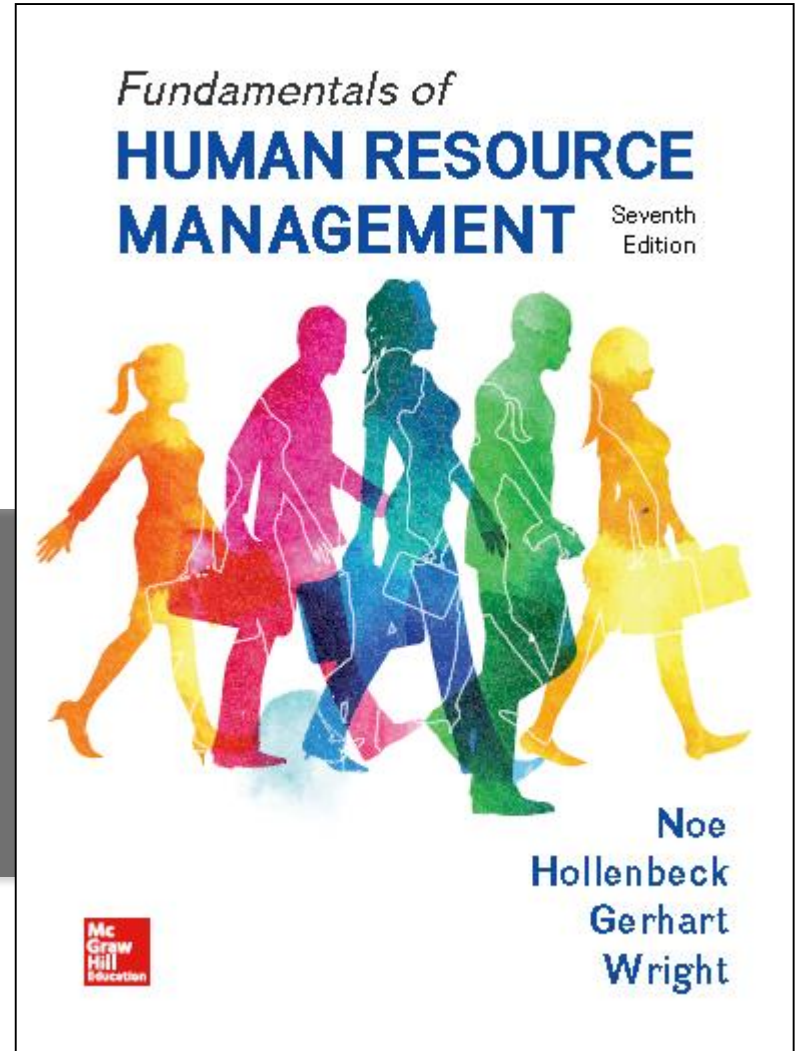


Chapter 8

DEVELOPING EMPLOYEES FOR FUTURE SUCCESS



What Do I Need to Know?

- LO 8-1 Discuss how development is related to training and careers.
- LO 8-2 Identify the methods organizations use for employee development.
- LO 8-3 Describe how organizations use assessment of personality type, work behaviors, and job performance to plan employee development.
- LO 8-4 Explain how job experiences can be used for developing skills.
- LO 8-5 Summarize principles of successful mentoring programs.
- LO 8-6 Tell how managers and peers develop employees through coaching.
- LO 8-7 Identify the steps in the process of career management.
- LO 8-8 Discuss how organizations are meeting the challenges of the “glass ceiling,” succession planning, and dysfunctional managers.

Introduction

Employee development

- Combination of formal education, job experiences, relationships, and assessment of personality and abilities to help employees prepare for the future of their careers
- About preparing for change in new jobs, responsibilities, or requirements

Table 8.1 Training versus Development

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

Test Your Knowledge 1 of 4

Significant Developments: True (A) or False (B)?

- There are more horizontal “ladders” in middle management than upward moves.
- Companies focus on employee’s career steps rather than their core competencies.
- Careers are now more a series of projects, rather than upward steps in an organization.
- Career development primarily applies to managers.
- Organization manages employee’s careers more so than the individual.
- Average 32-year old has already worked for 7 different firms.

Training, Development, and Career Management

Development for Careers

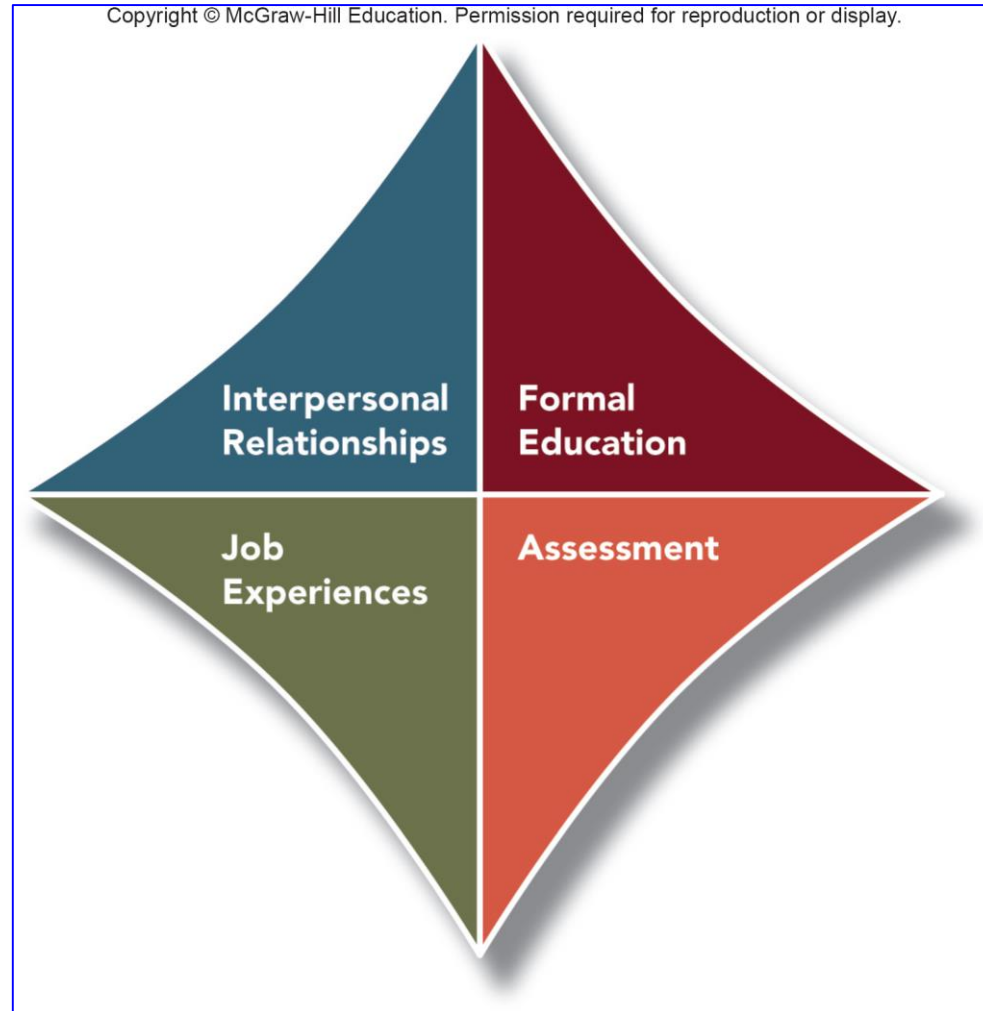
- *Protean career* - a career that frequently changes based on changes in the person's interests, abilities, and values and in the work environment.
- To remain marketable, employees must continually develop new skills.

Test Your Knowledge 2 of 4

An employee starts out as a sales person, then becomes an account manager, gets promoted to sales manager, and is now VP of Sales. Which type of career did this employee have?

- A. Protean
- B. Traditional
- C. Glass ceiling
- D. Dead end

Figure 8.1 Four Approaches to Employee Development



Approaches to Employee Development 1 of 8

Formal Education

- This may include:
 - Workshops
 - Short courses
 - Lectures
 - Simulations
 - Business games
 - Experiential programs
 - Meetings with customers
- Many companies operate training and development centers.

Assessment

- Collecting information and providing feedback to employees about their behavior, communication style, or skills
- May come from the employees, their peers, managers, and customers

Methods of Assessment

- Psychological profiles
- Myers-Briggs Type Indicator (MBTI)
- DiSC
- Assessment centers
 - Leaderless group discussions
- Performance Appraisals and 360-Degree Feedback

Approaches to Employee Development 3 of 8

Learning about their preferences for communicating and getting work done may help employees contribute to teams and choose career paths where they are likely to thrive.



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Approaches to Employee Development 4 of 8



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One way to develop employees is to begin with an assessment that may consist of assigning an activity to a team and seeing who brings what skills and strengths to the team. How can this assessment help employees?

Test Your Knowledge 3 of 4

Sarah participated in leaderless group discussions and in-basket exercises and was observed by a number of raters. Which assessment method was used for Sarah?

- A. Interview
- B. Performance appraisal
- C. Assessment Center
- D. Coaching

Job experiences

- Combination of tasks, relationships, problems, demands and other features of an employee's jobs.
- Most employee development occurs through *job experiences*.

Key job experience events include:

- Job assignments
- Interpersonal relationships
- Types of transitions

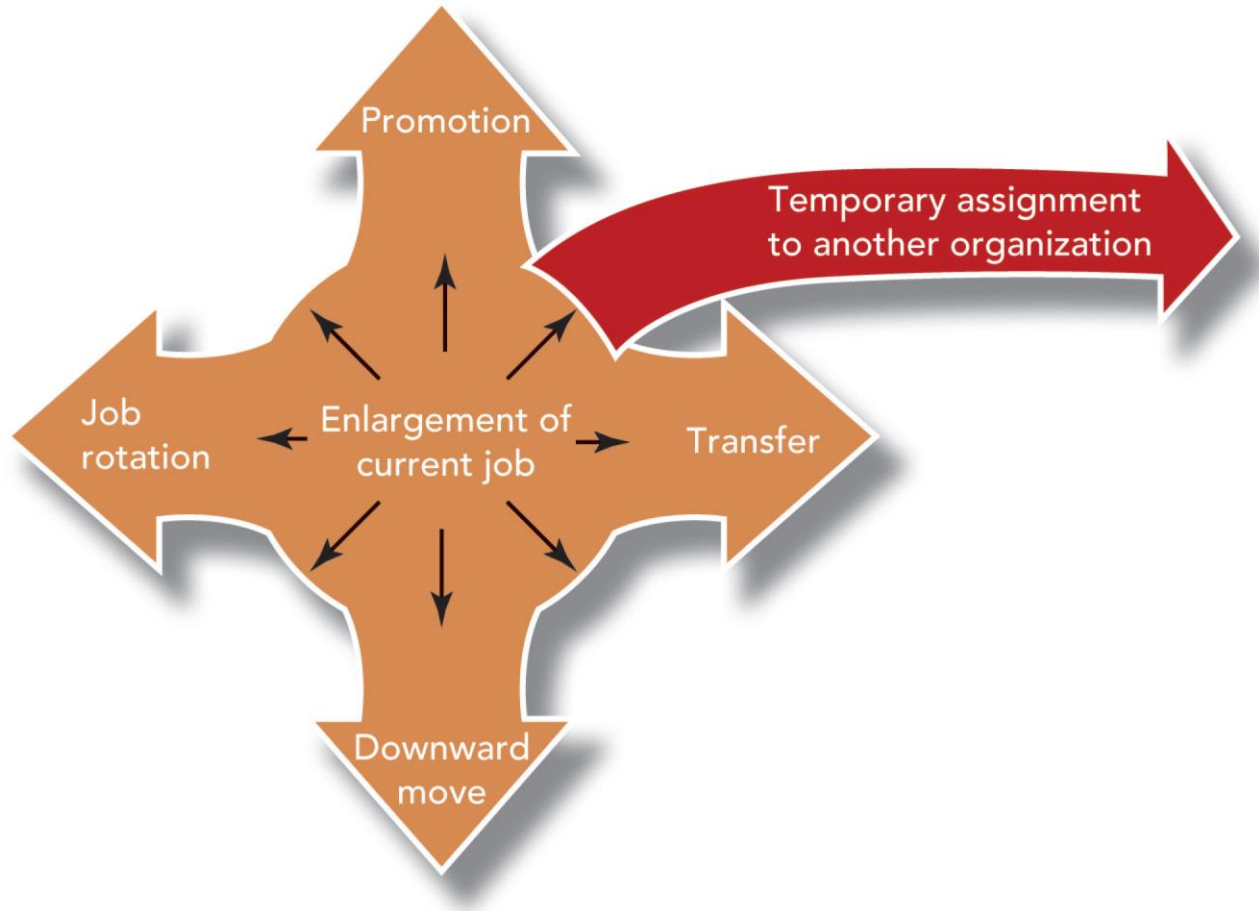
Through these experiences, managers learn how to handle common challenges, and prove themselves.

Job Assignments

- Job enlargement
- Job rotation
- Transfers
- Promotions
- Downward moves
- Temporary assignments with other organizations
 - Sabbatical

Figure 8.2: How Job Experiences Are Used for Employee Development

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[Jump to Appendix 1 long image description](#)

Approaches to Employee Development 7 of 8



Working outside one's home country is the most important *job experience* that can develop an employee for a career in the global economy.

Interpersonal relationships

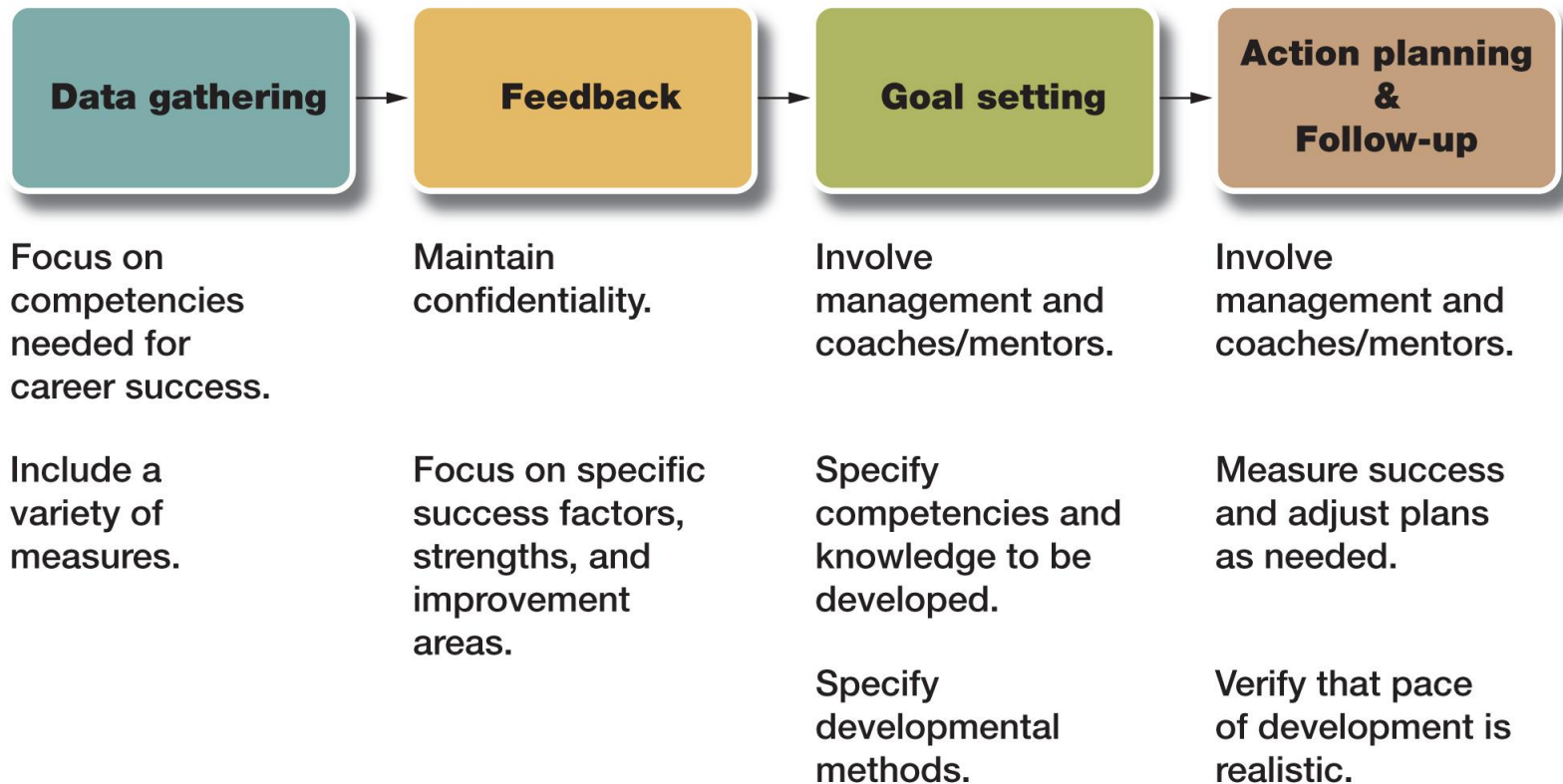
- Employees can also develop skills and increase their knowledge about the organization and its customers by interacting with a more experienced member:
 - Mentoring
 - Coaching

Career Management System Steps

1. Data gathering
2. Feedback
3. Goal setting
4. Action planning and follow-up

Figure 8.3: Steps in the Career Management Process

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[Jump to Appendix 2 long image description](#)

Test Your Knowledge 4 of 4

Phyllis is in the process of understanding what possibilities exist for her within the organization based on her strengths and developmental areas. Which phase of the career management process is she in?

- A. Self Assessment
- B. Reality Check
- C. Goal Setting
- D. Action Planning

Systems for Career Management 2 of 3

Data Gathering: Self-Assessment

Use of information by employees to determine career interests, values, aptitudes, behavioral tendencies, and development needs.

- MBTI
- Strong-Campbell Interest Inventory
- Self-Directed Search

Feedback

Information employers give employees about their skills and knowledge and where these assets fit into the organization's plans

Figure 8.4: Sample Self-Assessment Exercise

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Step 1: Where am I?

Examine current position of life and career.

Think about your life from past and present to the future. Draw a time line to represent important events.

Step 2: Who am I?

Examine different roles.

Using 3" × 5" cards, write down one answer per card to the question "Who am I?"

Step 3: Where would I like to be, and what would I like to happen?

Begin setting goals.

Consider your life from present to future. Write an autobiography answering these questions:

- What do you want to have accomplished?
- What milestones do you want to achieve?
- What do you want to be remembered for?

Step 4: An ideal year in the future

Identify resources needed.

Consider a one-year period in the future.

Answer these questions:

- If you had unlimited resources, what would you do?
- What would the ideal environment look like?
- Does the ideal environment match Step 3?

Step 5: An ideal job

Create current goal.

In the present, think about an ideal job for you with your available resources. Describe your role, resources, and type of training or education needed.

Step 6: Career by objective inventory

Summarize current situation.

- What gets you excited each day?
- What do you do well? What are you known for?
- What do you need to achieve your goals?
- What could interfere with reaching your goals?
- What should you do now to move toward reaching your goals?
- What is your long-term career objective?

[Jump to Appendix 3 long image description](#)

Systems for Career Management 3 of 3

Goal Setting

Based on information from self-assessment and reality check, employee sets short- and long-term career objectives.

1. Desired positions
2. Level of skill to apply
3. Work setting
4. Skill acquisition

Action Planning & Follow-Up

- Employees prepare an action plan for how they will achieve their short- and long-term career goals.
- Any one or a combination of development methods may be used, depending on development need and career objectives.

Figure 8.5 Career Development Plan

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Name:	Title: Product Manager	Immediate Manager:
<hr/>		
Competencies Please identify your three greatest strengths and areas for improvement.		
Strengths		
<ul style="list-style-type: none">• Strategic thinking and execution (confidence, command skills, action orientation)• Results orientation (competence, motivating others, perseverance)• Spirit for winning (building team spirit, customer focus, respect colleagues)		
<hr/>		
Areas for Improvement		
<ul style="list-style-type: none">• Patience (tolerance of people or processes and sensitivity to pacing)• Written communications (ability to write clearly and succinctly)• Overly ambitious (too much focus on successful completion of projects rather than developing relationships with individuals involved in the projects)		
<hr/>		
Career Goals Please describe your overall career goals.		
<ul style="list-style-type: none">• Long-term: Accept positions of increased responsibility to a level of general manager (or beyond). The areas of specific interest include, but are not limited to, product and brand management, technology and development, strategic planning, and marketing.• Short-term: Continue to improve my skills in marketing and brand management while utilizing my skills in product management, strategic planning, and global relations.		
<hr/>		
Next Assignments Identify potential next assignments (including timing) that would help you develop toward your career goals.		
<ul style="list-style-type: none">• Manager or director level in planning, development, product, or brand management. Timing estimated to be Spring 2016.		
<hr/>		
Training and Development Needs List both training and development activities that will either help you develop in your current assignment or provide overall career development.		
<ul style="list-style-type: none">• Master's degree classes will allow me to practice and improve my written communications skills. The dynamics of my current position, teamwork, and reliance on other individuals allow me to practice patience and to focus on individual team members' needs along with the success of the projects.		
<hr/>		
Employee _____	Date _____	
Immediate Manager _____	Date _____	
Mentor _____	Date _____	

[Jump to Appendix 4 long image description](#)

The Glass Ceiling

- Caused by lack of access to training programs, developmental job experiences, and developmental relationships
- Developmental systems help

Succession Planning

- The process of identifying and tracking high-potential employees who will be able to fill key positions when they become vacant
- Benefits
 - Senior management regularly reviews the company's leadership talent
 - Ensures that critical talent is available
 - Provides development experiences that managers must complete
 - Helps attract and retain managerial employees

Figure 8.6 Process for Developing a Succession Plan



[Jump to Appendix 5 long image description](#)

Dysfunctional Managers

A manager who is otherwise competent may engage in some behaviors that make him or her ineffective or even “toxic” – someone who stifles ideas and drives away employees.

Six dysfunctional behaviors include:

1. insensitivity to others
2. inability to be a team player
3. arrogance
4. poor conflict management skills
5. inability to meet business objectives
6. inability to adapt to change

Summary 1 of 5

- Employee development is the combination of formal education, job experiences, relationships, and assessment of personality and abilities to help employees prepare for the future of their careers.
- Training is more focused on improving performance in the current job, but training programs may support employee development.

Summary 2 of 5

- A mentor is an experienced, productive senior employee who helps develop a less-experienced employee.
- Organizations can link mentoring to development goals by establishing a formal mentoring program.
- Mentoring programs tend to be most successful when they are voluntary and participants understand program details.

Summary 3 of 5

- The concept of a career is fluid – a protean career that changes along with changes in a person's interests, abilities, and values and changes in the work environment.
- It requires active career management, which includes planning for employee development.

Summary 4 of 5

- **Assessment centers** combine a variety of methods to provide assessment information. Managers must share assessments, along with suggestions for improvement.
- **Job experiences** contribute to development through a combination of relationships, problems, demands, tasks, and other features of an employee's jobs.
- **Organizations** can ensure that women and minority employees receive access to development resources such as coaches and mentors.

Summary 5 of 5

- Effective succession planning includes methods for selecting high-potential employees, providing them with developmental experiences, and getting the CEO actively involved with these employees.
- For dysfunctional managers who have the potential to contribute to the organization, the organization may offer development targeted at correcting the areas of dysfunction.