

"A man is
great by
deeds, not by
birth"
-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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Shaking things up, for better or worse?

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Abstract:

The case is about the challenges faced by a relatively newly joined Faiyaz, a technical team lead of a framework development team, who attempts to initiate changes in the work processes of his team. To streamline the work processes, he initiated changes such as the conversion of the waterfall model into an agile work process, the incorporation of high work specialization and a learning-driven culture. Though there were initial hiccups, he eventually observed desirable behavioural modification among his team members and, therefore, brought immediate team results. Since his manager believed that this new framework and work practices, if followed by the other teams, would bring stronger business results for the entire organization, he encouraged the automation teams to also implement these changes. However, the automation teams were reluctant to accept and implement the new changes brought out by Faiyaz and his team. This slowly led to inter-team conflicts and subsequently impacted Faiyaz's team's outcome. On top of that, he also believes that his efforts weren't really appreciated by the management, and he has also observed a similar lack of motivation among his team members, which makes him question the purpose of the changes he has made and the changes he wishes to make in the immediate future.

The case entails several successful power dynamics and influence tactics that can be used by the team managers while transforming the work culture and processes of their teams. While doing so, the students will also be able to understand the factors that cause job dissatisfaction among ambitious knowledge workers. Finally, the case provides an understanding of how to enhance team effectiveness and manage inter-team conflicts. This case can be used for courses such as Organisational behaviour, Team dynamics, and Change management.



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