

Philippine Resources Corporation

I. Background / Summary

Philippine Resources Corporation has the policy of promoting within the organization on a company-wide basis. Seniority is based on the length of service and the performance. Rod Santos was hired on March 20, 2002 as a mechanical engineer trainee for six months before his promotion to Engineer I at section A of the machine shop section got a performance rating of very satisfactory. Roger Santiago was hired in January 2003 as engineer trainee in section B and had a performance rating of very satisfactory for the last 2 years. The position of supervising engineer in section B was left vacant, and due to the seniority rule, Rod Santos was promoted for the position, while Roger Santiago was recommended to the post, the policy in seniority rule had to be applied. A month later a machine broke down and Roger Santiago single-handedly worked on the machine to successfully meet customers' demands, and he was complemented for his efforts, he replied sarcastically stating how he knows more about the machine and how the HR department does not recognize people with potential.

II. HBO Issue / Concern

Leadership and Attitude

Being the promoted employee who transferred to another team, Rod Santos should now position himself as the new supervisor of the team. But with the given situation, it seems that Roger Santiago is giving him a hard time because Roger has been with the team quite longer than Rod.

III. Statement of the Problem

How can Rod Santos address the issue of Roger Santiago's being sarcastic in dealing with him?

IV. Objectives

- a. To recognize the promoted employees of the company.
- b. To seek professional assistance from concerned department.

V. Areas of Consideration

Strengths:	Weaknesses:
Rod Santos and Roger Santiago	Roger Santiago is not satisfied on

works in Philippines Resources Corporation with both having a performance rating of very satisfactory. Both Rod Santos and Roger Santiago are mechanical engineering graduates from prestigious schools.	how the company handles promotion as they follow the seniority rule rather than base promotions depending on an employee's work performance.
Opportunities: The company has the policy of promoting employees from within the organization on a company-wide basis. Employee promotion can help boost motivation and work productivity.	Threats: The company's basis on promotions favors those who have work and stayed in the company for many years. This could create conflict and tension in the company. Poor handling of employee promotions can create a negative working environment.

VI. Alternative Courses of Action

- a. Human Resource Department should conduct a leadership training to newly promoted and future managers of the company.
- b. Rod should initiate in having a team building in his new department.
- c. Rod should have a one-on-one talk with Roger regarding with the tactless reply of Roger to him.

VII. Analysis of each ACAs

1. Human Resource Department should conduct a leadership training to newly promoted and future managers of the company.

Pros: This is for future managers and leaders to have a fix mindset and acquire the leadership skills. This action is also applicable to current promoted employees like Rod Santos.

Cons: Not every promoted senior employee has the natural leadership skills. Even though sending them to different seminars and training, if one does not have this skill, it will be hard for them to be an effective and efficient leader. Aside from this, cost is a drawback in conducting trainings and sending employees to seminars.

2. Rod should initiate in having a team building in his new department.

Pros: This is to build rapport and a healthy working relationship in his department. Given the situation that Rod just transferred to a new section, this team building can remove tensions like jealousy and insecurities among his subordinates. This can also help Rod get to know more of his new colleagues.

Cons: Rod will need to request a budget in the company for this. This will not happen anytime soon since he will still need an approval from the different departments of the company.

3. Rod should have a one-on-one talk with Roger regarding with the tactless reply of Roger to him

Pros: This one-on-one talk can help Roger realize that Rod did not approve of his tactless reply. This can also help Rod draw a line to Roger and make him realize that he is the new supervisor of the section B.

Cons: There might be a possibility that Roger will leave the company. Having a one-on-one talk with Rod can even trigger Roger's jealousy. This action might be a little too confronting for Roger.

VIII. Recommendation and Action Plan

From among the alternative solutions, the solution number 1 will be recommended. Sending future and newly promoted leaders and officers in the company to trainings about leadership will help them be an effective manager. This training will equip him not just managerial skills, but also interpersonal skills, especially in dealing with difficult and challenging people.

With well-designed and prepared, leadership trainings and seminars can help change the mindset of a person. His behavior and attitude towards his new role will be crafted to be a leader. This can also be a way to help divert the mindset and approach of colleagues of the promoted employees differentiate their treatment towards their new manager. A visible way to know a leader is effective and have an impact is through his actions and treatments.

As mentioned, not everyone is a natural born leader. But if the company wants to stick with the policy and the culture of promoting the senior employees, then a need to equip them to be leader by sending them to trainings and seminars is a must. These trainings and seminars can also help the human resource department assess leaders whether they are fit for the position or

not. If the HRD would pinpoint a promoted employee who is not fit for the position, a re-assessment should take place.

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IX. PPA

It might worsen because Roger Santiago would feel bullied and might lead to his possible resignation.