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Case Study

Adapted from Johnson, C. (2016)

Cassandra works for a large privately-owned counseling organization in the southwestern United States. It is her first job after completing her master's degree and earning her C.R.C. Cassandra's performance reviews are outstanding. After seeing how skilled she was at developing relationships and serving on hiring committees, Cassandra was put in charge of supporting the Human Resources team with the development of a new minority hiring initiative. In just one year, she developed an internship program called Minority Advance by partnering with her alma mater and other local universities. Under the program, students of color receive a stipend for completing their internship with the organization their senior year. If their performance is outstanding, they have the opportunity to work at the organization permanently after graduation. Initial results are very encouraging. The percentage of minority hires is steadily increasing. The success of Minority Advance attracted the attention of the local news outlet, which was doing a feature on diversity initiatives in the helping professions. That's when the trouble began. While Cassandra was on vacation, a reporter showed up and interviewed her supervisor. Cassandra's supervisor, Joan described Minority Advance as her own brainchild and took credit for the program's success. When the article came out, it spoke in glowing terms of the program, citing it as a model workplace diversity effort. Cassandra was not mentioned once in the article. Furious at seeing her ideas and hard work "stolen" by her director, Cassandra arranged to meet with her supervisor.

- What should Cassandra say to her director about this breach of trust?
- How should the supervisor respond?

Mackey, J. (2013). The qualities of conscious leaders – chapter 13, *Conscious capitalism: liberating the heroic spirit of business*.

Johnson, C. (2016). *Organizational Ethics: A Practical Approach*. Sage Publications. Thousand Oaks: California.