



# Eliminate toxic relationships between key team members

## Biochemical research company

### Our level of responsibility

I had sole responsibility for the design and implementation of this program. I worked closely with the Manager of Knowledge and Learning, as well as the department manager.

### Duration of the engagement

One month

### The problem(s) presented to us

A senior scientist had developed a grudge against a team member, a junior scientist, and would not speak to or work with her. Counseling this employee had not created the results the manager wanted. The senior scientist had won awards for her research, so the manager didn't want to lose her, but her behavior was affecting the whole team negatively. The manager was considering transferring her to another group because her behavior had become so disruptive. The manager wanted a communication seminar to help her see the results of her behavior on the group.

### Our steps in solving the problem

I interviewed the department manager at length to understand the issues, what had been done to date, and the results on any previous intervention. I helped her clarify realistic expectations that this seminar would create.

### Results achieved

As a result of the discussion and information provided in the seminar, the senior scientist, who announced in the seminar she was about to quit because she was so frustrated with the junior scientist, decided, instead, to get her feelings out in the open. She spoke candidly, in front of the junior scientist, about her feelings. I facilitated a discussion between them, resulting in the senior scientist feeling heard by the junior scientist, but she made some requests that the junior scientist willingly agreed to. Amazingly, at the end they were hugging, talking and laughing in a way the others in the group were astounded by.

## Morgan Seminar Group

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