

# Recognize misguided developments in companies

Tracking down tomorrow's risks today

**Fair weather reports are good for the mood in companies and organizations. But they are also the cause of the emergence of fog clouds that obscure management's view of critical developments. Penetrating them requires not only the will in management, but also an effective set of tools.**

The emergence of the "organizational fog clouds" can be compared to the process in nature.

Positive key figures and trends act like rays of sunshine that warm the earth and cause water vapor to rise. So you stand above the fog cover and you enjoy the good news like the sun in the mountains.

Only reluctantly one would like to deal with the less beautiful developments below the fog cover.



## Key figures show only part of the truth.

But numbers, as positive as they may seem, are only part of the truth. There are good reasons not to rely on them alone.

Especially because performance and success indicators usually react to external and internal developments with a delay. This must be taken into account especially in the context of internal developments and changes. In addition, these often start very insidiously and hidden.

Thus, something is quickly missed that will only be reflected in the figures months or years later.

If you want to minimize this risk and know what the real state of your organization is, you have to look not only at the figures, but also directly into its interior, which is not so easy. Organizations are a complex system of different elements, each of which is difficult to understand on its own.

In order to be able to assess the situation of an organization as a whole, it would therefore be necessary to have concrete information on both the current state and topical changes in the individual elements.

## Misguided developments – who recognizes them first.

There is only one source that can reliably provide the management with this kind of status information. These are the employees and managers at the middle level who, although more intuitively and without key figures, nevertheless feel and see very precisely where disruptions, obstacles and conflicts impair or endanger the efficiency and effectiveness or the integrity and reputation of an organization.

Their experiences, perceptions and observations are an important early warning indicator long before undesirable developments are reflected in measurable performance and success indicators.

The challenge for management is to obtain this information even before undesirable developments can gain momentum.

It requires an instrument that records and visualizes the non-measurable early warning indicators comprehensively and promptly. This is confidential in order to be able to observe and evaluate developments over longer periods of time.

## Using early warning indicators in risk management.

With these requirements in mind, the SMART Experience Feedback approach was developed by SMART FED. In contrast to classic survey methods, there are neither time nor thematic restrictions here. Both are a basic prerequisite for reliably and quickly identifying even the most insidious and hidden developments in dynamic and complex systems in real time.

With SMART Experience Feedback, the feedback from the organization is recorded in a structured manner and evaluated in a qualified and quantified manner.

In this way, undesirable developments can be systematically weighted and prioritized. This in turn enables targeted and rapid intervention before they have an external impact and are reflected in the public media and rating portals.

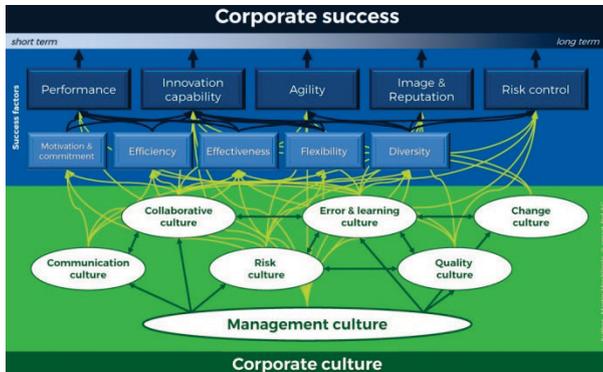
SMART Experience Feedback is an efficient and effective management tool for tracking down tomorrow's risks today.

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# Publications

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## Corporate Culture



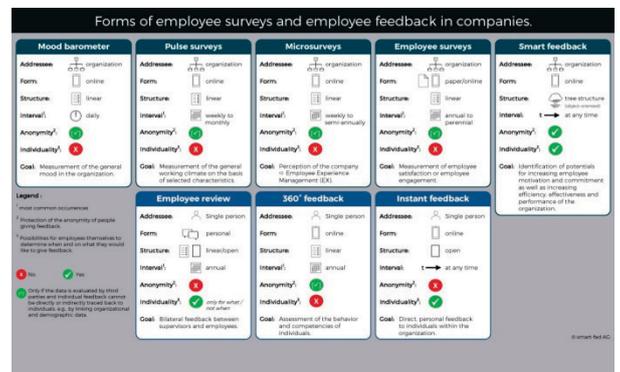
## Sustainable Human Resource Management



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## Employee Surveys & Feedback



## EX Management - State Of The Art



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