

## A Good Team Player Teaching Notes

### *What Are the Relevant Facts?*

1. Kristin, an experienced manager on the move, has just assumed leadership of the accounts payable section of a major industrial firm.
2. Steven, dissatisfied with what he senses are political machinations that have influenced managerial decision making within his firm, suggests that things would be better in the section if the political “bullshit” could be stopped.
3. Kristin uses the power of her new position to try to get Steven to give her the names of those in his section who are not good team players.

### *What Are the Ethical Issues?*

1. Should Steven give Kristin the names of those he suspects have pursued their personal interests on the job to save his skin, despite the fact that they are only his suspicions?
2. Should Steven agree to be an ongoing informant for his new boss?
3. On what grounds are Kristin’s demands of Steven justifiable? How should these influence Steven’s actions?

### *Who Are the Primary Stakeholders?*

- Steven
- Kristin
- Steven’s and Kristin’s fellow employees
- Stockholders of the company

### *What Are the Possible Alternatives?*

1. Tell Kristin that his statement at the reception was an emotional outburst he now regrets.

2. Accede to one or both of Kristin’s demands.
3. Refuse to go along with either of her demands.
4. Request time to consider options.

### *What Are the Ethics of the Alternatives?*

1. What are the short- and long-term costs and benefits of each alternative for Steven and each of the other stakeholders?
2. How should Steven weigh the risks to his own career of not complying with Kristin’s demands against the personal and organizational implications of what he is being asked to do?
3. How might questions from the “justice” model of ethical behavior add to your perspective on the case?
4. Which alternative is most “just” to all parties involved?

### *What Are the Practical Constraints?*

1. Time pressure--unless Kristin will allow additional time to consider alternatives.
2. Organizational and legal limitations (if any) on Kristin’s ability to make such demands.

### *What Actions Should Be Taken?*

1. How should Steven respond? Why? What assumptions form the basis for your decision?
2. What would you do if you found yourself in a similar position at your job? Is your answer different from that you gave for Steven above? If so, why?