

Feedback  
**ELTON DISTRIBUTORS, INC. – Part 3**

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The consultant met with the family members of the management team to provide feedback on the results of the climate survey, using the statistical tables (in Part 2) supplemented by graphs. Twelve graphs were developed for each demographic category, using the averages in each major category on one set of graphs, and individual item responses for each of the eleven major categories. In addition, a chart showing the strengths and weaknesses across all employees was developed. Strengths were defined as individual item response averages exceeding 4.0; weaknesses were defined as 3.0 or less. (See Appendix 1.)

Following a review of the responses within an open climate in which several important pieces were provided for clarification, discussion turned to the steps to be taken next. The consultant posed development of a philosophy statement and long-range planning as important next steps, to be followed closely with the development of a performance appraisal program. During this discussion, Peter accused John and Fred of shirking their duties for not having completed responses to questions submitted by the consultant several weeks earlier related to long-range planning. John responded by accusing Peter of not carrying his share of the workload. When the three subsidiary companies had been purchased in January, Peter had been named President with the responsibility of developing the yearly budgets. He had not done this, leaving John and Fred to do so without his input and on very short notice. With that, Peter said, “I’m not going to hang around here and hear you say such things. I’m really angry. I’ve got to get out of here!” With that he took his coffee cup and walked out.

What would you do now?

## Appendix 1

### Climate Survey Results

#### Strengths

#### Weaknesses

#### Management Effectiveness

The development of a policy manual was a good management decision. (4.4)

Management appears to administer policies consistently. (2.9)

Management often seems to waste time. (2.9)

The company management team provides me with a good leadership model. (3.0)

The company management team is very effective. (3.0)

#### Supervisory Effectiveness

My supervisor is friendly toward me (4.4)

My supervisor usually makes clear-cut decisions so we know where we stand. (3.0)

My supervisor helps me solve problems that occur on my job. (4.0)

My supervisor is qualified for that position. (4.0)

#### Work Associates

My department is an important part of the company. (4.5)

Many employees here have poor attitudes toward their job. (2.7)

The people in my department get along well together. (4.2)

The people in my department make new people feel part of the group. (4.2)

Other departments view my department as an important part of the company. (4.0)

#### Department Work Efficiency

There is too much waste of materials/supplies in my department. (4.0)

## Communications

Completing this survey is a good way to let management know what I think. (4.0)	We usually hear about important decisions or actions first through the grapevine. (2.4) Little effort is made to get the opinions of employees. (3.0) Adequate information is available about the overall activities of the company. (3.0)
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## Job Evaluation and Promotions

Pay and promotion based on ...doing a good job. (4.7) ...on-the-job work experience (2.6) ...the supervisor's recommendation (4.5) ...seniority (4.0) I can be sure of keeping my job as long as I do good work. (4.1)	Management recognizes employees for outstanding performance on the job. (2.9)  Within the company there are good opportunities for those who do a good job. (3.0) The annual employee evaluation/review is helpful in improving my performance (3.0) The company usually offers vacancies to qualified people from within before hiring outsiders.
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## Job Description, Training and Development

New people receive adequate training. (2.8)  
I receive training on the job that qualifies me to transfer to another position or be promoted. (2.8)  
Training is done on a "hit and miss" basis. (2.9)  
New employees are given adequate time to learn product knowledge before they are expected to use that knowledge. (2.9)  
New employees are given adequate time to learn procedures before they are expected to use those procedures. (2.9)  
New people are given a clear understanding of what is expected of them. (3.0)  
Management shows little interest in developing people for better jobs. (3.0)

### Job Satisfaction/Job Security

I'm doing something really worthwhile on my job. (4.4)

I often think my job counts for very little. (4.1)

I feel I am an important part of what goes on in my department. (4.1)

I am frequently worried about being laid off. (4.1)

I am frequently worried about the number of changes taking place in personnel. (2.5)

I look forward to the end of work each day. (3.0)

### View of the Organization

I think the company is highly respected in the community. (4.0)

The company is not run on an ethical basis. (4.0)

### Working Conditions

The equipment with which I work is safe and up to date. (4.3)

The safety conditions in your work area. (4.2)

The equipment with which I work is usually in good condition. (4.1)

I am frequently worried about accidents on the job. (4.1)

The restroom facilities. (4.0)

Men and women are paid equally in this company. (2.8)

### Pay and Benefits

An annual pay review is too infrequent. (2.8)