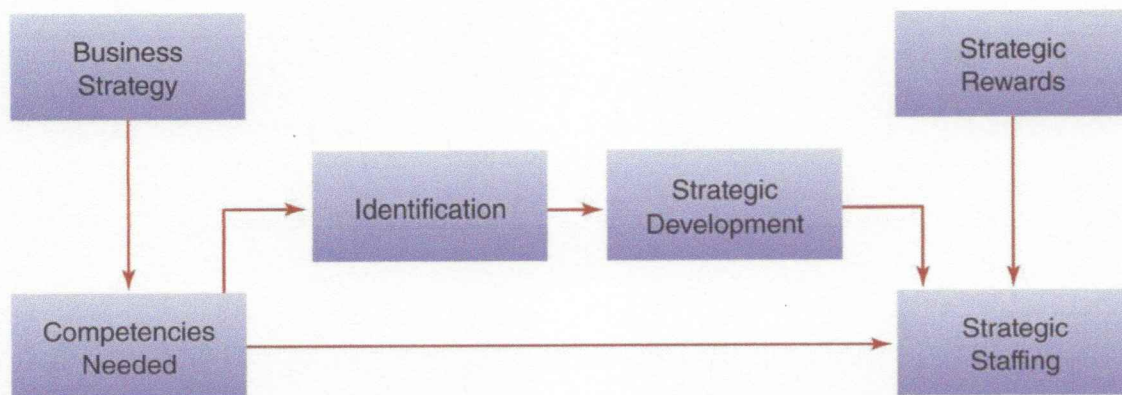


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57 countries. These companies manufacture healthcare products and provide related services in the consumer, pharmaceutical, and medical devices markets. Johnson & Johnson, which has won many awards for its concern for employee and consumer well-being, works hard to ensure that its emphasis on responsibility and innovation will be supported over time by its next generation of leaders. To accomplish this goal, the company developed a competency model for its leaders, called the standards of leadership (SOL), built around the Johnson & Johnson credo values of responsibility, integrity, and ethical behavior. The SOL competencies are used to guide leadership development programs in many parts of Johnson & Johnson.<sup>47</sup> Figure 10.5 graphically illustrates steps in such an approach.



**Figure 10.5: Model of Strategic Career Development.**

*Source:* Adapted from Douglas T. Hall, *Careers In and Out of Organizations* (Thousand Oaks, CA: Sage, 2001), p. 285. Used with permission.

Another example of a company that takes leadership development seriously, and bases these efforts on core competencies related to their core business, is LG Electronics. This company is described in more detail in the Building Strength Through HR feature.

## CAREER DEVELOPMENT PROCESS

Forward-looking companies help employees to manage their development using the career development process. This is a series of steps that helps employees identify and pursue career goals, along with appropriate developmental goals to help them achieve their long-term career goals. The career development process includes four steps: self-assessment, reality check, goal setting, and action planning.<sup>48</sup>

### Career development process

A series of steps that people can use to identify and pursue their long-term career goals.

**Self-assessment** is a process in which employees determine their interests, values, personalities, and skills. Self-assessment often involves the use of psychological tests like the SDS, discussed earlier. Assessment can also include exercises that ask employees to consider where they are today and where they want to be in the future. Employees can conduct these activities alone, with the help of a supervisor, or with a specialist in the area of career coaching or counseling. These professionals can be particularly useful for helping administer and interpret the results of psychological tests.

## Self-assessment

A process in which employees determine their interests, values, personalities, and skills.

In performing a **reality check**, employees gather information to determine whether their self-assessments are realistic and how those assessments fit with opportunities in the labor market and with their current employer's future labor needs. Employees can talk with their current supervisors as one way to obtain a reality check. Supervisors can often provide information about their

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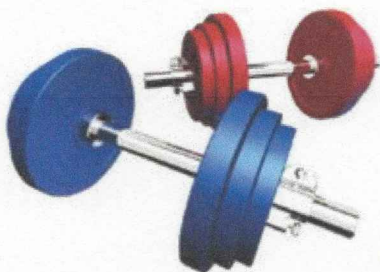
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subordinates' strengths and weaknesses and about opportunities within the company. Other sources of information about labor market opportunities include career centers of colleges and universities, trade magazines published by professional associations, computer discussion groups, online resources, and current incumbents.<sup>49</sup> Contacting current incumbents, a process referred to as *information interviewing*, gives an insider view of a job or profession. Meeting someone at his or her work environment can be a great way to test assumptions about what the work is like. If one of your ambitions is to be an executive at your company, for example, then you might try meeting with a current executive and asking questions about her work to discover whether the work is as you imagine it.

## Reality check

A process in which employees determine the accuracy of their self-assessments and how those assessments fit with opportunities in the environment.



## Building Strength Through HR: LG

### ELECTRONICS

LG Electronics is a South Korea-based firm that designs and manufactures a wide variety of consumer electronics including smartphones, refrigerators, air conditioners, and televisions. To help fuel its growth, LG makes substantial investments in leadership development. In recent years they have sought to build a single standard Global Leadership Framework that connects to the company's vision and values and guides leadership development practices. Working with a consulting firm, LG created a list of behaviors needed by leaders at each level in the company. Then they launched a leadership academy that began with a multi-source assessment of participants' leadership behaviors. With data in hand, participants worked through custom-designed learning modules to enhance those skills. To further develop their skills, participants are given work assignments that help improve particular skills. Finally, the consulting firm offered coaching to help participants practice behaviors on the job.



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*Source:* Information from Erin Wilson Burns, Laurence Smith, and Dave Ulrich, “Competency Models with Impact: Research findings from the Top Companies for Leaders,” *People & Strategy*, 35 (2012): 16-23.

**Goal setting** involves setting milestones or achievements for the future, such as positions to achieve, skills to be gained, and development efforts to pursue. For example, an employee with the long-term goal of being a chief accounting officer should plan to gain skill in financial analysis, auditing, corporate tax planning, and strategic analysis. This employee might also want to seek a degree or certification in this area, such as a master’s degree in accountancy or a designation as a Certified Public Accountant.

## Goal setting

A process in which employees set milestones or desired achievements for the future.

In **action planning**, employees make plans for how they will accomplish their goals. In most cases, action planning means selecting developmental opportunities appropriate to the goal. An employee who aspires to be a chief accounting officer, for example, should plan for action by selecting one or more developmental activities for each of the areas in which she needs to gain skills in order to meet her goal. For example, to gain auditing skills, she might

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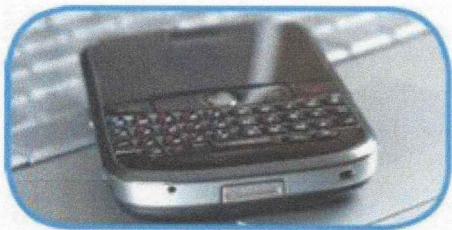
plan for the following: Within three months, find a mentor with considerable audit experience (developmental relationship); within a year, take a class from a local university in accounting (formal education); in three years, take a work assignment in internal auditing (work experience).

## Action planning

A process in which employees plan how they will achieve their goals.

## TECHNOLOGY

Companies with effective human resource practices make use of technology to ensure that employees have ready access to a variety of developmental opportunities. Technology can also be used to integrate various programs so that a common database of competencies and associated learning experiences can be used to make and track development plans.



### Technology in HR: NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)

Headquartered in Washington, DC, NASA also has 10 field centers that support its mission to pioneer the future in space exploration, scientific discovery, and aeronautics research. NASA has over 18,000 full-time employees, many with advanced degrees in their fields and an interest in continued learning and education.