**The Case of Informal Leader Firing**

*What this Incident Is About:*

Employees turn to union representation when informal communication of their concerns is not only ineffective but is punished. The incident involves leadership style in handling grievances, listening and communication skills, problem recognition, and policy implementation.

At 4:45 p.m. on Friday, Mike Henry, an employee in the accounting department, walked to the office of Herschel Jones, department head, and asked to see him privately. Henry told Jones that he had been elected by the other 75 accounting department employees to speak on their behalf about company practices that they wished to have modified or eliminated. One practice concerned the merit rating system, which the employees thought was unfair, poorly used, and utilized as a reason for not paying higher salaries. A second practice that was poorly accepted by the employ­ees was the arbitrary way in which management determined employee vacation time. Henry said one employee told him that last year she was given two days' notice before she received her first week of vacation in October and five days' notice before a second week of vacation in April.

Jones listened attentively and told Henry that since it was so late in the day, he would consider these requests again early the next week. During the next week, Henry noticed that Jones was out of town, and no action was taken concerning his remarks. However, his fellow employees treated him like a hero for representing them in front of Jones.

Upon receiving his paycheck on Friday afternoon of that week, Henry was shocked to find his discharge notice and two weeks of additional pay in his enve­lope. Accounting department employees were shaken and dismayed. They were convinced that drastic collective action was needed.

During the following week, Jones noticed an unusually high interaction level among members of the department. On Thursday, he called into his office two of the senior employees and told them he wanted to know what was going on. They reluctantly reported that more than 70 percent of the employees had signed "Authorization Cards" calling for a labor election to be held in order to unionize.

"Well, what do they hope to accomplish?" Jones exploded. The answer was short but not sweet: (a) to reinstate Henry, (b) to establish a formal grievance procedure, and (c) to change the unfair and arbitrary implemen­tation of the merit rating policy and the vacation policy. Jones now saw the problems more clearly, but solutions remained elusive. He felt the clear and present danger of impending unionization as he searched for practical decisions, policy, and action that would adequately respond to employee grievances over personnel practices and satisfy organization requirements at the same time.

*Your Tasks:*

**1) Do a stakeholder analysis with the topic of reinstating Mike Henry.  Submit your analysis through Canvas.**

1. Identify the major stakeholders (individuals and groups).
2. Infer their likely positions and concerns regarding the topic above.
3. Draw a stakeholder map of this case.
4. Make an estimate of the balance of support (i.e., relative strength of support for and against reinstating Henry).
5. What could be done to shift this balance of support in either direction?

And here is an article from Mindtools that explains the importance of stakeholder management and how to conduct a stakeholder analysis. Watch the video in the article.

* <https://www.mindtools.com/pages/article/newPPM_07.htm>