

Human Resources Management

Robert L. Mathis | John H. Jackson

Prepared by Dr. Samah Abdelfatah

MGM 243

Lecture 07



Chapter
10

**Part 3: Developing HRM
Talent Management and
Development**

Lecture 07

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Learning Outcomes

After you have read this chapter, you should be able to:

- Identify the importance of talent management and discuss two issues it addresses.
- Differentiate between organization-centered and individual centered career planning.
- Discuss three career issues that organizations and employees must address.
- List options for development needs analyses.
- Identify several management development methods.
- Explain what succession planning is and its components.

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The Importance of Talent Management

Recent emphasis on talent management has emerged as organizations face extraordinary challenges in **attracting**, **developing**, and **retaining** key human resources in a rapidly evolving business landscape.

**Baby Boomer Retirement Wave**

10,000 **daily** in US alone; Knowledge transfer critical

**Digital Skills Gap**

85% of **jobs** by 2030 require digital skills (WEF)

**AI & Analytics Talent Competition**

3.4M **unfilled** data roles globally; Critical capability gap

**Hybrid Work Transformation**

83% of **workers** prefer flexible arrangements (Gallup)

**DEIB Imperative**

Diverse teams **35% more productive** (McKinsey)

Talent management

- **Talent management concerned with enhancing the attraction, development, and retention of key human resources**
- Talent management must be linked to strategic organizational plans.
- Key areas that are important in talent management as part of strategic HR planning are:
 - Creating and maintaining an organizational culture that values individuals
 - Identifying the future needs of the organization and how to develop individuals to fill those needs
 - Developing a pool of talented people who can supply future job needs
 - Establishing ways to conduct and manage HR activities to support talent development

Nature of Talent Management

Talent management can be seen as a bridge. As illustrated in Figure 10-1, talent management activities provide the means to ensure that individuals who have been recruited and selected are retained as well-performing human resources.



Figure 10-1

Talent Management Information Systems

- **A vital part of talent management is the implementation and use of electronic, Web-based, computer software.**
- Vendors have developed software for various parts of talent management, such as tracking training, providing succession planning replacement charts, or online performance appraisal systems. But these systems must be integrated, rather than run as separate programs.

Scope of Talent Management

📁 Targeting Jobs

Strategic Focus Areas

- ▶ Focus on **critical roles** where vacancies impact operations/strategy
- ▶ Use **skills-based role architecture** rather than job titles alone
- ▶ Identify future capability needs, not just current vacancies

Skills-Based Approach

- 🧠 Map roles to required **competencies & proficiency levels**
- ⚙️ Create **agile role architectures** that evolve with business needs

👤 Targeting Individuals

From Potential to Skills

- ➡ Shift from "high-potential" labels to **skills-based assessment**
- 👁️ Address **visibility bias** (remote workers overlooked)
- 👥 Overcome **similarity bias** (managers nominating similar people)

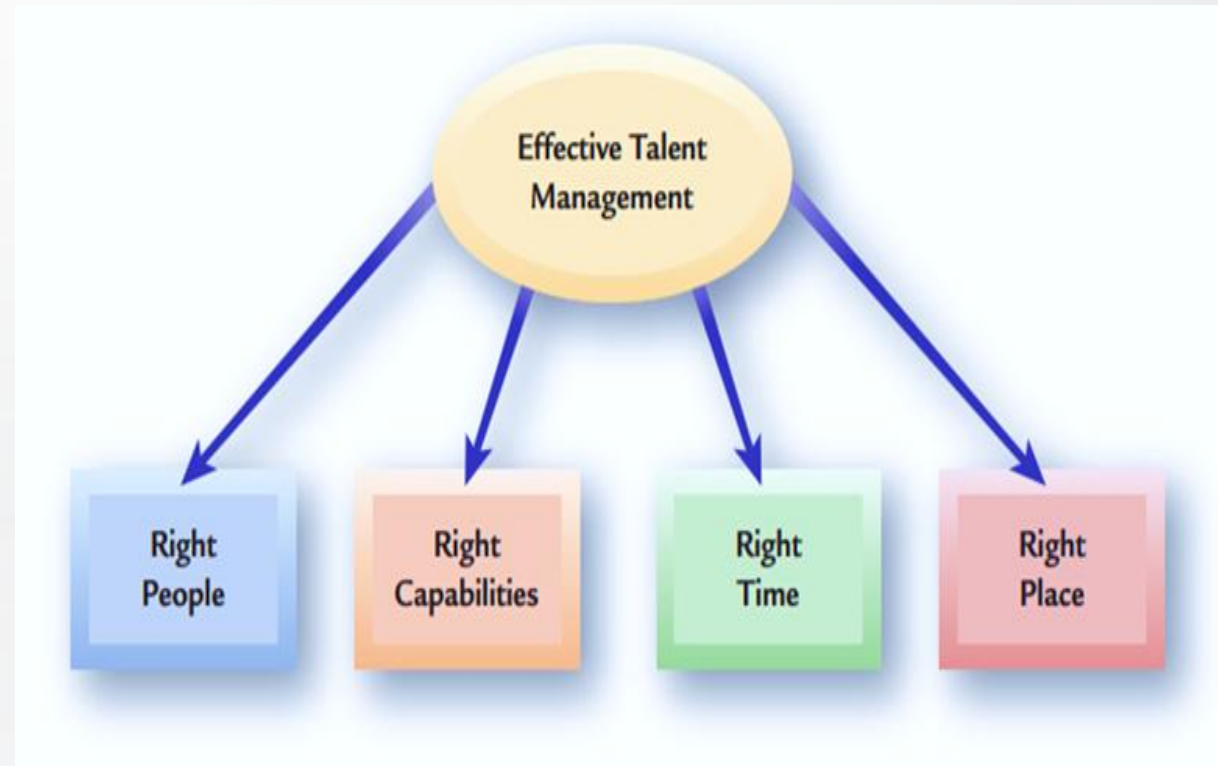
Traditional

- ✗ Job titles
- ✗ Manager nominations
- ✗ Subjective potential

Skills-Based

- ✓ Competency profiles
- ✓ Data-driven assessment
- ✓ Measured readiness

Effective Talent Management



Regardless of the focus, effective talent management must be linked to HR planning. This means having the right number of human resources, with the right capabilities, at the right times, and in the right places, both short term and longer term, as Figure 10-2 indicates.

Figure 10-2

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Careers and Career Planning

- **Career Series** : of work-related positions a person occupies throughout life.
- **Changing Nature of Careers:**

- The old model of a career in which a person worked his or her way up the ladder in one organization is becoming rarer.
- Changing jobs and companies every year or two is becoming more common.



Protean Careers

Self-directed career paths driven by personal values rather than organizational needs



Boundaryless Careers

Career progression across organizational boundaries and industries



Gig Economy & Platform Work

Freelancing, contract work, and project-based engagements



Career Cushioning

Preparing for uncertainty by maintaining networks and skills



Hybrid Work Impact

Most employees Favor flexible arrangements



Work-Life Integration

Shift from **balance** (competing demands) to **integration** (harmonious blend), focusing on employee wellbeing and mental health support.

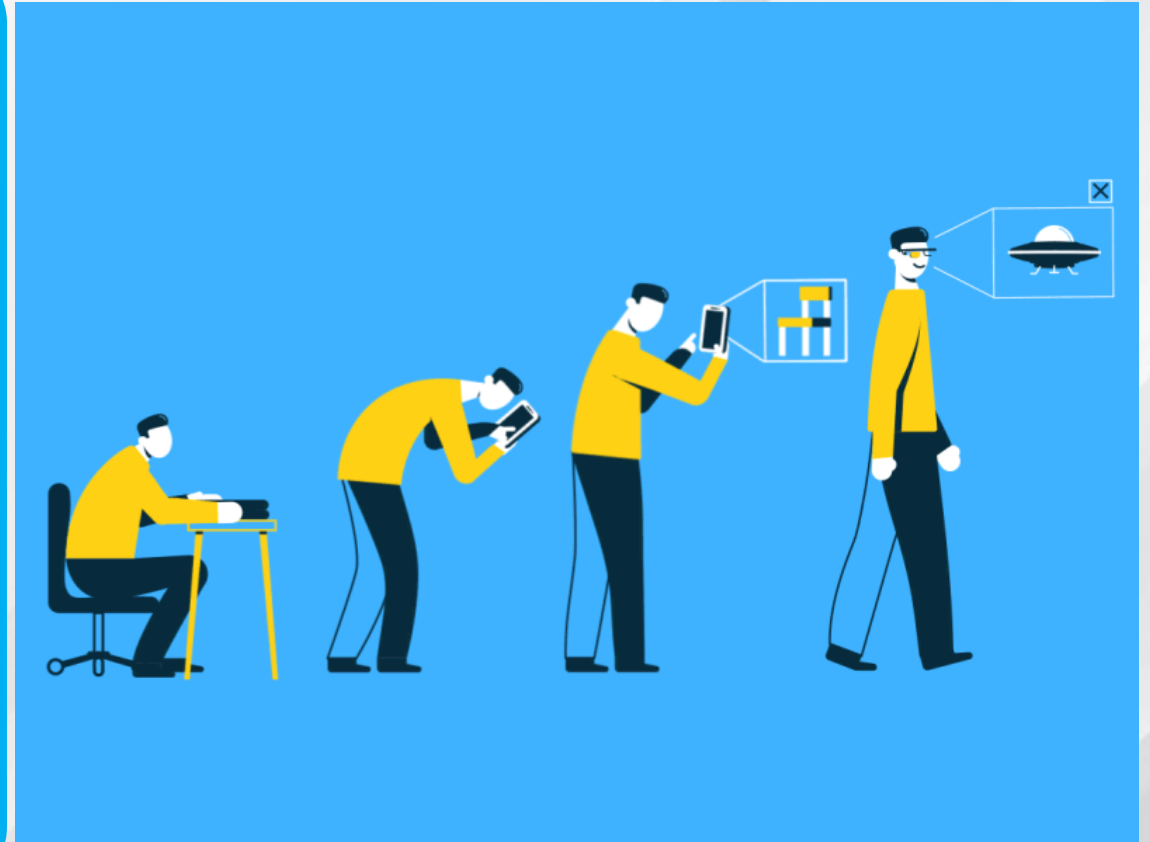


Global Evolution

- Virtual assignments
- Cross-cultural career development
- Repatriation planning with remote options

Organization-Centered Career Planning

- **Organization-centered career planning** Career planning that focuses on identifying career paths that provide for the logical progression of people between jobs in an organization.
- **Career paths:** Represent employees' movements through opportunities over time.

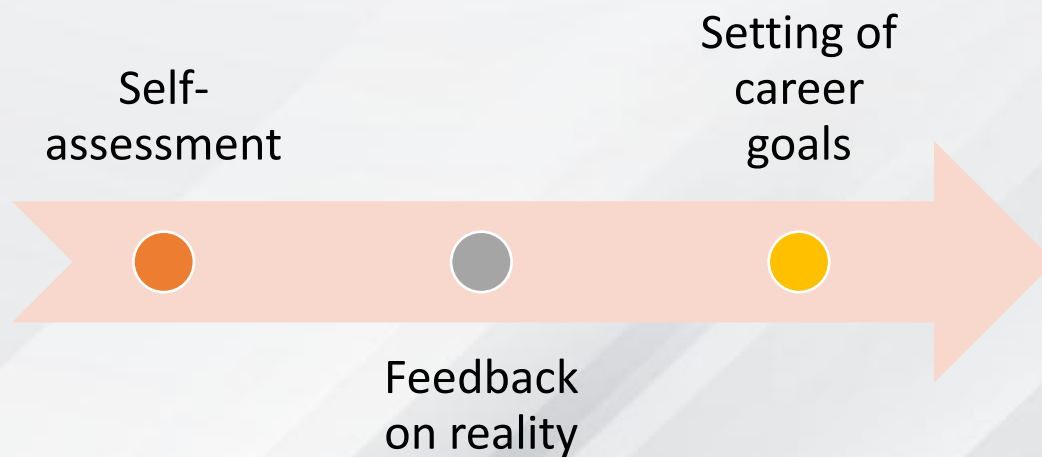


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Individual-Centered Career Planning

- **Individual-centered career planning**
Career planning that focuses on an individual's responsibility for a career rather than on organizational needs.
- **Individual Career Planning Components**



Organizational V.s Individual Career Planning

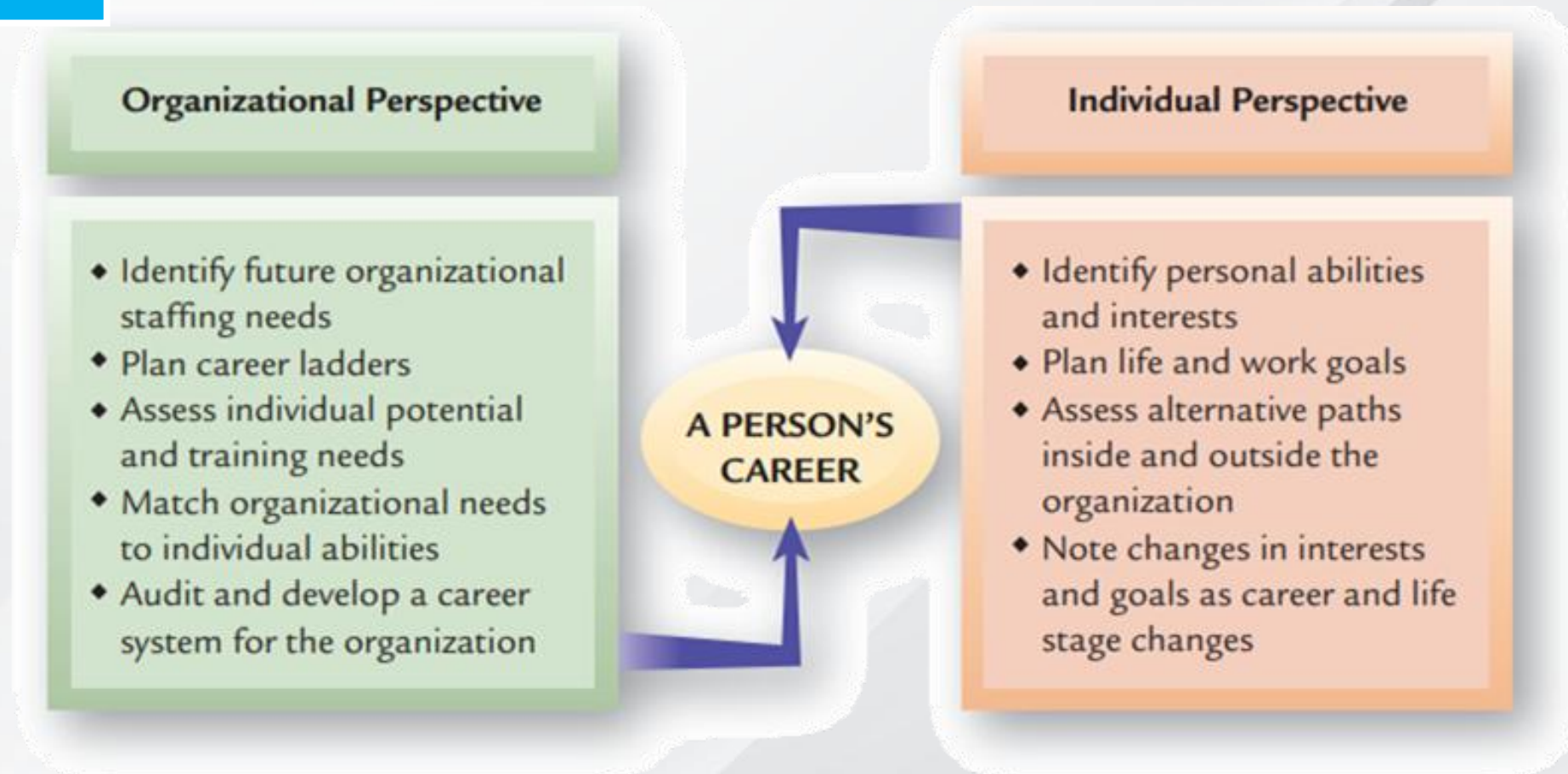


Figure 10-3

Individual-Centered Career Planning (Cont.)

- **Individual Career Choices**
- *Four general individual characteristics affect how people make career choices:*
 1. **Interests:** People tend to pursue careers that they believe match their interests.
 2. **Self-image:** A career is an extension of a person's self-image.
 3. **Personality:** An employee's personality includes her or his personal orientation (for example, inclination to be realistic, enterprising, or artistic)
 4. **Social backgrounds:** Socioeconomic status and the educational levels and occupations of a person's parents are included in that person's social background.

Career Progression Considerations

General Career Periods

CAREER STAGE				
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 10-4

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Career Progression Considerations(Cont.)

Career Plateaus

When opportunities to move up decrease, employees may face career plateaus where advancement stalls.

Digital Solutions

-  AI-powered career pathing tools suggesting alternative routes
-  Internal gig platforms for project variety and skill development
-  Personalized learning recommendations based on skills gaps



Reskilling/Upskilling

Programs to develop new capabilities for future roles



Lateral Moves

Expand skills across departments, not just consolation



Project-Based Work

Short-term assignments to build new competencies



Reverse Mentoring

Learning from junior colleagues on new technologies

Overcoming Plateaus



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Portable Career Path



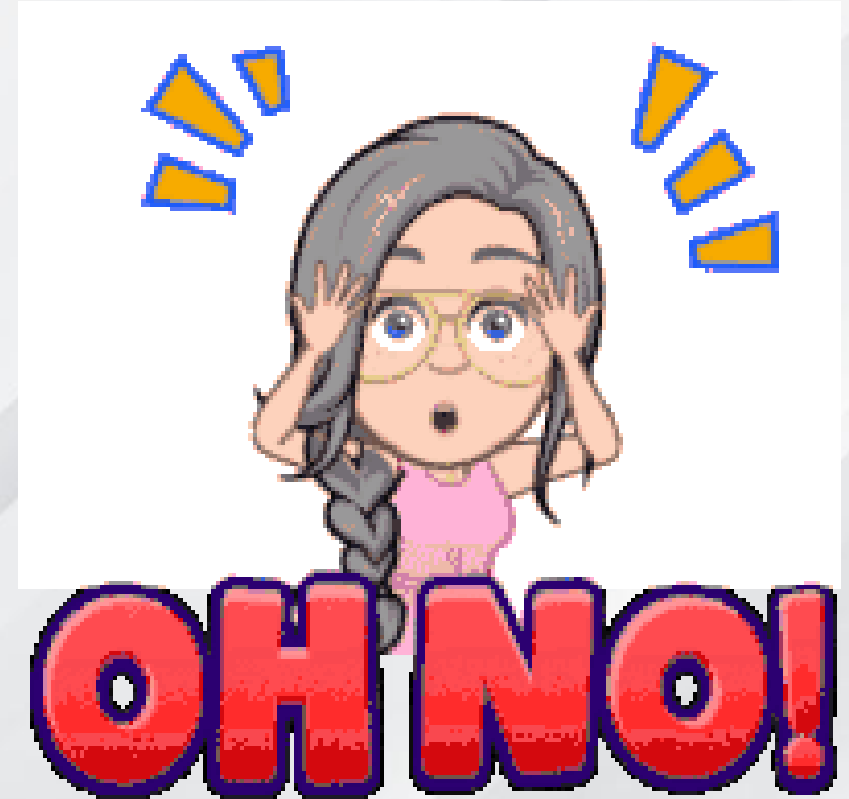
Figure 10-5

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Career Transitions and HR

- Three career transitions are of special interests to HR: *organizational entry and socialization*, *transfers and promotions*, and *job loss*.
- Starting as a new employee can be overwhelming. “Entry shock” is especially difficult for younger new hires who find the work world very different from school.



Career Transitions and HR (Cont.)

Entry shock includes the following concerns:

- *Supervisors:* The boss/employee relationship is different from the student/teacher relationship.
- *Feedback:* In school, feedback is frequent and measurable, but that is not true of most jobs.
- *Time:* School has short (quarter/semester) time cycles, whereas time horizons are longer at work.
- *The work:* Problems are more tightly defined at school; at work, the logistical and political aspects of solving problems are less certain.

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Special Individual Career Issues

 **Technical and Professional Workers**

 **Women and Careers**

 **Global Career Concerns**

 **Dual-Career Couples**

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Technical and Professional Workers

- Technical and professional workers, such as engineers, scientists, physical therapists, and IT systems experts, present a special challenge for organizations.
- Many of these individuals want to stay in their technical areas rather than enter management; yet advancement in many organizations requires a move into management.
- An attempt to solve this problem, **a dual-career ladder**, is a system that allows a person to advance up either a management or a technical/professional ladder.



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Women and Careers

Work, Family, and Careers

- The interaction and conflicts among home, family, and a career affect the average woman differently than they do men.



Glass Ceiling

- This issue describes the situation in which women fail to progress into top and senior management positions.



Glass Ceiling

[ˈglas ˈsē-lɪŋ]

An invisible systemic barrier that prevents certain people from rising to senior-level positions within an organization.

Dual-Career Couples

Family-Career Issues For dual-career couples with children, family issues may conflict with career progression. Thus, one partner's flexibility may depend on what is "best" for the family.

Relocation of Dual-Career Couples Traditionally, employees accepted transfers as part of upward mobility in organizations. However, for some dual career couples, the mobility required because of one partner's transfer often interferes with the other's career.



SUMMER

DECISIONS

CHILD
CARE

JOB

Global Career Concerns

- Many global employees experience anxiety about their continued career progression.
- Firms some time address this issue by **Repatriation Planning**, which is training, and reassignment of global employees to their home countries.
- **Global Development Issues** Global managers are more expensive than home-country managers, and more problematic as well. Most global firms have learned that it is often a mistake to staff foreign operations with only personnel from headquarters, and they quickly hire nationals to work in a country.

DEVELOPING HUMAN RESOURCES

- **Development Efforts** to improve employees' abilities to handle a variety of assignments and to cultivate employees' capabilities beyond those required by the current job.
- **Developing Specific Capabilities/Competencies**
 - ✓ **Lifelong Learning:** Learning and development are closely linked. For many professionals, lifelong learning may mean meeting continuing education requirements to retain certificates.
 - ✓ **Re-Development:** Whether due to a desire for career change or because the employer needs different capabilities, people may shift jobs in mid-life or midcareer

Development vs. Training

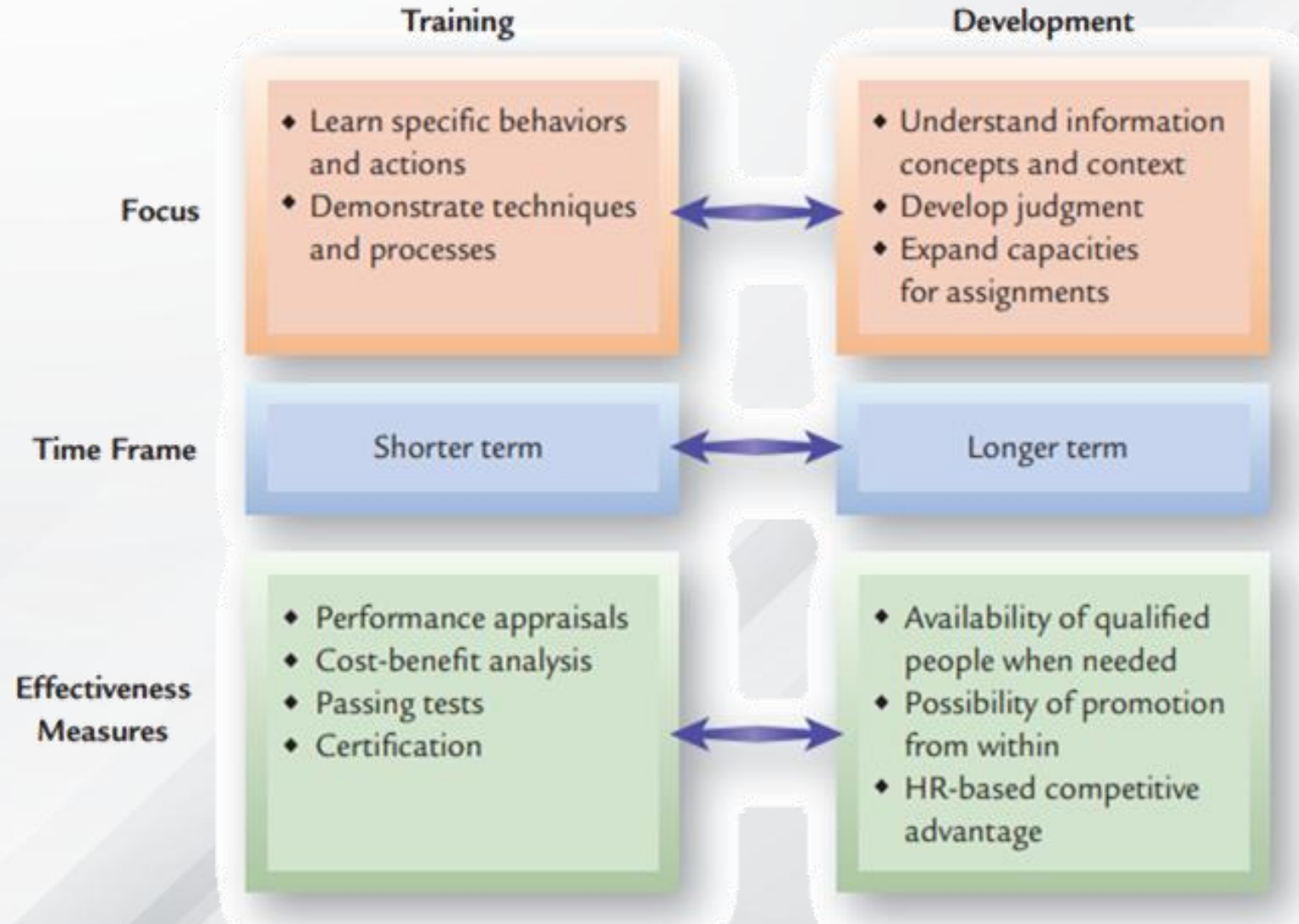


Figure 10-6

Development Needs Analyses

- **Methods that organizations use to assess development needs include assessment centers, psychological testing, and performance appraisals.**
 - 1. Assessment centers** Collections of instruments and exercises designed to diagnose individuals' development needs.
 - 2. Psychological Testing** have been used for several years to determine employees' development potential and needs. Intelligence tests, verbal and mathematical reasoning tests, and personality tests are often given.
 - 3. Performance Appraisals** Well-done performance appraisals can be a source of development information. Performance data on productivity, employee relations, job knowledge, and other relevant dimensions can be gathered in such assessments.

HR Development Approaches

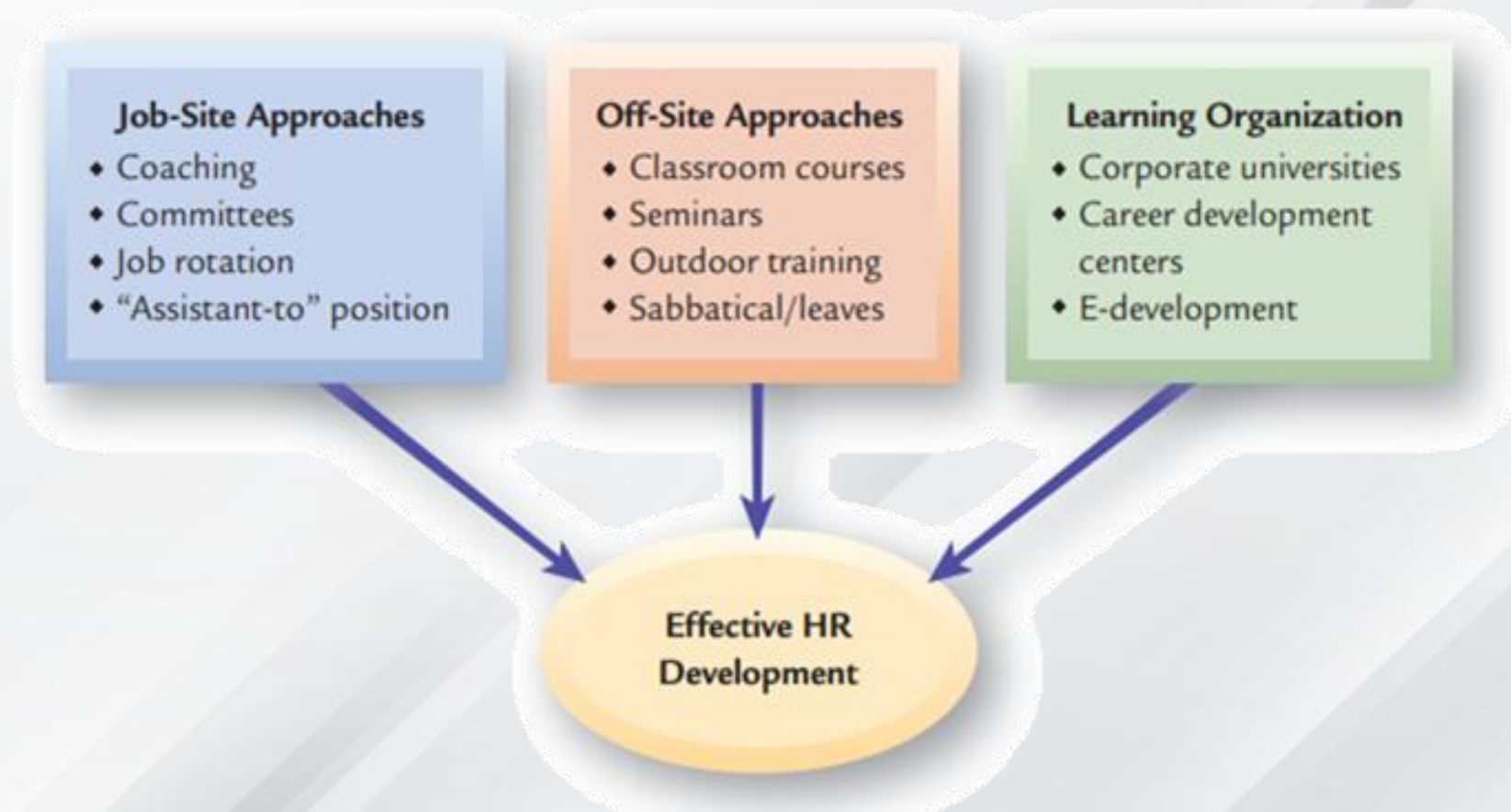


Figure 10-7

HR DEVELOPMENT APPROACHES

Job-Site Development Approaches

1. **Coaching** : Training and feedback given to employees by immediate supervisors.
2. **Committee assignments** : Assigning promising employees to important committees may broaden their experiences and help them understand the personalities, issues, and processes governing the organization.
3. **Job rotation**: Process of shifting a person from job to job.
4. **“Assistant-To” Positions** Some firms create “assistant-to” positions, which are staff positions immediately under a manager. Through such jobs, trainees can work with outstanding managers they might not otherwise have met.

HR Development Approaches (Cont.)

Off-Site Development Approaches

Classroom Courses and Seminars

- **Most people are familiar with classroom training, which gives it the advantage of being widely accepted.**

Outdoor Development Experiences

- **Some organizations send executives and managers off to or deals in the wilderness, called outdoor training or outdoor development.**

Sabbaticals and Leaves of Absence

- **Time off the job to develop oneself**

HR Development Approaches (Cont.)

Learning Organization Development Efforts

- As talent management becomes more important, employers may attempt to become learning organizations.
- These organizations encourage development efforts through **shared information, culture, and leadership that stresses the importance of individual learning.**
- Developing such individuals requires an “**organizational learning capacity**” based on solving problems and learning new ways not previously used.

Learning Organization Development Efforts(Cont.)

Corporate Universities and Career Development Centers

- Large organizations may use corporate universities to develop managers or other employees

E-Development

- The rapid growth in technology has led to more use of e-development. On-line development can take many forms, such as video conferencing, live chat rooms, document sharing, video and audio streaming, and Web-based courses.

Learning Organization Development Efforts(Cont.)

Possible Means for Developing Employees in a Learning Organizations

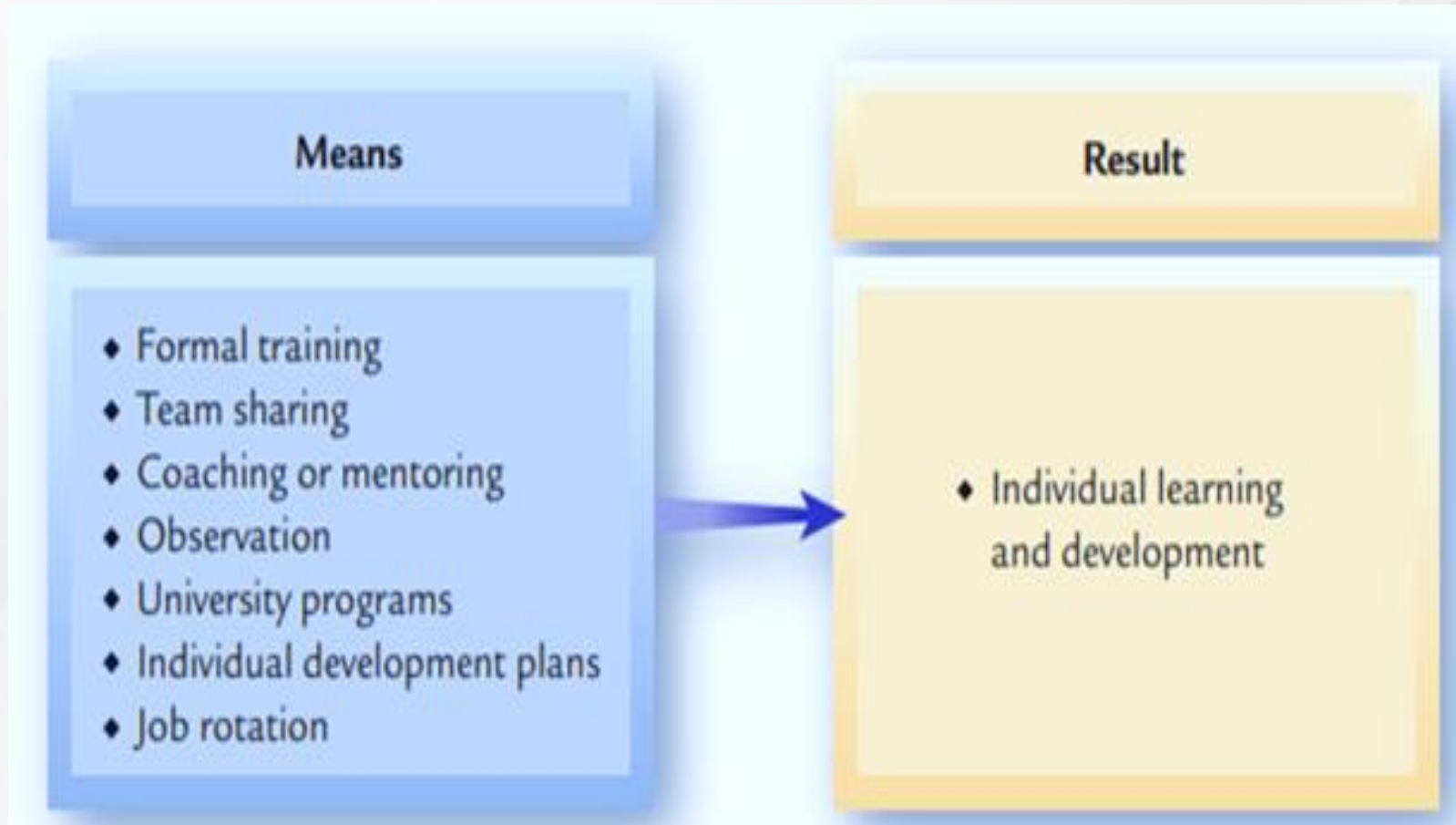


Figure 10-8

Management Development



Figure 10-9

Management Lessons Learned from Job Experience



Figure 10-10

Problems with Management Development Efforts

- Many of the management development problems in firms have resulted from inadequate HR planning and a lack of coordination of HR development efforts.
- **Common problems include the following:**
 - Failing to conduct adequate needs analysis
 - Trying out fad programs or training methods
 - Substituting training instead of selecting qualified individuals

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Succession Planning

- **Succession planning Process of identifying a long-term plan for the orderly replacement of key employees.**
- **Values of Succession Planning**
 - Having an adequate supply of employees to fill future key openings
 - Providing career paths and plans for employees, which aids in employee retention and performance motivation
 - Continually reviewing the need for individuals as organizational changes occur more frequently
 - Enhancing the organizational “brand” and reputation as a desirable place to work

Succession Planning Process



Figure 10-11

Succession Planning (Cont.)

Common Succession Planning Mistakes:

Focusing only on CEO and top management succession is one of the most common mistakes made. **Other mistakes include:**

- Starting too late, when openings are occurring
- Not linking well to strategic plans
- Allowing the CEO to direct the planning and make all succession decisions
- Looking only internally for succession candidates

Areas for Planning “Succession”



Figure 10-12

SUMMARY

- **The Importance of Talent Management**
- **Nature & Scope of Talent Management**
- **Careers and Career Planning**
- **Special Individual Career Issues**
- **Developing Human Resources**
- **HR Development Approaches**
- **Succession Planning**

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Thank You