

Scenario Two: Compassion

Toni has been employed in the Customer Service Unit for about six years. In the last six months you noticed a change in Toni's behavior. You noted your observations in your desk notes.

Observation 1: Toni started arriving at work a little late a couple of days each week – 5 minutes or less – rushing in the door with an apology and setting straight to work. You stopped by and asked Toni to try and be on time.

Observation 2: While the lateness became more sporadic, Toni's demeanor changed from being a cheerful, willing-to-help employee to being a polite, "stay in your lane" employee who rarely offered to help others. You dropped by her desk and asked casually if everything was "okay" to which Toni responded, "It's fine."

Finally, when Toni's behavior continues to move toward being a "do the minimum, last in the door- first out the door employee you ask Toni into your office to intervene.

"Toni, I've asked you in here to tell you I've noticed a drastic change in your behavior over the last six months. I don't know what's going on with you, but it must stop. You need to be on time every day, at your desk ready to work when the workday starts. You also need to figure out how to get back to being your "old self" and act the way you did your first several years here. Up to now you have been a valuable, contributing employee, but this recent shift in your behavior and attitude are not acceptable. I don't have anything further."

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?