

# Case Study

Because the lab is small in space, Manny and Josh often connect outside of work to fellowship and discuss projects and life at sea. Manny knows that Josh is smart but can come across as a know it all if not checked. When in the lab their informal style and conversation topics often make Hayden uncomfortable.

She has overheard risky jokes and vulgar profanity which she finds inappropriate for any environment.

Hayden feels Josh doesn't acknowledge her expertise and contributions to the team and often tries to assign her task that don't align to her job duties. Hayden often wears headphones to tune out the chatter and sometimes changes her work hours so she can have time alone in the lab. When she raised her concerns to Dr. Thompson he replied, "Boys will be boys."

At the most recent team meeting, Dr. Thompson is concerned that Hayden is not engaging and not offer ideas to the brainstorm yet communicates wonderful ideas in emails. Dr. Thompson wants to publish findings from the lab. Josh feels he should be first author or Co- PI since he has the advanced degree and is always at the lab. Manny has concerns about the integrity of the data since Hayden doesn't seek him out for advice or accept his invitations to network.



What conflicts do you identify from this scenario?



What conflict style do you think each team member is exhibiting?



How would you advise each member regarding their concerns?



What questions would you ask to improve the relationships in this group?



Whose perspective (if any,) is more relatable to you? How have you approached similar situations?



What are the best “lessons learned” you have in dealing with these types of conflicts?