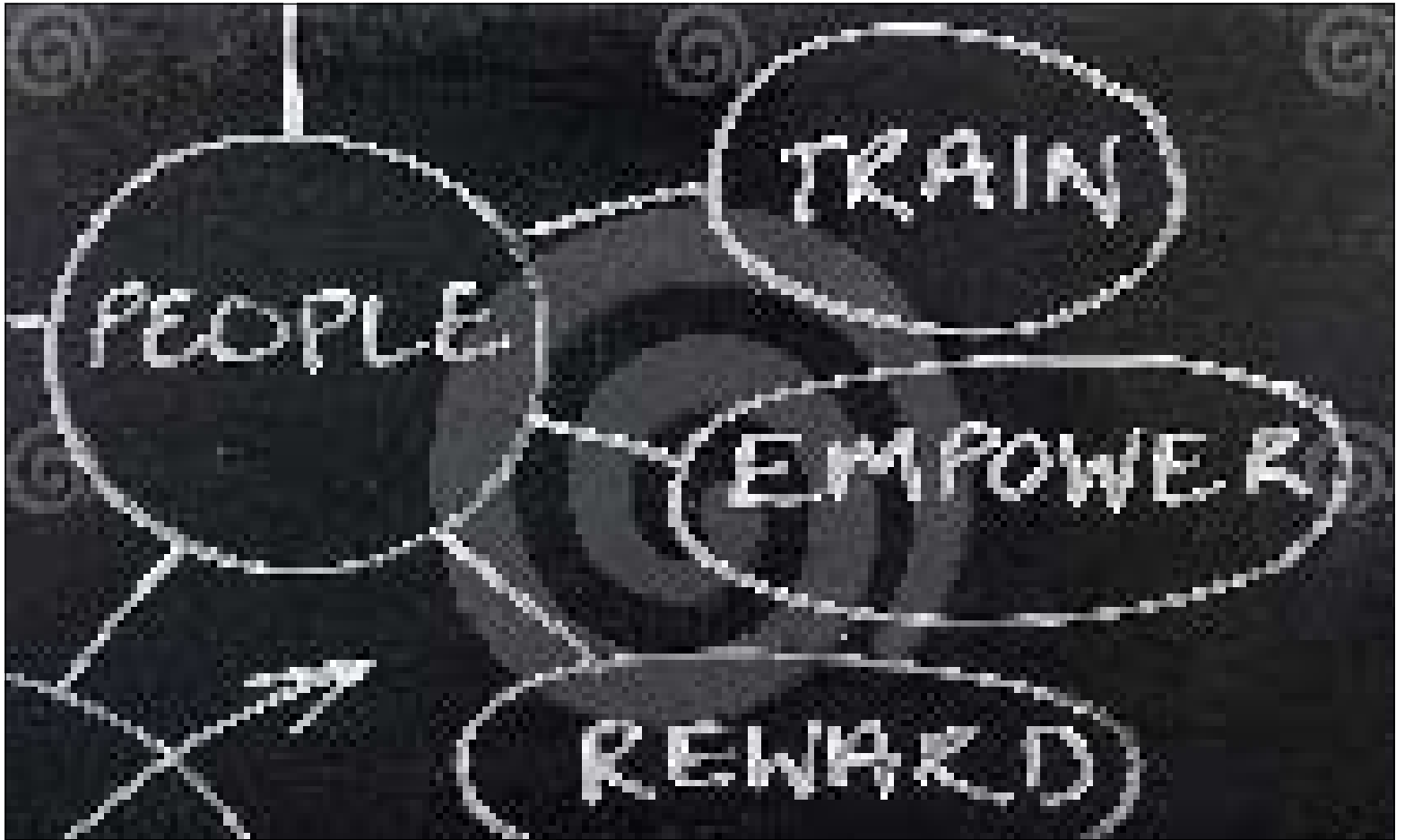


# Why Management Need Training



John Hemingway, Director of NOV8 discusses how management is often overlooked as an area for professional development in workplaces



When I first pondered the statement “Why management need training,” I was struck by the breadth of the terms management and training. I was transported back to my early career when I made the leap from technical specialist to manager, and it felt like diving in the deep end! I was given no training and little support for this transition in my career, and was left wondering whether the same people would put a novice driver in charge of a high performance car?

The irony is that first line managers have a huge impact on the morale and productivity of staff in their organisation and many get little or no training. Change is an ever present mantra in organisations today, and first line managers represent a valuable resource for just that, if they are equipped appro-

priately. Many senior managers believe they do not have the time for training or do not need it. So, where could organisations best invest their training budgets?

Many managers recognise the benefits of training and sometimes align it with annual performance reviews and career development. This places significant emphasis on the quality of the performance review and the manager’s ability to guide their people’s development. Too many performance reviews still focus on using training to develop areas of weakness, and omit to enhance existing areas of strength.

Peter Drucker said, “So much of what we call management consists of making it difficult for people to work.” So, empowering managers to create the climate within which individuals are inspired to

**“There is no single model of management, yet there are some ingredients that appear to equate with success**

grow and develop, contribute fully to organisational success, and be fulfilled in their work is important and challenging. Training has a vital role, and the quantity, quality and type of training are important.

Clearly, managers re-

quire training that develops the essential skills and capabilities they need for their role, eg commercial and financial awareness. There is no single model of management and leadership, yet there are some ingredients that appear to equate with success. Effective managers and leaders are able to create a story that inspires their teams, and have the courage, energy and presence to steer and safeguard the story towards success. They have developed an awareness of their own values, beliefs and behaviours, those of others, and the impact they have on the people around them. They are equipped to deliver and receive high quality feedback and have meaningful dialogue with their teams. Training in these crucial areas of management and leadership can be the difference that makes *the* difference for an organisation.

Interestingly, we do not regard management as a profession and do not require managers to undertake continuous professional development. Often, those that are successful see a career in management as a journey of learning, within which training and development is an essential part.

As Alvin Toffler said, “The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.” ●