

Developing People to Develop Organisations

newsletter

PSA

Training &
Development
Limited

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Welcome...

This year PSA celebrates 15 years in business and we like to feel that in our mid-teen years we still retain the youthful energy of when we set up the business in the late 1980's. Along the way we have worked with some great companies and fabulous individuals and we are proud to have been part of their journey.

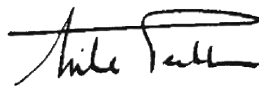
We continue to support our clients through developing managers, strategic support and facilitation, on-line 360 degree feedback and team development.

The breadth of work that we have undertaken since our last newsletter is remarkable. This includes work with young managers to build and resource a community centre in South Africa (see David's article on Project Zisize) to team development for Intercall in South Wales and VirginMoney in North Wales.

Alongside this we have run countless development programmes for our clients.

This newsletter coincides with the release of both a new website (www.psa-training.co.uk) and two diagnostic questionnaires (which we are offering free of charge to the end

of the year) for managers and developers. The Managing Skills Questionnaire (MSQ) is based on a "People Management" competency framework and provides managers with a quick assessment of their management skills; whilst the Team Skills Questionnaire (TSQ) helps a manager diagnose the development needs of their team. Available on CD, please call Rob Firmin for your free copy or go on line to www.psa-training.co.uk/freecd.htm to place your order. We are regularly asked about the wide range of services and products we provide for our clients and in response to this have included an overview on the back page.



Mike Peckham
Managing Director



One word
can separate you
from other managers

Chartered



Because the future is no longer uncharted territory

Developing Managers and Leaders

Here are some interesting facts to think about:

- > By the time John Logie Baird, the inventor of the television, was 12 he had installed a telephone exchange and electric lighting in his parents home in Scotland.
- > Henry V fought the Welsh forces of Owen Glendower in his father's army at the age of 14; at the age of sixteen he commanded his father's forces at the Battle of Shrewsbury. He was 28 when he led his troops to capture Harfleur and victory at the Battle of Agincourt.
- > Joan of Arc was 17 when she led French troops to an incredible victory over the English at the Battle of Orleans.
- > At the age of 26 Albert Einstein fundamentally changed the way we think about the world when he offered his first 4 scientific papers for publication in a German Physics Journal, at the time he was working as a clerk in an office.

There is a theory prevalent at the moment in management development

circles that broadly says that the development of managers takes a careful path along a number of key stages and if these are missed out, the resulting manager is inexperienced or, in some ways, ill-formed. PSA increasingly believe that this is not true.

To put it stronger, we would suggest that the model could be an inadvertent attempt by the 'Baby Boomer Generation' to protect itself from the 'Generation X'ers'.

The 'Baby Boomers' are widely acknowledged as being born between 1946 and 1964 of the post war generation; whilst 'Generation X' were born between 1965 and 1982.

The managers entering organisations now are Generation X'ers, they have different aspirations from their managers and leaders. They are less prepared to put in the hours but expect to be managers and believe that they can do the job of their bosses with half the experience; they are impatient for success and reward and are loathe to accumulate experience when they have been told 'you can have it all - and now'. Developing this generation of managers requires a different approach to the longstanding ideas on management development.

Our work in South Africa with a team of young managers, emphasises the challenge of developing this generation; how to build a lifetime of experience and wisdom into the development in ways that enable them to pick up the baton of leadership quickly and effortlessly.

It is worth thinking about how you are developing your managers and the next time you hear yourself doubting a young manager think about what you are defending?

'Give a man a fish and you feed him for a day'

'Give a man a fishing rod and you feed him for life'

'Lend the fishing rights and you feed his whole family and heirs for a generation'



'Putting old heads on young shoulders'



By taking 14 high potential young managers from one of our global clients and giving them a 'real' management and leadership experience on a unique project in South Africa, we believe that we were able to 'put old heads on young shoulders.'



In July we saw the successful conclusion of a 15 month Graduate Development Programme that began when we were invited to develop a learning structure that would provide a 'safe training ground' for the graduate team to gain the leadership and managerial maturity required by the business.

It became obvious that for this to really work and to have lasting impact we needed to create a development vehicle that was real in both impact and consequences, whilst replicating their future roles of working within a global environment and providing the opportunity to individually learn what they needed to learn. In short - we needed to provide them with an

opportunity to rehearse their future!!

Working within a clear development framework that was managed by PSA, the team chose to work with a South African charity called Zisize meaning 'helping others to help themselves' and they made a commitment to fund, build and equip a sustainable education resource centre for the community of Manyiseni in Kwazulu Natal. A massive challenge that included the raising of £35k, managing customers on the other side of the globe and having to live and work in a challenging/different environment for over 3 weeks.

So what did they get out of it? As well as gaining first hand experience of the business practicalities of: strategic thinking, project management, financial planning / analysis, negotiating,



managing diversity, logistics / resource management, motivation, communication, decision making, delegation and time management. Individually, they used the project to explore, rehearse and develop their own leadership styles to become exceptional rather than adequate

leaders. This was reinforced several months after our return when one of the managers who initiated the work said "you can see how they have changed; they have grown and have an inner strength and confidence that is certainly beyond their years. It would be fair to say that they are far more mature now than before they went away - I have no doubt that they are the future for the business."

If you would like further information about using community based projects as exceptional development opportunities or would like to contribute to Zisize and its work with the children of South Africa, please call David.



For further information
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One and Two day development modules

- Coaching for Performance
- Effective Communication and Managing Conflict
- Influencing and Personal Power
- Leading Organisations
- Managing Leading and Empowering Your Team
- Managing Projects
- Meetings Management
- Presentation Skills
- Presenting Yourself for Successful Networking
- Project Governance
- Project Launch
- Strategy for Beginners
- Time Management
- Understanding Your Place in Business

Manager Development

Our Management Development Programmes are designed to develop the manager and the organisation in a manner that clearly supports the delivery of business strategy.



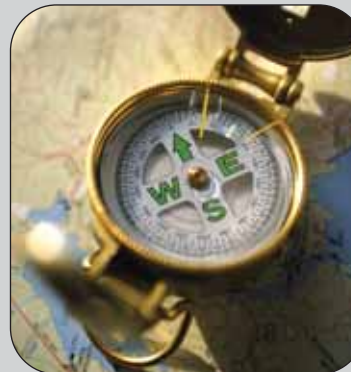
As a Chartered Management Institute Accredited Centre we are able to offer the Diploma in Management (Level 4) that can lead to Chartered Manager Status.

What we do

360 Degree Feedback Tools

We have for a long time recognised that constructive and concise feedback on performance and behaviour is the key to personal development.

With more than 10 years experience of devising and implementing 360 degree feedback systems for our clients, we have managed to develop an unrivalled range of tools, competences and questions that provide accurate and meaningful individual development feedback all of which are available online.



Team Development



We have the expertise to be able to provide a broad range of innovative team building and development opportunities including abseiling, climbing, canoeing, sailing, speed boating and a large number of business projects all of which are specifically designed to create a learning experience that is clearly linked to the business strategy/workplace.

We are proud of being able to provide people with an enjoyable, memorable experience and our knowledge of business ensures that events make a measurable difference.

Strategic Support and Facilitation

PSA have an outstanding reputation for working with CEO's, MD's and Board Member to facilitate change and help in the development of clear deliverable strategies.

Clients we've recently worked with

It would be impossible to list every client we have worked with over the past 15 years however, our recent clients have included;

- Allied Distillers
- BITC (Business in the Community)
- Bluecycle.com
- Diamond Trading Company
- GallifordTry Construction
- KFC
- Lloyds TSB
- Nutritia
- One Account
- Scottish Enterprise Network
- Stonham Housing
- Syntegra
- Tricon
- Virgin Money