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ABIG Company is located in Denver. A subsidiary of a larger conglomerate, the Denver division of ABIG is a world leader in financial market research for both the public and private sectors. The operations group of ABIG is the backbone for product development and delivering high-quality research products for the company. The sales department depends on the accuracy of this research and the timeliness of delivery for clients.

The research specialists within the operations group of ABIG are college-educated, work independently, have a good deal of autonomy, and use independent judgment in their research analysis. This group is responsible for researching, collecting, standardizing, and presenting financial and market data. The specialists engage in internal training and development programs. However, most of their knowledge is gained through an extensive mentoring program.

Employees leaving the company often do so for higher-paying jobs. Historically, the turnover rate was 30 percent, but it is on the rise. Last year, the turnover rate was closer to 65 percent. There were noticeable repercussions as a result. Training costs skyrocketed, accuracy suffered, and timeliness slipped. Actions were needed to curb the turnover. For the first time, part of managers' bonuses was based on employee retention of direct reports. For managers in the research specialist department, this percentage was significant. These managers were also given extra tools to help them in their retention efforts.

A few months ago, a disgruntled research specialist sent out an email with blunt accusations regarding the operations group manager, Martin. He cc'd several of the other managers in the firm. A day later, he was called into Martin's office and was told that the



You are one of twelve operations group managers. You oversee the work of ten research specialists, including Tom. Overall, you view Tom as a mediocre employee and a troublemaker. Because of the company's flexible work schedule policy, Tom usually comes in during off-hours when you are not around to monitor him and logs exactly 40 hours every week. You have caught him looking at non-work-related websites and have warned him that it is against company policy. In spite of these issues, you gave Tom a positive evaluation six months earlier, hoping a positive evaluation would inspire Tom to perform at a higher level. You also want to avoid conflict since Tom is a very confrontational person. You justify the evaluation by stating that Tom is taking on additional training responsibilities even though all of the more senior research specialists were being called on to do more training. Also, even though you do not particularly like Tom, you fear what might happen if he gets angry and leaves. The company is already short on staff.

The positive evaluation has not stopped Tom from complaining about his additional responsibilities. A few months ago, you received an angry email and h5eAfry Ionic(c)-1 zpanndiaavvta1 (not )-2

You are concerned about the issues surrounding Tom. You know that the operations group is having a lot of difficulties, and it cannot afford to have disgruntled employees causing trouble. Your bonus is based on the productivity of the entire group. Like Tom, you are concerned with your bonus. You know how much the turnover rate has affected the bottom line. You are surprised and angered with the email Tom sent a few months ago criticizing management and the bonus structure. You are not fond of the bonus structure, but you feel that some language in Tom's email was inappropriate and should not have been sent to the entire management team. You feel that his comments were exaggerated.

As a result of this email, you are being asked pointed questions about the department's product. You are nervous because the department has been taking shortcuts due to staffing issues, but you do not think this threatens the value of the product. For example, you cut one of the quality control measures performed by the research analysts. You believe this step was unnecessary. So far, two clients have raised quality control concerns, but you think the mistakes were acceptable given the resources saved. Additionally, the mistakes were easily corrected and the clients were appeased.

You also made a change to another product line. As alleged by Tom, old information was reused for up to two update cycles. The overall effect on the data was minimal. During informal conversations with the sales department, you were convinced that enacting the information reuse would not contradict anything that the sales department was telling clients. You feel that making these changes would make the department more efficient. You have been reluctant to share this information with other managers because you thought other managers would not understand. You also believe that the other managers do not face the difficulty you do of balancing quality of information with profitability.

Before talking to Martin, you viewed Tom's personnel file. You hope to find some trail of infractions. You were disappointed that Martin had given Tom a favorable review six months before. During your meeting, you agree to let Martin personally monitor Tom's emails and share the information with the other managers. Since it is a company email, you do not feel that this infringes on Tom's privacy. You were delighted when told that Tom had used company email for personal purposes. You also talked with top management and determined that the flexible workweek program the company offers leads to less productivity, and a decision is made to eliminate it.

When Tom was confronted with a written citation for misusing corporate email, he insisted on a meeting with top management. After hearing everybody's thoughts, Vice President of Operations Riya says the situation is unacceptable and is insisting on an action plan to deal with these issues in both the short-term and long-term. You are worried that a closer investigation of activities will show how you cut corners. You are frustrated that Tom has been appointed to the team since he is not a manager. You can't

You have been with ABIG Company for three years. A computer wizard, your main concern is keeping the databases that are the backbone of the company up and running. You have very little concern for anything outside of your job. When Martin and Felipe approached you about Tom's alleged email abuse, you explained to them that there was a way to bcc (blind carbon copy ) them on emails that Tom and other employees in the group send from the office. You agree to set this in motion, but only if they check with Human Resources to make sure this is above -the-board. You do not have time to research the protocol yourself and see these types of tasks as diversions from your main database functions.

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You have spent six years working at ABIG Company and are also the General Manager