**SCENARIO:** As the project manager for Advancement Corporation, you act as the CEO's deputy. As such, you are granted the authority to develop and promote the vision or direction of the project: you must provide a solution to this personnel crisis. More specifically, this means that it is considered common knowledge throughout the organization that you, as the project manager, have the ability to identify, plan, be the catalyst to execute a plan, and provide closure for the plan to address the "raid" of your corporation's key personnel by a predatory executive search firm.

To identify, plan, and execute this project, you must first develop a means for communicating with existing department heads in the research and development and sales departments. The goals of these two departments must not only be met, they must be reconciled. The director of research and development contends that developing the pharmaceuticals is the critical role of Advancement Corporation. As such, she believes the new recruiters should have expertise in recruiting and selecting scientists. In contrast, the executive director of the sales department believes that the actual selling of the prescription drugs in doctors' offices and hospitals is the key to the company's success.

**List of Questions**

1. What skills are required for recruitment in R&D department and Sales department? Is there any overlap?

2. Does the current team fulfill the requirements of R&D and Sales department?

3. What steps are taken to enhance efficiency in product development and drive performance in selling?

4. Are Research & Development and Selling departments aligned to business strategy?

5. What measures are being taken to reduce attrition of key personnel?

6. If there is no focus on R&D, do you think there would be an impact on Sales? If yes, in what ways do you think sales would be impacted?

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7. Why do you think different departments in an organization can operate independently?

8. Should each division/department of an organization have individual goals or a common goal?

9. What impact does solidarity have on organizational goals and long-term performance?

10. What is the role of inter-departmental communication in an organization?

Both departments have different goals and requirements for which they use different ways to achieve those goals. However, they fail to realize that ultimately both departments have to work towards fulfillment of organizational goals. To resolve this conflict, underlying problems have to be solved. Facilitation technique would be used as tool to reconcile goals of two departments.

**Increase understanding:** Discussions required for resolving conflict would expand both departments’ awareness of the situation, giving them an insight into how they can achieve their own goals without undermining each other.

**Increased group development:** To resolve conflict, group cohesion needs to develop which would push individual executives to develop mutual respect and renewed faith in their ability to work together.

**Improved knowledge:** Conflict pushes individuals to examine their goals as well as others goals and help them understand how one can help others. In the process knowledge is improved which improves the thinking of individuals.

The meeting would be called with both executive directors of research & development department and sales department. With an agenda to discuss current state of affairs including problems faced by them.

Basic steps used to develop agenda are:

* Goals, context, participants’ needs
* Requirement for further meetings based on how effective current meeting goes
* Purpose of meting- to resolve conflict and difference in opinion between executive directors of R&D department and sales department which is giving opportunity to an executive search firm to poach key personnel.
* Desired outcome- amicability between two executive directors. They appreciate each others’ role in the broader organizational context which increases retention of key personnel.
* To reach desired goals, EDs need to be made aware of every department’s importance in strategic scope of fulfillment of company’s objectives.
* Steps required to reach desired outcomes include discussions, information sharing and knowledge improvement.
* Role of each executive director would be to share their view point and voice their concerns.

Following goals would be attempted to seek joint agreement upon:

* Alignment of departmental strategic objectives to goals set for the company as a whole
* Reduction in attrition rate of key personnel
* Effectiveness of interdepartmental relations
* Abide by laid out roles and expectations of R&D versus sales
* Positive attitudes towards conflict resolution

**Performance measurement**

Quantifiable goal of reduction in the rate of key personnel who are poached by an executive search firm can be measured by comparing attrition rate before resolution of conflict and after resolution. Decrease in the rate would signify effectiveness of conflict resolution.

Non quantifiable goals could be measured through options like:

* R&D providing inputs to Sales department and vice versa
* Improvement in the performance of both functional departments
* Ranking system based on assessment or feeling of goal progress-both departments can establish a ranking system based on how they felt regarding the goal with ranking of 5 being highly satisfied and 1 being dissatisfied