**Teams and Temperament Case Study**

**Stephen - Leader (Rational)**

The leader of this team, Stephen, is a Rational. His preferred way of communicating with his team is direct and decisive. Once is enough and once is all it should take to communicate with the team. Usually, an email directive comes from Stephen’s office letting the team know what changes are taking place and what their goals are.

Stephen is introducing the application of a new patient monitoring IT platform for the hospital. The new IT platform will enable the organization to accurately monitor patients and save money in unnecessary assessments and visits. His team will be in charge of implementing the new platform.

Stephen sends out an e-mail with some of the parameters and deadlines for the new implementation to the IT team.

To: Susan, Mia, Prabir, Anne

CC:

Subject: New IT Implementation Beginning

In an effort to expeditiously get the organization updated with regard to the new patient monitoring IT platform, I’d like to have everyone start working on a plan for implementing the new program. As you know, this new platform will enable us to monitor patients and mediate any changes that may adversely affect them.

I would like each of you to get together and provide me with a detailed project plan for the implementation process within the next few weeks.

Thanks,

Stephen

**Susan - Artisan**

Susan has a lot of projects going on. She’s a fast-mover who takes on new projects as fast as she completes old ones. She generally takes things a day at a time, but is very reliable and consistently meets deadlines. She gets very bored with remedial tasks, which causes her to look for ancillary projects that may not be in line with her primary function.

Susan receives the e-mail from Stephen and immediately starts getting to work. It's a race to the finish line!

Response:

Stephen,

Thank you for your e-mail. I have already begun working on the project plan and I have some key elements already defined and ready for implementation. I could get these implemented for you within the next couple of days. Did you see my previous request to add the additional support systems for this implementation? I think it could really take this IT system to the next level. Let me know if you'd like me to get started on that, too.

Susan

**Mia - Guardian**

Mia is the group’s stabilizer. She's very calm in hectic situations, and is able to keep the group on task, operating within the parameters of the function of the team. However, Mia seems very resistant to the new implementation and doesn't appear to be 100% on board. She appears unsure of herself and is tentative to get started on the project. In her mind, she has established a set of procedures for how the implementation should progress, but can't seem to get started.

Response:

Stephen,

How soon do you want this implemented? Do you know who would be involved, and what services they will be able to afford us? I'm not sure we have the right support system in place for this implementation, so it may take some time to establish a clear process for engagement.

What are your thoughts about sitting down to outline this process and creating some kind of risk mitigation plan in case it doesn't go the way we want?

Mia

**Prabir - Rational**

Prabir is also off and running and in his mind, he knows what he's going to do and he's going to do it right. After receiving Stephen's e-mail, he proceeded with setting out a plan for implementing the project. He knows exactly where he's going, how to get there, and when. He is already established performance metrics that will be measured during implementation.

Response:

Stephen,

I understand exactly what you want accomplished here. I think I can come up with a project plan that is absolutely in line with what you're looking for. I have a lot of background in this kind of implementation, and I think I know exactly how it needs to be initiated. I will have a complete project plan with measurement metrics available to you within the next couple of days.

Prabir

**Anne - Idealist**

Anne could be considered the teacher on the team. She's been through similar implementations in previous positions and is excited about taking part in this one. Anne has been referred to as a people-person and someone who employees often confide in. After reading Stephen's e-mail, she is very concerned about how the team could possibly complete the project on time. She has a lot of questions for Stephen and is concerned about how the other team members might feel about this implementation.

Response:

Stephen,

How was your weekend? I was pretty busy with the kids’ football games and my husband and I had a church dinner that we hosted Saturday night. We stayed busy, but it was a lot of fun.

In response to your e-mail, I don't mean to sound negative, but have you given any thought to how everyone will contribute to the project? Do you think everyone knows what is expected of them and how they will contribute? I don't want anyone to get upset. I've been through similar implementations like this, and someone always seems to get their feathers ruffled.

Would you mind if I contacted each of the team members and talk to them about how we might create a plan for the implementation?

Anne

**The assignment:**

Critique the email conversation with regard to how the team functions and what points were made with regard to their individual perspectives.

* How does individual temperament affect interactions in a team environment?
* How does Stephen’s temperament, specifically, affect the potential outcomes of the implementation?
* What are some of the strengths and challenges that are facing the team, both from an individual and group perspective? These may include communication, conflict, and decision-making processes.
* What task(s) might you assign each team member in order to get the best results from the team?