

WHY MANAGEMENT DEVELOPMENT?



The path into management generally comes through technical competence. The person promoted has demonstrated technical competence and a personality compatible with those already in the management ranks. When the promotion comes, the organization elevates the new manager based on her or his technical success often without defining new 'managerial' expectations or new skills and talents to be developed and applied.

In this ambiguous environment, the new manager is expected to perform -- by that we mean that he is, minimally, expected to obtain the same levels of technical production from those now reporting to him that he demonstrated as a non-management employee. The organization rarely offers the new manager management skills training, nor does it suggest that the new manager learn or rely on skills other than technical. As a result, the new manager is left with the option of self-study (if they are sufficiently aware that they need to do something different) or emulating current management practices, few if any of which will prepare him for the new role as leader and not doer.

The new manager will observe the current management staff to:

1. Determine what is allowed.
2. Try to intuit what is expected.
3. Determine the best way to survive.
4. And, most importantly, learn how management "is done (rewarded)" in the organization.

Most likely s/he will discover that the hierarchical mandate is the order of the day. S/He is boss and those working for her/him must "toe the line and do it my way." Conflict is avoided, innovation stifled with honesty and trust in short supply.

Tectonics believes it is the obligation of management in a global economy to prepare themselves and their organizations to survive and prosper in a highly competitive environment. This will not be done through hierarchical management styles. Organizations will not learn to add value, increase their work forces by diminishing or destroying the innovativeness and creativity of their employees. Further, both managers and their organizations will require much more than technical skills, organizational sanction (hierarchy), and positional authority to create the trust necessary to unleash the talent of their internal customers.

At Tectonics we believe that all managers must excel in the following disciplines:

- Coaching
- Counseling
- Mentoring
- Resource management
- Trustworthiness

They must lead, as well as manage, with integrity. They must learn to clear obstacles to others success, to become a role model of ethical values and competence in order to build a vibrant organization. Managerial tools and insights must be provided to all managers, new or seasoned, as well as to those who aspire to management.

Tectonics believes that no manager comes to work to do a poor job. If the job is not performed well it is because the organization has set them up to fail, e.g., there are no new expectations beyond production, nor has the organization provided the tools for them to succeed. A strong management development program provides both tools and a foundation of expectations for the motivated organization and manager alike. To that end, management development best practices would provide training and tools as well as new expectations for the organization and managers alike.

Unfortunately, organizations tend to approach management development, except on rare occasion, in a haphazard manner if at all. Often 'management development' is the result of a

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'feeling' that 'something' needs to be addressed in order to solve a 'problem' rather than a thoughtful, future-driven, program that will insure a sustainable pool of managers with real management mindsets and skills. Even more rarely organizations choose to perform a management needs analysis that includes organization-wide feedback, examining an existing 3- to 5-year strategic plan to project future management needs and, finally, craft a management development program that addresses root causes and lays a foundation for sustainable management culture change. Even if no strategic plan exists, a common circumstance, an effective, albeit less than optimum, management development program can be crafted by using the answers to the following questions:

1. Why is the management development initiative been requested? What, and who, are the catalysts?
2. Is this management development initiative to be a one-time event or an on-going part of the organizational culture?
3. Who is the executive sponsor for the initiative?
4. What levels of management are to be participants in the development initiative?
 - Senior?
 - Middle?
 - Supervision/Frontline?
 - Management candidates?
5. What is the purpose of the management development initiative?
 - Enhance existing skill sets?
 - Provide new skill sets?
 - Emphasize existing values/ethics?
 - Impart/inculcate current values/ethics?
 - Inculcate new values?
 - Change attitudes?
 - Change behaviors?
 - Create/change management culture?
 - Reinforce existing organizational culture?
 - Change existing organizational culture?
6. Does the organization have a strategic plan?
 - If so, has it been parsed to determine what management, and employee, skills, attitudes, values and behaviors are needed to achieve the strategic vision and goals?
 - If not, how are the skills, attitudes, values and behaviors selected? What are the drivers?
 - If not, what management skills, attitudes, values and behaviors are needed to develop a vision-driven 3-5 year strategy?
7. What are the espoused ethics/values of the organization?
8. What are the ethics-in-action of the organization?
9. Where does the organization see itself in 3-5 years in non-financial terms?
10. Have you completed a needs assessment?
 - Management 360° SWOT analysis?
 - Gap analysis?
 - SME input?
11. Will the management development initiative be linked to a competency framework?
12. How will you know if the management development initiative is successful?

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13. How will you calculate the management development initiative ROI?
14. Will the management development initiative be linked to an appraisal and/or feedback system?
 - If so, is there a plan to change the appraisal and feedback processes to incorporate new learnings/behaviors to insure their sustained application and use?
 - If not, what is the plan to insure that the new skills and knowledge will be utilized

Once you have these answers in hand the content that is needed will have become apparent.

One of the goals of a consistent, but evolving, management development program is to create a culture of trust based on continuous learning, shared management concepts, uniform expectations and a common vocabulary. The 'alumni' of such a program become part of it, i.e., to teach the courses as employees learn best from other employees who are 'walking the talk.'

Let Tectonics assist you in designing a management development program that is aligned with your organization's needs now and in the future.