

Global Corp. Canada

Kelly, has been the CEO of a global company, based in Canada for the last 5 year. The company has recently relocated one of their female managers from Japan to work in the Toronto office.

The new manager, Hina, will report directly to Kelly. She has been given a beautiful new office which over-looks the lake. She will be responsible for 15 team members and is expected to “get results” from them, which will ultimately make Kelly look good.

She has a comprehensive benefits package and perks including access to the company’s executive members club, which is exclusive to top tier employees. Typically, all the executive members of the company eat lunch together at the members club. After a couple of weeks and despite invitations, Kelly did not see Hina in the members club. Furthermore, she was never in her office. Instead, Hina sat at a spare desk that was closer to her team.

Hina is repeatedly asked to use her office and company benefits that came with her employment contract. Hina noticed that Kelly would walk past her office just to check if she was using it. If the office was empty, Hina would face interrogation by Kelly. She felt obligated to use the office and had no other choice. She became unhappy at work and eventually left and filed a harassment claim.

What issues should Kelly be aware of given that she runs a global company? What approaches could she have taken that could have resulted in a different outcome in Hina’s employment?