

Survey of Organizational Growing Pains

	A. To a very great extent	B. To a great extent	C. To some extent	D. To a slight extent	E. To a very slight extent
<i>"To what extent do you feel each of the following characterizes the organization?"</i>					
1. People feel that there are not enough hours in the day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. People spend too much time "putting out fires."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Many people are not aware of what others are doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. People lack an understanding of where the firm is headed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. There are not enough good managers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. People feel that "I have to do it myself if I want to get it done correctly."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Most people feel that the firm's meetings are a waste of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. When plans are made, there is little follow-up, so things just don't get done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Some people feel insecure about their place in the firm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The firm has continued to grow in sales, but not in profits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scoring					
11. Add the total number of responses in each column					
12. Multiply the number on line 11 by the number on line 12 and record result on line 13.	5	4	3	2	1
13. Result of line 11 times line 12.					
14. Add the numbers on line 13 in columns A-E and place the results on this line.					

Adapted from: Flamholtz, Eric G. and Yvonne Randle. *Growing Pains: Transitioning from an Entrepreneurship to a Professionally Managed Firm*. 2007, John Wiley and Sons. ISBN-13: 978-0-7879-8616-2.

Examples/Descriptions of Each Pain Point

1. People feel that there are not enough hours in the day.

- a. Always trying to catch up, but there always seems to be more to be done.
- b. Leads to increased employee complaints, morale problems, absenteeism and/or significant turnover.
- c. Often, the leaders work long hours seven days a week to try to keep the company operating.

2. People spend too much time "putting out fires."

- a. Can be a result of absent long-range and strategic plans.
- b. The culture of the company is one that rewards fire frightening, not planning.
- c. Individuals, and the organization, spend the whole day not sure what to expect next.

3. Many people are not aware of what others are doing.

- a. Often results from a lack of an organization chart or well-defined roles and responsibilities.
- b. Individuals are unaware of the exact nature of their job and how it relates to others.
- c. Lack of understanding can lead to isolation among departments, which leads to duplication of effort or tasks remaining incomplete.

4. People lack an understanding of where the firm is headed.

- a. Employees often complain that "the company has no identity."
- b. Plans are not effectively communicated throughout the organization.

- c. Insufficient information and rapid changes in the company may cause employees to feel anxious and uneasy.

5. There are not enough good managers.

- a. Managers feel they have no authority while employees feel there is a lack of direction and feedback.
- b. Managers do not have enough time to complete administrative responsibilities as they try to increase business.
- c. Successful doers (salespeople, office workers, etc.) get promoted to be a manager but lack the proper training and skills.

6. People feel that “I have to do it myself if I want to get it done correctly.”

- a. Caused by the lack of clearly defined roles, responsibilities, and linkages between and among roles, which diminishes teamwork and collaboration.
- b. Also can be caused by lack of resources (short staff) or the inability of managers to relinquish control over results to others.
- c. Individuals may act on their own because they don't know whose responsibility a given task is or complete tasks to avoid confrontation.

7. Most people feel that meetings are a waste of time.

- a. Meetings are ineffective and are merely discussions without planned agendas and a meeting leader.
- b. Meeting attendees are often distracted by cell phone calls, emails, or other interruptions, resulting in few decisive actions.
- c. There are either too many meetings or too few meetings to allow for communication and coordination.

8. When plans are made, there is very little follow-up, so things just don't get done.

- a. Leaders go through the motions of preparing a plan, but do not do it.
- b. Adequate systems have not been developed to monitor progress against goals.
- c. Personnel have not received training on how to monitor and evaluate goals.

9. Some people feel insecure about their place in the firm.

- a. Employees are unable to see the big picture in how they fit into the firm.
- b. This leads to employee anxiety about keeping their job, low morale, and high turnover.
- c. People become isolated and teamwork decreases.

10. The firm continues to grow in sales, but not in profits.

- a. Sales overtake profit as a goal. People think that if sales increase, profit will increase.
- b. This results in more work for the same or less financial gain.
- c. People spend whatever is needed to make a sale.