

THE RIGHT RESULTS THE RIGHT WAY



BOOKING HOLDINGS

Being Comfortable
with Discomfort

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Being Comfortable with Discomfort

Steve hands you copies of the Facebook pages of Larry, one of Steve's co-workers. Apparently, Larry is a member of the "Blue Eyes are Evil Society." This group advocates persecution of people with blue eyes and shunning them from society. Larry regularly posts messages advocating the group's goals, and he posts profane rants in reply to people who criticize the group.

Steve is outraged that the company employs people who espouse such views. He demands that the company fire Larry.

What can you do in a situation like this?

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Being Comfortable with Discomfort

Isabella comes to your office. She would like to make a complaint about her manager's unprofessional behavior during department meetings. However, she fears retaliation for making a complaint, and she does not trust the company's investigation process.

Isabella is willing to make a complaint and identify herself to you. However, she wants you to guarantee that no one will learn she made the complaint as you conduct your inquiries.

How should you respond to Isabella?

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Being Comfortable with Discomfort

Michelle is under investigation for allegedly violating the company's gifts and entertainment policy. The day before her scheduled interview, you receive an email from Manuel, Michelle's lawyer.

Manuel informs you that he represents Michelle in the investigation. He wants to attend Michelle's interview.

How do you respond to Manuel?

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Being Comfortable with Discomfort

You are investigating a department with systemic problems of unfair management favoritism and expense-account padding. The department seems totally dysfunctional, so you decide to interview multiple colleagues.

You are about to interview Sophie. There is no information so far that substantiates any misconduct by Sophie. When you meet her, she appears scared to death at the thought of being interviewed. She asks you: "Am I in trouble?"

How do you respond to Sophie?

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Being Comfortable with Discomfort

You are investigating Lucas for allegedly harassing Melanie, one of his co-workers. Melanie made the complaint, and you have already interviewed her to learn more details.

You are now interviewing Lucas. You do not tell him Melanie made the complaint. Lucas, however, says he knows Melanie reported him. He says that Melanie is a pathological liar who is always looking to make trouble. Lucas tells you to disregard anything Melanie has told you.

How does this affect your investigation's fact-finding?

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Being Comfortable with Discomfort

You are interviewing Anna, the subject of your investigation. Anna has allegedly colluded with a company vendor to submit fraudulent invoices. Anna responds to each of your questions with deflections and irrelevant, non-responsive information.

The allegation is serious and has bigger implications for the company than just whether Anna should be fired. You need detailed responses and admissions from Anna.

How do you obtain those responses and admissions?

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Being Comfortable with Discomfort

You receive a complaint from Mary against Ted, a manager in Accounts Payable. Mary is one of Ted's direct reports. Mary alleges that Ted plays favorites, uses profanity and can be vindictive. You interview Mary, and she repeats these allegations.

You then interview Gary, one of Mary's co-workers. Gary's information persuades you that Mary's allegations are meritless. At worst, Ted needs some informal coaching. You would like to close the file without interviewing Ted because you are concerned that Ted will hold a grudge against Mary for making the complaint.

What should you do?

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Being Comfortable with Discomfort

You receive an anonymous hotline complaint about Alexis, a senior member of the Procurement Department. The reporter states that Alexis now drives an expensive car. The reporter considers it unlikely that Alexis can afford such a car on his salary. The reporter believes Alexis may be taking kickbacks from company vendors.

Despite your efforts, the reporter never follows up on the complaint, so you cannot get any additional information from this person.

What should you do with the hotline complaint now?

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Being Comfortable with Discomfort

Craig works in the Marketing Department. He made a complaint against Kim, his manager, alleging that Kim has now decided to eliminate his position because he reported her to HR two months ago.

You know that the company has considered outsourcing Craig's function for some time. The decision was most likely made by executive management, not Kim. You think that telling Kim these facts may resolve the complaint.

Should you tell Kim what you know?

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Being Comfortable with Discomfort

Hans is under investigation for allegedly violating the company's conflict of interest policy. Hans comes to your office at the scheduled time for his interview.

Hans tells you that he trusts neither you nor the company to conduct a fair investigation. He places his iPhone on the table and tells you he intends to record the interview to protect his rights.

Can Hans do this?

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Being Comfortable with Discomfort

Romeo and Juliet are co-workers in the Finance Department. Last week, they attended off-site training in another city. Juliet complains to you that Romeo constantly flirted with her and made unwanted romantic overtures. If true, this would violate company policy.

You just interviewed Romeo. He denied any improper conduct. He described each of their interactions on the trip. They seem to be typical workplace behavior.

Now you are not sure which of them to believe.

Can you resolve this "he said / she said" situation?

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Being Comfortable with Discomfort

You are investigating Simone for falsifying her expense reports. In her interview, she quickly concludes that you know the true facts and can substantiate her misconduct.

Simone starts to cry. She admits her actions to you. She explains that she needed the money because she is going through a bitter divorce and her lawyer bills have left her virtually penniless.

She asks you: "What is going to happen to me now?"

How do you respond to Simone?

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Being Comfortable with Discomfort

Your investigation has already gathered significant proof that Cathy has likely stolen company property. However, your fact-finding is not complete.

Senior management is outraged. They want you to report the matter to the police right away and see that Cathy is prosecuted.

How should you respond to them?

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