

Complex Scenario Three

The plant owner at a small manufacturing plant has asked the assistant plant manager, Marion, to work with the mid-level managers to come up with a shift schedule that has mid-level managers on site on weekends. Although the plant runs seven days a week, 24 hours a day, traditionally mid-level managers work only day shift and swing shift Monday through Friday. Although the plant is unionized, mid-level managers have never been part of organized labor.

Marion knows the mid-level managers oppose having to work weekends, feeling they have paid their dues and now should benefit from having a management position. Shawn and Kerry, the most senior of the managers, will be very difficult to work with, so Marion decides to build the schedule and present it to the managers. Marion is the boss, so Marion decides to not to include the managers at all.

Marion calls a meeting and presents the "new schedule" to the managers and they balk. None of them wants to work weekends or midnight shift and some are very vocal about the change. Marion tells them it must happen, and they need to get used to the idea really quickly because it begins in two weeks at the start of the next month.

Shawn and Kerry call a meeting of the managers and talk about organizing a managers' union, so they have some say in their own work lives. After meeting with the local union organizers, the managers have about 60% who want to organize and another 40% who aren't sure. All of them are angry with Marion, and even somewhat at the plant owner. The plant owner sets a meeting with Marion and the mid-level managers.

(After the class discussion)

The managers successfully formed a union, tensions remain high and trust is practically non-existent among the managers and between the managers and the plant manager and Marion.

Complex Scenario Three

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 managers?
5. What can the managers do to rebuild trust?
6. How could the managers start the conversation to rebuild trust?
7. Write the opening statement from the managers' perspective

8. What one factor is most damaging to Marion?
9. What can Marion or the owner do to rebuild trust?
10. How could Marion or the owner start the conversation to rebuild trust?
11. Write the opening statement from the owner's perspective.
12. Write the opening statement from Marion's perspective.
13. What pillars, if addressed sooner, could have prevented this situation?
14. What impact could a Trust Edge training or coaching program have on this organization and how?