm. The new Chairman is Darren Bugg, Managing Director of The News Hound Ltd, a marketing and PR agency based in central Leeds.

Darren recently took time out from running his business to complete a Masters Degree in Marketing and Innovation. His thesis involved researching the reasons why people originally join CMI and why they decide to remain members. One of the interesting findings of this research was that CMI needs to attract more younger members, an issue that the branch will start to address during the coming year.

His research also discovered that many existing members weren't aware of all the benefits of membership. With this in mind, overleaf is a list of benefits you can get from your membership. How many of them were you aware of? Turn over now to find out.

For updates on events and other useful information visit: www.yorkshiremanagers.org.uk

Follow us on Twitter: @CMIYorkshire Facebook: <http://www.facebook.com/YorkshireManagers>

Member Benefits

ManagementDirect

ManagementDirect is an extensive online knowledge resource, packed with up-to-the-minute advice and information to help you in your management role.

Ask a Researcher

A free service where our trained researchers will get you the answer you need within one working day.

Professional Manager and Management Today *

The top two publications in the management field are delivered free to your door, keeping you up-to-date on the latest management theory and practice.

Continuing Professional Development (CPD)

Our online CPD system helps you assess your needs, plan your development and record your activities. Every CPD activity you undertake using CMI resources is automatically recorded so that you can focus on what really matters and what you learned from that activity.

Networking and Events

CMI hold frequent events both nationally and locally. Our Online Community also provides lively debate and the chance to share ideas and begin dialogues online.

Business HR

Free downloadable templates for policies, letters, forms and contracts - plus a monthly e-newsletter that keeps you updated in this fast-changing field.

Free Legal Helpline

A qualified solicitor is available by phone to give legal advice on issues related to your work as a manager.

Qualifications

As well as the professional status that membership brings, you can choose to pursue formal management qualifications, leading to the ultimate accolade of Chartered Manager.

Career Development support

You are only a click away from practical resources that will help you take your next step forward in your career. Our 'Find a Job' service can also help you to find out about suitable vacancies near you.

Study Support

Wondering how to tackle your next assignment? We have organised our resources so that you can quickly find the information that you need to help you successfully complete each unit of your qualification.

** Professional Manager is supplied in electronic format for some types of membership. Affiliate members must pay an additional fee if they wish to receive Management Today*

Branch Management Team

CHAIRMAN

Michael Short M.Ed, FCMI, FCIPD, FRSA, MloD, Churchill Trust Fellow
Managing Director of eLearning Consultancy specialising in the organisation and strategic use of eLearning and video conferencing for people and business development.

Tel: 07957 803541

E-mail: michael.short@learningcortex.com

Web: www.learningcortex.com

SECRETARY

David K Fisher, BSc, MBA, MCMI
Proprietor, Davici Consulting, specialising in the support of education and training institutions relating to widening participation in vocational and work-based learning.

Tel: 07958 772003

E-mail: david@davici.co.uk

Web: www.davici.co.uk

TREASURER

Donald Sharp, Machine Shop Manager (Retired)

Tel: 01422 205150

MEMBERSHIP OFFICER

Neil Crossley IEng, MIET, MCMI
Operations Director, Lindapter International

Tel: 07984 389411

Web: www.lindapter.com

EDUCATION OFFICER

David Broadhead MA, DMS, BSc, FCMI, CMI Ambassador
Managing Director of Partners in Management Ltd a CMI Accredited Management Development Centre specialising in personal development, innovation and change.

Tel: 07957 325336

E-mail: david@partnersinmanagement.co.uk

Web: www.partnersinmanagement.co.uk

MARKETING OFFICER

Darren Bugg MA, LLB, DMS, MCMI, MloD
Managing Director of The News Hound Ltd, a marketing agency specialising in PR, corporate communications, graphic design, print management and marketing training.

Tel: 07866 070250

E-mail: darren@thenewshound.co.uk

Web: www.thenewshound.co.uk

COMMITTEE MEMBER

Frank Vaughan B.E.M., FCMI, CMgr
Operational Support Manager at LHC specialising in HR, Operations, IT, Health and Safety, Training, Logistics and Business Development.

Tel: 07793 207520

E-mail: fvaughan@leedshc.org.uk

COMMITTEE MEMBER

Jane Neale, BA (Hons), ACMA, MBA, MCMI
Chartered Management Accountant specialising in project/systems work, financial control, streamlining financial processes, writing procedure manuals and training people.

Tel: 07977 068339

Email: jane_neale@yahoo.com

Web: www.jdnconsultancy.co.uk

Produced by The News Hound Ltd

Tel: 0113 279 6844 www.thenewshound.co.uk



Terry Hodgkinson - The Inspiration Gap



Annual Lecture 2012

The Central and West Yorkshire branch is holding this year's Annual Lecture on 13th March in association with the University of Huddersfield Business School and the Chartered Institute of Management Accountants (CIMA).

Following last year's successful lecture by Gary Verity, Chief Executive of 'Welcome to Yorkshire', this year's lecture will be delivered by **Terry Hodgkinson** CBE, DL, D. Univ, BSc (Hons), FIOD, CDir, FCIOB.

For seven years Terry led Yorkshire Forward, the regional development agency for Yorkshire and Humber. As chair, he oversaw the agency grow the economy of Yorkshire and Humber, and was responsible for an annual budget of £360m. He has also sat on the Regional Heritage Lottery Committee, and is still involved with a number of Charity, Community and Partnership Boards.

Terry was awarded an Honorary Doctorate at the University of Huddersfield in 2010 and was awarded a CBE in 2010 for services to business and regeneration. He is Deputy Lieutenant for West Yorkshire and visiting Professor of Inspirational Leadership at Leeds Metropolitan University.

The event is **FREE** of charge and is open both to CMI members, guests and the public. To register a place, call 01484 473846 or e-mail j.bowker@hud.ac.uk

Visit to Ossett Brewery

Ossett Brewery was formed in 1997 when Bob Lawson, a brewer with 40 year's experience, started his own small micro-brewery based at the back of a pub in Ossett. Within a short time, the brewery was winning awards up and down the country and gaining a national reputation for its growing range of beers.

By 2004 the company were producing 40 barrels a week and was operating way beyond the original design specification of the equipment, so the brewery moved into larger premises less than 80 metres away. Rapid expansion followed and Ossett Brewery now brews around 160 barrels a week. In addition to its wide range of beers which are sold throughout the country, the company also owns 12 pubs within the West Yorkshire area.

On **Tuesday 1st May**, CMI members and guests will have the opportunity to take a guided tour of the brewery and hear a talk about the brewing process. This will be followed by sampling of the beers and a question and answer session with the Head Brewer. The evening concludes with Pie, Peas and a Pint (vegetarian option available) at the nearby Ossett Brewery owned 'Old Vic' public house.

Regional Conference

This year's Regional Conference takes place on **Thursday 3rd May** at Oulton Hall nar Leeds. The event will feature several renowned guest speakers, including **Dr John Bird MBE**, founder of The Big Issue magazine that helps homeless people throughout the world.

John is one of the most inspiring speakers in the UK today. In his own words: "I have a lifetime of experience to draw upon. I was born into the underclass, made homeless at the age of seven, in prison by the time I was a teenager, slept rough on the streets of London, and from there went on to buying and selling products and services, and building businesses."

More details about the event can be found at: www.managers.org.uk



The Legal Implications of Social Media



On 24th January the branch held its first event of the year at the offices of Walker Morris solicitors in Leeds. The event featured a talk on the legal implications of the use of social media within the workplace. Guest speakers were Louisa Deboer and Jo Tindall, Associate Solicitors in the Employment Team at Walker Morris. In order to get an employer's perspective, the event also featured fascinating insights from Frank Vaughan, Operational Support Manager at Leeds Housing Concern.

The event enjoyed one of our biggest turnouts of branch members in the last few years, and was so successful that Walker Morris are keen to establish a longer term relationship with CMI. Future joint events are planned with Walker Morris for later in the year and further information about these events will be posted on our website and in the next edition of this newsletter.

The CMI Central and West Yorkshire branch Chairman Michael Short said: "The use of social networking sites has exploded over the last few years, posing significant workplace issues for managers in all business sectors. We arranged this event to help inform our members of the legal implications of social networking and to allow them to ask questions from some leading legal experts on this subject."

The main photo above shows some of the delegates at the event taking part in a case study exercise based around an employment law issue relating to social media. The inset photo shows the guest speakers Louisa, Jo and Frank.

Skillful Networking

On 8th November we held a joint event with CIMA at the Metropole Hotel in Leeds. The event featured guest speaker Nathan McGee from the Dale Carnegie organisation talking about networking skills.

The event began with a practical exercise: going around the room introducing yourself to people, but not giving them your full attention. This was then repeated but with the emphasis on greeting the individual as someone you were interested in and really wanted to talk to!

The differences in the two approaches were discussed with plenty of audience participation and Nathan then outlined some networking tips and techniques we can adopt, and talked about some of the challenges people face when attending networking events.



Superfast Broadband

On 24th November CMI members enjoyed a private tour of the BT headquarters in Leeds followed by a fascinating talk at the nearby Mint Hotel by Dr Trevor Higgins, the BT Partnership Director for Yorkshire and The Humber. The talk was on the subject of the business benefits of superfast broadband which is currently being rolled out around Yorkshire and the UK.

Congratulations to Frank

Congratulations to BMT member Frank Vaughan who recently received his Level 7 Diploma in Strategic Management and Leadership. The photo shows him being presented with the certificate by David Broadhead of Partners in Management with whom he studied. Frank is now enrolled on the distance learning MA in Business Management top-up at Leeds Trinity University College.



Forthcoming Events – February to June 2012

Management Munch

A talk by marketing consultant Susan Kenyon, plus informal buffet and networking.

Date: Monday 27th February

Venue: Huddersfield Media Centre

Time: 6.30pm refreshments - 7.00pm start

Cost: Members - £5. Guests - £5

Annual Lecture 2012

A lecture by Terry Hodgkinson, in association with Huddersfield University Business School. See left for full details.

Date: Tuesday 13th March

Venue: Huddersfield University

Time: 6.15pm refreshments - 7.00pm start

Cost: Members - free. Guests - free

Regional Conference

Featuring keynote speaker Dr John Bird, the founder of the Big Issue, along with other guest speakers and interactive workshops.

Date: Thursday 3rd May

Venue: Oulton Hall near Leeds

Time: All day event - see website for details

Cost: See www.managers.org.uk for details

Visit to Ossett Brewery

A tour of the brewery followed by a meal at a nearby pub. See left for full details.

Date: Tuesday 1st May

Venue: Ossett Brewery, Ossett

Time: 6.45pm arrival - 7.00pm start

Cost: Members - £5. Guests - £10

Visit to The Hepworth Gallery

A private tour of this award-winning visitor attraction including a talk about the work of the gallery. See below for full details.

Date: Thursday 21st June

Venue: The Hepworth Gallery, Wakefield

Time: 6.30pm refreshments - 7.00pm start

Cost: Members - free. Guests - £5

Important Note

If you book a place on an event and then find you cannot attend, please inform us as soon as possible. Places on our events are strictly limited and if you book a place and then don't attend, you might be depriving another member of a place at the event. Please also note that all events are subject to change. Please visit our website to see the latest details. We advise you to check the website for last-minute changes before making a journey to any event.

Women in Management

In 1967 Eleanor MacDonald formed Women in Management with the aim of encouraging women to recognise and develop their own potential. To celebrate Eleanor's work and International Women's Day, on **8th March** we are holding a special event at Bradford University School of Management. There will be an opportunity to hear from three women who have successfully developed their businesses both locally and internationally.

Deirdre Bounds draws on years of experience as a successful entrepreneur and can offer insights into modern business and how to create and maintain success. Also, Hilary Brearley will share her views on the skills agenda and Sharon Wright will explain how she took a product idea to market and turned it into a successful global company.

For further details visit:
www.managers.org.uk/wim
or email June Lancaster at:
june.lancaster@gmail.com

Visit to the Hepworth Gallery

On 21st June, members have the opportunity to make an exclusive viewing of The Hepworth Gallery, recently described by The Independent newspaper as "one of the finest contemporary art museums in Europe."

The Gallery opened in 2011 and has already received many awards for its design, including the Condé Nast Traveller 5th Annual Innovation and Design Awards for Culture, and the Best Architectural Achievement Award at The British Design Awards 2011. The Gallery contains Wakefield's collection of art, and houses 'The Gift', a collection of plaster and aluminium sculptures that Barbara Hepworth created as part of the process of casting the final bronze forms. These were donated by the artist's daughters, through the Trustees of the Barbara Hepworth Estate.

The visit will begin with refreshments and networking, followed by an introduction to the gallery by Rod Taylor, Head of Business and Operations. You will then have the opportunity to view the gallery and its works of art.

To book your place on any event, please visit:
www.managers.org.uk/events or click on the link that is sent to you by e-mail prior to the event.

For more details about booking events contact David Fisher on 07958 772003 or e-mail david@davici.co.uk

MANAGEMENT IN FOCUS

David Broadhead MA DMS BSc (MEng) FCMI



Will the recession improve management and leadership?

Last year I started this article by saying that '2011 might be one of the most managerially challenging and difficult years ever faced by many of our members'. Twelve months on we can reflect on what an understatement that was. So are the prospects for 2012 then any better, but also might the likely oncoming recession actually be of benefit to management and leadership?

For longer than I care to remember now, I've been expressing grave concerns about our entering a 'decade of austerity' and that we would languish in the attendant 'zombie economy' unless we saw bold, visionary, inspirational leadership and innovative new solutions implemented. Have we seen any of this from our politicians and business leaders either in the UK or elsewhere?

So where have all the good ideas gone? Back in 2001, we saw the launch of iTunes but what have we had since? If we go back 60 years or so we've had antibiotics, nuclear power, jet engines, moon landings, microprocessors, organ transplants - the list goes on. But what have we had in the last 10 years? Weapons of mass financial destruction maybe and managerial targets, but what else? Facebook, Google, the iPhone and iPad are life changing and brilliant in many ways - but do they really compare? There are tremendous opportunities at the moment, nanotechnologies, Thorium nuclear power, clean and renewable energy and health maybe. But what are we doing to exploit them?

Britain pioneered the Agricultural and Industrial Revolutions and possibly the early stages of the Information Revolution. Could the Health Revolution be where we lead the world next? Opening the NHS to private investment and reward may lead us to become the world leader in medical research and application - what a leadership challenge that would present though both politically and managerially?

Does this have an impact on management and leadership? Yes, I believe it does. In the last newsletter I reflected upon the need for Intrapreneurship in our organisations and the recognition of the role of a Creative Director to drive the generation of new ideas, products, services and processes throughout. This is obviously an extreme position but should eventually manifest itself in a greater awareness of, and development of, creativity and innovation skills in our organisations.

My next point is inspired by John Kotter, who in his Harvard Business Review article in 1990 'What Leaders Really Do', commented that organisations were over-managed and under-led. Large enterprises need order, structure and consistency to cope with complexity, produce orderly results and overcome the chaos that would otherwise result.

In turbulent times though, we need leadership, which is all about coping with change, developing vision, preparing strategies and providing just an outline as to how they can be achieved. The endless restructuring and production of detailed, time consuming, meaningless long term plans, will not deliver the radical solutions we probably now need and certainly won't allow the development of the future generation of leaders necessary to pioneer their implementation.

Whilst the PRINCE2 and consultancy focussed managerial MBA approach will always have its place, the future may well be in restructuring organisations around smaller units with identifiable responsible leaders, clearly accountable for the outcomes. How we will develop these leaders and how will we change the structures and cultures in our large public sector organisations may well be the next key challenge for management and leadership. As the old proverb says '**if a nail stands proud - it gets hammered**' has often explained why the leadership path is not often well favoured as a secure career option in these organisations. This has to change - and quickly.

The final issue here was inspired by Peter Drucker in his book 'Management Challenges of the 21st Century'. We could argue that in the past people in organisations did what they were told to do and performance and training was measured against that. As the 20th Century developed, people had the option of doing what they wanted to do. This was not only in choice of career, but also often within organisations. Does it still happen today? I am sure we all have experiences and anecdotes of where it often does. However, what is the next stage? Drucker talks of employees asking 'what should they do', and acting accordingly. What impact does this concept have on management and leadership? All of a sudden a manager can't set a target and direct the only legitimate process to achieve it - the new leader has to evaluate the situation, communicate a new vision of what's required and then agree and facilitate the role the new 'knowledge worker' is to fulfil to achieve it.

So will management and leadership improve as a consequence of the recession - who knows? One thing is certain though, there will be an impact!

Read more at: www.partnersinmanagement.co.uk

For more information on this subject or to find out more about the range of CMI accredited programmes and other short courses offered by Partners in Management, e-mail David Broadhead at: david@partnersinmanagement.co.uk