

William Kaminski

YWCC307-112

March 28, 2022

Teamwork Case Study

Q: How should Tom respond to Frank's commands?

After reading this case study, it is clear that this marketing team is very dysfunctional. Thomas Green is an ambitious team member looking to expand the horizons of their kiosk service to meet market trends. He believes that kiosks must offer extra advantages compared to online checking services in order to compete. Tom's ideas are turning upper management heads but clearly his manager Frank Davis does not approve of his ideas.

Frank is running his team as a commander. He sets the tasks for the team with little to no input. He also does not seem to be very supportive of his team. He lets himself into his employees' space with little warning, makes passive aggressive comments, and even threatens Tom's job for trying to provide input at their market-strategy meeting. Frank also seems to set unrealistic expectations for his team. As McDonald says, "I'm sure you will, Tom, but you're walking into a tricky situation with Frank. He has very aggressive growth goals for next year—maybe more than the market data warrant."

I believe Tom should expose Frank's strategies and behaviors to McDonald so he can hopefully be redeployed to another team. Frank's target is clearly defined, but his goals do not align with all of the members of the team. They are also not realistic in the given time frame. On top of this, he does not consider any feedback provided from the team. Tom's history of rising up the ranks and gaining the attention of upper management shows that he is a competent employee. His ideals do not match with Franks so he should try and find a team that better suits him. Frank

should also be exposed for the poor treatment of the team and be given training or be re-evaluated as a manager at D7 Displays.