**SolarComm Communication and Collaboration Team Biographies**

**Name**: Sean Flannigan

**Functional Group:** Engineering

**Title:** Lead Power Systems Engineer

**Location:** Boston, MA

**Years of Experience:** 27

**Education**: PhD, University of Virginia

**Skills**: Leadership and employee management; project management; technology and risk assessment; financial modeling; budgeting; working knowledge of power systems and components; photovoltaic systems design; contract review and negotiation; working knowledge of regulations; and construction monitoring

**Diverse Cultural Perspectives**: Although he would not think of himself as privileged, Sean has progressed in his education and career by identifying goals and working hard until he achieved them. He attributes all of his success to his work ethic. Sean finds common ground with people most easily when they share his interests in science, math, and a functional design.

**Characteristics**: Analytical; creative; interested in mechanical and technical projects; performs well in technology-focused leadership roles; highly process-oriented; strong verbal and graphical communication skills; data-driven; and a scientific approach to decision making

**Behaviors**: Sean meets annual project requirements on time and budget. He and his team act autonomously and with minimal oversight in the field. He requests access to research findings, thorough documentation, and other evidence of efficacy before adopting a new product or process. He speaks candidly when he sees reason for concern. Because his work requires him to spend a lot of time managing a team in the field, he prefers brief, tactical phone calls instead of extended, strategy meetings.

**Background**: Sean has been a lead power systems engineer for 6 years. Before that, he spent 10 years as a systems engineer for a major utility company in the western United States, where he managed a large team of technicians. Prior to that, he was a respected research scientist at a large state institution. The other power systems engineers at SolarComm elected Sean to speak for them and defer to Sean if asked for more participation. They provided Sean with a year of records showing that a dozen essential components arrived behind schedule. Records also showed that four major components were not manufactured to specification. Many of the Engineers told Sean that SolarComm’s problems originated from poorly negotiated procurement agreements that do not penalize the manufacturer when problems occur.

**Name**: Irma Trujillo

**Functional Group**: Procurement

**Title**: Procurement Manager

**Location**: Austin, TX

**Years of Experience**: 6

**Education**: Bachelor of Science, Economics

**Skills**: Logistics and planning; thoroughly knowledgeable in SolarComm systems, including databases, presentation tools, and contracts database; able to understand and communicate highly technical information in a global, cross-functional, and multicultural work environment; and is fluent in English and Spanish

**Diverse Cultural Perspectives:** Although Irma’s parents made little money, when she was young they paid for her to tuition at a private, college-preparatory school in the suburbs of Houston, Texas. She has never forgotten the sacrifices they made to ensure she would have more opportunity than they did. She is no stranger to proving herself in academic and professional life.

**Characteristics**: Analytical; highly organized; meticulous; deadline-oriented; strong implementation skills; and prefers a structured work environment

**Behaviors**: Irma works diligently during regular hours, usually between 8:30 a.m. and 5:00 p.m. (Central Time, U.S.), but makes adjustments to her schedule to accommodate business partners in Malaysia, China, and South Africa. She still defers to her previous manager, Bob Teller, when business partners request substantial changes to schedule, cost, or contract terms.

**Background**: Irma began her career at SolarComm 6 years ago as a business analyst. After 2 years of success, she elected to make a lateral move to the procurement group because she possesses both an aptitude and preference for logistics. She was promoted to procurement manager 8 months ago and manages a team of three procurement coordinators. Five months ago her manager, Bob Teller, called her into his office to discuss what he called “a concern from the field.” In the meeting, Irma learned that Sean Flannigan had sent an e-mail to her manager that blamed Irma and her team for failing to fulfill orders for custom-made components on time and to the quality mandated by law. When given an opportunity to explain her side of the story, Irma replied that Sean’s team changed the specifications for at least three of the projects. The changes made it impossible for her team to procure the correct components on the original schedule. Irma left Bob’s office and returned to work feeling angry at Sean for betraying their relationship and escalating the problem to her manager.

**Name**: Sandra Cummins

**Functional Group:** Sales

**Title**: Regional Manager

**Location**: Salt Lake City, UT

**Years of Experience:** 12

**Education**: Bachelor of Science, Engineering

**Skills**: Highly skilled at communicating complex, highly technical processes; trained in and expert practitioner of consultative sales techniques and SPIN selling techniques; adept at B2B and B2C sales methodology; and expert in the customer relationship management software (CRM) and other SolarComm systems

**Diverse Cultural Perspectives:** As a veteran of the United States Armed Forces, Sandra has unique skills and experiences that work. In addition to a high tolerance for stress and a mission-focused approach to her work, she has traveled and lived abroad on deployments to Europe, the Middle East, and South East Asia.

**Characteristics**: Mission focused; a strategic planner; bottom line-oriented; expert at moving the sales process forward; timely; strives to exceed the expectations; and empathic

**Behaviors**: Sandra achieved goals for the past 3 years as a solar consultant and is working hard to become an equally successful regional manager. She spends the majority of her time working directly with her team of solar consultants to drive business and has little time for additional projects. She has expressed an interest in continuing to grow within the business development group and knows the next promotion depends on demonstrated success in her current position.

**Background**: After serving in the United States Air Force, Sandra began her career in the solar power industry as a solar consultant for one of SolarComm’s top competitors. She proved herself an excellent sales representative by exceeding her sales goal consistently for 3 years and qualifying as a company-wide top performer 2 years in a row. The SolarComm Business Development team actively recruited her for the open regional manager position in Salt Lake City, Utah. She currently oversees a team of 13 solar consultants in a geographical region spanning from western Colorado to western Utah. In the past year, she has worked hard to network with managers throughout the company. Recently, her team has experienced delays in component shipments that have cost them future revenue. She never experienced such problems when she worked for her previous employer and is eager to find a fix.

**Name**: Aardash Bhatnagar

**Functional Group**: Sales

**Title**: Regional Manager, Inland Empire

**Location**: Riverside, CA

**Years of Experience**: 32

**Education**: Bachelor of Science, Business

**Skills**: Highly skilled at communicating complex, highly technical processes; able to establish credibility and good will with executive decision makers at key accounts; and competent in the customer relationship management software (CRM) and other SolarComm systems

**Diverse Cultural Perspectives:** Aardash immigrated to the United States and has been pursuing opportunities to establish himself as a leader in the community, raise a healthy family, and enjoy life ever since. His optimistic, determined outlook has driven him to succeed at one company after another over the past 32 years.

**Characteristics**: Self-starter; entrepreneurial; relationship focused; steady performer; entrenched in the industry; and sought after by close competitors

**Behaviors**: Aardash built strong relationships with his largest customers and actively maintains contact with them. He sponsors professional networking events and invites his customers to social events like family gatherings. He regularly achieves revenue goals. However, his region also suffers from high turnover of solar consultants who complain that Aardash undermines their decision-making authority in their territory.

**Background**: Aardash immigrated to the United States from northern India at the age of 18 and earned his Bachelor of Science in Business from the University of Colorado, Boulder. His sales career began at Lockheed Martin, a global company with offices in the suburbs of Denver, Colorado. Two years later, he accepted a promotion and relocated to Lancaster, California, where he acted as the lead business development officer at an electric car company. He later worked as a manager of business development and community development for California’s largest power utility provider. Seven years ago, Aardash joined SolarComm as the regional manager for the Inland Empire. Despite his reputation for undermining new solar consultants, upper management regards him as an effective mediator who can quickly dispel tense situations. The recent problems with components that have plagued other customers have had little impact on his business.

**Name**: Peter Brueggeman

**Functional Group:** Human Resources

**Title**: Human Resources Manager

**Location**: University of California, Los Angeles

**Years of Experience**: 7

**Education**: Bachelor of Arts, Education

**Skills**: Performance management; organization development; employee onboarding, development, and needs assessment, and training; policy development and documentation; and communication

**Diverse Cultural Perspectives:** Peter is passionate about employee rights and social equality in the workplace. His interest stems, at least in part, from his own experiences as a young man who was teased and bullied by his classmates.

**Characteristics**: Comfortable with ambiguity; analytical; strategic; persuasive; empathic; knowledgeable of company policies, employment law, and organizational behavior; ability to influence management; and ability to develop and implement employee training

**Behaviors**: One month ago, Peter was hired by SolarComm. He appears bright, eager to succeed, and excited to work with you on the team.

**Background**: Peter began his career in human resources 7 years ago at a software company based in California. The company was recently acquired by a large competitor, and Peter played a key role in the transition. Afterward, he returned to his hometown in Austin, Texas, where he joined SolarComm.