



Sun Microsystems Harvard Case Solution & Analysis





Questions?
microsystems

Problem

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

Timeline of Events

00:00
 -H.S. Holdings' server goes down
 -Mumbai team receives a call (?) and logs it 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 (US (Praveen overheard Nick say the Indian team was incompetent))
 -Try to call U.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 restored by the engineers = **success**

Key Players

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.

<u>Santa Clara, U.S.</u> (Headquarters)	<u>India (Mumbai)</u>
<ul style="list-style-type: none"> -Nick Elliot (application support engineer & Primary Contact for this Account) -Robert Chan (sales account manager) -Stephen Spurlock (global vice president) -Pam Lowry (vice president) 	<ul style="list-style-type: none"> -Rahul Ashok (service manager) -Praveen Devital (support engineer)
<u>U.A.E. (Dubai)</u>	<u>France</u>
<ul style="list-style-type: none"> -Jamal (engineer) -Ahmed Nazr (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")	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.
India (Mumbai)		UAE : Fears will be a subgroup of Indian office. UAE/India : Pakistan/India tensions.	
U.A.E. (Dubai)			

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02:00

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