

Case 2-4

Better Boston Beans

Better Boston Beans is a coffee shop located in the Faneuil Hall Marketplace near the waterfront and Government Center in Boston. The coffee shop specializes in exotic blends of coffee including Sumatra Dark Roast Black, India Mysore 'Gold Nuggets,' and Guatemala Antigua. It also serves blended coffees including Reggae Blend, Jamaican Blue Mountain Blend, and Marrakesh Blend. For those with more pedestrian tastes, the shop serves French Vanilla, Hazelnut, and Hawaiian Macadamia Nut. The coffee of the day varies but the most popular is Colombia Supremo. The coffee shop also serves a variety of cold blended coffees.

Cindie Rosen has worked for Better Boston Beans for six months. She took the job right out of college because she wasn't sure whether she wanted to go to graduate school before beginning a career in financial services. Cindie hoped that by taking a year off before starting her career or going on to graduate school, she would experience "the real world" and find out first hand what it is like to work a forty-hour week. She did not have a full-time job during college because her parents helped to pay for the tuition.

Since Cindie is the "new kid on the block," she is often asked to work the late shift from 4:00 pm to midnight. She works with one other person – Jeffrey Lyndell – who is the assistant shift supervisor. Lyndell has been with Boston Beans for three years but recently was demoted from shift supervisor.

For the past two weeks, Lyndell has been leaving before 11pm, after most of the stores in the Marketplace close down, and he has asked Cindie to close up by herself. Cindie felt this was wrong and it was starting to concern her, but she hasn't spoken to

Lyndell and has not informed the store manager. However, something happened one night that caused Cindie to consider taking the next step.

At 11:00 pm, ten Japanese tourists came into the store for coffee. Cindie was alone and had to rush around and make five different cold blended drinks and five different hot blended coffees. While she was working, one of the Japanese tourists who spoke English very well approached her and said that he was shocked such a famous American coffee shop would only have one worker in the store at any time during the working day. Cindie didn't want to ignore the man's comments so she answered that her co-worker had to go home early because he was sick. That seemed to satisfy the tourist.

It took Cindie almost twenty minutes to make all the drinks and field two phone calls that came in during that time. After she closed for the night, Cindie reflected on the experience. She realized it could get worse before it gets better because Jeffrey Lyndell was now making it a habit to leave work early. She had to either approach him about it or speak with the store manager. She felt much more comfortable talking to the store manager. In fact, in Cindie's own words: "Lyndell gave her the creeps."

This case causes students to consider the loyalty to a co-worker versus loyalty to the employer; telling versus tattling.

Ethical Issues

Rights perspective: Cindie has a right to expect a safe work place particularly when she is working late at night. Lyndell has a right to be warned of complaints against him and a chance to reform. Lyndell has a right to expect that his confidence of alcoholism to be treated respectfully, particularly if it is considered a disability or disease rather than a character flaw.

Six Pillars: The values include trustworthiness, respect, responsibility, fairness and caring. These values are particularly important in dealing with Lyndell's alcoholism. Cindie has two dilemmas with Lyndell's alcoholism. Will Cindie be helping his need

more by hiding his secret or by turning him into the manager. The dilemma for Cindie is how to help Lyndell but not get him fired.

Questions

- 1. Consider Kohlberg's six stages of moral development. What would Cyndie do and why if she was at each of the six stages?**

Stage 1: Cindie would not tell as it would keep either Lyndell or the store manager from being mad at her. Stage 2: Cindie would tell the store manager and would probably be rewarded with his job. Stage 3: Cindie would warn Lyndell. Stage 4: Cindie would tell the store manager. Stage 5: Cindie would weigh harm and look for compromise between Lyndell and the store manager. Stage 6: Cindie would consider all options from her personal ethical system to do the right thing.

- 2. Assume Cindie approached Lyndell about her concerns. Lyndell tells Cyndie that he has an alcohol problem. Lately, it's gotten to him real bad. That's why he's left early -- to get a drink and calm his nerves. Lyndell also said that this is the real reason he was demoted. He was warned that if one more incident occurred, the store manager would fire him. He pleaded with Cindie to work with him through these hard times. How would you react to Lyndell's request if you were Cindie? Would you honor his request for confidentiality and support? Why or why not? Be sure to consider the implications of your decision on other parties potentially affected by your actions.**

Lyndell is appealing to Cindie based on co-worker loyalty to overlook his lapse. Ask students if they have been placed in a similar situation at work. This request is complicated by the fact that Lyndell is asking for Cindie not only for her loyalty but to become a co dependent in his alcoholism. Cindie and the store owner need to consider the risk of having a single employee close the store each night. Have the students consider why the store had two employees at night in the first place. Beyond the safety issue to the worker and the potential of theft by a robber, the reason is internal control. It is easier for a worker working alone to embezzle money from the store.

3. Assume Cindie keeps quiet. The following week another incident occurs where Cindie gets into a shouting match with a customer who was tired of waiting for his coffee after ten minutes. Cindie felt terrible about it, apologized to the customer after serving his coffee, and left work that night wondering if it was time to apply to graduate school. The customer was so irate that he contacted the store manager and expressed his displeasure about service and Cindie's attitude. What do you think the store manager should do? Support your answer with ethical reasoning.

The manager should talk to Cindie about the complaint and the situation. He should ask what is going on with the evening shift. Cindie should be honest with the manager about the challenges of being alone on the night shift. Cindie should do her best to honor the trust that Lyndell has placed in her, but should let the manager know that she is often alone on the shift. The manager should listen to Cindie; he should address remedies to the situation and give a chance for the situation to improve. He should support Cindie as she

works to make the night shift successful. The manager may need to randomly visit the shop during the night shift to observe for himself the situation.