

Case Study

Susan Connolly was drumming her fingers on her desk in stress. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution.

Susan had been distribution manager for England Inc., for almost twenty years. An early clash with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston, chief HR officer of the organization had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected distribution managers in the company. Few people knew her background.

Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance, because she had the same feelings when she joined the organization twenty years ago. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew. Susan was impressed soon due to his devotion and dedication with work.

Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later.

The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge, in presence of all the employees, the clerk had mentioned that Jack was found culprit as a thief cause he was addicted of drugs and to arrange money for fulfillment of this addiction, he used to steal money, mobile phones, watches, wallets and other valuable items of gentle people. He was arrested in the allegation of pick-pocketing on the complaint of neighbors and many reputable citizens. The clerk added that what a good thing it was to give ex-convicts like Jack a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in the area around the office strongbox, which was open during working hours, earlier that same day.

Today, Susan was told by a colleague that Jack was taking about purchasing drugs from some dealer.

Most people assumed Jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and angry and said little about the petty-cash situation and drugs talking other than to deny the charges.

To her disappointment, Susan found that rethinking the story did little to solve his problem. Should she fire Jack? The evidence, of course, was purely circumstantial, and nothing was proved yet. So far everybody else seemed Jack as culprit due to his past record and current happenings. Susan feared that if she fired Jack and he was not found guilty it would be very injustice with an ex-prisoner who was trying to improve himself. But if she did not fire Jack, she would lose everyone's trust and that some people might even begin to question her own motives.

Questions

- 1) From which personality trait Jack was suffering when he was a thief and what consequences does he suffer due to this personality trait? Self orientation, carelessness, Reactive personality
- 2) Do you think other employees or Susan had perception with stereotyping for Jack? If yes, what kind of stereotyping? Please explain how. background stereotyping
- 3) Suppose, currently Susan didn't take any action and latter on Jack was proved guilty, other employees lost confidence in her and question her integrity in accusation of protecting a thief. It seems like their perceived information is very limited for Susan in case of Jack. Elaborate why? selective perception , thinking that jack has also changed like her
- 4) What would you do if you were in the situation of Susan? Justify your answer.
give some more time to jack to observe the situtation more deeply, with informal monitoring