

Bryan Buckingham

You are a district manager for a popular retail store, Musicworld. You oversee the operation of the five stores in your two-county area. The manager of one of your stores is Bryan Buckingham. You have worked with him for three and a half years, and the two of you have become friends. You are very proud of Bryan, who was voted 2013 Manager of the Year for the region. He definitely earned the recognition; his sales were up 42 percent over the previous year, and his store's employee turnover rate decreased from 33 percent to 12 percent. In fact, you were hinting around that Buckingham should be promoted to the district management level.

Nevertheless, you have witnessed a severe mood swing on Buckingham's part. He has told you confidentially that his marriage is on the rocks and the kids are caught in the middle of a sticky separation. Unfortunately, his personal problems are interfering with the quality of his work. His frustration and exhaustion lead him to be grumpy and less flexible with the employees. As a result, the employee turnover rate has begun to climb again and customer service is suffering.

You are trying to be patient and sympathetic with Bryan, but the regional manager (your boss), Stephanie Nicks, has caught wind of the situation. Nicks directs you (several times) to warn Buckingham that his problems are not going without notice, but you keep hoping that everything will work out on its own. Finally, she instructs you to write to him, today. In the message, you are to inform him that he has three months to either stabilize or reverse the current situation at his Musicworld outlet. Nicks will review a copy of the message, and a copy of the message will be added to Buckingham's permanent employment file. If the problems do not clear up, he will be fired. You must prepare the message without hesitation.