Table IV:8 – Common Types of Issues in Organizations

Board operations

- Low attendance at meetings
- Low participation in meetings
- High turnover of Board members
- No, or poor, decision making
- Rubber-stamping recommendations from the Chief Executive Officer
- Conflict among Board members
- Micromanagement of day-to-day activities

Strategic planning

- Lack of clear focus for the organization and for making major decisions
- Frequent, conflicting suggestions from Board and/or employees
- Continual shortage of funds across the organization
- Low attendance and participation from Board and/or employees
- Poor results from products and services
- Conflict among Board members and employees about priorities, roles and responsibilities

Business planning

- Lack of clear goals and outcomes with products and services
- Shortage of resources for products and services
- Little or no results from products and services
- Frequent complaints from employees who deliver products and services
- Conflict and turnover among employees who deliver products and services

Management development

- Poor planning, organizing, leading and administration of resources
- Lack of direction and guidance to employees
- Conflict among employees
- High employee turnover
- Poor communication between employees and between Board members
- Incomplete implementation and evaluation of products and services
- Board is not involved at all, or far too much, in planning and leadership

Employee development

- Frequent turnover
- Frequent complaints and conflict
- Poor performance
- Compliance ("going through motions") on the job
- (See symptoms of problems with business planning as listed above in this table)

Table IV: 8 - Common Types of Issues in Organizations (Cont.)

Teamwork

- Conflict between team members
- Inefficiencies in activities
- High turnover of members
- Confusion about decision making and problem solving
- Poor performance among members
- Ineffective meetings
- Low morale

Financial management

- Shortage of resources for products and services
- Lack of understanding of costs of various resources
- Bills continually not paid on time
- Problems reported by annual financial audits
- Numerous requests for funds from investors
- Frequent refusals from investors
- Financial goals are not clear

Advertising and promotions

- Little or no available feedback from customers
- Strong testimonials and results from customers, yet little growth in products and services
- Confusion among customers about features and benefits of products and services
- Lack of resources to obtain, develop and deliver products and services

Evaluations of products and services

- Confusion among employees about products and services
- Inability to successfully describe products and services to others
- Poor results from products and services
- Frequent complaints and conflicts among employees who deliver products and services
- Ineffective advertising and promotions

You and Your Client Generate Relevant and Realistic Recommendations

You and Your Client Probably Know More Now Than You Think You Do

Now you and your client are ready to identify what should be done to address the issues that were discovered in the research. As you both identified various issues, you both probably sensed recommendations to address them, as well. As a consultant with expertise in certain areas, you might sometimes take the lead in generating recommendations about certain issues. That is fine. However, remember that the best solutions to complex problems result from collaboration between you and your client.

The recommendations do not need to address all of the issues. Because your client's organization is a system with many integrated parts, you and your client often can make a significant difference with