

The Trusted Leader: Betrayal Scenarios

Betrayal Scenario #1

Sally, a Chief Advancement Officer, delegated a project to three members of her department. Two weeks after delegating the project, she became so nervous about the project not getting done properly, that she decided to just do the project herself. So, she did the project herself, but did not inform the employees that she was doing the project herself.

Betrayal Scenario #2

Paul, a very detailed-oriented Director of Development who needs a great deal of information before he makes a decision, delegated the writing of a report to Ben on Tuesday. On Wednesday morning, Paul emailed Ben and asked for a status of what Ben had accomplished so far on the report. Ben complied. Wednesday afternoon, Paul ran into Ben in the hallway and said, "How's that report coming along?" On Thursday afternoon, Paul again sent an email to Ben asking for a status update. Ben again complied.

Betrayal Scenario #3

Tom, a nonprofit board member, called Sandra, the organization's Chief Development Officer, and asked for some fundraising income figures to be sent to him. So, Sandra asked an employee in her department, Luke, to take care of it. Two days later, Tom called Sandra demanding to know where the information was that he requested. Sandra immediately went to Luke, demanding to know why Tom hadn't received the information he requested. As Luke started to explain about a glitch in the computer system that prevented him from generating an accurate report and that he had a sick child and had to leave work early the prior day, Sandra cut him off mid-sentence and accused him of "willful failure" to comply with her request and wouldn't listen to Luke's reasons for not complying with her request.

Betrayal Scenario #4

John, a CEO of a family foundation, had been working in his office with the door closed most of the afternoon, trying to finish a report that was due at the end of the day. While he was in his office working, several of the foundation's staff decided that this would be a good day to leave early, since they had been putting in 11 hours per day for the last two weeks. When John emerged at 4 pm, he noticed that over half of the employees had left for the day. So, in a rather loud voice (loud enough for everyone still at their desks to hear), he exclaimed, "Where is everybody?" and then went back into his office.

Betrayal Scenario #5

Three employees in the development department, Mary, Troy, and Helen, had planned to have a 15-minute brainstorming session at 10 am on Monday to generate ideas for how to market an event they were planning. So at 10 am, they gathered at Mary's desk, before all heading off together to a small conference room. As they gathered, they started talking about how the Trail Blazers almost won the game over the weekend and how each had spent the weekend. At 10:03 am, their Manager Tom, walked by, heard their conversation, and interrupted them by saying, "Don't you three have anything to do?"

Betrayal Scenario #6

Joanne, a Director of Development, had asked Sarah to create a plan by next Wednesday at 5 pm for implementing a new project that was very important to the organization's Executive Director. So, Sarah created the plan and emailed it to Joanne at 4:30 pm Wednesday, as requested. Joanne opened the email and printed Sarah's plan, so she could review it at home that evening. Thursday morning, as Joanne walked past Sarah's desk, she threw the plan onto Sarah's desk and flatly stated, "This plan won't work," and walked away.