**A HASTY FIRING AND AN ANGRY CLIENT:** Reviewer Comments & Feedback

**CRITICAL INCIDENT**

|  |  |
| --- | --- |
| COMMENT | AUTHORS’ RESPONSE |
| Reviewer 1 – lots of information, condense it down. More than one critical incident here – from Ken’s, David’s point of view. Often people are fired! | At this time we are focused on the CI from view point of Monica. While it is true that it would be very valuable to write a CI from David and/or Ken’s point of view (thereby giving the complete picture to students), currently we do not have access to these individuals. |
| Should Monica be approaching David? | The relationship between Monica and David had deteriorated so much over the years that Monica did not even consider it – but we have addressed the specific issue of their professional relationship in the TN as a separate question. |
| Clean up first sentence to be more of a hook. | We have tried to make the emotions sharper! |
| Reviewer 2 – minor comments – would not change anything, really interesting; very relevant, great discussion, make 2 CI’s | Thank you! |
| Why did Ken approach Monica? Did David prompt client to contact Monica? | Ken was under tremendous time pressure. At this point in time, Monica was the only person who could help him pull it off. David did not suggest that Ken contact Monica – he had simply replaced Monica with another employee (Jeff) but Jeff could not be brought up to speed in such a short time. |
| Monica could not work for Ken since there is a no-compete clause – keep focus on Monica. | We have removed reference to the other employee (Anna) in effort to limit number of characters and keep focus on Monica. Also, we have removed some superfluous information and sentences for the same purpose. |
| David has a boss somewhere – there is another path. Maybe David could be superseded. Why did Ken not call David’s boss? | We have addressed this via the Organizational chart and answers in the TN. |
| Monica can approach HR even though she was fired. Did she take permission for leave ? If so, why did David fire her? | This has been addressed in the TN in the discussion of at-will employment. |

**TEACHING NOTE**

|  |  |
| --- | --- |
| REVIEWER COMMENT | AUTHORS’ RESPONSE |
| Good, but (organizational) chart | We have put in this information – we feel it added lot of value to the understanding of the situation and want to thank the reviewer. |
| LO 4. Change “strategies” to “consequences” | Done |
| Q5 (page 5) David may be insecure – why was he threatened? Did Monica want to move up to managerial position? | We have addressed this issue in the answer to questions 5 and 6. |
| Q4 – Employment at will: was a law violated? Information is required here… she had arranged to take leave – there could possibly be legal action for Monica to take. | We have added information pertaining to exceptions to the at-will clause, which would have left the door open for pursuing (successful) legal action against the firm. |
| Reviewer comment – (is a ) detailed TN | Thank you! |