



Do managers train effectively on the job?

Most managers see staff development as part of their role, but admit they seldom do it.

When asked most managers accept that they have a role to play in the direct development of their staff, but when pushed to explain how and what they regularly do to fulfill this requirement the replies are far from satisfactory.

So they know what they should be doing, but the gap seems to be in knowing how to do it. So what can HR do to assist this situation? Some of the key issues must be:

How to get managers to see the value to themselves of developing others

How to make it easy to start, and start getting clear benefits

How to monitor the outcomes as well as their activity

How to link the individuals improvement or extra skill to the individuals subsequent progress

How to give the individual the opportunities to realise their potential within the organisation

How to get people to believe that continuing learning is essential.

One underplayed solution to this problem is the benefit of effective delegation. Done effectively managers can free up time for themselves, empower their staff and guess what... develop the capability of the team members.

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Just turn back to the front page and ask how many of the six key issues could be covered with an effective delegation approach...

It's pretty easy to see all of them could be interwoven into a delegated approach if managers were more ready to adopt this technique.

The truth is that delegation still seems to carry a heavy emotional barrier, at least here in the UK. As managers we are often very ready to become snowed under with work, unprepared to let go of day to day tasks, which in turn makes us increasingly busy, which means staff development gets pushed out again.

In fact we have found that managers seldom understand what true delegation is, mostly seeing it as a mechanism for dumping work on others. Clearly something to work on! So here's the cool idea, work at generating a culture in which managers see the clear link between delegation and the responsibility to develop their staff. Couple that with some clear instruction to show what good delegation looks like and you have a recipe for improved on the job training facilitated through the management structure.



Life is never that simple, but we think the concept has legs. Managers would be freed up to do what they should be doing, staff would gain new on the job experience and everyone's a winner. So let's all add delegation to the list of potential blended learning interventions.

