What would you do if...

- A manager tells you he witnessed an uncharacteristic outburst from his director, who has recently been under significant stress? The staff member whose work she criticized in an open area of the office is humiliated and very upset.

- In departmental meetings, a star faculty member describes a problem, personalizes the fault to a single individual, and berates that individual with strong language and a loud voice?

- A faculty member sends inappropriate group e-mails complaining about the sorry state of affairs in the department, demanding that you as Head take action?

- Dr. A has lost it again. This time with a student assistant and a staff member. He has a history of blowing up at people. He has high standards and a short fuse, so when staff don’t perform as he thinks they should, he makes sure they know about it. Most of his colleagues seem to go out of their way to avoid raising his ire.

As an Administrative Head of Unit, there are a number of steps you can take to ensure that you create a respectful environment.