Management Development Programme -

Case: Organization X

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This thesis examines the process of implementing a Manager Development Programme at the Organization X. The Programme was launched at the Organization X for managers that have moved from a scientific or technical position to a management position to improve their managerial skills or core competencies.

The organization appoints a large number of new managers internally every year. The objectives behind the Programme were to inspire these managers to develop professionally. It is easy to recruit fully trained managers, but it was felt that an in-house approach would best serve the needs of the organization. 15 new managers were chosen to participate in this training programme, which would take place during a one-week period.

At present, managerial training is regarded as one of the most significant investments that can be made in an organization. Management training can not only succeed in inspiring managers, but it can also set a positive example to the rest of the staff that the organization cares about staff development.

Challenges are associated in the launch of any new programme. These mainly concerned the use of technology and the relevance of the information presented. Due to a lack of resources, the author developed a solution that will enable the organization to keep a record of an on-going programme. At the moment, the organization does not own an online e-learning system or a platform made available for participants. I have proposed a method of creating a system that can hold all of the Management Development Programme data with access for all managers. This is one of the most substantial matters, which would assist in the long-term with results. It is a way to create a forum where all managers can be engaged with thematic fragments.

The Programme is now completed and it is time to begin the ongoing process of self-development. After a minimum of six months to a year the managers would be qualified to evaluate the success of the programme.

Being involved in a Management Development Programme has given me a tremendous chance and experience to acquire knowledge of the organization itself and the functional perspectives, in addition to learning how people think generally and most importantly what their values are. Improving personal core competencies is important for success and also a necessity for the success of the organization.

Keywords: business, training, coaching, human resources, management, development, competency, e-learning, managerial, skills, non-governmental organizations

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1   Introduction

What is Management Development Programme and why is it so important in current business world? It is a continuing process of training and developing managerial skills inside an organization and nowadays one of the most important aspects of leadership. It allows managers to reinforce their managerial competencies for the benefit of the organization's future. It has become one of the biggest people investments in organizations.

Management development programmes differ among organizations, but they all have the same goal and objectives. It is designed to create a stronger and more consistent management culture. The purpose of this thesis is to give a view on how and why Management Development Programme was implemented in the Organization X. The Management Development Programme is also closely linked with the on-going reform of the organization, particularly in the areas of programme planning and implementation, utilization and accounting for financial resources and human resources tools and policies. Finally, the Programme relies to a large extent on in-house resource staff for the actual course development and facilitation since the main focus is on management practices specific to the organization. (Organization X, Division of Human Resources 2012.)

The goal of the Division of Human Resources and more closely the one of Staff Development Unit was and continues to be, training our managers to become even better managers by developing their personal behavioral competencies. With this Programme we want to provide a forum for managers to exchange their ideas, experiences and good practice.

I decided to focus my thesis on this subject because of my involvement in the project. I was chosen for an internship programme specifically for this project because of my educational background in leadership and management development. My role was a significant part of this development, since I was in charge of developing the existing training material and creating new material for the Programme. The organization's objective was to create a new, fresh and more relevant programme. This has been of great importance to my educational development and my own personal interest towards the project.

In the following pages I will give a more detailed clearance for:
   a) The organization itself; what it is and how it operates
   b) Then I would like to give a full description of a Management Development Programme and how the organization decided on launching the Programme
   c) Tools and methods used

d) Finally a development plan; what was a problem, what can we improve and what was successful?

2 Organization X

2.1 Background

Before I tell you why I chose to write about the Management Development Programme, I would like to give a little bit of background information on the organization itself and how it operates.

The Organization X is the world's leading organization in the nuclear field. The United Nations family formed the Organization X in 1950's with its headquarters in Europe. The reason why the organization was created was because of deep fears and expectations that resulted from the discovery of nuclear energy. In 1953, the president back then, Dwight Eisenhower, of the United States addressed the General Assembly of the United Nations with a speech called "Atoms for Peace". In his speech President Dwight Eisenhower says, " *The more important responsibility of this atomic energy agency would be to devise methods whereby this fissionable material would be allocated to serve the peaceful pursuits of mankind… A special purpose would be to provide abundant electrical energy in the power- starved areas of the world."* (Dwight Eisenhower, Organization X 1953) The United States later approved his idea and established an "Atoms for Peace" program with 81 nations joining. (Organization X, Inside the Organization X, 2012.)

Although the Organization X is part of the United Nations family, it was established as an autonomous organization, through its own international agreement, which is more known as the Organization Statute. In addition to the headquarters in Europe, the Organization X also has 'Regional Safeguards Offices' located in Toronto, Canada and Tokyo, Japan. The Organization X's first Director General was U.S. Congressman Sterling Cole who served from 1957 to 1961. After that were two Swedes: the scientist Sigvard Eklund who was a Director General from 1961 to 1981, followed by Swedish Foreign Minister Hans Blix, who continued from 1981 to 1997. Mohamed ElBaradei was a diplomat from Egypt who served as a Director General until 2009. In 2005, ElBaradei and the Organization X received a Nobel Peace Prize; Mr. ElBaradei said *"Only one percent of the money spent on developing new weapons would be enough to feed the entire world, and that, if we hope to escape self-destruction, then nuclear weapons should have no place in our collective conscience, and no role in our security."* (Mohamed ElBaradei 2009) In 2009, Japanese diplomat and international civil servant Yukiya Amano was elected as the current Director General. (Organization X, Inside the Organization 2012.)

Since 1962, the organization's Laboratories have helped scientists and technicians on countless projects, focusing in particular on food and agriculture, insect pest control, instrumentation and radiation dosimetry.

2.2 Structure

Three structural parts that are the General Conference, Board of Governors and the Secretariat formulate the Organization X. Operational association and regional offices are located in Geneva, Switzerland; New York, USA; Toronto, Canada; and Tokyo, Japan. (Encyclopedia of the Nations 2013.)

The Organization X runs or supports research centers and scientific laboratories.

2.2.1 General Conference

The General Conference is the highest policy-making body of the Organization, which consists of all the Member States of the Organization. A delegate who is accompanied by a group of advisors represents each Member State. Each Member State has an equal voting right. The General Conference meets once a year in Europe to discuss important matters such as water, food or other matters that are brought by the Board of Governors about a week before. The General Conference determines their organization's broad policy direction and also elects future Director General for the organization. They are also in charge of approving States for membership or suspending a state from a membership. (Encyclopedia of the Nations 2013.)

The 56th General Conference was held in Vienna, Austria Organization's headquarters on the 17-21 September.

2.2.2 Board of Governors

The Board of Governors of the organization is one of the two policy-making bodies. Unlike the General Conference, the Board of Governors meets five times a year to make recommendations on Organization X activities and budget to the General Conference. It consists only of 35 Member States, which were selected based on the most advanced in atomic energy technology. The Board is also responsible for publishing Organization X standards. (Encyclopedia of the Nations 2013.)

2.2.3 Secretariat

The Secretariat consists of the Organization X professional and support staff and is divided into six major departments – management, nuclear sciences and applications, nuclear energy, nuclear safety and security, technical cooperation and safeguards and verification. The professional staff is recruited from the Member States and the skill requirements are specific to the nature of the Organization. The chief executive authority is the Director General and six Deputy Director General for each major Departments. Each department is explained in more details in the Departments section. (Encyclopedia of the Nations 2013.)

2.3 Mission

The Organization's mission is guided by the needs of Member States. The objective is to promote safe, secure and peaceful nuclear technologies. But technology is no use without people: people who can deliver it, people who use it and people who will benefit from it. There are more than 2000 people who work together at the Organization with the same ideal and goal: putting nuclear technology to work for the good of humanity. (Wikipedia 2012.)

The main aim of the Organization is to protect people and the environment from harmful radiation exposure. They are involved in helping countries upgrade their nuclear safety and to prepare them in case of emergencies, as well as contributing to fighting poverty, sickness, and pollution of the environment. (Wikipedia 2012.)

2.4 Member States

There are currently 158 countries that hold a membership in Organization X and most of them are also United Nations members. To become a Member State, an application is submitted to the Board for consideration. The Board and the General Conference needs to approve the application for membership, which is then submitted to the Statute to the United States. When a state is approve, a letter is sent to the Organization X to notify of the new Member State. (Wikipedia 2012.)

2.5 Departments

The Organization X is divided into six separate departments of different areas of work. Each department has a Deputy Director General. They are as follows:

2.5.1 Nuclear Science and Applications

The Department of Nuclear Sciences and Applications is the most distinctive department from all, which is involved with health, food and agriculture to the environment, water resources and industry. In each concept area, the Organization scientists are working in collaboration with experts of the Member States to help meet their development needs through nuclear science, technology and innovation. The goal of our Organization scientists is to provide the Member States with scientific advice, education and training, technical documents, access to key nuclear data as well as meetings and conferences. Also Nuclear Applications Department wants to increase awareness of its wide range. (Organization X, Division of Nuclear Science and Applications 2013.)

2.5.2 Nuclear Energy

The role of the Nuclear Energy Department is to promote the safe use of nuclear power by supporting existing and new nuclear programmes around the world. Their job is to provide knowledge and nuclear information. The Department is divided into many Divisions of Nuclear Knowledge Management, Nuclear Power, Nuclear Fuel Cycle and Waste Technology and Integrated Nuclear Infrastructure Group. (Organization X, Division of Nuclear Energy 2013.)

2.5.3 Nuclear Safety and Security

Inside the Department of Nuclear Safety and Security, there are few Units operating in different areas. There is a Safety and Security Coordination Section, Incident and Emergency Centre (IEC), Office of Nuclear Security (NSNS), Division of Nuclear Installation Safety (NSNI) and Division of Radiation, Transport and Waste Safety (NSRW). (Organization X, Division of Nuclear Safety and Security 2013.)

2.5.4 Safeguards

The Department of Safeguards' role is to detect early misuse of nuclear material or technology around the world. Organization X verifies that a state is living up to its international commitments not to use nuclear programmes for nuclear-weapons purposes. Safeguards verify the correctness through monitoring, on-site inspections and evaluation. The Organization Safeguards have agreements with more than 140 States. (Organization X, Department of Safeguards 2013.)

2.5.5   Technical Cooperation

The Organization's Technical Cooperation programme assists human resource building activities, knowledge sharing, networking and also procurement of equipment. Resources is provided through expert missions, meetings, fellowships and scientific visits, and training courses which are focusing on safe and effective use of the peaceful applications of nuclear energy and nuclear technology. The Technical Cooperation also makes it available for an expert assistance. Please see Figure 1 below for a more detailed description. (Organization X, Division of Technical Cooperation 2013.)
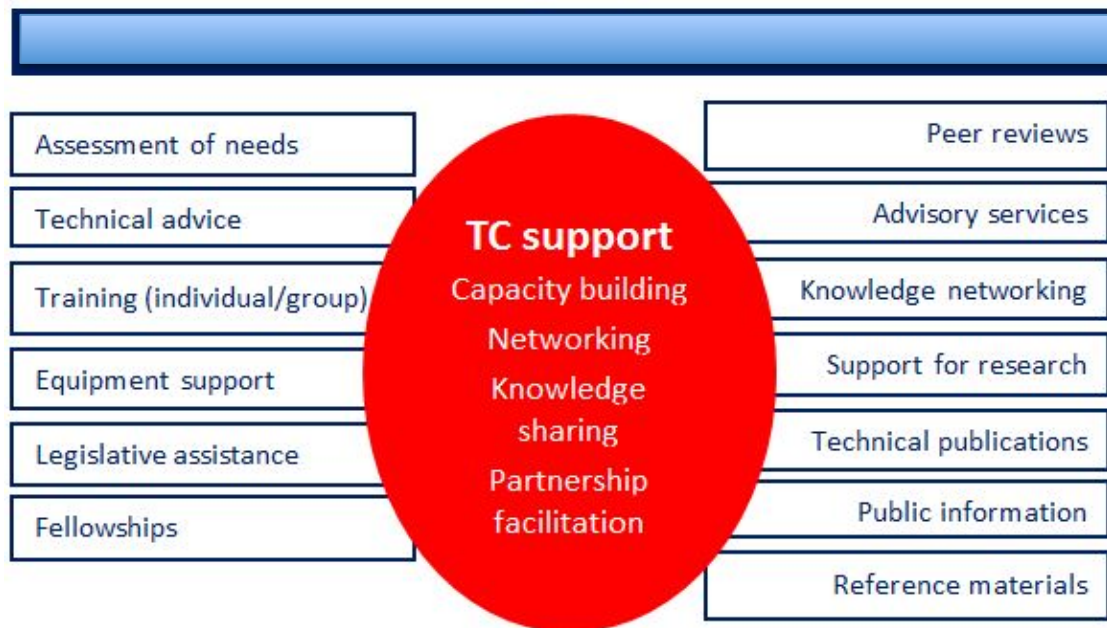
Figure 1: Technical Cooperation Structure

2.5.6   Department of Management

Department of Management is also divided into seven Divisions: Budget and Finance, General Services, Conference and Document Services, Human Resources, Information Technology, Public Information and Procurement Services. (Organization X, Department of Management 2013.)

3   Management Development Programme in the Organization X

The Management Development Programme has been redesigned to a serve its purpose and objectives. Where as previous times the Programme audience was unclear, this time the Division of Human Resources has a clear view on the audience participating. The name has

been changed from a Management Curriculum Certificate to Management Development, because after all, the objective is to develop managers.

3.1   Human Resource Management

Human Resource Management (HRM) is an extremely important part of an organization. What does Human Resource Management really mean and what does it contain of? In order for an organization to function well, one needs to fully understand the meaning of 'Managing People'.

The term Human Resource Management is relatively new. It was previously known as 'Personnel Management', but in 1920s it was already determined as Human Resources Management that incorporates of a much larger concept. Human Resource Management is not only managing people, but it involves recruitment, coaching, training, directing and preparing employees for the future of the organization. In other words, it is a process of combining people and management together as a team. But being a good leader is not enough for an organization to be successful. You need to also understand yourself and learn how to manage yourself before you can manage others. Being in an international business environment allows you to grown in ways you may have not encountered before. You also need to take into consideration cultures, values, languages and ethical backgrounds. (Wikipedia 2012.)

This is why the Staff Development Unit came to realize a Management Development Programme. Because the process is focused on developing managerial competencies, I would like to determine what they are in our Organization and why they are important for us.

3.2   Core Competencies

What are core competencies; **why** are they significant and **how** do they influence performance? Core Competencies are defined as set of special skills required from an individual in order to be capable of performing a specified job. Although the concept is well developed, there is continuing debate about its precise meaning.

Competencies can be divided into three behavioral parts:
   a) The impact a competence has in work performance;
   b) How it is observed, measured and evaluated;
   c) Ways of improving your competencies through training and development. (Organization X 2012.)

In many articles, competencies are often described as personal behaviors rather than skills. For example, a competence can differ from one person to another based on their personal motivations, values, personality and attitudes. That is why there is no right answer to what the competencies should be, but rather depending on the organization requirements. The Core Competencies in the Organization are seven and our Management Development Programme was designed to cover them and give a detailed guidance on how to develop and focus on the importance. (Bruce Mayhew 2012.)

Competencies are explicated so well that they help resolve expectations and define future development needs of the organization. In addition, they are important for recruitment purposes making the process more focused.

The Management Development Programme is focused on a Competency-based Management, which is different between performance-based management. How does a competency have an effect on performance? Performance-based management focuses on the 'what', to give an example, the end-result, while Competency-based focuses on the 'how', for instance, the process of getting the desired results. In my opinion it is more important the process of achieving results rather than to simply achieve it any way possible. (Managerial Competencies 2012.)

What makes you a good manager is based on how well you implement your personal Core Competencies, how well you understand your behavior and how you force it to your employees or team.

I cannot determine which competency is more important from the other. The way I see it, communication is the focal point of an organization and the other competencies evolve

around it. *See Figure 2*. I feel that a great number of managers are well aware of what the competencies are, but not necessarily comprehend the full meaning behind the words. Furthermore, I would like to explain the Competencies from the managerial point of view.

3.3   Competency-based Approach

The Division of Human Resources has transferred to competency-based approach and it was only reasonable for the Management Development Programme to be a competency-based as well.

3.3.1   Communication

If we do not know how to share our information, then what is the point in having all this knowledge and information? Communicating can be thought of as a tool that managers use to send and receive information with others. It sounds easy enough to determine why it is so important, but there is more that meets the eye. When you are a manager, not only do you need to know what communication means and why it is so important, but also, *how* to communicate in a way that is beneficial for you and your organization. It is one of those skills where you as a manager need to be highly aware not to misinterpret the message you are sending or receiving. Effective communication for the Organization X requires a manager to:

- Be able to facilitate information exchange between team members and encourage them to share their views and feelings, towards a consensus.
- When dealing with sensitive information or resolving issues inside the team, it is necessary for a manager to know how to be discrete when delivering news.
- Stay receptive to good or bad news. A professional manager is neutral towards incoming and outgoing information as well as team members.
- Not favor any particular person for any reason.
- Be aware of body language, which is said to be 90% of our communication. Take into consideration facial expressions, movement, gestures and personal appearance.
- Take care of appearance and be careful with gestures. There is a thin line between being polite or friendly and being inappropriate.
- Understand how to give constructive feedback to his or her employees and team members. Feedback is essential for developing knowledge and learning. It is almost as if a manager shows the team member the right road to go forwards and explains the reason why this is the best road.
- It is easy pointing out good and bad achievements, but feedback should be given constructively in order to achieve the results you want from your team. It is very

important for the receiver to understand why they have done a great job or a poor job. (Managerial Competencies 2012.)

Improving your communications skills means you have to accept mistakes so you are able to learn from them. If you are not willing to change, it is more likely for you to fail in developing.

3.3.2 Analytical and Strategic Thinking

Analytical and Strategic thinking is all about finding the best solutions and advantages of the results and outcomes. A simple way of defining the meaning is remembering that Strategic Thinking answers the question "What". The purpose of it is to create a strategy that is coherent and has a clear direction. Effective Analytical and Strategic Thinking for the Organization X requires a manager to:

- Convert goals and priorities into strategic action plans.
- Engage team members in operational planning, including estimation of needed resources
- Identify warning sign and anticipate potential problems, promote options
- Focus on long-term goals, and base positions on logic and merits of a situation. (Managerial Competencies 2012.)

While strategic thinking is determining what, analytical thinking is about why. We have the long-term goals and we have established our objectives, so the final process is to break down the plan into single and manageable components. Analytical thinking is more a step-by-step approach.

3.3.3 Programme and Individual Performance

Performance management is the process of motivating people by setting goals, monitoring progress, giving feedback during progress, improving possible imperfections and in the end rewarding achievements. It is described as a circle process that has clear steps from where we are to where we want to go. First goal is to help managers understand why this is important for the organization and why it is important for their staff. It's developing the "will" and the "skill". With performance monitoring it is now allowing you as a manager to track the staff potential. This will enable managers to evaluate employees on individual basis giving them a clear idea where the employee stands, areas they might need to improve and the areas they are good at. Programme and Individual Performance for the Organization X requires a manager to:

- Monitor and measure progress in attaining results with established deadlines, and provide regular and effective feedback to staff
- Regularly evaluate achievements, to recognize and express appreciation for good performance and address poor performance
- Setting targets for a team and support staff to achieve results
- Integrate lessons learned in strategies and implementation plans. (Managerial Competencies 2012.)

3.3.4 Decision-Making

Decision-making is extremely essential to management. This is one of the key functions of a manager. As a manager you need to understand the importance of decision-making and how to work with that. After you have made a decision, it now determines your managerial and organizational actions. This might be one of the toughest skills to improve and achieve and it is not always easy to come to a successful conclusion. According to Peter Drucker, *"Whatever a manager does, he does through decision-making"*. Thus decision-making is necessary in planning, organizing, implementing, directing, monitoring and so on. Sometimes management is defined as a decision-making process. So the reason why we invest in improving skills is the better the decision-making is the more effective the management will be. It might sound simple when you think you have many alternatives to choose from, but in most cases that is the hardest part, choosing the right alternative from all options. Effective decision-making for the Organization X requires a manager to:

- Make and commit to decisions with integrity and transparency
- Delegate decision-making authority and accountability to staff
- Make sensitive and tough decisions despite consequences, but necessary of the interest of the organization
- Remain open to changing decisions and revising. (Managerial Competencies 2012.)

3.3.5 Knowledge Management and Development

Knowledge is a continuous renewal and development in an organization. Many seek knowledge development through coaching, training, education and career development. It has become the power of the future. What you know may be powerful and to understand how to use it will be successful. This is why when you are working in teams you are sharing knowledge with each other. Remember that there is no wrong or right approach with knowledge, there is only a way of your team and organization. The challenge of obtaining a lot of knowledge is keeping

it safe and secure and not to be easily achieved by others. Effective Knowledge Management and Development for the Organization X requires a manager to:

- Pursue relevant learning opportunities
- Identify, develop and nurture networks and communities
- Identify critical areas and develop methods to manage, share and preserve knowledge
- Encourage staff to participate in coaching, cross-training and knowledge-sharing activities, and dedicate required resources. (Managerial Competencies 2012.)

3.3.6   Teamwork and Relationships

"Coming together is a beginning. Keeping together is progress. Working together is success." Henry Ford.

Today, in most organizations, people work in teams or groups. That means that managers must be skilled at managing groups as well as individuals. Managers need to be leaders to motivate and encourage the teams and ensure they work well together. Your team needs to be monitored regularly and rewarded for good achievement. It's important to make sure the team works well together and how well the tasks are being delegated. That also means that a managers needs to know his or her team well, to know the strengths and weaknesses of each individual to be able to focus on a strong team. If there is a possible problem inside the team, as a manager you need to address the issue and work on a solution for everyone's benefits. Teamwork makes the job more effective, because there is not only one input but also several. It can be challenging for a manager to build an effective team, because of the diverse skills and personalities each individual has. The key is to be able to collect a well-balanced team that complements each other. Some managers are wrong when they think each individual needs to be the best. This might be a problem when they are put into a team. A manager needs to remind that we are all here for the benefit of the organization and we all have the same goals as a team, thus it is not an individual competition. Effective Teamwork and Relationships for the Organization X requires a manager to:

- Recognize opportunities that meet Organization X objectives through team work
- Build effective teams, bring together diverse backgrounds, skills and expertise
- Take action to resolve tension and/or problems by providing guidance and support to team. (Managerial Competencies 2012.)

3.3.7   Change Orientation

What does Change Orientation mean? Whether you are working with your team or making decisions, there are always certain changes to be made in order to develop or succeed. With change comes change-resistant staff and it is vitally important for the manager to be able to express the reason for change. People seem to associate change with a negative impact rather than a positive. What is important to know is that, change increases effectiveness of the organization. Global economy keeps changing and organizations keep innovating all around the world. Innovation is one big part of the organization's investment. Effective Change Orientation for the Organization X requires a manager to:

- Anticipate a need for change, dedicate required resources, and support creativity and initiative
- Achieve buy-in and address concern of change-resistant staff
- Make a change happen by setting a direction and a course of action to reach change objectives
- Monitor the implementation of change activities
- Use substantive differences of views as a potential source of creativity and innovation. (Managerial Competencies 2012.)

In Figure 2 attached below is a picture of the core competencies and their description.

Figure 2: Managerial Core Competencies of the Organization X

3.4   Leadership and Management

Many tend to confuse the two terms thinking they are the same thing, although they differ quite a lot. But there is another thing about Leadership and Management, and that is, to have a good leadership one needs good management and to have a good management one needs good leadership. It is important to distinguish the difference between the two to understand how they complement each other. Both acquire set of different skills, but the biggest difference between leadership and management is how they motivate people who work or follow them. The reason why I want to explain the difference between these two terms is that, still up to this date, the terms are used as though they have the same meaning. So simply put, to understand what management is and how to work as a manager for the benefit of the organization, one needs to understand the difference in being a leader. The reason behind it may be simply because one person is employed for a job of a leader and a manager, and you cannot be both. (The Wall Street Journal 2013.)

3.5   What is Management Development?

There is a great quote by Agha Hasan Abedi - *"The conventional definition of management is getting work done through people, but real management is developing people through work."*

Management Development Programme, also abbreviated as MDP, is the concept that describes how managers are trained to develop their personal and organizational skills. Note that this includes mostly newcomer managers who have moved from a functional or technical role into a team leader or team manager. Building managerial skills is both critical and effective functioning of your organization. A manager in any organization has a great impact to the organization and most importantly to his or her employees. In fact, managers are one of the most important factors in employee engagement, employee motivation and building a safe and pleasant work environment. By developing our own newcomer managers, we are setting an example of trust and believe, and encouraging staff to consider management positions for the future as well. (Mumford 2010.)

This is why a Management Development Programme is necessary so it can provide the significant training for new managers in a management job, as well as eventual management job in mind. The aim of Staff Development is to set an example to our Organization X staff members that managers are important to us and we want to train them to be even better for the organization. We do not want to hire external experts in skills required to show us how a particular assignment needs to be dealt with. We have come to realize that the biggest motivation is your own manager. During this Managerial Programme, they will furthermore understand the aspects of their employees and the areas they might need to develop.

There is no model that agrees on what Management Development is, because it is a continuous development in future organizations. This is why many managerial descriptions differ among organizations due to people's perspective and business ethics and morals they value globally. The most common approach on Management Development is developing personal managerial competencies required in the organization you are in. Training and development approaches are different and there is no right or wrong, only the most comparable approach for the organization's future.

3.5.1   Plan of the Programme

The Staff Development Unit decided to launch a new Management Development Programme, with the use of iPads. The programme would be an upgraded version of the previous Management Curriculum Certificate. The Unit Head of Staff Development hired me as an

intern for this project, because of my skilled expertise in the Mac OS X operating system and Apple applications, to help create and design pre-reading training material into an electronic version. This material would be available to all of the participating managers and my task was to create this material into an eBook (electronic book).

In order to be entitled for the Management Development Programme, the participating managers need to be newcomers in management. To clarify they do not have to be newly recruited managers, only new to managing. Before appointing the eligible managers, my supervisor went through a list of all current Section and Unit Heads who have no yet completed a relevant programme. They are listed as primary applicants for the programme and our desire is to have more female managers attending. I conducted invitations that were sent to all departments and to all eligible newcomers managers to participate in our programme. In the end, 15 managers enrolled.

In the planning of the Programme, the idea was to combine the pre-reading material to the Organization X's Core Competencies. We, as Staff Development Unit, not only wanted to train and develop managers, but also to emphasize on their personal strengths and areas that need additional development.

3.5.2   Implementation of Programme

The Management Development Programme workshop is made up of several modules within five main components. iPads were given to all participants beforehand in order to be prepared on the course. The workshop consists of the following parts:

1. **Overview**: This is an introduction to the Management Development Programme and to management issues in the Organization. In addition if gives a chance for participants to get to know each other better. This module is conducted in the week prior to the off-site phase.
2. **Off-site:** It is a four-day workshop conducted in a conference outside the city, where participants reside in a hotel. This part of the programme focuses on the development of the seven core competencies. It begins with the off-site phase continuing to the on-site part in Organization X headquarters.
    Day One: Managing Self & Principles of Learning:
    One the first day of the programme, the team will get acquainted with participant profiles, after lunch they will have a team exercise and neuroscience and self-awareness. They will go through personal development and pre-work debrief, in addition to learning objectives.

Day Two: Management Toolbox:

Managers will begin with preparing competency workshops. The team will be divided into three focus groups and they will begin with Communication, Strategic Thinking, Performance Management and Decision-making competencies. After lunch they will move onto Knowledge Management, Teamwork and Change Orientation. All the competencies will be reviewed at the end of the day.

Day Three: Development Focus:

Review of Day 2 learning. The group will focus on talent development as well as on planning and coaching; team, manager, self and colleagues. They will have to present a personal plan. At the end of the day the team will continue with Strategic Human Resource Management.

Day Four: Human Resources (Recruitment). Our first eBook on Recruitment was designed on the iPad as a pre-reading material for the managers. The material was sent already in the overview part. The book contains 7 Chapters on recruitment process, interview guidelines, what makes an effective interview, the process of an interview, recommendation letters and sample interview questions. During this course managers have few mock interview exercises of to get a stronger understanding of what happens in this process.

3. **On-site:** On-site phase is held within the Organization in meeting rooms and it consists of three modules each held approximately a week apart.

   Managing your Programme: Results-Based Management

   Governance: This part included IT Governance, Ethics and Investigation.

   Managing your Finances: Budgeting, Finance and Accounting

4. **Capstone:** This half-day session is held approximately eight weeks after the off-site phase, and is an opportunity to reflect on lessons learned, as well as to approach management challenges with workable solutions. It is also an opportunity to present these solutions to a member of the executive management.

5. **Ongoing Development Phase:** Lasting behavioral change takes place over years not months. This phase is self managed and will often involve a participant organizing individual coaching sessions to keep focused on implementing his/her action plans back in Organization X. (Organization X, Management Development Programme Introduction 2012.)

3.5.3   Evaluation

How do we evaluate the success of a programme? Before I begin to evaluate the success of the Programme, I first need to think **why** I should evaluate; **what** should be evaluated and

how to evaluate. Facilitators and participating managers had a chance to evaluate the success of the Management Development Programme at the end of the workshop.

Our aspiration of the evaluation process is to assess the success and effectiveness of the Management Development Programme and by doing so I gave participants and facilitators an opportunity to present some comments and feedback. This was part of the Capstone session at the end of the entire Programme. It would give us an explicit view on how the programme was perceived. This will help us understand both facilitators' and managers' point of view and give us a possibility to improve ourselves as coordinators of the programme.

In the Capstone session, participants had an opportunity to exchange views with our Director of the Department of Management. Managers went through each competency and had a chance to say what they learned and in which area they need to develop. The Director of Management shared her views of the competencies and provided us with useful advice.

3.6   Facilitators

For each module, a facilitator was provided to assist as a presenter or a coach for the keynote of their expertise. Facilitators play a significant role in the entire workshop and I was fortunate enough to collaborate closely with each facilitator for the on-site phase. Prior to creating the eBooks, I needed to set up interviews with facilitators of that specific part.

My first consulting was with one of our recruitment officers for the recruitment eBook. He gave me material they currently use in recruitment and told me what they will be introducing to the group during the session. The material I received was the essence of an interview process. I created the eBook on the basis of all the information given to me to meet the expectations of the facilitators.

The eBook on the Programmes was the largest in material so I had to consult with four of the facilitators in that module. They all worked in different areas in the Organization X and I needed to arrange meetings for all of us, in order to come to an agreement regarding the content of the book. In occasions I discussed with all of them together but in most cases, I had one-on-one consulting with each facilitator. I demonstrated how the eBook will look and gave them an opportunity to see the progress of the eBook as I was creating it, to change information if necessary. This book took the longest to arrange and complete. Facilitators had different perspectives on what they wanted to introduce or present. In addition they had different propositions on the significance and some of the facilitators did not understand the role of the electronic book and iPads. It was quite demanding to convince them towards a

new technology and change. Commonly people tend to avoid change and are quite hesitant and unwilling, but in the end, they seemed to be satisfied with the outcome.

I had two contact points for the Budget and Finance eBook, one of the facilitators from the finance section and the other from the budget section. I found it very straightforward working and consulting with both of them, they seemed to have the clearest concept on what they wanted to communicate in the eBook and they had comprehensible and straight-to-the-point material for me to use.

3.7   Interview Questions

Before attending the interview meetings with each facilitator, I had to brainstorm what I wanted and needed to ask to make an eBook of their choice. I thought of them as my customers for whom I am creating a product of their desires.

1.   What are your objectives for your module?
2.   How much information will you be introducing on the session?
3.   How much information would you like to be included in the eBooks?
4.   Would you like the information on the eBooks to be linked to your presentation?
5.   Do you have any preferences on the use of media? If yes, what kind of?
6.   Would you like to see more text or more of an interactive-approach?
7.   Could you please provide some example of typical cases in your area of work?
8.   Would you like to include exercises in the eBook?

I wanted to make sure the eBooks are, as how facilitators desire, with a respect to everyone. It was important for me to understand their point of view so I could transfer their visions into the electronic version.

In the end of my interviews, I began gathering all the information received and create the eBooks. After receiving approval from the facilitators, the eBooks were uploaded to Dropbox webpage as a tool, where participant could download the eBooks directly onto their iPads. More information on Dropbox is explained in the Tools and Methods part.

3.8   The eBooks pre-reading material

I would like to give a small introduction on the eBooks that were created and designed with iBooks Author and their content. As I have mentioned earlier, the eBooks are designed as a pre-reading material for the participants to get acquainted before coming to the course.

3.8.1   Newcomers Scenario

The Newcomers Scenario eBook was the first eBook created that served as a teaching case. The case is set in 2005 and it shows the participants the history on nuclear power from 1960 to 2005. There are three exercises included where the participants are divided into groups to work on finding the best solution for exercises.

Exercise 1: Visioning – The objective of this exercise was to stress the importance of creating a long-term perspective and how to provide assistance to 'newcomer' countries for 2015.
Task: What products and services should the Organization X is able to provide in 2015, and at what level, to be most useful to newcomer countries?
Exercise 2: Setting objectives and outcomes to achieve the vision (Exercise 1)
Exercise 3: Putting into action. (Programme Facilitator 2012.)

3.8.2   Recruitment

This book gives an introduction to recruitment and interview guidelines. It explains the objectives and opportunities of recruitment. It is to show participants how the recruiting process works in the Organization X. In addition, it explains how the competencies are connected to the work. After that managers are divided into groups and get a chance to do a Profile Exercise. They need to identify an ideal candidate, to determine the competencies and then to present it to the rest of the group. Recruitment process is about finding the perfect candidate for an interview. Moving on to Interview Guidelines, this part of the book introduces managers to the purpose of the interview and how to be prepared before the interview process.

Many international organizations have so called DO's and DON'Ts in an interview, which basically means what are the appropriate and inappropriate questions to ask. This is very important for all managers to know. During any interview, it is inappropriate to ask about family origin, family status, working preferences, sexual orientation and disability. The decision should not be based on these criteria. This is why there is always a Human Resources expert participating in the panel interview to make sure the questions asked are appropriate. The book presents managers with guidelines for effective interviewing and how to rate a candidate's performance. (Organization X, Division of Human Resources, Interview Guidelines 2012.)

3.8.3   Managing your Programme

This was the largest on-site module of two days and it was based on the results-based management-approach in the Organization X, as well as the major programmes. The approach involves analyzing, managing and programming activities and resources to ensure they meet the needs and expectation of Member States. The results-based management term is about determining where you want to go, ascertaining how well you are doing in getting there, and demonstrating that you have arrived at the destination.

The medium-term strategy of the Organization X is explained in this part of the module and it simply provides guidance and serves as a roadmap to the Organization's programmes. There are six so-called Major Programmes in the Organization X, one for each department. This was the second eBook created to give our managers a better understanding of organization activities. At the end of the course participants were given examples on major programmes and exercises to work in groups and come up with possible solutions. (Technical Cooperation Facilitators 2012.)

3.8.4   Managing your Finances

This was the last eBook created for the Management Development Programme. First chapter of the book introduces the participants to Finance; the rules and regulations, continuing to the chapter of budgeting and its process. Both facilitators had a suggestion to keep the information in the eBook fairly short, only a small introduction. Third chapter is about accounting and the funding programmes. As managers, they would need to know all aspects of Finance and Budgeting. In this eBook, the Organization X funds the major programmes that were introduced in the Managing your Programme eBook and a more precise explanation is given as to how. (Budget and Finance Facilitators 2012.)

3.9   Programme Feedback

The Management Development Programme has come to an end and the remaining module is the Capstone session, which is arranged on-site to our participants. This is a half-day session that is held approximately eight weeks after the residential phase. It is an opportunity for participants to express their comments and reflect on lessons learned as well as to approach management challenges with workable solutions. I arranged invitations to all to participate for the Capstone and to have prepared feedback to us.

The overall feedback on the use of electronic material was accepted positively and I got grand responses on my creation and design of the eBooks. Participants found it very user-

friendly and appreciated the possibility to use the iPads wherever they are located. They considered it to be a great way to move forward from hard copies to electronic versions. The facilitators were very successful on delivering their module presentations to our participants; despite some felt there should have been a chance for more demonstrations on real life situations.

A minor detail came across in how relevant the material on the eBooks is, and participants were debating on whether there was too much information or lack of important information. The question that raised immediate attention to me was; how do we determine the importance for future Management Development Programmes? How do we decide what is important enough?

For Staff Development and myself, getting responses is the key ingredient for making our Programme even more successful than it is for the next group of managers. We take it constructively and with the comments received from participants and facilitators, we intend to improve ourselves as coordinators, improve presentations during modules and improving the eBooks.

As I see it, it might be a good decision for the facilitators to improve their presentations for the next group of participants, since the primary concern I had was it was slightly outdated, monotonous and the details were a bit out of date. Participants commented that all presentations differed from one another in style, in its approach; some contained too much information while others presentations not enough.

As the professionals who provide a management development programme, we need to focus on being consistent with the material and information without neglecting the facilitators.

3.10 Certificate of Completion

To express our appreciation for completing the Programme, the team of Staff Development designed certificates to give out to all participants at the end of this programme. The participants had the honor to receive their certificates from our Deputy Director General of Department of Management.

3.11 Tools and Methods

In addition to iPads and iBooks, there were few other tools we used to assist participants during the Programme. In the following I have covered which tools I used, how and why.

3.11.1 iBooks Author software application

The focal tool used in our Management Development Programme was iBooks Author. iBooks Author (iBA) is an eBook authoring software designed by Apple Inc. The application is created for the use of iPads only and documents can be converted into PDF files upon demand. It is a fairly new software application that was launched in January 2012 mainly focused in educational purposes. The eBooks produced with iBooks Author include a collection of multimedia content known as widgets, such as media files, 3-D objects, photo galleries, quizzes, Keynote animations and more. The iBooks Author is a type of "What-you-see-is-what-you-get" editing application, where the progress can be previewed instantly on the iPad, when it is connected to the Mac. The eBooks can be published at the end of completion into iBookstore, but since our Programme content is kept confidential, our eBooks were not published. (iBooks Author 2012.)

3.11.2 iPads

Since the idea of converting hard copies into electronic ones came up, the Division of Human Resources ordered 20 iPads, which were later given to all of the participating managers before the start of the Programme. All the information and material regarding the Programme was provided in the iPads directly. In case there were newcomer users of iPads, I made a small eBook introduction on how to use the iPad and all of its touchscreen features. The iPads also allow participants to stay in touch with each other through the iMessage feature. During our modules, we needed to disconnect the iPads from Internet access, because we do not want participants to start browsing the web or reading their emails. At the end of the Programme, we collected the iPads back to HR.

3.11.3 Dropbox

There was another detail I needed to solve and this was uploading all eBooks to all 15 iPads. Because Apple is linked with iTunes it only allows a device to be used on one iTunes account on one computer. I remembered the use of Dropbox for other occasions as storage for all kinds of documentation.

Dropbox is a file hosting service that provides file storage, synchronization and client software. I set up a free Organization X account of limited access, which would be more than enough to store all of our Management Development Programme pre-reading material, including the eBooks. This tool is the perfect tool for a programme likes this in this short period, because it is accessible directly from the iPads, mobile phones or computers from anywhere. After registering the account I send out the username and password to all

participants to access the account with instructions on how to input the books to their iPads. (Dropbox 2013.)

I instructed the participants to download the Dropbox application onto their iPads from the Apple Store and sign in with the account given to them. Dropbox allows them to input the books directly to their iPads from home or work, rather than having us to input each and every iPad separately in iTunes. In other words, Dropbox is compared to a USB flash drive, both save files, but the great thing about Dropbox is you do not need to carry a USB flash drive with you and your data is accessible in all operating systems.

4   Future of Management Development

Similar to other development programmes, there is a stage of measuring the success of the programme and the development of the participants. Some points we need to consider are; did we reach the goals set and most importantly what can we improve for future management development. In the following subtitles I have given a description of the Programme assessment and suggestions of improving the Programme.

4.1   360-degree Feedback

360-degree feedback is relevant to the management feedback system that aims feedback on an individual's performance or competencies from his or her supervisors, peers and even customers, in addition to a self-assessment. This process differs in some parts from the traditional business evaluations of obtaining feedback from your direct supervisor on your job performance. The feedback is designed as an online survey where the answer is given anonymously to the individual evaluated. The individual receives responses from all the evaluators but does not have an opportunity to see which person responded to what. (Custom Insight 2013.)

A 360-degree evaluation needs to have a minimum of five people nominated to take this survey. I have sent emails to all the participated managers of the Programme to provide us with five names they wish to get evaluation from. After receiving the nominated evaluators' names I have then sent them a link that opens the survey directly. I created both surveys with the help of my supervisor of editing the questions into competency categories. This will show us how the individual sees himself or herself and how their nominee views him or her. (Custom Insight 2013.)

4.2   Advantages and Disadvantages

To every evaluation tool or assessment, there are advantages and disadvantages. Here are some examples of the conclusion.

Advantages to the individual:
- To present him or her with an accurate and more realistic perspective of how others observe them.
- Another argument is to try to uncover hidden spots that the individual may not know about himself or herself.
- A wide-range of feedback is more acceptable and taken in a more constructive way.

Advantages to the team:
- It increases communication between team members, which is the most important factor in an organization.
- A higher trust level that helps individuals realize how the personal behavior influences their own work performance and the impact it has over others.
- It expands performance and effectiveness or a team

Advantages to the organization:
- Gives the organization a more preferable career development and implementation for the employees
- It supports to identify performances of individuals
- It is moving into a paper-free way and is affordable for the organization

There are also possible minuses of this approach. The following need to be taken into considerations for future awareness:

- There is a likelihood of the feedback received to not be honest and frank
- Relying too much on technology; we should not be too dependent on it
- Interpreting comments in the wrong way that was initially intended

4.3   SurveyMonkey

The survey tool used for this evaluation process is called SurveyMonkey. It is a web survey development cloud-based company, which means using programmes directly on the Web rather than having separate application for each. The service of this web is very easy to use and this is why I chose this tool. (SurveyMonkey 2013.)

There are four different accounts to choose from, one is Free, second one is Select with basic features, third one is Gold which has double the amount from the second one and the last is Platinum account, which has unlimited amount of questions and surveys and it can be customized to our own preferences. After several in meetings negotiating with our Procurement department and my supervisor, we decided on buying the Platinum account for 800 euro/month. First and foremost our primary concern is the safety and security of our data information. Our content is of high confidentiality and this is the reason why our team chose the most expensive and secure account. (SurveyMonkey 2013.)

4.4   SurveyMonkey Questions

The following is to give you some perspective on how the evaluation was assessed. As mentioned previously it was based on our competencies and it was rated as Poor, Fair, Good, Very Good, and Excellent.

Communication

1. Facilitates open exchange of information and ideas with others by encouraging both to share views and feelings, and work towards consensus
2. Uses tact and discretion when delivering sensitive information or resolving delicate issues
3. Stays receptive to bad and good news
4. Pays attention to non-verbal cues
5. Identifies and presents conflicting points of view to others in a fair and constructive manner
6. Keeps staff informed of decisions and directives, and presents them in a manner that generates understanding and acceptance

Analytical and Strategic Thinking

1. Convers programmatic priorities and goals into strategic action plans
2. Engages team members in operational planning, including estimation of needed resources
3. Identifies warning signs and anticipates potential problems
4. Promotes feasible recommendations and options
5. Bases positions on logic and merits of a situation
6. Steps back from operational issues to focus on long-term direction for the area of responsibility and aligns plans accordingly

Programme and Individual Performance

1. Monitors and measures progress in attaining results within established deadlines, and provides regular and effective feedback to staff
2. Regularly evaluates achievements recognizing and expressing appreciation for good performance, and addressing poor performance
3. Is in line with overall strategy, sets realistic targets for a team, ensures availability of resources and support needed by the staff to achieve results
4. Integrates lessons learned in strategies and implementation plans

Decision-Making

1. Makes and commits to sounds decisions with integrity and transparency
2. Delegates decision-making authority and accountability to appropriate staff
3. Makes tough and sensitive decisions despite adverse consequences, but necessary in the interest of the Organization X
4. Remains open to revisit a decision to address changing circumstances
5. Maintains a broad perspective and conveys it to staff when making a decision

Knowledge Management and Development

1. Pursues relevant learning opportunities
2. Identifies, develops and nurtures networks and communities
3. Identifies critical areas and develops methods to manage, share and preserve knowledge
4. Encourages staff to participate in coaching, cross-training and knowledge-sharing activities, and dedicates required resources

Teamwork/Relationships

1. Recognizes opportunities to meet Organization X objectives through teamwork
2. Builds effective teams, bringing together diverse backgrounds, skills and expertise
3. Takes actions to resolve tension and/or problems by providing guidance and support to team members

Change Orientation

1. Anticipates need for change and dedicates required resources, supporting creativity and initiative

2. Achieves buy-in and addresses concern of change-resistant staff
3. Makes change happen by setting a direction and a course of action to reach change objectives
4. Monitors the implementation of change activities
5. Uses substantive differences of views as a potential source of creativity and innovation

For a better assessment of the individual, I have created separate surveys for each individual. This will help me save time when collecting results from all the surveys and making correct assessment. After receiving the results from the evaluators, each individual will get a summary sheet of all the responses.

4.5   Improvement of eBooks

In my opinion, the current eBooks should be updated and improved regarding the content and outlook. The previous eBooks created for the Programme were more introduction-based and process-based, explaining managers what is done in different areas of the Organization X and what a manager needs to know regarding a specific task. What I've come to understand about a Management Development Programme is that it is based more on the competencies of the organization and concentrated on developing them. This is why I have suggested this improvement to my current supervisor and completely revising the eBooks. My suggestion is to create an eBook for each competency and having in-depth introduction on the competency with cases or exercises in the end. This approach will help newcomer managers to understand what exactly this Management Development Programme is and why we are implementing it.

4.6   Improvement of Modules

I think the current modules should also be updated and improved, not just the eBooks. If we revise the eBooks and change them to a competency-based approach, then the modules need to focus more on the competencies as well. At the moment there is considerable amount of focus on what is done in the Organization X and what managers need to know in that specific field, but there is lack of information on the competency behind.

4.7   Human Resources Online Learning Platform

Due to the lack of resources used in this Management Development Programme in sense of storage and the availability of the material and information, I have suggested a development of a type of Human Resources learning platform. This will be found in our Human Resources website under the training courses.

The scheme is to have a Virtual Learning Environment (VLE) with the entire Management Development Programme information data and access to all the material. This will only be available for the currently participating managers to access and in my opinion this will provide us a possibility to keep insight of the interest of our programme. It can be designed as a sign-in or a registering option. At the moment participants used Dropbox, which has limited availability and unfortunately does not provide what I am looking for. The idea of the platform will enable accessibility and availability, which are key factors when dealing with training and development. How can you develop your future managers when you do not have valuable information available at all times?

Personally, I think we ought to have the entire eBook collection available on this platform for downloading. There will be separate sections, for example one for the introduction of the MDP, one for the material – eBooks, one for the PDFs and further, one for cases and exercises, one for videos – competency, management and other related team building and development training videos, as well as a rating and feedback section for everyone to rate their opinions and give us feedback. Having a platform shows credibility and consistency, in addition that we believe in our future managers. In my opinion, it is incredibly important to have this type of platform.

Alongside this platform tool, we can create a forum where the registered managers can have conversations between each other or if they have any questions they would like to address to us coordinators. This is a way of moving forward from a conservative way, to a new mode of technology. Instead of emailing 20 people the same same substance and explaining individually, this forum will allow us a chance to achieve all this at once.

At this very moment the Organization does not have any kind of e-learning availability and this can provide a chance for the Management Department to create and design our own. It is after all the Human Resource division that constantly takes care of the training courses and other online courses available for staff members. Since one of the Organization's goals is to have a one-house approach, this platform would make this possible.

We can design to have training programmes, online learning programmes, language courses, and competency-based courses, professional and general staff courses, management training, consultancy training and internship training. Since there is an enormous difference between the professional and general staff, they would now have a possibility for them to participate in courses design for professionals and for general staff.

4.8   Cyber Learning Platform

E-learning has become the most effective supplement for a face-to-face education at the moment worldwide. This is a way of providing future managers to access information and material regardless of the time and place. This is just one of the many options of platforms available and since this one is already been launched in Nuclear Knowledge Management Division, in my opinion it is best to stay with one platform for the entire organization.

4.8.1   The Benefits from a Learning Platform

- Access: it can be accessed from any computer anywhere in the world; so managing the platform is easy. This is beneficial when a facilitator or coordinator is travelling for conferences or similar training programmes, to upload videos
- Inexpensive: compared to a face-to-face where you need to have a facilitator or a trainer, this is a more profitable option
- Collaborative: it brings people together to exchange knowledge and experiences even though it is not face-to-face
- Easy: in terms of using. The goal is to make it easy-to-use so we get more and more interest in participation.

4.8.2   Challenges

- Technology: You might be using a lot of videos and other media and when you are dealing with technology you need to rely on it to work with no interruptions.
- Availability: It is important to verify that the platform can be accessed from anywhere. Server must work fine.
- Time: Depending on the place or computer the person is using, the time for downloading and buffering videos could take too long so that it loses the interest of the viewers.
- Value: how is it compared to a face-to-face training as value and believability?

5 Conclusion

This has been one of the greatest experiences during my internship with the Organization X. I have learned a lot on human resources and management itself. Only now I have come to understand how important development is and especially developing managers in your organization.

In order to have a great and successful manager, you need to focus on developing their personal and behavioral skills in an organization. They need to understand the value of the team and each competency on its own.

Being involved from the beginning to the end of the programme I can now determine the successful parts and some that still need development. As we are preparing our next Management Development Programme, I now have more input and suggestions to put out in order to make it even better for our next group.

The feedback I have personally received from the participants and my supervisors has been very valuable and constructive. I know I can do whatever it takes to be a great coordinator and be part of the creation of this programme.

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