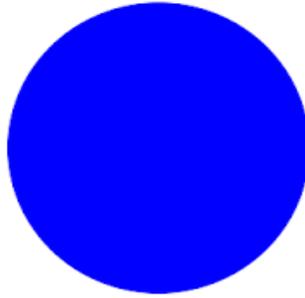


GROUP 3



Client/Customer

Grace Riley is the city's premier real estate broker. She markets many million plus homes and is a respected leader in the community. Her office, which is staffed by 45 brokers, decorators and support staff, is a charming restored antique home on the main street. The first floor is open and welcoming. The narrow front staircase leads up to an open seating area surrounded by about 15 small offices. All of the walls have been removed and replaced with glass to make it seem larger. There is a narrow back stairway that leads down to the parking lot.

Grace is famous for her Wednesday morning meetings which are attended by her entire staff and which include guest presenters. Everyone from the receptionist on gathers around a big table in the back for coffee and the meeting. The front door is unlocked and a note on the reception desk asks anyone visiting to either enjoy some coffee till the meeting is over or to call back later.

Grace has been busy over the past few weeks working on the sale of a very large estate, priced at \$6.1 million to a local startup genius, Mike Castle. The sale is part of a complicated plan which involves the sale of the family's present home – for 1.7 million- as well as the sale of their small condo on the Vineyard for 900,00. Throughout the process Castle has been difficult and confrontational with both the owner of the estate and his prospective buyers. He has bickered with the bank's attorney and been unwilling to provide documentation of his financing.

On Tuesday evening Grace, very experienced in soothing nervous buyers and sellers and dealing with demands, had an unusually contentious conversation with Castle telling him



that the owner of the estate is considering backing out of the deal because he feels abused by Castle's demands. Castle exploded at Grace, telling her that his wife wants that estate and that she (Grace) had better make it happen.

Just as everyone settles in for Wednesday's meeting, which includes the entire staff as well as several guests, Castle storms through the front door shouting for Grace to come out and explain to him why there is a problem and what she plans to do about it. He begins smashing things on the desk and rips the phone from the wall. The commotion attracts the attention of many passersby, and a crowd begins to form on the sidewalk.

Case Study Questions

1. What should be the first response?
2. What steps could have been taken by Grace or others to prevent this result?
3. What aspects of the office may complicate this situation?

