Case Analysis: Bob Knowlton
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1. DESCRIPTION. Bob Knowlton is a successful new project head for the photon unit. Things had been going well for him under the direction of Jerrold up until a new man by the name of Fester entered the story. Fester turned out to be more capable than Knowlton had anticipated and quickly overshadowed the team. The dynamic he brought to the group distanced the team and made Knowlton feel unappreciated. In the end, Knowlton quit his job for a new one and Fester left the switched projects to become a project head.

2. DIAGNOSIS. This case demonstrates the power of groupthink. The photon unit group had been making progress but not nearly to the degree as when Fester joined the group. Fester’s way of thinking challenged group norms and helped further the project along. This case also illustrates the influence one individual can have on a team. While Fester’s entrance added to the value of the project itself, he tore the team apart and drove Knowlton out of the company.

3. THEORY. Team dynamics are critical to the success of a group. This case study was reflective of poor teambuilding. To begin with, Jerrold failed to even personally introduce Fester to Knowlton. The lack of an introduction led to immediate second thoughts on the part of Knowlton, which just further created thoughts wondering about the purpose of Fester’s role. The team also was hit abruptly by Fester’s mannerisms and ways in team meetings in which he challenged the group and its authority.

4. PRESCRIPTION. In the short term, it is important for Jerrold to find someone who can successfully lead the photon unit project to completion. It is important that this team find the talent it needs to fulfill its objectives and seek completion. It will be important for Jerrold to either convince Knowlton to return, have Fester get Link up to speed, or find additional talent to add to the group.

In the long term, it’s important that Jerrold understand the impact to team dynamics that new individuals bring with them. Seeing as how this is a project heavy area, it is important that he understand how most effectively his teams work and set them up to be successful. Overall, it is important that team building and unity take place.

5. FALLOUT. It is important that the photon unit project be successfully completed. As a result of Knowlton’s departure and Fester switching projects, the completion of the project is now in jeopardy. Additional fallout could be within the team members of the photon unit which now feel undervalued, unappreciated, and run over by Fester. It is important that the team members get their confidence built back up so they can continue to be successful contributors to the success of the organization.