

## Activity for GDB

Following data is collected from employees of XYZ Organization for diagnosis purposes. The questionnaire is based on six sections; each section represents a box of “Big Six Box Mode”. For organizational diagnosis and to take any action, you need data, which is provided to you as under.

### Guidelines for Interpretation of Data

Following guidelines will help you to understand the data.

- The first section of this questionnaire is about “Purpose”, and all questions (1 to 4) collectively measure the purpose of the organization.
- Each number appearing against each question represents the response given by different employees.
- Any employee can give one response out of 4 different responses.
- For example; in the first question, 43 employees say the mission is “very appropriate” from professional standards, public opinion and offender need perspective; in the fourth question, 61 employees say goals are “most appropriately” clear to all workers.
- Similarly, in the leadership section, 34 employees say that top management has a directive leadership style, 38 employees say consultative leadership style.

You are required first to select any section, interpret that section, critically analyze the section and compare it with information given in the case study. If you find any gap, conflict and disagreement with the given information then highlight it and recommend any action based on your analysis. This procedure will be adopted for all six sections.

After analyzing each section you are required to fill the following table. Be specific and make your conclusions on facts.

#### Organizational Diagnosis Elements

Elements	Gap OR Conflict OR Disagreement	Action
Purposes		
Structure		
Relationships		
Rewards		
Helpful Mechanisms		
Leadership		

## Organizational Diagnosis Questionnaire

Q#	Question Statement					
<b>Purpose</b>						
<b>1</b>	Considering professional standards, a public opinion and offender need, how appropriate is the mission?	Not appropriate	Somewhat appropriate	Mostly appropriate	Very appropriate	
		4	5	38	43	
<b>2</b>	Does the behavior of management through supervision decisions and policies support the principles of this mission?	Not at all	Somewhat	Usually	Always	
		8	7	44	32	
<b>3</b>	To what extent are workers in the organization committed to the mission?	4	9	56	23	
<b>4</b>	How clear are the goals of the organization to the workers?	10	12	61	6	
<b>Structure</b>						
<b>5</b>	Are the levels of authority (supervision) clear and do people operate through normal channels?	1. Structure is not clear and people do not get things done because of this problem				14
		2. Structure is not clear and people get things done through informal channels				16
		3. Structure is clear but people get things done through informal channels				34
		4. Structure is clear and people get things done through formal channels				28
<b>6</b>	Do supervisors have enough authority to make decisions concerning work at their assigned level?	No authority	Some authority	Usually have authority	Authority is very clear	
		16	18	24	32	
<b>Helpful Mechanisms</b>						
Please measure the effectiveness of the following helpful mechanisms in assisting workers get the job accomplished;						
		Not at all	Somewhat	Usually	Always	
<b>7</b>	Policy and Procedure Manual	23	34	18	12	
<b>8</b>	Shift Change Meetings	1	2	8	3	
<b>9</b>	Memos	12	11	28	41	
<b>10</b>	Other Meetings	7	8	44	29	

### Relationships

The following descriptions are ways to solve organizational conflicts. Please rank order how your organization attempts to solve its problems.

- A. **Forcing** - More powerful people get their way
- B. **Smoothing** - People either pretend that there are no differences or minimize their importance
- C. **Avoiding** - It's disloyal to raise disagreements openly
- D. **Bargaining** - People negotiate, holding some cards in the hole, playing for their own maximum advantage
- E. **Confronting** - An effort is made to surface differences, examine disagreements and to initiate problem solving

<b>11</b>	Most Often Used	(e) 30
<b>12</b>	Second Most Often Used	(b) 24
<b>13</b>	Least Method Used	(d) 18

List the three most serious conflicts in the Organization that are presently not resolved;

<b>14</b>	Poor management in Adult Supervision (21)
<b>15</b>	Lack of consistency in programs. (18)
<b>15</b>	Poor pay. (16)

### Rewards

		Not at all	Somewhat	Usually	Always
<b>17</b>	Do workers in the organization feel motivated to perform productively?	6	8	45	29
<b>18</b>	Are behaviors that support the organizational goals rewarded?	2	3	56	27
<b>19</b>	Does the Organization encourage responsibility and achievement?	6	8	51	23
<b>20</b>	Is advancement based on productivity?	4	6	51	29
<b>21</b>	Are there positive supervisor-employee relations?	12	11	42	26
<b>22</b>	Are supervisors technically competent?	3	2	21	65
<b>23</b>	Are organization policies clear?	12	18	23	36
<b>24</b>	Are the working conditions adequate?	4	6	21	52
<b>25</b>	Are the salaries adequate?	22	27	31	9

### Leadership

The following descriptions are categories of leadership style. Please classify the levels of supervision using these descriptions.

- 1. **Directs** - Tells employees what to do; watches the workers closely.
- 2. **Consults** - Asks employees for ideas and opinions but reserves the final decisions for themselves.
- 3. **Participates** - Makes decisions with employees as a team.
- 4. **Delegates** - Delegates responsibility to employees, allowing workers to make important decisions.

		Directs	Consults	Participates	Delegates
<b>26</b>	Top Manager	34	38	12	8
<b>27</b>	Your Division Manager	21	36	24	7
<b>28</b>	Your Immediate Supervisor	16	21	29	24

For the following list place the appropriate number for how much influence each manager has with you.

		No Influence	A Little Influence	Much Influence	Very Much Influence
<b>29</b>	Top Manager	6	12	22	44
<b>30</b>	Your Division Manager	4	11	21	42
<b>31</b>	Your Immediate Supervisor	3	8	22	39