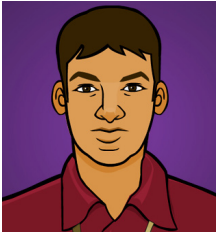




**ABDULLAH**

Program manager



**STEVE**

Team member

## SCENARIO

# It's Just Golf

## Supervisor Perspective

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### 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?
- Using the Decision-Making Model, how could the characters work through this situation?

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### Additional Discussion Questions

- What kinds of changes would need to take place for these issues to no longer occur? As a manager, how could you rewrite the scenario so these issues didn't arise?
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# It's Just Golf

## Supervisor Perspective

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### Scenario Summary

Abdullah, a program manager, tells Steve, one of his team members, to entertain a group of new customers visiting for acceptance testing and training. He then goes on to ask about a different request, and Steve lets him know they didn't do it, as it was against policy, leaving Abdullah considerably frustrated. Days later, Abdullah meets with Steve in his office and tells Steve how pleased he is that the golf outing Steve set up went well. Steve tells Abdullah that they didn't get approval for the golf trip beforehand. Abdullah is shocked, telling Steve he never told him not to follow policy. Steve tells him that he was just focused on getting it done because the last time he didn't get something done because it conflicted with policy, Abdullah was upset. Steve wonders what to do now—should he expense it and hope it doesn't get reviewed?

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### Key Learning Points

- As a manager, Abdullah is responsible for setting a tone of respect for the company's policies and procedures.
  - Abdullah also has to show leadership by being open to bad news as well as good and by helping Steve work toward a solution to the problem they face.
  - Offering or giving any benefit to a government official may be construed as a bribe. Abdullah and Steve are responsible for knowing what their business guidance allows as well as asking what the law permits in their own country of operation and that of the recipient.
  - Abdullah and Steve should have sought guidance and approval before giving or providing any gift or hospitality.
  - Abdullah and Steve will need to be truthful and honest, and report the golf trip, even if it could reflect poorly on them.
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