

**LEARNER CASE · 30 TO 40
MINUTES****MULTIPLE TEAM MEMBERSHIP | LEARNER CASE**

Back in the regular team

How can a team leader use experience gained in another team?

THE DECISION

Sam has ten minutes before the weekly meeting. Maya knows a new handover method. Ruben knows how Atlas works. Sam needs a first step that uses both.

Atlas is the afternoon team at a large distribution centre. Its eighteen members prepare shipments, answer drivers' questions, and solve delays. Maya has worked in Atlas for four years. Her colleagues trust her, but she has no senior role. Team leader Sam and two senior coordinators usually decide how the work is organised.

For six weeks, Maya also worked in Helix. This was a temporary improvement team with employees from four locations. Its job was to reduce late departures. Senior managers followed the work because the delays were expensive and customers were complaining.

Maya knew a lot about the daily operation. That knowledge became important in Helix. Colleagues often asked for her opinion. She tested a new handover method and presented the results to the operations director. In Helix, people listened to Maya more than they usually did in Atlas.

Maya has now returned to her normal work in Atlas. Her job has not changed. Sam welcomes her back and gives her the same duties as before.

The first week back

During her first week back, Maya often mentions Helix. When Atlas has a problem, she explains how Helix handled something similar. Some colleagues are interested. Others become annoyed. One colleague says, “Helix had time to make plans. We have trucks waiting outside.”

Ruben, one of the senior coordinators, reacts most strongly. He designed the handover sheet that Atlas uses. Maya says that late order changes are still being missed. She suggests trying the handover board used in Helix. Ruben thinks it will not work in Atlas. The discussion ends without a decision.

The problem is real. Earlier that week, the loading team prepared the wrong shipment because it did not receive a late change. Ruben knows the Atlas process well. Maya has seen another method work, although she does not yet know whether it will fit Atlas.

Sam wants to use Maya’s new experience and Ruben’s local knowledge. He also wants them to work together rather than compete over whose opinion matters most.

What should Sam do first?

A	Praise Maya in the meeting and ask her to present everything she learned in Helix.
B	Let Maya replace the Atlas handover method with the Helix method.
C	Ask Maya and Ruben to adapt one Helix idea and test it together for one week.
D	Return to the old routine and stop discussing Helix.

Map the situation before choosing

WHO GETS LISTENED TO?

In every team, some people’s views carry more weight than others. Maya’s views carried more weight in Helix than they normally do in Atlas. What happens now that she is back?

- Who usually gets listened to in Atlas.
- How Maya’s role was different in Helix.
- What useful idea Maya brings back.
- Which Atlas problem could benefit from that idea.

Discussion questions

1. Whose opinion usually matters most in Atlas? How was Maya's role different in Helix?
2. Why might Ruben react badly to Maya's suggestion?
3. Which option should Sam choose? Explain your choice.
4. What should Sam say to Maya and Ruben?
5. How should the one-week test work? What should Maya and Ruben each contribute?
6. What result should they measure at the end of the week?

RESEARCH BASIS

This fictional case draws on an observational study of 692 returns by professional football players. Players created more scoring opportunities for club teammates when their relative standing in the club and national teams differed more. The association was stronger when the national team had higher public standing. The same pattern did not appear in the players' own shots or their total recorded activity. These findings do not show that status differences caused the behaviour. The Atlas situation is a teaching adaptation, not an additional study.

Current research by Joost van de Brake on status differences across team memberships.

<https://joostvandebrake.com/#research>

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