A quarterly special report published by:
Business and Management Faculty
Chartered Accountants' Hall
Moorgate Place
London EC2R 6EA
UK
T +44 (0)20 7920 8508
F +44 (0)20 7920 8784

E bam@icaew.com icaew.com/bam



DIPAK VASHI Technical manager T +44 (0)20 7920 8587 E dipak.vashi@icaew.com



RICK PAYNE
Finance direction programme
T +44 (0)20 7920 8451
E rick.payne@icaew.com



CAROLINE WIGHAM
Services manager
T +44 (0)20 7920 8508
E caroline.wigham@icaew.com

This report is one of a series produced for faculty members. In each report we give a review of a topic within finance and management, offering both analysis of the relevant theory and a review of the practical application of appropriate management techniques. If you have any comments or suggestions for future topics, please contact dipak.vashi@icaew.com

The information contained in this and previous issues of this publication is available (to faculty members only) on the faculty website at icaew.com/bam

B&M SPECIAL REPORTS are produced on behalf of the faculty by Silverdart Publishing silverdart.co.uk Contact: Alex Murray info@silverdart.co.uk

Price: £20.00

This report is provided free to members of the Business and Management Faculty.

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ISBN 978-1-78363-947-2

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This PDF version of the special report omits a further article - 'The nine worst ways to manage people', by Suzanne Lucas - due to copyright restrictions on digital publication. This article apears with full permission in the printed version of this report, distributed to all faculty members.

Foreword



DIPAK VASHIis technical manager of Business and Management
Faculty, ICAEW.

Managing people is one of the most important skills needed to successfully navigate your way to the top of the corporate ladder. However, the business world is awash with anecdotes, tales and all out catastrophic examples of bad management and stories of those simply excelling at their job technically climbing the ranks, when more is needed. Managing people is an art, not one which can be easily learned as well, and requires focus and dedication from business leaders to ensure employees are being trained to a high standard, so they can harness and unleash the ability of those they manage.

So is there an essential go-to guide for effective management? Well if anyone can come up with it, I'd put my money on recruitment experts Robert Half, who have attempted to distil this complicated topic into a ten top tips. This is a handy checklist for those wanting to extract more out of their teams.

The needs and demands of employees are ever-changing, with flexible hours, changing social norms and ways of working only adding to the challenges managers face in keeping everyone happy and productive. Page 6 looks at the lessons the expanding Tech sector in Silicon Valley can teach the rest of the world,

and whether these patterns will persist. But amongst all this change, make sure you are within the bounds of the law. Beth Hale and Naomi Latham give a comprehensive rundown of new employment legislation.

One of the most common gripes of employees is the way managers deal with difficult situations and conversations, with many avoiding them entirely. Although this is quite clearly wrong, dealing with tricky and sensitive situations is not easy, and you must be prepared in order to do the right thing by your team. Angus Farr points out some tools to help you make these conversations easy.

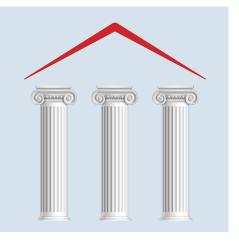
We hope our special report will help those in managerial positions, or those aspiring to get there. The carefully selected array of articles you are about to read aim to do so. As always, if there are any questions, comments or suggestions, do not hesitate to get in touch at dipak.vashi@icaew.com

DIPAK VASHI

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