



**JANE**  
Ted's manager



**GORDON**  
Peer of Jane

## SCENARIO

# Surprise Visit

## 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?

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### Additional Discussion Question

- How would you respond to someone bringing rumors or gossip forward?
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# Surprise Visit

## Supervisor Perspective

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### Scenario Summary

Jane, a manager, meets with her peer Gordon to talk about her employee Ted, who has been having some performance issues. Jane reveals that she has heard from other employees that Ted is having a romantic relationship with Norma, her director. Jane is concerned that Norma has been pushing back on her when she brings up Ted's performance issues. In addition, when she showed up for a surprise site visit that only Norma knew about, Ted was uncharacteristically in the office early. Jane's not sure how to manage the situation, considering the rumors and conflicts it raises. Gordon urges Jane to talk directly to Norma, but Jane says she tried that. Norma doesn't deny the relationship but insists she has integrity and wouldn't do anything wrong.

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### Key Learning Points

- Norma's alleged relationship with Ted represents a conflict of interest. In addition, other employees perceive that Ted is receiving favoritism.
  - Jane can contact another responsible party, such as her Local Ethics Officer, to help work through how to discuss the issue with Norma. Jane has heard these issues secondhand, and gossip may be mixed in with the truth. Because of this, Jane doesn't know the truth of the situation and needs to escalate it. This requires her to focus on the value of the truth and the impact of negative perceptions on her team, including Becca's concern about bearing the brunt of Ted's lack of work.
  - Norma should have reported the relationship, which would have allowed for measures to address any actual or perceived conflict of interest.
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