



Two-Column Case Template

Name: Naomi Ebert Smith

1. The challenge or theme illustrated by this episode: Trust
2. Brief statement of context: Personal evaluation and I don't like these sessions. My colleague was recently promoted as manager and runs the sessions. The position has kind of gone to his head. He has to control everything. I wonder how he would feel if we evaluated him as a manager?
3. What actually happened:

My Thoughts and Feelings

Oh dear, it's him already
Not the dreaded one way evaluation
Oh no what has he come up with now
I wish he would get on with what he wants to say
You could say that.

He seems excited about it.
Not really, but I pretend because I think I have to do that.

Is this a joke, will I lose my job?
Should I be honest?
What kind of books is he reading now?

What We Said

Bram: Hi Naomi
Naomi: Hi there, how are you?
Bram: Excellent!
Naomi: That's good

Bram: We have some nice things going on for today
Naomi: We have evaluation day today
Bram: That's the one
Naomi: Looking forward to it actually

Bram: Likewise here the thing is I want to turn it a little bit upside down and have you evaluate me, instead of the other way
Naomi: Oh really? That's an interesting idea!

Bram: Yes I read it in a book, but I thought it might help with the communication, openness and fairness in the team, so let's just do that.
Bram: I think three o'clock
Naomi: Three o'clock
Bram: We're on!
Naomi: I'll see you then.

4. Results from this conversation that I would want to change:
I would like to feel more positive towards him and the ideas he comes up. There is a low level of trust between the two of us.
5. Questions I would like to address when we discuss this case:
Should I say what I really think in the evaluation?
Should have I shown what I really felt when he told me about the evaluation?