

# The promotion dilemma by caroline smith

Linguistics, English



Caroline Smith had always been popular with the other employees of the information technology (IT) department of Global American Service, Inc. (GASI), except for Beverly Brown. Beverly Brown was the shy, timid and reclusive technical staff who was second in line after Caroline in the office. Caroline and Beverly had been working together for five years as they were entered GASI almost at the same time.

One day, much to Caroline's amazement, she was advised by the manager of the IT department that she had been tapped to fill the job of an assistant manager. Caroline immediately set her mind to the task of becoming an exemplary manager. Being with the department for five years, she was able to make several small improvements in the working conditions of the department; and as a consequence, productivity improved for every worker – except Beverly. Whereas the others appreciated and responded to Caroline's efforts, Beverly just seemed to become more hostile. When management praised Caroline for her section's improved performance and productivity, they also noted Beverly's decline and suggested that a strong performance evaluation might be the answer. Caroline did not know much about performance evaluation except for the few she had with her predecessor; but was determined that Beverly should be as productive as everyone else. Just immediately after being promoted, Caroline called Beverly into her office and launched a plan for Beverly to increase her production level. Halfway through the communication process, Beverly interrupted with a shaky voice: " You don't have to go through all this." " What do you mean?" Caroline asked, with distinct irritation in her voice. " I know you are just looking for an excuse to fire me," quipped Beverly. " That's ridiculous!" Caroline answered.

“ No, it isn’t. I know none of our colleagues has ever liked me,” Beverly replied. And with that, Beverly ran out of the office in tears. Caroline called her to stop, but it was too late.

Caroline was flabbergasted. She had wanted her business relations with Beverly to get better, not worse, especially after her promotion. She knew Beverly’s fears had no basis – or did they? Caroline wondered whether she might have shown some unconscious prejudice. But she did not have the time to waste questioning her own motives. She knew management would be watching to see how she would be handling the situation, and she needed a solution quick.

1. Did Caroline make the performance evaluation of Beverly at the right time? Defend your answer.
2. What would have been the appropriate strategy for Caroline to prevent Beverly’s outburst?
3. Do you see any loop holes in the promotion or performance evaluation system at GASI? How could these be improved?
4. Was Caroline the right person to be promoted as assistant IT manager? Explain your stand.
5. What is the most effective strategy that Caroline should apply to improve Beverly’s performance? Defend your answer.