Developing Managerial Competencies

In this recording we summarise the content of chapter 46 Developing Managerial Competencies. Studying this chapter should help you list the features/ attributes of an effective (successful) manager; discuss the role of managerial competencies in management development; discuss how organizations may develop the capabilities of current or future managers (management development methods); .

Introducing the chapter, the authors start with 1. Performance management systems are not restricted to a concern with outcomes and targets but may also be concerned with developing staff (managers in the context of this chapter). As was noted in the previous chapter, performance can be assessed through employee behaviour and we noted the role of competencies and competency frameworks which can provide a 'map' or inventory of the competencies (knowledge, skills, abilities and behaviours) that are needed in a job role; in this case a managerial role. Once a framework, standard or map has been identified or created, managers can be assessed against it in order to decide whether and what further training or development is required. Competency frameworks may also be used in other HR practices such as recruitment and selection (chapter 43), employee development and training (chapter 44), and performance management (chapter 45).
2. In chapter 44 we introduced training and development. In the field of training and development, management development has become an important activity in its own right. It has developed its own techniques, practices and literature. This chapter reviews the subject of management development, its techniques and practices. We start by developing thoughts on what constitutes management (referring to the theory we introduced back in chapter 2) and then ask what a competent manager should be able to do. Frameworks and standards of management competency can then act as targets for which to aim ; development techniques and methods are selected and applied to develop the manager into a competent manager..

The key concepts discussed within this chapter are:
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; .

Other terms discussed include:
management; Talent management; .

Summarising and concluding, the author(s) make the following comments - 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..

We have now reached the end of the chapter 'Developing Managerial Competencies'.

There are a number of references for this chapter where further reading opportunities are identified for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter