**Analyzing Performance Case Study**

**The Stolen Sales**

Cliff (fictitious name) has been the top sales person in his division for over a year. Consistently, he has been given sales performance awards on a monthly basis. Last year, he qualified for the annual sales performance incentive trip, which includes only 10% of the company’s sales force. Clearly, Cliff can sell given the fact that his annual sales total nearly doubles that of the next closest salesperson.

Over the past year, Cliff has had a few problems with attendance. He has averaged approximately 4 unexcused absences per month over the past 12 months and has strolled in late 75% of the time on the days he made it to the office. Cliff was given a verbal warning by his manager and eventually a written warning through the HR Department.

In addition, management has spoken with Cliff on numerous occasions about his attitude. When he does not agree with a management directive or change in procedure, he expresses so by blatantly disregarding the directive or change that has been implemented. His manager has noticed that he has alienated himself from the rest of the team because he openly speaks about “his success as the top salesperson” and that “he is going to do things his way.”

Just recently, Cliff was reprimanded because he tried to sell an account that was already registered with a divisional co-worker who sits only two chairs to the left of him. The contact from the account called into the company, Cliff answered and convinced the contact to give him an alternative phone number and email address. This allowed Cliff to covertly register the company and attempt to sell them the product. Eventually, he was caught and given a verbal warning. However, this has damaged the relationship and trust of Cliff and his co-workers. This is only one incident of a handful that focuses on the ethics of how Cliff conducts business.