

BUSINESS PROBLEM SURVEY

Management Diagnostics, Inc.

P.O. Box 240

Port Royal, PA 17082-0240

Tel: 717-527-4399

Fax: 717-527-4398

URL: www.mdi-wert.com

In order for Management Diagnostics, Inc. (MDI) to provide you with options for eliminating or reducing problems and determining the most cost-effective solutions, we need to know your views on current problems or issues in your organization. These problems can then be verified or substantiated during our operational review. Please place an "X" in the space provided to the left of the problem or issue, and return this to MDI at the above address. Your responses will not be shared with others. Respondent answers will be compared to develop a listing of pre-determined issues for further analysis.

Company Name: _____

Your name (optional): _____

BUSINESS OR PROGRAM PROBLEM AREAS LIST

- _____ Lack of qualified or adequately trained personnel
- _____ Wrong person in the position
- _____ Lack of sound goals and/or objectives
- _____ Lack of defined or communicated mission or vision
- _____ Insufficient or poor communication
- _____ Insufficient direction, focus or supervision
- _____ Lack of management involvement in work
- _____ Lack of appropriate policies and procedures
- _____ Failure to follow procedures and pay attention to detail
- _____ Informal polices and procedures, and inconsistent application
- _____ Failure to recognize higher or lower expected performance
- _____ High turnover
- _____ Lower than expected morale, motivation or productivity
- _____ Insufficient reward system or incentives
- _____ Insufficient teamwork
- _____ Lack of team spirit
- _____ Non-productive meetings
- _____ Staff not product or results-oriented
- _____ Lack of disciplinary action or inconsistency in application
- _____ Lack of management or supervisory training
- _____ No lessons learned meetings
- _____ Poor project management
- _____ Changes made without adequate explanation
- _____ Downsizing or restructuring problem
- _____ No sound formalized plans
- _____ No sound monitoring and evaluation of performance
- _____ No formalized performance evaluation process
- _____ No exit interviews to determine reasons for high turnover
- _____ Micro-management
- _____ Responsibility without matching authority
- _____ Inappropriate or poor organizational culture
- _____ Insufficient manpower planning
- _____ Over staffed
- _____ Under staffed
- _____ Poor organizational structure and excessive layers
- _____ Failure to meet deadlines

- _____ Poor scheduling of personnel
- _____ Insufficient funds or other resources
- _____ Staff unwilling to take appropriate risks and be accountable for outcome(s)
- _____ No total quality program
- _____ Crisis management or fire fighting
- _____ Failure to be pro-active over reactive to problem resolution
- _____ Lack of individual accountability
- _____ Poor people skills
- _____ Failure of superiors to clearly communicate expectations
- _____ Decreased profits and increased costs
- _____ Lack of trust
- _____ Excessive office politics
- _____ No or poorly defined performance criteria
- _____ Poor equipment or facilities
- _____ Poor security for company information and facilities
- _____ Repeat work
- _____ Duplication of work
- _____ Delayed decisions
- _____ Visitor disturbances
- _____ Uncontrolled telephone calls
- _____ Power games
- _____ No or outdated job descriptions or specifications
- _____ Low pay
- _____ Poor benefits
- _____ Incomplete work
- _____ Too many grievances
- _____ Poor grievance process
- _____ Procrastination
- _____ Unclear roles
- _____ Disorganization of superiors
- _____ Work overload
- _____ Excessive "buck passing"
- _____ Unreasonable expectations
- _____ Excessive red tape or bureaucracy
- _____ Empire building
- _____ Power struggles
- _____ Fear of failure
- _____ Too many meetings
- _____ Excessive record keeping
- _____ Too many levels of review
- _____ Poor lead time
- _____ Lack of adequate support staff
- _____ Constant pressure or stress
- _____ Lack of necessary experience
- _____ Turf battles
- _____ Unreliable staff or contractors
- _____ No project status tracking system
- _____ No cost status tracking system
- _____ Lack of challenging work
- _____ No integrated planning or control system
- _____ Poor workload balance or distribution
- _____ Over committed resources
- _____ Management by committee to avoid individual accountability
- _____ Poor use of time
- _____ Poor information systems
- _____ No clear delineation of the work
- _____ Poor organization of work
- _____ Failure to enforce rules
- _____ Limited opportunities for advancement
- _____ Poor or delayed conflict resolution

- _____ Supervisory control problem
- _____ Failure to delegate
- _____ Reverse or upward delegation
- _____ Failure to involve staff in the planning process
- _____ Failure to appropriately prioritize work
- _____ Insufficient decision-making process
- _____ Excessive overhead
- _____ Insufficient cash flow
- _____ Insufficient resource allocation based on priority needs
- _____ Contradicting demands
- _____ Two boss situations
- _____ Poor customer service
- _____ Lack of technical expertise
- _____ Poor employee recruitment, selection and orientation process
- _____ Failure to keep promises or commitments to regulatory agencies
- _____ Lack of management support
- _____ Management bottlenecks
- _____ Crowded workspace and poor working conditions
- _____ Poor budgeting or cost accounting
- _____ Poor human relations
- _____ Failure to provide individual performance improvement plans
- _____ Personnel feel entitled to their jobs regardless of performance
- _____ Informal plans and prioritization system
- _____ Good ole boy network
- _____ Lack of recognition for higher or lower expected performance
- _____ No sense of belonging
- _____ Failure to provide routine feedback to employees on their performance
- _____ Lack of job security
- _____ Inadequate self-assessment program
- _____ Inadequate corrective action program
- _____ Poor coordination
- _____ No contingency planning
- _____ Kill the messenger attitude - beheading the bearer of bad tidings
- _____ Inadequate reporting on status
- _____ Poor estimating techniques
- _____ Excessive overtime
- _____ Under estimating time requirements
- _____ Poor comparison of actual versus planned performance and cost
- _____ Human errors
- _____ Non-conservative decision-making and related safety issues
- _____ Insufficient marketing or no marketing plan
- _____ Unsafe work place
- _____ Excessive accidents
- _____ Inappropriate or conflicting management styles
- _____ No training needs assessment
- _____ Environmental control problems
- _____ Regulatory compliance problems
- _____ No work measurement system or processes
- _____ Over regulation
- _____ Excessive backlog of engineering and operational fixes
- _____ Poor work packages
- _____ Arrogant attitude and complacency
- _____ Production driven over a safety orientation first
- _____ Information overload
- _____ Resistance to change
- _____ Inability to manage resistance to change
- _____ Wasting time on the internet or playing computer games
- _____ Lack of accurate information
- _____ Poor internal auditing
- _____ Improperly instructed staff

- _____ No excellence or continuous improvement program
- _____ Poorly planned downsizing or re-engineering initiatives
- _____ Poor problem identification and definition process
- _____ No sound corporate or strategic planning process
- _____ Sexual harassment
- _____ Layoff paranoia
- _____ Unacceptable work
- _____ Accepts substandard work
- _____ Wage and salary discrimination
- _____ Office romances
- _____ Personal life interfering with work
- _____ Falsification of records or reports
- _____ Negative attitudes
- _____ Nepotism problem
- _____ Unreasonable demands for quality or quantity
- _____ Lack of empowerment
- _____ Undermining of authority
- _____ Subjective performance review process
- _____ Criticizing an employee's poor performance in the presence of others
- _____ Failure to follow the chain of command
- _____ Resistance to change
- _____ No code of conduct or ethics
- _____ No performance standards
- _____ Discrimination
- _____ Discrimination against female gender
- _____ Rewarding the wrong behavior
- _____ Promotion based upon seniority and not performance
- _____ Reporting faked accomplishments to remain in power
- _____ Taking credit for activities as results
- _____ Budgets not related to plans
- _____ Operator or human error
- _____ Equipment failure
- _____ Poor equipment maintenance
- _____ Lack of innovation and creativity
- _____ Failure to adopt best industry practices
- _____ Dealing with symptoms rather than real problems
- _____ Failure to deal with problems and hoping that they go away (Ostrich Syndrome)
- _____ Feuding between owners or partners
- _____ Insufficient participatory management
- _____ Management failure to obtain "buy in" for initiatives
- _____ Autocratic or dictatorial management style(s)
- _____ OTHERS