

## ENTERPRISING RURAL FAMILIES

### How Does Our Business Team Function?

Date: \_\_\_\_\_

Rate your family operation in the following areas on an increasing scale of 1-5, and discuss as a group.

(ad hoc = unplanned, informal, impromptu)

- |                                     |                 |   |        |   |              |
|-------------------------------------|-----------------|---|--------|---|--------------|
| 1. Overall operating procedure:     | ad hoc/reactive |   |        |   | proactive    |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 2. Everyday working procedure:      | ad hoc/reactive |   |        |   | proactive    |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 3. Communication:                   | closed          |   |        |   | open         |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 4. Emotional climate:               | uncomfortable   |   |        |   | comfortable  |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 5. Working relationship:            | strained        |   |        |   | effective    |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 6. Planning and review (individual) | never           |   | seldom |   | regular      |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 7. Planning and review (business)   | never           |   | seldom |   | regular      |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 8. Family/team members' meetings    | never           |   | seldom |   | regular      |
|                                     | 1               | 2 | 3      | 4 | 5            |
| 9. Present operating condition      | unsatisfactory  |   |        |   | satisfactory |
|                                     | 1               | 2 | 3      | 4 | 5            |

#### What Successful Family Businesses Do - Do you:

- |   | Yes   | No    |
|---|-------|-------|
| 1. Develop written policies and guidelines for operation?               | _____ | _____ |
| 2. Hold regular and purposeful meetings for family and business issues? | _____ | _____ |
| 3. Keep journal account of meetings?                                    | _____ | _____ |
| 4. Have a structure for training and development?                       | _____ | _____ |
| 5. Participate in regular training and/or upgrading?                    | _____ | _____ |

- |  |       |       |
|--|-------|-------|
| 6. Purposely and regularly plan and carry out recreational events with all members?                                | _____ | _____ |
| 7. Move to resolve conflicts quickly; don't invest in a culture of conflict?                                       | _____ | _____ |
| 8. Implement programs to build production, management and communication skills?                                    | _____ | _____ |
| 9. Have written policies and procedures for all areas of operation?  | _____ | _____ |
| 10. Develop compensation systems that show why people get paid what they do, and what they can expect to get paid? | _____ | _____ |
| 11. Have fun and enjoy each others' company; recreate together regularly, and purposely?                           | _____ | _____ |
| 12. Maintain and encourage a "two way" feedback for ALL employees; family and non-family?                          | _____ | _____ |
| 13. Develop job descriptions and maintain them, for all positions?   | _____ | _____ |
| 14. Strive to ensure that the most capable person fills the position?  | _____ | _____ |

How many of these "initiatives" does your family business carry out? \_\_\_\_\_

Do you find these "do's" difficult to carry out? \_\_\_\_\_  
Why?

Often team members view these initiatives with skepticism because:

- they don't understand them;
- they look at something like this as another means of someone or something else controlling them;
- pride;
- they perceive no benefit;
- lack of skill or know-how.

Which of the items above are making it difficult for your family members to address these initiatives?

**Do written and detailed procedures and policies exist for the following:**

	<b>Yes</b>	<b>No</b>
1. Compensation program (what we get paid and why)?	_____	_____
2. Employee performance review system?	_____	_____
3. Job descriptions – activities, skills, and results expected?	_____	_____
4. Training and new employee orientation?	_____	_____
5. Operating agreement?	_____	_____
6. Ownership arrangement?	_____	_____
7. Hiring?	_____	_____
8. Planning and review?	_____	_____
9. Business agreements?	_____	_____
10. Succession strategy?	_____	_____
11. Advisory board?	_____	_____
12. Dispute resolution process?	_____	_____

Regarding the twelve (12) statements above, state the number(s) for those that fit in each of the following categories:

Details for which items have been communicated to appropriate team members (list the item numbers)?

Verbally \_\_\_\_\_

Written \_\_\_\_\_

Reasons for decisions for each of the 12 areas is explained to the team?

Yes (state numbers) \_\_\_\_\_

No (state numbers) \_\_\_\_\_

Which team members are involved in each of the 12 areas listed above?

1. \_\_\_\_\_

2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_
12. \_\_\_\_\_

Does an Employee Communication Book exist?    Yes \_\_\_\_\_ No \_\_\_\_\_

Do team members initial the entries after reading them?    Yes \_\_\_\_\_ No \_\_\_\_\_