

CASES

CASE 11.1

The Hayden Company*

The Hayden Company, headquartered in Dayton, Ohio, had numerous divisions in unrelated industries throughout the United States. These divisions for the most part were autonomous in their operations.

Guy Horton was attached to the personnel department in the headquarters office of the Hayden Company. He reported to the personnel director, Joyce Higgenson. He served in an advisory capacity and gave assistance in problems of office and laboratory personnel to the office managers in the various divisions of the firm.

These divisions did not have personnel officers as such, and all recruiting, selecting, and training were carried on through their respective office managers.

An acute problem had arisen in the Memphis division. Because of separations and expanded operations, several additional researchers would be needed within five to six weeks. The research these people would do would be in the field of farm chemistry and the application of farm products to industry.

Mr. Horton's search to find personnel to fill this need took him to several midwestern universities where he was permitted to look through alumni records and also to talk to graduating seniors who qualified. One of the schools he visited was the Rogers Institute of Technology, an institution with a high scholastic rating.

Horton sent the following report to Ms. Higgenson, relating his experiences at Rogers:

"I visited RIT yesterday morning and was permitted to interview several seniors and also to look at alumni records for candidates for the Memphis Laboratory. The students I talked to gave me a very unfavorable impression; their dress and speech could have been much better. After speaking to a number of them, I did not think it worthwhile to interview others. My next step was to seek out the alumni records, and believe me I did not get a great deal of cooperation on this. Some clerk showed me an enormous card file, and without further word he left. I leafed through this card file for a while but gave it up as a waste of time. I judged this school as being no more than a trade school, and it would be a waste of time to visit it in the future."

Discussion Questions

1. What do you make of the circumstances surrounding Guy Horton's visit to the Rogers Institute of Technology?

* All names have been disguised.

2. Is allness involved in Horton's judgment of Rogers? Any other patterns of miscommunication?
3. What advice would you offer Mr. Horton?

CASE 11.2

Aldermanic Election*

Allenshire, population 50,000, a suburb of a large city in New England, is largely Republican and predominantly Protestant. Many of its citizens are well-to-do executives and professional people. The per capita income of the suburb is well above the national average.

In an aldermanic election Martin J. Stewart, the incumbent alderman of the 3d Ward, was opposed by Ronald Green. Stewart's supporters distributed the leaflet shown in Exhibit 1 (p. 345), and Ronald Green's supporters distributed the leaflet shown in Exhibit 2 (p. 346).

Discussion Questions

1. What is the 3d Ward Young Republican Club trying to accomplish—and how?
2. What are Green's supporters trying to accomplish—and how?
3. What does this have to do with allness?
4. Are there other patterns of miscommunication involved here?

CASE 11.3

Interview with Miss Winkler*

Schuyler Dean Hoslett

This conversation takes place in the office of Mr. Zurch, director of personnel for an organization employing about 3,500 persons. Miss Winkler has been reported by her supervisors as doing unsatisfactory work; they ask that she be transferred on the basis of a list of charges outlined in a memorandum. Mr. Zurch has sent for Miss Winkler, who enters his office while he is talking to an assistant about another matter. Also present in the office at the time of the interview, but presumably not able to hear the conversation and doing other work, were Mr. Zurch's secretary, his assistant, and the recorder of the interview. Inasmuch as Miss Winkler spoke in a low tone, all of her comments were not audible to the recorder, especially as she became more emotional and finally tearful, but the conversation was substantially as follows (see p. 346):

* All names have been disguised.

* Reprinted from "Listening to the Troubled or Dissatisfied Employee," *Personnel* 23, No. 1 (1945), pp. 54–56, by permission of the American Management Association.

EXHIBIT 1

ALLENSHIRE YOUNG REPUBLICAN CLUB
COMPARE YOUR ALDERMANIC CANDIDATES
 Then—VOTE for Alderman Martin J. Stewart—April 7

Alderman Martin J. Stewart

Ronald Green

Residence

212 Grey. Homeowner.
 Allenshire resident 24 years.

609 Wilson. Homeowner.
 Allenshire resident 8 years.

Family Status

Married. 2 children, 4 grandchildren.

Married. 2 children.

Occupation

Businessman. President,
 National Office Supplies Co.

Lawyer. Partner, law firm of Green,
 Weisman, and Epstein.
 Former EPA lawyer.

Political Activities

Assistant secretary, Allenshire
 Republican Club.

Vice president, Allenshire Democratic
 Club. Active in last November's
 campaign for Levine, Democratic
 nominee for sheriff.

Local Government Experience

Alderman the past two years.
 12 years on Park District Board
 without salary. Now president.

None

Civic Activities

Deacon, First Methodist Church.
 Charter member, Northwest
 Allenshire Community Club.
 Air raid warden during the war.
 Civilian Defense Chairman for
 Allenshire during the war.

Member, Temple Beth Israel.
 "Active participant in
 community and charitable
 activities."

Endorsements

Allenshire Young Republican Club.
 Allenshire Women's Republican Club.
 3d Ward Young Republican Club.
 3d Ward Women's Republican Club.
 Service as alderman rated very highly
 in poll of fellow aldermen and city
 department heads.
 3d Ward Residents for Stewart.

Allenshire Democratic Club.
 3d Ward Independent Citizens for
 Green.
 Committee of 100 Nonpartisan
 3d Ward Neighbors.

3d Ward Young Republican Club

EXHIBIT 2

*Biographical Sketch**of**RONALD GREEN**Candidate for ALDERMAN—3D WARD**Allenshire**Election: April 7**Born:* [Nearby city], 1954*Married:* One son, seven years old; one daughter, six months old.*Residence:* 609 Wilson Avenue, Allenshire (own home). Allenshire resident 8 years.*Education:* [Local university], 1976, School of Law, 1978 (Scholarship student—top student in class).*Community and charitable activities:*

Participated in community activities such as factory zoning problem in south end of ward, Northwest Allenshire transportation problem, and represented community (without fee) in litigation concerning the Jackson School corner—gasoline station zoning problem. Member of several Allenshire civic, social, and religious organizations; lecturer on municipal, governmental, and legal problems; member, participant, and attorney for charitable organizations.

Experienced educator:

Member of faculty [local university, School of Law] since 1987. Presently serving as a member of that faculty.

Governmental experience:

Formerly Assistant Regional Attorney, U.S. Government Agencies (four New England states).

Professional experience:

Practicing attorney since 1978. Admitted to practice before state and federal courts, U.S. Court of Appeals, and U.S. Supreme Court.

Professional associations:

Member, Allenshire Bar Association; State Bar Association; Federal Bar Association; [list of national and honorary legal fraternities].

W: Did you send for me, Mr. Zurch?

Z: Yes, I did; I'll be with you in just a minute. (*Mr. Zurch continues to talk to his assistant for seven minutes. During this time there is considerable confusion in the office, with the telephone ringing*

often, and with Mr. Zurch becoming more and more concerned over some matter about which he talks loudly, interspersing his rather definite comments with considerable swearing. This, it may be noted, is his usual manner under stress. Mr. Zurch continues:) Now, look, Miss Winkler (takes several minutes to look over her file and to talk to his assistant about another matter), you remember we talked together in March and at that time B Division was not satisfied, and since then you have been with Mr. Newton, and he was not altogether satisfied.

W: He didn't tell me anything like that. (*Speaks in a low, courteous voice.*) He told me after I left that he wanted me back. . . .

Z: Now you have been in C Division and there is a report on your work there. Now Miss Winkler, we take each employee and try to fit her in where she can do the best job. We realize that people sometimes can't get along because of the supervisor, or fellow employees, and we try to make adjustments. (*This comment is given in Mr. Zurch's usual direct and belligerent manner.*) Now you have been in a number of positions. How many have you occupied?

W (*after thinking a moment*): Four or five.

Z: Do you agree with the comments made in this report? (*Quotes from report before him on the desk.*) "Shows little interest in work and says she doesn't care for filing."

W: (*Miss Winkler's voice is growing husky now, and her response is almost inaudible, but she explains that she doesn't like filing and that she wasn't hired to do that kind of work. She was to be a stenographer.*)

Z: We don't have the work always to everyone's satisfaction.

W: But I wasn't told that was what the job would be.

Z: But we can't give everyone a job he wants. . . . (*Interview has turned into something of an argument at this point; Mr. Zurch presents next charge.*) "Deliberately slows down on the job."

W: No, I do not. (*Miss Winkler seems quite incensed at this charge.*)

Z: "Uses business hours to write letters."

W: I did that once.

Z: "Doesn't keep up to date with her work."

W: They put in a new system up there, and the supervisor asked me to help with it, and I said I would. But I couldn't keep up to date on my own work and do that too. The supervisor asked me to do this at the same time that I had more than enough work of my own to do. (*Though deeply disturbed at these charges, Miss Winkler's responses are direct; by this time, however, she is on the verge of tears.*)

Z: "Leaves 15 minutes before 12 and returns 20 to 25 minutes late."

W: If I went before 12, I returned earlier.

Z: "Uses rest room facilities on second floor instead of third as required by the rules."

W: They were dirty on the third floor.

Z: We can't be in those rooms every minute of the day. When I went in there (*apparently at an earlier complaint*), it wasn't dirty—only a few papers thrown around. It wasn't like any bathroom at home, but it wasn't dirty.

W: I have seen it at times when you couldn't use it.

Z: Why didn't you report it?

W: I did—But that's a petty thing (*i.e., the complaint*).

Z: Yes, but it means five to ten minutes more away from your desk. Listen, Miss Winkler, I think the supervisor doesn't have an ax to grind; maybe all of these things aren't true, but a certain amount is.

W: I did the work I was told to do, but some had to be left over. They expected me to get the mail out, and certain work had to be left.

Z: That's right, but there are those times when you were away from your work. (*Mr. Zurch explains the limitations on the number of persons the organization may hire; that each girl must do her work, or the organization will get behind.*)

W: I still think the charges aren't fair.

Z: Well, tell me, are there any differences between you and Jones (*her immediate supervisor*)?

W: I'd rather not say.

Z: Don't you get along?

W: Oh, sometimes.

Z: Please tell me the story. . . . (*When it is apparent that there will be no response*) Did you go over this with Miss Counce (*the counselor*)?

W: (*Miss Winkler replies that she did, but by this time she is crying softly, and the exact words were not heard.*)

Z: We have a reputation of being fair. We try to analyze every factor in a report of this kind. . . . You have been here two years, long enough to know the whole story. . . . Do you think you aren't in the right job?

W: I want to leave the job.

Z (*in a milder tone*): Now that's not the right attitude. We won't get anywhere that way. Has Mr. Achen (*a higher supervisor*) ever talked to you?

W: Not once.

Z: Has the principal clerk of the department talked to you about it?

W: Yes, once. (*Two sentences not heard.*)

Z: Do you think your work too heavy?

W: I can keep it cleaned up at times, but not all the time. There are days when with dictation, etc., I can't.

Z: Well, why don't we have the job analyzed on a week's basis and see if there is too much for one person.

W: A week wouldn't be right; once I was behind for three weeks.

Z: Honestly, haven't you taken extra time off?

W: No, absolutely not. I've noticed other girls going out when they weren't supposed to, though.

Z: Are you getting along with other employees?

W: Yes.

Z: Well, I'll tell you, you go back upstairs after you get set (*i.e., after she has made repairs on her face because of the crying*). Do you have any other comment to make?

W: I feel he (*supervisor*) has been very unfair about my slowing down on my work.

Z: All right, OK, now you stay down until, let's see, it's 3:30 now, until 3:45. I'll call them to expect you at 3:45.

Mr. Zurch's comment after the interview: "This girl comes from a good family and environment and apparently feels that she has a better head than the other workers. Our problem is to get her adjusted. I disagree with this report that she purposely slowed down on the job. The fact that she didn't like filing is nothing against her; we have that trouble all the time. But there is no question that she takes time off. I think 50–60 percent of the charges are correct and the rest is put on for a good story. We'll find that the supervisor hasn't talked to her correctly. She would be a better employee under a girl who could handle her or a smart-looking man. You noted that she was especially indignant at charges of slowing down, but not so indignant on spending extra time out."

Mr. Zurch calls the immediate supervisor and the next higher supervisor into his office to discuss the situation.

Z: What is it all about, this Winkler case?

Mr. Achen: Her attitude is wrong. She wants to be a stenographer, and she was hired as a clerk-typist, and there isn't a 100 percent steno job up there. We give her some dictation, but can't give her full time. She doesn't want to do filing.

Jones: She gets behind. (*Telephone call interrupts.*)

Mr. Achen: She said to someone, "I'll let this filing pile up and just see what happens." I think for the good of the department she should be transferred. (*Another telephone call interrupts.*)

Z: But we can't transfer her all the time.

Mr. Achen: We spoke to her about the rest rooms, but she disregards the rules. We have given her a fair chance.

Z: OK, thanks a lot. (*Apparently the decision is to transfer Miss Winkler to another department. Mr. Zurch goes off to a meeting.*)

Discussion Questions

1. Why did Zurch call in Miss Winkler?
2. What do you think of his approach?

3. Why did he level the charges one after the other without developing Miss Win-
kler's replies—possibly without listening to her?
4. What did Zurch learn from this interview?
5. What did you think of the manner in which the problem was resolved?

CASE 11.4

The Kiss and the Slap*

In a railroad compartment, an American grandmother with her young and attractive granddaughter, a Romanian officer, and a Nazi officer were the only occupants. The train was passing through a dark tunnel, and all that was heard was a loud kiss and a vigorous slap. After the train emerged from the tunnel, nobody spoke, but the grandmother was saying to herself, "What a fine girl I have raised. She will take care of herself. I am proud of her." The granddaughter was saying to herself, "Well, grandmother is old enough not to mind a little kiss. Besides, the fellows are nice. I am surprised what a hard wallop grandmother has." The Nazi officer was meditating, "How clever those Romanians are! They steal a kiss and have the other fellow slapped." The Romanian officer was chuckling to himself, "How smart I am! I kissed my own hand and slapped the Nazi."

Discussion Questions

1. What does this story have to do with allness?
2. Why did the grandmother, granddaughter, and the Nazi officer perceive the situation so differently?
3. Could this case be analyzed in terms of other patterns of miscommunication?

CASE 11.5

Mickey Mouse in Gray Flannels

*Gerry Friedman**

I was a sales engineer for XYZ, Inc.—specifically, the New York City district sales office. Morale under our sales manager, Mr. Utley, was high. Apparently top management regarded him highly too, and promoted him to Product and Sales Service Manager and assigned him to the Chicago Divisional H.Q.

The following incidents concern the *new* NYC sales manager. They will be presented in two parts: (1) the description of the incident and (2)

* Alfred Korzybski, "The Role of Language in the Perceptual Processes," *Perception: An Approach to Personality*, eds. Robert R. Blake and Glenn V. Ramsey. Copyright 1951, The Ronald Press Co. Reprinted by permission.

* Gerry Friedman, 32, is a sales engineer in a midwestern city. He prepared this case for a course in organizational behavior that he took in conjunction with an evening MBA program. All names, including the author's, are disguised.

my interpretation of it. At the end of the case is an organization chart of the XYZ Corporation. (See Exhibit 1 on p. 357.)

Christmas Party

The Eastern Division had a Christmas party. Utleý's promotion had been announced, but he was not to depart until his successor had been selected and oriented.

NYC salesman Gant remarked to the Regional Sales Manager, Heinze, "I hope you're not planning on promoting Kenton. If so, over half of the NYC sales staff will leave!" Heinze angrily replied, "Who the hell do you think you are to tell me who I can or can't promote!"

In early January, Heinze announced the promotion of Kenton to NYC District Sales Manager in spite of his Washington office performing under 75 percent of quota two years in a row.

Interpretation. (Opinions stated in these interpretations are my inferences and are not presented as fact.)

Kenton was disliked by most of the NYC sales personnel. His business activities were unpalatable to most of us. He appeared more interested in selling his bosses than in selling his customers and us.

Gant's Christmas party prediction was not a guess. His opinion was firmly based on discussions we had among ourselves about potential new managers to take Utleý's place.

Toll Receipts

Shortly after Kenton arrived, he began the policy of including toll receipts with our expense reports. Tolls varied from 25 cents to 75 cents each. The date and time of day were stamped on most of these receipts.

Interpretation. This policy was not consistent with Kenton's advice that we make effective use of our time. The toll areas had automatic and manual toll booths. Only the manned booths gave receipts. It was common for us to wait from 15 seconds to over a minute for a manned booth, when we could have driven through an automatic booth in a few seconds. There are many toll areas in the NYC area (including New Jersey and Connecticut). At the end of a week it was common for me to accumulate 20 or more toll receipts. These receipts had to be stapled in chronological order. The total reimbursement on 20 toll receipts may be \$5 to \$8. The time required to handle these receipts was worth more than \$10.

The only logical reason I see for his change of policy is that the dates and time of the day stamped on the receipts were a handy check so that Kenton could verify that his people were actually in the field.

Restaurant Receipts

It had always been the custom to obtain receipts for lunch and other entertainment when accompanied by a customer. If the receipts were included with the expense report, the salesperson would be reimbursed for the expense. One of our secretaries informed some of us that she overheard Kenton calling restaurants to verify that the receipts were not forged.

Interpretation. Our secretaries were also displeased with Kenton. They would relay information when they thought it would be useful to us.

So far he had given us two messages—he didn't trust us, and it would be better to impress him and other XYZ personnel than to impress customers. So we started writing neater reports; we became more exact and effective at writing letters of which Kenton received a copy; we would not turn in toll receipts if the stamped times were not in our best interests. Because he didn't trust us, we began to follow his prophecy of us. For example, two salespeople would have a long lunch and turn in a receipt claiming that a customer had been along. I don't think he ever called customers to verify if they had been to lunch as claimed on the receipts.

Utley and Kenton had been in sales together in the NYC office several years ago. On a visit to New York, Utley told us that Kenton was a goof-off and apple-polisher at that time. He warned us that Kenton could not be trusted and that he would "poison his mother if it paid enough." Corporation management never seemed to ask employees for their opinion of their boss or fellow workers, so Kenton's unsavory characteristics were apparently unknown to his bosses.

Sales-Stimulation Program

We had a sales meeting each Monday. It began about 5 P.M. and ended anywhere between 7 P.M. and midnight. The corporation had a sales stimulation program which consisted of literature and cassette tapes sent to each of our homes—about one tape each month. Kenton played these tapes at the sales meetings.

Interpretation. He clearly distrusted us and thought we would play these tapes on our own.

Cards and Beer

When Utley was manager, we would play cards and have a few beers at the office after the sales meetings. This practice stopped immediately after Kenton became manager. He would not allow card playing or drinking on company premises.

Interpretation. Kenton drank and gambled so his reason was not that he disapproved of these activities. I feel he feared reaction from his superiors if they learned of the activities.

These Monday night card games were replaced with a bull session by the salesmen at a local pub. The conversation inevitably led to the poor working conditions under Kenton. Morale was very low. We exchanged new job leads.

Utley respected our right to enjoy a card game and a few beers in the office. This increased our morale. His attitude was, "Let's work hard, but take time out for play, too." I interpreted Kenton's attitude as, "Let's work hard, and don't take time out for play."

The Heinzes' Cocktail Party

Mrs. Heinze sent invitations to each of us in sales and to each of our spouses to attend a cocktail party at the Heinzes'. The sales staff was delighted. This would be an opportunity to become acquainted with Kenton and Heinz and their wives on a social basis. The party was very disappointing. When Kenton talked individually and privately with each of our spouses, he was trying to find weaknesses in our selling habits, such as the amount of work done in the evening at home, arising time in the morning, and time spent at home during normal customer contact hours. He tried to encourage each spouse to interact with his or her mate in the best interests of the company.

Interpretation. I believe that Kenton read a book once that stressed the commitment of employees' spouses to company goals, but he apparently didn't learn how to apply the rules.

Shortly after this party, we—and our spouses—had another gathering and compared notes. It was apparent that Kenton's brainwashing attempt had backfired.

Meet the Veep

Several members of our top management were traveling to NYC for a trade show. Late Friday afternoon preceding the show, Kenton, who was out of town, phoned our office, leaving a message with one of the secretaries. Each of us was to meet one or more of the executives at the airport, escort them to their hotels, and have dinner or refreshments with them if they so desired.

I was to meet our vice president of research and development on Sunday at 11:00 P.M. at Kennedy Airport. This was the first and only information I had received on these plans. I explained to the secretary that I would be unable to comply.

At 2:00 P.M. on the Sunday afternoon preceding the show, we had a meeting at the Coliseum to learn the corporation plans for the coming week at the show. After the meeting was over, at 8:00 P.M., I explained personally to Kenton why I would be unable to meet the vice president.

He exclaimed that this was the first he had heard of it. Our secretary had not given him my message, nor had he asked her for any return messages. He expected his orders (even through our secretary) to be obeyed.

He had been in Washington, D.C. on business, and said that I should have contacted him there. I explained that the cost for a phone call to Washington would be more than a cab ride from the airport, and that my judgment indicated that no action was necessary.

He criticized my poor business judgment and said he would say more about this at a more convenient time for him. My reason for being unable to meet the VP that Sunday evening (even without alternate plans, I would have refused under the circumstances) was a meeting at our church in Hackensack, N.J. Even this was no justification to Kenton.

He coerced Wallace into meeting the VP. This, by the way, caused hard feelings toward me by Wallace, as he blamed me for his plight.

Interpretation. Kenton apparently felt that we had no alternative but to follow his orders. His method of handling people typically had an adverse effect on those people. He felt that all of us were on duty 24 hours a day, and that we should drop all personal plans to work for him.

Kenton thought this was a good way for him to impress the home office. He expected top management to react something like this: "Wow, personalized taxi and guide service by one of Kenton's salespeople. Kenton must be a real good manager. He is very promotable. He will be the youngest vice president in XYZ history."

When I find that my boss expects me to devote five extra hours on a Sunday night so that he may gain a small favor in a VP's eyes, I'll refuse every time, regardless of any prearranged plans.

Kenton Writes His Own Fan Letter

Kenton prepared a typed letter and addressed it to Mr. Stein, our vice president of marketing, and gave it to salesman Stone and told him to sign it.

This letter to Stein complimented Kenton on a recent business transaction at one of Stone's accounts. Kenton's intent was to have Stein believe that Stone had written the letter himself. Stone did not agree with the contents of the letter; therefore, he did not sign it. Consequently, the letter was not sent as Kenton had intended.

Interpretation. When Stone told me this, I could hardly believe him until he showed me the letter. I felt Kenton must be psychologically unsound. We felt he was definitely going overboard in trying to sell himself.

Gant's Territory Offered

Kenton took me to dinner one evening. I was shocked when I learned the reason for this dinner. He explained that Gant was doing an ineffective job and that he would have to let him go. Kenton was assigning me to Gant's territory. This would be a promotion for me since Gant's territory included the most important customer in our district. Gant was unaware that he was going to be fired. Kenton was unaware that both Gant and I were actively seeking employment elsewhere. Among the salesmen in our office, Gant was my closest friend.

Interpretation. Gant had been with XYZ for over five years and had an excellent sales record working for Utley in the NYC office and previously in the Albany office.

During my sales training three years earlier, I spent one week in the Albany office and made several sales calls with Gant. My personal opinion then and now is that he is an above-average salesman.

Gant's Christmas party remark had doomed him to early dismissal. True, Gant was not as effective working for Kenton as for Utley, but neither was I nor any of the other NYC sales staff.

Kenton had been able to work up a case against Gant so that he could be fired. But most of the rest of us could have been fired if Kenton had wanted to build a case against us.

I felt very uncomfortable when I knew about Gant's dismissal before he did.

No More Goof-Offs

At our dinner, Kenton said, "The NYC office has always been a bunch of goof-offs. I'm going to tighten the reins on these people."

Interpretation. This comment was a duplicate of Heinze's attitude. It appeared that Kenton was able to alter his behavioral pattern to match that of his boss. But an alternate theory is that his behavioral pattern was developed prior to working for Heinze. The question here is, What came first—his behavioral pattern or his boss?

This goof-off characterization is an overgeneralization. Heinze observed occasions when the NYC salespeople played hard. Apparently he was not aware of our work hard attitude during business hours.

Heinze did not completely approve of Utley as he was not molded in Heinze's image. It is my opinion that Heinze wanted Utley promoted out of his region.¹

¹ Utley's promotion did not bring him up to Heinze's status on the organization chart.

The Youngest VP

Kenton also said: "I'm going to be the youngest vice president in the history of XYZ."

Interpretation. Kenton was quite a thin man with a pretty face and wavy hair. He had about three years of college, but had not graduated. At 33, he had 12 years' experience with XYZ. Part of his success was due to the rapid growth of XYZ and part to political maneuvering.

The above points suggest why he had so much drive to succeed. He wanted to impress his brother, possibly by passing him on the organizational ladder. Perhaps, during his childhood, he was not successful in sports or in winning friends, and was known as a sissy. This early consideration by others may explain his almost totally dictatorial attitude and almost complete disregard for others' feelings. He did not intend to let anything stand in his way.

Exodus

Within one year of Kenton's promotion, Fox and Stone quit and joined competitive companies. Gant and Smith were fired. (Smith was newly hired to handle my territory in New Jersey.) They joined a competitor. Raymond and I both quit and moved to an unrelated industry.

Rath stayed because she felt she had a good chance to receive a promotion to district manager of a small office soon. Bolling looked for other work.

Wallace resigned (she had 12 years' experience with XYZ and was considered an excellent salesperson by top management). Stein, the F Division VP for marketing, finally intervened and persuaded Wallace to retract her resignation.

Gant's Christmas party prediction came true. Out of the eight original salespeople in the office, five had left, and the remaining three were unhappy with their jobs. In addition, the first person Kenton had hired was asked to leave within six months.

Interpretation. As each of us left, we hoped someone from the home office would investigate, but nothing was done until Wallace resigned. I don't know what was disclosed during her discussion with Stein. Kenton is still NYC Manager, and Heinze is still Eastern Regional Manager.

Summing Up

I believe Kenton's contribution to XYZ profit, since he became NYC District Manager, was insufficient, even negative.

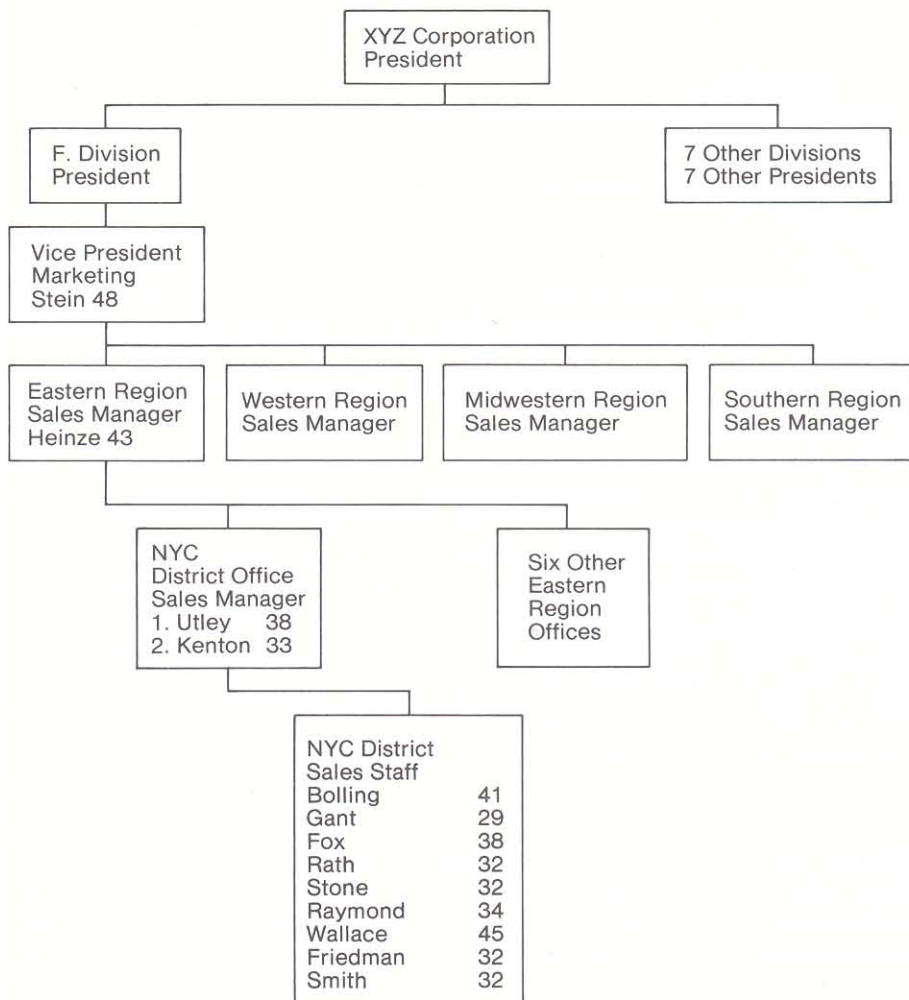
Four people were trained by XYZ, and this training expense is now benefiting competition. Everyone who was hired to replace us was given extensive and expensive training.

The most important account in the NYC area had four different people calling on it within one six-month period, resulting in some lost business and image.

What counts at XYZ is not how one does the job, but how his or her superiors *believe* he or she is doing the job.

EXHIBIT 1

Organization Chart for the XYZ Corporation



Discussion Questions

1. Why did Gerry write this case?
2. What is fact—and what is tint in this case?
3. What is the relevance of the self-image concept to this case?
4. Draw Johari Grids for some of the relationships in this case.
5. Suppose that Heinze acquires a copy of this case and confronts Kenton with it; how would Kenton respond?
6. What does this case have to do with allness?