

## INDEX

- Against the Grain* (K. Bilimoria)  
178–9
- Allen & Overy 200–201
- Ambassador Programme 96, 97–8
- Amey 160–61
- Apple 165
- armed forces 97
- Aspinall, Beverley 169–70
- Association of Chartered Certified Accountants (ACCA) 180–81
- automatic spectrum disorder (ASD)  
27
- Ayliffe, Peter 14–15, 48
- BA 171, 179
- Bann, Graham 28
- Batley, Richard 149–51
- BBC 97
- Bennington, John 52
- Bichard, Lord 16
- The Big Issue* 26
- Big Society 17
- Biggin, John 19–20
- Bilimoria, Lord Karan 38, 146, 158–9,  
178–9
- Body Shop 23
- boundaries 55  
breaking down 56
- setting 55–6  
uncovering 56
- BP 6, 92, 116
- brand  
case studies 169–70, 178–9,  
180–81, 182–3  
creating internal engagement  
176–9  
engaging stakeholders 179–81  
exploiting 166–70, 212  
managing online 172–6  
marketing 166  
measuring equity 181–3  
protecting in tough times 170–72  
value 165–6
- Brand Britain 167
- Branson, Richard 38
- Brundtland Commissions Report  
(1987) 127
- Business in the Community (BITC)  
28, 30, 59
- business continuity management  
(BCM) 106–7, 112–14, 211
- benefits 114
- British Standard 113
- case study 120–23
- checklist 117–19
- in practice 115–17

- business continuity planning (BCP)
  - 105, 113
  - case study 114–15
  - checklist 117–19
- Cadbury Schweppes 15, 110
- Camden Local Authority 109
- Cameron, David 17
- Carbon Accounting Guidelines
  - 138–9
- Carbon Reducing Commitment 128
- The Carphone Warehouse 97
- Champions programme 96–7
- change management 50, 211
  - business culture 70–72
  - case study 75–8
  - checklist 82–4
  - communication strategy 72–3
  - effective response 65–6
  - employee commitment 73–8
  - equipping people for change 80–81
  - monitor and evaluate 81–2
  - organisational politics 79–80
  - planning 67–70
- Chartered Institute of Personnel and Development (CIPD) 8, 59, 189
- Chartered Management Institute (CMI) 19–20, 22, 24, 25, 29–30, 47, 54, 59, 79, 86, 96–8, 103, 106, 108, 126, 128, 139, 140, 150, 154, 185, 189
- Chelsea Building Society 120–23
- Chilean mine 15
- Clifton, Rita 146
- The Co-operative Group 23
- Cobra Beer 146, 158–9, 178–9
- codes of conduct 29–30
- communication 60–62, 177
  - employees 176–7
  - online 172–6
  - stakeholders 179–81
  - strategy 72–3
- Community Action Network 27
- conflict resolution 79–80
- consultants 209–10
- continuous professional development (CPD) 34
- corporate social responsibility (CSR)
  - 137
  - agenda 21–2
  - business case for 22–3
  - business model 25–8
  - community involvement 28
  - customer loyalty 23
  - cynicism concerning 23
  - definitions 21
  - doing the right thing 22
  - international standard 21
  - key points 23–4
  - in practice 24–5
- Corus Strip Products UK (CSP UK) 75–8
- Croft, Andrew 27
- Crossrail 109
- Dickson, Andy 23
- Director* magazine 174, 175
- Disruption and Resilience: The 2010 Business Continuity Management Survey* 106–7, 113
- diversity 56, 212
  - age 189–90
  - case studies 191–2, 195–7, 200–202
  - checklist 193, 202–5
  - disabled 190
  - effective management 185, 186–7
  - female representation 188–9, 199–200
  - inappropriate recruitment practices 194–7
  - minority groups 189, 201–2
  - overcoming barriers 193–202
  - in practice 188–92
  - presenteeism 198–9
  - problems 186

- role models 199–201
- strategic approach 202–5
- talent initiatives/programmes
  - 196–7
  - unhelpful divisions 201–2
- Divine Chocolate 26
- Doncaster Prison and Youth Offenders Institute 18–21
- DTZ Holdings plc 200
- Dyfed-Powys Police 191–2
- EADS Astrium 129–30
- education and training 41, 168
- Ellis, Tania 27
- employees
  - commitment 73–8
  - communication 176–7
  - engagement 51
  - environmental commitment/involvement 131, 132
  - inappropriate recruitment practices 194–7
  - redundancy measures 171
  - valuing and developing 59–60
- environment 125–6, 211–12
  - case studies 129–30, 136–8
  - checklist 140–42
  - current practice 128–30
  - drivers of green management 130–33
  - future challenges 139–40
  - planning 133–6
  - regulation 138–9
  - sustainable development 127–8
- Ernst & Young 97
- ethics 5–7, 14–16, 29, 31, 33–4
- evergreen funds 24
- Evetts, Adam 120–23
- ‘F’ factor 50
- Facebook 61, 175, 179
- fair trade 26
- FedEx 176
- The Fifteen 26
- film industry 167
- Financial Services Authority (FSA) 28
- Fortnum & Mason 169–70
- Fortune 500 companies 108
- Fuller, Geoff 200–201
- Ferguson, Sir Alex 38
- Gate Gourmet 179
- Generation Y: Unlocking the Talent of Young Managers* 22
- Generation Y 23
- Grameen Bank 26
- green management
  - business greens 131
  - customer-focused greens 132
  - ethical greens 131
  - non-greens 132
  - see also* environment
- Griffin, Andrew 175–6
- Hartley, Jean 51, 52
- Harvard Business School 27
- Hayward, Tony 92
- Higher Education Funding Council for England (HEFCE) 182
- Hobbs, Scott 160–61
- Holliday, Steve 28
- human capital 59
- Hutton, Will 31
- Improvement & Development Agency 80
- Industrial Revolution 148
- Innocent Drinks 97
- innovation 27–8, 145–6, 212
  - barriers 151–2
  - case studies 149–51, 158–61
  - catalysts 157
  - checklist 161–4
  - encouraging 155–6
  - facilitating 156–61
  - impact of recession 153–4
  - in practice 146–51

public sector 147, 154–6  
*Innovation for the Recovery: Enhancing Innovative Working Practices* 150  
*Inspiring Leadership* (J. Perks) 48  
*Instant Manager: Managing Change* (B. Walmsey) 105  
 Institute of Mechanical Engineers (IMechE) 136  
 Interbrand 146, 177, 181–2, 182  
 Internet 23, 49, 172–6, 207  
 Investors in People (IIP) 12, 13, 96–7

Kennedy, John F. 148  
 Knight, Nigel 115  
 knowledge workers 49  
 KPMG 24

leaders

- accountability 57
- appraisals and feedback 37–8
- banking time 46–7
- change and flexibility 49–51
- communicating with purpose 60–62
- failure 57
- integrity and honesty 14–16
- management of self 35–40
- management skills 40–41
- managing boundaries 55–6
- in practice 47–9
- principle components 48
- setting standards 53–5
- style 16–17, 51–3, 210
- success 58
- time management 42–5
- trust and respect 7–8, 17
- valuing/developing people 59–60

*Leadership for Healthcare* (J. Hartley & J. Bennington) 52  
*Lean and Green: Leadership for the Low Carbon Economy* 128–35, 139  
 LinkedIn 61, 175

management

- accountability 208
- employment attitudes 209
- interim 209–10
- investment in 209
- need for 207
- personal 35–6, 210
- style 11–12
- tools and techniques 36–62
- transparency 207–8

*Management Futures* 106  
*Management Recruitment: Understanding Greater Routes to Diversity* 189

management skills 40–41, 111, 208–9

- anticipation 111
- communication 111
- financial knowledge 111
- planning capability 111–12
- political awareness 111

*Managing an Ageing Workforce: How Employers are Adapting to an Older Labour Market* 190

Marks & Spencer 28, 97, 165  
 Melville-Ross, Tim 95, 200  
 Milliband, Ed 100  
 mobile phone business 147  
 Myerson, Jeremy 183

National Business Awards 58  
 National Children's Home (NCH) 99  
 National Council for Voluntary Organisations (NCVO) 25  
 National Grid 28  
 National Society for the Prevention of Cruelty to Children (NSPCC) 53–4, 98–9, 109, 149, 194  
 Nationwide 95, 97  
 Nestlé 175  
*The New Pioneers* (T. Ellis) 27  
*New Strategies for Reputation Management* (A. Griffin) 175

- NHS 134, 207  
 NHS Tower Hamlets 195–7  
 Nike 175
- Oliver, Jamie 26, 38  
 Olympics 167–8  
 organisational culture 70–72  
 organisational learning and development 24–5
- pay and rewards 31–2, 110  
 Perks, Jonathan 48  
 planning 50
  - change management 67–70
  - communications 69
  - competitor analysis 68–9
  - cost base 67–8
  - environmental scanning 68–9
  - income generators 68
  - organisation structure 69
  - resources 69
  - scope 69
  - time frame 69
  - training 69
  - vision 69
- presenteeism 198–9  
 Pret A Manger 6  
 PricewaterhouseCooper 171  
 prison service reform 18–21  
 problems 51
  - critical 52
  - tame 51
  - wicked 52
- professional bodies 28–30  
*Professional Manager* 23, 24, 51  
 Professions for Good 29  
 public sector
  - innovation 147, 154–6
  - risk management 108–9
  - values 16–21
- Rauch, Alexander 177  
 RBS 109–10  
 Reading for Schools 24
- relationship management 44–5  
 research and development (R&D) 145, 148  
 Rideout, Jan 150  
 Ries, Al and Laura 166
- risk
  - definition 105–6
  - financial 105
  - good/bad times 107–8
  - market-based 106
  - operational 106
  - public sector 108–9
  - in reality 106–7
- risk management 103–5, 211
  - business continuity management 112–23
  - management skills/competency 109–10, 111–12
  - ongoing monitoring 123
  - organisational culture 109–10
- role models 38–9, 199–201  
 Rose, Sir Stuart 28  
 Royal College of Art (RCA) 182–3  
 Royal Mail 136–8
- Saint-Gobain British Gypsum 149–51  
 Schumpeter, Joseph 153  
 self-awareness 36–8  
 Serco 18–21  
 shareholders 94  
 Singapore Airlines 176  
 social entrepreneurship 25–8  
 social media 172–3
  - developing a dialogue 174
  - feedback 174–5
  - letting go 173–4
  - responding to threats 175
  - seizing opportunities 174–5
- social networks 46, 61, 172  
 Sonne, Thorkil 27  
 Specialisterne 27  
 stakeholders 85–6, 211
  - case studies 96–9

- dealing with conflicting demands
  - 93–4
  - definition 86–8
  - engaging in the brand 179–81
  - identifying 88–9
  - interactions 90–92
  - managing relationships 95–8
  - monitoring and review 100
  - primary and secondary 87
  - prioritising 89–90
  - reaping the rewards 98–9
  - understanding 92–3
- standards 53–5
- Starbucks 175, 176
- The Stern Review of the Economics of Climate Change* 127
- Sugar, Sir Alan 39
- Summers, Andrew 47
- Sunderland, Sir John 15
- sustainable development 127–30
- Synergies at the Cutting Edge: The Sponsor Effect* 199
- Tata Steel Strip Products UK 78
- time bank 24
- time management 42–3
  - banking time 46
  - control 43
  - key relationships 44
  - perspective 43
- The Times Top 100 Business Case Studies* 75
- TNT 97
- triple bottom line 21
- Twitter 175, 179
- UK Commission for Education and Skills 207
- Urzula, Luis 15
- values 5–7, 207, 210
  - consultation on 10–11
  - as critical 9–10
  - CSR link 21–5
  - effective 10
  - future 30–32
  - key points 33–4
  - as organisational guideline 9
  - perception vs intent 7–8
  - permanence of 8–9
  - personal 14–16
  - in practice 11–13
  - professional bodies 28–30
  - public sector 16–21
- Virginia 6
- VisaEurope 14, 48
- Vitaminwater 175
- War in the Boardroom* (Al & Laura Ries) 166
- Warwick Business School 51, 80
- A Wasted Opportunity* 136
- Woodward, David 175
- Woolworths 88
- XChanging 114–15
- Yunus, Muhammad 26