



## Management Development Program Checklist

A well-designed management development program not only makes your managers better and more efficient at their current tasks, but it also prepares them to take the next step up the management ladder. This job aid outlines specific events and milestones that you must complete on your way to building a successful program.

In the first stage, use the checklist to identify relevant facts about your organization. In the next stage, determine how to assess candidates for promotion. Finally, outline what your program will look like and how to evaluate its effectiveness.

A management development program is about ensuring your organization develops and has access to a trained, quality management pool. Make sure you know your particular organization's needs. This initial phase is the most important; so use this checklist to make sure you're asking the right questions, and developing answers that will help you build an effective program.

### **Facts About Your Organization**

- We have assessed what kind of organization we are.
- We have created a list of general skills and capabilities that managers need to succeed in our work.
- We have reviewed our current management structure and assessed its effectiveness.
- We have thought about what our organization's management needs might look like in the future.
- We have decided upon our management structure. It will include the following levels:
  - entry-level managers
  - mid-level managers
  - department managers
  - executives
  - other \_\_\_\_\_.
- We have created a management structure that meets our needs and provides a career path for our managers.
- We have determined when and in what situations it will be necessary to bring in managers from outside the organization.
- We have assessed our financial and other resources available to devote to a management development program.

That's a lot of work, isn't it? But if you don't do it (or don't do it right) you might as well not attempt the rest. And if you take the time and thought to do it well, you'll find your management development program starting to come together even before you get to the next phase.

## Your Candidate Selection Process

How about candidates for training and promotion—how will you select them? There are a variety of assessment tools available to you, but follow these key principles:

- We have made sure our assessment methods measure what we looking for.
- We have found opportunities to observe candidates on the job.
- We have observed the candidates' interactions with peers for signs of specialized knowledge and decision making.
- We have given candidates stretch assignments that are beyond the scope of their regular work.
- We have used standardized assessments only when appropriate, and understand their capabilities and limitations.
- We have taken advantage of all the information freely available to us.

Now you have enough information to begin building your program. In fact, if you've followed the above steps, it should practically build itself. But follow this checklist to make sure!

## Your Learning Program

- We have done as much of our formal instruction in-house as our resources allow.
- We have focused as much attention as we can on developing entry-level managers.
- Wherever we have used external instruction, we have matched the learning objectives developed by the contractors with our own specific requirements developed in our needs analysis.
- We have developed a system of stretch assignments that fits our assessment and training needs as well as contributes to operational objectives.
- We have involved our reporting seniors in the coaching and training of their immediate junior managers.
- We have involved senior-level managers in the program through a mentoring system.
- We have supported the individual efforts of employees and managers to prepare themselves for successful careers by the endorsing and underwriting of
  - professional reading lists
  - conferences

- workshops
- courses at local or online colleges and universities.
- We have developed a combination of methods that meets the specific needs of our organization and its managers at all levels.
- We have built in a feedback and evaluation system that involves all participants.
- Our feedback keeps the program in tune with the organization's current needs.
- We will use the feedback to anticipate future needs occasioned by environmental factors or changes of direction.

Use these checklists as active tools while building as well as while reviewing and maintaining your program. If you do, you will have a strategic advantage that will serve you well in the coming competition for management talent.