

days. This is rather ambitious given the fact that Doug's educational background includes only a high school diploma. However, he is a rapid and avid learner. For example, he does all the accounting for his restaurant, and the auditors have always approved his work and even praised it.

A district manager oversees 10 to 12 restaurants. In an average day, the district manager may go over current operations and improvement plans with several restaurant managers. The job requires good interpersonal communication skills and knowledge of accounting principles, including budgeting.

Doug has never asked for a promotion. He has operated on the belief that his hard work and excellence speak for themselves and that he will be offered a promotion when the time is right. In the past two years, two district manager positions opened up, and the outgoing managers picked their successors. All the district managers that Doug has met are Euro-American men with college degrees.

Jim Davis was one of the outgoing district managers. His job had been to oversee restaurants in Oakland, which is predominantly African American. Doug decided to overcome his reticence and speak to Jim about the possibility of taking his place. Jim told Doug, "You're an extremely well-qualified manager—no doubt about that. But maybe the Oakland area is not the best place for you." Jim obviously doubted that Doug was assertive enough to handle the employees there. He said, "Let's wait for an opening in an area that's predominantly Asian American or Euro-American. That would be a better fit." A few weeks later *Jordan Jones*, a Euro-American, was named new district manager for the Oakland area.

Now, a year later, the buzz is that Jones has failed miserably in overseeing the Oakland restaurant managers and he will be replaced soon. *Jack Barnes*, the division manager will name the replacement.

1. What surface problems do you notice?
2. What are the underlying root problems?
3. If you were Doug Fong, what would you do?
4. If you were Jack Barnes, what would you do?

Case Study 9.2 Linda Vuong, Asian American Cashier

Linda Vuong has been working for two years as cashier for Computer City, one of a chain of retail electronics stores. It is located in a neighborhood populated primarily by Chinese Americans. In fact, all of the 20 employees, including its managers, are Chinese American, except Linda, who is Vietnamese American. Most of the employees are in their early twenties, attend college, and help support their families. Linda is majoring in business administration and hopes the company will soon promote her to assistant manager. She takes her job seriously, is very customer oriented, and cooperates well with co-workers.

Wallace is one of the store's three assistant managers and is Linda's immediate supervisor. One of the assistant managers is leaving next month, and Wallace is recommending Linda for the job. In his written evaluation that he submits to **Guy**, the manager and co-owner of the franchised store, Wallace includes the following:

- Linda has continuously demonstrated quickness and efficiency in performing job tasks, which include taking customer orders promptly, packaging smaller items properly, and maintaining a clean work environment.
- Linda has good customer skills.
- Customers praise her performance.
- Linda is a team player, helping her co-workers and offering advice on how to improve communications with difficult customers.