

TAKING TALENTS TO SOUTH BEACH: EXPLORING CAREER DEVELOPMENT AS AN ENGAGEMENT STRATEGY

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Purpose

- Purpose: Explore concept of using career development (CD) as an employment engagement (EE) strategy
- Questions:
 - 1. Why is CD & EE important to an organization's strategic decision-making?
 - 2. How can organization's focus on CD to engage employees?

Upcoming

- LeBron James
- CD as Engagement Strategy
 - Why?
 - The Benefits
 - How?
- Implications
- Conclusion

About LeBron James aka “King James”

- NBA
 - ESPN & Sports Illustrated Best Player in the NBA
 - World’s highest paid basketball player
 - 2x NBA champion
 - 2x NBA Finals MVP
 - NBA Rookie of the Year
 - NBA Scoring Champion
 - 10x NBA All-Star
 - 9x All- NBA
 - 5x NBA All-Defensive Team
- United States National Team
 - 3x Olympic Medalist
 - USA Basketball Male Athlete of the Year
- Other
 - Sports Illustrated Sportsman of the Year
 - Sporting News Athlete of the Year
 - Forbes one of the most influential athletes
- High School
 - National Champion
 - 3x State Champion
 - 2x Gatorade National Player of the Year
 - McDonald’s National Player of the Year
 - McDonald’s High School All-American



... Makes His Decision: Miami

Top News

AP

SUSPECT
LIVE

AP

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SANSUI

LeBron's Announcement

“This fall I’m going to take my talents to South beach and join the Miami Heat...I feel like it is going to give me the best opportunity to win and to win for multiple years...I want to be able to win championships and I feel that I can compete down there.”

Why CD as an EE Strategy?

- “In an age of austerity, when you can’t pay people more, you have to focus on career development” (Syedian, 2010)
- To retain best people, organizations must commit to CD, strategic planning, & training (Zeffane & Mayo, 1994)
- Primary reason for employees with options to leave is lack of CD opportunities (Sammer, 2011)
- Younger employees value CD opportunities as point of engagement to reach career goals (James et al., 2011)
- EE is a organizational competitive advantage (Shuck et al., 2013)
- Organization’s role in EE is provide environment where employees do not feel misused, overused, or abused (Ketter, 2008)

The Effects of Talent- LeBron James

Cleveland (2003-Present)

- 1st & only NBA finals appearance (2007)
- \$2 billion in new investments & \$150 million during season for the City
- Loss of millions for City after he left (Goode, 2010)
- Team has won >30% games since his departure
- Team value decreased \$121 million after his departure (Forbes, 2013)

Miami (2010-Present)

- 3 trips to the finals (2011, 2012, 2013)
- 2 NBA championships (2012, 2013)
- Top destination for marquee free agents (Bowers, 2013)
- Internationally renowned team w/increased fan base (Bowers, 2013)
- Team value increased from \$364 million to \$625 million (Forbes, 2013)

CD as Engagement Strategy

Benefits:

- Is mutually beneficial (Sammer, 2011)
- Allows organizations to retain self-motivated top talent to grow into leadership roles (Inkson & Arthur, 2001)
- Creates meaningful & challenging work experiences (Becker, 2011)
- Attracts & retains better talent (Becker, 2011)
- Drives satisfaction (Mone et al., 2011)
- Produces a more skilled workforce to advance organization
- Develops organizational goals focused on most important resources (employees) to execute organizational plans

LeBron James & the Miami Heat

CD as EE Strategy

- Recruited James to be team leader
- Helped James to develop defensively & in leadership
- Offered opportunity for growth & cultivated an environment for James to meet career goals
- Acquired skilled free agents to support & complement talent of starters
 - James took initial pay cut for this to happen



Ways to Use CD as Engagement Strategy

- Setting career goals & strategies for employees (Wehrich, 2000)
- Involving managers in developing individual career plans
- Developing organizational CD systems
- Matching individual & organizational needs (Inkson & Arthur, 2001)
- Developing networks for mentoring & coaching (Cross et al., 2012)

Implications

Practical

- Recruiting must include CD & EE with retention in mind
- Seeking those with complementing skillsets with a team mindset
- HRD practitioners are needed to executive strategy
- Organizational support of employees is necessary
- Organizations must have staff and plans for recruited employees

Research

- Ways to determine the level of engagement
- Best practices for CD opportunities as EE strategy
- Effect of CD engagement has on surviving employees
- Test of Neault & Pickerell (2011) Model of Career Engagement
- Empirical research on this topic to examine the success of a CD EE strategy

Conclusion

- Employees want opportunity to grow, develop, & achieve their career goals-same as organization
- CD as Engagement Strategy
 - Recruits & retains talented employees
 - Fosters creativity
 - Increases productivity & performance
 - Creates job satisfaction
- Organizations should develop engagement strategies focused on CD early so employees grow within organization instead of taking talents elsewhere

APPENDIX

Appendix: Literature Gap

- Lack of research about usage of CD as employee engagement strategy
- Employee engagement is in early developmental stages & requires further research (Shuck et al. 2013)
- Lack of research on CD in HRD literature (Egan et al., 2006; McDonald & Hite, 2005)

Appendix: Employee Engagement (EE)

“harnessing of organizational members, where employees express themselves physically, cognitively, & emotionally”
(James et al., 2011, p. 177)

- At all time low (Cross et al., 2012) Only 40% of North America are engaged & 45% non engaged (BlessingWhite, 2013)
- Consists of level of commitment that employee has to achieving organization's goals based on satisfaction of work environment (Frauenheim, 2006)
- Process involving reciprocity between organization & employees (James et al., 2006)
- Employees feel involved, committed, passionate (Mone et al., 2011)
- Organization's role in EE is provide environment where employees do not feel misused, overused, or abused (Ketter, 2008)
- Employee's personal growth, skill development, & learning directly affects level of engagement (Bakker, 2011)
- Engaged employees are positive & are change agents who produce higher ROI (Bakker, 2011)
- Challenge: Retaining level of engagement with engaged & establishing ways to engage the not engaged

Appendix: Causes for Low Engagement

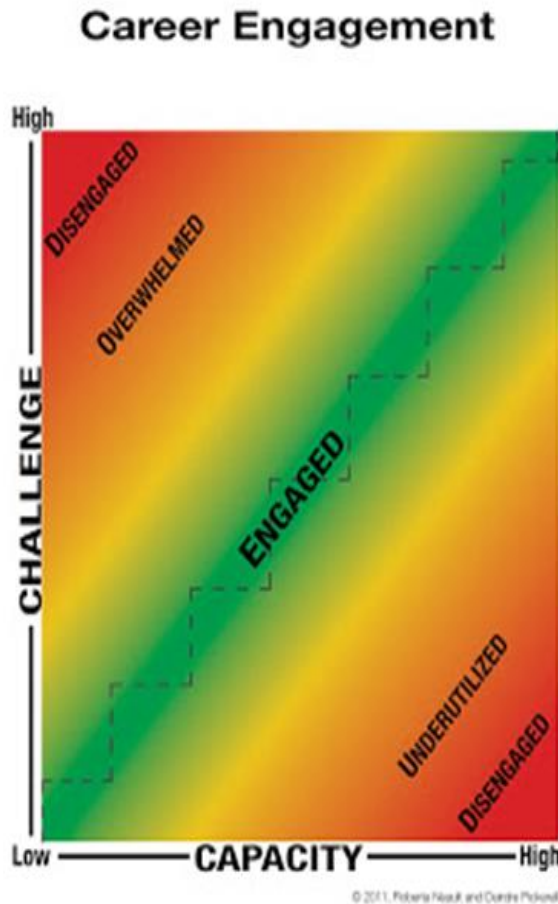
- Tightened budgets, overworked employees (Cooper et al., 2006)
- Managers inabilities to communicate, coach & develop, set goals, & appreciate (Baulder, 2011)
- Underutilization, lack of learning & T&D, & unavailability for growth in organization are leading causes (Tones et al., 2011)

Appendix: Career Development (CD)

“any efforts by organizations to assist individuals in managing their careers and to help organizations meet their goals” (Russell, 1991, p. 237)

- Employees have a sense of satisfaction & enjoyment when job contains career growth & opportunity (Vazirani, 2007)
- CD provides employees with opportunity for self-enhancement
- Employees seek growth opportunities within job for comfort & satisfaction (Hoskins, 2009)
- CD helps individuals with dead-end careers (Angliss, 2008)
- Provides organizations with autonomous, developed, & engaged workforce
- Organizations investing in development of employees helps with branding, competitive advantage, & recruitment (Tansky & Cohen, 2001)
- CD plays a significant role in EE & organizational performance (Becker, 2011)
- “In an age of austerity, when you can’t pay people more, you have to focus on career development” (Syedian, 2010)
- Helps organization’s focus on development, recruitment, & retention through engagement (Vazirani, 2007)

Model for Career Engagement (Neault & Pickerell, 2011)



- Bridging the two concepts helps to fulfill needs of organization while providing learning and development opportunities for individual
- Model assess level of engagement of employees to identify areas for CD opportunities
- Model helps HR professionals implement CD engagement strategy
- Assesses alignment with organizational goals, commitment & level of contribution to the organization, feelings of being appreciated

Appendix: Role for HRD Professionals

- Ensure programming will provide mutually beneficial relationship between the two
- Take an active role in strategic planning process & facilitation-foster career commitment & success (Ballout, 2009)
- Executing strategic CD: mentoring, T&D, performance appraisals based on CD, career counseling, retirement prep, succession planning, career plans, & lateral moves (Baruch, 2005)
- Ensure employee commitment to organization vision, mission, & goals
- Develop policies & procedures
- Guide management in being more active in the process

Appendix: Not focusing on CD as strategy

- Production, performance, & brand may suffer
- Employees will consider other organizations that offer training & learning opportunities (Tones et al., 2011)
- Losing talented employees as result, will cost the organization
- Scarcity of skilled talent is major competition for organizations (Bhatnager, 2007)
- “Employee engagement is a key in the retention of talent” (Bhatnager, 2007, p. 641)