

### **9. Case “Conflict situation”**

At the Rusnet company (an Internet service provider), conflicts between employees of the sales and technical support departments almost reached the point of assault. Furious sales managers even suspected techies of sabotage when they forgot to connect a new client to the Internet or delayed troubleshooting for a month. But technical support employees would hardly have deliberately harmed their colleagues - the head of the department was a member of the Board of Directors and was personally interested in increasing sales volume. It took several years to find out the reasons!

It turned out that the technical support service grossly violated management standards: the boss has 18 subordinates and none of them have a specialization, everyone does everything. Because of this, the technical department was the bottleneck of the company. And the faster the number of clients grew, the faster the quality of their service fell. The technical support division simply did not have time to serve new customers, and they went to competitors. It turned out that all the sellers' efforts to expand their customer base were completely in vain.

The conflict was resolved only by completely reorganizing the technical department. Sometimes HR directors, trying to resolve a flaring conflict as quickly as possible, do not delve into its essence.

It is unclear who is responsible for what, who gives tasks to whom. Everyone plays one role or another in the team: subordinate, boss, assistant, ringleader, expert, judge. If a person begins to play a role that is not what was expected of him, then the balance of relationships is upset and the ground for conflict is formed. This often manifests itself in the relationship between two employees who are not subordinate to each other, but due to their functional responsibilities are forced to give tasks to one another. For example, after the reorganization of the technical department was carried out, the management of the Rusnet company came to the conclusion that there were problems in the mutual relations of the commercial department and technical support departments still remain.

Such failures were largely caused by blurred lines of responsibility, insufficient understanding of who should provide what, as well as situations where key customer service issues were resolved at the level of oral agreements. In order to determine once and for all who is responsible for what, when, and for what, the company has developed a special standard that describes the business process step by step. It was clearly stated: what is being done at each stage, what result needs to be achieved, what document objectively confirms the presence of this result, who is responsible for what.

#### **Question**

1. Why did it take a lot of time to find out the reasons for the ineffective work of the department?