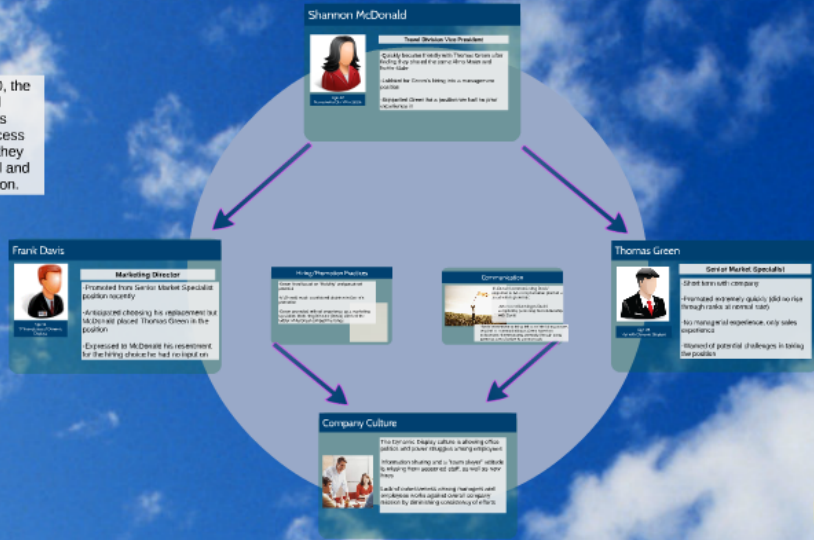


THOMAS GREEN Harvard Case Solution & Analysis

Dynamic Displays



Founded in 1990, the company's initial market niche was ATMs. After success and expansion, they added the Travel and Hospitality Division.



Shannon McDonald
 Travel Services Unit President
 Equally focused on both sides, Thomas Green also has a lot of experience in general HR issues and in general HR.

Frank Davis
 Marketing Director
 Promoted from Senior Market Specialist position recently
 An important choice by his replacement but he should please Thomas Green in the position
 Experienced in McDonald has resentment for the hiring choice he had to replace on

Hiring/Promotion Process
 Does not have a history of internal promotion
 HR used to have a central department in charge
 Management and employees are responsible for their own hiring decisions

Company Logo
 Dynamic Displays
 A leading provider of dynamic displays for the travel and hospitality industry

Thomas Green
 Senior Market Specialist
 Started here with company
 Promoted and senior quality job no vice through (frankie at internal case)
 No managerial experience, only sales experience
 History of potential challenges in taking the position

Company Culture
 The company's display culture is allowing of a high level of autonomy and high level of independence
 Individuals sharing and a "team share" attitude to help them assist at work, as well as new hires
 Lack of understanding among managers and employees in the general context of the company's mission by determining consistency of efforts

Hiring/Promotions HR Policy
 Participative decision making during hires/promotions to fight bias and foster support
 Base hiring on *demonstrated performance*, not perceived potential (less subjective, measurable)
 Policy must enforce "open, assess and hire"

Communications Training
 Foster an open environment for communicating in a positive, and solution oriented way, effective listening, and appropriate channels
 Training must be recurring to maintain an even and thorough understanding throughout the staff

Culture
 Managers should focus on active listening and consider individuals within the social system as having self-esteem and worth
 Toxic behaviors should be identified and addressed by managers at all levels
 Discipline should be done with HR involvement to ensure no reprisals, bias or misunderstandings

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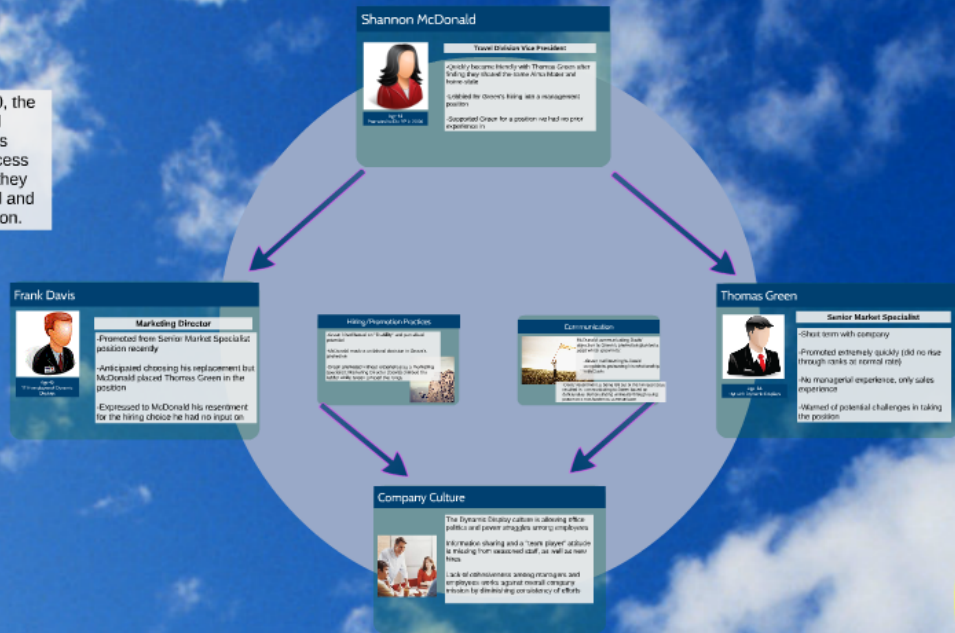
Human Resource and Management Recommendations based on the Case Study of "Thomas Green: Power, Office Politics, and a Career in Crisis"

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Dynamic Displays



Founded in 1990, the company's initial market niche was ATMs. After success and expansion, they added the Travel and Hospitality Division.



Shannon McDonald
Travel Division Vice President

- Quickly became friendly with Thomas Green after finding he'd founded the online Airline Market and Travel niche
- Liked to Green's being able to manage people
- Suggested Green for a position he had no prior experience in

Frank Davis
Marketing Director

- Promoted from Senior Market Specialist position recently
- Anticipated choosing his replacement but McDonald placed Thomas Green in the position
- Expressed to McDonald his resentment for the hiring choice he had no input on

Hiring/Promotion Practices

- Used checklists on quality and candidate potential
- Mistakenly made a critical decision in Green's promotion
- Over-ambitious that company is a leading company offering the best travel options for better value, lower prices and no frills

Current Situation

- Business operations were down
- Went from 100 employees to 1000 employees in 10 years
- Overly ambitious that company is a leading company offering the best travel options for better value, lower prices and no frills

Thomas Green
Senior Market Specialist

- Just seem with company
- Promoted extremely quickly (did no rise through ranks or senior roles)
- No managerial experience, only sales experience
- Worried of potential challenges in taking the position

Company Culture

- The Dynamic Display culture is allowing ethical, public and of power struggles among employees
- Informative sharing and a "team player" attitude is thriving from successful staff, as well as new hires
- Lack of enthusiasm among managers and employees creates a general overall company culture by developing an attitude of effort

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Dynamic Displays



Founded in 1990, the company's initial market niche was ATMs. After success and expansion, they added the Travel and Hospitality Division.

Shannon McDonald



Age-42
Promoted to Div. VP in 2006

Travel Division Vice President

- Quickly became friendly with Thomas Green after finding they shared the same Alma Mater and home-state
- Lobbied for Green's hiring into a management position
- Supported Green for a position we had no prior experience in

Frank Davis



Age 45
17 Yr employee of Dynamic
Displays

Marketing Director

- Promoted from Senior Market Specialist position recently
- Anticipated choosing his replacement but McDonald placed Thomas Green in the position
- Expressed to McDonald his resentment for the hiring choice he had no input on

Thomas Green



Age 28
>1yr with Dynamic Displays

Senior Market Specialist

- Short term with company
- Promoted extremely quickly (did not rise through ranks at normal rate)
- No managerial experience, only sales experience
- Warned of potential challenges in taking the position



Age-42
Promoted to Div. VP in 2006

-Quickly became friendly with Thomas Green after finding they shared the same Alma Mater and home-state

-Lobbied for Green's hiring into a management position

-Supported Green for a position we had no prior experience in

Thomas Green



Age 28
>1yr with Dynamic Displays

Senior

-Short term with

-Promoted extra through ranks

-No managerial experience

-Warned of potential the position

Marketing Director

ed from Senior Market Specialist recently

ted choosing his replacement but d placed Thomas Green in the

ed to McDonald his resentment rring choice he had no input on

Hiring/Promotion Practices

-Green hired based on "likability" and perceived potential

-McDonald made a unilateral decision in Green's promotion

-Green promoted without experience as a marketing specialist; Marketing Director (Davis) climbed the ladder while Green jumped the rungs



Communication



McDonald communicating Davis' objection to Green's promotion planted a seed which grew into:

-Green not listening to Davis' complaints, poisoning his relationship with Davis

-Davis' resentment at being left out of the hiring process resulted in communicating to Green based on deficiencies; demonstrating animosity through using power as a mechanism to communicate

Company Culture

The Dynamic Display culture is allowing office politics and power struggles among employees

Information sharing and a "team player" attitude is missing from seasoned staff, as well as new hires

Lack of cohesiveness among managers and employees works against overall company mission by diminishing consistency of efforts

