

*From Sealright-Oswego Falls Corp. . . .*

# An Opinion Of Management Development

## Management Development Dependent Upon Interaction of Whole Organization

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Almost every day new or revised literature is forthcoming concerning the management development field. The approaches and systems of management development vary in almost every organization. Yet with the maze of material and methods, management development is still a nubilous and turbid area. What then is the relation of management development to the organization and what are the fundamental precepts that govern this relationship.

Succinctly, management development has its purpose and its justification in providing the organization with greater present and future management. This, in itself, has many ramifications which we will not involve ourselves with at this time. This purpose appears, at times, to become overlooked or over-

shadowed in the light of the many and often times complex theories of development. It appears that currently the means or approach to development is overshadowing the ends or purpose of development. We sometimes have the tendency to lose our organization orientation and consider individual problems as a whole rather than as a part of the whole. It is then essential to keep foremost in our plans the purpose of development.

Secondly, no matter which approach to development an organization chooses to use, it should be kept as simple as possible. It is much too easy to become lost in the complexities of the system and lose sight of the purpose of the development program. Simplicity, in itself, infers practicality. The simple and

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practical system will have greater acceptance, greater understanding and in the long run, probably better results. This will not be true in all cases but as a general rule it is valid.

Thirdly, since competition has become more intense in the last decade and organizations have become increasingly cost conscious, we in the training and development field, have to justify our position in the organization. This means that in the near future we will have to find new and valid means of evaluating our efforts. We are presently and in the near future going to have to show where our efforts have succeeded and where they have failed. It is not enough to assume the necessity of training and development, we are going to be forced into the position of having to show the results of training and development in order to continue our efforts.

Fourthly, the responsibility for implementation of development rests solely with line management. Unless management can be orientated to this point, the most promising program will not succeed. The realization of the development function by line management is sometimes a difficult obstacle to overcome, especially in the initiation of a new program. However, if management realizes its responsibility in this area and takes it seriously the roughest of programs will yield very satisfying results. In regard to this, Lawrence Appley of AMA succinctly says of management: "Management is not the direction of things, it is the development of people." This can be termed organization climate or environment but regardless of the term it is a fundamental precept of development.

Fifth and lastly, what is the vehicle through which development personnel can satisfy the organizational purpose of management development. The root of development in the individual is the will to develop. The individual has to be motivated to develop himself. The motivation to develop can be strictly an internal force that originates from inner drives or the motivation to develop can be manifested through external stimuli. Motivation is the base of learning and development. Individual motivation has to be present if the development effort is to succeed.

The whole of the organizational structure lends itself to the will to develop. The purpose of management development has to be keenly sought after and achieved, the organizational climate has to be such to encourage development and the system has to be simple and practical making development a continual goal if the individual is to be motivated to develop.

All the above precepts are organizationally orientated and are dependent on the organization as a whole for successful execution. Management development is then not a separate entity or department isolated from the organization. It is really not even a part that comprises the whole organization. Management development is the whole organization. The success of a development program is irreversibly tied to the attitude, atmosphere and policies of the organization. The success of management development then is not dependent on a particular approach or method but rather the success is dependent on the interaction of the whole organization.