Global Scenarios:
What Would You do?

October 6, 2015
About the Session:

• **Process:**
  • Three scenarios - pick one
  • Identify a Team spokesperson to report out
  • Identify a note taker
  • You can use your phone to look up information

• **Reporting:**
  • 10 minutes to discuss
  • 5 minutes to report out
Questions to Think About:

• What is the first thing you would do?

• Who should be involved in the decision?

• What information would you look for?

• What action would you take?
Scenario 1:

- One of your vice presidents went on a plant visit to Tanzania. When he returned to the office he was coughing a lot and running a bit of fever.
- The person thought they had the flu but in reality when they went to see the doctor it turned out to be a new type of virus. The individual and their home was placed under quarantine. The Center for Disease Control has been called in. While this is not Ebola, the virus is a unique strain that doctors are not familiar with it.
- **Your situation:** several employees in your offices in Tanzania and the U.S. had come in contact with the vice president. What would you do?
Scenario 2:

- You work for a logistics company in Human Resources. You receive a call from an HR manager that the employees in your Mexico office are refusing to work. It is the Virgin of Guadalupe week and traditionally the employees are provided with a blessing by a priest. Your company however believes that religion should not be part of a work environment. Your organization has been around for over 100 years and this is your first international operation. It is grounded in traditions.

- You have talked with your president and the head of operations and on one hand they are loosing $2.5 million a day. The operations leader thinks you should fire everyone and start over but that is not feasible.

- **Your situation:** How do you retain the talent and get the operations back on track? What would you do?
Scenario 3:

- You have operations in Russia, and your ethics hotline received word that one of your employees had been contacted by another company to sell information about his client.
- The employee has been selling information for a period of time. As your compliance team has looked into the situation they realized that there are a number of employees that may also be involved. Some of the employees are Russian nationals, one employee is a U.S. citizen on his way to Russia and another employee is also based in the U.S. but is not traveling.
- If the employees are arrested in Russia for espionage then the U.S. employee will be tired there. Not to mention you risk the news media leaking the story of a U.S. citizen arrested on foreign soil sell corporate secrets.
- **Your situation:** How do you avoid media coverage? Should you be concerned with getting the U.S. employee back?
Scenario 4:

- You are a healthcare based services company that sells products in China. About four years ago your company launched a major diversity initiative.
- As part of the diversity efforts, your company has launched employee resource groups. One very enthusiastic employee in the U.S. has approached your diversity officer to see if the company would sponsor a new employee group.
- The employee resource group would be focused on the practice of Falun Gong. The employee shares that there many employees that would be interested in participating.
- **Your situation:** Why should you or shouldn’t you approve the launch of a Falun Gong employee resource group? What is the potential impact on the company?
Scenario 5:

- You are opening a new operation in Japan and receive a call from the hiring manager that you have sent from Europe to Japan.
- She has found an amazing candidate on paper who has the security technology skills background that the company needs. The one thing she is not sure about is that the perspective employee is a member of the Harajuku community. She dresses like a doll. The company has a very conservative dress code and corporate culture.
- The CIO has agreed to interview the candidate. However, the European hiring manager is concerned that even though the candidate is well she may not be taken seriously because of her appearance.
- **What would you do?**
Scenario 6:

• You have a group of three employees traveling to Brazil. The group was sent in to explore the opportunity to buy real estate in order to set-up a new office.

• While on the trip the employees do not realize that they have wandered into non-welcoming territory. The employees are held up. The three are let go, however, the employees had confidential information on their laptops. In particular, one of them had a lot of information about an upcoming acquisition and the value of the properties that would be inherited as a result of the acquisition.

• **Your situation:** Millions of dollars are at stake because aside from access to the acquisition, the laptops could be an entry point to your HRIS data.
Scenario 7:

- You have hired a top notch Treasure that is in the process of being groomed for the CFO position in your company. The individual is from India and they are in the process of being considered for citizenship. Currently, he has his an H1B visa that allows him to work in the U.S.

- As part of his job, he needed to travel to Canada. When he looked into traveling outside the U.S. he was told that it would be fine to travel to Canada. There would be no risk to his citizenship.

- He booked his flight completed his meetings and when he tried to re-enter the U.S. was told he could not. As a matter of fact he was at risk of deportation back to India. He immediately called Legal and HR for help.

- **Your situation:** Get the employee back to the U.S. without jeopardizing his citizenship application.
Scenario 8:

- Your company has engineering projects all over the globe. The majority of work teams are virtual so managers could have teams in different countries.
- The company has announced a major reorganization where there will be layoffs but they made it clear that not all employees will be effected and some project teams that will not be touched at all.
- As head of operations you receive several calls from employees working for a German VP. Several of the employees in France, the U.S. and UK reporting to the VP have turned in their resignation and want to be considered for the severance package.
- After a little digging you learn that the German VP is viewed as difficult and challenging and the employees don’t want to work for him any longer.
- The President of the division has learned about this and he is ready to fire the German VP, because he is concerned about the impact on morale and the business. You know the VP and he is very good.

- **What would you do?**