



WENTWORTH 1

Leadership, Teamwork and Self-awareness

VIEWPOINT

Training Needs or Development Needs?

I've always found it interesting how different organisations use our Wentworth 1 course, because there are some strong variations in people's underpinning beliefs about training and development.

Some organisations use the course to help individuals improve in areas of deficiency, and some use it for people who are already highly valued as a means of helping them develop even more. To be fair, some use it for both, but mostly it's one approach or the other.

The first approach tends to come out of a model where there is an annual assessment of managers' performance and skills leading to a highlighting of their training needs. Having determined the needs, the next step is finding suitable training to meet them. Sometimes this is accompanied by a financial budget limit which can lead to a concentration on those with the biggest need.

The second approach tends to be more focussed on possibilities, and essentially is more vague, because it's based on the belief that developing the skills of those who are already "good" will lead to a future payoff.

The first approach is training people to behave differently, the second is more helping people to grow.

Is one better than the other?

We welcome both because they bring us business! However, we usually see each approach as a reflection of the culture of the organisation. The first is more precise, organised, and targeted, and is often a sign that training and development is seen as the responsibility of the HR Department. The second is a more open-ended act of faith, and most often is driven by directors who "own" the management and leadership development process.

I think it is useful to have both approaches, but if I was forced to choose I would go for the second, as I believe it's more far-sighted, and when there is a shortage of really good leaders around, it's much better to actively try and grow your own!

- Andy

Remaining dates for 2008

7 - 12 Sept 2008

30 Nov - 5 Dec 2008