

Casas Chantli, with the changes that generate well-being

Click on the content you want to know more about.

MENU.
Click to return to this page.

GIANT'S STEPS

NEW GOALS

HUMAN TALENT

**FAMILY
INCONVENIENCE**

RIGHT ANSWER?

THE DECISION

REFERENCES

2-SP30-07-087

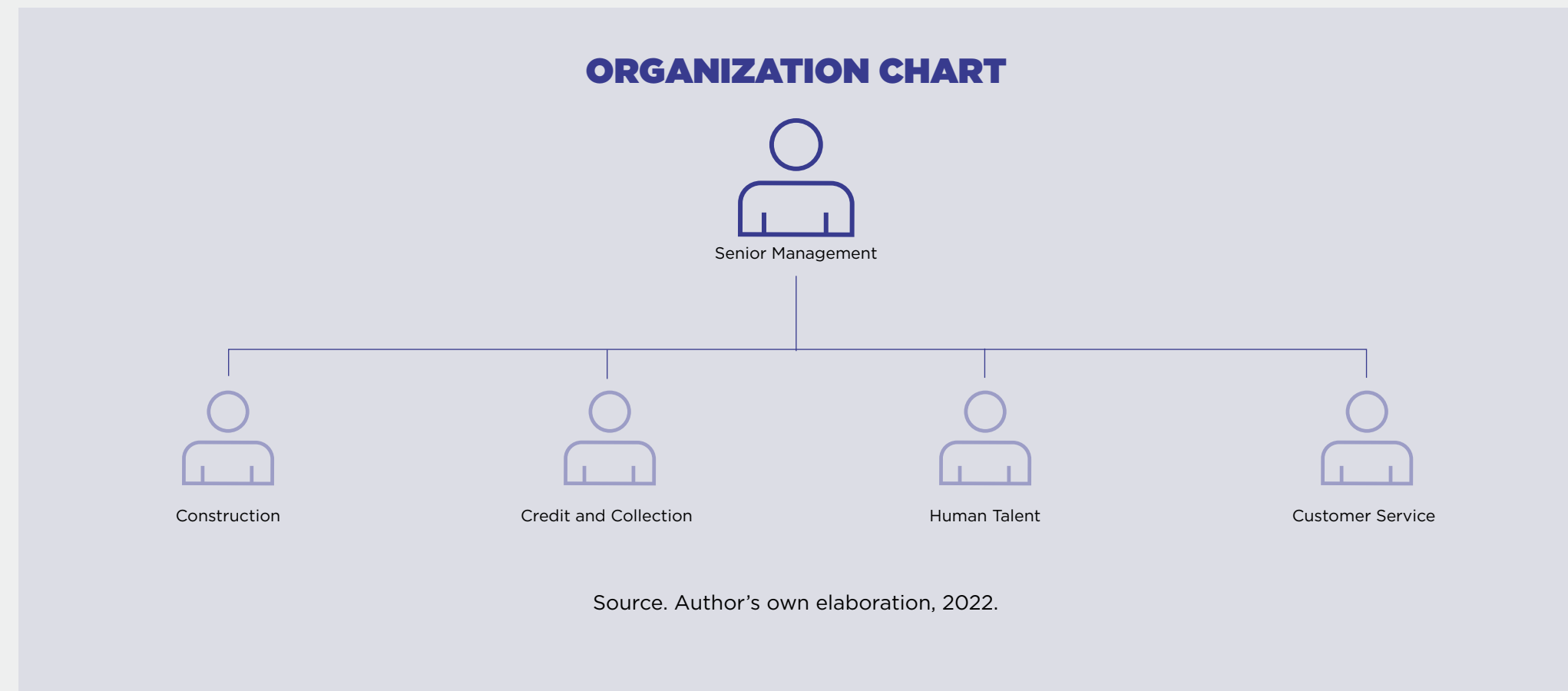
Publication date: January 13, 2023

Last review: January 13, 2023

GIANT'S STEPS

Casas Chantli, S.A. de C. V. is born in 2010 in the center of the country, with the offer of an apartment building with competitive prices, flexibility in purchasing plans, housing availability, integration of several amenities, and an excellent customer service.

Due to the boom in the construction industry (El Economista, 2018), by the third year of operation, what started as a project became a small company (Secretaría de Economía-Pequeñas empresas, n.d.) with 30 employees and an audacious, young executive team, with great inspiration to positively make an impact on vulnerable communities, doubling up their annual goals.



Thanks to this growth, the organizational structure of the company changes as it becomes untenable to make decisions in a disorderly way, it is necessary to establish duties, goals, and clear resources. The founding team is reorganized and established as follows: Edgar, the architect, takes the Construction Department; Claudia, a Finance

expert, is in charge of Credit and Collection; Ernesto, with a great sense of commitment to the community and to personal development, is in charge of Human Talent; Jorge, with previous experience in service areas is in charge of Customer Service; and finally, the team decides that Héctor will undertake the Senior Management.

NEW GOALS

The new challenges bring on new responsibilities for all the departments in the company. First, it is necessary to meet all the obligations undertaken with the banks; thanks to them, they have been able to leverage and make use of the necessary resources to continue operating. It becomes fundamental to be careful with their finance, transparent, disciplined, and to be prepared to meet all the demands of the credits granted for construction.

Tasks multiply as of the growth registered by sales; by the demand of buyers that the delivery of housing is done on time; by the customer service offer, and above all, because it is mandatory to have well prepared and experienced people in the housing field, in the correct positions, in a post pandemic context (Zalis,2021) (El rol de Recursos Humanos en tiempos de crisis, 2020).

In the atmosphere there is now great pressure to comply with the indications of the Senior Manager, who has given instructions to intensify efforts and demand results more firmly to employees.

This new mode of operation is suffocating, with new tasks and duties that are not clear as the company is in growth while it faces great economic engagements.

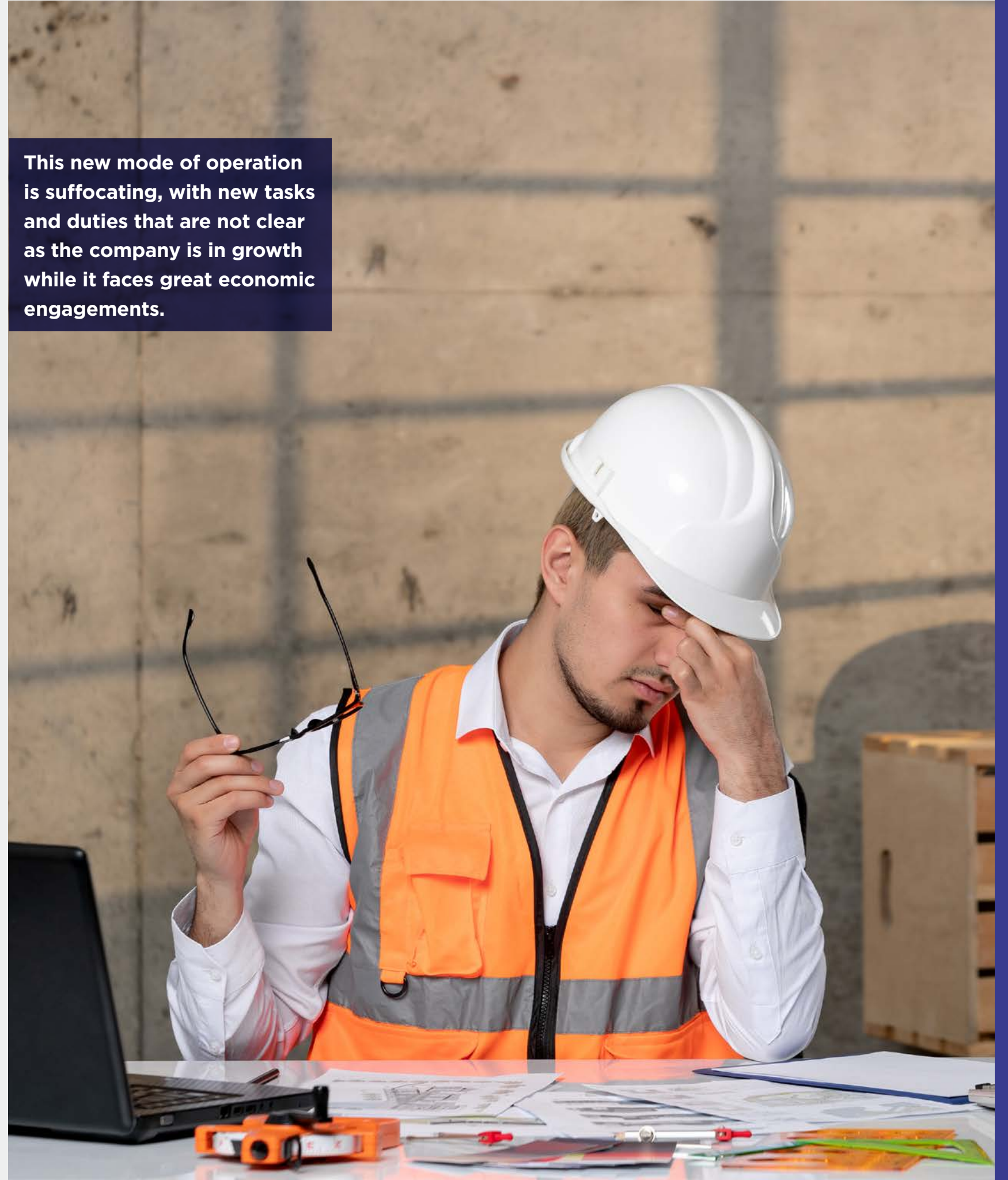


Image: KamranAydinov in Freepik, 2022.

HUMAN TALENT

Ernesto, from the Human Talent Department, is in the middle of an unceasing work avalanche and he does not know how to handle it. He currently has an employee in his team, Judith, who is in charge of new recruitment, settlements, and they also organize all the office events.

Ernesto is quite efficient, he always keeps up with everyone, he is thoughtful with Judith and looks after her well-being, but now the weight of the responsibility has overcome him and he is at a crossroads about the demands of the schedule that he has for his staff.

Judith is a fully committed, 26-year-old woman, and she knows that there are great development opportunities, as of the great growth she can see. Additionally, she has a good salary and bonuses, which enable her to comfortably provide for her kid with the basic needs.

For 30 persons everything worked really well, but now with the high workload and the demands of all the executives regarding recruitment, this situation is out of hand.



Image. Creativeart in Freepik, 2022.

FAMILY INCONVENIENCE

Every day, Judith takes her son Marco, a 2-year-old toddler, to a morning day care, and her mother is in charge of picking him up as well as of his afternoon care; all three live together. Judith receives a call from her mom, who is at the hospital, telling her that Marco could not breathe, and she had taken him in an ambulance.

This all happens exactly when she is about to interview candidates, apply recruitment exams, and additionally, organize the initial training for the new staff.

Faced with this situation she rushes out of the office, leaving the candidates waiting, and she sends a message to her boss, Ernesto, explaining the need for her leave, hoping to be understood by having a female leader. (Gender equality and women empowerment, 2020).

Ernesto gets angry, he calls her and asks her to go back to the office, otherwise he will ask her for her resignation as it is urgent that she takes care of the people in line; to him, it is inadmissible that she leaves the job in such an irresponsible way. Judith gets angry and accepts his threat.

Judith is the head of the family (Población. Vivimos en hogares diferentes, n.d.) the home provider, and everything had gone well in the combination of home and long working hours.

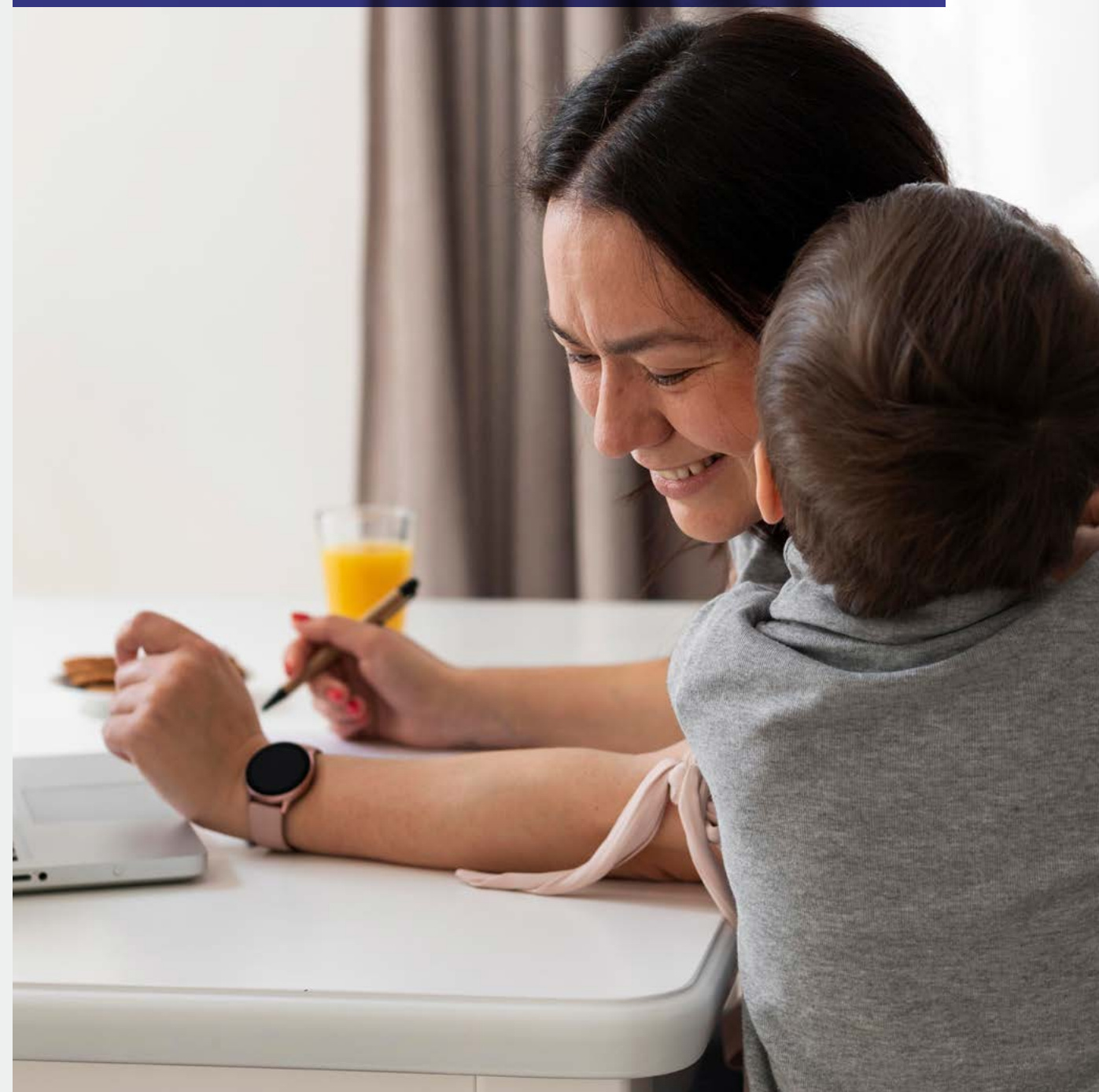


Image. Freepik, 2022.

RIGHT ANSWER?

Ernesto shares his anger with directors Edgar and Claudia, with an apologetical and frustrated tone, as among the candidates there were future project managers who needed to be recruited urgently. Edgar and Claudia understand and question Ernesto's attitude as now they have more problems in the organization than they did before by deciding to fire Judith, who is clear about how to face the operational needs of the Human Talent department, additionally, she has grown with the company.

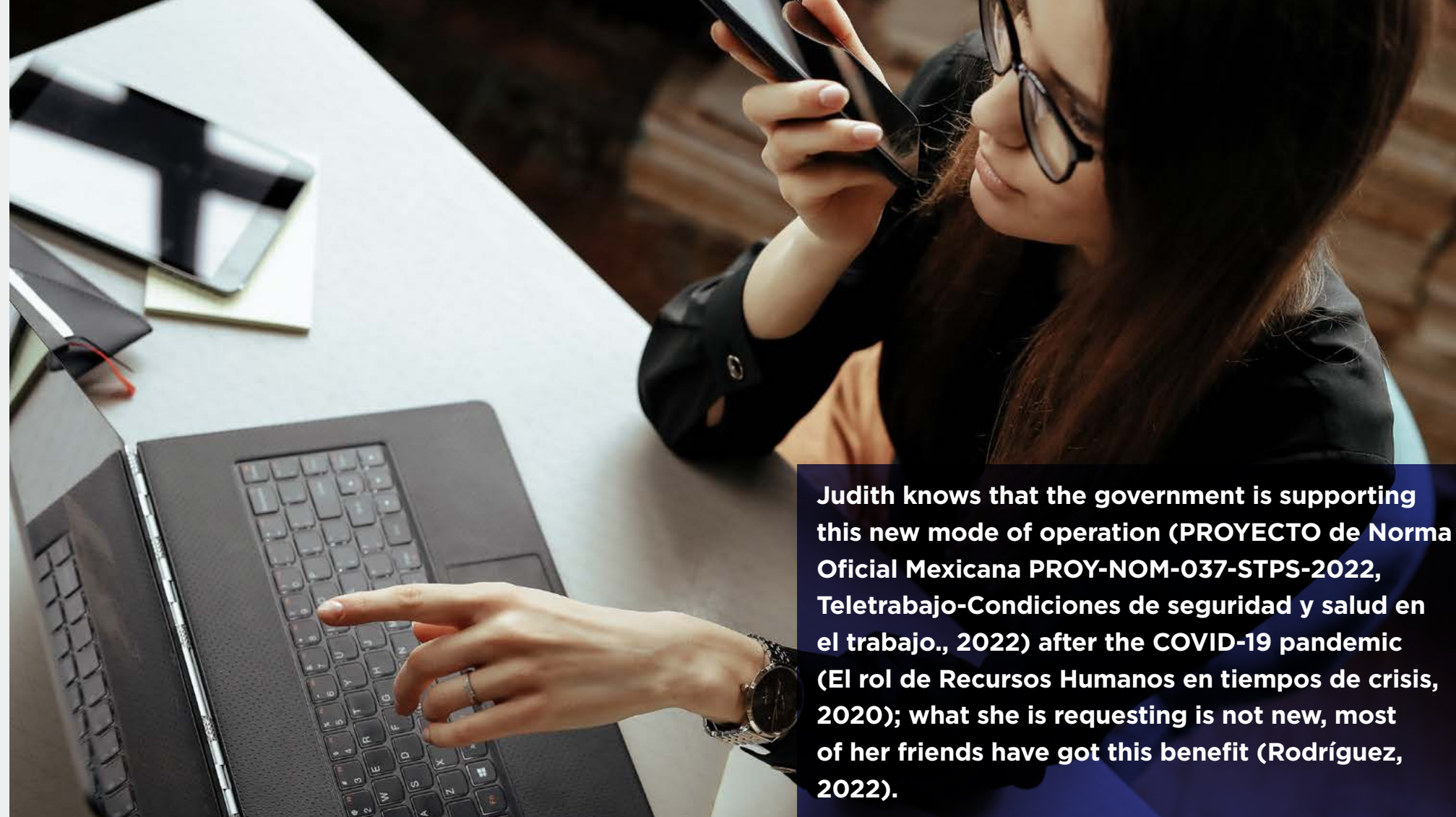
Ernesto acknowledges the major impact of the problem generated and decides to apologize to Judith, which she is thankful for as she believes that if she had a female

leader, empathy to the situation would be expected (Gender equality and women empowerment, 2022). Judith replies with a petition list to go back to the job.

Among others, she requests a flexible schedule, having home office, the support of a nanny for long-hours work, help with

medical expenses for emergencies, and bonuses for extra working hours. Judith believes that the company had always worried about her, and now that there is more work, they have left her alone. Judith is aware that she must fulfill her responsibilities and activities, but given the situation, she needs to be understood as a person.

Image: Racool_studio in Freepik, 2022.



Judith knows that the government is supporting this new mode of operation (PROYECTO de Norma Oficial Mexicana PROY-NOM-037-STPS-2022, Teletrabajo-Condicion de seguridad y salud en el trabajo., 2022) after the COVID-19 pandemic (El rol de Recursos Humanos en tiempos de crisis, 2020); what she is requesting is not new, most of her friends have got this benefit (Rodríguez, 2022).

THE DECISION

It is now Ernesto's turn to ponder on Judith's requests, assess whether they are adequate and if they can be undertaken. This situation is a turning point for the company, it implies a change in the talent management perspective, with proposals that are relative to teleworking, taking into account the attraction and recruiting processes, training and development, benefits, feedback, and performance assessment (Zalis, 2021).

These changes in processes require an adequate context for them to happen; that is, changes in the culture of the company that will transform the outdated vision of talent management. On the other hand, what would happen if Judith's conditions were not met? Which risks and economic, social, and cultural implications are there for the company for firing someone that way, that specific person, in that position, and in a context of change in talent management (Kerr et al., 2020) demanded by the future of work (Zalis, 2021)?

Due to all of this, Ernesto makes the following questions:

- Are Judith's demands adequate, should they be carried on?, Under which guidelines?
- Which proposals can be integrated for the management of human talent related to telework, taking into account the processes of attraction and recruitment, training and development, benefits, and feedback & performance evaluation?
- Which are the economic, social, and cultural implications for the company if they fire Judith?

REFERENCES

El Economista (31 de enero de 2018). "La industria de la construcción". El Economista:

<https://www.eleconomista.com.mx/opinion/La-industria-de-la-construccion-20180130-0110.html>.

KPMG (16 de marzo de 2020). "El rol de Recursos Humanos en tiempos de crisis":

<https://home.kpmg/cr/es/home/tendencias/2020/03/gestion-impacto-covid-19/rol-departemanto-recursos-humanos.html>.

ONU (22 de junio de 2020). "Objetivo 5: Lograr la igualdad entre los géneros y empoderar a todas las mujeres y las niñas":

<https://www.un.org/sustainabledevelopment/es/gender-equality/>.

Kerr, William R., y Gorick Ng (febrero de 2020). "Talent Management and the Future of Work". Harvard Business School Technical Note, 820-084.

INEGI (s.f.). "Vivimos en hogares diferentes":

<https://cuentame.inegi.org.mx/poblacion/hogares.aspx?tema=P>.

Diario Oficial de la Federación (15 de julio de 2022). Proyecto de Norma Oficial Mexicana PROY-NOM-037-STPS-2022, Teletrabajo-Condiciones de seguridad y salud en el trabajo. DOF:

https://dof.gob.mx/nota_detalle.php?codigo=5658278&fecha=15/07/2022#gsc.tab=0.

Rodríguez, S. (16 de enero de 2022). "Qué son las prestaciones de ley y a cuáles tienes derecho". OCC Mundial: <https://www.occ.com.mx/blog/prestaciones-de-ley/>.

Secretaría de Economía (s. f.). "Pequeñas empresas". SE: <http://www.2006-2012.economia.gob.mx/mexico-emprende/empresas/pequena-empresa>.

Secretaría del Trabajo y Previsión Social (s. f.). "Conoce algunas de las prestaciones laborales a las que tienes derecho". STyPS:

<https://www.gob.mx/profedet/es/articulos/conoce-algunas-de-las-prestaciones-laborales-a-las-que-tienes-derecho?idiom=es>.

Zalis, Shelley (20 de septiembre de 2021). "The Future Of Work Has Arrived. Now What?". Forbes (Forbes Woman):

<https://www.forbes.com/sites/shelleyzalis/2021/09/20/the-future-of-work-has-arrived-now-what/?sh=132a0062c0bf>.

