

MANAGEMENT RESOURCES

The perception from B.A.T Industries is that most Operating Groups do not spontaneously produce, in the quantity or to the quality we expect, proposals for growth/development of their businesses within the Strategic Guidelines. The centre sometimes has to prod to generate the required quantity — and must too often supply ideas in order to stimulate the desired quality.

Moreover, when potential opportunities are identified, they sometimes have to be rejected because it becomes obvious that the relevant Operating Group would be unable to inject the required quota of management support without unacceptable risk to the current business.

The apparent lack of "Managerial Resource" able to identify/exploit new entrepreneurial opportunities is sufficiently marked as to represent a significant potential Limitation to Growth.

We plan to use the hour at our disposal to explore possible reasons for the apparent deficiency and to discuss ways in which it might be alleviated. Some questions which should be considered are:-

- * Is "planning and manning for growth" perceived as a relatively low-priority task — and, if so, what stimulus is needed to generate the proper weight against competing demands for available talent resources?
- * Defining entrepreneurial opportunity is one rather specialised challenge. Building or integrating a new business is another. Either activity may require combinations of personal attributes rather different from those generally found among even highly-effective managers of existing businesses. Do we have a clear understanding of the attitudes and of the skills/knowledge/experience which must be assembled in a person/team which is to have a realistic probability of success against each challenge?
- * Do we have enough such people? If so, are there overwhelming reasons why they cannot be redeployed from their current tasks? If our resource is numerically insufficient, how do we best identify and recruit additional people of the right type and calibre, then in what role/structure can we most effectively use them, what career path can we offer them, how do we motivate and reward them?

In summary, is the problem partly or mostly self-imposed by any aspect of our own policies or practices or of Corporate/Company culture — and if so, what should we do differently in order to remedy the situation?

G.L.Dennis will introduce the topic briefly and will summarise. Prepared contributions will be invited from a number of Operating Group Chief Executives, to generate a discussion which will guide the design of plans for remedial action.

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