

SUPPLY CHAIN ACADEMY

TALENT AND MANAGEMENT DEVELOPMENT PROGRAM

Today's organizations invest in their 'high potentials' in order to keep the knowledge and expertise in-house. With the right appraisal and motivation the high potential is able to obtain more responsibilities like managing teams, delivering results, and running (international) projects. At this point the high potential is faced with a need for international management skills, international business knowledge, and personal skills and growth in the new role. Ignoring this will lead to unnecessary failures which takes time and costs money.

The Supply Chain Academy designed a Talent and Management Development program for professionals who are eager, ambitious, and who believe in their own talents.

INTRODUCTION

The Talent and Management Development (TMD) Program supports the high potential in the changing and complex business environment through expanding of knowledge and expertise. He or she learns to understand the vision and strategy of the organization, achieve results, support relationships, manage change and knowledge. The ultimate aim of this program is to develop a general management perspective and to acquire the necessary knowledge and skills through theory and practice. The high Potentials have to work out real business problems in teams, so that they learn to understand business concepts, and become able to analyze necessary business issues and skills. After this program the participants have recognized and developed qualities that are important for their "new" career, like leadership, self-management, strategic and commercial thoughts and actions, and directing change.

FACULTY

The TMD program is provided by multi-talented faculty members. Besides teaching, they are responsible for program design and management, research activities and they publish extensively about their field of expertise. Our faculty members are not just "academics" but possess extensive "real world" business experience obtained in senior management positions, management consulting and board memberships. They are sharp-thinking professionals who are comfortable in today's technology driven and global oriented business world. The frontiers of knowledge are explored through independent research in order to pursue improvements in the quality of higher education and management development.

MODULES AND FRAMEWORK

The generic Talent and Management Development Program consists of 8 modules:

1. SMA Strategic Management
2. PRO Project Management
3. HRM Human Resource Management
4. CMA Change Management
5. SPR Strategic Processes
6. MCM Multi Cultural Management
7. FMA Financial Management & Accounting
8. SAM Sales Management
9. PEF Personal Effectiveness



The connection between the theory and the practice is embedded by:

- PRO Project

The themes are:

- A. Strategic Choices
- B. Diagnosis & Analysis
- C. Decisions and Change
- D. Implementation
- E. Evaluation and Embedding

Teamwork benefits

The selection process of the TMD program is rigorous because the participant must gain maximum benefit, and must be able to contribute to the value of the program. Exchanging knowledge and experiences with other participants are important sources of learning. This is actively supported through facilitating team-based projects, and several business simulation games. Through international business cases based on real events, participants will gain an international perspective, and learn about technologies that are changing the way of doing business. The cases are constantly updated to reflect the latest thinking, ideas, and developments.

Team-based projects

The use of team-based projects and workshops ensures the development of analytical skills, which are critical in today's competitive and rapidly changing world. Therefore a team-based project, presentations, lively debate, and classroom interaction, are key elements of the program. The challenge of the TMD program of the Supply Chain Academy, is to apply the learning in real-life situations, and the interaction between faculty and other participants and learning from this all. Students are working on a team based project. These projects are selecting in cooperation with the organization and must represent the four top change priorities. The model which is used to categorize the project is the model of the competing values of Robert E. Quinn. The team-based project starts in the first module, and finishes in the final course. In the period between the two modules the participants must continue working on this team-based project.

Participants have to learn and work together, and have to challenge each other. Together they will find new ways to solve complex issues. Feed back of faculty and other participants will increase their personal and team effectiveness. In addition, teamwork provides the participant with a broader framework, because they have to share analysis with each other. They learn from experiences of other companies as well as their own.

Transforming High Potentials into High Performers

The TMD program will help high potentials to increase their self-awareness, credibility, and confidence: the personal growth. Participants know already what is expected of them at work, and try to deliver it. They can achieve a lot for the organization, but sometimes they experience a lack of knowledge and skills. Therefore they want to increase their knowledge and skills, not just by theory, but through action learning high potentials become high performers.

To enable corporate transformation the TMD program explores the standards of managerial excellence against which high potentials need to measure themselves and others. Return on



investment is high; the participant can apply the learned skills at the workplace. The Supply Chain Academy tries to address this issue by linking evaluation to learning sets, learning logs and other tools to make it part of a virtuous cycle that endures after the program has finished.

BENEFITS

Return on investment will be high for both companies and individual participants. Participants acquire new skills, and in the mean time they learn how to apply them at work.

Benefits for the companies

Through the TMD program the company:

- makes use of the potential of their best and brightest employees;
- experiences that the high potentials are able to contribute more effectively to the achievement of business goals;
- invests in the career of the high potentials in order to keep them for the organization, because of the created challenges;
- can involve the high potentials in more, complex projects and business decisions;
- experiences that the high potentials learn to understand more of the standards they need to reach, and the tools they can use;
- experiences that the high potentials knowledge in the field of technology increases, so they are able to act in a changing environment.

Benefits for the participants

Through the TMD program the high potentials are able to:

- apply business frameworks and a management toolkit to a range of business situations;
- act effectively in a fast changing and technology driven business world;
- understand professional standards, and have the knowledge to use them in order to increase their personal effectiveness;
- achieve results, and solve complex problems;
- work effectively in teams, and are aware of strengths and weaknesses of themselves and other team members;
- communicate, inspire, and support;
- perform both market- and client-oriented;
- focus on their personal and professional development and take control of this and their career;
- develop and establish a network with professionals, business executives, faculty, and other TMD participants from various backgrounds.

ALTERNATIVES

The Talent and Management Development Program can be offered on a tailor made basis. Tailored programs are concerned with genuine business problems. Each program is carefully designed and fully tailor made to comply with the needs of the company. Companies have input into the design of the program ensuring the content is relevant to their business needs. Materials, project work, and case studies reflect the actual context of the business.

Delivery of the program

The delivery of a tailor made Talent and Management Development Program is highly flexible. Timing can be geared to work schedules and sessions can be held at company sites, or on



campus, in both The Netherlands and the home country. Students have to work out actual assignments that are directly applicable at work.

Example

For example programs can be offered as seminar. Each program contains 32 contact hours. Two courses can be offered in one month. Students will follow the first part of the module in 4 days, then after two weeks the students continue the module (2 x 16 hours). In the period between the two lectures, the student is able to make assignments, and prepare presentations.

CONTACT

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