

UNIVERSITY OF CARTAGENA

Promotion and Merits

By

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A paper submitted in partial fulfilment of the requirements for the degree of Bachelor of Arts in Foreign Languages (English and French) at the Faculty of Human Sciences of The University of Cartagena

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**Cartagena de Indias
November, 2022**

PROMOTIONS AND MERITS

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Business profile

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Acknowledgements

This paperwork has been completed thanks to my dear ones:

First my parents, Marta Cordoba and Fernando Pinto who has always stood there for me and support me on every decision and waited patiently for this day to arrive.

My boyfriend Gabriel Lambis, who also stayed up several nights encouraging me to finish this report and giving me reasons to continue with this process even when I wanted to quit again.

My dear professors who were also very supportive and taught me everything I know professionally.

My classmates, especially David Julio, all of them were attentive on my process and pushing for me to finish.

And most importantly, My beautiful daughter, who was my source of inspiration to finish the process and became a better person for her, at her short age, she has taught me strength, dedication, and hard work.

Abstract

In this paper you will find my significant experience working for Lean Solutions Group, I will explain how the company operates, what I have learn about me, my personal growth, about logistics, and transportation system. I will identify a point that needed improvement within the company and provide a possible solution for it, then I will conclude the outcomes of that idea.

Key words: Teamwork, promotion, logistics

CHAPTER 1: CONTEXT AND EXPECTATIONS.

when I started working for them in 2020, I had little knowledge about logistics or how the transportation industry operates, but they trained me to perform the job and take it to a high standard.

Before entering this company, I expected to take on new challenges, bring new ideas to the team, gain as much experience and knowledge as I could, so in the future I could be used as a bridge to pass on that knowledge acquired to new hires.

since I joined this Team, I have growth both personally and professionally within the company. I have improved my English speaking and writing skills due to the daily interaction with native English speakers.

Lean Solutions group (LSG), former Lean Staffing Solutions, is a nearshore service provider, dedicated to offer logistical services to transportation companies in the United States and Canada. LSG provides them with trained staffers, equipment, technological services, and satellite offices outsourcing part of their operational departments.

Mission

We are a Colombian / American company that specializes on providing operational support on the distance (nearshoring) to other companies dedicated to logistics and transportation, providing efficient technological communication systems, experienced and competent team

members, and characterized process that allow our clients to have a continue operativity and the satisfaction of the parties involved.

Objectives

By the year 2025, we will be national leaders at the nearshoring services model, through innovative technology, the implementation of standardized processes and learnt lessons assuring the quality and fidelization of our clients.

Values

- Integrity
- Teamwork
- Commitment
- Respect
- Innovation
- Responsibility

The management Team



Robert Cadena
CEO and Co-Founder of Lean
Solutions Group



David Bell
Advisor



Scott Rohleder
Board Member



Joaquin Oliveras
CFO



Dany J. Garcia Moreno
COO



Joshua Bailey
Director of Sales and Customer
Success



Daniel Agamez
Senior VP of Operations



Sergio Alvarez
Director of US Operations



Alfonso Quijano
CTO



Mary Jane Velasquez
Human Resources Vice President



Gena Mann
Vice President of Marketing



Morley De Moya Guerrero
Director of Operations (Northbound
Region)



Valeria Rojo
Director of Operations (Central
Region)



Jorge Vizcaino
Director of Global Forwarding



Valery Vega
Director of Client Relations and
Concierge



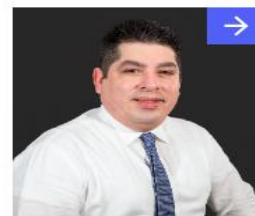
Esteban De la Ossa
Sr. Operations Manager - Bogota
Branch



Cindy Mercado
Branch Manager – Barranquilla Office



Luis Encinales
Director of Operations at Lean Tech



Carlos Solano
In-House Legal Counsel

CHAPTER 2: CLIENTELE, CO-WORKERS & SUPERVISOR

Nolan Transportation Group (NTG) – is one of the biggest clients for LSG Cartagena branch and the customer I work for. NTG offers domestic freight and parcel transportation solutions, warehousing, data intelligence, and supply chain consulting across North America. In 2018, NTG started partnership with LSG and started to grow together ever since.

Nowadays, LSG handles NTG Operations, Drayage, and accounting departments. Each department is divided into teams. When I started working at the company, pandemic was already happening, so they implemented working from home, at the same time teams were rapidly growing on the CTG office, new people were coming to the Teams, and it was incredibly difficult for team members and Team Leaders to know each other. Once pandemic restrictions decreased and industries were slowing returning to the offices, LSG implemented a rotation plan for NTG, different people were selected to work at the office weekly, this allowed to team members and their leaders to know each other, by that time we implemented a dynamic at the office, the group selected to work onsite work wear a T-shirt given by NTG on Fridays and we would take a picture, so people that were not working onsite, could also see the rest of their Team, Despite it was very hard to identify people, teams were united, the work environment was respectful, joyful, dynamic, any new member was welcomed with love, that also helped people to easily adapt into their Teams.





Every team member is given a monthly goal they must reach as a result of updating loads on our system, this goal is obtained by adding their daily goal and dividing the result for the number of days worked on each month. For some people this goal might be difficult to reach, some of the reasons could be not having enough workload for certain periods of the year, this goal is also increased constantly so this could also end up on not having enough time and workload through the day to complete it successfully.

Lia Olarte



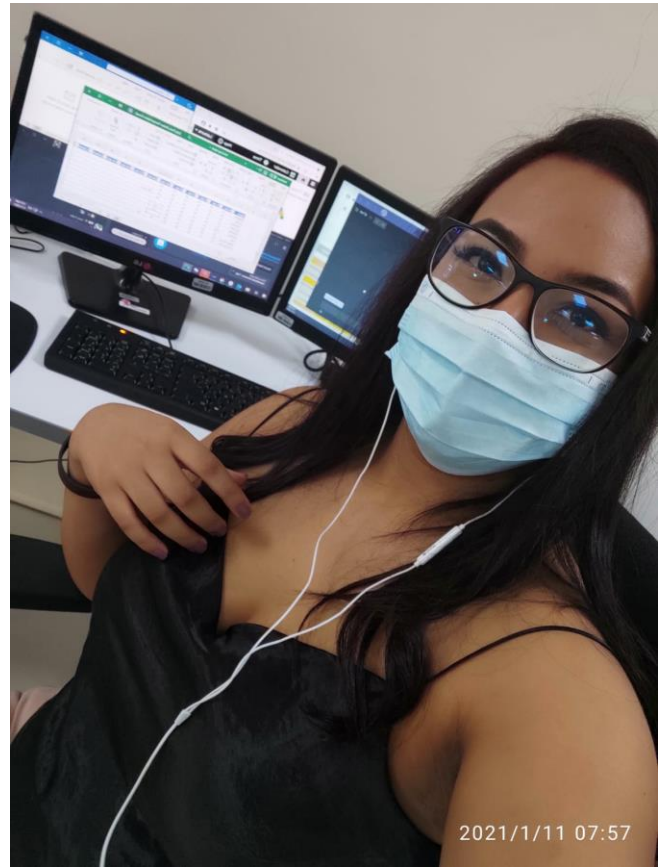
Senior Account Manager, she oversees the tracking and carrier sales coverage operation, but she still oversees the entire NTG Cartagena office working alongside with the other Account Managers and team leaders. She has been nothing but a great leader, Lia is a young woman how has the capacity to interact with people and open herself to be part of their life, she is very detailed with both your personal and work life. When there is an issue, she has the capacity to listen and understand all parts involves and come up with a solution that is beneficial for the company and all parties. I have learnt from her to be more attentive to what people have to say and to understand from their perspective not my own.

Before pandemic started it was extremely difficult for me to apply for job offers, because I was about to finish 6th semester, not really certain on 7th semester's schedule, once pandemic started and classes were virtual, LSG hired me, I dropped out 2 semesters and decided to go back to school a year after I started working for LSG, Lia was a support for my personal and professional growth, she was an intermediate between me and NTG to request a Loss Of Pay Leave on Friday afternoons to finish my classes.

CHAPTER 3: MY ROLE AND PROBLEMS AT THE COMPANY



On my daily activities I must call drivers or their bosses in order to gather information about the load statuses, rephrase all the information obtained and update the system by using simple paragraphs describing the situation. In case there are any issues, I reach out the load manager and explain the situation so we can have a resolution and help the driver.



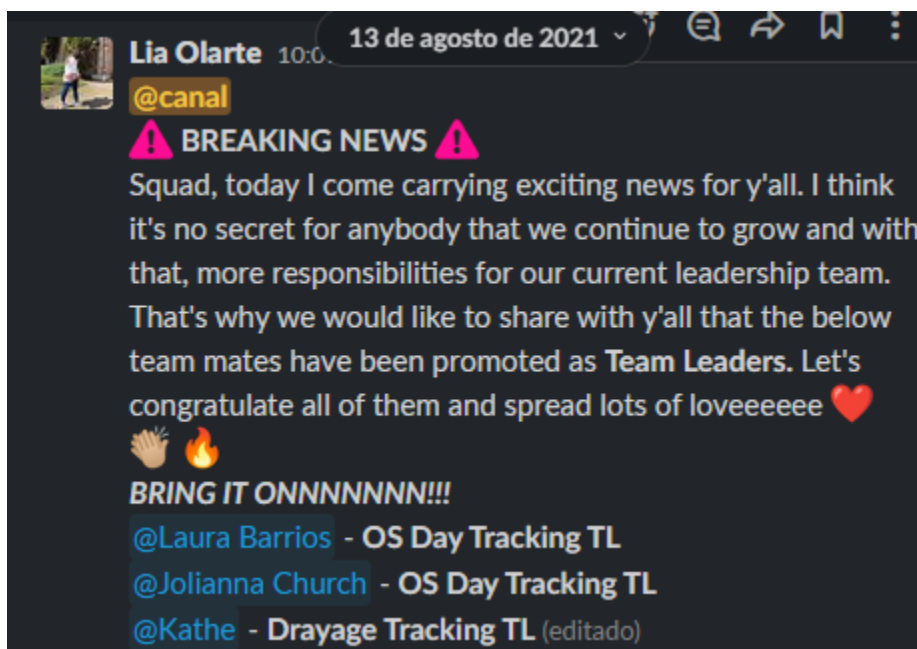
Strengths	Challenges	Weaknesses
My updates are always as detailed as possible	At the beginning it was hard to understand other accents	I take too much time adding details to each update
I am very respectful and patient when explaining procedures to drivers	Learning states abbreviation, state location, and time zones.	I struggle reaching my monthly goal.

With the help of the Quality Department, I was able to work on the areas that needed to be improved, efforts paid off. NTG recognized my work they sent me a gift and promoted me to a Specialized Tracking Team. There I work with customers that have different requirements to track their loads, we usually handle less workload but more responsibility, we must get correct information and be a link on the communication chain between Customer Brokers and carriers.



CHAPTER 4: IDENTIFYING A PROBLEM AND PROPOSAL FOR SOLUTION

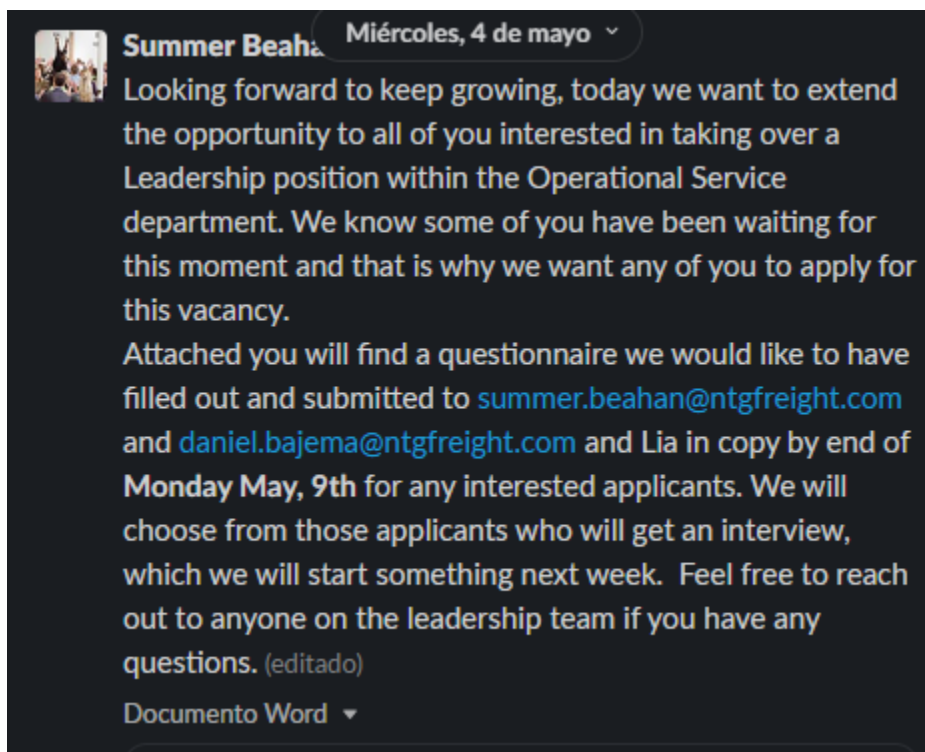
When I started working for them NTG was rapidly growing alongside with LSG, promotions were given to many people and there were also new hires at the company, at the beginning it was easy to understand that these positions were given to people with the longest time in the company, then outstanding workers were also given these opportunities despite they were recently added to the team and have less understanding on how processes were made. People were getting promotions and changed within department without finding up about it until it was announced it on an official group chat, we have. This started to become a real issue when people started complaining they weren't given any promotion even if they had the longest time at the company, also when those promoted were struggling to adapt on their new positions and requested to be transferred back to their original departments.



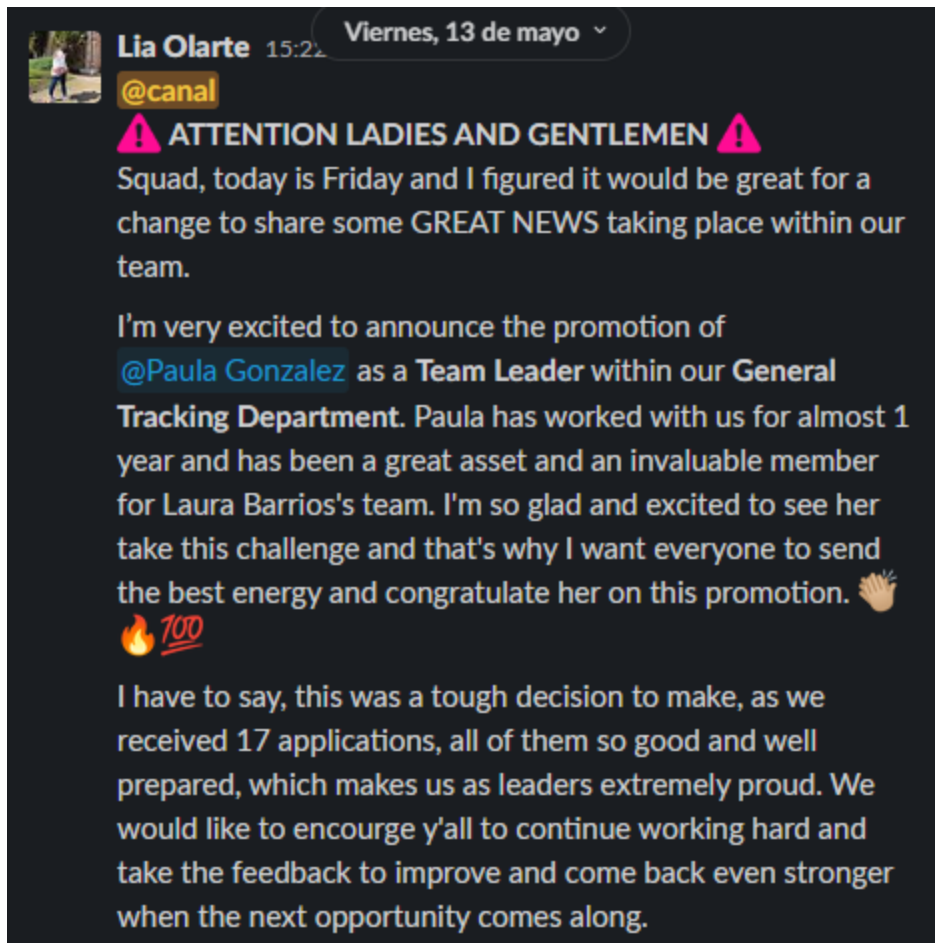
After a couple of month later, me and some of my coworkers decided to present a plan where NTG could easily identify people who were really interested and willing to change departments. this plan has always been implemented by the Colombian Government and their different departments, the plan is to announce there's a new opening, explain the roles and the requirements needed for each position, then a group of people who felt they have all the requirements and are capable to perform at best on each role would send their applicant and wait for the company to take a decision.

CHAPTER 5: IMPLEMENTATION AND OUTCOMES OF THE PLAN

At the beginning of 2020 NTG announced they were implementing this new system, so whenever there was an opening they announce it on the official channel, people interested on the position could write to any of the Team leader or account manager so they could have a better understanding of the role.



For you to apply you would have to fill up a form with a couple of questions explain why you were the best candidate to fill up the position and what contributions you were bringing to the management Team. Once all applicants were received, they would select a group of people and program an interview with them. After all interviews were conceived, the management Team would have a meeting to discuss who was the best candidate for the position and select them for the promotion.



The plan implemented as a total success because processes started to be more transparent now, people could easily understand why decisions were made, also, they were getting tips on how they could improve for a next time.

CHAPTER 6: CONCLUSIONS

Overall, my experience at LSG has been really satisfying, I have been able to learn different processes on the logistic industry, I have improved on my personal skills as time management and professional ones such as computer skills.

I feel incredibly happy that the company considered our plan, not many companies are willing to listen to their workers or consider their suggestions even if ideas are great ones.

I have also meet amazing people some of them might not work for the company anymore or have relocate to different cities but since bonds are incredible made on each team, communication has continued outside work.

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