

# The Situation

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.

# The Challenge

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



## *Meeting Effectiveness Situation™* *Participant's Booklet* Page Sample 1

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Meeting Activities		Step 1 Individual Sequence	Step 2 Team Sequence	Step 3 Experts' Sequence
A	Decide who should attend the meeting and why.			
B	Determine how and when to evaluate the effectiveness of the actions discussed.			
C	Send memos to the appropriate people, inviting them to attend and outlining the purpose, objectives, and advance preparation needed.			
D	Refer to the agenda to keep the group on course (i.e., focused on analyzing alternatives in terms of the objective).			

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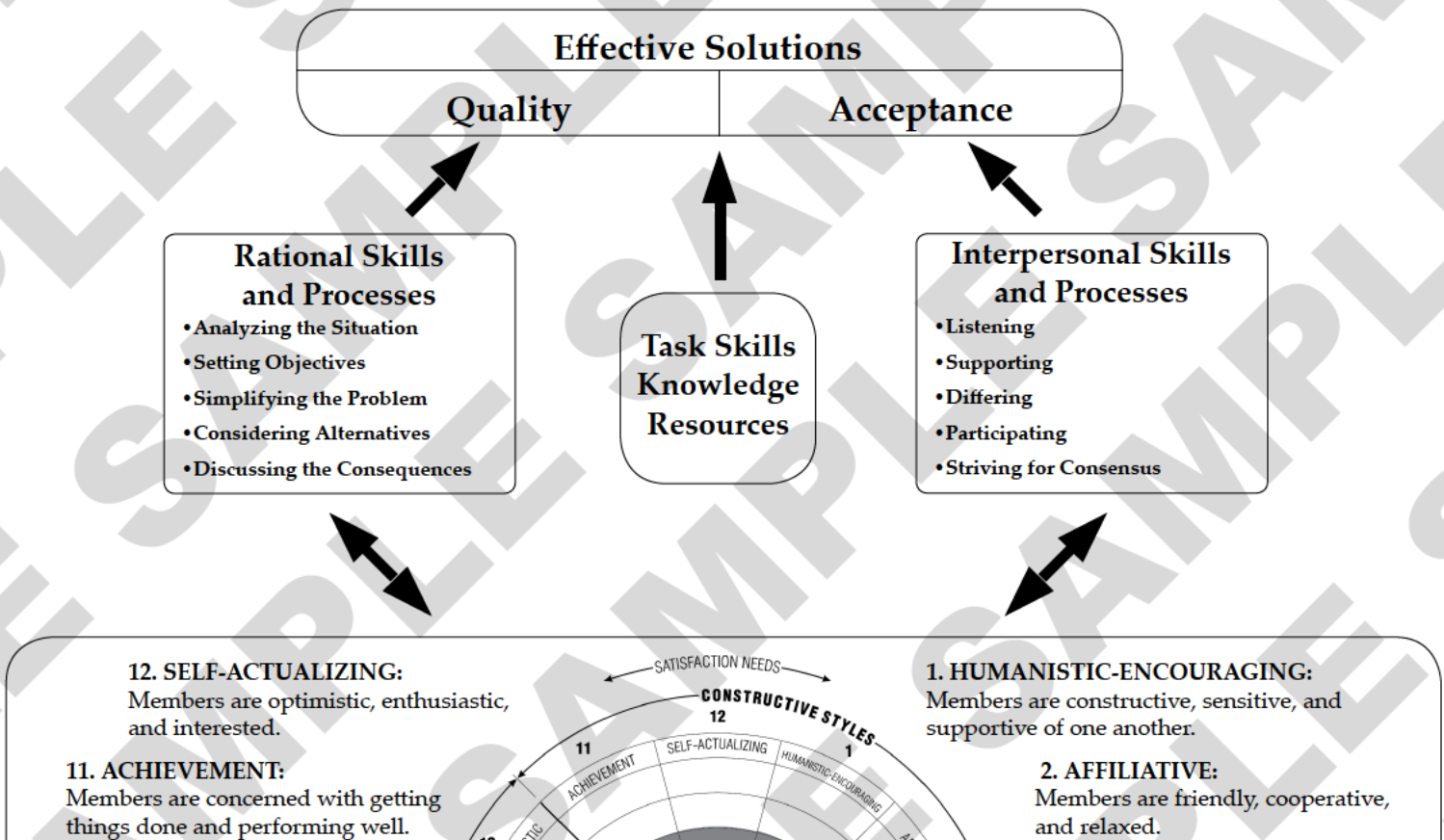
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*Meeting Effectiveness Situation™*  
*Participant's Booklet*  
*Page Sample 2*

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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.



## Meeting Effectiveness Situation™ Participant's Booklet Page Sample 3

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