

**TELEMACHUS TECHNOLOGY
A NEGOTIATION EXERCISE**

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SECRET INSTRUCTIONS FOR JACK YOUNGBLOOD - THE MANAGER

You are dead tired. It is March 16th. You have been on an exhausting trip that lasted over a week (since last Thursday, the 8th). Before you left, you were in the office until the wee hours on the 7th clearing your desk and leaving instructions for your staff. You sent a number of E-mails, but did not get one out to Shataya before the system went down for maintenance at midnight. So, you left your secretary, Lucy Fine, a handwritten memo for Shataya along with the following note that you scribbled on a sticky note:

3/7 Lucy: Computer went down for maintenance at midnight. Couldn't get this message to Shataya. Please send her this E- mail first thing in the a.m. Thx. J.

The E-mail read as follows:

**Re: Presentation to Boston First Financial Investment Corp.
I would like to include you as part of the team making our presentation to Boston First on Wednesday, March 21st. Your part is to talk about the benefits of a networked, client-server system over a mainframe system, technology issues regarding the banking industry, some of the technology requirements peculiar to banking, and regulations, including international and European regulations, about information exchange. The meeting will be at 10:00 a.m. at the client's Boston headquarters. Start getting ready this week and we'll talk as soon as I get back next Friday, March 16.**

You've been in meetings from Coast to Coast since you left and you've had little time to communicate with colleagues except through E-mail. And to top it off, you learned only yesterday that Lucy's father died and she has also been gone since last Thursday. Who knows what will be waiting for you on your desk? Even so, you dragged yourself out of bed this morning, (Friday, March 16th), and over to the Fairmont for the 7:30 a.m. breakfast meeting of the San Francisco Bankers Association. The speaker was the head of the London office of Bank of America. You thought you might learn something useful about the business climate in Europe for next week's meeting in Boston. It was worth it. That was the most thoughtful and coherent speech you've heard

in a long time. You were incredibly impressed by the head of the Bank of America London office, a black woman. She was so well-informed. Also, she was absolutely elegant - she sure looked a lot like Shataya — distinctive dress, distinctive hair.

Speaking of Shataya, you hope she will be up to making this presentation next week. Sometimes she's so reserved in the office, you worry how she'll come across. Hopefully, she's been spending most of her time this week getting prepared. You hope she has Jim O'Brien's memo on the bank's present system, their requirements and current regulations. That memo has all the information she really needs for her presentation. You are concerned about letting her make this presentation to a significant client, but since you will be there and she is really just handling some of the technical issues you think it will be okay. (Of course, if you don't get the client, Joe Banks will be looking to you to know what went wrong, not to Shataya.)

You don't know what to think of the E-mail you received from Meese on Wednesday the 14th. He simply announced he had set up a dress rehearsal for Shataya's portion of the presentation today (Friday) from 9 to 11 in the conference room next to his office, and that you should plan to participate. You think a practice run for Shataya is a good idea, but isn't it just typical of Meese to set it up and order you to be there? It's just like the time when he ordered you to make sure Shataya got more involved in client interactions before she even had a chance to tell you what they discussed.

It's not that it's a bad idea. Actually, you know it's easier to give her technical work because you know just what she'll do, but you're the manager. Who's running this department anyway? Doesn't Meese trust you? It's funny. Before he got into the mentorship thing three months ago, you thought Meese liked you and thought well of your work. You never knew him as well as the Vice President of your previous department, but you never thought anything was amiss. Your immediate superior keeps telling you how pleased he is by the way you've come in and managed the department. Now, however, you're beginning to wonder. What will this mean in terms of promotions down the line? Everyone thinks the world of Meese. You'll never get anywhere without his support.

These are your thoughts as you get ready to enter Friday's meeting with Meese and Davis.

YOUR ROLE IS TO ATTEND FRIDAY'S PREPARATION SESSION. PLEASE STAY IN CHARACTER THROUGHOUT THE MEETING.