What Is Management Development?

How Can "Formalized" Training Successfully Further Your Management Development Efforts?

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Just about "everyone" has a management development program nowadays. No self respecting head of administration would be caught dead without a "manager," a "director" or a "coordinator" of management development on the payroll. Even in organizations too small to boast a full-time management development man, their executives will tell you that, "We have a man working in that area." There's no question about it, management development is popular today. Unfortunately, misunderstanding about management development is almost as widespread as its popularity.

Many Different Ideas

If someone should ask you, would you say that management development means: (1) Selecting and training young men with apparent management potential? or (2) Helping first line supervisors to do their jobs more effectively? or (3) Teaching advanced management skills to middle management people? or (4) Guiding young executives up the management ladder? or (5) Briefing top executives on newly tested and proven techniques of doing business? Is it all of these things? Or, is it different things to different people? (Like the story of the blind men who examined different parts of an elephant for the first time and then each of them proclaimed what he thought an elephant was really like.) Perhaps at least some of you will agree that in its very broadest sense, management development entails the over-all strengthening of an entire management structure, and that integral parts of this whole are the above mentioned — plus as many combinations and variations as there are people in the management development field!

Management Skills Involved

Regardless of their number, these "parts" of management development

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have this in common; they involve management "skills" that must be learned and practiced by management developers: The following are some examples of these management "skills."

How to:

a. Recruit and select high potential manpower
b. Establish individual standards of performance
c. Evaluate individual performance and effectiveness
d. Coach and counsel individuals to help them function more efficiently and prepare for advancement
e. Brief and re-train executives at all levels as their job responsibilities change.

Enter-Formalized Training

In the initial stages of a management development program some management developers may find themselves asking, "Where and how do I get started?," and that's where formalized training should enter the picture. Formal training is *organized* training, and organization is one essential requirement for successful management development, or for any training effort for that matter. After all, management development is really just a specialized form of training.

Establish the Need

The first step in formal training is to define specific needs, and then try to determine the size or scope of these needs to see if they can be "fractionalized" or divided into smaller needs that would be easier to define clearly. It's very possible that what was thought to

be one big need may actually be a series of smaller needs — some of them related and some entirely unrelated.

Determine Objectives and Priorities

After the needs have been determined and defined as clearly as possible, the next step in the training process is to make an estimate of the situation to determine: (1) What the long range objectives are (2) How many needs actually pertain to these objectives (3) If there is any correlation between these needs, and (4) Which of these needs has highest priority for action.

Make a Training Plan

Based on this estimate we can now make a training plan which should include: (1) A specific time table for completion of each phase of training to be conducted, (2) Specific assignment of individuals to plan and conduct the training, (3) Advance preparation of space and materials that are needed to conduct the training.

Periodically Check Progress

Periodic time check points should be built into a training plan. Rather than waiting for an entire year (as some plans do) these interim checks on progress should be made to: (1) Recognize and isolate specific problems that may be impeding progress (2) Determine the reasons for these problems (3) Take remedial action on these problems and (4) Schedule additional interim checks to appraise the effects of remedial action taken.

Evaluate the Results

Finally, at the end of each phase of a training plan, the plan should be evaluated and the following questions should be raised: (1) Is this particular plan well coordinated with established long-range objectives? (2) Have the results of this plan been satisfactory to date? (3) Should this plan be continued? — revised? — or discontinued?

No doubt you have noticed that the terms "management development" and "formalized training" have been used interchangeably in this article. Some people draw a sharp distinction between the two. I, for one, believe that training and management development are so inter-related that any attempt to separate them completely is a flagrant example of unnecessary duplication and overlapping of functions, which most of us claim to abhor (with the possible exception of Mr. Parkinson and his "law"). Therefore, it is my opinion that management development is really just another facet of an organization's entire training effort and should be treated as such.

Conclusion

If there is any conclusion that can be drawn from this article perhaps it is this: "To perpetuate successful management development— First plan — Then prepare — and finally — proceed — *using the organized precepts of formalized training.*"

IRS Competition For Executive Development

The following is from a release by Commissioner Mortimer M. Caplin, of the Internal Revenue Service, U. S. Treasury Department.

Executive Selection and Development Program

The competition for this year's Executive Selection and Development Program brought out the usual large number of very able candidates. The following figures suggest how keen the competition was:

Total Applicants 787
Employees recommended by district
   directors and other "heads of offices" 336
Candidates recommended by Screening
   Committees and interviewed by
   National Selection Board 62
Selected 19

The statistics make it obvious that no one should be discouraged because of not having been selected. All those recommended by the heads of their offices, the people who know them best, can be justly proud. And I certainly want to offer my special congratulations to those who got far enough in the competition to be interviewed by the National Selection Board.