

# *Leaderless Group Discussion*

Your organization has recently instituted an incentive bonus in an attempt to stimulate and reward key employee behaviors. The company has budgeted \$75,000 for the purpose. You have been appointed to smaller work committees and charged with the responsibility of determining the allocation of bonus funds to deserving employees. A total of 25 employees were recommended. Decisions have already been made on 20 of them. And \$60,000 of the original sum has been expended.

Your task today is to decide on the size of the bonuses (if any) to be received by the remaining five employees. Summaries of the qualifications for the five employees are presented below:

## **Virginia Dewey :**

**Head Custodian.** 15 years with the firm. High school diploma. 22 years of relevant job experience. Manages a flawless custodial staff with low turnover and few union grievances. Present salary below average in the most recent salary survey. Supports a family of six. Overlooked for a salary increase last year.

## **Alfred Newman :**

**Accounting Clerk.** 3-years with the firm. 2-year college degree. 3-years of relevant work experience. Performs well under pressure of deadlines. Present salary is average in recent salary survey. Is known to be looking for other jobs.

## **Augusta Nie :**

**Manager of Corporate Data Analysis.** 7-years with the firm. Masters degree in computer science. 14-years of relevant work experience. Has developed the data analysis department into one of the most efficient in the company. Present salary is above average in the recent salary survey. Has leadership potential and may be offered jobs from other firms. Difficult to replace good data processing personnel.

## **Barry Barngrover :**

**Machinist.** 11-years with the firm. High school diploma. 11-years relevant job experience. Is the top performer in the milling machine department and exhibits a positive company attitude. Present salary is average in recent salary survey. Is single and seems to have all the money he needs to support his chosen lifestyle.

## **Harvey Slack :**

**Human resources staff.** 1-year with the firm. College degree from a prestigious Ivy League school. 3-years of relevant work experience. Very knowledgeable in the subject matter but has trouble getting along with older co-workers. Present salary is above average in a recent salary survey. His mentor is the firm's vice-president for human resources, who is said to be grooming Harvey for the VP position. Has received several offers from other firms recently.