

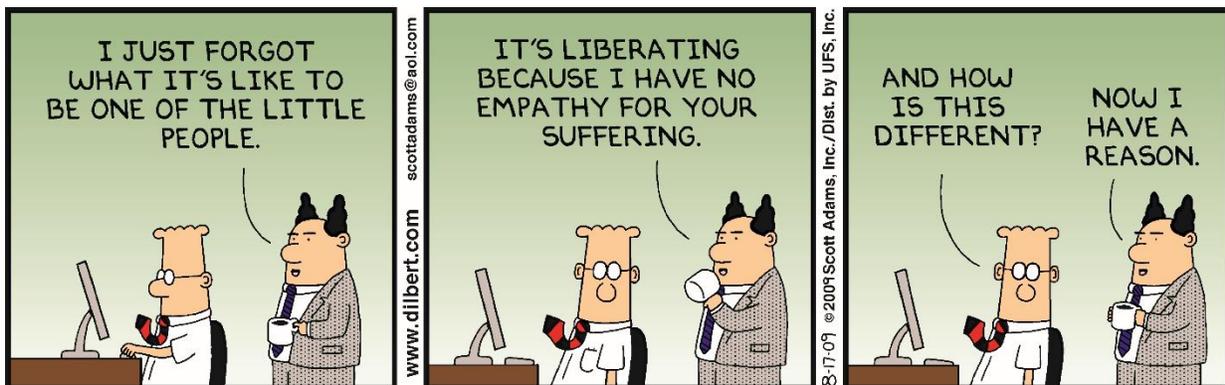
MARTHA is an employee who has been with you six months in a marketing capacity – a lot of creativity, a lot of sparkle, a lot of long nights and intense effort to produce copy and ads to sell your product. However, lately you have noticed a decline in performance for Martha. She appears to arrive late either in the morning, occasionally after lunch. Her appearance has taken a tumble; she appears tired, disheveled, “out of it.” Co-workers have commented on this and when asked as to why give this crazy hand gesture indicating a glass tipping over – which you interpret to mean the “drinking is the cause.” You do not know this to be a fact, but it is a probable cause. Your company has an EA program to help the addicted, at the same time Martha is still in their probationary period and is not considered a full-time employee yet.

Today you have called Martha into your office. Your goal is to get this situation resolved. You are undecided as to whether you should mention the drinking or not – there are arguments pro and con. It is one of the decisions you have to make in dealing with her. At the same time you note that in previous discussions, Martha has always promised to “do better.”

Your interview will take approximately 15 minutes when you must go to another meeting.

Let us assume that in this discussion Martha mentions her drinking, you are sympathetic, she promises to keep on improving, and you note, over several weeks things are back to normal.

And you promise Martha that this is between you and her, you are not informing HR at this time, but if she does not improve, HR will be called in.



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