**Managing Global Team**

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**How well has James managed his global team?**

James is unquestionably an elite individual who chose to work for Sun Inc. after earning a Bachelor of Science degree in computer engineering and later managing a team and budget in the Data Protection and Recovery Department. The position of high-profile team management was then given to James. James assembled a 45-member team and was pleased with how the team came together (Tsedal & Thomas, 2020). James also kept in touch with direct reports throughout the week and conducted conference calls weekly to get in touch with his entire team.

The team is also sent a topics list with different activities they address and runs through the list together with James. He also considers every member's time and tries to end and start the conference calls on time. This shows how well James manages the team. This helps improve the team's conversation and helps reach a practical decision. James also tries to control the groups in the different countries differently by trying to fulfill and consider every member's time zones and work.

He also tried to explain that the consistency in their local market brought about different salary mismatches. He also explained that the team needed to accept the country-based benefits differences in other aspects like a vacation. This shows that James is trying to manage the group according to the different countries' norms. Many team members complained that the US members received more salary (Tsedal & Thomas, 2020). James explained that the France strict laws gave the French colleagues job security while the American workforce would be unprotected if there were an economic downturn. James also understood that there was equal opportunity disgruntlement among the teams. James understood that the team felt they needed more time with him face to-face and finally understood that the UAE members feared that they would be deemed incompetent because of missing deadlines set by James in the last few months (Tsedal & Thomas, 2020).

**Who is responsible for HS Holding crisis?**

In the case study, no one is responsible for the HS Holdings crisis because the global teams had misunderstanding among them and tried to prove their worth. The team members also acted as if they were on separate teams. Nick should have responded to the calls because his phone was off, and he learnt about the problem the following day. All engineers have their home numbers for emergencies. Robert Chan was only aware of the problem once he checked his email Monday morning (Tsedal & Thomas, 2020).

Praveen for failing to get in touch with Nick right away because he made him feel uneasy, and Nick for not updating the record's phone number. However, from an organizational behavior point of view, Greg James's failure to lead ultimately led to the HS Holdings issue. The entire sequence of events that led up to the catastrophe may have been avoided if Greg had been able to identify any anomalies and take corrective action in advance. Why James didn't find out about the staff tensions and lack of cooperation until a crisis had already developed is puzzling. It would appear that James' performance curve was steep at the beginning of his career, but it started to decline as he took on the enormous responsibilities of leading a global team.

**What role did the “Open Work” environment play in the case?**

In this instance, open work was crucial in numerous ways. It made it possible for workers to interact and have fun in their workplaces regardless of time zones. As a result, employees expressed a desire for work-life balance and more adaptable schedules. The open work program was helpful because it combined a variety of tools, support strategies, and technologies to enable employees to work whenever and wherever they wanted. Implementing open work at HS Holdings helped reduce its real estate holdings, which resulted in savings of half a billion dollars over ten years (Tsedal & Thomas, 2020).

Many employees at the company also participated in the open work program. The program helped employees as it gave them a choice of flexible work arrangements. The program had significant components, including the enabling technologies that allowed one to move between work sites and mobile access to computer sessions. The third aspect was that employees could work from home or in the company's workspace whenever they required it. The second aspect allowed for daily access to the workplace. Monthly allowances were provided to mobile employees for hardware, the internet, and a phone. Open work has workshops that help the employees adjust to the new working environment (Tsedal & Thomas, 2020).

**What role did diversity play on this team?**

Diversity is essential in an organization as it helps its growth and high productivity (Kaur & Arora, 2020). Diversity played an essential role in the teams. The diversity of the teams in different countries helped reach a vast pool of talent and customers and provided service at any time of the day. Diversity brought the employees together across different time zones and locations. Employees could also create more flexible work arrangements, creating a better work-life balance. On the other hand, the teams' diversity led to global communication and cultural issues.

There was a crisis in the difference in labor laws of different members in different countries. The diversity of the members led to country-based benefits differences that made some team members complain in different sectors. Many of the team members complained that the US received more salary. This is because the France strict laws gave the French colleagues job security while the American workforce would be unprotected in cases where there was an economic downturn. UAE members feared they would be deemed incompetent because of missing deadlines set by James in the last few months (Tsedal & Thomas, 2020).

**What should James do in the short and long-term?**

In the short term, James can talk with the different team members in different countries and solve disputes among them. Every team did not want to be seen as the cause of the crisis, so they pointed fingers at each other. This incident may go on for a long time if action is not taken, leading to the work not being done smoothly. James should emphasize the significance of having a good relationship between the team members in the work environment. The poorly programmed queue should also be fixed immediately as it influences customer service quality and the smooth running of the company.

The company had a technical problem that James could solve by bringing the team together without pointing fingers at each other and working as one to help come up with a solution. The scheduled meetings should be reconsidered to help every team member feel considered. In the long term, James can increase face time with every team in different countries every month to help interact and make the whole team feel appreciated. This may be an easier way of hearing different problems and having various ways to solve them. Also, James can try resolving the interpersonal issues and collaboration issues with the team. James can also improve communication between members by agreeing on when to call whom and via what to help solve the crisis when different members try contacting different individuals. This can help maintain a good relationship, hence smooth conducting and running of work. Communication is essential, so organizations should practice it among their members to help build relationships and bring value to the company (Kang & Sung, 2017).

**References**

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