

# 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: .....

NEGATIVE STATES				
Delays	Non-quality	Insufficiently	Dissatisfactions	Inappropriate resource usage: excessive/too little

## 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

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	<ul style="list-style-type: none"> <li>- the situation is not as planned</li> <li>- the desired measure was not achieved</li> <li>- doesn't exist at all, but it should</li> </ul>	the state when anyone has an objection to anything	<ul style="list-style-type: none"> <li>- unnecessary consumption of resources</li> <li>- unused resources</li> </ul>	<b>AREAS OF LIFE</b> <ol style="list-style-type: none"> <li>1. Professional</li> <li>2. Finances</li> <li>3. Health</li> <li>4. Intellectual</li> <li>5. Emotional</li> <li>6. Family</li> <li>7. Social</li> </ol> <b>MANAGEMENT FUNCTIONS</b> <ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Organizing</li> <li>3. Leading</li> <li>4. Human resource management</li> <li>5. Control</li> <li>6. Improvements</li> </ol> <b>DISTRIBUTION OF RESOURCES</b> <ul style="list-style-type: none"> <li>● <i>Hard resources</i> <ul style="list-style-type: none"> <li>- Finances</li> <li>- Material</li> <li>- Human</li> </ul> </li> <li>● <i>Soft resources</i> <ul style="list-style-type: none"> <li>- Time</li> <li>- Knowledge</li> <li>- Meetings</li> </ul> </li> </ul>
Examples	<ul style="list-style-type: none"> <li>- late creation of position 2345</li> <li>- late decision on work evaluation</li> <li>- late delivery of material X</li> <li>- late implementation of decision 12</li> <li>- late creation of a business plan</li> <li>- late creation of procedure Y</li> <li>- late appointment of the Sales Director</li> <li>- late delivery of minutes</li> </ul>	<ul style="list-style-type: none"> <li>- the appropriate shade of red was not used</li> <li>- the external processing of the object was not brought to the required smoothness</li> <li>- there were no people interested in the discussion at the meeting</li> <li>- insufficient preparation for the meeting</li> <li>- the presentation did not have a logical sequence</li> </ul>	<ul style="list-style-type: none"> <li>- insufficient engagement in acquiring competencies in the use of Excel</li> <li>- one (1) procedure per week was not performed according to the KPI</li> <li>- the monthly income of the company is below the plan</li> <li>- there is no written business plan</li> <li>- no study plan for...</li> <li>- delivered 2 pieces instead of 3 pieces of product</li> </ul>	<ul style="list-style-type: none"> <li>- dissatisfaction with overtime work</li> <li>- weekend work</li> <li>- no evaluation of work</li> <li>- a lot is waiting for X</li> <li>- no possibility of advancement</li> <li>- key customers are dissatisfied with our communication</li> <li>- it doesn't implement as agreed</li> <li>- incompetents thrive</li> </ul>	<ul style="list-style-type: none"> <li>- a lot of waste</li> <li>- expensive material replacement</li> <li>- two employees do a job that can be done by one</li> <li>- unnecessary overtime</li> <li>- too many ineffective meetings</li> <li>- insufficient funds for education</li> <li>- no expert committee meetings are held</li> </ul>	
Keywords	<b>DEADLINES</b>	<b>STANDARDS</b>	<ul style="list-style-type: none"> <li>- <b>THERE IS NO WHAT IS NEEDED</b></li> <li>- <b>LESS THAN EXPECTED</b></li> </ul>	<b>OBJECTION</b>	<ul style="list-style-type: none"> <li>- <b>UNNECESSARY</b></li> <li>- <b>UNUSED</b></li> </ul>	
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.	