

You decide week 7

Business



Week 7 – You Decide The paper aims to evaluate the given scenario assuming that as Bob Yeader, Sales Manager of a small printing company, a rundown of alternative courses of action would be determined to solve the issues concerning Pat Lawson, one of the company’s sales persons. The following specific concerns would specifically be addressed: (1) If you were in Bob Yeader’s position, what would you do? (2) Define the problem(s) as you see it? (3) Determine possible solutions and pick a solution to implement immediately.

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Case Scenario

The results of a recently concluding meeting revealed that one of the company’s sales persons, Pat Lawson, was currently exhibiting problems coping with new procedures and technology to service customers better and increase sales. She had been with the company for 15 years and was revealed to have serviced the company’s largest customers effectively. With Pat’s struggles, she was reflecting on quitting her job. In this regard, in the capacity of Bob Yeader, the Sales Manager, the following analysis of the situation, the problem and the options are hereby evaluated:

Identification of Problem

The apparent root problem for Pat’s supposed difficulties in coping with the current situation is the installation of new procedures and technology designed to improve customer service and increase productivity and sales. As validated by Jack Mason, Bob Yeader’s consultant, the lack of appropriate training to orient their people on the use of new technology and procedures was the main culprit for Pat’s dilemma: her inability to cope with requirements posed by the new technological procedures without being

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properly trained.

Alternative Course of Action

The following courses of action are available and should be evaluated by Bob Yeader:

1. Status Quo: Do Nothing. Wait for the natural courses of action to happen.

In this alternative, the most probable scenario is that Pat Lawson would eventually tender her resignation. The advantage of this option is that there would be no changes in the work place and, as suggested by George Fish, new graduates could replace Pat's position immediately. However, the disadvantage of this alternative is that both Chris Nihil, the HR Manager, and Jack Mason acknowledge the exemplary performance of Pat Lawson, who has been with the company for 15 years. The competency in handling large and complicated accounts has already been recognized to be attributable to Pat's experience in the field of sales and customer service. By doing nothing, the company would be losing Pat and it might cost them more to train new hires to do Pat's responsibilities.

2. Provide Training for the New Technology and Procedures. The standard operating procedure for the implementation of new technology is to orient all personnel directly involved in using it. Having pinpointed the root cause of Pat's problem as lack of training in the new technology and procedures, giving appropriate training would address her dilemma. The advantage of this option is that Pat would eventually learn to adapt to the demands of the new system and training would develop her skills to enable her to use and recognize the benefits of using the new technology. On the other hand, the disadvantage of this is the cost of training in terms of efforts and internal resources.

3. Re-evaluated the Job Responsibilities of Pat. As an identified Sales Person, Pat might have been doing more of customer service than sales. In this regard, she could be transferred in Customer Service rather than Sales, per se. The advantage of this option is that the company still gets to retain Pat and transfers her to a job she has been doing good at. On the other hand, by transferring her, the sales responsibilities should be assumed by someone who is competent and qualified to do her work.

Recommendation: Reevaluate Pat's job responsibilities, but at the same time, provide training to all employees who directly use the new technology and procedures. Any new changes in an organization could be met with resistance and fear due to ambiguity and fear of the unknown. Pat exhibited symptoms of inability to comply with the requirements of the new technology, given that she had been an old-timer, and that there was no training provided. Therefore, she felt stressed and confused. If, upon the review of her responsibilities, it would be noted that Pat is doing more customer service than sales, then, she should be assigned as a Customer Service Personnel (or even Officer, as deemed appropriate). If, however, she is still very much involved in sales, then, her current position could be retained provided that proper training is given.

Reference

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