

The critical incidents below each present a supervisory situation based on real events to be used for educational purposes. The identities of some or all individuals, organizations, industries, and locations, as well as financial and other information may have been disguised to protect individual privacy and proprietary information. In some cases fictional details have been added to improve readability and interest.

**Critical Incident****3-1****HALF OF US WOULD LIKE TO LEAVE IF WE COULD**

Grove City Regional Hospital CEO, Roy Mitchell, had been married twice and divorced. His first wife and mother of one of his children had recently filed suit for more child support. But that is only half the story. Roy often attended community functions with a beautiful young woman on his arm. Several hospital employees commented that, "a consensual sexual relationship between powerful men and ambitious younger women is commonplace these days." However, Linda Archer, Grove City chaplain and director of social services, has been increasingly critical of Mitchell's alleged liaisons with young women, some of whom are employed by the hospital. Last week in a meeting with Mike Schott, the hospital's director of HR and others, Archer exclaimed, "these relationships hurt morale and can end sourly amid charges of sexual harassment. Some women perceive that they can't get a fair shake around here unless they are the one on Mitchell's arm."

Schott cautioned, "Bite your tongue Linda. It might not be healthy to talk about the boss's business. Whom he takes to the symphony or to the college basketball game is his business, not ours."

On Friday, Schott received word from Mitchell's office that Ahmad Prasad would be transferred to a vacant position in the accounting department. Prasad had served as a deputy director of strategic planning and quality assurance. At the same time, it was announced that Mary Grant would be replacing Prasad as deputy director of planning. Schott was concerned because hospital policy required that vacant jobs be posted internally for five days, and this had not been done.

Later that afternoon, Jeffrey Zimmerman, director of quality assurance assured Schott that this position was now exempt from the internal posting requirement. He confided to Schott that Mitchell's persistent executive vice president of operations, Dennis Mansfield, had dictated the transfer of Prasad and the promotion of Grant. Grant had been working as an assistant admissions counselor at one of the hospital's satellite facilities. Schott walked down to the employee break room to get a cup of coffee wondering, "What qualifications does Mary

Grant have for this job? It pays \$15,000 more than she was earning as an admissions counselor. Maybe the rumors are true. She was one of the finalists a couple of years ago in the Steuben County Miss America contest, and she has been seen with Mitchell on numerous occasions around the area."

A review of Ahmad Prasad's most recent performance evaluations indicated that he met or exceeded most of the expectations required for the new position. One of Schott's assistants reported that Prasad claimed that Zimmerman was told to prepare a place for Grant as a favor to Mitchell. Schott thought about the situation as he left to go to his weekly SHRM meeting.

Upon returning from the meeting, Schott was engaged by Terry Dugue, one of his HR clerks. Terry closed the door and said, "We have a problem that is now in center court. A friend just sent me a copy of a Facebook post that appears in several places":

- QUESTION: How does one get a great job at Grove City hospital?  
 ANSWER: On your back!  
 QUESTION: Who is the employee of the month at Grove City hospital?  
 ANSWER: Mary Grant, the new Deputy Director for strategic planning and quality sex!

### QUESTIONS FOR DISCUSSION

1. What are the potential implications of CEO Mitchell's alleged behavior?
2. What, if anything, should Michael Schott do? Why?
3. Go online to see how many sexual harassment suits were filed in the United States last year. How many of them involve allegations of egregious behavior at the top management levels? Similarly, major political and governmental officials have been vilified for extramarital affairs and sexual involvement with subordinates. What kinds of problems do these relationships create for an organization?
4. How can consensual relationships with subordinates become devastating for an organization?
5. If Mary Grant's job performance is not negatively affected by her personal life and the same is true for CEO Roy Mitchell, should Mike Schott and other administrators become involved in this situation anyway?
6. If you were a member of the hospital's Board of Directors and you became aware of these allegations, what would you do to intervene?

### THE RIGHT EMPLOYEES CAN SHAKE THE BLUES OF THE GLOOMY PICTURE!

With rumors of his state's economic woes and the federal government's lack of consensus among the various political parties on what to do to get economic growth back on track, Larry Sparks wondered how Paul's Home Center would survive. Sally Paul had two stores in rural communities in Texas. Last month, she purchased a Kmart complex that was closed in a metropolitan area. The store was being renovated and would become the third Paul's Home Center. This facility is about a mile down the road from a Wal-Mart.

Larry Sparks is 48 years old, married with five children ages 7 to 18. Shortly after graduating from high school, Paul enlisted in the Army and spent six years in the military. His tour of duty included three tours in Iraq and other Middle East countries. His military experience helped him to hone maintenance skills and leadership abilities. He returned to the area to marry his childhood sweetheart and has worked for Sally Paul for the past 16 years. He had finished an associate's degree in supervisory leadership at the local community college and Sally Paul had provided him with many opportunities to hone his skills.

Larry had never dreamed of the opportunity that was before him. He was to be the store manager at the new store and have full responsibility for all aspects of its operation. Since this new store was located 60 miles from his home, he knew that there would be many challenges. As he contemplated the future, he knew that finding the best employees and training them to be great was his first challenge. Where will he begin?

### QUESTION FOR DISCUSSION

1. Wander a local Wal-Mart store and look at the type of jobs that employees are doing.  
Would any of those jobs be appropriate for the new store Larry will be managing?  
What kind of skills does an employee need to do the jobs that need to be done in Larry's store?
2. Develop a plan to help Larry staff the store. (Please consider all the aspects discussed in Chapter 3 and in Part 3 of the text.)
3. Once Larry has selected his staff, what type of training is needed to get them to work together as an effective team?
4. Based upon your experiences in the workplace and your reading of the chapters in Part 3, what advice would you have for Larry to help him enable his employees to be the best they can be?

### Critical Incident 3-3

### THE RIGHT JOB FOR ME!

Wilfred "Will" Reime couldn't believe what he was hearing. He was seated at 9 o'clock on Monday morning in Professor Edwards's management class. On this day the professor had invited a former student, Donnie Sanchez, to speak to the class. Sanchez was holding forth about his experiences as a student that had prepared him for the "real world." Sanchez talked about how four years earlier he was sitting where the students were currently sitting and wondered what the future would hold.

As Will listened intently, he heard echoes of some of Professor Edwards's recent lectures. As Will thought to himself many times, "How can it be that this professor actually knows what he is talking about? He's been a professor for the past 25 years and can't know anything about the real world." Donnie Sanchez continued:

*Where do you want to go tomorrow was the question that Professor Edwards proposed to his class each week. Every term, he preached that we needed career self-reliance or at least a career self-direction. It was the question facing many of us as we planned to sprint into a full-time*

job market. The U.S. economy has had the highest level of unemployment since the Great Depression. Good jobs were hard to come by and there were lots of applicants for every job opening. Most of the jobs wanted people that had experience. I had played on the college baseball team and summer leagues, so a co-op program or internship was out of the question for me. I felt that my team experiences have given me pretty good interpersonal skills, persistence, and a high energy level but no real world experience.

The college placement officer told me that I would have trouble finding meaningful work. After posting my resume on all social media, I found that restaurants were hiring at a brisk pace. But a major corporation like Darden had cut back most of its employees' hours because of ObamaCare. Even though I love to eat, the restaurant field was not appealing and I lacked many of the technical skills and computer skills to apply for some of the jobs that were available. I am a native of Puerto Rico, and I had braved the cold Midwest winters to play sports and pursue a basic liberal arts degree. Midway through my sophomore year, I heard some of my teammates extolling the virtues of Professor Edwards. After enrolling in his "Principles of Management" class, I changed my major to general management.

I don't want to embarrass Professor Edwards in front of his students, but I can honestly say that he was my best professor. He played the role of brain surgeon; he asked thought-provoking questions and demanded a lot from us. He extracted my best efforts and output, even after a strenuous day of practice. Professor Edwards required us to read *What Color is Your Parachute*. I decided to follow the advice offered by the author, Richard Boles, and contacted James Metzler, the supervisor at a local electronics manufacturing firm, Luxor.

At the time, Luxor employed 280 people and manufactured and assembled electronic components for the telecommunication industry. Today, their business has expanded to have over 400 employees. I had an opportunity to shadow Jim Metzler as part of my senior class project in Professor Edwards's "Management of Technological Change" course. Metzler's project team was changing some of Luxor's methods and processes. I learned a lot about the process of change and gained a mentor and a friend in the process. At the end of my shadowing experience, I asked Metzler a simple question: "Do you know of any jobs in general management that might be available for me?"

I got the surprise of my life when he told me that we were going down the hall to meet with Philip Lynn, the plant manager, and Jeannie Lerch, HR director. I was hired on the spot; I guess having a recommendation from Professor Edwards didn't hurt. Even though the job was somewhat technical, I began in early June after I graduated and played in my last college baseball game. They put me through a series of tests to show that I was a self-starter and a team player. Mr. Lynn said that he hires for attitude over aptitude. He claims that technical stuff is teachable, but that initiative and ethics aren't. The plant is organized on a self-directed work team approach. Teams elect their own leaders to oversee quality training, scheduling, and communication with other teams. The goals are created by Mr. Lynn and his staff after an in-depth consultation with all teams.

*The plant follows simple ground rules, such as commit yourself to respect other team members, communicate openly and honestly, continually look for ways to improve on what we do well, and do the right job the right way the first time. The sales staff, customers, engineers, and assemblers consistently “noodle ideas around,” and there are no status symbols or an attitude of “us” versus “them.” There are no sacred cows in the company. Many procedures are written down, but any employee can propose changes to any process, subject to approval by those whose work it affects. When we change processes or methods, an employee logs onto the network to make it a part of the record—the law of the plant. There is plenty of feedback on performance. Team leaders share the good and the bad. Each day begins with a recap of the previous day’s performance. Every employee knows the destination for every product they touch. Each employee puts his or her signature on the part.*

*In conclusion, let me say that I have had a great experience. Thanks, Professor Edwards, for what you did for me. Jim Metzler has served as my mentor and we meet each day to discuss my progress. I enjoy visiting customers to understand how they use our products. The company has a bonus system based upon individual performance, team performance, and ideas generated. Last year my bonus exceeded 25 percent of my yearly pay. I have been given additional job responsibilities and authority and love working there. I am getting an education for a lifetime and getting paid to learn. It doesn’t get any better than this!*

### QUESTIONS FOR DISCUSSION

1. As you reflect on Donnie Sanchez’s remark, “Is he making this up or are there really companies like”, do the research to find the “Best Companies to Work For,” and the reasons they are on the list. Did you find a company or two that might be like Luxor?
2. Evaluate the techniques that Donnie Sanchez used that led to his being offered the job at Luxor. How might you use the same “techniques” for finding the best job for you?
3. Would you like to work for a company like Luxor? Why and why not?
4. What do you need to do to hone your skills, knowledge, and abilities to help you find a “great job”?

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### UNWANTED HELP!

Most city employees were aware of the city’s financial difficulties and the impact Detroit’s bankruptcy had on creditors and employees and retirees. The city of Metropolis retirees were well aware of the fact that the bankruptcy judge had stated that pensions were not protected. It was estimated that only a fraction of the \$3.5 billion the city of Detroit owed to pension funds would be paid to retirees. Like most cities and counties, Metropolis’s city council and administration will have no recourse in future years but to raise property taxes or cut more current services.

The city’s purchasing department consisted of six buyers, two clerks, and one supervisor. It is responsible for ordering all supplies needed by all departments.

Mary Sue Beringer is the newest buyer in the department. Included in her responsibilities are purchasing and inventory monitoring of all supplies needed by

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the city police department. The city's material requirements planning (MRP) system provides daily reports to Mary Sue and the other buyers. These reports identify items and supplies that need to be reordered. During her orientation Mary Sue was instructed that she would need to review the report at the beginning of each day, and place the necessary orders before the end of the day. The city required that all orders in excess of \$2,500 needed to have at least three vendors bid and the low bidder was to get the order. This process would take a week and was the exception to filling the orders by the end of the day.

Three years ago, Corey Chesney was promoted from buyer to supervisor of the department. Six months ago, Mary Sue Beringer was his first hire. Corey had worked in the purchasing department for almost 14 years, and he knew the system inside and out. As a supervisor, he reviewed the MPR reports of all his buyers every day.

On Wednesday, several months after Mary Sue was hired, a review of the MRP report revealed to Corey that several necessary items for which Mary Sue was responsible had not been ordered. Since Corey was most familiar with the needed supplies and the appropriate suppliers, he decided to place the orders. Later in the day, he conveyed to Mary Sue that he had placed the orders and was willing to help her in any way possible to do the best job.

On Friday of that week, Mary Sue got a call from one of the suppliers wanting to know why there were duplicate orders placed. They asked her if she really needed to double the amount that she usually ordered, since earlier in the week Corey Chesney had placed orders for similar amounts. Mary Sue was infuriated that Corey had placed orders with her suppliers without informing her. She then confronted Corey about it. He apologized and said, "If you remember we discussed this on Wednesday and reminded her that he told her at the time he was willing to help her in any way."

Mary Sue thought the problem had been solved. But as time progressed, Corey continued placing some of her orders, although he always informed her of what he had done. On one occasion, Corey said, "I know you have been extremely busy and I needed to reduce your workload."

Mary Sue did not say anything about this to any of the other buyers, because she was afraid of what they might think. She thought to herself, "We work well together as a team but I am frustrated by what my supervisor is doing." She wondered how to tell Corey to let her do her job without causing hard feelings. Mary Sue came to realize that her supervisor didn't have confidence in her abilities and that he was unwilling to tell her what might be done differently. Her six-month performance appraisal was scheduled for next week.

Mary Sue was not comfortable with her situation, and wondered if her days in the purchasing department were numbered. She couldn't afford to lose her job. She wondered if she should first go to see the director of HR or Corey Chesney's immediate boss.

**QUESTION FOR DISCUSSION**

1. Should a supervisor like Corey do the work of an employee to assist the employee or reduce his or her workload? Discuss.
2. Why would Corey have continued to do some of Mary Sue's job duties even after their initial discussion?
3. Why did Mary Sue resent her supervisor performing some of her job duties?
4. If you were Mary Sue, what would you do? Please consider alternatives.

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**IS SHE ON OUR TEAM?**

Kyle Crawford had been a team leader for the League for the Blind and Disabled the past year, but had worked for a nonprofit organization for about five years. As team leader, Crawford had experienced many new work challenges. The number of people who need help in the community had more than doubled since he began his job. His team was responsible for providing help and direction for those in need.

Recently, some of Crawford's team members complained about Kaylee Depew's slow work pace and her failure to keep up with the needs of the clients. In response, Crawford had told the complaining team members that Kaylee was a silent employee who always shows up for work on time. While she worked a little slower than the rest of the team members, the work she did was well done. She often took longer to do the job and sometimes clients had to wait while she finished the prior project. Crawford's response initially seemed to satisfy the team members.

Yesterday, Paige Mora came to Crawford and said that some of the team members had indicated they also wanted to slow their pace of work if something wasn't done about Kaylee. At that point Crawford asked Mora whether she or other team members had talked or confronted Kaylee about her slow work pace. Mora replied, "Yes, we have told Kaylee on numerous occasions to pick up her speed and get the lead out. Clients don't like to wait and wait, beyond the time of their scheduled appointment with her. But she just continues to work at her usual slow pace. Dorothy Craig has spent an excessive amount of time instructing Kaylee on some of the more effective ways to do the job. Even that hasn't worked. Maybe she's just too fat to do the job here!"

Crawford decided to meet with the director, Lamarr Adams, and his immediate manager, Sabrina Lopez. Adams and Lopez discussed how Crawford's team had been one of the most productive and how Kaylee had joined the team about three years ago. According to Sabrina, "Kaylee's weight had ballooned in the past two years, and she appeared to carry about 300 pounds or more on her 5'6" frame. Work records indicated that Kaylee was not able to keep the pace set by some team members but that the team had been negligent to address the issue and her past performance evaluations." Crawford told Adams and Lopez, "I would be welcome to any advice you can give me."

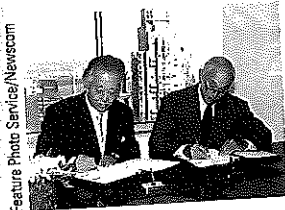
**QUESTIONS FOR DISCUSSION**

1. Every work group has its own personality. Discuss how a group's personality influences its ability to be productive?
2. Why is it important for Crawford to identify the issues that distract from group cohesiveness?
3. What are the issues in this critical incident?
4. If you were Crawford, what would you do? Why?

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5. Go online and review the Americans With Disabilities Act Amendment Act (ADAAA), *Neely v. Public Service Enterprise Group Inc.*, 5th Cir., No.12-51074, and see other recent court decisions regarding overweight employees. Is Kaylee a “qualified individual with a disability”?
  - a. Define: Essential job functions, reasonable accommodation, and undue hardship.
  - b. Is overweight covered by the ADA?
  - c. What if Kaylee says “her inability to keep up with the other team members and serve clients in a timely fashion is because of her health?” What should Crawford and the administration do?
6. What recommendations would you make to Crawford to help all team members understand reasonable accommodation for employees that are protected under ADA?

## BUILDING A BRIGHT FUTURE, LESLIE H. WEXNER'S SECRET!



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Leslie H. Wexner graduated from the Ohio State University with a bachelor's degree in 1959, briefly attended law school but then left to help his parents run their store in a suburb of Columbus, Ohio. In 1963, Wexner borrowed \$5,000 from his aunt to start “The Limited” (so named because the store focused on clothing for younger women). In 1969, he took The Limited brand public (listed as LB on the NYSE). In 2013,

Wexner was the longest serving CEO of a Fortune 500 company. Most students are familiar with The Limited and its Victoria's Secret and Bath and Body Works brands.

In 2013 Wexner was recognized as the wealthiest man in the state of Ohio. He served on the board of trustees and chairman of the Ohio State University board for several years. In 2011, Wexner donated \$100 million to Ohio State, which was to be allocated to the university's academic medical center and the James Cancer Hospital and Solove Research Institute, with additional gifts to the Wexner Center for the Arts. This is the largest gift in the history of the University. In 2012, the medical center at Ohio State was renamed the Wexner Medical Center.<sup>1</sup> At that time, university president E. Gordon Gee, said, “For more than three decades, Mr. Wexner has been one of the university's most committed leaders and devoted followers. His generous contributions, both in time and resources, have been wholly transformational, but his most valuable gift has been his remarkable leadership.”<sup>2</sup>

In October 2013 Wexner was the inaugural speaker at the Columbus Chamber of Commerce's “CEO Insight Series.” Wexner offered several observations from his life lessons that may give students some thought.

“John W. Galbraith told me, just pursue things that interest you with an open mind. But what he was really talking about was open-mindedness, to be curious. I have really looked for a working diagram for success.”

<sup>1</sup> <http://www.alumni-osu.org/swfl/wp/pdf/wexner-medicalcenter.pdf>

<sup>2</sup> <http://www.buckeyeplanet.com/forum/threads/e-gordon-gee-official-thread.599670/page-27>

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Wexner continued, "My parents taught me to do business the right way! If a customer brought something back I would give them a refund; the proof for me that it was [the]right [thing] to do was that the customer came back!"

"Find the right way to treat people. When I was a young kid my dad and I ran a store and someone was giving the employee a hard time. When that customer left, my dad said 'That is not right.' That employee is in a vulnerable position. If you pick on someone, always pick on someone for the right reason."

On encouraging diversity:

"I grew up on the wrong side of the tracks. I kind of grew up with a chip on my shoulder, and did not think the world was fair. I found it is hard to level the playing field."

On learning from mistakes:

"You are not going to be a 100% hitter all the time. You are going to be wrong more than right. You must adjust your errors quickly."<sup>3</sup>

### QUESTIONS FOR DISCUSSION

1. Go online, and read about Wexner and The Limited Brands. After reading the chapters in Part 2, it should be apparent that managers must find ways to help themselves and their employees continuously improve. Based on your research findings, what are three things that Wexner has done to help himself grow? What one thing did you learn that will help you grow as you journey through life?
2. After reading the Critical Incident and your online findings, would you want to work for Wexner and one of his companies? Why or why not?
3. To what extent do you believe that Wexner's companies have empowered employees to be the best they can be?
4. Make a list of the characteristics of leadership and building effective teams that that Wexner has used to make his companies effective.
5. Visit one of Wexner's stores and ask at least two employees what they like best about working there. Compare your findings with those of three other students. To what degree are your findings similar or different? If there are differences, what you think might be the reasons for this?

<sup>3</sup> <http://www.columbusceo.com/content/topic/2013/10/wexner-insights.html>