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Team Case Study

Under the first heading “Challenge the Boss or Stand Down?”, One of the actions that can improve the relationship between Tom and Frank is a meeting with just them on setting expectations. Frank says in his email that Tom should be better prepared, so they both should set common expectations for client meetings.

During the strategy meeting, Thomas should have let Frank finish his presentation before discussing the flaws of Frank’s plan. Not only was it rude to interrupt the meeting, but others in the room likely have decreased morale and will perform ineffectively for the rest of the day. Thomas should have talked to Frank when the meeting was open for questions or once everyone else in the room left.

During the private meeting between Thomas and Frank, Frank had given reasonable feedback to Thomas about his behavior that day, albeit with an aggressive tone. That said, Frank is leading the conversation, leaving Thomas with little chance to argue his piece. The team would benefit if they took the time to discuss their expectations of their roles and how they can work around each other’s behavior.

In the email sent by Shannon McDonald, it comes off with the tone that leaves little room for argument. While Thomas should acknowledge that his behavior in discussing Frank's business strategy was rude, that does not mean his observations should be completely brushed off.

As to how Tom should respond to Frank's demands, I think he should seek the counsel of another member at work to see if anyone else sees the flaws. Going to McDonald as his first choice might be an extreme as there is no guarantee that she sees the same way and might end up making the situation worse for himself. Bringing the issue to someone else will give Tom's idea some credibility and might make Frank reconsider.

In terms of how effective the team in the case study is, they are currently a driven team with a high task effectiveness, but low social effectiveness. Tom's plans are ambitious and might be effective in the short term, but Tom and Frank's conflict prevent the company from fully succeeding. They need to resolve this to bring success.