

Scenario Eight: Consistency

Dakota is an employee who loves the morning shift. Arriving at work early for a 5:00 am start is typical, and Dakota greets everyone who arrives with "the coffee is ready" and some version of "let's make it a great day." Although seen as a little annoying by some of the "non-morning" people, co-workers generally like Dakota's attempt to get the day off to a positive start, in great part because of the genuineness of Dakota's smile and greetings.

Dakota's new boss, Casey, has been onsite for about 3 months and doesn't always arrive with the early shift and generally makes it in with the 5:00 am group once or twice a week. Casey doesn't say much in the mornings. Casey generally stays in the supervisors' area and doesn't interact much with the rest of the team on the early shift.

During Casey's first month, Casey would greet the early shift employees pleasantly, always sure to say hello back to Dakota with at least a small smile of greeting. As the next month came and went, Casey became less overtly friendly only casting an occasional fleeting smile at Dakota and even ignoring the greetings altogether about half the time.

Once or twice in the last month, Casey made a somewhat sarcastic comment when greeted by Dakota's sing song "hope you have a great day" type comments. Things like "not likely with you chirping so loudly" or "I fail to see how anyone can be as happy as you are at 4:45 am."

Today, however, Casey whirled on Dakota as Dakota was about halfway through the "it's a great day to..." statement and said, "Shut up. Just shut up. From now on I don't want to be greeted by anyone and especially not you with your "the sun will come out" attitude. No one needs that kind of happy face crap at the crack of dawn. In fact, don't even say hello to me until I say hello to you first. That means some days we just won't talk at all." Casey stomped down the hall and didn't come back.

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?