

- Needs analyses for development may include assessment centers, psychological testing, and performance appraisals.
- HR development approaches can involve job-site, off-site, and learning organization activities.
- On-the-job development methods include coaching, committee assignments, job rotation, and "assistant-to" positions.
- Off-site development means often include classroom courses, seminars, and degrees; outdoor experiences; and sabbaticals and leaves of absences.
- Learning organization development efforts reflect knowledge-based means, such as corporate universities and centers and e-development efforts.
- Management development is a special focus in many organizations, including supervisor development and leadership development.
- Management modeling, coaching, and mentoring are valuable parts of management development efforts.

CRITICAL THINKING CHALLENGES

1. Discuss what talent management is and why it is a consideration addressed by a growing number of employers.
2. Describe the broad range of talent management efforts that use software applications by going to www.learn.com. Then give some examples of firms that have successfully used these applications.
3. How has the increase in uncertainty in business affected the "make-or-buy" decision, and is this trend likely to change?
4. Design a management development program for first-level supervisors in an electric utility company. What courses and experiences do they need?
5. You are the HR Director of a large manufacturing company that is approximately 50 years old. The company has reaped the benefits of a mostly tenured workforce, and many of the key workers are now approaching retirement age. It is anticipated that approximately 20% of the company's workforce will retire in the next three to five years. You are also planning to retire within that period of time. To assist the company with the retirement transition process, you want to present a business case to the President for a succession plan for several key positions, including the Chief Financial Officer and Director of Operations.
 - A. Which outside company advisors should be included in the succession planning process?
 - B. The successor employee for the replacement of the Chief Financial Officer and Director of Operations positions should have an advanced level of work experience in what key essential functions? How can the company help candidates get these experiences?

CASE

Walgreens Scores Victory with Volunteers

In an effort to better utilize the talent level of its human resources, Walgreens created an innovative talent management program for its finance division, which involved getting input from current employees who volunteered their time to help the firm. A key component of this career development plan was the use of HR business partners throughout the

organization who worked with operational leaders to create skills-based training programs for employees. By focusing on the development of important skills, current workers would ideally be better prepared for the challenges and opportunities that existed in Walgreens. What made this program particularly unique is its reliance on volunteers to

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identify important skill sets and create the kinds of initiatives that would help employees gain the most relevant competencies.

The creation of this training and career development effort was a detailed process that required extensive teamwork, coordination, and strategic planning. The primary components of the program were also based on several key themes and institutional approaches:

1. Walgreens initially advertised and promoted the program in the company's newsletter and in various meetings. Employee volunteers were told that their commitment to the program would ultimately help all workers enhance their long-term career opportunities at Walgreens. This strategy generated great interest among employees, and the company quickly identified the appropriate number of volunteers to kickoff the initiative.
2. Developmental blueprints were developed by employees so that individuals could better control their own career prospects at Walgreens. These blueprints helped
 - identify possible employment paths that operated through a variety of career tracks;
 - provide the proper training activities and enhancement opportunities that facilitate the accomplishment of career goals; and
 - position the company as a desirable employer.

3. A multistep phase-in of the program was initiated, which involved placing employees on teams that supervised different functional components of the blueprint model. These components included training and development, managerial succession, reward systems, technology utilization, metric identification and scorecards (using an employee survey), and many others.
4. Online educational videos and multimedia content was offered to employees to enhance their career development in the firm.

While the program has improved talent management at Walgreens, another big change has occurred because finance and accounting professionals were trained to better manage human resources, broadening the discipline's appeal across professional boundaries.⁹⁰

QUESTIONS

1. Why was it good for Walgreens to get input from volunteers?
2. Why was it necessary to rely on employee blueprints to enhance career management in the company?
3. Why was it important to familiarize individuals in other business functions of the organization? How should this approach help Walgreens?

SUPPLEMENTAL CASES

Leadership Leverage

The case demonstrates how a healthcare company utilized talent group to better management the development of employees. (For the case, go to www.cengage.com/management/mathis.)

Equipping for the Future

This case shows how one company in the oil industry started a succession planning program. (For the case, go to www.cengage.com/management/mathis.)

Developed Today, Gone Tomorrow

This case illustrates a serious concern some employers have about developing employees only to have them leave. (For the case, go to www.cengage.com/management/mathis.)