

### **The TEAM case — Secret Instructions for Jan Li**

You were assigned to a six-person team for a three month task. Six weeks have gone by, and the team should now be planning carefully how to get the project report finished and delivered in good order.

You did not originally know any of the other five members of the team. You six were assigned together, to a self-managed, cross-functional team, to bring together ideas from all over the company. The other team members come from five different units of your company in five different areas of the world, and in fact speak five languages different from yours and from each other — the common language for the project is English.

As it happens, you speak and write excellent English and you feel you have emerged as a natural team leader. You have been thinking about how to get the report to be a really good one. You also want it to "look good" as well, since it will be distributed world-wide with the team member names on it. You figure the team will need five days at the end of the project period just to design and produce a really beautiful report.

You are concerned about how to deal with Piro Pali. You and the other four members of the team have been working very hard, and have pulled together a huge mass of relevant data. Each of the five of you (except Piro) took a subset of the information. Each of you has been analyzing and writing very productively about part of the problem. You have seen nothing at all from Piro Pali, who comes late to meetings, is very quiet, and seems not to be writing very much. None of the five of you has said anything to Piro, who is from a very different culture, but now you and the others are getting somewhat angry that you are being left with all the work. You decide that you will go speak with Piro about all this.

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