

# Human Resource Management and Talent Development

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## INTRODUCTION

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In this unit, you examine human resource management as well as some leadership strategies to address performance issues and enhance talent development. As you know or will discover, human resource management can be a cumbersome task at times. New employees can be hired because they interviewed well and have a great resume; but over time, or perhaps even shortly after hire, you realize they need significant direction to be able to meet the job requirements. These kinds of issues can be even more challenging with employees who have several years of service in the organization. This unit covers the importance of dealing with non-performing employees in the workplace. It also examines different types of non-performing employees. By enhancing our understanding of these issues, we will be able to incorporate progressive strategies for moving non-performing employees toward a more productive posture within the organization and we will be able to predict the outcomes of each strategy.

This unit also touches on mentorship and succession planning for the long-term success of a health organization. If you do not have the right person to mentor a particular employee, you may not get the desired results. We discover some of the barriers to establishing a successful mentoring program in health organizations. Such barriers can be related to gender, ethnicity, age, and race. We will also examine methods and strategies to reduce the barriers. Those methods include examining the proper theories and models in a combination that complements the mentoring objectives (Ledlow & Coppola, 2014).

### Reference

Ledlow, G. R., & Coppola, M. N. (2014). *Leadership for health professionals: Theories, skills, and applications* (2nd ed.). Burlington, MA: Jones & Bartlett Learning.

## OBJECTIVES

To successfully complete this learning unit, you will be expected to:

1. Understand the role of human resource management within the organization.
2. Recognize basic employment processes, as well as legal and regulatory requirements.
3. Identify best practices for human resource management and talent development in health care organizations.
4. Define how leaders can use indirect influence on human resource management in an employee-centered organization.
5. Summarize the necessary conditions for an employee-centered organization.
6. Analyze how a leader's professionalism impacts effective talent development and employee retention.
7. Examine how to confront performance problems.

### [u04s1] Unit 4 Study 1

# Studies

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## Readings



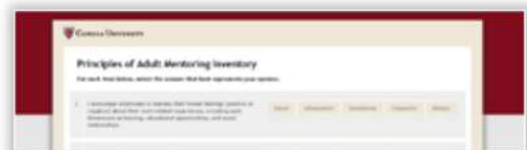
### Talent Flow

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 [Transcript](#)

### Employee Development Conversation

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 [Transcript](#)

### Principles of Adult Mentoring Inventory

Use the *Leadership for Health Professionals: Theory, Skills, and Applications* text to complete the following:

- Read Chapter 15, "Leading Nonperforming Employees: Leadership Responsibility," pages 373–392.
- Read Chapter 16, "Responsibilities of Mentorship and Succession Planning," pages 393–409.

Use the *New Leadership for Today's Health Care Professionals: Concepts and Cases* text to complete the following:

- Read Chapter 4, "Creating a Culture of Professionalism," pages 77–88.
- Read Chapter 5, "Human Resource Considerations at the Top," pages 95–109.

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Use the Capella Library to complete the following:

- Read Delmatoff and Lazarus's 2014 article, "The Most Effective Leadership Style for the New Landscape of Healthcare," from *Journal of Healthcare Management*, volume 59, issue 4, pages 245–249.
- Read Misfeldt, Linder, Lait, Hepp, Armitage, Jackson, and Suter's 2014 article, "Incentives for Improving Human Resource Outcomes in Health Care: Overview of Reviews," from *Journal of Health Services Research & Policy*, volume 19, issue 1, pages 52–61.
- Read Nica's 2013 article, "The Importance of Human Resources Management to the Health Care System," from *Economic, Management, and Financial Market*, volume 8, issue 4, pages 166–171.
- Read the 2015 article, "Leadership Development: Building the Workforce of the Future," from *Hospitals & Health Networks*, volume 89, issue 2, pages 40–49.

Use links provided to review these Web pages from the Society for Human Resource Management:

- Legal Issues.
- Organizational & Employee Development.

### Multimedia

- Click **Talent Flow** to view the multimedia piece. Here you examine the flow of employees through an organization in today's fluid environments.
- Click **Employee Development Conversation** to launch a video for one take on this important type of employee interaction.
- Click **Principles of Adult Mentoring Inventory** to view the multimedia piece. This self-assessment allows you to examine your own views about mentoring.

### Optional Readings

If you choose, you may use the Capella Library to read:

- Caldwell, C., & Hansen, M. H. (2010). Trustworthiness, governance, and wealth creation. *Journal of Business Ethics*, 97(2), 173–188.

If you choose, you may also review this Internet resource:

- Society for Human Resource Management. (2011). Effective practices. Retrieved from <http://www.shrm.org/about/foundation/products/pages/shrmfoundationepgs.aspx>

[u04a1] Unit 4 Assignment 1 »

## Human Resource Management and Talent Development

Using the Capella Library, course readings, and the Internet, research human resource management, talent development, employee performance and retention in an employee-centered organization. Then, analyze strategies and techniques for human resource management, talent recruitment and retention. Based on your research, write a paper in which you:

- Analyze evidence-based best practices for human resource management used in creating an employee-centered organization as those best practices relate to the organization's vision, mission, culture, and strategy.
- Analyze best practices and expectations for accountability in human resource management and talent development in health care organizations.
- Explain how enforcing accountability can help an organization achieve established goals and challenge the status quo.
- Propose leadership strategies to achieve organizational human resources goals and challenge the status quo.
- Propose interventions to promote collaboration and goal attainment.
- Describe how the use of professionalism in one's skills and abilities as a leader impact effective talent development and employee retention.
- Explain how professionalism helps an organization achieve established goals and challenge the status quo.

### Submission Requirements

- **Written communication:** Writing is free from errors that detract from the overall message.
- **APA formatting:** Assignment should use APA style and formatting, including a cover page, page numbers, and in-text citations for all references.
- **Number of resources:** Minimum of seven resources, four of which must come from peer-reviewed sources.
- **Length of paper:** 4–10 typed double-spaced pages. This does not include the cover page and references pages.
- **Font and font size:** Times New Roman, 12 point font.

Submit your paper as a Word attachment in the assignment area.

### Resources

Human Resource Management and Talent Development Scoring Guide.

APA Style and Format.

Capella Library.

Capella Writing Center.

How Do I Find Peer-Reviewed Articles?

Incentives for Improving Human Resource Outcomes in Health Care: Overview of Reviews.

Leadership Development: Building the Workforce of the Future.

Reading and Mining the Elements of a Research Paper.

The Importance of Human Resources Management to the Health Care System.

The Most Effective Leadership Style for the New Landscape of Healthcare.

APA Paper Template.

APA Paper Tutorial.

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[u04d1] Unit 4 Discussion 1 »

## Human Resource Management

Human resources are an integral part of every organization, particularly in health care. Acquiring the skills and knowledge to successfully manage human resources is integral to leadership and organizational success.

Select one of the following human resource management areas:

- Legal and regulatory requirements, such as ADA, EEOC, and so on.
- Organizational and employee development.
- Employee performance and non-performance.
- Coaching and mentoring.

In your initial post to this discussion:

- Indicate the human resource management area you selected.
- Provide a brief overview of this area and its impact on health care organizations.
- Identify at least two factors, such as environmental, socioeconomic, industry, trends, or others, that impact this area and define strategies for dealing with this impact.
- Describe the aspect of this area you feel is most difficult for health care organizations to manage and explain why.

Support your post with at least one peer-reviewed source, using course readings or other scholarly literature. Utilize the links provided in the Resources. Include APA-formatted in-text citations and accompanying, congruent APA-formatted references.

### Response Guidelines

Respond to the posts of at least two other learners. Consider their posts from the perspective of a human resource director for a large health care organization. Provide a critique of the views they expressed. Use correct APA format, including in-text citations and associated references to support your statements.

### Resources

Discussion Participation Scoring Guide.

APA Style and Format.

Capella Library.

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How Do I Find Peer-Reviewed Articles?

Incentives for Improving Human Resource Outcomes in Health Care: Overview of Reviews.

Leadership Development: Building the Workforce of the Future.

Legal Issues.

Organizational & Employee Development.

The Importance of Human Resources Management to the Health Care System.

The Most Effective Leadership Style for the New Landscape of Healthcare.

## Update and Handouts »

Periodically, information will be posted in this space for the good of the class.

## Ask Your Instructor »

This forum was created to provide a convenient space for you to ask questions—questions about particular assignment and discussion activities, questions about the course in general, questions about expectations. If there is something that you feel you could use help with, please post your question here. Most likely, some of your classmates will have the same concern, so your post may help several learners. If you feel your question is private, please use the **Messages** tool found under **Notifications**.