

Scenario A: “It’s Not Personal”

An employee reports feeling consistently overlooked in team meetings. Their manager frequently interrupts or redirects the conversation. When HR raises the concern, the manager responds: “I treat everyone the same. They’re just too sensitive. We’re here to work, not validate feelings.”

Some of the underlying dignity elements at risk might be:

Recognition, inclusion, safety

Discussion Questions

- 1. What is the presenting conflict?**
(What HR or management is being asked to “fix”)
- 2. What dignity violation(s) are occurring?**
(What is being threatened beneath the surface)
- 3. What behaviours might this dignity injury be producing?**
(Defensiveness, disengagement, escalation, withdrawal)
- 4. What would a dignity-intelligent HR or management response sound like?**

Scenario B: Performance Feedback Fallout

An employee receives corrective feedback during a team meeting rather than in private. Later, they file a bullying complaint stating they were “humiliated and disrespected,” while the manager insists the feedback was accurate and necessary.

Some of the underlying dignity elements at risk might be:

Fairness, safety, recognition

Discussion Questions

- 1. What is the presenting conflict?**
(What HR or management is being asked to “fix”)
- 2. What dignity violation(s) are occurring?**
(What is being threatened beneath the surface)
- 3. What behaviours might this dignity injury be producing?**
(Defensiveness, disengagement, escalation, withdrawal)
- 4. What would a dignity-intelligent HR or management response sound like?**

Scenario C: Policy vs. Person

During an internal investigation, an employee says: “Every time I ask a question, I’m told ‘that’s just policy.’ No one seems to care how this is affecting me.”

The HR partner feels constrained by policy and timeline requirements.

Some of the underlying dignity elements at risk might be:

Autonomy, understanding, recognition

Discussion Questions

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(Defensiveness, disengagement, escalation, withdrawal)
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