

Individuals and teams can be compared based on these scores. However, the final score may not reflect how decisions were made during the team discussion.

Time suggested for Step 4: 5 minutes.

Step 5a. Team members individually complete the Values Survey and Conflict Survey Forms. Record your individual responses in column 1 of both surveys.

Step 5b. As a team, discuss and come to a team rating on the Values Survey and Conflict Survey Forms. The observer feeds back information on the team process using the Observer Form as a guide.

Time suggested for Step 5: 15 minutes.

Step 6. The instructor leads a discussion of the activity, letting each team explain its scores on the Value Survey and Conflict Survey Forms. Consider the following points, and compare the results for each team:

1. The consensus process within each group: things that went well and difficulties, whether the rules were followed, and the dynamics behind the posted scores.
2. The extent to which efficiency, effectiveness, and member satisfaction were emphasized in the meeting.
3. The culture that will likely develop at Delta as a result of the decisions made in the meeting.
4. How could an OD program help Delta and your management team?

Time suggested for Step 6: 15 minutes.

Downsizing: Delta Corporation

Delta, started in 1988, is a small, family-owned firm in the microcomputer business. The company grew rapidly because of its development of optical and backup drives, and innovative approaches to solving computer hardware problems. Managers and workers have all put in long hours, often sacrificing their personal time to get the company off the ground.

Unfortunately, a significant downturn in the economy has caused a reduction in sales, and it is increasingly apparent that some adjustments will have to be made if the company is to survive.

Your committee will have to make a series of recommendations for a downsizing (layoff) of employees, all of whom are married, the same age (28), and had no work experience before joining Delta.

The president has asked you to examine the personal information of the 10 employees who are the most expendable. They are all good employees, but because of reduced sales and earnings and a declining economy, Delta needs to be prepared for a 5 percent reduction in workforce (RIF). Therefore, you are meeting to rank-order from 1, for least likely to 10 for most likely to be "rified." There are at least 15 employees in each of the five departments. The employees other than those on the list given to you have been with the company at least eight years, and it is not feasible to RIF them at this time.

Among the criteria you may want to consider are:

1. Education
2. Performance
3. Seniority
4. Technical ability
5. Attitude
6. Leadership
7. Effectiveness
8. Efficiency
9. Job function
10. Social ability

You do not have to consider any of these criteria, and you are free to develop your own criteria and methods for the layoffs.

Employee Profiles

Finance

Gwen—seniority three and one-half years; four-year college education; has performed about average on annual appraisal (75 percent); average technical ability and leadership potential; a steady, grinding worker; works long hours, has been working on employee benefit plan for two years; is a nonsmoker and nondrinker; has frequently complained about working with cigarette smokers.

Sanjay—seniority five and one-half years; four-year college education; has been rated average and above in annual appraisals (80 percent); high technical ability; average leadership; always in on Saturday mornings; frequently works through lunch hour; has been working on committee to computerize payroll for past 18 months; is well liked and gets along with fellow workers; is a very neat and stylish dresser.

Research and Development

Carole—Ph.D. in engineering; seniority two and one-half years; has been an above-average research engineer in performance appraisal (90 percent); high technical and leadership ability; works unusual hours (sometimes works late at night, then doesn't come in until noon the next day); developed a patent on a new solid-state circuit device last year; seldom attends social events; is said to be friendly but often disagrees with fellow workers.

Dave—M.S. in engineering; seniority three and one-half years; has been average to above average on performance appraisal (75 percent); average technical ability; average leadership; works steadily from 8 a.m. to 5 p.m. is working on several R&D projects but none yet completed; always ready for a coffee break or joke-telling session; is well liked by coworkers; never complains about bad assignments.

Marketing

Tony—MBA degree; seniority two years; has been rated as performing better than 90 percent on performance appraisal; high technical ability; above-average leadership; works erratic hours (often comes into office at 9:30 a.m. and frequently plays golf on Wednesday afternoons); sold the highest number of product units in his product line; seldom socializes with fellow workers; is often criticized because his desk is messy and disorganized, piled with correspondence and unanswered memos.

Ken—four-year college degree; seniority 18 months; has been rated an above-average to outstanding performer (80 percent); high technical ability; average leadership; has been criticized for not making all his sales calls, but has a good sales record and developed an advertising campaign for a new product line; although a good bowler, refuses to bowl on company team; rumored to drink quite heavily on occasion.

Human Resources Management

Eduardo—four-year college degree; seniority 18 months; has been rated above average as performer (80 percent); average technical ability; high leadership; is frequently away from desk and often misses meetings; has designed and implemented a new management development program; is well liked although frequently has differences of opinion with line managers; often takes long coffee breaks and lunch hours.

Frank—two-year college degree; seniority four years; has been rated average to above average as performer (70 percent); low technical ability; above-average leadership; works long hours; regularly attends all meetings; has been redesigning performance-appraisal systems for the past two years; is involved in many company activities; belongs to Toast Masters, Inc.; is known as a friendly, easy-going guy.

Manufacturing

Irv—four-year college degree; seniority 15 months; rated an outstanding performer (90 percent); high technical ability; moderate leadership; has been criticized for not attending committee meetings; designed and implemented the computerized production-control process; does not socialize with fellow employees; is a sloppy dresser (often wearing white or red socks with a suit).

Jackie—high school; seniority six years; rated an average performer (75 percent); average technical ability; low leadership; always attends meetings; works steadily from 8 a.m. to 5 p.m. and Saturday mornings; has chaired a committee to improve plant safety for past two years; participates in all social events; plays on company bowling and softball teams; is known for a very neat, organized office.