

Scenario #1

John Smith has been with the company for 6 months and is doing a great job with most of his job duties, although he is nervous about completing the quarterly report. John has never used the software that the report is pulled from before. He walked through the report from the last quarter with his manager Bob, but the meeting was rushed, and he didn't get to ask many questions.

Bob has 6 direct reports and a full plate of work of his own on top of his management duties. One of John's co-workers, Elliott, had drinks with Bob last weekend and has lunch with him a couple times a week. Bob apparently relayed to Elliott that he is not sure if John has the right skills to work on their system. He also shared that he thinks the quarterly report is stupid and he can't believe the President of the company makes them do it. Elliott told John he is glad he and Bob are friends, so he never has to do the report for him.

Gail has been with the company 5 years; she also reports to Bob. Gail came up with a more streamlined approach of pulling the quarterly report, but she can't get time with Bob to present it to him. She has requested a lunch appointment with him, but he keeps saying he is too busy.

Scenario #2

Clark Griswold really struggles with making it to work on time. No matter how much you've tried to accommodate him by tweaking his schedule, he almost always arrives 5-10 minutes late to work.

- He received his last corrective counseling 6 months ago and it was a written warning.
- He is otherwise a great associate, so you've stopped addressing the problem because if you continued with corrective counseling you will have to let him go.
 - You are concerned about the impact on morale though as it sometimes puts others behind schedule.

- He shared with you previously that he has a lot of issues going on in his personal life. His wife recently left him, so he is raising 2 children by himself has to get them to school in the morning.
- He also lives an hour away from work.
- You have another associate, Ellen, who is new that is having a similar problem with tardiness. She is 55 and has been open about the worker's comp injury she had at her previous employer.

Scenario #3

Fast Eddy is the Manager at XYZ Manufacturing. He just found out that the company lost an order due to quality mistakes originating in the plant. He has noticed in the past that there have been issues at Careless Joe's station and he feels Joe does not adequately monitor quality. Joe is over 50 and has been with the company a long time.

Frustrated by the situation and worried about the consequences from his boss, Eddy confronts Joe in the break room. Even though Joe denies that he is the cause of the issues with the order, Eddy tells he is giving him a written warning regardless.

Joe is insulted and tries to explain further, but Eddy tells him he doesn't want to discuss it any further. Joe yells to him, "This is completely unfair, and I am not going to take it anymore!" He then clocks out and leaves the building. Several of Joe's friends witness the exchange between Joe and Eddy and are stunned by the way Joe was treated.