

## **Cannonball!**

*Sondra Simpson, Elmhurst College*

### **Abstract**

Laura, area supervisor for a large swimming pool management company that dealt primarily with private community pools, received a call one night from the president of a homeowners' association regarding its pool. Recently promoted that summer, Laura supervised nine pools and roughly seventy lifeguards. Midway through the summer season, things were good despite being understaffed for lifeguards. Then two guards used their company keys to access the pool after hours to allow themselves and a group of ten friends to swim. The president of the community's homeowners' association discovered the group sometime after 10 p.m. The police were not involved despite the trespassing violation as one of the girls lived in the community. Company policy stated that employees were allowed in the pool facilities only during their scheduled shifts. Their performance prior to this had been adequate, not outstanding. The president wanted immediate action. What should Laura do?

### **Learning Outcomes**

In completing this assignment, students should be able to:

1. Evaluate the situation using knowledge of managerial concepts to help effectively manage the situation
2. Recognize the implications of the management's response to the current situation in relation to possible future incidents
3. Determine the importance of effective communication in expressing and upholding company expectations and policies
4. Demonstrate an understanding and ability to communicate with different levels of personnel within a company

### **Application**

The critical incident was written to accompany a basic undergraduate organizational behavior textbook and is most appropriate for undergraduate courses in Organization Behavior, Human Resource Management, and Principles of Management Theory.

### **Key Words**

management, performance management, PADIL decision making, conflict management, communication

### **Contact**

Soni Simpson, Department of Business, Lehman Hall, Elmhurst College, Elmhurst, IL 60137.  
Email [simpsonso@elmhurst.edu](mailto:simpsonso@elmhurst.edu). Phone 630-617-5380.