BUS 5910 - AY2019-T5

1 August - 7 August

Learning Unit 7

0. Introduction

This writing assignment deals with a case study of a leading general contractor, NewBuild. Jason, who has been a project manager for the past six years at NewBuild, now has to choose which of his subordinates, Brad and Kerry, to allocate to the next larger construction project (Mento *et.al.*, 2012). Jason now faces the staffing dilemma faced by many managers in difficult economic times (Senyucel, 2009). Specifically, the decision could cause either Brad or Kerry to be fired (or substantial end of career) due to the economic recession (= lack of work). Under these circumstances, Jason needs to make the best decisions for Brad, Kerry, and NewBuild by organizing a limited amount of information with a comprehensive view of the situation (Mento *et.al.*, 2012). In the following chapters, the information about major issues, and causes to be solved are gathered and described. Then, discuss and evaluate what possible alternatives are exist. After that, recommendations on the most desirable options among them and plan for their implementation is described.

1. Identify the problem: Define the problem in human resource terms

As shown in the introduction above, Jason has now had to choose which of his subordinates, Brad or Kerry, to allocate to the next construction project. However, Jason will, by its choice, decide that one of them will not be able to continue working in the company due to the economic recession (Mento et. Al., 2012). In order to clarify the problems related to these events, they are listed below (Mento et. Al., 2012).

1. Jason needs to assign Brad or Kerry to the next big construction project.

2. By Jason's choice, Brad or Kerry virtually lose his job.

3. There is some limited information that Jason needs to make a choice, but it is unorganized.

4. Brad and Kerry are balanced in their ability to perform their duties, making their judgment

   difficult.

5. Jason has to acquire new customers due to the company's circumstances in recession.

   Therefore, it is difficult to spend time on subordinates' education out of his time resources.

   The problems in this case were subdivided and summarized as above. In the next chapter,

the causes of these problems are described to consider the possible alternatives.

2. Diagnose the cause(s): What human resource situation(s) created the problem?

   The purpose of this chapter is to clearly describe the causes of the above-mentioned

problems, and to make the judgment materials for evaluation of possible alternatives to be

evaluated in the next chapter be complete.

   First, the first problem, Jason has to assign one of Brad and Kerry to the next project, is the

policy of the company NewBuild to which they belong. Specifically, NewBuild emphasizes that

employees should improve their abilities, and the manager Jason's evaluation also includes the

growth of subordinates Brad and Kerry. It is necessary to promote growth by assigning to a

project. This is considered a very good thing as Jason, Brad, and Kerry have more opportunities

to get opportunity. However, the fact that only one person can assign to a project involves

external causes such as economic deterioration. This extrinsic economic factor has caused the

second problem, that one or the other has the possibility of losing a job. Furthermore, this extrinsic cause of deteriorating economic conditions, Jason needs to spend more business activities to win deals. So he can not spend time for Brad and Kerry's education, raised as the fifth problem.

Next, the third problem is that Jason, although informed nine months ago, must make the final judgment from the fragmentary information of Brad and Kerry in the daily busy other work. One reason is that it is difficult to secure time for preparation. This also leads to the aforementioned problem that Jason needs to spend more time doing business to win deals. Also, the information gathered is not as it is, but the inherent cause that there are considerations to be taken make further complicate this problem. Furthermore, as the ability of two people are almost equal level, it causes the fourth problem together with it. This may be attributed to the fact that there are few clear evaluation ways (axes). Especially for these intrinsic factors, solutions are proposed and evaluated in possible alternatives in the next chapter.

3. Prescribe possible alternatives: The case study provides an extensive narrative on proposed approaches to the problem. This discussion begins on page 61 of the case. Review and evaluate these solutions by highlighting the pros and cons for each

Various alternatives are proposed in this case study text. In this chapter, these alternatives are evaluated. And in the next chapter, the implementation plan of the alternative which are recommended is described.

First of all, the alternatives proposed in the text of this case study were roughly divided into two approaches. The first approach is from Jason (superior) to Brad and Kerry (subordinate). In the text, Clawson's literature was used as a reference of Level 3 leadership (Clawson, 2003). It claims the need for Jason to understand his subordinate Brad and Kerry's VABE in terms of VABE (Value, Assumptions, Beliefs, and Expectations), a concept proposed by Clawson (Clawson, 2003). These are considered to be good if we utilize daily life inside and outside the company and psychology / aptitude test at the time of joining (Psychometric & aptitude testing for Managers in Recruitment, Training, OH & S, n.d.). Also, it is considered that these can also be used to objectively grasp the values, assumptions, beliefs, and expectations of subordinates. Another alternative associated with this approach is MBTI. MBTI (Myers-Briggs Type Indicator) was researched and developed by Briggs and Myers in the United States in 1962 based on Yung's Psychological Typology (16 Personality Types, 2019). So, by dividing the nature of the person into 16 patterns, it is possible to grasp the individuality (16 Personality Types, 2019). By this method, Jason can understand not only his / her subordinates but also his / her own nature and can judge their compatibility by objective indicators.

Against the alternative of approaching the direction of subordinates Brad and Kerry from supervisor Jason, the alternative of approaching subordinate boss Brad and Kerry to superior boss Jason Also exist and are proposed as alternatives in the case text. The first is a method proposed by Gabarro and Kotter, in which subordinates actively manage their relationship with their superiors (Gabarro & Kotter, 1993). This will focus them on the specific context of Jason, his strengths and weaknesses, the pressure he feels from above and from his colleagues, and the combination of organizational and personal goals he is trying to achieve. Also, as another means,

there is also a method proposed by Schlesinger for grasping individual characteristics according to characters (Schlesinger, 1996). In these methods, the subordinates think things from the point of view of their superiors, so it is possible that things move smoothly as an organization. However, it is considered difficult for the subordinates to grasp all the viewpoints of the superiors, so the accuracy is considered rough compared to the first alternative where the superiors approach the subordinates.

4. Recommend a plan of action (decision/implementation): Choose which employee should be promoted.

In this chapter, a future action plan is proposed based on the information so far. Specifically, select an employee to be promoted among Brad and Kerry.

It is considered that Kerry should be selected. The reason is that it appears in the emails compiled about the findings obtained in their seminar, which were conducted for testing purposes (Mento et.al., 2012). This email analyzes the individuality of the individual, an alternative mentioned in the previous chapter. Then, Kerry's e-mail began with a greeting, and the e-mail content was clearly recognized as non-obvious as well as an effort was made to transmit his own words to his superior. Brad's email, on the other hand, is a very objective and easy-to-understand style, but it is a very hard-to-understand report on what he himself knew and what he did not know. In addition, he pointed other participants for the lack of information.

In addition to this analysis Jason needs to conduct sales activities to gain new customers, and it is difficult to spend time on education as mentioned previous chapters. Therefore, it is

considered that Kerry, who has a positive attitude and is in touch with his boss, is appropriate.

However, if Brad's expertise is extremely high compared to Kerry, or if objective data are obtained that MBTI(16 Personality Types, 2019) or other test results are extremely compatible with Jason, there is a possibility to select Brad instead of Kerry. However, the objective text and data of these cases are not shown (limited) in the text of this case. Thus, Kerry would be selected as a next project's member.

5. Conclusion: why this case is important and relevant to a study of business.

In this written assignment, Jason, who is a manager and also a leader, handles the dilemma generally held by the people who manage the choice between subordinate Brad and Kerry as members of the next project. In conclusion, Kerry was chosen to be more appropriate. As a basis for that, various alternatives were proposed. Common to all alternatives, there was a method to objectively grasp the characteristics of individuals and to make judgments in terms of whether they would match the company or the people around them. Therefore, as knowledge obtained from this case, when choosing a person as a manager or a leader, it is considered that it is important how to grasp the individuality of an individual as a judgment criterion.

This way of thinking and methodology is considered to be a useful finding not only in this case but also in any other business scene. Sometimes it helps to create a team with sports and any purpose, not just business.

[Reference]

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