

Chapter 8 Developing managers

-Management development

- Any attempt to improve current or future management performance by
 - Imparting knowledge
 - Changing attitudes
 - Increasing skills

-General management development process consists of

- Assessing the company's needs for future executive openings

-Management development is important because

- It prepares junior managers for future promotions
- Helps to socialize management trainees

-Changing nature of mgmt

- Employees are rotated through programmed series departmental assignment and educational experience
- This also gives them a breadth of experience

-Succession planning

- Usually executive positions like CEOs are filled this way

-Stages of succession planning

- Org projection
 - The firm anticipates the dept's mgmt needs based on factors like planned expansion or contraction

-Mgmt skills inventory

- HR reviews the skills inventory

-Replacement charts

-Managerial on the job training

-Job rotation

-Mgmt training technique involves moving a trainee from dept to dept to broaden his/her experience and identify his strengths and weaknesses

-Advantages of job rotation

-Disadvantages of rotation

-Focus is more on mere performance NOT efficiency

-To improve job rotation

-This program should be tailored to the needs and capabilities of then trainees

-Trainees' interests, aptitudes, and career interests should be recognized

-Coaching/understudy approach

-Here the trainee works directly with the person he/she is to replace

-It gives the trainee a direct chance to learn the job

-To be effective the executive has to be a good coach

-Junior boards

-This gives the juniors an invaluable experience in real life business matters

-Also referred as multiple mgmt

-Action learning

-Here the trainee meets with 4/5 persons project group where they discuss and debates about their progress

- Action learning may require good cooperation from other employers

- Pros and cons of action learning
 - It gives trainees with real experience with actual problems
 - Helps in developing their skills in analysis and planning
 - One problem is employer loses the service of a full-time good manager for sometime while they are gone for action learning

- Managerial off the job training
 - Case study method
 - Mgmt games
 - Outside seminars
 - University related programs
 - Role-playing
 - Behavior modeling

- Case study method
 - Here the trainees learn how to diagnose a problem using different judgment
 - They also realize that many times their ways of solving a problem is influenced by their needs and values

- Case method has five main features

- Some suggestions about case method
 - Use the cases from the present company

 - Make sure the does not dominate the session

-Mgmt games

-Development technique where teams of managers compete with one another by making computerized decisions regarding realistic but simulated companies

-Pros and cons of mgmt games

-People learn best when they get involved

-Games are more interesting than other methods

-But in real life managers more often rewarded creative decision making

-Outside seminars

-University related program

-Employer's contribution

-Many employers encourage their employees to go for higher education

-Sabbaticals

-Role-playing

-Behavior modeling

-Training technique where trainees are first shown good mgmt technique in film and then they are asked to play roles as per the film in a simulated situation and finally they are given feedback

-Watching is converted into doing

-Things covered are

-First line supervisors are trained on employee-supervisor relationship program

-The process involves

-Organizational development (OD)

-A method of changing the attitudes, values, and beliefs of employees so that employees can improve the organization

-Involves three factors

-Survey feedback

-Sensitivity training

-Participants' feeling and attitude are expressed in frank manner

-Team building

-Sometimes the consultant meet with each team member separately and then in a group

-9,9 managers

-Learning org

-An org that is skilled at creating, acquiring, and transferring knowledge and at modifying its behavior to reflect new knowledge and insights

-Five engagements of learning org

-HR and systematic problem solving

-A learning org depend on scientific method not on guessing

-HR and experimentation

-Experimentation means systematic searching for and testing for new info and knowledge

-HR and learning from experience

-Case study and precedent can be used to guide

- problem solving
- HR and learning from others
 - Companies have to look beyond their interior to gain further insights into new knowledge
- Benchmark
- HR and transferring knowledge
 - Spreading knowledge quickly and effectively throughout the org
- Executive development program
 - Five key factors
 - 1. Extensive and visible involvement by the CEO
 - 2. A successful development process have a clearly articulated and understood executive development policy and philosophy
 - Philosophy includes
 - Ensuring the availability of qualified executives for current and future openings
 - Develop the junior managers to assume future responsibilities
 - 3. Successful executive development program is clearly linked to the Corporations' business strategies, objectives, and vision
 - 4. Successful EDP involves three things
 - Annual succession planning process
 - 5. EDP is the responsibility of the line managers not the staff (like HR)
- Executive development in global companies

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MGT 351

-For international assignment follow these guidelines