

Development on a zero budget (edited extract)

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Edited extract

The following slides are an edited extract from a presentation by Tony McNulty at the HR Conference of the International Red Cross and Red Crescent Societies, Geneva, 24-27 September, 2007

Session Objectives

- Share 30 ideas for developing people on little or no budget
- Act as a catalyst to help unlock some of your own insights
- Encourage shaping these ideas and insights for use back home
- Create a learning environment through your active participation

Tony McNulty

- 12 years as Managing Partner, McNulty Management Consultants
- Strategy Implementation, People and Organisation Development, Coaching and Benchmarking
- 25 years' experience in various roles: INSEAD researcher; practising manager; consultant
- Ph.D. in Organisational Behaviour (London Business School)

Sources for the 30 ideas

- Published research
- Access to unpublished research
- Consulting assignments
- Benchmarking

- My challenge to you ... find some more

Individual Exercise

*Consultant led exercise designed to give insight
into one's own personal development
experiences*

DEVELOPMENT NEEDS: SELF-DIAGNOSIS OF GAPS (An example)

*Matrix designed to help pinpoint personal
development needs*

The two key lessons about development

- (1) Build on strengths
- (2) Prioritise those weaknesses which prevent people from displaying their strengths

Thirty ideas

- (1) Conduct a personal review
 - Set a specific time (daily, weekly, monthly) to review your performance
 - Purpose? Effectiveness? Improvements? Implications?
 - Write down lessons learned
 - Discuss conclusions with others
- (2) Keep a logbook
 - Experiences, ideas, notes
 - Review lessons learned
 - Write down actions to pursue

Thirty ideas

- (3) Do a time log
 - A typical two week block
 - What patterns are there?
 - Are you allocating your time to your priorities?
- (4) Ask for feedback
 - From your boss, colleagues, outsiders, subordinates
 - Casually or as part of performance or project reviews
 - What goes well, less well?

Thirty ideas

- (11) Get a coach or an internal co-coach
 - Any internal coaching brings benefits (e.g. cross-functional networking)
 - Meet/phone/plan/do/review
 - Share experiences and advice
- (12) Undertake secondments/missions
 - Dual purpose: (1) do the job; (2) educate others
 - Write up conclusions
 - Present findings formally when “back home”
 - Add to institutional memory databank

Thirty ideas

- (13) Seek out special assignments
 - Long or short-term international assignments
 - Other examples: become a process owner (e.g. H-P); participate in a project
 - These provide opportunities to develop skills and competencies
 - Planning and review are critical to success
- (14) Volunteer for membership/leadership of taskforces
 - Disciplinary/multi-disciplinary
 - Board/top management sponsored is best

Thirty ideas

- (29) Consider sabbaticals
 - Some organisations encourage this
 - Jaded employees often return refreshed and bursting with ideas
- (30) Undergo formal 360 degree feedback
 - We cannot address a development need of which we are unaware
 - McNulty or other process

Conclusions

- 1) Review your earlier answers – are any development ideas missing from the 30?
- 2) What actions should the organisation now take?
- 3) What actions will you take? (e.g. Write down one action; get a “buddy” to contact you on an agreed date to check progress)

Final messages

- The most powerful developmental experiences usually involve
 - practice
 - doing worse before we do better
 - patience
- Adapt the ideas and insights to fit your culture and circumstances (avoid the corporate immune system)
- Setting objectives with a deadline and follow-through gets things done