**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. Professional  2. Finances  3. Health  4. Intellectual  5. Emotional  6. Family  7. Social  **MANAGEMENT FUNCTIONS**  1. Planning  2. Organizing  3. Leading  4. Human resource management  5. Control  6. 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. |