ACTIVITY 14.5 | Coaching for Promotion

As a unit manager in systems planning, Maryann Ransom, a lesbian, has just come to work for you. She has a B.A. from a state university and graduated in the top third of the class. Her first job out of business school was as a management trainee at Merck, where she received excellent training in basic supervisory skills and computer programming. Working with you, her job duties will involve budget planning and analysis, project management, and supervision of a small group of data processors. References indicate good peer relationships, initiative, creativity, and great promise. Maryann is also an active member of the Gay and Lesbian Rights Association.

The quality of her work has been excellent; however, she has had little experience in some key areas

required for the new job, such as personnel relations, EEOC and affirmative action guidelines, and hiring and interviewing skills.	
1.	What are Maryann's greatest assets? In what areas does she need the most development?
2.	What would you do to help groom Maryann for promotion?
3.	How would you coach her to develop the skills and experiences necessary to move up in the organization?
4.	List 10 steps you would take or suggest to enhance Maryann's development and career success.