

The TEAM Case — Secret Instructions for Piro Pali - A

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 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 is tough for you. English is your fifth language. Like many brilliant people you have learned to speak English pretty easily, (if ungrammatically and with many errors) but you hate writing it.....who would believe all the written irregularities in English?.... and you are pretty quiet most of the time.)

You are however very skilled in data manipulation and analysis. The TEAM has brought together truly huge amounts of information; you have spent 14 hours a day — including nights and Sundays — pulling together data sets from 43 different sources and integrating them. While each of your teammates took an important subset of the information, and has been analyzing that subset and writing it up, you have been working quietly away on an integration of ALL the sources of information anyone was able to collect. The other five all seem to be working together... their tasks have a lot in common with each other. You have been working very hard and independently, and you hope to be done in six weeks time on schedule. If you are lucky (and no one interrupts you) you will produce a really impressive Appendix to the TEAM report — an Appendix no one could possibly have envisioned before you got started.
