

## **Making Management Learning Live**

### ***The Situation***

A global company with a strong record of training and developing its management invited Richard Smith Associates to contribute to one of its middle management programmes aimed at section managers across eastern Europe.

### ***The Analysis***

Observation and analysis of the existing programme led to the following analysis:  
The content of the programme was highly respected and had good academic integrity

The learning methods focused on a didactic lecture-and-exercise format

The 'awareness' emphasis of the learning made direct transfer of learning to the workplace difficult

The extended learning day, combined with the length of the programme, led to learning fatigue

### ***The Solution***

A change of learning design was introduced:

The existing pre-work was tailored to include more preparatory reading and exercise preparation for key elements of the course.

The need for formal work after dinner was reduced and replaced in some cases with structured opportunities for developing and exploiting network contacts.

The learning model was adjusted to introduce more experiential exercises, with learning driven by participants' own reflections on exercises and activities around teamwork, motivation and leadership.

More application examples were introduced, using the tutors' experience of managing in organisations, to stimulate participants' thinking about creative applications of their own learning.

A format was designed to help participants link their learnings on the programme to the organisation's competency model.

End-to-end management of the programme was introduced to improve participants' learning.

### ***The Outcomes***

The programmes achieve top ratings from participants, who regularly report the practical usefulness of their learnings to their jobs.

The organisation now uses Richard Smith Associates not only to contribute to this and a similar international programme for Heads of Department run in many regions across the globe, but also now uses our management expertise and contacts to manage the contribution of other consultants to many such programmes.