

Management Development

The Issue

Excellent engineers, accountants, sales personnel, and technicians often are promoted to managers based upon their technical skills. The organization fails to realize that what we are asking the individual to do is to learn a whole new set of skills that he/she has not been practicing. When an individual accepts an assignment as a manager, they have made a major career change.

Individuals that used to get job and personal satisfaction from the outputs they personally generated now need to get satisfaction out of what the people that report to them accomplish. It requires a massive change in personal priorities and often a change in the individual's behavioral patterns.

In many cases the new manager fails to recognize that he/she has just made a career change and continues along practicing their trade without making the appropriate adjustment. The result is the manager continues to find himself/herself in an overload condition and faced with a mounting number of problems that are overwhelming and discouraging. Morale in the area drops and productivity falls off. The manager works harder and longer hours trying to make up for the rest of the department. It is a black whole that many managers never get out of.

The same is true of most start-up organizations. One or two people get together with a great idea. They work hard to develop the concept and sell it to their customers. Business is good. They start to hire additional people; their business grows to 50 or more employees. They soon become bogged down doing budgets, working with investors, handling personnel problems, doing appraisals, firing and hiring, etc. and the list goes on and on. What they are not doing is what they are really good at – being creative. When you accept a management job, it is a career change that requires a whole new set of skills to do in a professional manner. Management is a challenging profession, but one that will be very rewarding if you are prepared for this new role.

The Solution

The Harrington Institute has developed a series of E-learning and conventional courses that provide management with the basic skills that they need to make the required transformation. Once they have the basic skills, they need to acquire more advanced skills. The average manager needs 40 hours of management training each year to maintain his or her competence and stay abreast of the current development.

In addition, the Harrington Institute has skilled HR specialists that can perform employee surveys, prepare job descriptions, design skills inventory, conduct team building sessions, install rework systems, design appraisal systems, etc.

It takes people that have a proven track record in managing people to develop your management team. Many organizations teach management skills, but they do not have the practical experience required to apply theory to the real world environment. We do have these practical skills. Typical management development classes that the Harrington Institute offers are:

- ◆ Change Management
- ◆ Creativity
- ◆ Employee Team Building
- ◆ Leadership Development
- ◆ Project Management Basic Skills
- ◆ Results through Employee Involvement
- ◆ Rewards and Recognition
- ◆ Statistical Thinking for Support Groups
- ◆ Strategic Business Planning
- ◆ Strategic Management of Overhead Cost
- ◆ Supervisor/Team Leader Training
- ◆ Systematic Participative Management
- ◆ Time-Based Management

Many of these classes are presented in classroom and on-line environments. We are in the process of developing on-line MBA certification programs.

For more information, contact us at:

(800) 698-4270