

Unit 4 Management and Operations

Unit 5 Leadership and Management for Service Industries

WEEK 12 CLASS TOPICS

- Investment in management and leadership development
- Coaching and mentoring opportunities

Management and Leadership Development

Management and Leadership Development

Management development is the overall concept that describes the many ways in which organizations help employees develop their personal and organizational skills, either as managers in a management job or with an eventual management job in mind.

Leadership development refers to activities that improve the skills, abilities and confidence of leaders. Programmes vary massively in complexity, cost and style of teaching. Coaching and mentoring are two forms of development often used to guide and develop leaders. Leadership development is a common process in succession planning, which aims to produce high-calibre leaders to take over senior positions when they become vacant. High-performers are typically identified for these leadership development programmes, which may be longer-term and broader than programmes focusing on tighter end-goals.

Ways Organizations Can Invest In Management/Leadership Development

INTERNAL AND EXTERNAL

Management and Leadership Development

Organizations need a process for developing the skills of their managers as these employees direct and organize the work of all of your other employees. Additionally, if you want to retain your best managers and potential managers, most significant among their needs from work is the opportunity to continue their personal and professional growth and the growth of their careers.

When employees think of management development, they are likely to think about university classes and MBA programs, consultant-led external training, and attendance at conferences, trade shows, workshops, and seminars. These are frequent ways in which employers invest time and money in developing their managers.

Internal Management/Leadership Development

Internal management development has advantages over external seminars and classes. It presents and reinforces needed skills and management techniques. It speaks a common language that people in your organization will understand — and gives them a common language that they can use with each other.

Internal management development is presented around your challenges and problems, so it is customized for the people who attend. It is offered on your terms at your preferred times and your preferred length.

Internal management development reinforces the organization's culture and addresses the norms and expectations of the manager's workplace. It incorporates familiar workplace examples and reinforces desired organization direction, values, and goals.

Internal management development also reinforces the application of the skills learned in training back in the workplace. This significant ability to do the activities needed for training transfer to the workplace before, during, and after the training is all the justification you need to offer internal management development.

It can require weekly assignments, reading, and on-the-job training. Employees can work together in study groups outside of the actual training. You can also provide management development training as part of an ongoing, regularly-scheduled management meeting.

External Management/Leadership Development

An employer's training options are widespread and encompass many possibilities.

Management development can include such external opportunities as university classes, seminars, workshops, courses, conferences, and field trips. Employers can assist employees to pursue these options by paying for classes and seminars.

They can also offer tuition assistance to employees attending college or university classes and who plan to earn a degree.

Management and Leadership Development

- **THE WRONG KIND: TRAINING**

Many leadership programs don't accomplish what they set out to do: build better leaders. But there's a reason for that.

Each year, U.S. businesses spend more \$170 billion on leadership programs, with the majority of that being spent on "leadership training." And therein lies the problem. Leaders are not trained; they are developed.

Training is the top reason why leadership development sometimes fails. Training indoctrinates on the "right way" to do things. It standardizes. It serves the status quo. Development differentiates and encourages forward thinking.

"Training focuses on best practices, while development focuses on next practices," says Fortune 500 leadership adviser, author and Forbes contributor Mike Myatt.

"Training is often one directional, one dimensional, one size fits all, authoritarian process that imposes static, outdated information on people," Myatt explains. *"The majority of training takes place within a monologue (lecture/presentation) rather than a dialog. Perhaps worst of all, training usually occurs within a vacuum driven by past experience, not by future needs."*

Management and Leadership Development

- **THE RIGHT KIND: MENTORSHIP**

The right way to produce leaders in your organization is not to train them but to develop them through coaching and mentoring.

While training focuses on how things are done right now, development focuses on how things ought to be done in the future. When training focuses on compliance, development focuses on performance.

The difference between training and development is like the difference between maintenance and growth, standards and potential, indoctrination and education, efficiency and effectiveness, jobs and people, problems and solutions. Training keeps you in a box. Development takes you outside the box.

Following are some of the characteristics of an effective leadership development program:

- **Job rotation:** gives employees first-hand experience in a variety of roles throughout the company.
- **Stretch assignments:** encourages employees to develop skills outside their comfort zones, boosting their confidence, enhancing their skills and increasing loyalty to the company.
- **Mentoring:** assigns accomplished employees to assist in developing the skills of younger, less-experienced workers.
- **Veterans' advice:** invites veteran or retired employees to share their knowledge and experience with younger workers and new hires.

WHY LEADERSHIP DEVELOPMENT MATTERS

Can you afford the costs of poor leadership? —disengaged talent, high employee turnover, low productivity, bad decisions, unhappy customers? No you can't. It's more cost effective to develop your existing employees into leaders than to hire leaders from outside hoping they will be the right fit for your company.

Leadership development programs are crucial to the long-term success of every organization. Whether you believe leaders are born or made, in order to build a high-performing team, optimize your people's expertise and prepare the next generation of well-rounded leaders, you have to invest in leadership development-not in a colorful Power Point training session.

REASONS TO INVEST IN LEADERSHIP DEVELOPMENT

IMPROVE YOUR BOTTOM-LINE.

Developing leaders in your organization reduces costs, drives new lines of revenue and improves customer satisfaction.

Companies that invest in leadership development deliver stock market returns five times higher than the returns of companies that place less emphasis on human capital, according to studies by Harvard Business Review and McBassi & Co.

REASONS TO INVEST IN LEADERSHIP DEVELOPMENT

ATTRACT AND RETAIN TALENT.

Leadership development increases employee engagement and reduces costs associated with turnover.

When you give employees a role in your company's future, they respond with loyalty. Developing your own people also is less expensive than bringing on new recruits, as it doesn't require you to spend money on advertising, headhunter fees, HR costs, travel and moving expenses, signing bonuses, etc. In terms of turnover, the most common reason for employee exodus is a bad manager, that is, poor leadership.

REASONS TO INVEST IN LEADERSHIP DEVELOPMENT

IMPROVE CORPORATE CULTURE.

You invest in them, and they invest in you.

Investing in leadership development sends a message to your people that you care about them and inspires them to meet and exceed performance expectations. Programs that include mentoring and coaching can boost employee morale and transform your company from a workplace to a great place to work. Leadership development programs also reinforce a company's vision, mission and values by setting an example.

REASONS TO INVEST IN LEADERSHIP DEVELOPMENT

INCREASE ORGANIZATIONAL AGILITY.

Leadership development helps companies navigate challenging times by increasing people's ability to respond rapidly in unpredictable business environments.

Effective leadership comes in handy not only during day-to-day business operations but particularly during critical times such as drastic change, accidents, workforce reductions, corporate restructuring, political upheaval and personal tragedy.

How Can Businesses Mentor Or Coach Current Employees To Become Leaders In The Company?

It's not a matter of simply teaching a person some new skills or sending them to a leadership training conference. It's much more than that. Going to training doesn't give people the opportunity to practice their skills; it only tells them how it should be done. While this information can be helpful, different people will lead different ways so some information may not always be applicable to every person in attendance.

The number one reason that leadership training fails is because you can't train leaders at a seminar, they must be developed through real experiences and pushed to exceed the limits! One must coach and mentor a potential leader. Instead of the dreaded training approach, development of leaders is collaborative, contextual, and nuanced.

So, focus on the future of the company. Mold candidates into an outstanding leader through clear direction and a positive atmosphere. Give feedback regularly and communicate concisely with all employees. Force employees to think outside the box and drive them to exceed expectations and go beyond the threshold. Instill trust and be fair. Know others' strengths and weaknesses and motivate and inspire. This style of leadership will be appreciated by employees and will lead to higher engagement, better innovation, and a standard of accountability. Use a coaching/mentor style leadership development approach, and your company will reap the benefits of an internal leadership pipeline.