

The aim of the following work is maintained within the framework of management and point of view of humanistic paradigms, a look at the development of managerial skills through comprehensive development programmes, whereas the purpose of research adopted was the position of the methodology of qualitative research.

Competence development programmes under analysis have been designed for higher school graduates and implemented at commercial organisations of the retail industry. The research has taken into consideration the aspect of intergenerational differences, including the needs of the organisations seeking employees with potential, the labour market, which aim is to stimulate young people, and higher school graduates whose need is the start professional activity. Within the following work, a search has been made to find a common point connecting the interests of the above-mentioned groups, leading to establishing a comprehensive competence development programme preparing for a first managerial role. Based on several years of case study analysis, successive stages of the acquisition of competence for graduates embracing the determination of how intergenerational relationships and circumstances affect the effectiveness of the programme.

A practical aim of this work is to show the indications for organisations, taking into account the context of intergenerational differences, which is not limited to a utility description but giving stakeholders a broad look at the character of this phenomenon.

#### Keywords

competence-based management, the concept of the employee competence, competence development programmes, generational workplace, succession.

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