

Jeff has a high school diploma, experience as a salesperson with one other company, and has been with Delcor for three years as a sales rep. He gets along well with co-workers and is well accepted as "one of the gang."

Gino is better qualified, with his bachelor's degree that includes technical expertise in the telecommunications field. He has been building a better track record as a sales rep than Jeff has, but the co-workers don't seem to be as receptive to him as they are to Jeff.

Dave calls Gino and Jeff into his office. He tells them that they are both in the running for the job and sets up times to interview each of them separately. Gino is concerned. He really wants the promotion, but he is worried about being accepted in the managerial role. On the other hand, if Jeff gets the job, he will probably offer Gino little or no support and encouragement. He will probably make it tough for Gino.

1. What surface problems do you notice?
2. What are the underlying root problems?
3. If you were Gino, what would you do?
4. If you were Dave, what would you do?

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