MediSys Corp : IntensCare Product Development Team

Case Study Analysis

Berat Onur Ersen - 20168000075 - 11 Dec 2016

Introduction

The following is analysis of case about management and product development problems within MediSys Corp, a company producing healthcare monitoring systems.

Throughout this case product development processes of MediSys,changes applied to enhance production processes,inter-personal problems of management team and dysfunctional situations are to be reviewed.

MediSys

MediSys is a device manufacturer founded in 2002.A company providing medical monitoring systems for customer in hospital segment. MediSys made a big hit by its initial products and planning further innovative products to extend its success in business line.

Product development in MediSys starts with technology proposal, carries on with analysis of customer needs and responses.Then after development of prototypes are finished it gets evaluated to pass through final phase which is fabrication of the products.

In August 2008 new president Art Beaumont introduced a new way of working for creating a product from conceptual stage to final product.This new way of working required teamwork,trust,collaboration and cooperation efforts which members of IntensCare team had bad experiences with.

IntensCare Team

IntensCare Product team was formed of product manager,project leader,software design and development responsible, regulatory affairs,marketing responsible.Team had a major assignment to deliver a very important product for company future on time and on budget.They were performing well in earlier six months but as it reshaped after Beaumont's changes in structure,there had to be applied new teamwork approach which required trust,commitment,care,help and conflict resolving techniques.IntensCare team lacked all of these.

First,there was lac of communication between team members causing a chaos.Good teamwork needs good communication so regular meetings,to-the-point addressing of the problems and communicating progress is very important to be efficient.Moreover, accountability of executives was a huge problem in this context.In an ideal team work methodology product manager is accountable for product development process,marketing manager is accountable for marketing processes, everybody is responsible for their own segment in terms of their assignment definitions. In addition to that team should be focusing on outcomes.One thing should be considered is supposed to be if an outcome is valid and completing the part of project or solution as it was expected.Unfortunately none of these were understood by IntensCare team members.

Lack of commitment was another weakness of the team.Members who are committed to success and desiring to achieve their assignments put great effort to the work they do.For instance in this case we see Jack Fogel not committed to his duties so this causes other members to get angry with him and damaging the harmony.Valerie Merz expected him to drive and deliver but Fogel was not assuring deliveries.He should have been demonstrating a good leadership by sitting on the driver's seat.

Apart from problems within team's attitudes even President Beaumont thinks that IntensCare team won't make it to production.He is waiting to see them fail and accuse related people of product failure.Beaumont is not willing to do something apart from applying pressure on the team.This is another situation in company showing lack of trust.

Conclusion

Case is a problem case focusing on dysfunctions in IntensCare team and company management.There are certain prerequisites for a team to be successful.These include trust,accountability,commitment,outcome-focus.Apart from these each and every team member should be showing leadership skills in their related fields.

In this MediSys case company management should define roles and responsibilities clearly to measure team members' achievements.Another spotted dysfunction is lack of management support.In an ideal management approach team progress is tracked down in granular level to get an appropriate glimpse of processes and check if there exists any impediments to be removed.