

What are the different perceptions apparent in the following incident?



Can you explain them?

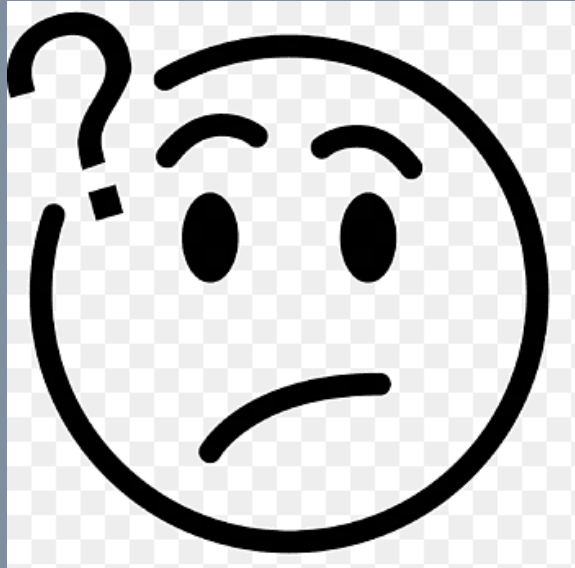


Janet Clesca is the CEO of Clesca Inc. She comes from Chicago and has recently decided to move to France to manage her European division. The company has flexi-time for most days of the week except Monday where all Junior and Middle Managers have to be in the company to attend the 8:30 meeting. Janet has decided that Assistants should attend these meetings too.

Anne-Marie Ancelot has been an Assistant for the past five years. She is a hard-working and reliable employee. She explains to Janet that she cannot come before 9:30 as she has recently lost her husband and has 3 young children to take to school. The school only opens at 8:20 and she was unable to find someone to bring the children to school just one morning a week.

Janet explains that a rule is a rule and she cannot make exceptions for individual cases and that she is sorry to hear of Anne-Marie's difficulties





- A month later Janet goes to head office in Chicago for a meeting and says she cannot understand why her French personnel is so demotivated and unfriendly.



- Analyse the situation.
- What are the real issues here?
- How could you solve this issue?

What do you think  
could have / should have  
happened?