

# Human Resource Management Gaining a Competitive Advantage

## Chapter 9 Employee Development

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### Learning Objectives

After reading this chapter, you should be able to:

- Explain how employee development contributes to strategies related to employee retention, developing intellectual capital, and business growth.
- Discuss current trends in using formal education for development.
- Relate how assessment of personality type, work behaviors, and job performance can be used for employee development.
- Explain how job experience can be used for skill development.

9-2

### Learning Objectives

After reading this chapter, you should be able to:

- Develop successful mentoring programs.
- Describe how to train managers to coach employees.
- Discuss the steps in the development planning process.
- Explain the employees' and company's responsibilities in planning development.
- Discuss what companies are doing for management development issues including succession planning, melting the glass ceiling, and helping dysfunctional managers.

9-3

### Comparison between Training and Development

	<b>Training</b>	<b>Development</b>
<b>Focus</b>	Current	Future
<b>Use of work experience</b>	Low	High
<b>Goal</b>	Preparation for current job	Preparation for changes
<b>Participation</b>	Required	Voluntary

9-4

## Development and Careers

- A **protean career** is based on self-direction with the goal of psychological success in one's work.
- A **psychological contract** is the expectations that employers and employees have about each other.
- **Psychological success** is the feeling of pride and accomplishment that comes from achieving life goals.

9-5

## Approaches to Employee Development

- Formal education
- Assessment
  - Myers-Briggs test
  - Assessment center
  - Benchmarks
  - Performance appraisals
  - 360-Degree Feedback Systems
- Job experiences
- Interpersonal relationships



9-6

## Assessment Centers

- At an **assessment center**, multiple raters or evaluators evaluate employees' performance on a number of exercises.
- Usually off-site.
- Types of exercises include:
  - Leaderless group discussion
  - Interviews
  - In-baskets
  - Role plays



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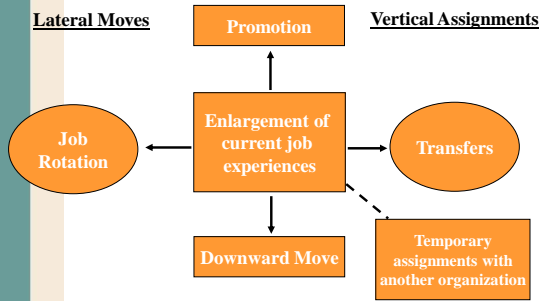
## Feedback Systems

- **Upward feedback** is a performance appraisal process for managers that includes subordinates' evaluations.
- **360-Degree Feedback** is a performance appraisal system for managers that includes evaluations from a wide range of persons who interact with the manager.



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## Employee Development Experiences



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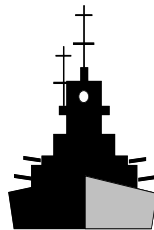
## Job Experiences

- **Job enlargement** refers to adding challenges or new responsibilities to an employee's current jobs.
- **Job rotation** is the process of systematically moving a single individual from one job to another over the course of time.
- A **transfer** is a movement of an employee to a different job assignment in a different area of the company.
- **Promotions** advances into positions with greater challenge, more authority than the employee's previous job.
- A **downward move** occurs when an employee is given a reduced level of responsibility and authority.

9-10

## Temporary Assignments

- **Externship** refers to a company allowing employees to take a full-time operational role at another company.
- Temporary assignments can include a **sabbatical** which is a leave of absence from the company to renew or develop skills.



9-11

## Characteristics of Successful Mentoring Programs

- Participation is voluntary
- Matching process is flexible
- Mentors are chosen on ability and willingness
- Purpose is clearly understood
- Program length is specified
- Minimum level of contact is specified
- Contact among participants is encouraged
- Program is evaluated
- Employee development is rewarded



9-12

## Benefits of Mentoring Relationships

- **Career Support**
  - Coaching, protection, sponsorship, and providing challenging assignments, exposure, and visibility.
- **Psychological support**
  - Serving as a friend and role model, providing positive regard and acceptance, and creating an outlet for a protégé to talk about anxieties and fears.
- **Group Mentoring Program**
  - A program pairing a successful senior employee with a group of four to six less experienced protégés.

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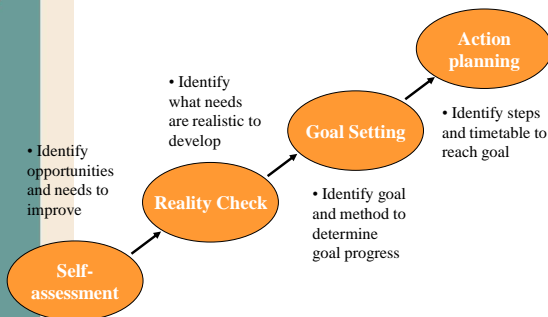
## Coaching

- A **coach** is a peer or manager who works with an employee to:
  - motivate him
  - help him develop skills
  - provide reinforcement and feedback
- Three roles a coach can play include:
  - one-on-one
  - help employee learn for himself or herself
  - may involve providing resources such as mentors, courses, or job experiences



9-14

## Career Management Process



9-15

## Special Issues

- **Melting the glass ceiling**
  - The glass ceiling is a barrier to advancement to higher-level jobs in the company that adversely affects women and minorities.
- **Succession planning**
  - Identifying high-potential employees.
- **Dysfunctional managers**
  - A number of studies have identified managerial behavior that can cause an otherwise competent manager to be a “toxic” or inefficient manager.

9-16