Michael Plasmeier

# Mary Mahoney

Having to lay someone off is hard. You’ve worked with these people every day over the past few years and now you have to make someone unemployed in this tough economy. Nevertheless, the decision has to be made; there is no money in the budget.

All three of the candidates Mary is considering were just passing by. In a stronger economy, perhaps they would have been along for the ride, but the current situation requires that one of them be laid off. All of them have been coached to try to improve, but they are still not top-performers. I decided to put together a criteria scoring sheet, based on the information provided. In a real case, I would have more information to be able to make a decision.

|  |  |  |  |
| --- | --- | --- | --- |
|  | George | Harriet | Iggy |
| Quota | 2 | 1 | 2 |
| Personality | 2 | 1 | 3 |
| Education | 2 | 3 | 1 |
| Experience | 2 | 3 | 1 |
| Total | 8 | 8 | 7 |

George scored flat in every category, earning neither a plus nor a minus. He should be able to do better. Harriet did the worst in the 3-year average of her quota (75 versus 81 and 84). Also she did not seem to be a good fit for the company because of her individual nature. Iggy did well, but he couldn’t close deals. However, he didn’t have a stellar background.

Ultimately, I decided that education and experience were not as important here. Mary knew each of the candidates; experience and education is what gets you a job, not how you keep it. Based on this I decided that Harriet scored the lowest and should be let go. Her education and experience says that she should be able to do better, but she wasn’t able to deliver. In addition, her personality was not a match for the company.