**INVENTORY OF NEGATIVE STATES**

The consequence of inappropriate responses to past events is existing (determined) negative states (problems).

Created by: **...........................** Togetherness: **.................................** Position: **................................** Area of activity: **...........................** Controller: **........................** Date of update: **.......................**

The date of the beginning of the determination of negative states: **......** Total number of negative states determined so far: **......** A current number of unresolved negative states in the table: **.......**

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| **NEGATIVE STATES** |
| **Delays** | **Non-quality** | **Insufficiently** | **Dissatisfactions** | **Inappropriate resource usage:**excessive/too little |
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| **Components of the description of a particular negative state:**- Negative condition (enter one of 5 possible)- What? - What is it about (subject of interest)?- Who? - Who is associated with the negative state?- Problem determination area- Date of record of negative stat | • An example of a negative state described through the five (5) listed components: - **Delay** in creating Tour plan *sales representative X* Sales December 29, 2022. Thu• Place a minus sign (-) before each description of an individual negative state to better differentiate them within the list.• Choose the current biggest problem - **CSF** (Critical Success Factor) from the identified negative states in the table above.• When the selected CSF is resolved, the "minus" sign (-) in front of the negative state - changes to the "plus" sign (+). |

**NEGATIVE STATES TOOL: EXPLANATION OF COMPONENTS**

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|  | **NEGATIVE STATES** | **Determine****negative states in key areas of activity** |
| **Delays** | **Non-quality** | **Insufficiently** | **Dissatisfactions** | **Inappropriate resource usage:**excessive/too little |
| Description | late implementation compared to the set (recorded) deadline | the condition is not according to the expected standards that have been set in advance | - the situation is not as planned- the desired measure was not achieved- doesn't exist at all, but it should | the state when anyone has an objection to anything |  - unnecessary consumption of resources- unused resources | **AREAS OF LIFE**1. Professional2. Finances3. Health4. Intellectual5. Emotional6. Family7. Social**MANAGEMENT FUNCTIONS**1. Planning2. Organizing3. Leading4. Human resource management5. Control6. Improvements**DISTRIBUTION OF RESOURCES**● *Hard resources*- Finances- Material- Human● *Soft resources*- Time- Knowledge- Meetings |
| Examples | - late creation of position 2345- late decision on work evaluation- late delivery of material X- late implementation of decision 12- late creation of a business plan- late creation of procedure Y- late appointment of the Sales Director- late delivery of minutes | - the appropriate shade of red was not used- the external processing of the object was not brought to the required smoothness- there were no people interested in the discussion at the meeting- insufficient preparation for the meeting- the presentation did not have a logical sequence | - insufficient engagement in acquiring competencies in the use of Excel- one (1) procedure per week was not performed according to the KPI- the monthly income of the company is below the plan- there is no written business plan- no study plan for...- delivered 2 pieces instead of 3 pieces of product | - dissatisfaction with overtime work- weekend work- no evaluation of work- a lot is waiting for X- no possibility of advancement- key customers are dissatisfied with our communication- it doesn't implement as agreed- incompetents thrive | - a lot of waste- expensive material replacement- two employees do a job that can be done by one- unnecessary overtime- too many ineffective meetings- insufficient funds for education- no expert committee meetings are held |
| Keywords | DEADLINES | STANDARDS  | - THERE IS NO WHAT IS NEEDED- LESS THAN EXPECTED  | OBJECTION | - UNNECESSARY- UNUSED |
| Notes | If the written deadline is not defined - there is no delay.  | The elements that determine quality must be written down and available to everyone. | Each goal must be measurable: Quantitatively and/or qualitatively. | Only if dissatisfaction is written can initiate the removal of the problem that is a consequence of the dissatisfaction. | Bigger problems are caused by too little use of soft resources (when they are structured): Time, knowledge and meetings. |