
Settling Scores

Prof. Poonam Chhaniwal

Assistant Professor
V.M. Patel Institute of
Management,
Ganpat University,
Mehsana, Gujarat
pvc01@ganpatuniversity.ac.in

Organizations of today operate in very dynamic set of conditions. At organizational level & individual level life values, preferences & culture are quite diverse. However the fundamental organizational values that impact its functioning are, universal in nature. In this backdrop, building a sustainable & value aligned work culture across the globe depends upon the stance taken by the senior leaders in organization .The case highlights the difficulties encountered by the women employees who aspire to make it big in the corporate ladder & subsequently in professional domain but ultimately end up becoming victims of individual revenge & politics.

Keywords: Professionalism, Settling Scores, Organizational Culture, Workforce Dynamics.

The Happy Beginning:

Preeti Raghvan completed her engineering in Electronics & Communications from Government College at Bangalore. Preeti was an outstanding student in academics. Preeti completed her engineering with distinction. Equipped with excellent technical skills & a flair for learning, it was not difficult for her to secure a job in the booming IT Industry. Preeti was obvious choice of the leading IT companies which turned for campus placement, so much so that Preeti was spoilt of choice. Preeti chose to work with Manaic Consultancy based at Bangalore. The consultancy provided software solutions to leading clients pertaining from manufacturing, services to hospitality with leading clients from cross border countries. Having successfully completed tenure of two years at this consultancy company, Preeti thought it wise enough to pursue higher education in management discipline. Following further, Preeti could make it to the top business school in the country through her hard & meticulous work complimented by great aptitude. Preeti completed her Master in Business Administration specializing in Human Resources as she felt that she possessed great interpersonal & people management skills.

Preeti got success fully placed through campus placement in one of the leading companies of the service sector, Zenith Private Limited. She got hired for the capacity of HR executive. The company had 2000 employees as its workforce size. The company extended a luring package, abundant career development, learning opportunities and at the top this posting at Bangalore. Bangalore was Preeti's home ground and a megacity very dear to Preeti's heart. Furthermore the word of mouth which she received from her friends working in other companies in the same sector was fair enough. Preeti had no chance to reject the offer. Preeti was joyful & contented. She thought that this was her dream job that she had always aspired for. After the completion of employment offer formalities Preeti was supposed to report at company office within a week with which Preeti was more than comfortable. After the passage one week, Preeti reported at the company where she was required to undergo the induction programme. The induction programme made sure that Preeti was given a soft landing at the organization. Preeti was very much impressed by the company's vision, & the welfare policies for the employee's. This provided a reality bite to the concept of her dream job.

The third & fourth pages of the case study provided insights into the organization where the character was recruited, its working culture & environment. It also throws light on the personality traits of the character's immediate boss & co- colleagues.

The soft landing:

The second phase of the induction programme was continued over by Mr. Ravikant Sinha, Preeti's immediate boss, working at the capacity of Manager (HR) & associated with the company for the four years. Ravikant was a man of enthusiasm coupled with a soft & supportive nature. He was in his mid thirties & unmarried. Ravikant was very much impressed by Preeti's personality, her radiance, dynamism and zeal to conquer the world. Ravikant also took an opportunity to introduce Shikha to Preeti. Shikha like Preeti was working at the rank of HR executive. She was associated with the organization for the last six months. Shikha was a lady of warmth & caring nature. Preeti was very much impressed by her boss, co- colleagues & their caring gesture. This job was indeed a dream come true for Preeti. Within no time Preeti got assimilated & absorbed into the work culture of the company.

Preeti rolled out many training & development interventions in consultation with Ravikant within two months of joining specifically for the middle management & upper middle management for the various functions like sales, operations, finance pertaining to soft skills, emotional intelligence, and interpersonal skills, all being well received. Preeti received accolades for the various interventions she organized. In no time she became a very popular in the organization. The employees felt that Preeti could feel the pulse of the organization.

This recognition did not come in isolation. Recognition had responsibility to shoulder. This enhanced the work burden on Preeti. Responsibility augmentation made sure that Preeti & Ravikant would have to meet regularly to discuss work linked issues. They would often drop at the company cafeteria, albeit to discuss some or the other module of training & development that were to be rolled out for its workforce. Ravikant, who had developed a degree of inclination towards Preeti from the very first meeting, found his feelings augmented with every passing day. He felt that Preeti was perfect for him & together would make a perfect couple. Ravikant would not miss even a single opportunity which would allow him to stay close to Preeti. On several occasions he tried to muster courage to express his tender feeling of love but in vain. One fine day, during their regular interaction on office work, Ravikant solicited courage & expressed his hidden emotional feelings to Preeti. Preeti could not believe this. She was not prepared for such sudden emotional outburst. She was taken aback. Moreover Preeti had never seen Ravikant from that perspective.

The subsequent page throws glance on problem situation & its associated repercussions on the relationship both professional & personal. The changed dynamics between the character & her boss. The undesirable impact on the career progression of the character leaving her in a quandary.

The ending was not so happy:

In no time Preeti reverted back that stating that Ravikant seemed to have misinterpreted her feelings & her behavior towards him. He was more of a compassionate boss cum friend for him. Moreover she was a lady of high career orientation & marriage was nowhere in picture for her. Saying that Preeti left the cafeteria premises stating that she had some other office exigency. Ravikant could not believe his ears. How could Preeti reject his proposal? He was downtrodden. Pondering over he too left the cafeteria. On that day Preeti & Rajnikant did not indulge in any sort of conversation whatsoever. The next morning work started as usual. Preeti was expecting everything to be settled. But destiny has something else in stored for her. Everything changed with yesterday afternoon. Rajnikant was changed man. The sympathetic, supportive Rajnikant was taken over by unsupportive & retaliating Rajnikant. Preeti could smell the wrong. Ever since then, Rajnikant would not miss any opportunity to sideline Preeti & humiliate her in front of her colleagues. She was also sidelined from the prestigious Management Development Programme which was to be rolled out for the upper middle management in the coming months. Her name was replaced by Shikha without knowlege, in spite of Preeti putting in all the ground work & efforts. The relationship between Preeti & Rajnikant turned bitter day by day. Preeti on the other side of the picture possessed a gut feeling that things would settle down gradually & Rajnikant would see the light with time. Days paved way for months & months for year. It was a year passed by. The results of the performance appraisal were to be declared. Preeti was expecting promotion with pay hike as she felt that she had put in considerable amount of hard & meticulous efforts & was well deserving. Preeti came to the company the next day expecting the good news to be announced soon to her surmise, Preeti was found to have a performance appraisal rating of “C” i.e. average as compared to “A” secured by Shikha. It was Shikha who secured the promotion, in spite of Preeti being more deserving. Preeti could not believe her luck. It was then in no time Preeti realized that the performance appraisal report was reviewed & signed by Ravikant. Her immediate boss had tried to settle score with her by trying to put a break on her career ascent. In no second did she realize that Ravikant could not accept Preeti’s rejection gracefully. Preeti could not believe it could have happened to her. She could not give up just because her boss could accept her rejection gracefully. What could she do? Whether she could escalate the matter to the senior management or could leave the present organization & wait for further opportunities. Amid all these thoughts Preeti thought over whether this was the dream job she had always aspired for?

Questions for Case Analysis:

1. Enumerate the role of senior management in the issues of this sort.
2. If you would have been in Preeti's position what step you would have taken?