



# Management Development Programmes

What to include in them and how to set them up

## Introduction

Investing in your organisation's leaders is one of the best things you can ever do.

But of course I would say that because we run a business in offering those services!

The thing is, your leaders are the driving-force behind your company. They manage, motivate and lead your staff.

I speak from experience here!

Over the years we have been into hundreds of businesses and we have seen the good, the bad and the ugly of management! We have seen those organisations that have the processes, systems, resources and support in place for their leaders that makes failure almost impossible through to businesses who think management development is when they give their leaders a pat on the back and a cream bun! (Honestly)

## Running an MDP

Let's assume that you are looking at running an MDP. Let's take a look at some of the things you will need to take into account.

### **Should you use your own trainers or use an external company?**

This ultimately comes down to two things:

- The skills and management experience of your trainers
- Budget!

Have your internal trainers got the skills and experience to deliver the programme?

In order to work for MTD all of my trainers have to have been senior managers in their previous lives. I believe that this is just so important for credibility and to be able to relate to the pressures that the delegates are experiencing.

We like to use detailed case studies and draw from the past experience of our trainer's roles of being a senior manager so we can pass that on to your staff.

If your trainers are responsible for delivering all types of training and then are asked to learn and deliver leadership training, the programme may lose a lot of credibility. This is especially the case if your trainers have not been managers themselves.

That's not to say that your trainers cannot deliver an MDP.

Far from it - the angle where I am coming from is that it is better to have had management experience if you are teaching the skills so you can bring it to life with real-world experiences.

The advantage that your team will have over someone like MTD is that you understand the business a lot better than we do and so can hit the ground running. An advantage for an external company is that we can come in with a fresh pair of eyes and with hundreds of examples of how other businesses run their organisation.

Of course it will be cheaper if you run it in-house but if you bring in someone external who are seen as "experts" or "specialists" it sends the right messages to your leaders that you value their development and are willing to invest in them.

You may face "buy-in" issues if you run it through your own trainers and a possible solution to this is to run it in partnership with an external training company with an element of train the trainer. Your trainers can deliver the course with the external company and it is seen as a joint venture.

One of the biggest advantages that we have is that we can offer a formal accreditations and qualifications.

When it comes down to it you need to look at the resources available to you in terms of staff, skills and budget and make a business decision based around all of those factors.

### **What can you include in your MDP?**

We have over 10 years of experience and success in building, designing and delivering management development programmes that last from 3 to 24 months in duration.

Some of my trainers have the grey hair to prove and in my case no hair!

One of the most important things we have noticed during that time is the importance of using varied delivery techniques.

The days of just running a series of courses are thankfully over!

Instead, if you are looking to develop your managers into leaders you should offer a wide range of solutions to give them the necessary skills, behaviours and tools to lead and motivate their staff more effectively and to really make a significant difference within your company.

A Management Development Programme (MDP) is a series of modules and activities that are designed and delivered over a longer period of time than your normal in-house training course.

The duration of an MDP can last anywhere from 3 months to over 2 years.

From our point of view every MDP is unique because they are designed to fit in with your culture, ways of working and what you would like to achieve.

Here are some examples of what we have included in our Management Development Programmes.

Hopefully they give you some good ideas for your MDP.

- **Modular Based Learning Sessions** - these are normally 1 or 2 day classroom type training courses spread throughout the duration of the programme at regular intervals. For example, if it is a 6 month programme we might run one classroom event per month on various topics such as "Leading For Success", "Change Management", "Building High Performing Teams", "Coaching & Giving Feedback" etc
- **Personal 1 on 1 Business Coaching** - with this, each manager receives face to face or telephone coaching sessions with a fully qualified business coach. Together they tackle some of the major issues that are holding the manager back at work and they put action plans in place to improve them. You could couple this with running a 360 degree feedback exercise and then feedback the results to each manager on a one to one basis.
- **Personality & Behavioural Profiling** - each manager can take a number of assessments and exercises and then they will receive detailed reports and profiles on their preferences and what makes them the person that they are. Understanding oneself is very important in the development process. Each manager receives their feedback from a fully qualified expert with full explanations as to the application and practical considerations of the information.
- **Personal 1 on 1 Life Coaching** - each manager receives face to face or telephone coaching from a fully qualified life coach. The aims of these sessions are to create balance in the manager's life between work, rest and play and to act as support for any personal or confidence related issues.
- **Work Based Assignments & Projects** - applying learning into the workplace is a critical activity. With work based assignments, the managers have case studies to work through having to apply what they have learned on previous modules and areas of the development programme. Each assignment is based upon a "real life" scenario that the company has or could face in the future and the manager is left responsible for tackling the situation and heading up the team that ultimately has to provide solutions and a way forward for it.
- **Team Building Events** - these can be on or offsite where the group as a whole or in smaller teams are set challenging events and activities to promote cross functional working and the elements of building high performing teams.
- **E-Learning Modules** - some information and learning can be conducted through computer designed training sessions. Here, the manager accesses a programme through their computer and works through the course him or herself. At various points throughout the ecourse there will be mini tests and assessments to confirm their understanding of the topics covered.

- **Simulations** - with a simulation, groups of managers are "placed" into a real life scenario and it is up to them as a team to create a positive outcome. For example, "A flood has just wiped out your manufacturing capability, what are you going to do to resume business asap?" or "You are in charge of creating a new product to achieve xyz. What is your new product? What will it do? How will you market it? What considerations will you need to plan for in the workplace - training, comms etc?" ....and of course we as trainers throw obstacles in along the way to test their planning, organisation, team and self control skills!
- **Distance Learning** - modules and course content can be covered through self-study manuals, DVD's, CD's and CD ROMs. The managers will be required to complete the modules themselves and send in their answers and coursework to their designated personal tutor who then provides feedback to them.
- **Action Learning Sets** - these are normally half day sessions based on the relationship between reflection and action, where the focus is on the issues and problems that the managers bring to the group, and planning future action with the structured attention and support of that group. A major advantage of Action Learning is that participants are able to look at the real problems that concern them, rather than considering hypothetical ones, and they are responsible for the selection of the topic(s) or problem(s) discussed.

Your Management Development Programme can include some or all of the above!

### Putting it all together

When you have decided to design and deliver an MDP you will always start off with a list of training requirements and needs.

Think about what needs to be delivered and then take a look at the list above and see how best it can be delivered for maximum impact and variety.

## About MTD



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Sean McPheat is the **Chief Executive Officer** of the multi-award winning **MTD Training Group**.

Founded in 2001 and having trained hundreds of thousands of staff since, MTD specialise in management and leadership development and also sales effectiveness programmes.

There are **3 specific divisions** to the group:

**Management/Leadership**



<https://www.mtdtraining.com>

**Sales Effectiveness**



<https://www.mtdsalestraining.com>

**Microlearning**



<https://www.skillshub.com>