Exercise "Conflict solving"

Situation

In the company, selling the dairy products, the orders are fixed by the phone. One morning the referent responsible for the taking the orders is late in some hours without advance notice for the manager. One of the clients, who have not succeeded to give the order by phone because nobody is answering it, calls the company's director and complains about that. The director tires to call the referent to her cell phone but she does not answer. The director gets nervous, calls for other manager and asks her to take the orders till the referent will come to work. The manager leaves her urgent tasks and starts answering the phone.

More than one hour later the latecomer referent finally shows up...