You are the Chicago district manager of a nationwide chain of moderate-sized stores specializing in women’s apparel. You have recently received a quarterly personnel report revealing that turnover rates, which have averaged around the industry norm, are increasing in most of your stores.

Excessive turnover among sales personnel not only leads to the increased expenses associated with hiring and training but also, from your perspective, creates instability and threatens the quality of customer service. Though some of the factors leading to this problem are fairly evident, your information is incomplete and you are uncertain as to what should be done. You decide that you must meet with the appropriate people to find a way to solve this problem before it interferes with sales.
<table>
<thead>
<tr>
<th>Step 1 Individual Sequence</th>
<th>Step 2 Team Sequence</th>
<th>Step 3 Experts' Sequence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decide who should attend the meeting and why.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine how and when to evaluate the effectiveness of the actions discussed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>C</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Send memos to the appropriate people, inviting them to attend and outlining the purpose, objectives, and advance preparation needed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>D</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refer to the agenda to keep the group on course (i.e. focused on analyzing alternatives in terms of the objective).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
- Quality
- Acceptance

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

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

Task Skills Knowledge Resources

12. SELF-ACTUALIZING:
Members are optimistic, enthusiastic, and interested.

11. ACHIEVEMENT:
Members are concerned with getting things done and performing well.

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

2. AFFILIATIVE:
Members are friendly, cooperative, and relaxed.

Meeting Effectiveness Situation™
Participant’s Booklet
Page Sample 3

Copyright © 2017, 2004, 1997, 1992 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®.