

**TELEMACHUS TECHNOLOGY  
A NEGOTIATION EXERCISE**

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**SECRET INSTRUCTIONS FOR SHATAYA DAVIS - THE MENTEE**

Today, Wednesday, March 14th, at about 3 p.m., you received an E-mail from Meese titled "**Practice Presentation Meeting**". The message read as follows:

**Got Jack's message that you are going to take a lead role in the March 21st presentation to Boston First. This is a significant opportunity and I want to make sure you are fully prepped. I told Jack I've blocked out Fri. morning (the 16th) from 9-11 in the conference room next to my office for a rehearsal. Boston First is no Citibank, but they're moving up on the outside and I'd love to get them in our stable. Boston is one stuffy market - plan to wear your most Brooks Brothersish suit and no braids that day! Looking forward to getting you ready!**

This memo is the first you've heard of the presentation to Boston First and that you are to play a part. You immediately call Youngblood to see what is going on. Instead of Jack, or his secretary, Lucy Fine, another secretary answers the phone. You forgot that Jack has been out of the office on that "nightmare trip" since last Thursday. She tells you the phones are forwarded to her because Lucy has also been out since Thursday due to a death in the family. She has no idea what you are talking about, but she offers to look on Jack's and Lucy's desks and see if there is any information about this meeting. Almost immediately, she calls you back. Jack left a sticky note attached to a handwritten memo on Lucy's desk. She reads you the message:

***3/7 Lucy: Computer went down for maintenance at midnight. Couldn't get this message to Shataya. Please send her this E-mail first thing in the a.m. Thx. J.***

Then she read the memo:

**Re: Presentation to Boston First Financial Investment Corp. I would like to include you as part of the team making our presentation to Boston First on Wednesday, March 21st. Your part is to talk about the benefits of a networked, client-server system over a mainframe system, technology issues regarding the**

**banking industry, some of the technology requirements peculiar to banking, and regulations, including international and European regulations, about information exchange. The meeting will be at 10:00 a.m. at the client's Boston headquarters. Start getting ready this week and we'll talk as soon as I get back next Friday, March 16.**

You are absolutely panicked! On the one hand, you want to make presentations to clients; you are glad Jack finally included you. You can see that the way to move up around here is by showing that you manage client accounts and bring in new business. You were a little uneasy when you noticed that the two men who started with you in your department were beginning to go out with teams to participate in making client proposals. You wondered why Jack wasn't assigning such opportunities to you. Its true that Jack has always put you on good projects as far as the technical challenges go. But so far he hasn't created any opportunities to get to know clients.

But how are you going to prepare for this major presentation? Today is the 14th. You should have known about this assignment for a week already and now you find out Wednesday afternoon that you are supposed to make a trial presentation in front of Bill Meese on Friday morning. To top it all off, you also have another urgent project — the deadline for getting out the San Francisco Federal Project is tomorrow and you are committed to attending final run-through meetings that will take up the entire day tomorrow. When are you going to prepare for Friday?

Isn't it typical that somehow you didn't get the message about this presentation until it's too late to prepare? Would this kind of mix-up ever happen to Charlie or Ben, your two colleagues?

You are not worried about carrying off a presentation if you've had time to prepare for the subject matter. Growing up in Oakland, you were Captain of the State Champion City High School debate team both your junior and senior years. In addition, you participate in the weekly discussion group at your church. That group is very active and you've made many speeches both at church functions and to community groups. You know you are a good speaker, although no one here at Telemachus knows about your speaking abilities. Maybe that's why you haven't been asked to get involved in presentations, and Charlie and Ben have? Typical, probably neither of the men have half the debating or speaking experience you do, but because they're white men, everyone just assumes they'll do a good job.

And what's this bit about Toastmasters? Meese never stopped talking long enough during that meeting with him for you to tell him you had some speaking experience. He seemed to be there to tell you exactly what he wanted you to do. Anyway, you have heard Toastmasters is a good organization and Meese is a very successful speaker, so you started going to their monthly meetings when Meese suggested it. The thing is, the meetings are on the same day that your church discussion group meets and while there are a few other African-Americans who belong to Toastmasters, you are the only woman. They don't talk much about anything that

interests you. Is it really worth giving up one of your weekly discussion group meetings where at least you could be among friends?

You don't know much about Boston First except that they do a lot of business in European markets. So far, all your experience has been with Western financial institutions whose international business is concentrated more in Asian markets. How are you going to learn more about this company and the different factors and regulations that might apply to doing business in Europe? You have been doing a fine job here since you came and everyone at home is proud of your success. Is it fair to throw you in to make a presentation on a subject where you are ill-informed? Will it derail your career?

Also, just exactly what is your role going to be in this presentation? Jack's memo mentions just the technical issues, but Meese's makes it sound like you're giving the whole thing. How in the world do you find out what you are supposed to be doing before Friday? It would be so nice right now to have an African-American woman as a mentor! You certainly can't call up Meese and ask him what's going on, and Jack's out of town. Just what is your mentor supposed to be doing for you anyway?

Finally, that part in the memo about your hair is just the last straw. You've been wearing your hair this way since high school and it is an important statement about your identity. Besides, you think it looks pretty damn professional. You knew some people would have a hard time with it, so you made a point of not changing to a more conservative Caucasian style while you were interviewing for jobs like some people you knew. You wore your hair exactly as you intended to wear it on the job. You recognized that it meant that some people wouldn't be receptive to you and you're pretty sure you missed out on some job opportunities because of it, but you wanted to work somewhere that would accept you for who you are. Some of your friends told you that it was unrealistic to think you'd ever be accepted. Maybe they were right?

What is this line about Boston being a stuffy place? If that bank can't accept African-Americans as professionals, regardless of their hairstyles, why should Telemachus be doing business with them? Maybe it is impossible to keep your identity and succeed in the banking world.

Anyway, even if you were going to follow Meese's orders and change your hairstyle, it's not that easy. Does he think you can just stand in front of the mirror, unbraid your hair and comb it out? You certainly don't want to do it by yourself and it will take hours.

Obviously, you have a lot on your mind as Friday morning approaches.

**YOUR ROLE IS TO ATTEND FRIDAY'S PREPARATION SESSION. PLEASE STAY IN CHARACTER THROUGHOUT THE MEETING.**