



Article from

The Stepping Stone

July 2019

Issue 72

WHAT WOULD YOU DO? Bad Grooming

By John West Hadley

Here is our next entry in the What Would You Do? series.¹ Write to me at SteppingStone@JHACareers.com to tell me what you would do. In the next issue, I'll compile the responses received (preserving your anonymity, of course), along with what actually happened in the real-life situation.

Help me craft future case studies. Write to me about your own challenging, surprising or nightmarish situations involving business, leadership, management or any of the topic areas covered by *The Stepping Stone* and what lessons you learned from them. I'll collaborate with you on turning your situation into a simple case study, being careful to ensure no one is identifiable. And share your own thoughts (pro and con) on the series as a whole at SteppingStone@JHACareers.com.

BAD GROOMING

Franklin took a job at a new company. He was super excited, and they showed a lot of interest in grooming him for a management position. He joined with the understanding that the company would value his background in controls, but when he started making recommendations to improve existing processes,

he found them generally unappreciative of the implication that they needed to change.

He then began noticing flaws in the way the company was keeping track of how they developed models, set assumptions and reported results. As he continued to press more on making process improvements, management ignored and shunned him even more.

Franklin became concerned that the company could make a material error or misstatement because of the lack of adequate controls and appetite by management to address them. He began to think about his best course of action, including escalating the issues internally, pushing some of the changes through without management endorsement or looking externally for another position.

What would you do? ■



John Hadley is a career counselor working with job seekers frustrated with their search and with professionals struggling to increase their visibility and influence. He can be reached at John@JHACareers.com or 908.725.2437. Find his free *Career Tips* newsletter and other resources at www.JHACareers.com.

ENDNOTE

- 1 Past issues in the series have considered whether to demote or fire a difficult employee; performance reviews and their aftermath; interview challenges from both sides of the desk; evaluating job offers; miscommunications; a difficult product decision; how to build connections with the home office; and career decisions. To catch up on the entire series, which started in May 2013, check out back issues of *The Stepping Stone* on the Leadership & Development Section webpage at www.soa.org/sections/leadership-development/.

