

Handbook of Management Skills

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Edited by

Dorothy M Stewart

A Gower Handbook

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Preface

Management is a bit like wallpapering. Either you've lived with the old paper for a while but now you need something fresh, or you've moved house and your tastes don't coincide with those of the previous owners. Either way, it's time for new wallpaper. Similarly, you may be promoted into a managerial role or move to a new job in a new company. Either way, you've a management job to do.

The first thing you realise when you decide to do some wallpapering is the amount of kit you need. First the wallpaper. This requires serious consideration, examining samples, making a choice you're confident, for the moment, you will be able to live with. If you're lucky, the store will be able to provide your choice there and then; if not, you'll have to wait for delivery. In any case, it is as well to have done some arithmetic and careful budgeting.

The management equivalent is management itself. What is it? What are you meant to do? And how? What management style do you want? Do you have a choice? Unlike the selection of wallpaper, most people do not stop to consider these questions until they have been in the job for some time and disaster strikes. This is the 'when all else fails read the instructions' approach, and is as successful in management as it is in wallpapering or any other complex task.

A wiser course of action might be to try to find out as much as possible about management in general and the management task in particular which you are being asked to fulfil. The first can be achieved through books (see Further reading); the second requires that you ask questions. Don't be afraid you'll be revealing your lamentable ignorance. You won't! You'll be demonstrating that you have the courage to ask for the information you don't have, and getting that information at the same time.

The next task is to assess yourself and your skills against those

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involved in this business called management. You will find help on this in Chapter 1 of this Handbook. It is as well to make your first personal skills review totally private and ruthlessly honest. If you are interested in a more scientific and detailed approach, you may find it useful to consult a careers counsellor or industrial psychologist (someone in your own personnel department may be able to help, or advise) who will administer the Myers-Briggs Type Inventory for you. This will reveal your strengths as well as your weaknesses, and will provide a sound base for planning your growth as a manager.

What you are planning is your future. There are few things more important to you than this, so do allocate resources of time—and money—to this. You will find this effort repaid beyond measure in the future.

Just as with wallpaper, this assessment is only the start. For wallpapering, there is a great list of equipment to be found: paste bucket and brush, pasting table, plumb bob, spirit level, sponges, ladders, wallpaper shears, lining paper, etc. Some of these are essential, some are useful, and some are for the professional, or the gadget enthusiast, or those with special wall problems.

A comparison of your self-assessment against the requirements of your job will uncover a similar 'shopping list' of skills and knowledge. It may be a good idea to give this list careful thought, and then work out some priorities. Which skills and knowledge do you think are going to be most needed in your job? Which ones are likely to be needed soonest? Which are essential? Which are optional—great to have, when you have time?

You may find the contents list in this Handbook a useful starting point. I have tried to cover a very wide range of skills and knowledge for managers: Part I with personal skills for management, Part II with the skills for managing other people, and Part III with the skills and knowledge necessary for managing the business. Each chapter offers an introduction, how-to guidelines and, in most cases, a list of further reading to enable you to pursue the subject. You will notice cross-references between chapters, and some overlap and duplication where techniques apply in more than one area. I have tried to keep this to a minimum but since management skills tend to be multi-purpose some duplication has been unavoidable.

Although it is very pleasant to come home to a room that has been wallpapered by someone else, there is more satisfaction to be had from an attractive room that you have wallpapered yourself. Just so with management development. You can hand the task over to the

experts in your organisation. You can rely on them to be efficient and professional. But for a really satisfying job, you need to take responsibility for your own development needs, and work *with* the experts, rather than playing a merely passive role.

One last thought. Remember the wallpaper you put on the sitting room four years ago? It was exactly what you wanted then and it has lasted very well. But now, you've been thinking the room could do with a facelift. Something a bit brighter, more modern. So too with management development. Today's plans and today's learning are fine for today, but remember that tomorrow needs tomorrow's skills. You can plan ahead to a considerable extent. But in an environment of constant change, your plans need to have flexibility built into them, to enable and encourage you to face tomorrow's challenges.

Dorothy M Stewart

FURTHER READING

Drucker, Peter F, *The Effective Executive*, Pan, 1970. This is the Drucker 'how to do it' book. A terrific starter for any manager.

Drucker, Peter F, *The Practice of Management*, Pan, 1968. All about management by Drucker at his most readable. Masses of anecdotes to help the medicine down. A great book.

Stewart, Rosemary, *The Reality of Management*, Pan, 1986. One of the classics, about what managers actually do.

Notes on contributors

John Adair (*Leadership and motivation* and *Managing communication*) ex-Professor in Leadership Studies at the University of Surrey, is no armchair theorist. He has served in the Arab Legion, been a deckhand on an Arctic trawler and worked as an orderly in a hospital. For seven years he was Senior Lecturer in Military History and Adviser on Leadership Training at the Royal Military Academy, Sandhurst. During this period he led a number of expeditions, including one across the Jordanian desert by camel. At one time Assistant Director of the Industrial Society, Professor Adair has written and lectured widely on both management and military history. *Effective Leadership* (Gower, 1983) is his fourteenth book.

Pauline Barrett (*Team building*) undertook her first team building exercise in 1970 with a group of youth and community workers, and district youth officers, who were having difficulty in reconciling their individual and group needs and responsibilities. It was in that exercise that her interest in working with managers focused on the effect of group working on the success of the enterprise. Later Pauline joined the staff at Slough College and worked on a wide variety of management development programmes for both private and public sector clients. In 1981 she left the College to work as a freelance consultant and finally had the opportunity to work with teams as she has always wished. Her other work interests are in orchestrating learning communities of managers, and running programmes on assertiveness, stress, and intensive interviewing skills for line managers, personnel officers and trainers.

John Courtis, FCA (*Interviewing*) has been in management search or

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selection for 20 years. He trained as a Chartered Accountant, was commissioned in the RAF and then spent five years in Ford Motor Co., before joining Reed Executive in 1967. He was then with EAL for a four-year period before setting up JC&P in 1974. He has been active in management education since 1972, for the Institute of Chartered Accountants in England and Wales and other bodies and is the author of ten books on management, profit improvement, public relations and recruitment. He is now chairman of JC&P Ltd, of Deeko plc and vice-chairman of the recruitment trade association, FRES. In his spare time he writes more books, searches for the ideal motor car of yesteryear and wonders why modern management techniques don't quite work in family life.

Corinne Devery (*Making the most of your support staff*) was, until recently, Head of Secretarial Development at the Industrial Society, where she and her team ran courses for secretaries at all levels (and also for managers) in how to use support staff, and in time management. Before joining the Society, Corinne worked as a secretary, in both the public sector and in private industry.

John Gregory (*Making meetings work*) is, in his early 50s, enjoying his fourth career—that of a management selection consultant. He joined the accountancy profession straight from school and later joined mechanical handling engineers, Lansing Bagnall Ltd, as a junior accountant. National Service led to a Short Service Commission in the Royal Army Pay Corps and this, indirectly, to a second career in management education because his three years in the army were spent in the RAPC Headquarter Training Unit. A developing interest in training led to John joining the Management School at Portsmouth Polytechnic where he stayed nine years taking leave in 1967 to study for an MSc in Management Control at Bath University. In 1972, he joined the Institute of Chartered Accountants in England and Wales as Assistant Director Post Qualifying Training, becoming Director, Professional Development Services in 1980. Five years later he became a partner in management selection consultants, John Courtis and Partners, where he is in charge of their Milton Keynes office. John retains a close interest in management education and is a visiting speaker at Cranfield School of Management.

Feona J Hamilton (*Managing information in the office*) has been a member of the information management profession for over 20

years. Starting as a junior library assistant at East Sussex County Library, she held progressively more senior positions in a wide variety of academic and learned society libraries. Her most recent post was as a Group Manager with Aslib. She left Aslib in April 1985, in order to complete research on which she had been working part-time since 1981. In 1985 she began operating as a freelance information consultant. Feona Hamilton is a member of the Library Association Council, a specialist adviser on information needs and access for the Recreation and Sports Studies Board of the Council for National Academic Awards, and a founder committee member of the Sport and Recreation Information Group (SPRIG). She has contributed widely to the literature of her profession, and is an experienced editor of directories, current awareness bulletins, and newsletters. Feona Hamilton has a BA in Humanities from the Open University, an MPhil in Librarianship, is a Chartered Librarian, and a Member of the British Institute of Management.

Valerie J. Hammond (*Skills for women managers*) is Director of Research at Ashridge Management College. She, together with a team of researchers, carries out studies about managers and the issues that concern them. The research is either requested directly by the College, sponsored by funding bodies or commissioned by individual companies. In the latter case, the work is often an attitude survey. By discipline she is a psychologist, and her particular research interests are the development of women, management futures, the implications of information technology for managers and organisations and the culture and value systems that exist in organisations. She has published many articles and reports out of her research. Before joining Ashridge in 1980 she was in line and training functions in the oil industry, initially with Mobil and then with the Petroleum ITB. In the 1960s she worked with an office equipment manufacturer (now part of ICL) introducing some of the earliest forms of electronic office equipment. (This is what triggered an interest in training and development and then in research.) Outside Ashridge, she is actively involved in European and national management development networks.

Roger Haywood (*Being an ambassador for your organisation*) has been marketing and public relations adviser to leading British and international companies in industries ranging from high technology to leisure and consumer products. He lectures, writes and broadcasts

on marketing and communications and has presented papers at several conferences. Roger Haywood began his career as a copywriter in advertising agencies before moving on to hold marketing positions with Dunlop and Dexion International. He was European communications adviser to Air Products and Chemicals Incorporated, one of the largest American chemical corporations, before forming his own London consultancy. He has been a governor of the Communication, Advertising and Marketing Education Foundation (CAM), and is moderator of the CAM PR diploma, a member of the board of management and chairman of the education committee of the Public Relations Consultants' Association, a member of the national executive and past branch chairman of the Institute of Marketing. Haywood is also an accredited business communicator and one of the few practitioners in the UK to hold the CAM diploma qualification in both advertising and public relations. He wrote the standard guide to business communication *All About PR*.

Dr Peter Honey (*People skills*) has been a freelance psychologist and management consultant since 1969. He specialises in anything to do with people's behaviour and its consequences. He divides his work into designing and running courses on interactive skills, team building, creative thinking, problem solving and self-development; consultancy projects on such things as customer satisfaction, assessment centre criteria, management training needs, staff attitudes, behaviour in meetings and groups; researching and writing books and articles. Some major clients during the last two years have been the Atomic Energy Authority, the Bank of England, Fisons, Ford Motor Company, ICL, ICI, Kimberly-Clark and Thomas Cook. Peter Honey is a member of the British Psychological Society, the Institute of Management Consultants, the Association of Teachers of Management and a Fellow of the International Management Centre from Buckingham and the Institute of Training and Development.

P T Humphrey (*Recruitment and Selection*) is a managing consultant with Price Waterhouse Management Consultants. Previously he was managing director of Ashton Containers (Southern) and personnel director with the Mettoy Company Ltd. He is a Companion of The Institute of Personnel Management, a Fellow of the British Institute of Management, and Member of the Institute of Management Consultants. He is a contributor to *Administration of Personnel Policies*

edited by Torrington and Naylor (Gower, 1974), *The Gower Handbook of Management* edited by Lock and Farrow (Gower, 1983) and author of *How to be Your Own Personnel Manager* (Institute of Personnel Management, 1981).

Andrew Kakabadse (*The politics of management*) is Professor of Management Development at Cranfield School of Management, and his current research interest is in leadership and politics in organisations. He is a director of two companies and has worked as a consultant to a wide range of organisations, including banks, motor manufacturers and multinational corporations. He is editor of the *Leadership and Organisation Development Journal* and co-editor of the *Journal of Managerial Psychology*. Professor Kakabadse has published numerous books and articles on various aspects of management and was recently elected a Fellow of the International Academy of Management. He is the principal author of *Working in Organisations* (Gower, 1987).

John Lewington (*Project management*) is Director, Management Studies Division at Harrow College of Higher Education. He originally trained as a Production Engineer with the Ever Ready Co. (GB) Ltd whilst completing his degree at City University. He spent three years working for General Motors Ltd (AC Delco) as Group Project Planning Engineer devising plans for new product proposals. In the 1970s he developed a number of short courses for executives in production planning and control techniques. His teaching experience spans the Open University, Middlesex Polytechnic and the Polytechnic of Central London undergraduate and postgraduate management programmes. In 1979 he gained an MSc in Business Administration from the City University Business School, where he specialised in operations research and corporate planning. His current post involves the design and development of management programmes to be conducted at Harrow College and on an in-plant basis. He has also worked as a consultant for a number of organisations in the UK. His current interest is the development of computer-based simulation models for management training in problem solving and decision making.

Bruce Lloyd (*Strategic planning*) has a degree in Chemical Engineering, a Masters Degree in Business Studies from the London Business School (1968) and a Diploma in International Affairs. He

started work with the British Petroleum Company in 1964, before going to business school and joining Hoare & Co. as an investment analyst. From 1970 to 1978 he was an investment manager with the Commonwealth Development Finance Company, and from 1978 to 1983 he was a finance manager in the Merchant Banking Division of the Bank of Credit and Commerce International SA, concerned with venture capital investments for the bank and undertaking internal consulting activities. He then spent 18 months undertaking freelance consultancy, fund raising and writing and lecturing assignments, before joining ICI Agricultural Division in Billingham to assist with corporate venturing—organising existing ventures, identifying new projects, as well as attempting to change attitude in the core business. During this time he was also seconded to Northern Investors, a venture capital company based in Newcastle, and concerned with developing links with the venture capital industry as a whole. He has currently returned to freelance consultancy, writing and lecturing. Bruce Lloyd is a member of: Institution of Chemical Engineers (C.Eng); British Institute of Management (FBIM, member of council); Society of Investment Analysts; Institute of Directors; Strategic Planning Society (Executive Committee member and member of the editorial board of *Long Range Planning* journal); and Business Graduates' Association (Chairman 1985/7).

Paoric McGowan (*Creativity and innovation*) graduated in Economics in 1976 from the Polytechnic at Wolverhampton. He returned to his native Northern Ireland to follow a career in accountancy. In 1980, he returned to the West Midlands of England to undertake a Master in Business Administration degree at the Management Centre of the University of Aston in Birmingham. He first became interested in the subject of creativity and innovation while studying at Aston University, where a large part of the programme was dedicated to this important topic. He undertook a major project on the management of creativity, researching the great wealth of contributions of many writers in the area. He returned to Ireland after graduating in 1981 and took up a post at Ireland's premier Technological University at Limerick (the National Institute for Higher Education). He has recently joined the University of Ulster at Jordanstown lecturing in management and entrepreneurship, but continues his research into management and innovation through the network of the Association of Teachers of Management (Irish region).

Mike Megranahan (*Counselling in the work place*) completed his first

degree in psychology and then worked in personnel for three years covering such aspects as recruitment and selection, psychometric testing, job evaluation and the development of survey materials. He then moved into lecturing before going to Henley—the Management College—to undertake PhD research into the psychological effects of redundancy with a particular focus on counselling strategies used to alleviate the impact of redundancy. After working as an occupational psychologist for the Manpower Services Commission in the area of employment rehabilitation, assessment and counselling he joined Control Data as a counsellor for their employee assistance program, the Employee Advisory Resource (EAR) before becoming the manager. EAR was the first in-house counselling programme of its kind in the UK and currently provides a range of counselling services to employees of Control Data as well as other organisations. He has also been involved in the development of a work counselling skills course for a leading consultancy; adapted and extended a computer interactive system to act as a basis for career change counselling for use in a large UK chemicals company; and acted as a counsellor, in a voluntary capacity, to several unemployment support groups. He has had several articles published on counselling and redundancy. He is also Chairman of the Counselling at Work Division of the British Association for Counselling and a member of the Occupational Psychology Division of the British Psychological Society.

William P Rees (*Accounting and business decisions*) is a lecturer in accounting in the Department of Economics at the University of Newcastle-upon-Tyne. His specialisms in lecturing, research and consultancy are centred on financial analysis and financial management. Before joining the University Bill lectured in the School of Business at Kingston Polytechnic and previously was a researcher in the Department of Industrial Relations at the University of Sydney. This research focused on the disclosure of information to employees. Before commencing his academic career Bill worked in the accounting profession for eight years, qualifying as a Chartered Accountant in 1975 whilst with Deloitte Haskins and Sells and gained his Master of Business Administration at the University of Liverpool in 1976.

John Rogers (*Manage your time*) obtained a research degree in Materials Science in 1972 and has spent most of his working time as a trainer. Currently he is setting up and managing an Information and Research Unit at the TSB Group Management College, Solihull. His work interests mostly involve technology and information in

learning, facilitating the development of senior managers and helping others use the time of their life well. A major previous employer was the British Gas Corporation, Northern Region, John being primarily responsible for employee relations training and developing managers.

Brian Sanders (*Effective speaking*) trained as an actor and toured the British Isles, France, Belgium and Egypt with the Donald Wolfitt Shakespeare Company. He left the theatre in 1954 to take up a career in education. He is a qualified teacher of speech, drama and English and for several years was head of the Speech and Drama Department of a constituent college of London University. He first broadcast in 1960 when he wrote and narrated programmes on acting, the theatre and Shakespeare. From 1970 to 1979 he wrote and presented a drama programme for BBC Schools Radio. Nowadays he broadcasts regularly on radio as an actor and narrator. He has extensive experience of teaching professional people in all aspects on communication and presentation. He runs courses on effective speaking and on speaking professionally through the media in which he deals in a practical way with interviews and talks on TV and radio, the phone-in, and discussions. He runs one-, two- and three-day practical workshop courses for the Industrial Society, the Institute of Accountants, Touche Ross, the Army School of Recruiting, the CEGB, the Electricity Council and firms of solicitors and actuaries. Since 1985 he has devised and run courses for several UK marketing companies. He lectures to large conferences and small groups.

Bill Scott (*Negotiating*) is an independent consultant working internationally and specialising in communication. His background comprises a rare mixture of industrial and academic achievement. He conducted business research from the University of Keele and later became project director of the Centre for Business Research and eventually assistant director of Manchester Business School. His experience in industry includes six years as group training manager with Wiggins Teape and six directing management development in the 22,000-strong Carrington and Dewhurst Group. Mr Scott has lectured for Management Centre Europe, the ILO and numerous other organisations, and runs seminars regularly, in the UK and overseas, on communication and negotiation skills. He is the author of *The Skills of Negotiating* (Gower, 1981).

Andrew M Stewart (*Coping with stress* and *Performance appraisal*) is managing director of Informed Choice Ltd, an organisation which

applies psychology to business and industry. His activities range from diagnosing the characteristics of effective performance, conducting training needs analyses and employee attitude surveys, to personnel and management selection, performance appraisal, and the identification and development of potential managers and entrepreneurs. He also conducts stress management programmes and assists with the problems of team building. He uses many different techniques, but is probably best known for his work with repertory grid, psychological tests and, above all, assessment centres, which he has been designing and running since 1970. Andrew graduated in psychology from Aberdeen University. He lectured at Surrey University for two years, and then held personnel and management development posts with IBM. He was seconded to the Institute of Manpower Studies at Sussex University, where he remained until 1977, developing the research interests which underpin his current work. He was managing director of Macmillan Stewart Ltd until 1986. He has published over 40 papers, six chapters for various handbooks, and six books, covering assessment centres, performance appraisal, management development, poor performance, and repertory grid. He is a member of the British Psychological Society, a Fellow of the Royal Statistical Society, and an Associate of the Royal College of Psychiatrists.

Dorothy M Stewart (*Effective writing*) is a management consultant with special expertise and interest in written communication. Beginning as a journalist, she worked in every aspect of book publishing, on a wide range of subjects and levels. She spent five years in Northern Nigeria, where she was involved in teaching English to Eastern Europeans and pre-university students, and setting up Ahmadu Bello University Press, a scholarly publishing house. After five years running McGraw-Hill's UK management book publishing programme, she set up the Writing Consultancy. Her work now centres on a range of training and development programmes and consultancy projects on business and creative writing. The Writing Consultancy aims to enable people to achieve their objectives through writing, whether it is for publication, general business purposes, marketing or promotion. She has an MA from Aberdeen University, and an MBA (special subject, finance) from Middlesex Business School, which she did the hard way—part-time while continuing to work full-time. She is a member of the British Institute of Management and the Association of Teachers of Management.

Cathy Stoddart (*Developing your people*) graduated in economics and government but chose to go into industrial relations working for a major employers' association. After initially dealing with day-to-day queries arising from the intricacies of a 26-clause National Agreement, she was soon dealing with national officials of the major trade unions with which the association negotiated. In this period, she also developed an interest and skills in job evaluation. In 1978 she was appointed job evaluation co-ordinator (in addition to her IR responsibilities) with an independent seat on the National Joint Council for the Environmental Engineering Industry. In her next job as a personnel manager she became interested in training and development and later joined a relatively new consultancy company, the Prospect Centre, which specialises in developing strategic manpower development policies and practices for organisations. Finally, Cathy's personal experiences as a woman and now a mother of two small children who also wants to work have sparked an interest in the whole field of equal opportunities. This is another area in which she and the Prospect Centre are also working.

Peter Walker (*Decision making and problem solving*) is the European training and development manager for Texas Instruments, with the responsibility for helping develop effective training organisations. In addition he has a personal interest in developing training programmes which provide the vehicle for integrating individual skill development and cultural change within the organisation. He also lectures outside Texas Instruments and his training approach has proved successful in a number of organisations. Peter Walker has worked in management training and organisation development over the last ten years at Rank Xerox and now Texas Instruments. As a chartered engineer he brings management and business experience to the training function in fields such as technical sales, product support and services management. His experience of adult education and technical training goes back to his national service days as an instructor in the Royal Army Education Corps.

Michael Williams (*Management self-development and Career planning*) is senior partner of Michael Williams and Partners and director of Applied Skills for Management. He held posts in organisation development and management development in BL Cars following experience in personnel, marketing and production in a variety of major UK companies. In 1980 he set up his own consultancy specialising in

organisation development, team building and individual development. Mr Williams has lectured extensively in the UK and Europe on various management topics—especially leadership and management style. His publications include *Human Relations* (Longmans, 1967), *Supervisory Management in the Office* (Heinemann, 1969) and *Performance Appraisal in Management* (Heinemann, 1972).

Peter Woodcock (*Marketing*) made his first career in the chemical industry where he worked for about 18 years. During this time, his experience was very varied, making heavy chemicals, recruiting graduates from universities (what is these days called ‘the milk round’), selling speciality chemicals, and, finally, examining the marketing activities of potential acquisition candidates. His second career was with Middlesex Polytechnic where he was fortunate to have played a part in two ‘firsts’. The Polytechnic was the first British academic institution to set up and run a joint degree programme with a French Grande Ecole—the Ecole Supérieure de Commerce at Reims. This course entailed students spending half their time in each country, including a period in industry in both countries, and Woodcock taught on that course from its inception until he retired in 1983. The course was extended to West Germany, in cooperation with the Fachhochschule at Reutlingen, and Woodcock was a member of the British and French team negotiating this development. He also helped to launch the first part-time Master of Business Administration degree in a Polytechnic. He continues to teach on this programme, and it is appropriate to note at this point that the editor of this Handbook gained her MBA on that very course. Peter Woodcock continues his interest in industry by acting as a consultant to a number of small and medium sized firms.

Dr H Beric Wright (*Managing your health*) qualified at University College and Hospital, after which he spent four years in the army doing operational research as an applied physiologist. Later he trained as a surgeon and worked overseas for an oil company in Sarawak and Trinidad where he started a birth control clinic in a Catholic island. In 1958 he joined the staff of the Institute of Directors under the enlightened leadership of the late Sir Richard Powell, to start a medical research unit looking at the occupational health problems of managers. In 1964 this became the IOD Executive Health Centre which merged with BUPA in 1970 to become the BUPA Medical Centre which now provides a countrywide health screening facility. Dr