

## ***Identifying and Developing Managerial Potential***

### **WORKSHOP DURATION:**

Three days

### **WORKSHOP OBJECTIVE:**

The objective of this workshop is to provide participants with an opportunity to explore and better understand the concept and dynamics of managerial potential. Participants will also gain exposure to the latest research and views on how best to identify managerial potential and to develop this for the benefit of the candidates and their employer organisations.

### **WORKSHOP INTRODUCTION:**

Management is responsible for ensuring that the organisation is always adequately resourced to meet its strategic goals. However, this is a moving target, due to the facts that strategic goals change, and employees continually move in and out of the organisation.

Many organizations are currently faced with the challenge of having to be more selective about who to train, who to select when recruiting, or who to promote into that vacant position. Human Resources professionals are under pressure to ensure that their costs add real value to their businesses. Mistakes are expensive and damaging to both the individual and the organization. Good decisions will yield a payback that far exceeds their price.

Today, career planning and development is in the spotlight for a variety of reasons:- Workforces have to be localized; talent has to be spotted and groomed; individual and organizational well-being is key to the competitive advantage that globalisation demands.

We need tools to help us identify career potential! We must correctly assess what the prospects are of each of the employees in our organizations. Only this way can we focus our training budgets and maximize the return on career development investment.

This workshop will provide input on the latest thinking in respect of identifying and developing managerial potential. It will be a forum for sharing ideas and discussions around methodologies and application issues. A focus of the workshop will be Career Path Appreciation® technology and a new book by Ram Charan, Stephen Drotter and James Noel entitled "The Leadership Pipeline".

### **LEARNING OUTCOMES:**

- ❑ gain insight into Career Path Appreciation® technology
- ❑ gain insight into the latest thinking regarding how to use proven frameworks for priming future leaders by planning for their development, coaching them, and measuring the results of those efforts
- ❑ learn how to combine leadership-development with a succession-planning program that ensures a steady line-up of leaders for every critical position within the company
- ❑ learn how to retain intellectual capital and eliminate the need to go outside for expensive "stars" who will probably leave the organisation before they reach their full potential anyway
- ❑ learn about the interplay between individual capability and workplace challenge

- learn about levels and themes of work
- learn how to better manage the transitions between levels of work during career development
- learn about the concept of "flow"
- gain exposure to best practice in identifying career potential of individuals

### **WHO SHOULD ATTEND?**

Executives, Managers, Heads of Department, Line Managers, Supervisors, Planners, Human Resources and Training personnel will all benefit from this workshop.

### **WORKSHOP METHODOLOGY:**

This workshop is interactive, allowing for lively participation and sharing of experience during sessions. Lectures will focus on key aspects of identifying managerial potential, manpower and succession planning and human resource modelling. Case studies and applied assignments will facilitate experiential learning.

### **DAILY TOPICS TO BE COVERED:**

#### **Day 1**

##### **1. High-level contextual and planning issues**

- the integration of strategic and manpower planning
- developing manpower forecasts
- including environmental considerations - technological, economic, and socio-political influences
- factoring in the impact of localisation workshops
- government regulations affecting manpower planning

##### **2. Practical issues impacting on career planning**

- likely future scenarios - expansions, mergers, acquisitions, economic swings
- forecasting future manpower requirements
- factoring in trends in staff turnover
- the influence of corporate growth
- formulating a human capital profile and calculating requirements
- determining recruitment needs

##### **3. Constraints and assumptions**

- criteria for upward career mobility
- the limitations of merit-based advancement programmes
- how to absorb and retain high-potential personnel in a slow-turnover organisation

#### **Day 2**

##### **4. Career Path Appreciation® technology**

- taking the subjectivity out of promotion decisions and career path planning
- CPA and localisation programmes
- a platform for mentoring
- selecting future executives at an early stage
- minimising the risk of high-calibre people turnover
- preventing burnout or redundancy by pacing career development with unfolding capability

- the link between cognitive capability and performance
- CPA in the context of IQ, EQ, BQ and SQ

### 5. The CPA process

- identifying and mapping current and future levels of capability
- what CPA measures
- CPA validity - research findings
- manpower and succession planning applications for CPA

### 6. Using CPA information

- how people grow or shrink work according to their capability
- the four domains of work
- work complexity defined
- levels and themes of work
- measures of success at each level
- levels of work and capability
- matching range of capabilities with scale of challenges (responsibility)
- work flow mapping
- capability mapping
- organisational mapping
- projections of organisational capability and capacity

### 7. CPA demonstrated

- a live demonstration of a CPA interview, with feedback and discussion

## Day 3

### 8. Leadership - supply and demand

- projections of leadership shortages
- unclogging your organisation's leadership pipeline
- facilitating leadership growth
- achieving full performance at all leadership levels in the organisation
- the six managerial career transitions

### 9. From managing self to managing others

- how to assist with career transitions
- errors that we make in developing managers
- the skills that are required at each level of leadership
- how to successfully master transitions and passages in the leadership pipeline
- the passage from technical work to managerial work
- the role of coaching in developing managers

### 10. From managing managers to managing functions

- managing outside your experience base - "foreign" work
- reporting to a multifunctional general manager
- adopting a longer-term, strategic outlook

### 11. From managing functions to managing businesses

- a shift in perspective from functional to business considerations
- profits, profitability and sustainability
- learning to stop being "busy" in order to reflect and analyse

## **12. Putting a leadership pipeline in place in your organisation**

- establishing a model for career progress
- defining criteria for career progress
- reducing the emotional stress of career advancement
- pacing career progress - advancing at the right speed
- accelerating the development of managerial candidates

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