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# **Cost effective online learning and development of management and leadership skills**

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**– Online & Member Services**

## **In this afternoon's session:**

1. The importance of management and leadership development (MLD)
2. Evidence of the effectiveness of MLD
3. Different approaches to MLD
4. Demonstration of ManagementDirect

# Management is complex: a manager needs to....



## ...and it's a demanding job

- Management is difficult to get right in a changing world
- Managing people is hard. Two in five managers surveyed admitted to not wanting the responsibility of managing people at all:
  - Hands-off management doesn't work
  - Neither does hands-on management
- Somehow you have to find a balance between letting people on your team do what they want to do, and you telling them what to do. And that balance must be difficult to find, because a lot of managers seem to struggle to find it

# Bad management is harming UK plc

- The majority of high profile failures and crises can be attributed to bad management
  - Mid Staffs hospital inquiry
  - BP oil spill – presidential commission blamed “bad management”
  - Buncefield – largest fire in Europe since WW2
  - Baby ‘P’
  - West coast rail franchise
  - MOD procurement - £8bn “down the drain”
  - Banking crisis
- 63 per cent of managers say they have had no management training
- Only 28% of managers hold any type of formal management qualification

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## **Bad management is harming UK plc (cont.)**

NICE says that almost 14m working days are lost each year due to work-related mental health conditions such as stress, depression and anxiety – at a total cost to UK plc of more than £28bn

And what did they say was the biggest cause of workplace stress?

**Bad managers**

# 2012 CMI Research



## The Business Benefits of Management and Leadership Development

February 2012

Dr Richard McBain, Professor Abby Ghobadian, Jackie Switzer, Petra Wilton, Patrick Woodman and Gemma Pearson



## The Value of Management and Leadership Qualifications

July 2012

Margaret Bradley, Patrick Woodman and Paul Hutchings



## Professionalising Management: the impact of Chartered Manager

September 2012



## Poor leadership

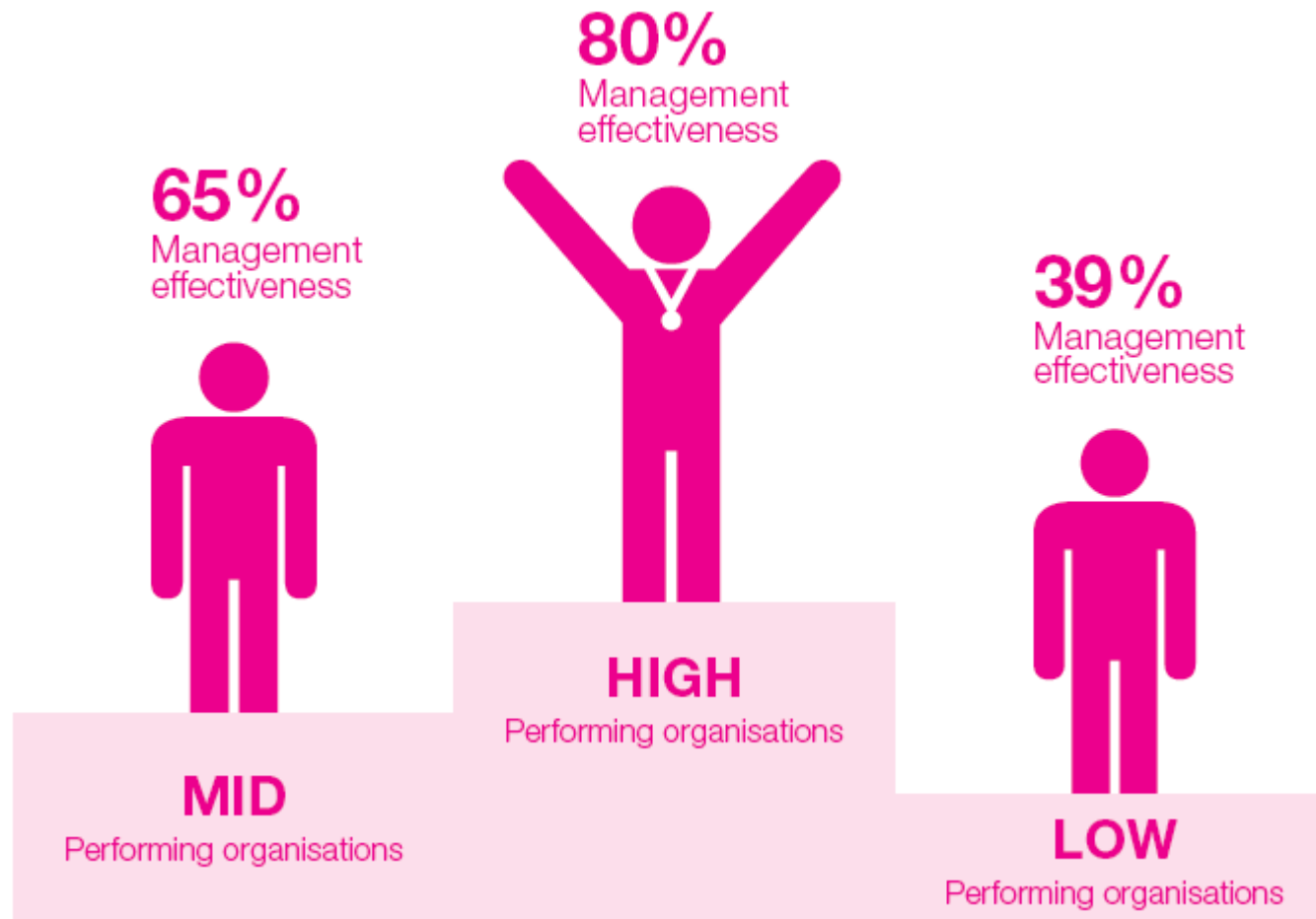


# MLD improves performance

- MLD activities can add 32% to people performance and 23% to organisational performance.
- 90% of managers say qualification improved their performance
- Sustainable – 81% passed knowledge on, 79% improving team performance



# Relationship between organisational performance and management effectiveness



# The 70:20:10 model

- Traditionally, organisations have focused on measuring the value and output of formal structured training, yet have largely failed to measure and recognise the value of self-directed, experiential learning
- Skills and knowledge are fundamentally acquired in 3 ways:



- 10% through formal training such as workshops, qualifications, face-to-face training
- 20% through feedback & coaching - conversations with experts, managers, coaches etc.
- 70% through on-the-job practical experience

- The self-directed element which accounts for 90% of an individual's learning is typically unplanned

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# CMI's portfolio

- Formal Learning
  - Wide range of qualifications at all levels
  - Accreditation and Validation
- Feedback and coaching
  - Diagnostic tools
  - Coaching and mentoring
- Experiential learning
  - Workplace support tools
  - Networking opportunities

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# ManagementDirect

[www.managers.org.uk/experiencemd](http://www.managers.org.uk/experiencemd)

- Online access to the full CMI Body of Knowledge
- “Google for management and leadership”
- Wide range of resources to support different learning styles
- “Just in time” and in-depth resources to meet practical workplace challenges and support formal learning

# ManagementDirect online demo

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**Thank you**

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