Contents

List of illustrations Preface Acknowledgements Notes on the Contributors	
PART I SETTING THE SCENE	
1. Effectiveness in management development Alan Mumford The threefold nature of effectiveness in management development – Effective managerial behaviour – Development processes emphasizing effectiveness – Effective learning processes – Successful management development – References	3
PART II PLANNING FOR MANAGEMENT DEVELOPMENT	
2. Planning management development Tony Vineall The basic disciplines – Management resource planning meetings at company or unit level – Review of resources at higher levels – Planning of individual careers – Conclusions – References	23

хi

3.	Diagnosing needs Andrew Stewart Types of technique – Critical incident – Self-report questionnaires – Structured interviews – Diary method – Performance questionnaire – Content analysis – Behaviour analysis – Tests and quizzes – Psychological tests – Repertory grid – Conclusion – References	33
4.	Performance appraisal Andrew Stewart Varieties of system – Performance criteria – System design – Training – Monitoring and control – Identifying potential – Problem performers – Future trends – Performance review sequence – References	49
5.	Managing career choices Charles Margerison Managerial careers and organizational roles – Identifying people's contribution prospects – Merging career prospects and roles – Career self-assessment – Career paths and positions – References	65
6.	Defining managerial skills and competences Wendy Hirsh and Marie Strebler Managerial skill language: a practical problem – Ways of expressing managerial skills – Competences – Skills and competences in common use – Deriving skills and competences – Past or future skills? – A national approach to managerial skills – Issues for practitioners – References	79
PAR	THE PROCESS OF MANAGEMENT DEVELOPMENT	
7.	Styles of learning Peter Honey The process of learning from experience – Different learning style preferences – Becoming an all-round learner from experience – The trainer's learning preference – The choice of self-development – Self-development programme – Strengthening the Activist and Pragmatist styles – Conclusion – References	101
8.	Self-Managed Learning Ian Cunningham A concrete example – Where does SML come from? – Learning approaches – Other influences on self-managed learning – Both/and or either/or? – Conclusion – References	112

		CONTENTS
9.	Development work and the learning spiral	127
	John Morris Bringing work and learning together – Development culture and dominant culture – Coming to terms with tribes – Hunger for understanding of strategy – Leadership – Keeping it simple – Learning from best current practice – References	
10.	Management Learning Contracts	139
	George Boak What is a Management Learning Contract? – Basic principles – Preparation – Negotiation – The first proposal – The balanced response – Contractual relations – Assessment – Review – References	
11.	Mentoring and coaching	156
	David Clutterbuck and Bernard Wynne Mentoring and coaching: what is the difference? – When to mentor, when to coach – Who can be coached and mentored? – The skills required – What effective mentors do – How mentors help mentees manage their own learning – Organizational and personal barriers to mentoring and coaching – What's in it for me? – Setting up a mentoring programme – Further reading	
12.	Facilitating management learning with interactive video	170
	Don Binsted and Sue Armitage Design principles – What sort of learning is possible? – The video component – The overall research approach – An economic means of production – The educational design – Making the video sequences – Text screens – Stitching it together – Testing – Making the final version – Embedding IV in an organization – Conclusions – A cost-effective approach to the use of IV in an organization – Acknowledgement – References – Notes	ı
PA	RT IV MANAGEMENT DEVELOPMENT IN ACTION	
13	. An in-house senior managers' programme for organizational change	191
	Bruce Nixon Case study synopsis – Background history – Selecting the delegates – Pitfalls to avoid – Programme design – Programme structure – The key issues for the participants – What happened in practice – the first workshop – What had happened three months later? – The second workshop – The third workshop – Effect of the programme on the business – Conclusion – Note – References	

14.	Action learning – a questioning approach*	209
	'Isn't action learning just "learning by doing"?' – 'Action learning seems to have a language of its own' – 'It all sounds very open-ended' – 'Where does action learning make its best contribution?' – 'How can we arrange exchange programmes?' – 'Are there group projects in action learning?' – 'What forms of programmes are appropriate?' – 'Do you need outside staff in the groups/sets?' – 'Is action learning suitable only for those about to be promoted?' – 'Isn't action learning just "consultancy"?' – 'How does action learning end?' – 'How can action learning fit into training programmes and courses?' – 'Are there heavy requirements for skilled resources?' – 'How do learners rate action learning?' – 'Are action planning and action learning different?' – Thoughts on ending – Notes – References – Guidance to reading on action learning	
15.	Learning design for effective executive programmes Jim Butler	236
	Management development programmes (MDPs) – Learning to implement business strategies – Conclusion – Note – References – Further reading	
16.	Using the outdoors John Teire	258
	The background – The objectives – The design – The experience – Dave's diary – Reflections – Sometime later – In addition – Further reading	
17.	Business strategy and international people development in ICL	276
	Andrew Mayo ICL – The development of international operations – Types of international capability – The special case for Europe – the	210
	concept of the 'Euromanager' – ICL's vision of a 'European Company' in HR terms – ICL and Europe – Practical applications of international development in ICL – Summary – References	
18.	Assessing for competence at Safeway Stores plc Mike Stringfellow Background – The store manager – Store manager	293
	effectiveness – Applying a competence-based approach – The future	

		CONTENTS
19.	Making it happen Ed Moorby Management development in theory – Some realities of management development – Pointers to success – Further reading	301
PAR	T V ISSUES IN MANAGEMENT DEVELOPMENT	
20.	The cultural contexts Bob Garratt A cultural health warning – Setting the context – Some working definitions – A working vocabulary – Characteristics of metacultural managers – Necessary roles – The role of management developers in developing culture – A case study of change and culture – References	317
21.	Handling cultural diversity David Ashton Key concepts and approaches – Cultural differences and the content of development programmes – Cultural differences and learning methods – Conclusions – References – Further reading	332
22.	Cultural pitfalls of international alliances and culture- bridging strategies Irene Rodgers Cultural differences can hurt – Culture-bridging strategies – References	340
23.	Developing women managers Judi Marshall Potential differences between women and men – Management	350

development provision - Closing remarks - References

- Strategy as the integrating theme - On the horns of a dilemma – Conclusion: resolving the dilemma – References

Graham M. Robinson

24. Management development and organization development

The background – OD frameworks – Looking for a silver lining

366

25.	The role of the management development specialist Tony Pont	384	
	The structure of organizations – To raise the profile of management development in the organization – To market and sell training and development to line management – To assist in the creation of a learning organization – To raise the quality of management development activities and to provide evidence of returns on investment – To be aware of external developments – To design and deliver a portfolio of development opportunities – To develop self and the status of management development – To develop consultancy and interventionist skills – Conclusion – References		
26.	Team-Building Bill Critchley and David Casey Theoretical considerations concerning management groups – Conclusions – Further reading	404	
27.	Evaluation Peter Bramley Evaluating the training process – Evaluating changes due to training – Purposes for evaluation – Approaches to evaluation – Objectivity of evaluation – Presenting an evaluation report – Do you really want to evaluate your training? – References	416	
28.	Choosing resources Michael Abrahams Looking for evidence – Consultants – Consultancies – Business schools – How to choose a business school – Visiting a school – Management colleges – Public training courses – Choosing a course – Consortium programmes – Training packages – Summary – Further reading	441	
Index	c	459	

List of illustrations

1.1	Effectiveness triangle in management development	
1.2	Types of management development	12
1.3	The virtuous learning circle	13
1.4	The vicious learning sequence	14
2.1	Human resources review	29
5.1	Career choice model	67
5.2	Types of role within organizations	68
5.3	Model of perceived career prospects	71
5.4	Model for assessing role performance	72
5.5	The Margerison–McCann types of work model	74
6.1	Example of a skill group, subgroup and pen picture for	0.0
0.1	general managers	82
6.2	Common items of skill language	85
6.3	Uses of skills and competence frameworks	86
6.4	A alvil framework for general managers	89
6.5	Example of the management standards framework for junior	0.0
0.0	managers	92
7.1	Learning from experience	102
8.1	The issue of structuring	114
8.2	The problem of going from A to B	116
9.1	The learning spiral approach	129
9.2	Splitting the learning	130
9.3	Splitting the commitment	131
9.4	The direct-action approach	132
10.1	A learning cycle	14
10.1	Learning stages	142
11.1	How people learn	15
11.1	The coaching code	159
11.4	THE COaching Code	

xii

12.1	Learning domain map	173
12.2	The CSML approach	176
12.3	Example of educational flowsheet	177
12.4	Programme branching flowsheet	179
12.5	Evaluation methodologies	181
13.1	Programme structure	199
13.2	Programme objectives	199
13.3	The three workshops	200
13.4	Objectives of workshop 1	201
13.5	Programme for workshop 1	201
13.6	The vision of Sun Alliance	204
13.7	What participants appreciated	204
14.1	Choosing the form of management development programmes in	
	action learning	223
15.1	The learning design for executive participants	237
15.2	The conventional design dichotomy	238
15.3	Dynamic perspective for managing change (skill and	
	organization)	238
15.4	The design spectrum perspective	249
15.5	BMS programme design	251
15.6	Double loop and single loop learning	253
16.1	Relationship between a manager's thoughts, feelings and actions	260
16.2	Interdependence with work team and organization	261
16.3	Summary chart: before the course	270
16.4	Summary chart: during the course	271
16.5	Summary chart: after the course	272
17.1	Options for international placements in a manufacturing	
	organization	284
20.1	The Campbell and Devine sense of mission model	328
20.2	The pivotal role of the management of culture	329
21.1	Key dimensions of cultural difference	333
22.1	The value of trust – two interpretations	343
22.2	Management practices within international alliances	343
22.3	Bribery or not?	344
22.4	The use of multicultural teams	345
25.1	The organizational structure (after Mintzberg, 1983). Some	0.10
	members and units of the parts of the manufacturing firm	386
25.2	Developer's diamond field	389
25.3	The 'Training Triangle'	391
25.4	The MGL strategic thinking and planning programme	396
25.5	Management development dilemma	398
26.1	Uncertainty and group sharing	408
26.2	Modes of working and methods of cooperation	413
27.1	Individual training model	417
27.2	Changing the way the work is done	418
27.3	Increased effectiveness model	419

419

27.4	Training/development as organizational change	420
27.5	The organizational effectiveness matrix	428
27.6	Evaluation of training (adapted from an idea by Len Gill of	
	Merseyside Police)	429
27.7	Format for the contract	433
27.8	The training opportunity matrix (adapted from Pepper, 1984)	434
28.1	This advertisement appeared in a reputable international news	
	journal	446
28.2	This advertisement, which appeared in a professional journal, demonstrates the still prevalent state of 'unconscious incompetence' present in a surprising number of 'would-be'	
	consultants	446