

Human Resource Management

Eleventh Edition

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Chapter 10

Careers and HR Development

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**SECTION 3
Training and Developing
Human Resources**

Learning Objectives

- After you have read this chapter, you should be able to:
 - Differentiate between organization-centered and individual-centered career planning.
 - Discuss several career issues that organizations and employees face.
 - List options for development needs analyses.
 - Explain why succession planning has become more important.
 - Identify several management development methods.

Employee Development

- Significant Developments
 - More horizontal “ladders” in middle management
 - More strategic focus on core competencies
 - Careers as a series of projects, not upward steps in an organization
 - Career development now extends to all employees
 - In “new career” era, the individual manages own development, not the organization.
 - Employees who change jobs and employers frequently are now the norm.

Careers and Career Planning

- **Career**
 - The series of work-related positions a person occupies through life.
- **Organization-Centered Career Planning**
 - Focuses on jobs and on identifying career paths that provide for the logical progression of people between jobs in the organization.
- **Individual-Centered Career Planning**
 - Focuses on an individual's career rather than in organizational needs.

Organizational and Individual Career Planning Perspectives

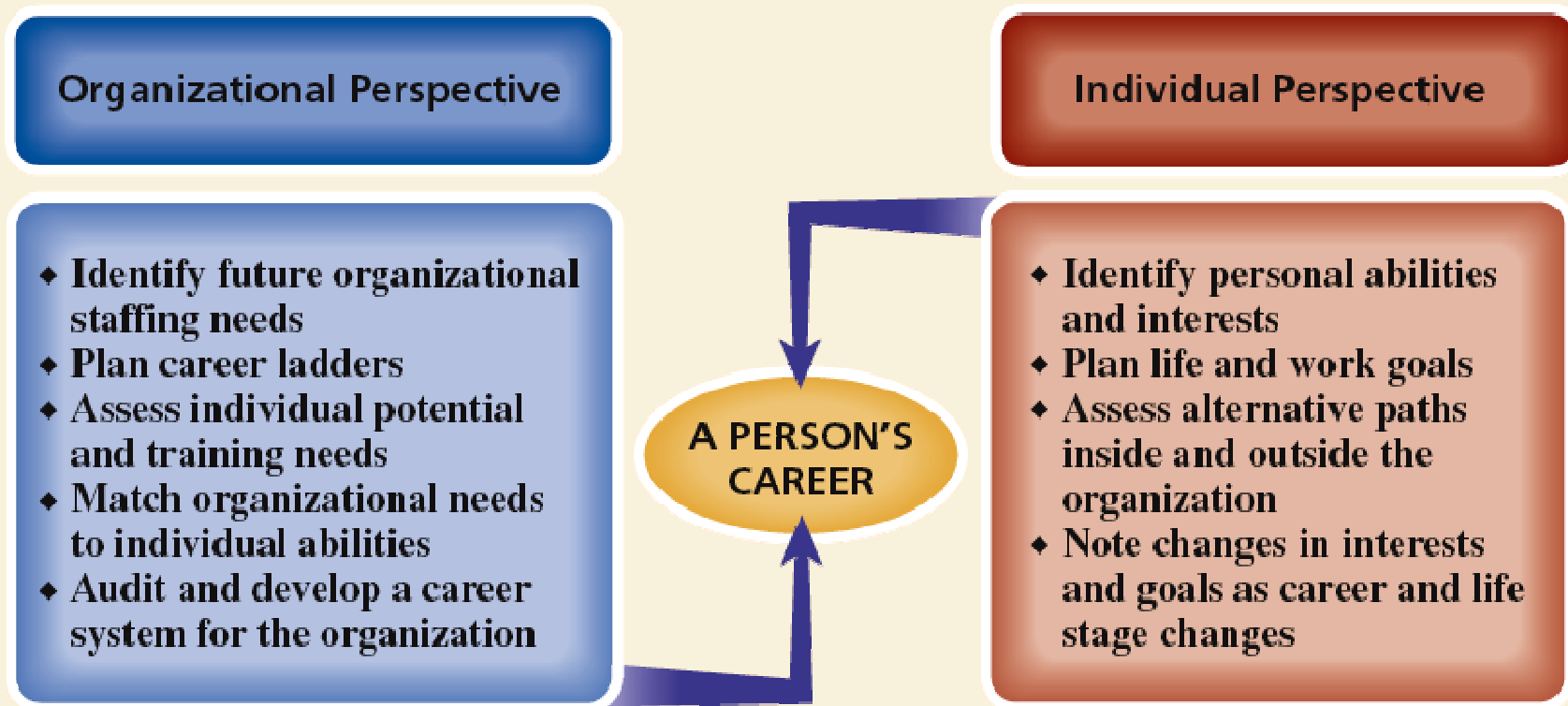
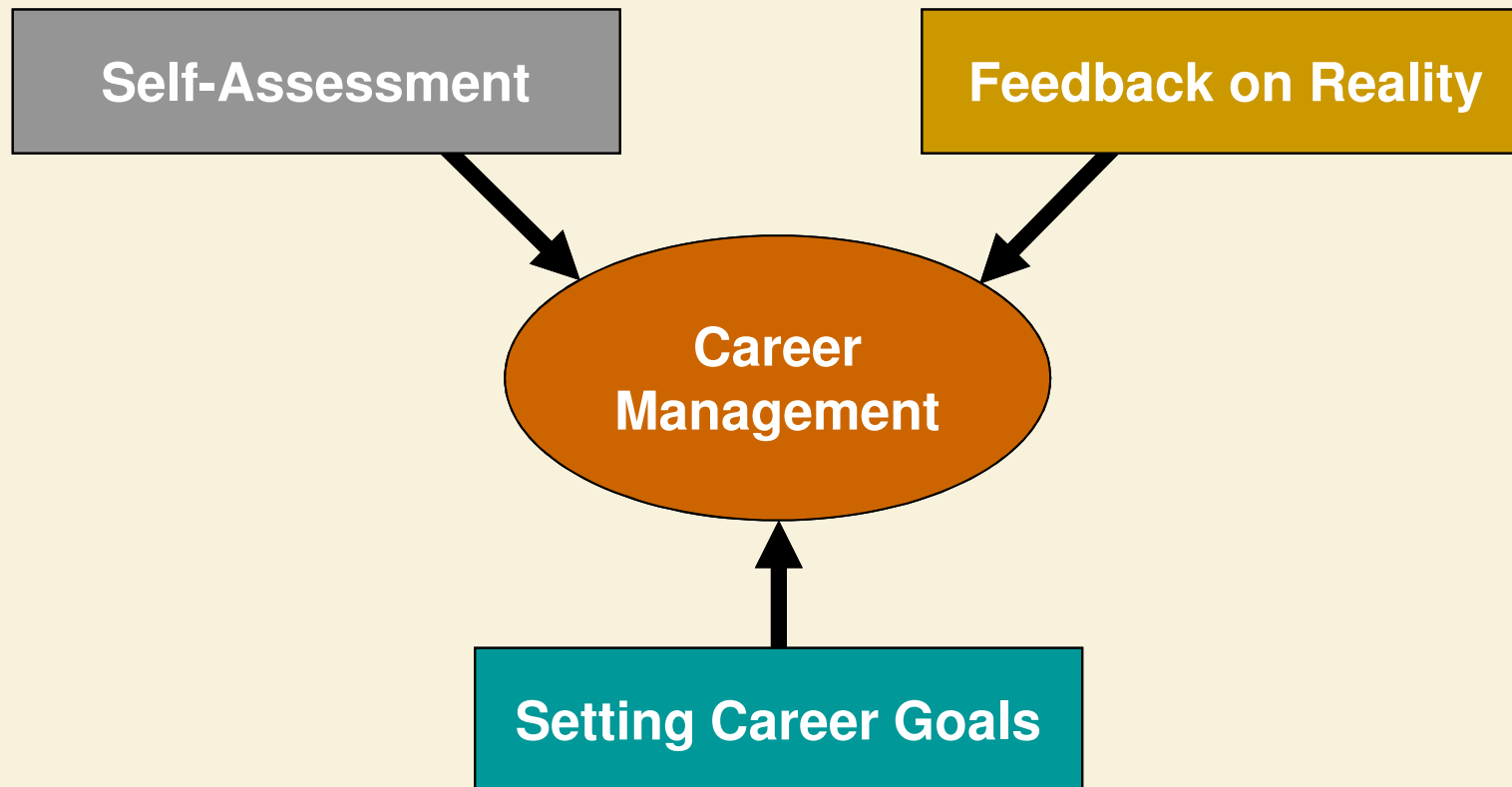
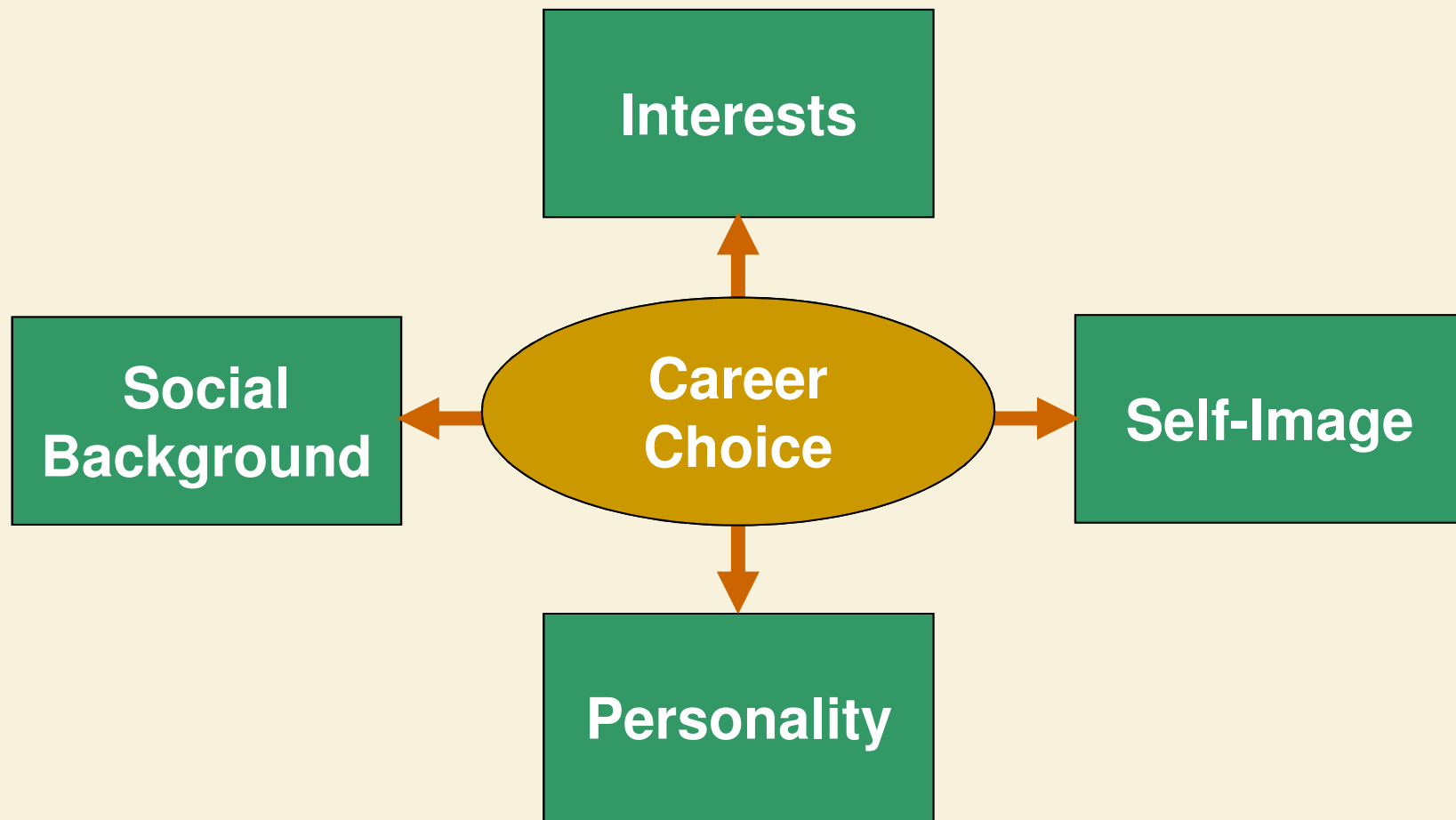


Figure 10-1

Career Management for Individuals



How People Choose Careers



General Career Periods

| Characteristics | Early Career | Mid-Career | Late Career | Career End |
|-----------------|---|---|---|---|
| Age group | +/- 20 years | 30–40 years | +/- 50 years | 60–70 years |
| Needs | Identifying interests, exploring several jobs | Advancing in career; lifestyle may limit options, growth, opportunities | Updating skills; individual is settled in; individual is a leader whose opinions are valued | Planning for retirement, examining non-work interests |
| Concerns | External rewards, acquiring more capabilities | Values, contribution, integrity, well-being | Mentoring, disengaging, organizational continuance | Retirement, part-time employment |

Figure 10–2

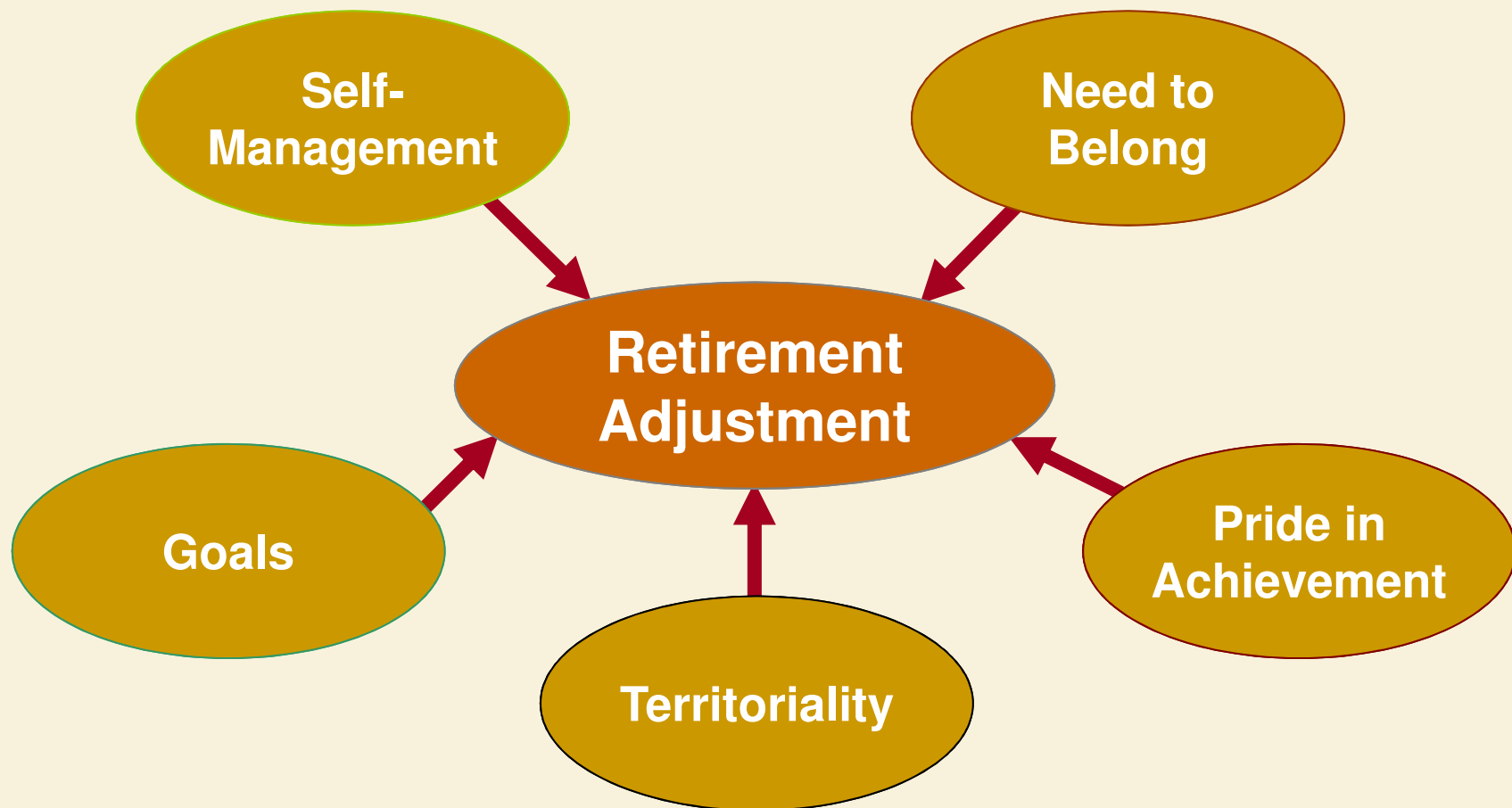
Career Transitions and HR



Global Career Development

- Repatriation
 - Planning, training, and reassignment of global employees to their home countries.
- Development Issues
 - Focusing on developing local managers as well as global executives.
 - Development areas typically include:
 - ❖ Cultural issues, running a business, leading and managing, handling problematic people, personal qualities, self, and career.

Late Career/Retirement Issues



Women and Careers

- The percentage of women in the workforce has more than doubled since 1970, and will reach 48% by 2010.
 - “Sequencing”:
 - ❖ Women’s careers are often interrupted for child birth and child rearing and a later return go back to work with a job that allows flexibility when they are older.
 - Glass ceiling:
 - ❖ The situation in which women fail to progress into top management positions.
 - Employers can tap into the female labor market with child care, flexible work policies, and a willingness to be accommodative.

Special Career Issues for Organizations and Employees



- **Career Plateaus**
 - Employees who are “stuck” at a career level and lack opportunities for upward mobility.
- **Technical and Professional Workers**
 - Dual-career ladders provide advancement pathways for specialists and technical employees.
- **Dual-Career Couples**
 - Problems occur when one partner is promoted or transferred, causing the other partner to have to relocate.

“Portable” Career Path

| Beginning | Expanding | Changing | Sustaining | Concluding |
|--|---|---|---|---|
| Spend several years at large company to learn skills and build network | Use networking to develop broader skills and make contacts; establish good reputation | Change industries, or go to work for smaller companies; start a company | Refresh skills; take a sabbatical; go back to school; gain experience in non-profit organizations | Move to appealing projects as a temporary employee or subcontractor |

Dual-Career Ladder for Engineers

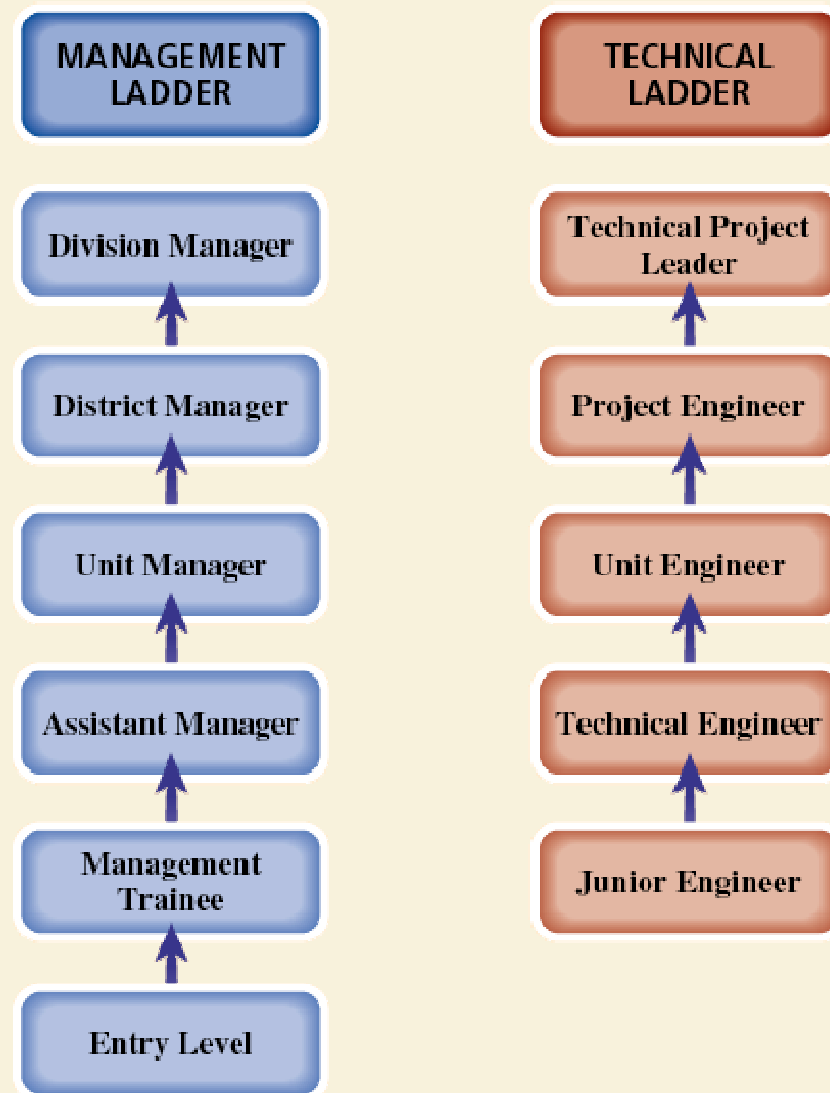


Figure 10–4

Global Transfers

- HR employee relocation assistance policies that consider the concerns of dual-career couples:
 - Paying employment agency fees for the relocating partner
 - Paying for a designated number of trips for the partner to look for a job in the proposed new location
 - Helping the partner find a job in the same company or in another division or subsidiary of the company
 - Developing computerized job banks to share with other companies in the area that list partners available for job openings

Developing Human Resources

- **Development**
 - Efforts to improve employees' ability to handle a variety of complex assignments (knowledge work) requiring judgment, responsibility, decision making, and communication.
- **Organizational Needs Analyses**
 - Future employee competencies
 - Employee and managerial succession
 - Retirements, promotions, transfers, departures

Development vs. Training

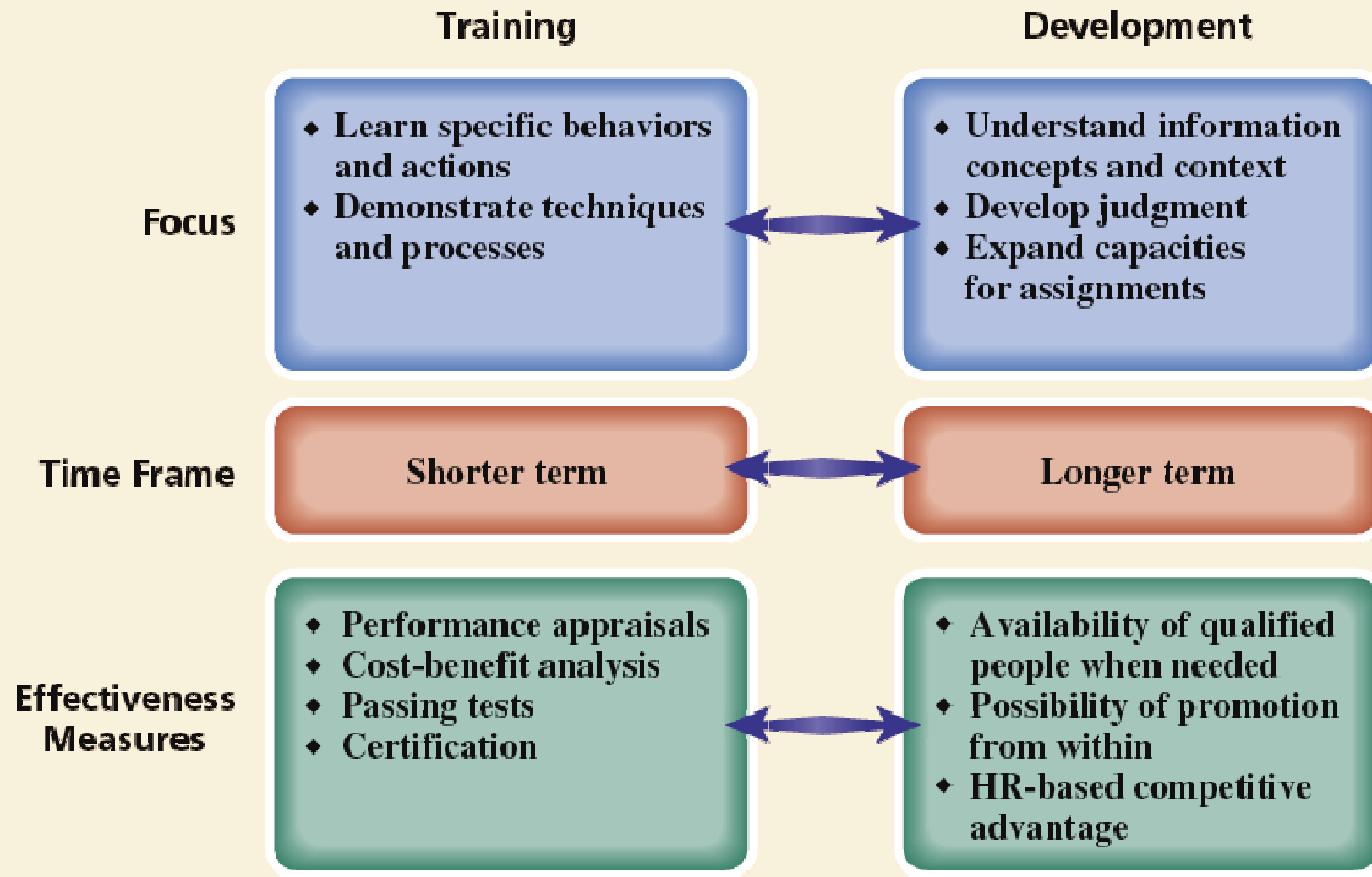


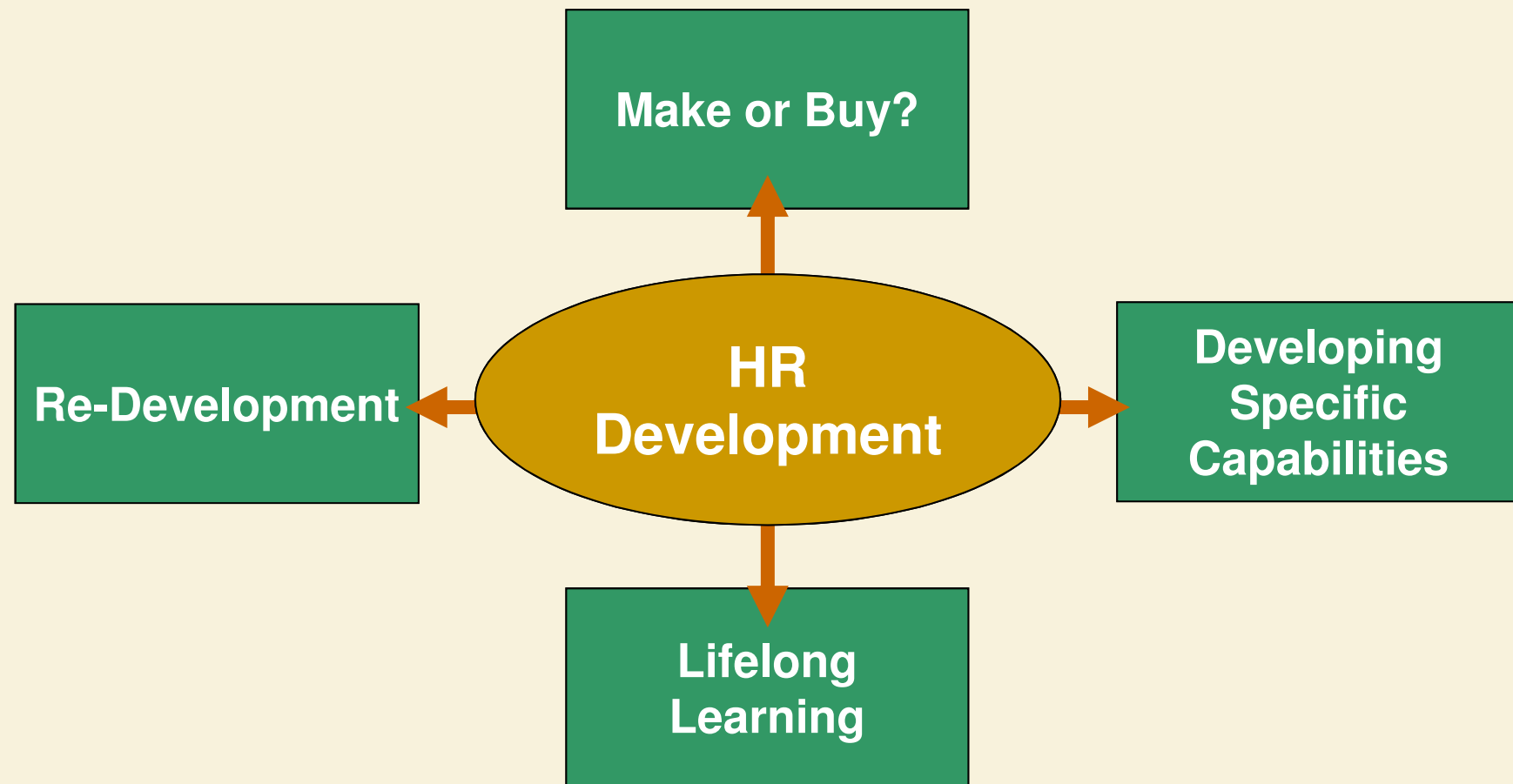
Figure 10–5



*HR Development
Process in an
Organization*

Figure 10–6

The HR Development Process



Development Needs Analyses

- **Assessment Centers**

- A collection of instruments and exercises designed to diagnose individuals' development needs.
 - ❖ Intent is to identify management potential in participants.

- **Psychological Testing**

- Intelligence tests, verbal and mathematical reasoning tests, and personality tests are often used.
- Interpretation of results is problematic.

- **Performance Appraisals**

- Serve as a source of development information.
- Results can be difficult to interpret.

Development Needs Analyses

- Succession Planning
 - The process of identifying a longer-term plan for the orderly replacement of key employees.
- Succession in Small and Closely Held Organizations
 - Important in small and medium-sized firms, but studies show that few of these firms formalize succession plans.

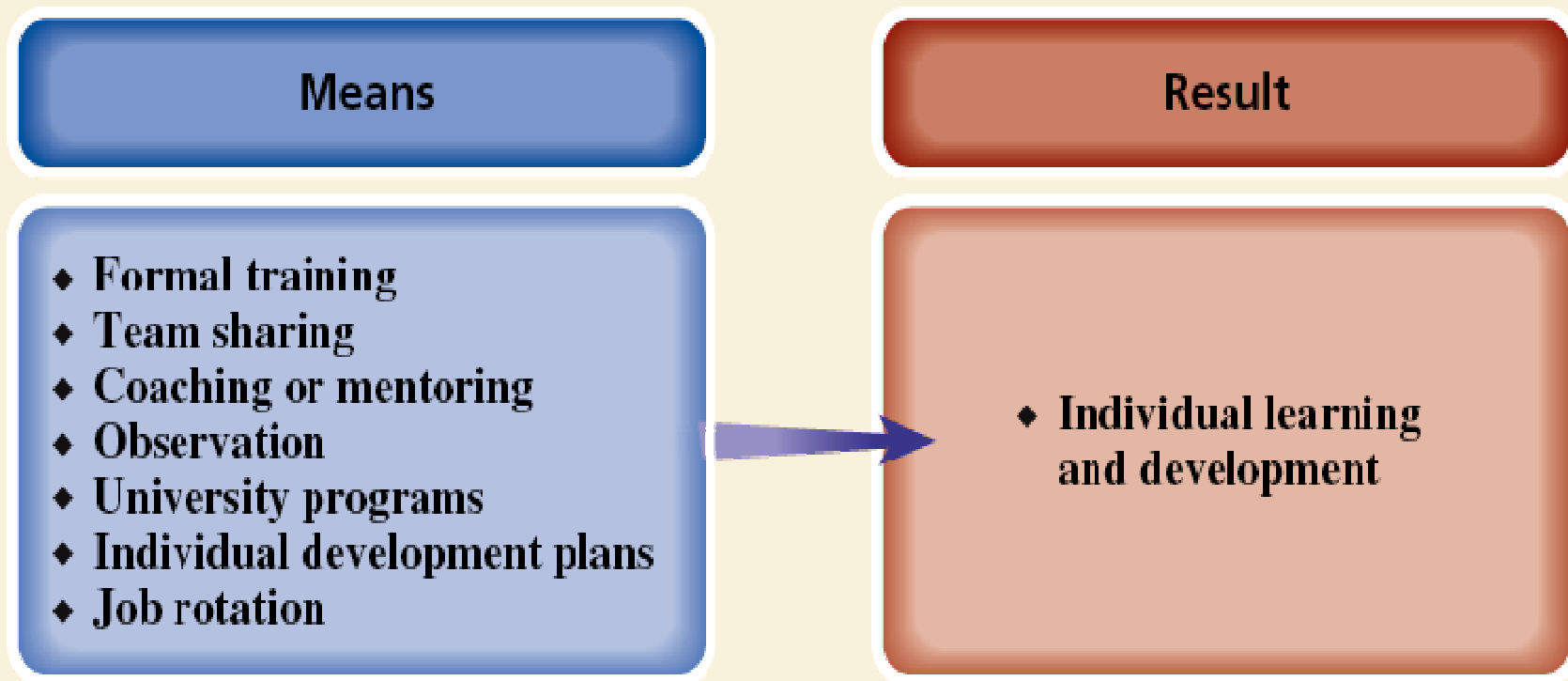




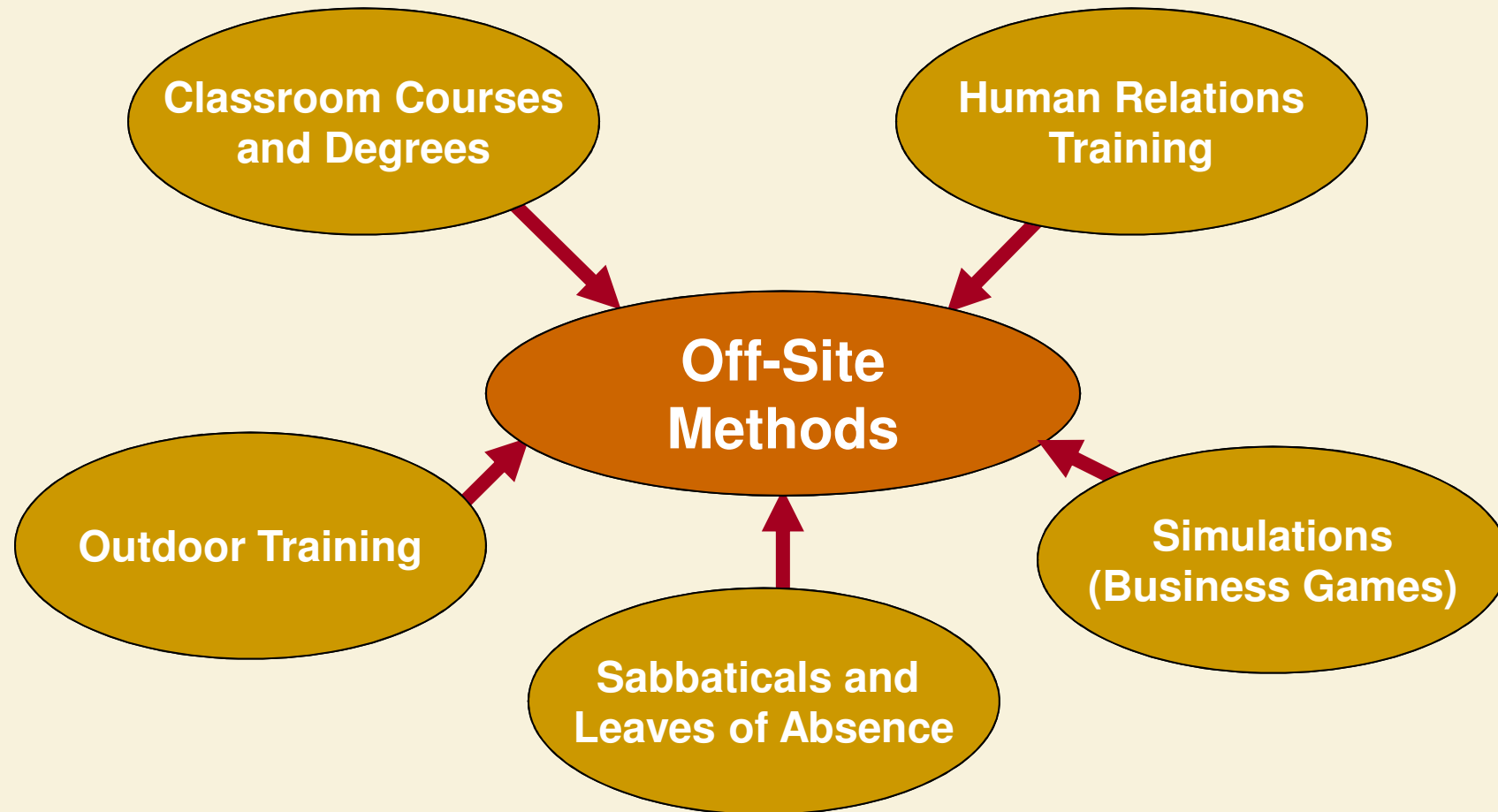
Choosing a Development Approach



Possible Means for Developing Employees in a Learning Organization



Choosing a Development Approach (cont'd)



Advantages and Disadvantages of Major Development Approaches

| JOB-SITE METHODS | ADVANTAGES | DISADVANTAGES |
|---|---|---|
| <ul style="list-style-type: none">♦ Coaching | <ul style="list-style-type: none">♦ Is natural and job related | <ul style="list-style-type: none">♦ Can lack good coaches because they are difficult to find |
| <ul style="list-style-type: none">♦ Committee assignments | <ul style="list-style-type: none">♦ Involve participants in critical processes | <ul style="list-style-type: none">♦ Can be time wasters |
| <ul style="list-style-type: none">♦ Job rotation | <ul style="list-style-type: none">♦ Gives excellent overview of the organization | <ul style="list-style-type: none">♦ Has a long start-up time |
| <ul style="list-style-type: none">♦ “Assistant-to” positions | <ul style="list-style-type: none">♦ Provide exposure to an excellent manager | <ul style="list-style-type: none">♦ May be difficult to set up because of possible shortage of good assignments |
| <ul style="list-style-type: none">♦ On-line development | <ul style="list-style-type: none">♦ Is flexible | <ul style="list-style-type: none">♦ Occupies a niche that is not yet well defined |
| <ul style="list-style-type: none">♦ Corporate universities / career development centers | <ul style="list-style-type: none">♦ Can combine academic and real world at work | <ul style="list-style-type: none">♦ May be “universities” in name only |
| <ul style="list-style-type: none">♦ Learning organizations | <ul style="list-style-type: none">♦ Has perhaps the ideal mindset for development | <ul style="list-style-type: none">♦ Has a mindset that is essentially a theoretical, idealistic notion for most organizations |

Figure 10–9

Advantages and Disadvantages of Major Development Approaches (cont'd)

| OFF-SITE METHODS | ADVANTAGES | DISADVANTAGES |
|---|--|---|
| <ul style="list-style-type: none">♦ Classroom courses and degrees | <ul style="list-style-type: none">♦ Is familiar and accepted; has status | <ul style="list-style-type: none">♦ Does not always improve performance |
| <ul style="list-style-type: none">♦ Human relations training | <ul style="list-style-type: none">♦ Deals with important management skills | <ul style="list-style-type: none">♦ Is difficult to measure for effectiveness |
| <ul style="list-style-type: none">♦ Simulations (business games) | <ul style="list-style-type: none">♦ Offers realism and integration | <ul style="list-style-type: none">♦ May involve inappropriate “game playing” |
| <ul style="list-style-type: none">♦ Sabbaticals and leaves of absence | <ul style="list-style-type: none">♦ Are rejuvenating as well as developmental | <ul style="list-style-type: none">♦ Is expensive; employees may lose contact with job |
| <ul style="list-style-type: none">♦ Outdoor training | <ul style="list-style-type: none">♦ Increases self-confidence and teamwork through physical challenges | <ul style="list-style-type: none">♦ Is not appropriate for all because of physical nature; may be dangerous |

Figure 10–9 cont'd

Management Lessons Learned from Job Experience

SOURCES OF MANAGERS' LEARNING

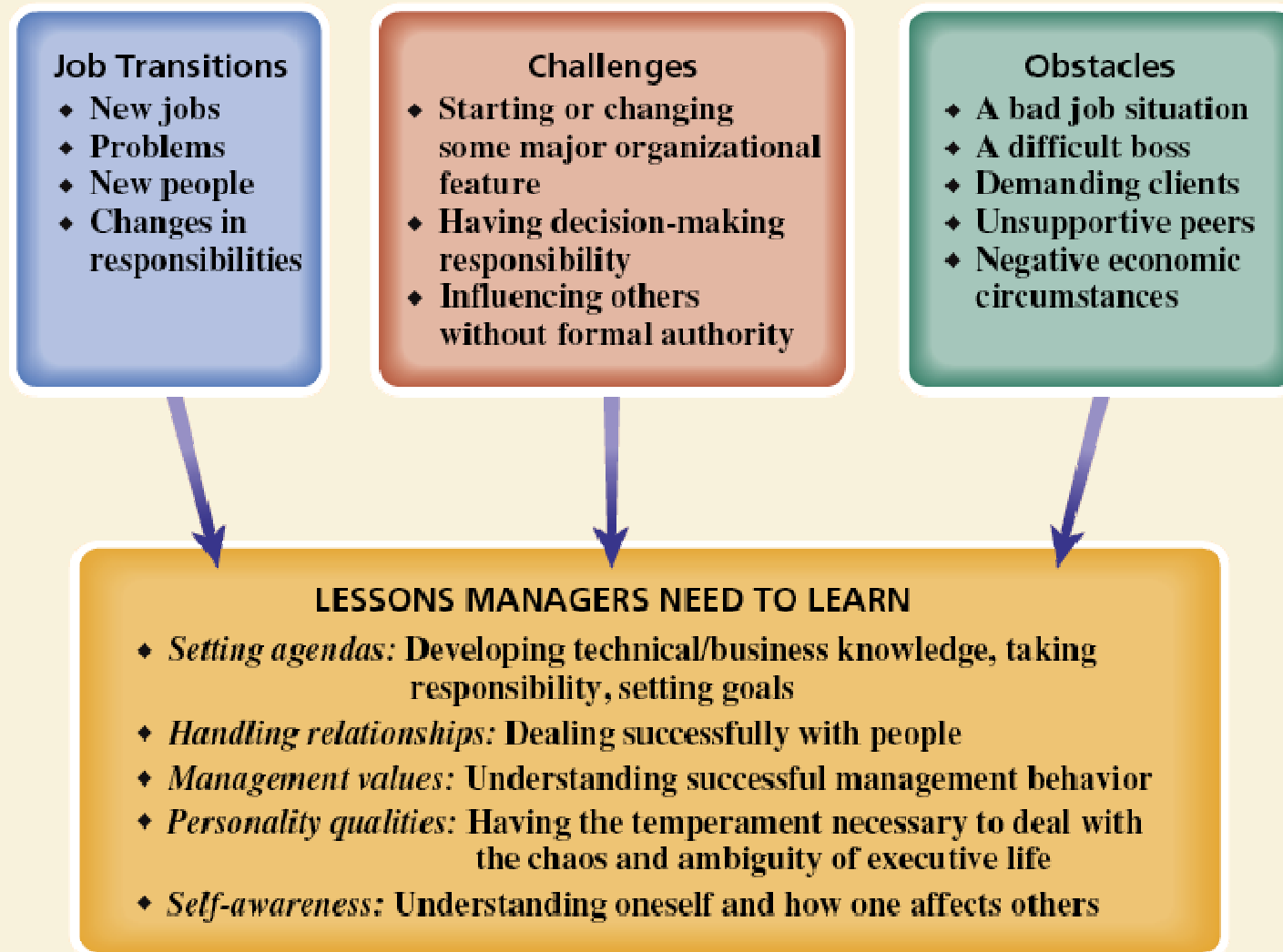


Figure 10–10

Management Development Methods

**Managerial
Modeling**

**Management
Coaching**

**Management
Mentoring**

**Executive
Education**



Stages in Management Mentoring Relationships

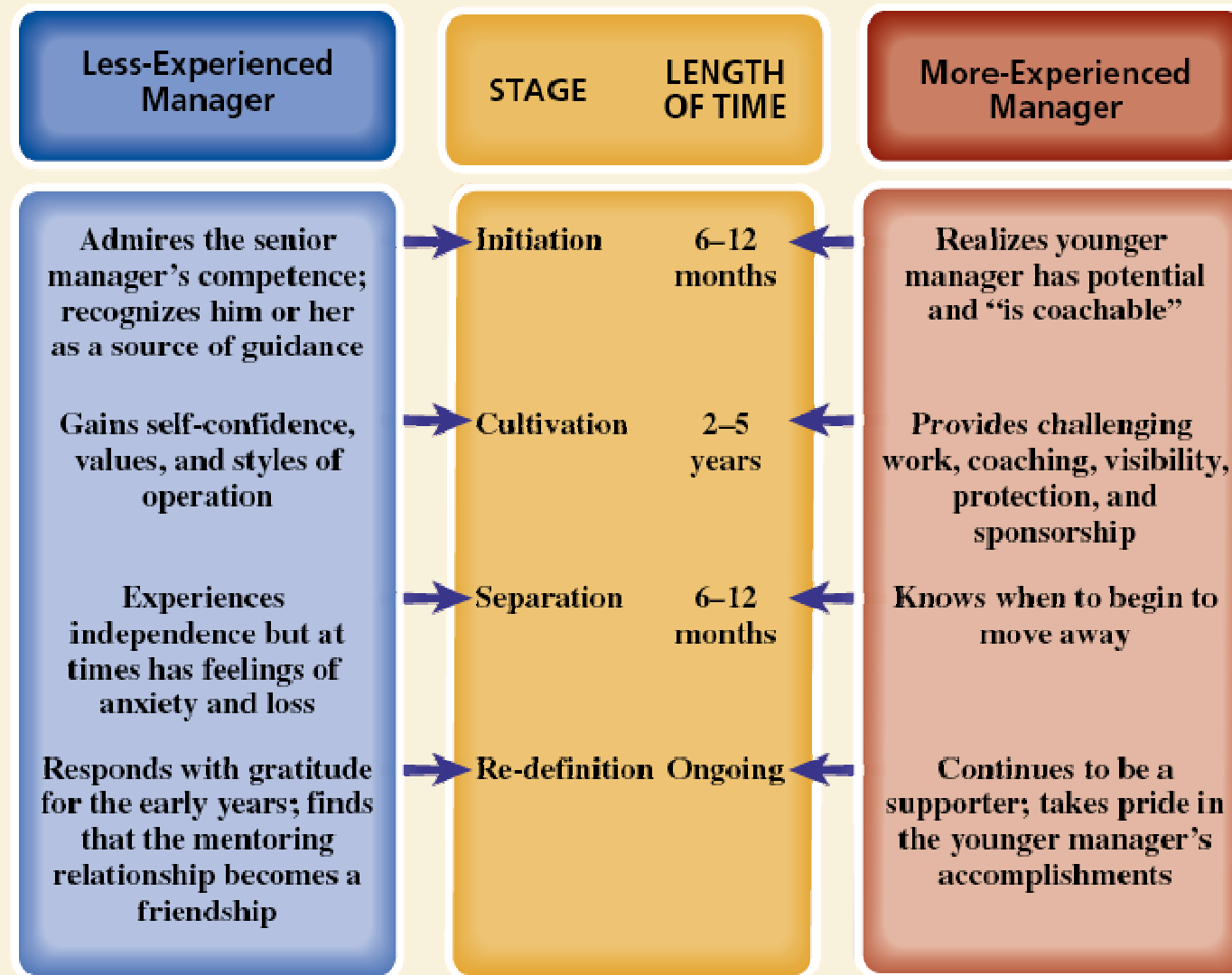


Figure 10–11

Problems with Management Development Efforts



- Inadequate HR planning and a lack of coordination of HR development efforts.
 - Failing to conduct adequate needs analysis, trying out fad programs or training methods, and substituting training for selecting qualified individuals.
- Encapsulated Development
 - A situation in which an individual learns new methods and ideas in a development course and returns to a work unit that is still bound by old attitudes and methods.