6. Case "Strategic dead end"

The IT Task Force is a small multi-functional team formed for a specific purpose, which was assembled in a large international retail network with headquarters in Riga. Senior management appointed Sergei Vishnevetsky to lead the team. His task is to review the company's technology needs for the next five years and report to management within three months of the first meeting in the form of a proposal for an IT strategy.

The team includes representatives from all major IT user departments, as well as the company's computer experts. Obviously, people come from very different functional backgrounds and are more accustomed to the different work regimes that exist in their own departments. Sergey understands this from the very beginning, but since their results must be submitted within a relatively short period of time, he introduced working rules of conduct at the first group meeting. They look like this: "meetings are not a place where people try to get work done, but a place where people receive tasks and report on their results." However, before moving on to the agenda he created at the first meeting, he gives people 30 minutes to introduce themselves and point out the problems of the departments they represent. As for the rest of the meeting and subsequent meetings, there are constant disputes between employees. So, two months into the group's existence, people are still arguing about what the term "IT strategy for a company" means.

Sergei's reaction to this kind of bickering was to introduce his own definition and attempt to continue the work. However, controversy still arises as people continue to impose their own ideas about what a strategy should cover, and there has yet to be any clear definition, let alone the development of a strategy itself.

Questions
> 1. What do you think went wrong here? What are the reasons for unconstructive activity?
> 2. What should Sergei do to still complete the management's task?