

Evelyn's team. One day when Evelyn stops by to check on how Rosita is doing, they lapse into speaking their native Spanish. *Ophelia*, an African American team member, is working nearby. She feels uncomfortable because she doesn't know what the two are saying. It's no big thing, and she tries to forget her discomfort. However, Evelyn comes by almost every day and has a brief conversation in Spanish with Rosita. Finally, Ophelia mentions her discomfort to Evelyn. She says, "I feel really left out when you two speak on and on in Spanish—and it keeps happening. I wish we could all speak the same language around here."

Evelyn replies, "Lighten up, Ophelia, we're not talking about you nor are we sharing secrets. We're just chatting, and it's good for our heart and soul to be able to converse in our beautiful *Castellano* now and then."

Ophelia becomes more disturbed each day as Evelyn and Rosita have their little Spanish conversations. She decides to complain to *Gene*, the general manager.

1. What surface problems do you notice?
2. What are the underlying root problems?
3. What do you think about Evelyn's actions?
4. If you were Gene, what would you do?

Case Study 11.3 Gino George, Sales Rep

Gino George, is a sales rep for Delcor, a telecommunications company. Five years ago he completed a degree in business administration and went to work in the finance department of Delcor as a junior accountant. He was the only Latino American in his department, and he got along well with his co-workers. He earned good performance reviews and merit increases and two years ago applied for and got the sales rep job.

Gino likes being a sales rep. He especially likes getting a commission on every sale he makes. Because he's a good salesperson, his salary is significantly higher than it was as an accountant. Gino is proud of the fact that he can help his Euro-American co-workers when they must deal with Spanish-speaking clients. In fact, Spanish-speaking clients have learned to ask for Gino, making him a valuable asset to Delcor.

On the other hand, being the only Latino American makes Gino feel somewhat isolated. For example, co-workers frequently "forget" to inform him of meetings or to invite him to group events. Few of them talk with him about anything outside of business matters.

Recently Gino was going over some files in the office. A couple of sales reps entered the adjacent cubicle and Gino overheard their conversation. *Sales Rep Jeff* said, "I heard that our *manager Dave* is raising our sales quotas for the spring quarter. Business is always slow in the spring. How are we going to sell more than last year? If we don't meet that quota, we won't get our bonus." *Sales Rep Ralph* replied, "I think it's Gino's fault. He just gives Dave ideas. If he weren't such an eager beaver, Dave wouldn't start thinking that the rest of us should do better." "Yeah," said Jeff, "Any ideas on how we can send Gino back to the accounting department? Let him count beans!"

Gino is very upset by the news that his co-workers view his achievements so negatively. He hates being viewed as a trouble maker and difficult person. He decides to pull back on his sales efforts and to be satisfied with barely meeting his quotas.

Today Sales Manager Dave receives the news that he is being promoted and that he should recommend a replacement to take his job. As Dave goes through the performance evaluations of all his team members, he narrows the choice down to Gino or Jeff.