

# Chapter Review

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## Developing Managerial Competencies

### Objectives...

- 1 list the features/ attributes of an effective (successful) manager
- 2 discuss the role of managerial competencies in management development
- 3 discuss how organizations may develop the capabilities of current or future managers (management development methods)

### Key Terms

**Experiential learning**

Learning from doing.

**Management Development**

A systematic process for ensuring that an organisation meets its current and future needs for effective managers; typical features include manpower reviews, succession planning, performance appraisal and training.

**succession planning**

a process through which senior-level openings are planned for and ultimately filled

28. This chapter reviewed the subject of management development, its techniques and practices. We defined what constituted management and then discussed what a competent manager should be able to do. Managerial competencies are measurable clusters of knowledge, skills and abilities (KSA's) that are considered vital in determining how managers accomplish goals. Indicators are measured in order to determine the extent to which the manager possesses a competency. Each indicator is an observable behaviour providing information about the relevant competency. In other words the competency is not measured directly, we measure indicators that tell us whether the competency is present or not. An indicator is a behaviour that, if exhibited, suggests that the competency is present. Frameworks and standards of management competency were introduced and can be used as targets for which to aim ; development techniques and methods such as coaching, counselling, project work, mentors, action learning, secondments, development centres, formal training courses etc were identified to develop the manager into a competent manager. Finally, we noted that one of the key features of a structured management development system is a succession plan (see also talent management). This refers to a plan for identifying who is currently in post and who is available and qualified to take over in the event of retirement, voluntary leaving, dismissal or sickness, for example.