

# Leadership Development Program for First Time Managers –Design and Its Importance

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**Abstract:** Companies have found that investment in human capital in the form of learning and development yields high returns. The companies which recognize the value of their employees give more importance on learning and development, and they are becoming more competitive and successful as a result. The right way to produce leaders in your organization is not to train them but to develop them through coaching and mentoring. While training focuses on how things are done right now, development focuses on how things ought to be done in the future. When training focuses on compliance, development focuses on performance.

**Keywords:** Leadership, Training, Focus, Development

## I. INTRODUCTION

Some learning and development programs teach new hires to perform a specific job, while others update the skills and knowledge of established employees. According to the study conducted on 2002 by Knowledge Assessment Management, companies who spend money on training receive higher returns in the stock market. Many of today's most successful companies realize that their employees are their greatest asset. Therefore, corporations are increasingly investing in educating their employees so that they can grow and change within the company and make it more profitable. The range of training opportunities varies considerable from company to company so, when researching potential employers, it is important for job seekers who care about this to investigate the level and type of training provided to employees. After employees have been selected for various positions in an organization, training them for specific tasks to which they have been assigned assumes greater importance.

According to Flipppo, training is the act of increasing the knowledge and skills of an employee for doing a particular job. The major outcome of training is learning. Training learns new habits, refined skills and useful knowledge during the training that helps him improve performance.

## II. REVIEW OF LITERATURE

**Vana Prewitt(2003)** in his work recommends to improve chances of success, organizations should first attend to develop learning leaders before implementing learning organization efforts and also points out the characteristics ,competencies and behaviors of leadership ,the organization leadership behavior is the fulcrum upon which Learning organization success or failure sits

**David V. Day et al (2014)**,have done a systematic study on leadership development. It is a theoretical and empirical literature which examined intrapersonal and interpersonal issues related to pursuit of effective leadership and identified some evaluation methods to identify the impacts of the program

**Jasper Buys et al(2012)**, assessed the adequacy of the Supervisor Development Program(SDP) process, including the extent to which the appropriate people participate in its activities and to provide information about coverage, service delivery, organizational resources, and medium-term outcomes for a supervisory development program (SDP).The primary motivation was to assist program staff to understand their program and also to generate information that the program staff could use to reflect on the program's performance and future direction

**Phyllis Tharenou et al(1990)**, investigated the effect of a supervisory development program on leadership style, conceptualized as the amount of consideration and structure demonstrated by supervisors and revealed that the training program enhanced self and subordinate-rated consideration and structure.

**Teerapan et al(2015)**, examined the impact of full range Leadership Development Program of middle managers and explored how they experienced the change .Their found that LDP contributes positively to the individual learning and improved outcome

**Maid megheirkoni et al(2016)**, points out the factors influencing leadership development .They found determinant and influencing factors in the uncertain environment through the interaction with middle level and top level managers and have provided those factors ,they have employed the qualitative method and which made them to come up with those conclusion

**Bryon Hanson (2013)**, recommends to evaluate and articulate the leadership development process differently towards interconnected process which aligns the leaders and organization towards more effective leadership learning and also have differentiated the leader and leadership development

**Trenton et.al**, points the approaches to develop interpersonal and intrapersonal leadership skills and the the tools for the leadership development. Effective leadership skills can

be taught by supplementing training with learning challenges.

**Mel Kleiman (2000)**, described that the essential parts of a worthy employee training program are constructed on orientation, Management skills & Operational skills of employees. These theories are groundwork of any employee development program.

**Shelly Y. Mccallum et al(2009)**,points that there is a growing need to equip emerging leaders with skills to generate, utilize and maintain social capital. The author examined five recent, large leadership studies to clarify the role that human capital or social capital capabilities play in present day and future leadership analysis indicates that, although there is a primary focus on human capital capabilities, social capital skills have begun to receive more attention as components of a leader's skill set.

**Francis Amagoh (2009)**, identified some leadership development initiatives to increase the leadership effectiveness and suggested that leadership development should be integrated to organization culture to produce leaders to deal with organization changes

**Cynthia D. McCauley et al**, discussed the outcomes of LDP as the participants experienced three types of outcomes as a result of their program experience: They developed strategies and competencies for continuous learning, including self-awareness, reflective thinking, and developmental relationships; the experienced personal changes either in the way they thought about problems or issues, in their habits or behaviors, or in the way they felt; and they accomplished projects more successfully than they would have without the program.

**Majid Mageheikouni(2016)** points out some leadership development methods, activities, contents, purpose and identified some impacts of the training program and its potential for future and its effectiveness for the growth of the organization and the individual

**Cheng and Ho (2001)** discussed the importance of training and its impact on job performance, while employee performance is one of the crucial measures emphasized by the top management; employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth-career potential enhances personal motivation.

**O, Jeff Harris, Jr. Observes** stated that "Training of any kind should have as its objective the redirection or improvement of behavior so that the performance of the

trainee becomes more useful and productive for himself and for the organization of which he is part/training normally concentrates on the improvement of either operative skills, interpersonal skills, decision making skills, or a combination of these".

*Why leadership development matters?* It's more cost effective to develop your existing employees into leaders instead of hiring leaders from outside hoping they will be the right fit for your company. Leadership development programs are crucial to the long-term success of every organization. Whether you believe leaders are born or made, in order to build a high-performing team, optimize your people's expertise and prepare the next generation of well-rounded leaders, you have to invest in leadership development—not in a colorful Power Point training session.

### III. LEADERSHIP DEVELOPMENT IS A SOUND INVESTMENT

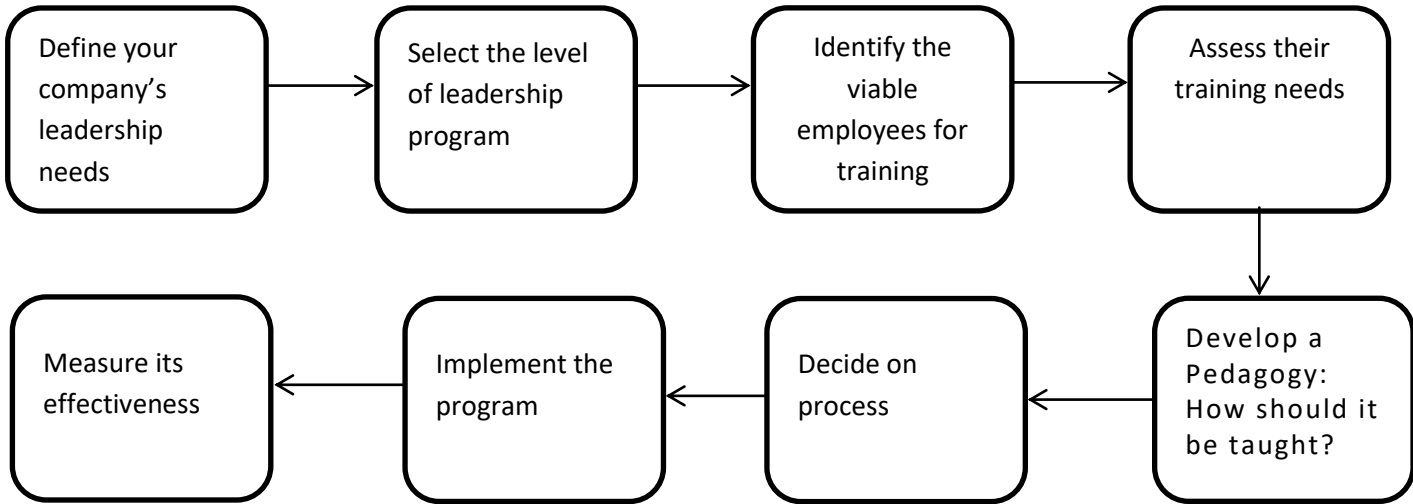
According to a Global Coaching Client Study by ICF, 86% of the companies able to provide figures to calculate ROI indicated they had at least made their investment back: 19% showed an ROI of at least 50 times (5000%) the initial investment, while a further 28% saw an ROI of 10 to 49 times the investment. "The median company return was 700%, indicating that typically a company can expect a return of seven times the initial investment," ICF reported.

Leadership development programs can be a company's top tool to maintain a visionary, strong leadership team. The difference between training and development is like the difference between maintenance and growth, standards and potential, indoctrination and education, efficiency and effectiveness, jobs and people, problems and solutions. Training keeps you in a box. Development takes you outside the box.

Investing in leadership development sends a message to your people that you care about them and inspires them to meet and exceed performance expectations. Programs that include mentoring and coaching can boost employee morale and transform your company from a workplace to a great place to work. Leadership development programs also reinforce a company's vision, mission and values by setting an example.

The best corporate leadership development programs are personalized to the contexts of participants – their unique individual, business and market challenges. By using leadership programs to explore personal leadership challenges, executives solidify their capacity to lead through change and drive excellent business outcomes. Participants should expand awareness with new perspectives on global economic and societal challenges. This also facilitates action on personal advancement priorities.

*Steps in developing a leadership development program:*



*Training module for first time managers*

*Objectives of the program:*

- To understand the role of managers(role clarity)
- To know the Concept of human capital
- To manage interpersonal relationships
- To build and maintaining relationships with others
- To get clarity on decision making
- To understand the leadership challenges

*Content*

- Understanding skills, capabilities, strengths and work values of self and others
- Decision making: frameworks and biases
- Art of persuasion and influence
- Developing teams and creating synergy
- Managing conflict
- Leadership: frameworks and personal style
- Performance coaching and art of giving constructive feedback
- Managing time – for strategizing, planning and implementing business decisions as well as for mentoring, hand-holding, appraising the juniors
- Understanding and managing workplace emotions

*Pedagogy*

| SNo | Program          | Objective   |
|-----|------------------|---|
| 1   | Role Of Managers | Importance of managerial role in an organization, their roles and responsibilities<br>Enable the participant to understand skills, capabilities, strengths and work values of self and others |

| 2   | Emotional intelligence | Shows participants the importance of how they express and control their own emotions, and how they understand, interpret, and respond to the emotions of others.  |
|-----|------------------------|---|
| 3   | Team building          | Structured approach to solving a problem, important tools and techniques used for analysing a problem and taking appropriate measures to solve the problem.   |
| 4   | Presentation Skills    | Enable participants to effectively communicate their idea to the audience through a presentation.   |
| 5   | Time Management        | Help participants appreciate the value of time and manage it effectively, by prioritizing their tasks   |
| 6   | Change Management      | Help people managers proactively lead employees through change. Learn how to define and accept their role in change plus gain practical frameworks for becoming an effective change leader.                           |
| SNo | Program                | Objective   |
| 7   | Conflict Management    | Learn the art of handling complaints and grievances of internal stakeholders. And help build a stickiness factor among his team members, towards the organization-Handling complaints and grievances                  |
| 8   | Legal Awareness        | Shows participants the importance of laws followed in the organization and helps them to apply, interpret, and execute the policies and legal standards practically based on the situations that employees encounter. |

|    |                        |   |
|----|------------------------|---|
| 9  | Leadership             | Enable the participant to lead his team, by helping them set their goals, work towards them and bring out the best in his team members and makes the participant to know about the challenges in leadership |
| 10 | Problem solving skills | Structured approach to solving a problem, important tools and techniques used for analysing a problem and taking appropriate measures to solve the problem.   |

#### IV. CONCLUSION

Nowadays the companies are looking at innovative ways to develop current and future leaders and they are ready to invest more in training their employees to develop their leadership skills and to equip their employees with important behavioural and leadership skills to handle current and future roles, better. This module is based on one of the requirements of an organization and this will ensure that the employees with useful insights and methods in leadership development that will help them be more effective when working to develop leadership talent in organizations.

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