Survey of Organizational Growing Pains					
"To what extent do you feel each of the following characterizes the organization?"	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
1. People feel that there are not enough hours in the day.	◯	◯	◯	◯	◯
2. People spend too much time "putting out fires."	◯	◯	◯	◯	◯
3. Many people are not aware of what others are doing.	◯	◯	◯	◯	◯
4. People lack an understanding of where the firm is headed.	◯	◯	◯	◯	◯
5. There are not enough good managers.	◯	◯	◯	◯	◯
6. People feel that "I have to do it myself if I want to get it done correctly."	◯	◯	◯	◯	◯
7. Most people feel that the firm's meetings are a waste of time.	◯	◯	◯	◯	◯
8. When plans are made, there is little follow-up, so things just don't get done.	◯	◯	◯	◯	◯
9. Some people feel insecure about their place in the firm.	◯	◯	◯	◯	◯
10. The firm has continued to grow in sales, but not in profits.	◯	◯	◯	◯	◯
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.