

## Situation: Company Downsizing

### **Context:**

A mid-sized company, **TechNova Solutions**, is facing financial difficulties due to a downturn in the market. The company has decided to downsize and cut costs. The HR Manager, **Sophie**, is tasked with making the difficult decision of which three employees must be dismissed to reduce the workforce while maintaining business operations.

The company employs 35 people across various departments, including **Sales**, **Marketing**, **Development**, **Customer Support**, and **IT**. The goal is to retain the most valuable employees who can contribute to the company's recovery, while ensuring the remaining staff can maintain productivity.

### **The Employees in Question. What three employees would you dismiss? Why?**

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| <b>1. Mark (Sales Team)</b> <ul style="list-style-type: none"><li>• <b>Role:</b> Senior Sales Executive</li><li>• <b>Strengths:</b> Experienced, consistently meets or exceeds sales targets, strong client relationships.</li><li>• <b>Weaknesses:</b> Relatively high salary compared to others in the same role, occasional complaints about his unwillingness to collaborate with others.</li><li>• <b>Impact:</b> Generates significant revenue, but his salary consumes a large portion of the budget.</li></ul>               | <b>2. Laura (Marketing Team)</b> <ul style="list-style-type: none"><li>• <b>Role:</b> Marketing Manager</li><li>• <b>Strengths:</b> Creative, strong leadership in campaigns, successfully managed rebranding last year.</li><li>• <b>Weaknesses:</b> Sometimes slow to adapt to new digital marketing trends, some internal conflict with the sales team.</li><li>• <b>Impact:</b> Contributes to brand growth but the company feels her strategies need improvement for the current digital-first landscape.</li></ul>                        |
| <b>3. Chris (Development Team)</b> <ul style="list-style-type: none"><li>• <b>Role:</b> Software Developer</li><li>• <b>Strengths:</b> High technical skill, developed several core systems that are essential to the product.</li><li>• <b>Weaknesses:</b> Poor communication skills, tends to work in isolation, occasionally misses deadlines.</li><li>• <b>Impact:</b> Essential to the product but not great at collaborating with others. There are concerns about his ability to adapt to more team-based projects.</li></ul> | <b>4. Rita (Customer Support)</b> <ul style="list-style-type: none"><li>• <b>Role:</b> Senior Customer Support Agent</li><li>• <b>Strengths:</b> Excellent interpersonal skills, handles difficult customer situations with patience, a high satisfaction rate.</li><li>• <b>Weaknesses:</b> Limited technical knowledge, sometimes struggles with complex product issues.<br/><b>Impact:</b> Very good at customer satisfaction but limited technical expertise means she relies heavily on the development team for complex issues.</li></ul> |

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| <p><b>5. Tom (Development Team)</b></p> <ul style="list-style-type: none"> <li>• <b>Role:</b> Junior Developer</li> <li>• <b>Strengths:</b> Quick learner, reliable, and gets along well with other team members.</li> <li>• <b>Weaknesses:</b> Still developing technical skills, not yet as experienced or efficient as senior developers.<br/><b>Impact:</b> Valuable potential, but not yet as productive as more experienced developers.</li> </ul>  | <p><b>6. Jenny (Sales Team)</b></p> <ul style="list-style-type: none"> <li>• <b>Role:</b> Sales Associate</li> <li>• <b>Strengths:</b> Highly organized, proactive, and has a growing client base.</li> <li>• <b>Weaknesses:</b> Less experienced than Mark, still developing negotiation skills.<br/><b>Impact:</b> Potential for growth, but hasn't yet reached the same level of performance as senior sales executives.</li> </ul>  |
| <p><b>7. Anna (Marketing Team)</b></p> <ul style="list-style-type: none"> <li>• <b>Role:</b> Content Writer</li> <li>• <b>Strengths:</b> Great writing skills, highly creative, and has helped improve the company's SEO performance.<br/><b>Weaknesses:</b> Not a team player, works mostly alone, struggles with tight deadlines.<br/><b>Impact:</b> Adds value to content marketing, but some concerns about her ability to work in a fast-paced environment.</li> </ul>   | <p><b>8. David (IT Department)</b></p> <ul style="list-style-type: none"> <li>• <b>Role:</b> IT Support Specialist</li> <li>• <b>Strengths:</b> Very reliable, manages internal systems well, handles technical troubleshooting efficiently.<br/><b>Weaknesses:</b> Limited in his capacity to handle larger IT projects or innovate on technical solutions.<br/><b>Impact:</b> Provides essential support, but the company's IT needs are shifting toward more strategic projects, which David may not be suited for.</li> </ul> |
| <p><b>9. Clara (IT Department)</b></p> <ul style="list-style-type: none"> <li>• <b>Role:</b> Network Engineer</li> <li>• <b>Strengths:</b> Experienced in managing the company's network infrastructure, keeps everything running smoothly with minimal issues.<br/><b>Weaknesses:</b> Strong technical skills but limited in project management and interdepartmental communication.<br/><b>Impact:</b> Crucial for maintaining infrastructure, but the company may need to focus on employees who can drive innovation or handle larger IT projects.</li> </ul> | <p><b>10. Jacob (IT Department)</b></p> <ul style="list-style-type: none"> <li>• <b>Role:</b> IT Project Manager<br/><b>Strengths:</b> Strong leadership, experienced in managing large projects, good at interdepartmental communication, and strategic planning.<br/><b>Weaknesses:</b> Sometimes has a tendency to overpromise project timelines, which leads to delays.<br/><b>Impact:</b> Essential for project delivery, although there are concerns about his overconfidence in timing and planning.</li> </ul>            |

## **Glossary:**

### **1. Downsizing**

- **Translation:** Reducción de personal
- **Definition:** The process of reducing the number of employees in a company to cut costs or improve efficiency.

### **2. HR Manager**

- **Translation:** Gerente de Recursos Humanos
- **Definition:** The person responsible for managing hiring, employee relations, and dismissals in a company.

### **3. Dismissal**

- **Translation:** Despido
- **Definition:** The act of terminating an employee's contract, typically due to performance, redundancy, or financial constraints.

### **4. Employee Performance**

- **Translation:** Desempeño del empleado
- **Definition:** The assessment of an employee's work output, quality, and efficiency.

### **5. Cost-Cutting**

- **Translation:** Reducción de costos
- **Definition:** The strategy of reducing expenses in a company, often through downsizing or other measures.

### **6. Sales Executive**

- **Translation:** Ejecutivo de ventas
- **Definition:** A senior employee responsible for sales strategy, closing deals, and managing client relationships.

### **7. Customer Support**

- **Translation:** Soporte al cliente
- **Definition:** The department that handles customer inquiries, issues, and feedback.

### **8. Development Team**

- **Translation:** Equipo de desarrollo

- **Definition:** A group of employees who work on the creation and improvement of a product, software, or service.

## 9. Junior Developer

- **Translation:** Desarrollador Junior
- **Definition:** A beginner-level software developer, often with limited experience in coding or system design.

## 10. Marketing Manager

- **Translation:** Gerente de marketing
- **Definition:** The individual responsible for planning, executing, and overseeing marketing campaigns and strategies.

## 11. Content Writer

- **Translation:** Redactor de contenido
- **Definition:** A professional responsible for creating written material for websites, blogs, or marketing materials.

## 12. IT Support Specialist

- **Translation:** Especialista en soporte de TI
- **Definition:** An employee responsible for troubleshooting technical issues and maintaining internal IT systems.

## 13. Network Engineer

- **Translation:** Ingeniero de redes
- **Definition:** A specialist responsible for designing, implementing, and maintaining a company's network infrastructure.

## 14. Project Manager

- **Translation:** Gerente de proyectos
- **Definition:** An individual who oversees and coordinates various projects within a company, ensuring they are completed on time and within budget.

## 15. Team Dynamics

- **Translation:** Dinámica de equipo
- **Definition:** The behavioral relationships and communication patterns among members of a team.

## 16. Financial Impact

- **Translation: Impacto financiero**
- **Definition:** The effect that a decision (e.g., layoffs) has on the company's budget or financial standing.

## 17. Layoffs

- **Translation: Despidos**
- **Definition:** The action of terminating employees due to reasons like company restructuring or economic downturn.

## 18. Job Transition Support

- **Translation: Apoyo en la transición laboral**
- **Definition:** Assistance provided to employees who are laid off, often including career coaching, job search resources, and severance packages.

## 19. Strategic Initiatives

- **Translation: Iniciativas estratégicas**
- **Definition:** Plans or actions intended to achieve long-term business goals, such as innovation or market expansion.

## 20. Severance Package

- **Translation: Paquete de indemnización**
- **Definition:** Compensation provided to employees who are laid off, often including financial payment and other benefits.

## 21. Innovation

- **Translation: Innovación**
- **Definition:** The process of introducing new ideas, products, or methods to improve a company's operations or competitive position.

## 22. Productivity

- **Translation: Productividad**
- **Definition:** The efficiency with which employees complete their work or produce goods/services.

## 23. Team Collaboration

- **Translation: Colaboración en equipo**
- **Definition:** The ability of a group of employees to work together effectively towards a common goal.

## **24. Workforce**

- **Translation:** Fuerza laboral
- **Definition:** The collective group of employees working within a company or industry.

## **25. Salary**

- **Translation:** Salario
- **Definition:** The regular compensation paid to employees for their work.

## **26. Company Culture**

- **Translation:** Cultura empresarial
- **Definition:** The values, behaviors, and work environment that shape how employees interact and perform in an organization.

## **27. Strategic Decision**

- **Translation:** Decisión estratégica
- **Definition:** A decision made with a long-term goal in mind, typically focused on positioning the company for future growth or stability.

## **28. Retaining Employees**

- **Translation:** Retención de empleados
- **Definition:** The actions taken by an organization to keep its employees satisfied and reduce turnover.