

## Scenario

For the next few minutes you will have the chance to eavesdrop on Pat Spencer's weekly Senior Staff meeting. Pat is the organization's North America Segment Director and company VP. In attendance this morning are:

Chris Roberts, Finance  
Jan Duhamel, Marketing  
C. J. Saling, Technology Development  
Gerry Lawson, Domestic Production  
Lyn Rainey, Communications

Later you will be asked to analyze the relationships between the teammates.

## The Meeting

Pat -- *I'd better get this started. Hope things run a little smoother than they did last week. Or a lot smoother . . .* "OK, let's get underway. As you can see from the agenda, I've moved the budget items to the top. As contentious as these things have been recently, I'm hoping we can get through them and on to the things that are a little more enjoyable. Chris, how are we doing on the Lambda Project, relative to budget?"

Chris -- "We seem to be in good shape. The only updated numbers we don't have are for the IT installation. I understand there have been a few problems."

C. J. -- "You are right about that. The original specs weren't going to get the job done, so we are going to have to make a couple of significant upgrades."

Pat -- "How much more will this cost us?"

C. J. -- "3.2 million."

Chris -- "Wow, that's going to kill us. Are you sure this is necessary?"

C. J. -- "Are you questioning my judgement on this?"

Chris -- "I'm sure what you are looking at is a great solution. I guess what I'm a little uncomfortable about is your penchant for buying Rolls Royces when Chevrolets will do."

A. J. -- "Look, you guys are just going to have to trust me on this."

Pat -- *We sure have been here before. C. J. is so knowledgeable about our technology, but it seems like he is just buying the latest toys sometimes, and not necessarily leveling with me or this team about it. I'd better clamp down on this a little.* "I'd like to see a brief business case on this, with a few lower-priced options, and the pros and cons associated with each. Can we have that by the next meeting?"

C. J. -- "Sure boss, but it sounds like busy work to me."

Pat -- "Anything else on Lambda?"

Gerry -- "I'm getting nervous about our ability to produce the pre-production prototypes on time. We need to build an entire Alpha line and we haven't even started yet."

Jan -- "An Alpha line? The original plan indicated that we could do it with four work stations."

Gerry -- "Really? I guess I didn't see the original plan."

Jan -- "Come on, Gerry. We sat right here six months ago and reviewed the entire thing. I've got commitments to some of our largest customers to see this thing before the end of the year. Do you need some extra help on this?"

Gerry -- "No, I've got it under control."

Jan -- "I guess I'd like a little more reassurance."

Gerry -- "Well, I can get the work station thing figured out. I think Jack Hayden knows something about them."

Jan -- "How about prototype testing?"

Gerry -- "Oh yeah, testing. Got it covered."

Pat -- *Doubt that. Seems like Gerry is a little overwhelmed - and not doing a very good job covering for himself. I'd really hoped he'd grow into this job quicker when we promoted him.* "How about updating us with something a little more concrete by the end of the month?"

Gerry -- "No problem."

Pat -- "Before we go on, I'd like to give kudos to Lyn for the way the EPA flap was handled. You did a great job. I don't remember ever seeing a press conference where the EPA was a 'co-host' with the organization they had been investigating. I think we'd all like to hear a little more about what went on behind the scenes."

Lyn -- "Thanks for the kind words. You know, when we first heard that the EPA was taking a close look at our Mansfield operation, we were concerned. Then, when the press vultures descended, I knew we were going to have to get 'pro-active'. Once our people figured out what had really happened, it was obvious we were alright. I'm not sure that honesty is *always* the best policy, but I really felt that throwing as much light on this as we could would serve us best in this instance. As it turned out, the strategy worked."

Pat -- "Imagine that. We have an honest Communications Director - a rare breed."

C. J. -- "How did you know so much about the technological side of this?"

Pat -- "I think Lyn is too modest to give you a very good answer to that question, so I'm going to give it a shot. While we might hear the least from Lyn during our meetings there is a great amount of information absorption taking place. It makes sense that each of us is the most knowledgeable about our individual areas of expertise, but Lyn might just have the best overall perspective of anybody in this room, myself included at times."

Lyn -- "You are too kind."

Pat -- *Not looking forward to this. Hope C. J. stays out of it.* "Moving along. Jan, we seem to be losing some ground in the Southwest and South Central regions and are taking a serious beating in Canada. What's up?"

Jan -- "I got new numbers this morning I'd like to share with you. It looks like we're pretty much back on track in the U. S., but Canada is still a problem."

Pat -- "These are a lot more reassuring. So what's the next move in Canada?"

Jan -- "I think we need to focus a lot more on relationship marketing. You know that Canadians often feel like second-class citizens in the geo-political North American scheme of things and I think we are guilty of reinforcing that at times. We need to do more wining-and-dining, literally and figuratively with our better customers up North."

C. J. -- "Geo-political scheme of things? What are you talking about? This is an economic issue, not a 'relationship marketing' issue."

Pat -- *Damn!*

Jan -- "I didn't mean to indicate that this was not an economic challenge, I just think we need to"

C. J. -- (interrupting) "We faced this a lot of times when I was in that position and we always dug ourselves out by making deals that they found more attractive financially."

Jan -- "But look what happened our margins. We can't afford to give away the shop. And, by the way, I'm getting a little tired of hearing about how you did it when you were in my position. Our market, and the world have changes a lot in just a year."

C. J. -- "Are we supposed to just ignore my four years as head of Marketing? Or my 18 years with the company?"

Pat -- "Enough. To be our best, we need to take advantage of your experience and what Jan brings to us. There was a reason we went outside the company to fill the position."

A. J. -- "I apologize. I know that what you tell us is always accurate as you see it. I guess we just come to very different conclusions looking at the same things. How do we make a win-win out of this?"

Pat -- "Thanks C. J.. I think this is too complicated for a one-size-fits-all solution. We need to develop a flexible plan. Get with our Canadian reps and ask them for some insights. Find out which customers are apt to respond to some attention and hand-holding. See if we can identify those that look at this as strictly dollars-and-cents (or would that be Loonies-and-cents?). And let them make some recommendations of who might need a little of both. Those folks out in the field should know more about these subtleties than we do."

C. J. -- "Sounds like a good plan to me. I would still like to review the plan and provide some feedback if I could. Is that OK?"

Jan -- "Yeah, I guess so."

Pat -- *Whew, that could have been a lot worse than it was. Now the home stretch.* "Finally, the last item. . . ."

## Analysis

While all relationships are complex, please consider the following when working through this section:

A team member can see another as:

**Ethical** - One who routinely tells the truth, is honest when communicating both facts and feelings, can be relied on to keep his/her word, and respect confidences

**Unethical** - One who has hidden agendas, might tell partial truths, proves unreliable with confidences or commitments, or, worst case, sabotages the team, lies, cheats and steals

**Qualified** - One who is knowledgeable about his/her job, demonstrates good judgement, is skilled at analysis, problem solving and decision making

**Unqualified** - One who lacks experience, does not know enough about what s/he is talking about, is often wrong about facts and figures, and makes mistakes due to lack of knowledge, not carelessness

The 2 x 2 matrix below shows the combinations that can exist with these four options:

	Ethical	Unethical
Qualified		
Unqualified		

### Individual Assessment

Put an X in the box you think best describes Chris's opinion of C. J.

	Ethical	Unethical
Qualified		
Unqualified		

Put an X in the box you think best describes Jan's opinion of Gerry

	Ethical	Unethical
Qualified		
Unqualified		

Put an X in the box you think best describes Pat's opinion of Lyn

	Ethical	Unethical
Qualified		
Unqualified		

Put an X in the box you think best describes C. J.'s opinion of Jan

	Ethical	Unethical
Qualified		
Unqualified		

**Team Discussion**

When your team has agreed, put an X in the box you think best describes Chris's opinion of C. J..

	<b>Ethical</b>	<b>Unethical</b>
<b>Qualified</b>		
<b>Unqualified</b>		

Then, discuss the following:

How might this opinion impact Chris's and A. J.'s working relationship?

How might it impact the team's ultimate effectiveness?

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When your team has agreed, put an X in the box you think best describes Jan's opinion of Gerry.

	<b>Ethical</b>	<b>Unethical</b>
<b>Qualified</b>		
<b>Unqualified</b>		

Then, discuss the following:

How might this opinion impact Jan's and Gerry's working relationship?

How might it impact the team's ultimate effectiveness?

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When your team has agreed, put an X in the box you think best describes Pat's opinion of Lyn.

	<b>Ethical</b>	<b>Unethical</b>
<b>Qualified</b>		
<b>Unqualified</b>		

Then, discuss the following:

How might this opinion impact Pat's and Lyn's working relationship?

How might it impact the team's ultimate effectiveness?

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When your team has agreed, put an X in the box you think best describes C. J.'s opinion of Jan.

	<b>Ethical</b>	<b>Unethical</b>
<b>Qualified</b>		
<b>Unqualified</b>		

Then, discuss the following:

How might this opinion impact C. J.'s and Jan's working relationship?

How might it impact the team's ultimate effectiveness?

# Team Trust

## Character

Ethical  
Honest  
Truthful  
Reliable  
Dependable

## Competency

Qualified  
Knowledgeable  
Skilled  
Accurate  
Experienced