



Developing Corporate Competence

A High-Performance Agenda for Managing Organizations

William Tate

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In most organizations there is a striking difference between what managers are capable of doing, and what managers choose to do and are allowed to do. HRD specialists often devote themselves to developing individual managerial competence with little regard to the context or the organization's side of the bargain.

In this challenging book William Tate shows how to link management development with the culture and problems of the organization to generate performance-enhancing action. Mr Tate shows how to treat the organization as a partner in the development process, integrating capability with a receptive organizational climate which encourages and applies learning. He offers both ideas and practical strategies, supported by illuminating case studies. Like his companion volume, *Developing Managerial Competence*, this engages the reader through activities, checklists and 'tips', helping him or her to think through the issues and plan appropriately. He stresses throughout the benefits of a value-driven model based on openness.

This is a radical, hard-hitting but above all practical approach designed to place the organization's purpose at the heart of the management development process. It will be welcomed by HRD practitioners and senior managers alike.

Contents

Part One Models, Concepts and Definitions: Developing a model foundation; To train or to educate - that is the question. Part Two Analysing Needs and Diagnosing Problems: Establishing managers' development needs; Diagnosing organizational needs. Part Three Interventions, Methods and Action: Choosing development interventions; Managing performance; Refocusing career management. Part Four Working to Develop the Organization: Linking development to organization performance; The fall and rise of the organization; Creating a positive environment; Building a learning organization. Part Five Strategies for the Future: Forming a development strategy; Developing the organization to be; Index.

About the Author

William Tate is an independent consultant specializing in management and organization development, change and learning. For many years he worked for British Airways, holding a number of senior positions including Head of General Training and Head of Human Resources Strategy and Planning. He is the author of *Open Learning Choices for Managers and Executive-Match*, a selection planning guide.

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