

looking so good that he was buying a new home for his family (\$30,000 was the down payment). Teresa objected violently. "But this will overdraw our account by \$21,000 again. I just got us out of one hole, and you want to put us back in. Either you delay the home purchase or I quit. I'm not going to go through all the late nights and all the pressure again because of some stupid personal decision you make. Can't you see what it means for the business to have money in the bank?"

"No, I can't!" Vegas said sternly. "I don't want to have money in the bank. It doesn't do me any good there. I'll just go out and keep selling our services, and the money will come in like always. You've proved to me that it's just a matter of timing. Quit if you

want, but I'm going to buy the house. It's still my company, and I'll do what I want."

### Discussion Questions

1. What did Teresa learn?
2. Other than quitting, what can Teresa do to resolve the problem? What learning and perception factors should she consider as she analyzes the situation?
3. If you were an outside consultant to the firm, could you recommend solutions that might not occur to Teresa or Vegas? What would they be?

### team exercise

## Best Bet for Training

Management-development programs are expensive. When organizations are determining which of several managers to send to these programs, they must evaluate each person. Some of the criteria considered might be whether the manager has the ability to learn, whether the manager and the organization will benefit, and whether a manager is moving into or has recently moved into a new position. The purpose of this exercise is to evaluate three potential candidates for developmental training, thus gaining insight into the process.

The exercise should take about 20 minutes to complete and an additional 15 to 20 minutes to discuss. The steps are as follows:

1. Read the following case about *High Tech International*.
2. Assemble into groups of four.
3. List the criteria you should consider for determining which of the three managers to send to the training program.
4. Choose the manager to send using the criteria developed in step 3.
5. Reassemble. Discuss your group's choice with the rest of the class, and listen to other groups' choices and criteria. Do you still prefer your group's choice? Why or why not?
6. The instructor will present additional points for consideration.

### High Tech International

High Tech International has reserved one training slot every other year in an off-site leadership-development program. The program emphasizes personal and professional assessment and requires six days of residency to complete. High Tech's vice president for human resources must choose the manager to attend the next available program, which is to

be run in three months. The cost of the program is high, including a tuition fee of \$7,500, round-trip airfare, and lodging. The challenge is to choose the individual who has the greatest capacity to learn from the assessment and apply that learning back in the organization. Because of prior commitments and ongoing projects, the list of nominees has been narrowed to three:

- Gerry is slated for a major promotion in four months from regional sales manager to vice president for marketing. Her division has run smoothly during the past three years. Anticipating the move upward, she has asked for training to increase her managerial skills. Gerry is to be married in two months.
- John was a supervisor over a portion of a production process for two years before being promoted one year ago to manager of the entire process. His unit has been under stress for the past eight months due to the implementation of new technology and a consequent decline in productivity and morale. No new technological changes are planned in John's unit for at least another year.
- Bill has been considered a "fast-tracker" by his colleagues in the organization. He came to the company four years ago, at the age of 37, as a vice president for foreign operations. Historically, this position has been the stepping stone for division president. In the past year, Bill has displayed less energy and enthusiasm in the work. Eight months ago, Bill and his wife separated, and two months ago he was hospitalized temporarily with a mild heart problem. For one month twice a year Bill has to travel abroad. His next trip will be in four months.