**Thomas Green Case Analysis**

By my signature below, I certify that I have not received improper help nor given it to others in writing this assignment nor have I used any method that would give me an unfair advantage over others in the class. This assignment represents my own work only and I had no assistance from another person or any other source unless it is referenced at the bottom of each appropriate page.

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(Full Typed Signature and Date)

The ‘Thomas Green Case’ is a classic example of how things can deteriorate when people start off on the wrong footing. Thomas Green’s charisma, quick wit and good relationship with Shannon McDonald, the VP of Travel Division earned him a quick promotion to the position of Senior Marketing Analyst at Dynamic Displays at the age of just 28. However, the fact that Frank Davis, the newly appointed Marketing Director, and Thomas’ Manager, didn’t want to choose Thomas for the position combined with the difference in working style of the two individuals with no one willing to budge from their position created a recipe for disaster. Despite the fact that all parties could’ve done something better, I believe it is up to Thomas now to take the initiative in order to save his job.

The following alternative approaches can be considered:

* The first alternative is that Thomas could try to **change his working style**. For this, he needs to start by having a one-on-one with Frank and try to reconcile with him. It is clear from the excerpt that Thomas prefers a more face-to-face interactions while Frank likes new strategies and approaches that are backed up by hard data, memos, and presentations. The same is also preferred by the clients who need to justify the expenditure for the kiosks to their superiors. A change in attitude, while it appears to be submissive, is not an altogether bad approach considering the fact that the clients also find it hard to close any deal without hard data on the benefits of the use of kiosks which can eventually affect the company’s sales and revenues. Also, Thomas would need to be more diplomatic in his approach when countering any point made by his manager and be clear with regards to his communication on what he needs to deliver and ensure that he delivers it on time.
* Another approach would be to **take Shannon into confidence** and arrange a meeting with all parties involved to introspect on what has gone wrong so far, identify each one’s mistakes and look for a way forward that does not hamper the productivity of any individual. Evidently, all three parties are partly to blame for the situation. A leader should have a say in what team he wants to work with, and this opportunity was not afforded to Frank by Shannon. On the other hand, while Thomas has been making commitments without delivering on the same, Frank refuses to be supportive and accommodating of Thomas’ working style and doesn’t agree with his criticisms of the projected growth plans. However, Shannon seems to be the best person to intervene, because having known both the individuals well and understanding each one’s perspective she might come up with a compromise solution that allows Thomas to continue with his working style while also making it more acceptable to Frank in terms of what he expects as deliverables.
* A third solution could be to ask VP Shannon McDonald to **look for a similar position in another division (other than Travel)** in the company. Since he has cordial relations with her, Shannon might be able to help Thomas to work under a manager who might be more accepting is close to
* A final but more extreme solution would be for Thomas to **look for a new job**. In a situation where Thomas cannot reconcile with his manager and if he feels that a change in his working style is too much of an ask, he should look for a new opportunity and find a job in an organisation where his working is appreciated or at least acceptable.

**The final choice and consequences**

According to me, Thomas should go for a **combination of the first two approaches**. Communication and commitment are an evident area of concern for Thomas who has been found wanting in terms of his deliverables. This is an attitude that must be changed from his side as it cannot be a healthy one in any organisation. At the same time, I feel that a three-way conversation between him, Frank, and Shannon could yield surprisingly positive results. Clear communication with an appropriate choice of words when talking to your manager (or any other senior member in the team) can go a long way in maintaining a healthy work relationship even between people who have conflicting working styles. In this particular excerpt, we can see that Frank is concerned about Thomas’ commitment in terms of creating tangible evidence for his work and if he can accommodate that into his working style without changing it completely, Frank might be willing to make some adjustments from his side as well.