



DEVELOPMENT CENTERS

An Ideal Learning Environment for Senior Managers

Creating a genuine learning environment for Senior Managers is tricky business. Competencies needed at senior levels such as leadership, strategic thinking, Coaching etc are all inherently challenging – often requiring years to imbibe and improve. On the other hand, senior manager time is at a premium. As a result, HR Managers are forced to compress learning programs for Senior Managers on complex topics into absurd time-frames: e.g. *Five competencies in two days or even Leadership in a day!* Such programs barely manage to scratch the surface of these complex topics let alone build any competence.

Having participated in such programs, Senior Managers usually become cynical and critical about the effectiveness and relevance of behavioural training and keep evading participating in such programs usually offering the excuse that they are ‘very busy’. Such excuses perpetrate the vicious cycle of even shorter duration programs – which are even more pointless!

It is here that the Development Center (DC) format offers great hope. A well designed Development Center (DC) provides the perfect environment to address these concerns. It uses simulations which create an exciting hands-on learning atmosphere full of real life challenges in which managers tend to participate whole-heartedly. The presence of expert coaches facilitates instant feedback which is both: relevant and practical; as well as sensitively given, resulting in genuine learning & gains for life.

Vernalis has executed over 300 Assessment & Development Centers for Senior Managers covering a wide variety of industries and situations. The feedback on Vernalis ADCs has universally indicated the appropriateness of DCs as an ideal learning environment for managers, especially seniors. Many managers of leading Indian and multi-national firms, who have attended dozens of training programs with several reputed national and international firms, have rated Vernalis ADCs as the ‘Best Program Ever’ attended.

The development center is usually a 4 or 5 day program – a duration initially perceived as long. However, this opinion undergoes a complete reversal after the program and most participants almost guaranteedly give a parting feedback suggesting an even longer duration because of its ‘enormous relevance and effectiveness’.

Overall, ADCs are acknowledged as the most potent format for quality learning and inspiring personal change across all managerial levels, but most especially for the tough no-nonsense world of Senior Managers.

NOTE: *It is highly recommended that Development centers be followed by a long term coaching engagement to ensure that gains in learning and motivation are consolidated*