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Sun Microsystems

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Questions?
microsystems



Problem

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Immediate Problem (Symptom):

HS Holdings' entire I.T. system went down for two hours, and James' team did not effectively react to the situation.

Larger Issues:

1. Cultural silos
 - Poor communication
2. Lack of cohesion
 - Interpersonal conflict
3. Absence of team identity
 - Perception gap
4. Poor team leadership

Background

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Timeline of Events

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- 00:00**
- H.S. Holdings' server goes down
 - Mumbai team receives a call (t) and logs in into the system
 - Attempt to contact Nick Elliot in the US = **failed**
 - Cause: Did not follow "weekend" protocol = thought it was Monday in U.S.
 - Try to resolve problem themselves
 - Cause: Due to interpersonal conflict/tensions, Praveen Devital did not want to contact Nick Elliot (HS) (Praveen overheard Nick say the Indian team was incompetent).
 - Try to call H.S. Holdings, but contact information old = **failed**
 - Cause: Nick assumed people would not know how to contact him. - ASSUMED
 - Log in system but system not designed right (no one sees log) = **failed**
 - Cause: Jamal if links only Mumbai programs emergency applications. - ASSUMED
- 01:00**
- H.S. Holdings' manager contacts France
 - France attempts to contact US = **failed**
 - Cause: Timing issues
 - France attempts to contact India = **success**
 - India attempts to contact customer = **failed**
- 02:00**
- Server is restored by the engineers = **success**

Key Players

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H.S. Holdings: Client
Greg James: Global Manager
Greg James's Team: Responsible for seamlessly executing a plan to safeguard a customer's data in all of their systems, across the globe. Usually contacted if the customer's own IT team could not resolve the problem.

Santa Clara, U.S. (Headquarters)	India (Mumbai)
<ul style="list-style-type: none"> -Nick Elliot (application support engineer & Primary Contact for this Account) -Robert Chau (sales account manager) -Stephen Spurlock (global vice president) -Pan Lawry (vice president) 	<ul style="list-style-type: none"> -Rahul Ashok (service manager) -Praveen Devital (support engineer)
U.A.E. (Dubai)	France
<ul style="list-style-type: none"> -Jamal (engineer) -Ahmed Nazir (manager) 	<ul style="list-style-type: none"> -Elisabeth Fournier (customer advocate for European accounts)

Relationship Matrix

How ____ feels about	India (Mumbai)	U.A.E. (Dubai)	France
U.S. (Santa Clara) ("the favorites")	<p>US = Nick feels India is incompetent. India = Doesn't like Nick.</p>	<p>UAE: No face-time with Greg James. US: UAE business pace is slow.</p>	<p>US = Feels they bear a bigger workload. France = "Santa Clara is the hardest to reach and the slowest to respond." Upset US emp. get paid more.</p>
India (Mumbai)		<p>UAE: Fears will be a subgroup of Indian office. UAE/India: Pakistan/India tensions.</p>	
U.A.E. (Dubai)			

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India (Mumbai)

- Rahul Ashok (service manager)
- Praveen Devilal (support engineer)

U.A.E. (Dubai)

- Jamal (engineer)
- Ahmed Nazr (manager)

France

- Elisabeth Fournier (customer advocate for European accounts)

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- Try to call H.S. Holdings, but contact information old = **failed**
 - Cause:** Nick assumed people would just know how to contact him = **ASSUMED**
- Log it in system (but system not designed right; no one sees log) = failed
 - Cause:** Jamal thinks only Mumbai programs emergency applications = **ASSUMED**

01:00

- H.S. Holdings' manager contacts France
 - France attempts to contact US = **failed**
 - Cause:** Timing issues
 - France attempts to contact India = **success**
 - India attempts to contact customer = **failed**

02:00

- Server is restarted by the engineers = **success**

Relationship Matrix

How ___ feels about ____	<u>India</u> (Mumbai)	<u>U.A.E.</u> (Dubai)	<u>France</u>
<u>U.S. (Santa Clara)</u> (<i>"the favorites"</i>)	US = Nick feels India is incompetent. India = Doesn't like Nick.	UAE: No face-time with Greg James. US: UAE business pace is slow.	US = Feels they bear a bigger workload. France = "Santa Clara is the hardest to reach and the slowest to respond." Upset US emp. get paid more.
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<u>U.A.E. (Dubai)</u>			

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Analysis

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Communication

- Proximity issues
- False Assumptions
- Open Work Environment
- Interpersonal Conflicts
- Creation of Silos



Lack of Cohesion

- Interpersonal conflict
 - Ex: Praveen did not track down Nick directly
- Relationship conflict
 - Conflict lead to unproductive personal attacks and emotional confrontations
- Ex: Favoritism toward the U.S.



Lack of Team Identity

- Each individual team also seems to identify itself with the "regional" office, and not the team as a whole
- Lack the cognitive & affective integration to understand and accept the differences in cultural backgrounds and norms



Poor Team Leadership

- James lacked the ability to influence and motivate his team to work together effectively to achieve their common goals
- James also did not recognize his team's conflict taxonomy in terms of interpersonal and task

