

## **The TEAM Case — Secret Instructions for Piro Pali - B**

You were assigned to a six-person team for a three month task. Six weeks have gone by, and the team is working away together far from home, with six more weeks to go. You hate the fact that you have been away from home for so long, and cannot wait to be done and on your way. You are also annoyed that the TEAM was not brought together in your country instead of Boston.

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. (This in fact is a little tough for you. English is your fifth language. You are constantly annoyed by the cultural imperialism of people who speak English as a first language or from early childhood, and you do not like Boston).

You and the other members of the team have been working very hard. In the first week the six of you pulled together a huge mass of relevant data. Each of the others immediately took a subset of the information and they have been analyzing and writing about part of the problem. While each of your teammates took an important subset of the information, you think their actions were premature, and that they may have been wrong to start so quickly before looking at the BIG PICTURE.

You have been working 80 hours a week, trying to pull together all 43 datasets...and you think that TEAM should call a meeting and look at what they have. You think they started much too quickly on pieces of the problem and you are also annoyed that no one has been helping you. As far as you can tell they do not even care about doing this thing right. You are really quite angry about the five, Jan Li in particular. Jan appears to think that God has chose him/her to be the boss. IS this TEAM self-managed? Or is Jan going to come over and try to push you around? Above all you determine that you will not be interrupted or distracted from the task ahead of you.

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