I think this article is particularly interesting for deciding how to hire new managers. Goldstone is clearly not the candidate for this management position. He seems to be very competent, as he is the third leading performer in the company. But when tasked to manage a group of people, he has a tough time meeting quotas, and managing stress.

I believe the blame is shared equally between Goldstone and McKinley. Clearly Goldstone was not able to do the job that he was assigned, but some consideration must be made to how he got hired to the management position in the first place. There are certain attributes that a manager must possess. One of the most important of those qualities is the respect of those that he was managing. It looked to me as if the respect of the workers was with Skrow. During the first meeting that Goldstone had with his workers, Skrow clearly undermined him by complaining about the way that the company was going, and from there Goldstone was unable to repair the damage. Had Goldstone been able to clearly convey the direction that the company was going, and how it would benefit the workers of that company, he may have been able to repair the damage that Skrow made by undermining him. But he allowed Skrow to do that, and that immediately lost the respect of his workers.

Goldstone also complains that Skrow only asks “nitpicky” questions about a certain account at the meetings Goldstone holds. I don’t believe that is a problem with Skrow, but an oversight on Goldstone’s behalf. Skrow is just trying to get valuable information to improve his work. As a manager, if you don’t know (and you won’t always know), you should at least point them in the direction of someone who does, or help your employees to figure it out. Really, the issues start with the fact that his employees do not respect him as their superior, and because Goldstone is unable to gain their respect, he is failing as a manager.

I think the best decision for the company is to move Goldstone back to the role that he occupied before the switch to manager. He was clearly happier in that role than the managerial role, and as the third highest contributor, that would provide the company a huge boost.

Another issue that Goldstone had was that he didn’t appreciate the direction that the company was going. He wrote specifically that he did not agree with the new sales plan, and that was a large issue that he faced. This unaligned him, both with the direction of the company, and with what he was saying to his coworkers. It is extremely difficult to sell something, and even more difficult to get your workers to sell something that you don’t believe in. Goldstone didn’t understand the direction the company was headed, and that was largely detrimental to his ability to manage his piece of the company.