



**NORMA**  
Director



**JANE**  
Ted's manager



**TED**  
Team member



**BECCA**  
Coworker

## SCENARIO

# Surprise Visit

## Employee 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 Questions

- What arguments might you expect in response from Norma? How might you respond to them?
  - What are the long-term consequences of saying nothing?
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# Surprise Visit

## Employee Perspective

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### Scenario Summary

Jane, a manager, is having her regular status meeting by phone with Norma, a director. Jane brings up a performance issue she's having with one of the members of her team, Ted, who works at a different site than she does. Jane describes Ted as coming in late consistently and not informing her when he will be in extremely late. Jane tells Norma that she will do a surprise site visit the following week, and hopefully that will help her see the issues firsthand. The following week, Jane arrives at the site early, and, to her surprise, Ted is already there. Later, at lunch, Becca, another team member, tells Jane that she was surprised Ted was in so early and asks Jane if she had told him she was coming. Jane says she hadn't told Ted, only Norma. Becca speculates that Norma must have told him, as she and Ted are involved romantically, which Jane didn't know. Becca describes how Ted is always texting with Norma, and that he says they talk on the phone almost every night. Becca also says Norma has taken Ted on business trips with her, and that she ends up doing all of his work, to the degree that people don't even reach out to him anymore.

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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. 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.
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