

Case 3

Helen Flagg was an outstanding **sales person** in the Ajax Discount Store. She knew the products well, kept up to date with her recordkeeping and was willing to work overtime whenever necessary. None of her co-workers came near her level of overall sales performance.

Because of this **effective record** Helen was promoted to **manager** of the children's -wear department. Almost from her first day in the new position trouble began to occur. Flagg complained about her subordinates' lack of motivation and dedication, feeling that they were overpaid and that many should be fired.

Naturally this caused difficulty in the department, and two of the better sales people quit abruptly. Flagg's superior discussed these problems with her, but after several such discussions Helen still couldn't understand why she should approach her job differently.

Finally her **superior** offered Helen her old job back as a salesperson with no cut in pay. At first Helen was happy about this switch back to her old job. No more problems with those lazy employees. But then she became worried about her **lack of success** as a **manager**, and this caused her sales to fall. Even though her boss reinforced her on several occasions, telling her that not everyone can succeed as a manager and that excellent sales people are very valuable to the store, nothing seemed to give assurance to Helen Flagg.

THINK?

Before answering the questions below or discussing the case with others, try and work through systematically the **Case-study Analysis** steps 1 to 6 described in section 5.

CONTEXT?

All **managers** make **decisions** within their own unique **context**. Identify the **context** of the **key manager/supervisor decision-maker** in this case-study.

1. What can **Flagg's boss** do now?
2. Should she have been demoted back to her old position? Why? Why not?
3. Why was she promoted in the first place?
4. What might her superior have done to help Helen in the managerial assignment?
5. What kinds of problems might Helen have with co-workers when she was back in her old job?