

“to keep the butterflies and malcontents all in one place as much as possible, so they won't disrupt other units.” Carol was further led to believe that she could expect to be reassigned after about 18 months on the job, when it would then be someone else's turn to sit in the hot seat.

Carol's initial reaction to what she had learned was anger. However, the more she thought about the position in which she found herself, the more she became determined to do something with the time left to her in the unit. She decided she was going to do everything in her power to turn the hot seat into a real nursing unit.

### *Instructions*

Develop a fairly detailed plan of action for Carol Greely to follow in attempting to accomplish her admittedly difficult objective or to go as far toward accomplishing it as possible. Highlight those steps in her plan for which the HR department can probably provide positive advice or assistance, and describe the likely nature of the HR involvement.

### **NOTE**

1. Preventing Violence in the Workplace, Group Insurance Agency, Inc. (Albany, NY: Healthcare Association of New York State); May 9, 1997.