



2019 Boulder Microfinance Training (MFT) Course Syllabus

Course Information

Course:	Linking Leadership and Strategic Human Resource Management to Institutional Success
Faculty:	Kim Pityn
Dates:	July 29 – Aug 2
Time:	Afternoon (2:30pm – 5:30pm)
Language:	English

Course Description

Managing a successful financial institution in today's competitive and regulation-driven environment is a complex responsibility. In successful institutions, Human Resource Management (HRM) acts as a business partner that integrates strategies to align staff performance with business outcomes to achieve today's results; and proactively develops programs to promote the institution's vision for the future.

HRM is a critical link between the institution and the staff and it enables the institution to retain highly productive and engaged staff members who have a passion for its mission. The course focuses on a) how institutional culture drives success when HRM aligns all functions to support the desired culture ; b) leadership bench strength and development throughout the whole institution as a critical HRM function ; c) staff development through performance and learning management systems ; d) development of a Human Capital Strategy Plan that guides talent management initiatives including recruitment, selection, orientation, human resource policies , compensation, performance management, and training and development ; and e) succession planning.

Objectives

1. Through discussion, case studies and exercises, the participants will practice a variety of HRM tools that they can take back to their institutions to link leadership to HRM.
2. The participants will have information to discuss with their senior leadership team on the impact leadership has on developing an institutional culture that enables it to attract and retain productive and engaged staff members who have a passion for its mission.



Prerequisites

Important : Please complete the following two online assessment before the course and bring the results to Day 2 class for discussion. Each assessment takes approximately 20 minutes.

MindTools : How Good Are Your Management Skills

https://www.mindtools.com/pages/article/newTMM_28.htm

MindTools : How Good Are Your Leadership Skills

https://www.mindtools.com/pages/article/newLDR_50.htm

Audience / Participants

This course is intended for Directors and Managers who are interested in incorporating best practices in institutional culture, leadership capacity, talent development and succession planning.

Methodology

The course is interactive and it incorporates best practices in HRM that are applicable to financial institutions. A combination of lecture, discussion, examples and case studies are used to explore how to link business strategy and HRM. Many practical resources and HRM tools are provided to apply the principles learned during the course within your institution.

Suggested Reading List

None.



Outline

<p>Day 1:</p>	<ul style="list-style-type: none"> • Demonstrate the significant impact institutional culture has on achieving business goals and attracting & retaining staff when the leadership team actively models and communicates the following values: <ul style="list-style-type: none"> ○ Open Communication ○ Accountability ○ Collaboration • Discuss the importance of senior leadership envisioning the culture and HRM designing and implementing processes & programs to entrench the desired culture within the institution • Topics: <ul style="list-style-type: none"> ○ Define institutional culture ○ Outline role of senior leadership ○ Discuss the importance of open communication, accountability and collaboration to retain employees
<p>Day 2:</p>	<ul style="list-style-type: none"> • Gain insight on the importance of senior leadership & HRM supporting the development of leaders, particularly at the mid-management level • Topics: <ul style="list-style-type: none"> ○ Define the difference between management & leadership ○ Identify management & leadership activities ○ Discuss why developing middle managers is critical ○ Discuss middle manager’s roles in successful MFIs ○ Outline senior leadership & HRM’s responsibilities in developing middle managers
<p>Day 3:</p>	<ul style="list-style-type: none"> • Discuss the importance of developing leadership behaviors that increase MFI’s opportunity to achieve business results & retention of staff • Topics: <ul style="list-style-type: none"> ○ Behavior-Effective Leaders: <ul style="list-style-type: none"> ▪ Flexing leadership styles ▪ Building credibility ▪ Using the power of collaboration



<p>Day 4-:</p>	<ul style="list-style-type: none"> • Discuss HRM’s role in identifying, supporting and implementing development programs/learning opportunities through a performance & learning management process • Topics: <ul style="list-style-type: none"> ○ Understand that everyone within the institution is a leader by either developing competencies to perform their jobs or lead teams ○ Practice how to evolve a performance management process into a learning & development process ○ Discuss how coaching is the new direction for performance management ○ Discuss how to shift from performance management that is driven by management to one that is employee-driven
<p>Day 5 :</p>	<ul style="list-style-type: none"> • Discuss how to implement a succession plan that fosters sustainability within an institution • Understand how an HRM Strategic Plan links senior leadership goals through the HRM functions to support the business strategy • Topics: <ul style="list-style-type: none"> ○ Define the difference between succession planning and leadership/staff development plans ○ Discuss the best practices for MFI’s succession planning ○ Discuss the pitfalls to be aware of in developing a succession plan ○ Discuss benefits of an HRM Strategic Plan for management, HRM and staff ○ Review the steps in developing an HRM Strategic Plan ○ Use the HRM Strategic Plan to link senior leadership’s goals to management/staff performance, engagement and success