

Name

Supervisor Name

Course Name

Due Date

Thomas Green Case Study

Issues/problems

The case of Thomas Green: *Power, Office Politics, and a Career in Crisis* depicts a complex set of issues involving an employee's power dynamics, communication, and decision-making. The core problem is the poor communication and misunderstanding between Thomas Green, the newly promoted Senior Market Specialist from an account executive position (2), and Frank Davis, his boss, which led to a power struggle that threatened Green's career. Green's problems include his failure to manage expectations properly, his inability to adapt to the company's culture, and his poor communication skills by not solving the problems at hand. Green's performance earned him the promotion (2-3), which made him become overconfident, making him ignore Dynamic Displays' culture of hard-core data presentation, interpretation, and subsequent projection, as seen with other regional heads (4). Frank, who has been in the company for longer, sees Thomas as inexperienced and brash. This leads to a power struggle between the two, which manifests itself in a lack of trust and communication.

Due to poor and ineffective communication with Davis, Green needed to fully understand Davis's account management expectations. Green's overconfidence and lack of experience led him to make decisions without consulting Davis, which Davis perceived as insubordination (6). Notwithstanding, Green's communication style was also a source of frustration for Davis, as Green did not provide clear updates on the account's progress and did not respond promptly to emails and phone calls.

On the other hand, Davis also contributed to the problem by failing to provide clear direction and feedback to Green, which led to a lack of alignment and frustration for both parties. Davis was also focused on maintaining his authority and power within the company, which made it difficult for him to delegate responsibilities to Green and trust Green's decision-making (3).

The issues, in this case, are also influenced by the company's culture and power dynamics. There is a clear hierarchy and power structure, and employees are expected to conform to the company's norms and values (7). Green's failure to adapt to the company's culture and his inability to navigate the power dynamics led to a breakdown in communication and a power struggle with Davis. These issues contributed to a breakdown in the relationship between Green and Davis, threatening Green's career.

Alternatives

There is need for alternative solutions to address the issues that Thomas Green faces. The following three alternatives can be used to ease the already tense situation, each with benefits and risks:

Alternative 1: Communication and Expectation Management

The first alternative involves improving communication and expectation management between Green and Davis. This could be achieved through regular meetings, status updates, and progress reports. Both parties need to agree on clear goals and expectations for the account and a communication plan. The benefits of this approach include increased alignment, trust, and accountability, which could improve the account's overall performance. The risks, however, include the possibility of continuing power struggles and communication breakdowns if Green and Davis cannot establish a productive working relationship.

Alternative 2: Reassignment

The second alternative involves reassigning Green to a different account or department within the company. This could help Green adapt to the company's culture and power dynamics and give him a fresh start. The benefits of this approach include the possibility of a better fit for Green's skills and experience and a chance to improve his communication and decision-making abilities. The risks, however, include the possibility of Green feeling demotivated and unhappy with the new assignment and the possibility of losing the high-profile account.

Alternative 3: Termination

The third alternative involves terminating Green's employment with the company. This could be seen as a last resort if the previous alternatives do not work and Green's poor communication and decision-making abilities continue to risk the company's performance. The benefits of this approach include removing a problematic employee from the organization and sending a message to other employees about the importance of communication and teamwork. The risks, however, include the possibility of losing a valuable employee with potential and the potential for negative publicity or legal action.

Recommendation

Based on the alternatives outlined, the most recommended option to address Thomas Green's issues is the first alternative (Alternative 1), involving communication and expectation management. It is the best option because it addresses the root cause of the problem, provides a chance for Green to improve his communication and decision-making abilities, and does not involve drastic measures of reassignment or termination.

To implement this recommendation, Green and Davis should meet to discuss the goals and expectations for the account, as well as a communication plan that includes regular meetings, status updates, and progress reports. Both parties should agree on clear roles and responsibilities and establish a system for resolving conflicts or misunderstandings. The

company can also consider providing training or coaching to both Green and Davis on effective communication and expectation management.

In addition to the above steps, Green needs to take ownership of his role in the situation. He should acknowledge his mistakes and commit to improving his communication and decision-making abilities. Green could also take the initiative to ask for feedback and seek guidance from more experienced colleagues or mentors within the organization.

To mitigate the risks associated with this alternative, regular check-ins, and progress reports should be conducted to monitor the effectiveness of the communication plan and ensure that both parties meet expectations. If issues arise, they should be addressed promptly and transparently. The account can become more aligned, accountable, and productive by improving communication and expectation management.

Works Cited

Sasser, Earl W., and Heather Beckham. "Thomas Green: Power, Office Politics and a Career in Crisis - Case Study." *Harvard Business School*, 1 May 2008, www.hbs.edu/faculty/Pages/item.aspx?num=41748. Accessed 29 Mar. 2023.