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## Erik Peterson at Biometra (E)

On Monday June 3, Erik Peterson was fired.

At 2:00 p.m. that afternoon, Green asked Peterson to go out with him on a walk in the park a few blocks away from Biometra's offices. Peterson sensed that something was wrong from Green's tone of voice, and also knew that Green seldom held meetings outside the office. During the half-hour discussion, Green explained that Peterson was being let go because he had problems making effective organizational and staffing decisions. As examples, Green brought up the incidents where Peterson had inappropriately offered salary raises to Miczek and Wescott as well as his not having fired the sales representative the first time the rep's dishonesty became apparent. Green also said that Peterson had not gotten sufficiently involved in negotiating service agreements for Biometra's key opinion leaders.

Green told Peterson that SciMat was bringing in an experienced general manager from the cardiovascular unit at the end of the month to take charge of Biometra's operations. When they returned to the building, Green asked Peterson to clear out his things and leave within the hour.

Peterson cleaned out his desk and wondered what to do next. Despite his being fired, he was fairly certain that he could get another job in the medical device industry, perhaps even in Boston so that he could avoid making his family move. But the past year had been so personally discouraging that he had lost nearly all his initial enthusiasm for the business. As he walked out of Biometra's front doors for the last time, Peterson felt stunned and humiliated by the turn of events, as well as incredibly weary.

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Professor John J. Gabarro prepared the original version of this case, "Erik Peterson (E)," HBS No. 494-009. This version was prepared by Professors John J. Gabarro and Thomas DeLong and Jevan Soo (MBA 2011). The circumstances described in this case are reported primarily from Erik Peterson's point of view. Although others' views have been incorporated, the case does not necessarily reflect all of them. The case was written with the cooperation of both the individual and the company involved. All names, places, and companies have been disguised. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

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