

## NEGATIVE STATES TOOL

*Negative states are a key obstacle to achieving success in personal and professional careers, as well as in the effective functioning of groups, organizations, and communities.*

### DEFINITION

Negative states are deviations from desired conditions. They encompass everything that prevents us from achieving excellence (desired goals). Negative states serve as a tool with a control function.

### KEY SUCCESS FACTOR

Many factors influence the state of excellence. Their impact depends on various circumstances.

What predominantly influences the achievement of desired excellence?

The factor that predominantly affects achieving excellence is named the "Key Success Factor" (KSF), and each area of action, topic, or issue has one.

Some factors appear in multiple different issues (they are more universal). The universal Key Success Factor (KSF) in the Model of Universal Excellence (MUI) is "Negative States."

Negative states are a tool composed of five elements:

1. Delays
2. Poor quality
3. Insufficiently
4. Dissatisfactions
5. Inappropriate resource usage:
  - excessive
  - too little

When negative states exist, the desired goal cannot be achieved.

When we consciously and systematically address identifying and eliminating negative states, we can make significant and rapid progress in developing our personal and professional careers, as well as in the development of organisations where we operate. This is the primary task of the Model of Universal Excellence (MUI).

### CAUSES OF NEGATIVE STATES

1. For the individual:
  - insufficient knowledge (managerial, technological, communicational, informational, etc.)
  - failure to initiate necessary changes in response to events that inevitably demand them
  - when personal interests are prioritized over general interests
  - lack of awareness regarding the importance of negative states
  - improvisation
  - irresponsibility
  - disorganization (lack of time management knowledge and skills)
2. When others are the cause:
  - poor interpersonal relationships
  - lack of control from superiors
3. System (groups, organizations, communities):
  - absence of a written vision, mission, and goals
  - undefined strategy (method) for achieving goals
  - lack of systematic and continuous control
  - missing, incomplete, or inaccurate procedures
  - disorganized system
  - undefined communication among participants





## IDENTIFYING NEGATIVE STATES

1. All participants, regardless of function, have the duty and right to identify and actively work to eliminate negative states (complete responsibility of all participants, regardless of their position in the organization).
2. When a superior becomes aware of the negative states of subordinates, they fully take responsibility for them. This is the principle of command responsibility.

This is the most important rule for the functioning of groups and organizations.

Unfortunately, in reality, it is all too common that superiors know about the negative states of their subordinates but do not intervene to eliminate them.

Very quickly, a consensus of silent approval of the negative states by most participants is established.

This leads to continuous damage, often jeopardizing the very existence of the organization.

## IMPORTANT!

Every negative state is a problem.

We "detect" problems using the following questions:

- What is delayed?
- What is of poor quality?
- What is insufficient?
- Is there dissatisfaction?
- Are resources being used inappropriately (too much or too little)?

## EXAMPLES OF NEGATIVE STATES (PROBLEMS)

1. You are late studying for a key exam (delay).
2. Your English pronunciation is unsatisfactory (poor quality).
3. You currently do not have enough money to buy a new car (insufficient).
4. In the association where you are very active, there is dissatisfaction among a large number of members (dissatisfaction).
5. You participate in too many ineffective meetings (excessive).
6. You spend too little time learning the missing IT knowledge (insufficient).

## REALITY

- Often, an individual is not sufficiently aware of the importance of negative states.
- Unfortunately, negative states are not in the focus of individuals and organizations.
- Most existing career and organization management models do not focus on negative states (problems).
- Due to the dominance of the Abilene paradox, we focus on new (unexpected) activities and neglect the existing ones that create negative states.
- A large number of managers do not react to negative states. The consequences are incalculable and often "fatal" for the organization.





## ADVICE

- It is crucial to identify the emergence of negative states (problems) as soon as possible.
  - Eliminating negative states is a priority. Every negative state cause damage (either one-time or recurring, or continuous).
  - When you identify the emergence of a negative state, determine:
    - the cause
    - the trigger
    - the consequences.
- With this comprehensive approach, you will more easily find solutions to eliminate negative states.
- For every negative state, create measures to overcome it.
  - If there are multiple negative states, prioritize their resolution (one by one).
  - While eliminating negative states, use a key strategy: ask others for advice on how to most effectively eliminate negative states: "He who asks does not wander!"
  - A negative state that is not written down will soon be suppressed and consciously/unconsciously forgotten.

## MODEL OF UNIVERSAL EXCELLENCE - MUE

The Model of Universal Excellence (MUI) positions negative states as the starting point for determining the necessary activities to achieve desired goals. Using the sophisticated and simple tool "NEGATIVE STATES TOOL," all negative states in relation to set goals are objectively identified. These objectively identified negative states are eliminated through appropriate procedures, leading to excellence (the desired state).

## KEYWORDS

Key Success Factor, identifying negative states, problems, delays, poor quality, insufficient, dissatisfaction, inappropriate resource usage, measures on negative states, eliminating negative states, achieving excellence.

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