20/20 Management Development System®

THE Corporate Business University for Leadership & Management

The **20/20 MDS**® is a fully integrated, flexible, Action learning centered, broadly-based leadership and management education program aimed at businesses of all sizes and types.

20/20 MDS®
Management Development System

A **Series of Short Courses** (from a total of 60 in all) ultimately lead to formal and portable qualifications at Certificate, Diploma, Degree and Masters equivalent level. This offers our clients a complete and entirely scalable "drop-in" Leadership and Management Faculty as part of our or their own flexible Corporate University. It also provides the opportunity to ensure that participating employees get the very best blended learning solutions available.

System Features & Benefits

Totally integrated in terms of its design and internal consistency

Competency based to allow individuals to develop in specific areas

Modular in design, allowing learners to take single modules at a time

Diagnostically grounded, measuring individual skills and preferences

Fully up-to-date based on best practice concepts in the workplace

Written to be **achievement/outcome-based** (not time served)

Based on key core modules and non-core electives of the participants' choosing to suit job/role

Application-driven toward work-based assignments and projects

Fun and interactive in learning format and content

Open to customization to maximize relevance to the workplace

Designed to be undertaken on participants' own time with valuable client-based work built in as part of the assessment process

Multi-level in terms of its content depth (Team Leader, Middle Manager, Senior Manager and Senior Executive levels)

Designed around continual assessment (both internal and external)

Externally accredited/certified by highly reputable institutional bodies

Totally portable in terms of recognition at an international level

The Benefits and Advantages of the 20/20 MDS®

The 20/20 Management Development System® was developed over several years by the Worldwide Center for Organizational Development and widely applied and honed, particularly within the large financial services business HSBC. It is now a totally integrated and multi-faceted management and leadership development program that can be utilized by any organization, large or small. It was created in response to an increasing need for real and "action" based adult learning dealing with practical issues and challenges in the workplace and not just a learner's recall of a fixed and historical knowledge curriculum.

The system is built around a series of initial short course programs (usually carried out in company time) before the participating individual undergoes a self-paced learning journey through a particular module (in workbooks and on CD or the web) over several weeks, at the end of which a practical assessment of competence is made.

A user client typically invests in the entire suite of modules available under the 20/20 MDS® banner at a certain level (13-15 Modules). This makes available an exciting suite of development modules that can help every individual within the organization to learn and grow (both personally and professionally). Perhaps most significantly, because this program is certified by the **Institute of Leadership and Management** (ILM) in the UK (one of the largest and most flexible accrediting bodies for management education in the world) and **Hume Locke University** (HLU) in the US (a university on the cutting edge of what is happening in leadership and management worldwide) participation leads to internationally recognized formal qualifications.

TO THE ORGANIZATION	TO THE LEARNER
1 **Higher retention/Lower turnover** of staff as people stay longer to complete programs	1 **Program participation leads to formal and externally recognized qualifications**, helping to build a sense of achievement and self-worth
2 **No employee on-the-job time lost to attend day-release or summer school** (keeping employee knowledge and IP in-house)	2 **Qualifications attained are highly portable** on an international basis
3 **Talent "cream" more quickly identified** and "fast-tracked" to reach the top	3 **Courses are entirely self-paced** and time to completion is highly flexible.
4 **Organization has better/more objective knowledge about employee skills** and behavior from strong assessment and testing systems	4 **Programs are broadly based and modular** allowing employees to try out and benefit from parts without undertaking complete programs
5 **Best/better talent attracted** to the organization-increasingly becoming an employer of choice	5 **Blended learning approach provides high levels of variety** to the individual learner (including working individually and in a team setting)
6 **Direct returns from Action Learning Projects is likely to be substantial** (increasing efficiency, effectiveness and performance given learner focus)	6 **Courses are highly assessment-driven** helping learners to self-identify specific or particular areas in need of greatest leverage/development
7 **Much lower cost of employing people** as participating employees become more productive and cost of "buying in" talent falls	7 **Programs are Action-Learning based** allowing real workplace issues and challenges to be tackled as part of the learning experience
8 **Much greater employee alignment and teamwork** through common to all leadership learning system (including much greater inter-generational cooperation)	8 **Courses or programs are multi-level** allowing students to go as far as they wish to develop themselves as leaders
9 **Common language/more aligned and approach created** for leadership and management decision-making at all levels	9 **Courses are innovative and non-traditional** focusing on teaching people to know how to ask the right questions rather than trying to always have the right answers
10 **Cheaper/more cost effective** than other external educational/training institutions/approaches	10 **Courses are highly interactive, teamwork oriented and fun** in terms of participation

Our Learning Programs

20/20 MDS® Leadership and Management learning programs (and the qualifications they lead to) are typically aimed at those people who are likely to be either aspiring or practicing managers or those people who are looking for diplomas, degrees or masters programs which are rich in soft skill development.
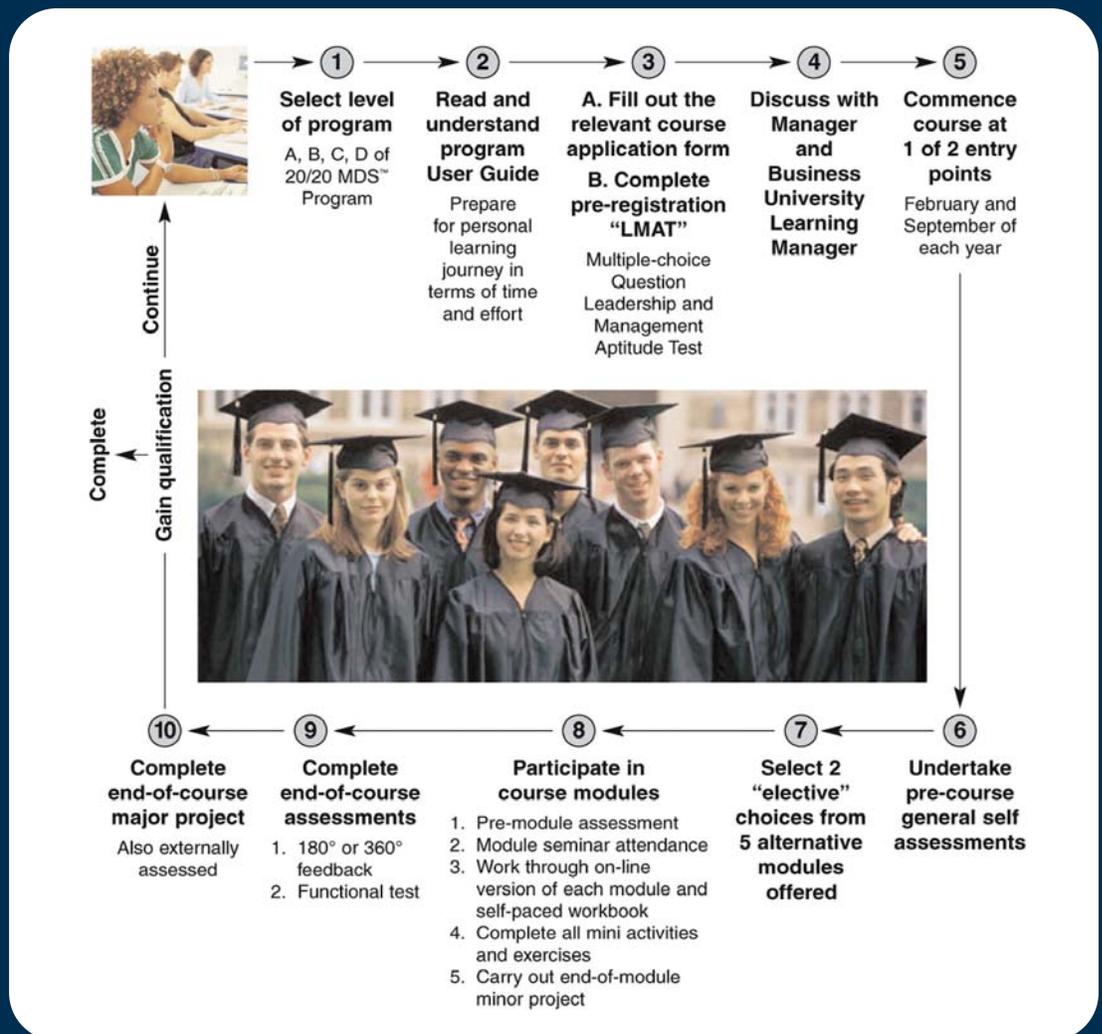
How are these learning programs typically offered? In organizations using the 20/20 MDS® approach, individuals nominate themselves or can be nominated by their managers to undertake one or more (successively) of four structured development programs. These are:

    A) Certificate in Team leadership
    B) Certificate in Management
    C) Diploma in Management and Leadership
    D) Post Graduate Diploma in Leadership and Management

Most individuals would start at level A) and progress to level B), C) and D) when they have completed previous programs. Recognition of prior learning may be given to individuals to allow them direct entry to level B), C) and D) courses where appropriate. Participants can also complete individual modules on a stand-alone basis, or try before they commit. Once individuals have completed each full course/program curricula, elapsed time for which is anywhere between 12 months (fast) and 24 months (normal), a final external assessment is made. This is through the Institute of Leadership and Management (ILM) or Hume-Locke (HLU). Where appropriate, a certificate is awarded (as a formally recognized, totally portable management qualification.

Individual Participation Flow-Chart

Participation in the 20/20 MDS® at any level involves a ten-step process between enrollment and attaining the relevant qualifications. This is depicted in this diagram.

Continue → Complete ↑ Gain qualification

1. **Select level of program**
A, B, C, D of 20/20 MDS™ Program

2. **Read and understand program User Guide**
Prepare for personal learning journey in terms of time and effort

3. **A. Fill out the relevant course application form**
B. Complete pre-registration "LMAT"
Multiple-choice Question Leadership and Management Aptitude Test

4. **Discuss with Manager and Business University Learning Manager**

5. **Commence course at 1 of 2 entry points**
February and September of each year

6. **Undertake pre-course general self assessments**

7. **Select 2 "elective" choices from 5 alternative modules offered**

8. **Participate in course modules**
1. Pre-module assessment
2. Module seminar attendance
3. Work through on-line version of each module and self-paced workbook
4. Complete all mini activities and exercises
5. Carry out end-of-module minor project

9. **Complete end-of-course assessments**
1. 180° or 360° feedback
2. Functional test

10. **Complete end-of-course major project**
Also externally assessed

20/20 MDS®
Management Development System

Module Progression

Course Levels	Mandatory Modules		Electives (select 2)
Level D 260 Guided learning hours, 112 module hours plus 148 project based and other development hours	1. Managing in Context-3 2. Corporate Strategy-2 3. Corporate Finance-2 4. Sales and Marketing Strategy 5. Improving Financial Performance-3 6. Leveraging Technology and Processes	7. Effective Leadership-4 8. Networking and Relationship Building 9. Managing Change-3 10. Developing Individual Potential-2 11. Managing Performance and Projects-2 12. Managing Corporate Ethics	1. Managing Risk-2 2. Asset Management 3. Continuous Improvement-2 4. Knowledge Management 5. Creativity and Innovation-3
Level C 220 Guided learning hours, 96 module hours plus 124 project based and other development hours	1. Managing in Context-2 2. Corporate Strategy-1 3. Corporate Finance-1 4. Budgeting and Investment Appraisal 5. Improving Financial Performance-2	6. Effective Leadership-3 7. Effective Communication-3 8. Managing Change-2 9. Developing Individual Potential-1 10. Managing Performance and Projects-1	1. Managing Risk-1 2. Creating a Productive Work Environment 3. Continuous Improvement-1 4. Developing Teams-3 5. Creativity and Innovation-2
Level B 160 Guided learning hours, 80 module hours plus 80 project based and other development hours	1. *Managing in Context-1* 2. Effective Leadership-2 3. *Handling Poor Performance-2* 4. Customer Focus 5. Improving Financial Performance-1	6. Personal Development-2 7. Effective Communication-2 8. Managing Change-1 9. *Creativity and Innovation-1* 10. *Coaching and Getting the Best Out of Others-2*	1. Managing Information and Systems 2. Operations Management 3. Selection and Placement 4. Developing Teams-2 5. Presenting to Groups
Level A 96 Guided learning hours, 60 module hours plus 36 project based and other development hours	1. Effective Leadership-1 2. Developing Teams-1 3. *Problem Solving and Decision-making* 4. Handling Poor Performance-1	5. Managing and Understanding Yourself 6. Personal Development-1 7. *Effective Communication-1* 8. *Coaching and Getting the Best Out of Others-1*	1. *Emotional Intelligence* 2. *Win/win Negotiation* 3. *Effective Meetings* 4. *Recognizing and Valuing Differences* 5. *Working with Others*

Managing: **Self**   **Information**   **People**   **Activities**   **Resources**

Note: Italicized courses are 4 hours, all others are 8 hours

The 20/20 MDS® on-line learning system

Most of the components of the 20/20 MDS® program are rendered to both students and administrators on an online basis via an Intranet or Internet link. This includes pre-course application/enrollment forms, the LMAT™ cognitive ability assessment, and all style and competency assessments utilized with every applicable module. However, perhaps the most extensive use of online systems is made with the delivery of each module.

Every module (at all four levels) uses four different narrating learning navigators (see the graphic below). This provides variety in terms of voice-over style and helps to maintain student interest throughout each module, in working progressively towards internationally recognized formal qualifications.

Facilitator 1 (US voice-over)	Facilitator 2 (US voice-over)	Facilitator 3 (UK voice-over)	Facilitator 4 (UK voice-over)

Visual Continuity

Each module in a given 20/20 MDS® program is assigned a main mentor or guide who provides visual continuity between slides in the module.

The modules are completely narrated, with verbatim screen text that is built timed to the narration. Learners are taken through anywhere from 60-100 screens per module with different activities at regular intervals. In the on-line system. Activity pages are saved to the on-line system (and can be reviewed by facilitators or administrators).
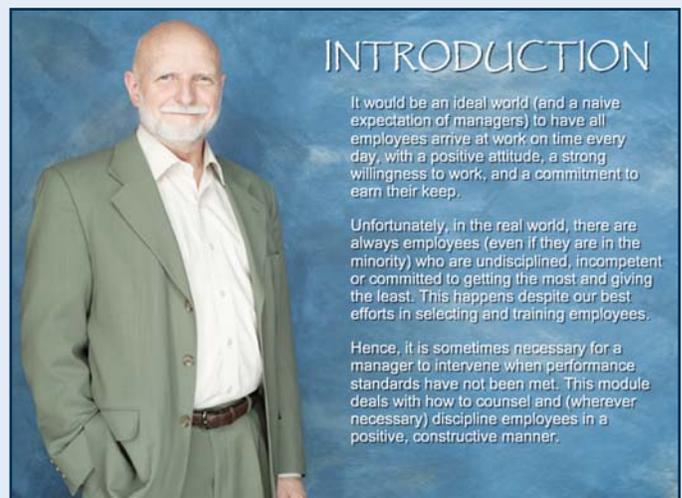
These activities are also replicated in the relevant 20/20 MDS® participant workbooks. Finally, when learners have worked through each module, they submit a 600-800 word Action Learning Project as the major part of the assessment process (on-line of course).

☐ The Action Learning model that underpins the 20/20MDS®

The 20/20 MDS® is an **Action-learning centered approach**, meaning that learning is seen to be most effective when it deals with real issues, problems and challenges that individuals face in their everyday lives (and especially their working time). Action learning is an integrated and sophisticated approach that differs significantly from traditional learning methods. The chart below summarizes the main differences.

Traditional Learning	Action Learning ✳
1. Classroom based	1. Workplace based
2. Fixed/Set curriculum	2. Open/Flexible curriculum
3. Knowledge matters	3. Action/results matter
4. Focused on solving puzzles	4. Focused on solving problems
5. Teach people the right answers	5. Teach people the right questions
6. Learning occurs individually	6. Learning occurs individually & collectively
7. Past orientation	7. Present and future orientation
8. Downward expression of certainty	8. Upward expression of doubt

☐

The 20/20MDS® Competencies

The 20/20 MDS® program is entirely competency based. The program focuses on actual improvements in specifically identified competencies at each course level (A, B, C and D).

The 20/20 MDS® has 20 core competencies - 12 of these are management and 8 are leadership-based competencies (which are developed progressively at all four levels of the 20/20 MDS® system). All 20 competencies are shown in the table below:

Management Competencies

1. Making decisions and weighing risk (Level C/D)
2. Appraising people and performance (Level C/D)
3. Training, Coaching and Delegating (Level C/D)
4. Thinking clearly and analytically (Level C/D)
5. Counseling and disciplining (Level B)
6. Setting goals and standards (Level B)
7. Getting unbiased information (Level A & B)
8. Listening and Organizing (Level A & B)
9. Identifying and Solving Problems (Level A & B)
10. Planning and scheduling work (Level A & B)
11. Giving clear information (Level A)
12. Managing and prioritizing time (Level A)

Leadership Competencies

1. Contextual thinking (Level C/D)
2. Change orchestration (Level C/D)
3. Reciprocal communication (Level C)
4. People enablement (Level C)
5. Creative assimilation (Level B)
6. Driving persistence (Level B)
7. Emotional Intelligence (Level A)
8. Directional clarity (Level A)

The 20/20 MDS® Assessment™ System

At its heart, the strength of the 20/20 MDS® is its competency-based assessment system. This allows on-line assessment to occur at all stages of the learning journey (including self-assessment in every module within a given level of the program, often including 180 or 360-degree feedback). This gives program participants and managers rich data about current performance and the rate at which real progress is being made.

The Pre-Testing Process

Ahead of enrolling for a course, the 20/20 MDS® uses its own rigorous on-line cognitive ability testing system called the Leadership and Management Aptitude Test or LMAT™. Like an SAT for college or GMAT for an MBA program, the LMAT™ ensures that learners can attain minimum standards before commencing on stretching programs such as this.
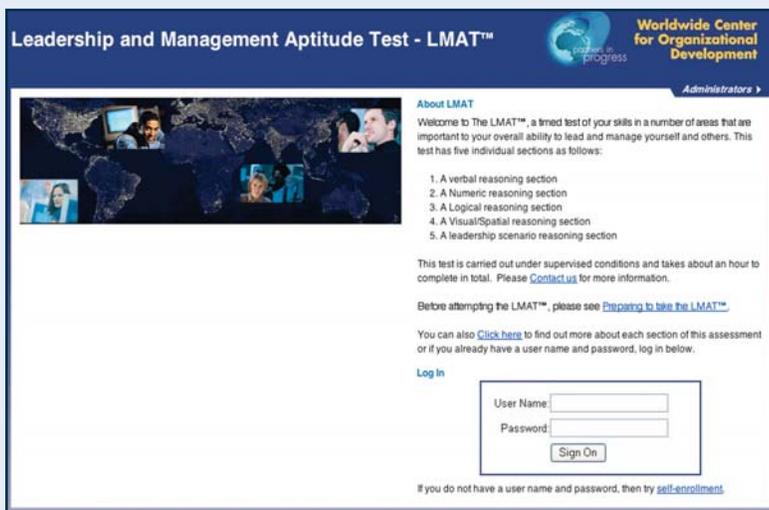
The five sections of the LMAT™ are as follows:

Verbal Reasoning (Takes 15 minutes)
This section of the test assesses your ability to work with words, vocabulary and reading comprehension/grammar.

Numeric Reasoning (Takes 10 minutes)
This section of the test assesses your ability to work with numbers.

Logical Reasoning (Takes 20 minutes)
This section of the test assesses your ability to think carefully and analytically.

**Visual/Spatial Reasoning** (Takes 15 minutes)
This section of the test assesses your ability to work with shapes and visual patterns.

Leadership & Management Scenario Reasoning (Takes 30 minutes)
This section of the test assesses your ability to select the most appropriate actions given the circumstances described in each situation.

The Knowledge/Functional Testing Process

In addition to pre-testing, the 20/20 MDS® also utilizes an end-of course "functional test" or simple measure of retained knowledge of a particular subject area (so as to assess whether people can recall the key concepts and then put them to use in relevant situations that they encounter in the workplace). The functional test is once again provided in an on-line format and offers students four alternative answers to each question posed (with 5 questions relating to each module within an entire course - including the electives the student has chosen).
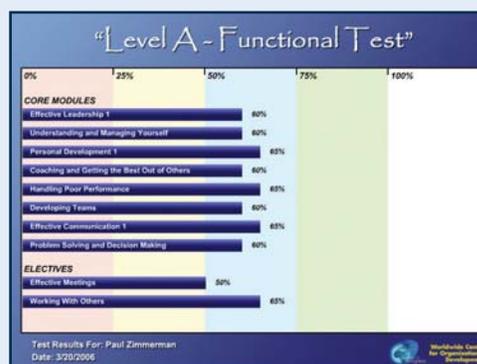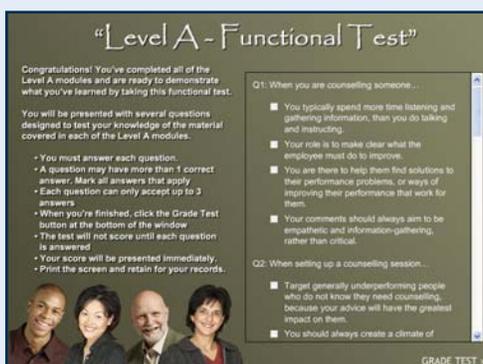
Our assessments not only provide feedback for the learner on where they might do more reading or review, but also offer management feedback on where groups of students or classes most need development (allowing for more training or coaching to be provided where necessary).

The 20/20 MDS® Products and Services

The 20/20 MDS® offers a wide suite of both products and services to clients, all aiming to provide a total package relating to the development of people in the areas of leadership and management at all levels. This includes products and services (in twelve categories) relating to learner screening and enrollment, to learning delivery and learning progress tracking and management reporting. The chart below shows all of these twelve areas and a summary of what is included in each one.

20/20 MDS®
Management Development System

A Fully Functional and Flexible Leadership and Management Faculty Approach

PRE-LEARNING PREPARATION

Administration Package System
- Paper and on-line application and enrollment process
- Full suite of student guidance booklets, templates and forms
- Comprehensive progress tracking/LMS/Management reporting system

LMAT™
- Fully normed and validated on-line cognitive reasoning assessment
- 5 Sections (Verbal, Numeric, Logical, Visual/Spatial and Scenario based reasoning)
- Full individual and management reporting

Self-Assessments
- Six pre-course self-assessments (all on-line) provided
- 26 module-related self-assessments (style and competency based)
- All assessments provide extensive results interpretation and feedback

Competency System
- 12 internationally validated management and 8 leadership competencies
- Full suite of competency target behaviors at all 4 program levels
- Extensive coaching tips on all 20 competencies

LEARNING DELIVERY

"Kick-off" Workshops
- Fully scripted face-to-face half and one day seminars to be delivered to learning groups/cohorts
- All 60 programs (at all 4 levels) built in PowerPoint format
- High levels of interactive design including structured discussions & group exercises

Participant Workshop Material
- 20 page participant workbooks for half-day programs and 28 page participant workbooks for full day programs
- Provide notes and space to complete individual and group exercises
- Kept by participants as part of overall learning "log"

Self-paced Workbooks
- 60+page self-paced booklets/manuals given to participants after "kick-off" workshops
- Mirror on-line modules for ease of reference
- Each module usually worked through/completed in 4-6 weeks

On-line Learning System
- All 60 modules available on-line at all 4 levels (A, B, C, D)
- Whole program is narrated and interactive throughout and module progress is bookmarked at each login
- Assessment activities throughout are done on-line (model answers once done)

POST-LEARNING TRACKING

180°/360° Feedback Assessments
- 8 leadership and 12 management competencies assessed by self and supervisor in single report on-line
- On-line 360° assessment for all 20 competencies in the 20/20MDS®
- Situational Leadership® and Situational Communication® assessed by 360° feedback

Functional/Knowledge Testing
- On-line functional/knowledge test questionnaire available for each of the four program levels (A, B, C and D)
- Intelligently recognizes electives chosen by participants
- 4 multiple choice answers give potentially positive and negative scores to plot overall graph

Workplace Project Applications
- Integrated system to apply learning to real workplace projects for every module at each level
- Written project contribution / depth increases at each level
- Signed off as authentic and full verified system applied (and contributes 50% to qualifications)

Certification System
- 180°/360° feedback, functional test & projects combine to lead to formal qualifications (formal internal and external verification system)
- Certificate, Diploma, Degree and Post Grad qualifications attainable
- Totally portable qualifications recognized in 22 countries

The Worldwide Center for Organizational Development is based in Los Angeles, California near the LAX airport. We also have offices in the United Kingdom and Australia.

partners in progress

Worldwide Center for Organizational Development