

To be completed prior to Wednesday's class.

Please read the case below prior to class and jot down responses to each of the questions found at the bottom of the case. We will spend time discussing the case during Wednesday's session.

Joanne is a branch manager who is responsible for the supervision of eight employees. One of her employees, Don, has worked at the bank as a teller for three years. Joanne knows that Don has had a difficult year in his personal life. He has been open with her about the problems at home, especially as it began to affect his work at the bank. For the first time since he started with the bank, his performance has been below expectations.

The annual performance review is scheduled for next week. Joanne is doing her initial preparation for the meeting with Don. Among other things, she needs to fill out the company-mandated performance evaluation form. It includes eleven questions about Don's performance this year. In each of his first two years, Don received "above average" ratings for more than 80% of the items on the form.

Joanne is confident that Don's performance will be better in the coming year as he moves beyond his recent personal problems.

- 1) What category or categories of right vs right dilemmas are most relevant to this case? Explain your answer.
- 2) What specific values should guide Joanne's decision about how to complete this performance review? Please list three or four words or phrases.
- 3) What do you think Joanne should do in this situation? Please list specific actions you believe are most appropriate.
- 4) What do you believe you would do if you faced this dilemma?