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Leading Growth in the 21st Century

Assignment 2

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1. Some of the major challenges in terms of executive development planning would include the time-frame to adequately train and ready the 90% of managers for the expansion of the company. Three months is a relatively short time to bring people up to speed - further such training should be ongoing. The tourism sector is a highly competitive market, which some countries rely on heavily. An organization may not be able to train 90% of its staff at once, but at the same time, but the training is needed to keep the company on the cutting edge.
2. The main administrative challenges within the Public Corporation seem to be that of a top heavy middle management team that lack diversification and adequate development of skills needed for the organization. Some of the managers may be technical while others may have better administrative skills. It takes a combination of both for proper functioning of the operation. Like many organizations, only a small percentage of the leaders are capable of keeping the company in the profit zone. It is not stated whether there are females are in the top executive management, but if none are females, this robs the company of having a female perspective.
3. To ensure that this developmental dilemma does not re-occur: there needs to be an investment in ongoing training and coaching of staff in the areas that they are best suited – whether top middle or lower management. The 360 degree survey that was undertaken would be an excellent tool to make assessments of skill sets.

Persons who have an innate ability to assume executive leadership need to be coached in this regard. Likewise, persons who are more naturally designed to fulfil support roles, should be trained and encourage to excel in these areas. Everyone was born with different gifts and talents – not that one is better than the other, however.

1. To align the executive development plan with the company’s strategic growth plan, the company should: determine the personal and company visions as well as the strengths and weaknesses of its human resources and make necessary adjustments for the alignment. For example, if the company’s vision is to grow eco-tourism by a certain percentage, managers with an environmental thrust, with a desire to excel in this field should be encouraged with incentives and specific trainings/coaching.
2. To inspire leadership development within the company, I would design:

a results based management system that would encourage results and change in behaviour

a performance management appraisal system that awards managers on achieving personal and organizational goals

ensure that there are transformational leaders who are role models for persons to emulate

1. Outsourcing this project is a possibility in the short term to ensure the company remains in the competitive market space. One of the advantages of outsourcing is that the organizations leaders can understudy the experts. In the long term, special focus needs to be given to staff with a view to getting return on investment (ROI). Consultants with knowledge of the country’s and organizational climate, could be hired to train staff. Without the requisite leadership training, the executive leaders should not attempt to drive the success of this project.

The importance of training cannot be underestimated – it can make or break a company.

1. The government should move expeditiously to imbed executive leadership development within its operational framework. The investment in the leaders of the organization is invaluable. To build on the framework, a proven trainer/ training company should be engaged. In-house and off the job training is necessary. Staff should be taken out of the regular work environment and challenged with challenging tasks for best results.