A summary of the case study:

Nasira’s job is on the line and she has to make a choice between two suppliers, neither of which is ideal, in order to keep her job, or face layoffs from the company. One supplier is cheaper, and produces chew-proof fabric for dogs but may use questionable labour practices to produce it, and has no verifiable information about their environmental impact. This supplier however is also overseas and the company uses the made in America tag in marketing. The other company, based in the Midwest, has less durable fabric that may be a choking hazard to dogs, with reports of water contamination and possible local government interventions by the request of local citizens. Neither is ideal, but she has run out of time to find any other supplier and must decide now.

To analyse this case study I will use the Ladder of Inference ¹(*The Ladder of Inference: How to Avoid Jumping to Conclusions*, 2016).

Ladder of Inference Steps:

1. Reality & Facts – Both suppliers have glaring faults and neither is ideal.
2. Selected Reality – Nasira has to analyse both suppliers and compare their faults and benefits if they are signed by her company to be added to the production line.
3. Interpreted Reality – Nasira’s job is at stake if she does not choose a new supplier, the company cannot handle a manufacturing delay without serious financial implications leading to layoffs, putting Nasira’s job on the line first as she is still new to the company and possibly the cause of the delay.
4. Assumptions – Nasira will not have time to find a different, better supplier, and must settle for the lesser evil to keep the company going for now while she looks for an alternative, as finding a good fit for the supply chain could take a long time and the manufacturing line cannot afford that kind of delay.
5. Conclusions – Nasira must choose the company that is the lesser evil in order to keep manufacturing going and sales up so that she can keep her job and the company can continue as normal.
6. Beliefs – Nasira has no choice but to sign one of these suppliers in order to keep her job, as the title so aptly put, she is stuck between a rock and a hard place and must choose one.
7. Actions – Nasira’s best option is to choose a supplier, regardless of their glaring faults. This will lead her to the best result considering all the outcomes of her current situation.

My recommendation for resolving this issue is that Nasira must compare the two suppliers and list their benefits and faults and select the supplier that offers her company the most benefits and the least faults that will be damaging to her company and sign that supplier to keep her job and help her company stave off layoffs while she works to find a better sustainable supplier.

Word Count: 512

(2 pages)

References:

*1) The Ladder of Inference: How to Avoid Jumping to Conclusions*. (2016, November 15). Mind Tools. https://www.mindtools.com/pages/article/newTMC\_91.htm