

## Part 1 Scenarios

### 1. Keeshan Parekh

Keeshan Parekh worked as an IT manager for a small accounting firm. The company had recently bought new computers for its nearly 40 employees and needed to dispose of the old computers because confidential financial information and employees' personal information were stored on the hard drives. Since the company was small, Keeshan and his one other IT staff member, Russell Bedford, typically handled all matters related to procurement, maintenance, and disposal of all company computer systems. Normally, he and Russell would go out behind the building, physically destroy the computers' hard drives, and then throw all the equipment into the dumpster for removal.

Recently, however, Keeshan had been told by the company president that they need to be more environmentally responsible and that all electronics should be recycled instead. Russell offered to take the machines to the local recycling center for proper disposal, but Keeshan said he would handle it himself.

Instead of driving the computers to the recycling center, however, Keeshan took the computers home in his truck one night after work and stored them in his garage. Over the next several months, he replaced the hard drives of all the computers and sold them online and to other local small businesses for \$250 each, earning him close to \$10,000.

For this scenario, you will examine the behaviors of Keeshan Parekh, IT manager.

### 2. Alisha Anderson, Corinne Maddox, and the HR Executive

A new CEO, Alisha Anderson, met with her leadership team to emphasize the importance of trust within their positions and to reiterate the need for the team to demonstrate trust throughout the company. She did this because employee morale had been quite low for some time due to a lack of trust in leadership and the staff feeling unsupported. After recent layoffs and the changing of CEOs, however, morale had hit an all-time low.

After the meeting, Alisha also met privately with Corinne Maddox, who is an employee working under one of Alisha's direct reports, an executive team member named Erwin Patel. Alisha and Corinne had a full discussion about moving Corinne into an office with a window, a privilege typically reserved for employees at the executive director level and above. After the meeting, Corinne went directly to HR to tell them that the CEO had approved her transition into a window office and HR needed to handle the move.

The HR executive went immediately to Erwin and asked him if he knew about the move and if he had authorized it. Erwin hadn't heard anything about it, but he disclosed to the HR executive that he had recently been told by another member of the team that Alisha

and Corinne seemed to be meeting alone in Alisha's office a lot lately. This same team member shared that she overheard Corinne having a hushed conversation in the break room during which she was bragging to another coworker about how she was going to "take full advantage of the dirt" she had on Alisha for as long as she could. This team member had expressed concerns to Erwin that Corinne was getting special treatment because of whatever secrets she knew about the CEO's personal life. When the HR executive addressed Alisha, she said, "Look, I authorized it, so there is no need to discuss anything further!" The HR executive and Erwin were concerned, but they weren't sure there was anything they could do.

For this scenario, you will examine the behaviors of Alisha Anderson, CEO; Corinne Maddox, the employee; and the HR executive.

### **3. Christine Jensen, Deborah Kirkland, and Daniel Alvarado**

One evening after work, the management team for a software development company attended an off-site dinner meeting with one of its vendors at a restaurant in a local hotel. After dinner, the software development team's Executive Director, Christine Jensen, looked at her phone, grabbed her purse, and excused herself from the table, saying that she needed to go home. A short time later, Daniel Alvarado, one of the vendor's sales team members, said he also had to leave and headed toward the hotel lobby. Because people were laughing and drinking at the table, most of the group didn't notice that neither Christine nor Daniel had actually left the hotel. One of the software development team members, Deborah Kirkland, had a direct line of sight to the hotel elevators, and she saw Christine enter an elevator going to the hotel's guest room floors rather than exiting the main lobby doors to her car parked outside. After witnessing this, Deborah paid attention to where other meeting attendees went when they left the gathering. Everyone else went out the front door of the hotel, except Daniel. He, too, got into an elevator to the hotel's guest room floors.

A few people from the group lingered at the hotel bar for a few more hours. At 1:00 am, there were three people left: two from the software development company (including Deborah) and one from the vendor. As the small group began to disband, they made their way into the hotel lobby to say their good-byes. At that moment, the hotel elevator door opened, and Christine and Daniel walked out arm in arm. Neither of them noticed their colleagues standing in the lobby as they walked through the hotel's front doors, kissed passionately, and then parted ways to walk to their respective cars. The dinner attendees standing in the hotel lobby looked at each other in shock and quickly said goodnight, not quite knowing how to react to what they had just seen.

The next morning, Deborah approached Christine about the incident and expressed concerns about what the group had witnessed. Deborah felt uncomfortable bringing it up because she reported to Christine, but she also knew that this vendor was one of a handful of companies that were bidding on a huge contract. Deborah knew that another vendor might be the better choice, but she worried that this relationship could impact this project for her company. Christine told Deborah not to worry about any of that and

said that although she would not stop seeing Daniel, she would try to make the relationship less noticeable in the future. Deborah was conflicted, but she didn't raise the issue again. A few weeks later, Daniel's company got the contract.

For this scenario, you will examine the behaviors of Christine Jensen, Executive Director; Deborah Kirkland; and Daniel Alvarado.