

# The Situation

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;



## *Envisioning A Culture For Quality Situation™ Participant's Booklet Page Sample 1*

Copyright © 2017, 2011, 2003, 1997, 1996, 1992, 1987 by Human Synergistics International. All Rights Reserved. No part of this work may be reproduced, stored in a retrieval system, transcribed in any form or by any means, including, but not limited to electronic, mechanical, photocopying, recording, or other means, without prior written permission of Human Synergistics International. Please direct correspondence to Human Synergistics International at 39819 Plymouth Road, Plymouth, MI 48170 U.S.A., (1.734.459.1030).  
*While we're not vengeful, we are provokable®.*

# 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.

Behavioral Norms	Step 1 Individual Ranking	Step 2 Team Ranking	Step 3 Culture for Quality Ranking
<b>A</b> Doing things perfectly			
<b>B</b> "Going along" with others			
<b>C</b> Thinking in unique and independent ways			
<b>D</b> Helping others to grow and develop			

**E**  
**F**  
**G**  
**H**  
**I**  
**J**  
**K**  
**L**  
**M**  
**N**  
**O**  
**P**  
**Q**  
**R**  
**S**  
**T**  
**U**  
**V**  
**W**  
**X**

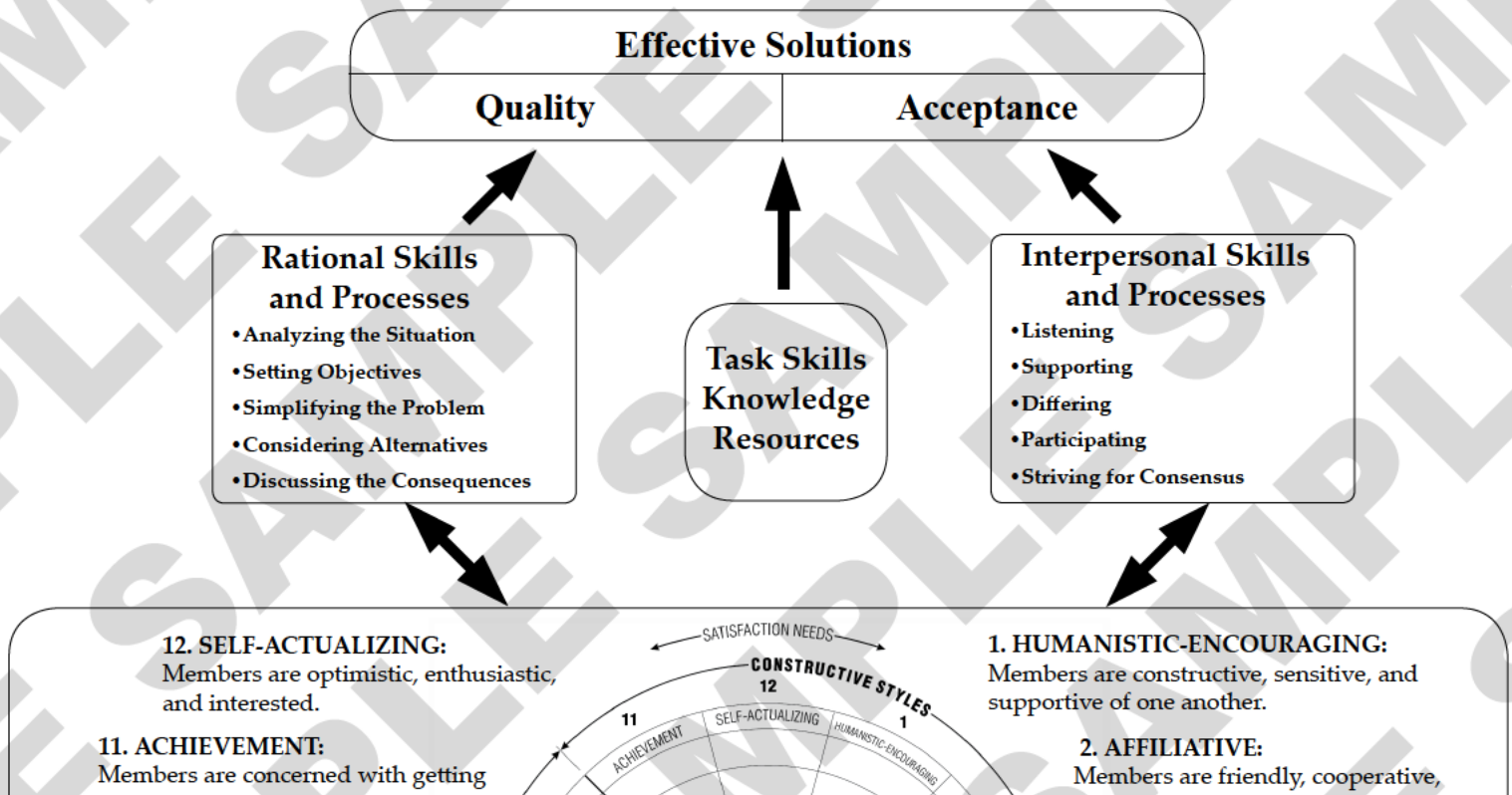


*Envisioning A Culture  
For Quality Situation™  
Participant's Booklet  
Page Sample 2*

Copyright © 2017, 2011, 2003, 1997, 1996, 1992, 1987 by Human Synergistics International. All Rights Reserved. No part of this work may be reproduced, stored in a retrieval system, transcribed in any form or by any means, including, but not limited to electronic, mechanical, photocopying, recording, or other means, without prior written permission of Human Synergistics International. Please direct correspondence to Human Synergistics International at 39819 Plymouth Road, Plymouth, MI 48170 U.S.A., (1.734.459.1030).  
*While we're not vengeful, we are provokable®.*

# 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.



*Envisioning A Culture  
For Quality Situation™  
Participant's Booklet  
Page Sample 3*

Copyright © 2017, 2011, 2003, 1997, 1996, 1992, 1987 by Human Synergistics International. All Rights Reserved. No part of this work may be reproduced, stored in a retrieval system, transcribed in any form or by any means, including, but not limited to electronic, mechanical, photocopying, recording, or other means, without prior written permission of Human Synergistics International. Please direct correspondence to Human Synergistics International at 39819 Plymouth Road, Plymouth, MI 48170 U.S.A., (1.734.459.1030).  
*While we're not vengeful, we are provokable®.*