**Chapter Nine**

**Employee Development and Career Management**

# OBJECTIVES

1. Discuss the steps in the development planning process.

2. Explain the employees’ and company’s responsibilities in planning development.

3. Discuss current trends in using formal education for development.

4. Relate how assessment of personality type, work behavior, and job performance can be used for employee development.

5. Explain how job experiences can be used for development and suggest a job experience to match an employee’s development goal or need.

6. Identify the characteristics of an effective mentoring program.

7. Describe the succession planning process and how the nine-box grid is used.

8. Design an effective on-boarding process.

**MULTIPLE CHOICE**

9.1. Which of the following statements is true about the differences between training and development?

1. Training is future-oriented, while development focuses more on present issues.
2. Training focuses on preparing employees for current jobs, but development prepares them for other positions.
3. Use of work experiences is greater in training than it is in development.
4. Employee participation in training is voluntary but not with development

Answer: b

Difficulty: medium

Learning objective:

9.2. An employee’s protean career \_\_\_\_\_.

1. is controlled by the availability of positions in a company
2. is limited to achievements at work
3. is based on the feeling of pride that comes from achieving life goals
4. is primarily determined through signals the employee receives from the company

Answer: c

Difficulty: easy

Learning objective: 3

9.3. \_\_\_\_\_ refers to the use of information by employees to determine their career interests, values, aptitudes, and behavioral tendencies.

1. Reality check
2. Goal setting
3. Self-assessment
4. Action planning

Answer: c

Difficulty: easy

Learning objective: 1

9.4. In the \_\_\_\_\_ stage of the career management process, employees receive information on how the company evaluates their skills and where they fit into the company’s plans.

1. action planning
2. self-assessment
3. goal setting
4. reality check

Answer: d

Difficulty: easy

Learning objective: 1

9.5. The \_\_\_\_\_ is a personality assessment tool used for team building and leadership development that identifies employees’ preferences for energy, information gathering, and decision making.

1. The Wonderlic Personnel Test
2. Myers-Briggs Type Inventory
3. Boston Consulting Group matrix
4. 360-degree feedback

Answer: b

Difficulty: easy

Learning objective: 4

9.6. Which of the following is not measured by the Myers-Briggs Type Inventory (MBTI)?

1. Extraversion v. introversion
2. Emotional stability v. neuroticism
3. Thinking v. feeling
4. Sensing v. intuition

Answer: b

Difficulty: medium

Learning objective: 4

9.7. Which of the following is not an exercise typically found in assessment centers?

1. Leadership group discussion
2. Interviewing skills training
3. Role play
4. In-basket exercises

Answer: b

Difficulty: easy

Learning objective: 4

9.8. An in-basket exercise is typically designed to measure \_\_\_\_.

1. psychomotor skills
2. administrative skills
3. conflict resolution skills
4. emotional intelligence

Answer: b

Difficulty: easy

Learning objective: 4

9.9. In assessment centers, scheduling exercises typically evaluate \_\_\_\_\_.

1. leadership skills
2. problem-solving abilities
3. oral communication skills
4. psychomotor skills

Answer: b

Difficulty: easy

Learning objective: 4

9.10. Which of the following is not a common limitation of 360-degree feedback?

1. The process is often too informal
2. Time demands placed on raters
3. Potential retaliation against raters
4. Failing to provide opportunities for employees to act on the feedback

Answer: a

Difficulty: easy

Learning objective: 4

9.11. In upward feedback, managers’ behaviors or skills are evaluated by \_\_\_\_\_.

1. their bosses
2. their peers
3. their subordinates
4. external customers

Answer: c

Difficulty: easy

Learning objective: 4

9.12. Which of the following is a limitation of 360-degree feedback?

1. Managers’ behaviors are evaluated only by subordinates.
2. Employees cannot compare their own personal evaluations with the views of others.
3. A facilitator may be needed to help interpret the results.
4. The feedback is difficult to link to development plans.

Answer: c

Difficulty: medium

Learning objective: 4

9.13. Sending employees on international assignments is an example of the \_\_\_\_\_ approach to employee development.

1. formal education
2. assessment
3. mentoring
4. job experience

Answer: d

Difficulty: easy

Learning objective: 5

9.14. Job enlargement refers to the process of \_\_\_\_\_.

1. hiring more people for the same job category
2. moving employees up the organizational hierarchy
3. adding challenges or new responsibilities to an employee's current job
4. adding more jobs in a department to reduce stress

Answer: c

Difficulty: easy

Learning objective: 5

9.15. \_\_\_\_\_ gives employees a series of job assignments in various functional areas of the company or movement among jobs in a single functional area.

1. Job rotation
2. Job enlargement
3. Onboarding
4. Externship

Answer: a

Difficulty: easy

Learning objective: 5

9.16. Which of the following is a potentially negative outcome of job rotation?

1. It fails to provide employees with a holistic view of the company’s goals.
2. It creates a short-term perspective on problems and solutions.
3. It cannot be used for all levels and types of employees.
4. It has no relationship with promotion rates.

Answer: b

Difficulty: medium

Learning objective: 5

9.17. \_\_\_\_\_ grant(s) a temporary leave of absence from the company.

1. Job enlargement
2. Apprenticeships
3. Sabbaticals
4. Job rotation

Answer: c

Difficulty: easy

Learning objective: 5

9.18. Which of the following is characteristic of successful formal mentoring programs?

1. Participation is involuntary.
2. The mentor–protégé matching process limits informal relationships from developing.
3. The mentor–protégé relationship is limited to 1-3 hours per week.
4. The mentor and protégé relationship extends beyond the formal period.

Answer: d

Difficulty: easy

Learning objective: 6

9.19. Which of the following is true of coaching employees?

1. Coaching involves providing resources such as mentors, courses, or job experiences.
2. A good coach is an individual who knows all.
3. A good coach has a strong desire to tell others what to do.
4. Employees who are going to be coached need to be concerned with their reputation.

Answer: a

Difficulty: easy

Learning objective:

9.20. The process of developing a succession plan typically begins with \_\_\_\_\_.

1. identifying the employees included in the succession plan
2. identifying the positions included in the succession plan
3. developing standards to evaluate positions
4. determining ways to measure employee potential

Answer: b

Difficulty: medium

Learning objective: 7

9.21. The core employees in the nine-box grid are those with \_\_\_\_\_.

1. high potential and high performance
2. low potential and outstanding performance
3. high potential and low performance
4. moderate potential and solid performance

Answer: d

Difficulty: medium

Learning objective: 7

9.22. In the nine-box grid, high-potential and high performing employees who should be developed for leadership positions in the company are termed \_\_\_\_\_.

1. core employees
2. star performers
3. strong contributors
4. subject experts

Answer: b

Difficulty: easy

Learning objective: 7

9.23. According to the nine-box grid, the development plan for employees with outstanding performance but low potential typically emphasizes \_\_\_\_\_.

1. finding them experiences that will continue to facilitate creativity and innovation
2. moving them to a position that best matches their skill set
3. performance improvement in their current position
4. developing them for leadership positions in the company

Answer: a

Difficulty: medium

Learning objective: 7

9.24. \_\_\_\_\_ refers to the process of helping new hires adjust to social and performance aspects of their new jobs.

1. Training
2. Offshoring
3. Repatriation
4. Onboarding

Answer: d

Difficulty: easy

Learning objective: 8

9.25. Which of the following makes a socialization program ineffective?

1. Including information on technical aspects of the job
2. Introducing the employee to company-related rules and regulations
3. Restricting interactions between new hires and current employees
4. Tracking employee progress at different points up to one year

Answer: c

Difficulty: medium

Learning objective: 8

9.26. Which of the following is not a common content area for onboarding programs?

1. Compliance
2. Clarifying
3. Culture
4. Compensation

Answer: d

Difficulty: medium

Learning objective: 8

**TRUE-FALSE**

9.27. In a protean career, employees do not take responsibility for managing their careers.

Answer: false

Difficulty: easy

Learning objective: 3

9.28. A protean career is defined by a series of upward career transitions.

Answer: false

Difficulty: medium

Learning objective: 3

9.29. Career patterns involving movement across specializations and disciplines are becoming less prevalent.

Answer: false

Difficulty: medium

Learning objective: 3

9.30. Discussing performance and development in the same meeting is difficult because they have different objectives.

Answer: true

Difficulty: medium

Learning objective: 1

9.31. Performance appraisal discussions are more long-term than development discussions.

Answer: false

Difficulty: medium

Learning objective: 1

9.32. Competencies include knowledge, skills, and abilities, but not personal characteristics.

Answer: false

Difficulty: easy

Learning objective: 4

9.33. Assessments can be used to identify communication styles that inhibit a team’s productivity.

Answer: true

Difficulty: medium

Learning objective: 4

9.34. Both the NEO Personality Inventory and the DISC measure conscientiousness.

Answer: true

Difficulty: medium

Learning objective: 4

9.35. Both the NEO Personality Inventory and the Myers-Briggs Type Inventory (MBTI) measure openness to experience.

Answer: false

Difficulty: medium

Learning objective: 4

9.36. Job experiences that are seen as negative stressors challenge employees and stimulate learning.

Answer: false

Difficulty: easy

Learning objective: 5

9.37. Job rotation can be used for all types of employees, not just those with managerial potential.

Answer: true

Difficulty: easy

Learning objective: 5

9.38. Employee transfers necessarily increase job responsibilities and compensation.

Answer: false

Difficulty: easy

Learning objective: 5

9.39. Transfers and downward moves are opportunities to develop skills that could help employees achieve long-term success with a company.

Answer: true

Difficulty: easy

Learning objective: 5

9.40. Mentoring cannot occur between mentors and protégés from different organizations.

Answer: false

Difficulty: easy

Learning objective: 6

9.41. In reverse mentoring programs, peers mentor each other in skills they do not know.

Answer: false

Difficulty: easy

Learning objective: 6

9.42. High-potential employees should not participate in mentoring and coaching.

Answer: false

Difficulty: medium

Learning objective: 6

9.43. Most mentoring relationships develop informally in organizations.

Answer: true

Difficulty: easy

Learning objective: 6

9.44. Development plans for employees with low potential and low performance development emphasize finding them challenging new job experiences.

Answer: false

Difficulty: easy

Learning objective: 7

9.45. By making a succession planning list public, high-potential employees who are not interested in other positions can communicate their intentions.

Answer: true

Difficulty: medium

Learning objective: 7

9.46. A defining characteristic of succession planning is effective onboarding.

Answer: false

Difficulty: medium

Learning objective: 7/8

**SHORT ANSWER-ESSAY**

9.47. Why is it better for managers to hold separate discussions for performance appraisals and development?

It is not uncommon for managers to hold separate performance appraisals and development discussions. This is done because performance appraisal and development discussions have different objectives. Performance appraisal discussions are focused on an employee’s job performance during a defined period of time (such as six months or a year) and usually involve a discussion of what financial incentives or pay increases the employee can expect to receive as a result of performance. Development discussions do not involve pay or rewards, and these discussions are more future oriented. They focus on the employee’s skill set and competencies and how to develop them. Because development involves identifying weaknesses and how to overcome them, employees may be resistant to discussing them in an appraisal discussion that addresses pay.

Difficulty: medium

Learning objective: 1

9.48. Elaborate on the potential problems with job rotation for both the employee and the work unit.

There are several potential problems with job rotation for both the employee and the work unit. The rotation may create a short-term perspective on problems and solutions. In addition, employee satisfaction and motivation may be adversely affected because employees may find it difficult to develop functional specialties, and they may not spend enough time in one position to receive challenging assignments. Productivity losses and workload increases may be experienced by both the department gaining a rotating employee and the department losing the employee due to training demands and loss of resources.

Difficulty: medium

Learning objective: 5

9.49. Describe strategies that companies can employ to help ensure that employees approach transfers and promotions, particularly when relocation is involved, as development opportunities.

* Provide information about the content, challenges, and potential benefits.
* Involve employees in the decision by sending them to preview the new location or job.
* Assign a host at the new location to help with the adjustment.
* Education the employee how the new job will affect their income, taxes, and expenses.
* Assist the employee in selling a home and securing new housing.
* Assist family members in the relocation (e.g., identifying schools and childcare).
* Help spouses find new employment.
* Provide an orientation program.
* Provide clear performance objectives and early performance feedback.

Difficulty: medium

Learning objective: 5

9.50. Describe strategies that companies can employ to help ensure the effectiveness of formal mentoring programs.

To enhance formal mentoring programs, companies should:

* Make participation voluntary for mentors and protégés.
* Ensure the matching process does not hinder the formation of informal relationships.
* Chose mentors who have a good record developing employees and have the willingness to serve.
* Match based on how the mentor’s skills can help meet the protégé’s needs.
* Clarify roles and expectations for both mentors and protégés.
* Specify a minimum amount of contact time between mentors and protégés.
* Provide a formal time period for the program, but encourage continued relationships.
* Evaluate the program.
* Reward employee development.

Difficulty: medium

Learning objective: 6

9.51. Discuss the advantages and disadvantages of making the results of succession planning public

One critical issue in succession planning is whether to make the results of the process public. One advantage of doing so is that employees may stay because they have an understanding of promotion prospects. Another advantage is that high-potential employees who are not interested in other positions can communicate their intentions. The company can then avoid investing resources and have a more accurate picture of its potential future talent. On the flip side, those not on the list may become discouraged and leave the company. Furthermore, employees might not believe they have had a fair chance to compete for leadership positions if they already know that a list of potential candidates has been established.

Difficulty: medium

Learning objective: 7