



development
group

Checklist

Operational orientation made easy

Checklist: operational orientation made easy

If you would like to know, if it is easy for your employees, to orientate themselves in terms of criteria for decisions and actions, process this check list. Possibly, you come across some areas of improvement!

The checklist comes from the editorial
„Dynamik im Führungshandeln“ von Ulrich Drax (DMG),
in: Hollmann/Daniels: Anders wirtschaften – was Erfolgreiche
besser machen.

Gabler Verlag, Wiesbaden, 2012

www.anders-wirtschaften.eu

Meaning and clear objectives

- Do executives and staff know which results they should get?
- Beyond the financial results, can they discover any further job value in the corporate conduct?

Autonomy (decentralization, delegation and check)

- Do your executives have enough scope for own decisions?
- Are decisions made there, where they have an impact on the results?
- Are enough feedback loops implemented to control the consequences of decisions?

Concentration to the bare essentials

- Can your staff precisely define which focus your company has?
- Is simultaneously obvious about what your company consciously is not looking after?

Consequence

- Does your company take sufficient time, to check the efficacy of a strategy?
- Does your company consciously appreciate positive contributions in achieving objectives?
- Do you sanction actions consciously negative, which disagree with the values, the objectives and the strategy?

A few and clear rules for all employees

- Is for the staff clearly recognizable, which kind of behaviour in the company is appreciated positively and which is with negative connotations?
- Are these definite rules valid for all areas of the company or do they change in the different areas, departments or teams?
- Are they permanent stable or do they change from time to time in the short run?

Clear utterance for all employees

- Does your company talk plain language, although it is about adversarial or emotional charged factors?

Organisation / Hierarchy

- Are the assignments of tasks and responsibility conclusively regulated in each hierarchical level?
- Do all employees know to whom they have to report?
- Do all employees know the fundamental procedures in their own area, at the interfaces and in the support and management processes?

Trust

- Is the custom in your company, to give the employees a credit of trust?
- Do the employees know the reasons, when already made decisions are overruled?
- Does the company inform the staff about important corporate matters to the earliest possible time?

Courage to trial and error

- Does your corporate culture allow testing something in the field in the case of different views?

Reflect the questions of the checklist initially by yourself.

If required consult colleagues or reports.

Reflect upon where you recognize in common bottlenecks or potential for optimization.

Develop common solution approaches.



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