



PATRICK
Engineer



HARRIS
Supervisor



VIPUL
Employee

SCENARIO

In the Know Supervisor Perspective

Discussion Questions

- What issues do you identify in this scene?
 - Using the Decision-Making Model as a guide, what values are at play in this scene? How might the issues be presented in a way that focuses on their shared concerns and sets them up for a productive conversation?
 - What might the characters say, and how could they open a discussion? What would it sound like, and to whom would it be addressed?
 - What strategies to communicate and resolve the problem would you use if you were in the characters' position? And what would you say?
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In the Know

Supervisor Perspective

Scenario Summary

Patrick meets with his supervisor, Harris, to tell him about his concerns with a new coworker on their team named Neal. Patrick describes Neal working nights and weekends, accessing information at odd hours, and closing whatever he has up on his computer screen when Patrick comes by. He also noticed Neal wears a plastic wristband, like one from a charity, that has a thumb drive concealed in it. Harris tells Patrick that he will get back to him. Later, Harris tells Vipul, his peer and a stakeholder on Neal's project, about the situation. Harris is concerned that Patrick is jealous about Neal getting a project assignment Patrick wanted, but Neal had the more advanced skill set. He's also concerned how Neal will take any questioning, as he can be defensive. Vipul informs Harris that Neal has been going through a divorce and has been corresponding with his lawyer a lot. Vipul relays that, according to Neal, it has been impacting his sleep, and that's possibly why he's been working strange hours. Harris knows he needs to talk to both Neal and Patrick.

Key Learning Points

- Harris should likely bring this situation to the attention of another responsible party who can help him assess this situation and prepare the most appropriate response. Considering the potential security risk, he can consult Security, Human Resources, or his Local Ethics Officer for help.
 - Harris needs to ensure Patrick feels supported for raising a concern. He also needs to determine whether Neal's behavior presents a security risk and whether Neal needs any support while dealing with his personal issues. Harris can practice the conversations with Vipul prior to having them with Patrick and Neal and get feedback on his communication.
 - Anticipating Patrick's and Neal's fears and barriers to speaking up may better equip Harris to develop effective responses and a more successful conversation.
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