

**QBQ**  
**Case Study II**  
**“Whatever you Resist, Persists!”**

Your supervisor has just given you some feedback in relation to your interpersonal relationships in the office. Your supervisor noted that although your work is satisfactory and sometimes exemplary, you tend not to listen to others' points of view, aren't inclusive in your approach to group projects, and sometimes don't share information that would be beneficial to the success of the team and the project. She shares some specific incidents that occurred that led her to draw these conclusions. You immediately shut down, disengage from the conversation and start looking at your watch. Your supervisor states that it appears that you may be having difficulty hearing the information that was shared. You deny the allegations and ask “who gave you the information?” Your supervisor notes that the “who” is not important and that she would like to focus on the behaviors that aren't in alignment with the department's organizational values. You look down and state – “But the project got done on time – that's the only thing that's important.” Your supervisor states that she would like you to think about the feedback given and be prepared to discuss it in three (3) days' time. You leave the supervisor's office and are feeling upset and confused. You get your things and leave the office without saying anything to anyone.

**Answer the following questions:**

1. What was the employee's intention?
2. Was the employee operating in the victim or accountability loop? Provide examples.
3. Using the QBQ Process – what questions could the employee ask and what action(s) could the employee take to improve this situation?

developed by  
Debra L. Hammond  
Executive Director, University Student Union  
California State University, Northridge  
[debra.hammond@csun.edu](mailto:debra.hammond@csun.edu)