

to create a personal and emotional setting that is right for the particular person and for the particular request.

In the office, we lay aside our everyday intuitive skills in human relations and put on the mask of an employer or an executive. We try to handle our tasks with orders or directives impersonally aimed at whoever happens to be responsible for its execution. We forget that effective mobilization of human resources always requires the voluntary participation of all. Leadership is fundamentally an interaction among people. It requires followers with particular traits and particular skills and a leader who knows how to use them within specific or given contexts.

In the final resort, an executive must use skills and human insight, as does an orchestra leader, to capture individual satisfactions in common enterprise. He must create fulfillment that holds subordinates on their part. A leader's job is to provide recognition of roles and functions within the group that will permit each member to satisfy and fulfill some major motive or interest. ■

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MANAGING ORGANISATIONAL HUMAN CAPITAL

The Drucker Prescription

Management development has become the avenue for managing careers of many employees, especially the talented young professionals. In Ghana, there are two major public institutions whose mandates include management development. These institutions are GIMPA and MDPI. Besides these two, many other tertiary institutions also offer executive training programmes (in one form or the other) geared towards the development of managers. Furthermore, management consultants and private training institutions also provide services in the area of management development. Management

development has become a much more strategic process.

Why Management Development?

Management and management practices are becoming increasingly complex. In addition to rapidly changing technology, management today has to be able to handle many new stakeholder expectations – relations with governments, suppliers, customers, employees, and labor unions. In addition to these are demands for innovation and entrepreneurship; for managing knowledge and the knowledge worker; for managerial responsibility for the environment and for the quality of life. All these increase the benchmarks by which managers are evaluated.

According to the legendary Peter Drucker, management development is also necessary to discharge an elementary responsibility that organizations owe to society. If organizations do not discharge this obligation by its own actions, society will impose it. For continuity, especially for big (private and public) enterprises, effective management is vital. He noted: "Our society will not tolerate, and cannot afford to see such wealth-creating resources jeopardized through lack of competent successors to today's leadership."

Employees look to their work for more than a mere livelihood. They look at such vocations also for satisfactions that go beyond the economic. They expect pride, self-respect, and achievement. Management development is only another name for making work and industry more than a way of merely making a living. By offering challenges and opportunities for individual development of each manager to her fullest ability, the enterprise discharges, in part, the obligation to make the job a "good life." If we believe that managers are made not born, then there has to be serious systematic work on the supply, development, and skills of tomorrow's managers and leaders. It cannot be left to luck or chance.

Why Management Development?

Individual managers need development just as much as organizations and societies do. They

should first keep themselves alert and mentally alive. They need to keep themselves challenged. They must acquire today, the skills that will make them effective tomorrow. They also need opportunities to reflect on the meaning of their own experiences and, above all, they need opportunities to reflect on themselves. In essence, they must learn to make their strengths count.

One of the strengths, but also one of the weaknesses of the knowledge worker, Drucker would opine, is to expect satisfaction and stimulation from one's work. The manual worker, whether skilled or unskilled, does not expect the work to mentally challenge him, to stimulate him, or to develop him. He merely expects a living from his work. The knowledge worker however expects life out of his work or vocation.

Knowledge workers, especially the highly accomplished ones, are likely to find themselves in a "spiritual crisis" in their early or mid-forties. By that time, the majority would inevitably have reached their terminal positions. Perhaps, they would have reached what, within their business, is their terminal function. What, in the early thirties, when the job was new, was a tremendous excitement to them, would become boring and routine fifteen years later. What this means is that managers should be able to develop lives of their own before the mid-life crisis sets in.

He needs this for himself equally as well as for the organization. The manager who at age 45, "retires on the job" because he has no more interest in the work, is not likely to make further contributions to the organization. He owes it to himself, and also to the organization, to develop himself as a person, so that he can build his own life and not depend entirely upon the organization, additional promotions, or lateral transfers. He needs to focus on his own personality, capabilities, strengths, weakness and interest. He needs to be emotionally intelligent.

The critical question remains what do we really mean by the terms "management development" or "manager development?" There are many who preach management development only because it is the fashionable thing to do.

What Management Development is Not

Peter Drucker believes that it is best to start spelling out what management development and manager development are not.

First, it is not taking academic courses. The courses constitute mere tools for management training or development; but they are not management development. Any course, whether it is a three-day seminar in a special skill or a two-year "advanced" programme for three evenings a week, has to neatly fit the development needs of a management group or the development needs of an individual manager. The job, the superior, and the development planning of both the company and the individual are far more important developmental tools than any course.

Managers are action-focused; they are not philosophers and should not be. Unless they can put into action right away the things they have learned, considered, and reconsidered, at the course it will be of little use. The course will remain "information" and never become relevant "knowledge." Secondly, manager development and management development do not constitute promotion planning, replacement planning, or finding potential.

The worst thing a company can do is to try to develop the "comers" and leave out the others. Some years later, the greater part of the work will have to be done by those left out. If they have not developed themselves to the point where they can understand, accept, and put into action the vision of the few "comers", nothing will happen. The majority of the people who were not included in the programme will, understandably, feel slighted. They may end up by becoming less effective, productive, and willing to do new things than they were before.

The attempt to find "potential" is altogether futile. It is less likely to succeed than random selection. Potential is elusive. By itself, it is worthless. Performance counts. The correlation between promise and performance is not a particularly proven one. Five out of every ten "high potential" young men turn out to be nothing but good talkers

by the time they reach forty. Conversely, five out of every ten young men who do not look "brilliant" and do not play the "talk good" game will have proven their capacity to perform by the time they are in their early forties.

Finally, management development and manager development are not means to "make a man over" by changing his personality. One of their aims is to make a man effective. They also aim to enable a man to use his strengths fully, and to make him perform the way he is, rather than the way somebody thinks he ought to be.

Practitioners of modern management believe that: "An employer has no business with a man's personality. Employment is a specific contract calling for specific performance, and for nothing else. Any attempt by an employer to go beyond this is usurpation. It is immoral as well as illegal intrusion of the privacy of the manager. It is abuse of power. An employee owes no 'loyalty,' he owes no 'love' and no 'attitudes' – he owes performance and nothing else."

Management development and manager development deal with the management skills people need. They deal with what an employee must learn to make his skills effective. The developments should concern themselves with the changes in behavior that are likely to make a man more effective. "They do not deal with who a man is – that is, with his personality or his emotional dynamics. The tendency or practice of psychological manipulation is no more defensible than any other manipulative paternalism – in fact, it is considerably more reprehensible."

Attempts to change a mature man's personality are bound to fail in any event. By the time a man comes to work, his personality is essentially set. The task is not to change his personality, but to enable him to achieve and to perform through what he is and with what he has.

Two Dimensions of Development

Development is not one, but two related tasks that mutually affect each other. One task is that of **developing management**. Its purpose is the health, survival, and growth of the enterprise. The other

task is **manager development**. Its purpose is the health, growth, and achievement of the individual, both in his capacity as a member of the organization and as a person. Management development is a function and activity of the organization. Manager development is the responsibility of the individual, though company and superior have important roles to play.

Management development concerns itself with questions such as age structure of the management group or the skills that managers need to acquire today in order to qualify for tomorrow. It also focuses on the organizational structure and the design of managerial jobs to satisfy the needs, expectations, and aspirations of tomorrow's young career professionals.

The development of a manager focuses on the person. Its aim is to enable a man to develop his abilities and strengths to the fullest extent and to find individual achievement. The aim is excellence. No one can motivate a man toward self-development. Motivation for development must come from within.

Development is always self-development. For an enterprise to claim to assume the responsibility for development of a man is idle boast. Drucker concludes: "The responsibility rests with the individual, his abilities, his efforts. No business enterprise is competent, let alone obligated, to substitute its efforts for the self-development efforts of the individual. To do this would not only be unwarranted paternalism, it would be imprudent pretension." ■

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The illiterate of the future will not be the person who cannot read. It will be the person who does not know how to learn.

Alvin Toffler