

### *8. Case “Propensity to experiment”*

The Domashny Ochag real estate agency has been providing its clients with a full range of real estate services since 1995. The main principle of working with clients is customer focus and an individual approach. The company's management, represented by General Director Anatoly Vladimirovich Kiparisov, who has been at the helm of the company since its founding, believes that effective development can only be achieved through changes and experiments. This leads to the fact that the organizational structure of the company is constantly changing.

The formation of sales departments in a company occurs not according to areas of activity, but through the allocation of small sales groups (3-5 people) with individual working conditions and a mentor-leader. Such groups do not have a common leader and report directly only to the general director, and also have a high degree of staff turnover and can be engaged in two or three areas of activity at once. Often members of different groups do not even know each other. As a rule, such groups arise due to the desire of new, young and ambitious employees to achieve career growth and become a manager. Anatoly Vladimirovich relies on the ambition of young and often inexperienced and incompetent employees, considering this one of the key success factors.

Thus, the company's management identifies talented and promising people with a high level of motivation, leadership qualities and competencies necessary for the specifics of the company's activities. In addition, this “generates healthy competition,” thereby creating additional motivation for employees, and also allows for savings on experienced and competent employees. In fact, such fragmentation within the company led to complications in interpersonal relationships between groups, a struggle for clients and for the favor of management. Due to the increased attention to newly hired managers and their overt encouragement, more experienced, qualified and competent employees felt undervalued, which significantly reduced their motivation. And the incompetence of inexperienced employees created the risk of undermining the agency's reputation. In addition, this situation has complicated the work process for employees of the administrative department (on work organization, financial, legal and advertising issues), since information within the company is transmitted in an unsystematized and unregulated manner.

#### *Questions*

1. Describe and analyze the groups being formed in terms of various characteristics and group dynamics.
2. Find the advantages and disadvantages of this approach to organizing the company's activities.
3. Assess the risks for the further functioning of the company if the situation remains unchanged.
4. Suggest ways out of the current situation.