Notes for the selection of CFO:

Suzanne Valdez:

Pros:

Suzanne Valdez has good attention to detail and she got good reviews as chair of company dispute resolution committee. This tells me that she is able to lead people in particularly difficult times such as a time of dispute. The fact that she can easily decide on a course of action is a great trait for the CFO of a company. The fact that she has good attention to detail is also is huge for her case. The CFO needs to be detail oriented. Another thing that she has going for her is that she was an analyst at Price Waterhouse. This tells me that she is very smart and competent. She is already Vice president of finance, so the jump up one rung in the corporate ladder at PB technologies should not be too difficult for her.

Cons:

She is not an inspiring public speaker. This could raise issues if she is going to lead the company to continue to have excellent growth. On the other hand, the CFO of a company does not routinely need to utilize public speaking skills. Other members of the company could surely make up for this small issue.

Kristin Koljord:

Pros:

In contrast to Suzanne Valdez, Kristin is an excellent public speaker. She is also a master at understanding and using organizational politics to her advangate. This would be a very helpful skill for her, as she is not part of the company at this time. She will have to make a pretty big switch from PB technologies’ competitor to the different atmosphere at PB, but her skills in understanding organizational politics should help her tremendously in this regard. She is also a detail-oriented personality, which is a great trait to have for the CFO of any company. The fact that she was the CFO of a local homeless shelter is huge, as she already has some level of experience in the day-to-day of being a CFO, and she should know what to expect. This also shows her commitment to helping people, which is a great personality trait. The fact that she worked in London for two years in the finance division of Technology Solutions inc. shows that she is well traveled.

Cons:

The only real con facing Kristin is that she is not a part of the company at this point in time, while the other two frontrunner candidates are part of the company. This could make it difficult for Kristen as she would have to overcome a big change. Also, the other candidate, Suzanne and Nancy may feel as if they were snubbed for their chance to be CFO. This could lead to resentment from Suzanne and Nancy, which would not be good for the company. Also, poaching competitor’s employees is not a good way to conduct business. If PB technologies were to poach Kristen, who is to say that Technology Solutions would not do the same with PB technologies employees. It’s a dangerous game to play.

Nancy Larson

Pros:

Good insight into organizational politics means that she likely already understands how to do what the CFO does, and it should not be a brutal transition for her into the new, higher role. She has also already completed the managerial leadership course offered by the company, which will not only cut down on the amount of transition time, but also show her how the upper managers are to act, and give her a better idea of whether the position will be a good fit for her. She is also extensively published on how to improve internal audit practices, so she likely has many great ideas on where to take the company in the future, and could help the company to perfect their own internal audit practices. She is also the only candidate who is a CPA. This means that she is the most educated of the candidates, and that she would do a good job as the company CFO.

Cons:

She does not remember to recognize the contributions of others once projects are complete. This is a huge issue. It likely means that whatever her team accomplishes, she takes the credit. This would not only bother her team, but it show that she has huge character flaws. This taking credit is a sign of vanity, and PB technologies does not need that personality trait in their upper management.

When weighing the pros and cons of all the candidates, it is not easy to choose one candidate that stands out. The pros are all relatively equally weighted, but the cons are probably what will separate them. Nancy is probably the last on my list to choose for the position, because I do not think she will make a good leader. Between Kristin and Suzanne, I am more likely to lean toward Suzanne. Dealing with bringing in an outside personality, which we likely know less about than Suzanne seems like an unnecessary hassle with the good candidates within the company. The fact that Suzanne is not an excellent public speaker does not worry me, as she is not going to be the face that represents the company. Suzanne is my choice for the position, but if other members of the hiring group have strong reservations, I would be happy with Kristin as well.