SuperComp is a nationwide chain of “full service” computer stores selling hardware as well as software and offering a wide range of services including maintenance, repairs, training, and on-site consultation. As a manager of the largest store in the St. Louis metropolitan area, you are directly responsible for introducing changes consistent with a new company-wide quality initiative.

Last month, corporate headquarters retained a customer service consultant to survey employees and department managers at each store. He recently provided you with some preliminary results. According to your employees and their supervisors, your store rates about average in terms of service quality. Average scores were obtained along a number of important measures, including the extent to which your people report that:

- they would recommend the store to potential customers;
- your store responds effectively to the changing needs of its customers;

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For Quality Situation™
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Page Sample 1

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The Behavioral Norms

Listed below in random order are the 24 norms describing how people in your store might be expected to approach their work and interact with one another. Rank these norms from “1” to “24”—beginning with the one that you believe would have the most positive impact on service quality.

<table>
<thead>
<tr>
<th>Behavioral Norms</th>
<th>Step 1 Individual Ranking</th>
<th>Step 2 Team Ranking</th>
<th>Step 3 Culture for Quality Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Doing things perfectly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B &quot;Going along&quot; with others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C Thinking in unique and independent ways</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D Helping others to grow and develop</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Synergistic Problem-Solving Model

Synergy occurs when the interactive efforts of two or more people have a greater impact than the sum of their independent efforts. Synergistic problem solving is achieved when groups maximize their use of available resources, knowledge, and task skills by exhibiting Constructive (as opposed to Defensive) interaction styles. It is further promoted when members approach problems in a rational, interpersonally supportive manner. The outcome is an effective solution—one that is both accepted by members and of higher quality than their individual solutions.

Effective Solutions

<table>
<thead>
<tr>
<th>Quality</th>
<th>Acceptance</th>
</tr>
</thead>
</table>

Rational Skills and Processes
- Analyzing the Situation
- Setting Objectives
- Simplifying the Problem
- Considering Alternatives
- Discussing the Consequences

Task Skills Knowledge Resources

Interpersonal Skills and Processes
- Listening
- Supporting
- Differing
- Participating
- Striving for Consensus

12. SELF-ACTUALIZING: Members are optimistic, enthusiastic, and interested.
11. ACHIEVEMENT: Members are concerned with getting

1. HUMANISTIC-ENCOURAGING: Members are constructive, sensitive, and supportive of one another.
2. AFFILIATIVE: Members are friendly, cooperative,