However, once in the position, Tom had a great deal of difficulty being a manager. He was not accustomed to delegating and rarely provided feedback or guidance to the people he supervised. Although he set goals for himself, he never set performance goals for his workers. Morale in Tom's group was low, and group performance suffered. The company felt that demoting Tom back to sales would be disastrous for him and present the wrong image to other employees; firing such a loyal employee was considered unacceptable. Therefore, Bioglass decided to keep Tom where he was but not consider him for future promotions. It was also considering enrolling Tom in some expensive managerial development programs to enhance his management skills.

Meanwhile, Tom's replacement, although successful at the lower three levels of sales associate positions, was having a great deal of difficulty with the large corporate contracts that the highest-level sales associates must service. Two of Tom's biggest clients had recently left Bioglass for a competitor. CSD was confused about how such a disastrous situation had developed when they seemed to make all the right decisions.

Based on this application and your reading of this chapter, answer the following questions:

1. What is the likely cause of CSD's problems?
2. How might CSD, and Bioglass more generally, make better promotion decisions in the future? Be specific.
3. In general, what role should performance appraisals play in internal selection decisions? Are there some cases in which they are more relevant than others? Explain.

Promotion From Within at Citrus Glen

Mandarine "Mandy" Pamplemousse is vice president of HR for Citrus Glen, a juice producer based in south Florida that supplies orange and grapefruit juice to grocery stores, convenience stores, restaurants, and food processors throughout the United States. Citrus Glen has been growing rapidly over the last few years, leading Mandy to worry about how to hire and promote enough qualified individuals to staff the ever-expanding array of positions within the company.

One of the ways Mandy has been able to staff positions internally is by contracting with Staffing Systems International (SSI), a management consulting firm based in Charlotte, North Carolina. When positions open up at Citrus Glen that are appropriate to staff internally, Mandy sends a group of candidates for the position up to SSI to participate in its assessment center. The candidates return from SSI three days later, and a few days after that, SSI sends Mandy the results of the assessment with a recommendation. Though Mandy has never formally evaluated the accuracy of the promotions, she feels that the process is pretty accurate. Of course, for $5,500 per candidate, Mandy thought, it *should* be accurate.

A few days ago, Mandy was ho
Pomme, joined them. Vin is a doc
International University. After Th
family were relaxing on her lanai a
was talking to Vin about her diffic
SSI's assessment process. Vin qui
center. He was also aware of rese
cant's personality and cognitive
may contribute little additional val
he reasoned, one must wonder wh
that assessment centers contribute
and cognitive ability tests) would
impressions to Mandy, she felt tha
Glen's internal selection processes

Questions

1. Drawing from concepts prese
Mandy more formally evaluat
native presented to her by Vi
2. Construct a scenario in which
relationship with SSI. On the
assessment process, what wo
whether that process was effe
3. Citrus Glen has considered e
Latin America. One of Mand
Citrus Glen does expand its op
go about staffing such positio

ENDNOTES

1. A. Howard and D. W. Bray, "Predicti
Lessons From the Management Progre
of Leadership (West Orange, NJ: Lead
sell, "Selecting Top Corporate Leader
Management, 1990, 16, pp. 73–86; J. S
tributions of General Mental Ability
Journal of Business and Psychology,
2. W. Gentry, D. C. Gilmore, M. L. Sh
Promotability Among Multiple Rater
pp. 89–104.
3. "Nearly Half of Newly-Promoted Exe
Bulletin, Dec. 22, 2006, p. 1.