

Introduction: your company has had a policy in which all e-mail, internet, and telephone records are monitored by HR. Any employee who is found to be over the acceptable level for using company phones and computers improperly is put on administrative leave. Top managers feel that this policy is important to the company because it keeps costs under budget and ensures that employees are productive and efficient.

Rita is the director of Human Resources for your company. She has been with them for several years and is viewed as a productive and loyal employee. She is friendly and polite and works well with other employees and managers. However, because of her position she is often called upon to make decisions that go against other employees' wishes, and firmly stand by them.

Recently your employee, Bill Cushing, came up for multiple misuse of the telephone and internet, an ongoing issues. He has been placing log-distance calls to multiple states, and also has spent extended periods of time on the internet. You recently took a vacation, and Bill's problem continued during your absence. Although you had given the HR Director your emergency cell phone number, when you return you discover that Rita has put Cushing on admin leave without contacting you. Today you are meeting to discuss the Cushing business and you have two items on the agenda:

You must get Cushing back immediately, he is key to this quarter's results and if he is not present, you will not make your numbers.
Why were you not consulted.

- **YOUR GOAL:**
- **HOW YOU WILL GO ABOUT IT:**
- **DESIRED OUTCOME**
- **HOW WILL YOU DEAL WITH RITA'S RESISTANCE**

[You can assume that Rita is a stickler for the rules, her job is enforcing them, and she does not see why exceptions should be made. So your issue is – what to do next? Do you take it to your boss, hire a temp replacement, what? Secondly, in your present company who would senior management side with: **THE RULES OR THE RESULTS?**

