

they were expected to be in the office. The first two weeks of work ranged between 70 and 80 hours per week, steadily increasing over the term and typically peaking at 120 hours per week in mid-June. This pace lasted until the conclusion of the internship at the end of August. At B&B, similar to other investment banks, the expected office hours were unspoken, as was the rule that summer interns were expected to be both the first employees in at 9:00 a.m. and the last to leave, at approximately 3 a.m.

B&B had always invested substantial resources into recruiting and interviewing top candidates to ensure the interns they hired were well suited for both the work and the corporate environment. To remain competitive, B&B always strived to communicate to undergraduates the importance of employee satisfaction to the firm strategy. B&B typically hired two to three summer interns for each major regional office throughout North America; however, given the state of the economy, Audrey Locke was the only intern of more than 300 applicants who was hired for the Toronto office in 2008. Locke was chosen after four rounds of intense interviews with multiple managing directors from Toronto.

B&B's Toronto office was small in relation to its other North American offices. With three managing directors, four vice presidents, four associates and three full-time analysts, B&B was a top-heavy organization. Teams had always been staffed by the business department manager (BDM), Kelly Richards, on two of

the most common types of projects: pitches and live transactions. Given the small size of the office, analysts such as Locke were often assigned to work with the same people, or alternatively were paired with employee members from other regional offices. Locke, for example, spent a quarter of her summer working for Don Spenser, a managing director in New York, whom she had never met. Despite the lack of direct communication, Locke had quite enjoyed the tasks and feedback she received from Spenser. In addition, Spenser had been thrilled with her work and gave her glowing reviews.

B&B attributed much of its growth and success to its corporate culture, and it prided itself on a "work hard, play hard" mentality whereby employees were expected to work toward hard-fast deadlines until the work was finished. Often a typical day for a junior or intermediate analyst would average 12 hours, with little supervision besides check-ins to have their work proofed and to ensure the project was on track. Associates and vice presidents sometimes assumed a fraternity mentality toward analysts, initiating them with the same aggressive treatment they had received. Creating false deadlines, assigning projects with no real purpose and applying unnecessary pressure to multiple projects were not uncommon. Often these pranks were not for humor's sake, but to see how well analysts fared under such constant treatment. Senior employees of all ranks often turned a blind eye if an analyst was struggling as a result, despite the rising turnover rate of

summer interns and junior analysts. The company had come to view the summer internships as a "weeding out" process whereby only the strong would remain until the end of the summer. At B&B, an analyst who left the internship early was viewed as having been too weak to commit to the industry and therefore was better off in another field or firm. Junior analysts were particularly susceptible to this treatment.

Without a formal human resources representative, analysts had no one to speak to about such treatment; thus, interpersonal conflict between employees was either dealt with by those involved or completely ignored. Associates, VPs and managing directors also deliberately ignored employee issues and complaints about the work environment or interpersonal conflict. In the words of Blake Cooper, one of the managing partners of the Toronto office:

We cannot afford to get soft on our people by listening to analysts whine and complain about each other. Once you start, where does it stop? They'll figure out how to get along on their own if you let them. These are professionals. We are all here to make money and the only way to make money in this business is to work together. Those that want to get ahead will recognize that — and those are the people we want at B&B.

In addition, requests for any time off, regardless of how brief, had to be submitted and approved by one of the managing partners. Despite the expectation of long hours during the workweek, the taking of sick

days and requests for time off for medical appointments were met with great resistance and gossip among the superiors. Although such requests were never formally held against an employee, the prestige of an employee's future projects and the timeline for promotion were often altered as punishment without any formal communication to the targeted employee.

Kelly Richards had been the BDM at B&B for the last 10 years and was the only employee in the office without a finance background. Her duties were strictly administrative, including printing pitch books, scheduling project teams and submitting qualified resumes to the managing directors of the Toronto office. Although Richards assumed some of the tasks of a human resources employee, her position held no real authority over hiring, firing, promotion or professional discipline for poor reviews or misconduct. These functions were handled by the manager partners as a means to hire those whom the partners felt would work best within the established culture at B&B.

Richards did not have her CHRP (Certified Human Resources Professional) certification and was therefore not trained in conflict resolution, benefits and compensation, or any of the other human resource functions typically taught during the certification process. Even if employees spoke to Richards about such issues, as often was the case, Richards had no authority to enforce behavioral change or punishment for poor treatment of subordinates. Because Richards conducted all performance

reviews and scheduled the project teams, she often received requests from one employee not to be staffed with another. However, given the expertise and product/industry functions of the organization, these requests could rarely be honored. As a result of Richards's limited authority, she was given little respect by any of the company's associates, VPs and managing directors. Richards was compensated at a competitive salary for her title and duties. It was well known at B&B that Richards had three children and a husband who had recently been fired from his position as a high school teacher.

Audrey Locke had enjoyed the recruitment process of finding a summer internship position. Because of her grade point average (GPA) of 3.9 and a solid resume of related financial experience (see Exhibit 4), Locke finished the recruitment process with five competitive summer internship offers at some of the largest investment banks in the country. Despite the stellar reputation of each of the banks, Locke had been intent on B&B since attending their information session. With its prestigious reputation, competitive recruitment process and global presence, Locke viewed B&B as a strong career move to start her finance career. Despite being warned by some of her friends about the intensity of the position, Locke was excited to begin work at B&B's regional office in Toronto on May 5, 2008.

In mid-April, Locke received an information package that outlined what she could expect during her

summer work term. A letter from Richards was also enclosed, detailing two important points of contact for Locke. An assigned mentor, Jake Frescott, a senior analyst who had been at B&B for only one year after transferring from a competitor would be available to Locke once a week to help her with the technical aspects of her position. In addition, a "buddy" would be assigned to Locke as someone to interact with on a more informal level. Christine Page, a first-year analyst in the Toronto office, was Locke's assigned buddy. Richards had paired Locke with Page because they had both attended the Richard Ivey School of Business at the University of Western Ontario. Page and Locke were the only two females in the Toronto office. The letter concluded by saying that Richards was looking forward to meeting Locke and would provide formal introductions to both Page and Frescott during Locke's first week.

Christine Page had been employed with B&B since her summer internship placement at the New York City office in 2006. Page had worked on many large deals that summer and had been offered a full-time position at the Toronto office, which included a staggering signing bonus due to her proven work ethic and quantitative abilities. Page had been given no notice of her buddy assignment and therefore made little effort to get to know Locke in her first few weeks because they were both incredibly busy on different projects. It was not until Locke's fourth week that Richards provided the formal

Audrey Locke's Resume

EDUCATION

Richard Ivey School of Business, London, Ontario 2009
Candidate for Bachelor of Arts, Honours Business Administration, Dean's Honour List

University of Toronto, Toronto, Ontario 2005–2007
Honours Applied Math, Dean's Honour List, Faculty of Mathematics, 2005–2007
Recipient of Continuing Scholarship for Academic Excellence

EMPLOYMENT

The Richard Ivey School of Business, London, Ontario 2006–2007
Research Assistant

- Assisted finance professor with intensive research project by providing executive compensation data through the use of proxy statements for over 300 companies.
- Investigated and rectified 25 anomalies between the information stored in archives and the information listed on the annual corporate proxy statements.
- Compiled, analyzed and drew conclusions from compiled data, writing a comprehensive report of findings and data trends.

Ernst & Young, Toronto, Ontario Summer 2007
Audit & Assurance Summer Analyst

- Verified corporate accounting systems through the use of cash receipts, journal vouchers, weighted-average cost purchase cut-offs, currency triangulation and unrecorded liability tests to guarantee they were recorded properly.
- Performed stock counts and inventory ageing tests, ensuring that Ernst & Young's values were consistent with company records.
- Corrected two major accounting errors amounting to \$60,000 during first audit engagement.

Kraft Foods Inc., Toronto, Ontario Summer 2005–2007
Summer Financial Planning Analyst, Customer Finance

- Led a project to recover invalid charges from a distributor by collecting sufficient evidence to reverse incorrect deductions of \$1.2 million.
- Evaluated sales promotion and incentive programs, providing recommendations to improve effectiveness and eliminate \$500,000 of unnecessary costs from the current budget, and ensuring synchronization among the category team, the sales force and the finance department.
- Developed an inventory projection model to estimate inventory levels in the customer's warehouse and prevent unanticipated fluctuations in sales from month to month.

TRAINING, TEAMWORK AND LEADERSHIP

Wall Street Prep Course—Completed intensive financial valuation and modeling course 2008

VP Finance—Finance Club—Managed club budget, bank account, and club audits 2007–2008

Royal Conservatory of Music—Completed grade 9 certification in violin and piano 1995–Present

introduction between Locke and Page and discussed the importance of the "buddy" role in Locke's anticipated development. Following this introduction, Page took the liberty of taking Locke for lunch to give her some advice about the expectations and projects of the firm. Locke was taken aback by Page's invested interest to see her succeed, but warmed to her company. Page made a concentrated effort throughout Locke's remaining work term to check in and speak with her at least three times a week. As the only two female analysts in the Toronto office, Locke and Page were coined the "sorority girls" by two of the associates. Despite twice mentioning to Richards the promised introduction to her assigned mentor, by the end of the summer Locke had not been introduced to Frescott, who had passed Locke multiple times in the office without saying hello.

In Chicago, Locke had enjoyed her training, which she found to be relatively easy. During Locke's first day in the Toronto office, Richards showed her to her designated work station and promptly left, saying she would follow up with her later that day. Locke was soon approached by Sean Petterson, a long-time associate at B&B who had experienced difficulty moving above his current position. Petterson promptly plopped a pile of papers on Locke's desk and mumbled something about compiling the data before noon. After skimming through the pages to get a feel for the work, Locke went to find Petterson, only to learn that he had left for a meeting and would not be back

until 3 p.m. Upon Petterson's return, Locke had completed what she thought he would have expected. He looked over the first two pages and frowned. "Summer interns ... every year you all seem to become more incompetent." Petterson gave it back to Locke. "Don't worry about it, I'll do it myself."

Locke did not see Richards again until the following week when, at Locke's request, they met briefly in Richards's office. Locke said:

I'm just not feeling like I know what my responsibilities are here. When I've done my work, I'm not sure who I should report to for more. Also, when I have questions there doesn't seem to be anyone to ask. What do you suggest I do?

Richards smiled and replied:

The work will come when it needs to be done, your job is to sit and wait for it. You are here to help make deals happen so sit tight and work when you're told to. Also, I've been hearing complaints that you've been listening to music while you've been working — don't let me find out about that again. Now if you'll excuse me, I've got a conference call to attend in about five minutes.

Locke left Richards's office discouraged and upset. Locke had never listened to music while at the office. Who would have lied to Richards about something she had never done? As Locke returned to her desk, Petterson was waiting for her, angrily tapping his fingers on her chair. "Where have you been? This was supposed to be done two hours ago!

Do you have any idea how important this deadline is?" This outburst was only the beginning of the type of behavior that Locke would come to expect from Petterson on a daily basis. Often around 10 p.m. when he began to get increasingly tired, he would call Locke into his office, close the door and raise his voice while complaining about her forcing and assumption decisions. Locke often stood by her assumptions and explained her judgments to learn what they needed adjusting; however, Petterson always cut her off saying "You don't have time to teach you this, you should already know."

As the weeks progressed, Richards staffed Locke with Petterson on every project despite Locke's request to be staffed with another project manager. Locke's first formal review from Petterson comprised scathing remarks about Locke's personality and work performance, remarking that she was arrogant, slow to meet deadlines and too friendly with Petterson. Petterson had never liked Page, who had experienced similar run-ins with Petterson when she had been a junior analyst. Although never formally addressed, Petterson had a tendency to be harder on female analysts than male analysts. Although Richards was aware of this tendency, she made no effort to change Petterson's approach.

Many of the weeks following her similar experiences, Locke continued to work longer hours than anyone else in the office without complaining. Although she remained unsure about the expectations and communication lines of her position, Locke worked quietly and diligently, making su-

she completed all projects by their deadlines. Locke found it frustrating that Petterson would play games with her, often giving her a deadline of Wednesday at 2 a.m. without really needing the work until Friday at noon. When Locke raised this issue with Richards, Richards looked at Locke sourly: "Audrey, are you questioning the competency of your project manager because of your interpersonal issues? You need to learn to deal with these things yourself." Following that brief discussion, Locke decided not to call Petterson on his false deadlines because she didn't want to feed him more ammunition for her next performance review. Locke remained irritated, however, by the lack of feedback and recognition regarding her sound technical abilities.

Unknown to Locke, her work was being routinely reviewed by Richards. Although much of her work was submitted directly to Petterson, Locke had one assignment that was

submitted directly to Page. When Page submitted it to Richards for review, Page was immediately called into Richards's office only to be met with accusations:

No summer intern has ever been capable of building this type of model with such precision. I know you and Locke are friends, Page, but you're not doing her any favors by increasing the quality of her work before submitting it to me.

Despite her expected confidentiality about the issue, Page thought Locke should be aware of the accusation and told her what had been said during the meeting. Locke was distraught and offended. When she asked Page for advice, Page responded:

I know you're working hard. You just have to keep your head down, do your work and get through the first few years. I had similar treatment. There's just nothing you can do about it.

Locke cleared her throat and focused on her objectives for the coming meeting. After the negative treatment and feedback she had received, Locke desperately wanted Richards to understand and appreciate her concentrated effort to be a valuable employee. Despite her negative experience, Locke was keen on a career in finance, and, at the very least, she wanted to end her internship with B&B on a high note. Locke was two minutes early for her meeting with Richards and knocked confidently on the door. The next 10 minutes would decide her future at B&B. Locke wondered what, if anything, she could say so that Richards could see her summer experience from her perspective and whether, in the larger scheme of things, it would even make a difference.