

## **CASE STUDY BY LARRY OLMSTEAD**

### **Doomsday Donita**

Joel, an accounting manager on the finance staff at City College, was struggling with his annual review of Donita, a finance analyst. Technically, Donita's work was the best on his staff. Her numbers were accurate, and she was good at forecasting trends. But she often was sarcastic and negative. The admissions and marketing staffs complained she was great at talking about how much money they were wasting but rarely offered ideas on efficiencies or ways to make money. Her nickname around campus was "Doomsday Donita."

Also, Joel thought her appearance undermined her. In his view, Donita was a little too plump, wore her dresses too tight, with her neckline too low. He wished she would come across like his deputy Rosa, trim, neat, conservative and professional.

Bottom line – Donita had a strong finance mind, but how was she going to rise to the top?

-0-

### **Discussion Questions**

1. What is at stake in the delivery of this review – for Joel, for Donita, and for the agency?
2. Should Donita's attitude be addressed in the review? Why, or why not?
3. Should her appearance be addressed? Why, or why not?

4. What is the main message Joel should convey in this review?
5. What constructive suggestions might be offered to Donita to guide her to improvement?
6. Write two or three sentences that would be appropriate for this review.