

Scenario Three: Character

Kelly has worked for your organization for about eight years. Kelly is a lawyer, although the role in your office is something different. Employees have complained that Kelly is running a law practice (Kelly has an outside employment agreement authorizing work as a part-time tax attorney) from the office where you employ Kelly. Employees generally talk about Kelly's side business during the lunch hour stating that Kelly takes calls for the law practice during work hours at your (primary employer) office. Employees have told you they brought it to several supervisors' attention (and you are the latest supervisor to have the complaints brought to you) although the behavior has continued under your tenure. When you finally ask Kelly about the behavior, Kelly quits after admitting to building a law practice over the last eight years so Kelly no longer needs this job.

In your group, discuss the following questions and be prepared to present your thoughts to the rest of the class:

1. What are the primary pillars that have been damaged in this situation?
2. How did each person influence the damaged trust?
3. What other questions come into play?

4. What one factor is most damaging to the employee?
5. What can the employee do to rebuild trust?
6. How could the employee start the conversation to rebuild trust?
7. Write the opening statement from the employee perspective

8. What one factor is most damaging to the supervisor(s)?
9. What can the current supervisor do to rebuild trust?
10. How could the supervisor start the conversation to rebuild trust?
11. Write the opening statement from the supervisor perspective.
12. What pillar, if addressed sooner, could have prevented this situation?