



SURVEY  
OF  
MANAGEMENT AND  
ORGANIZATIONAL PATTERNS

## **SURVEY OF MANAGEMENT AND ORGANIZATIONAL PATTERNS**

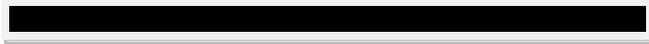
### **THANK YOU!**

I would like to thank all of you who participated in recent years by completing the Survey of Management and Organizational Patterns. The values and patterns measured by this survey have helped us all to understand effective management practices and to improve organizational effectiveness.

Once again, we are assessing our organization's strengths and weaknesses. Your views and experiences are important to include in this survey.

### **CONFIDENTIALITY**

Your responses are 100 percent anonymous, so please respond with complete honesty. Please answer all questions for which you have an opinion. Only summarized (averaged, not individual) responses will be provided to A&BS staff. If you prefer to complete a paper copy of the survey, please contact



### **YOUR COMMENTS**

If this survey overlooks an issue that you think is an important factor in the performance of our organization, please express your views and concerns in the final, write-in question. Written comments will be summarized in a way that protects their confidentiality. Please do not include comments of a personal nature that cannot be summarized with the survey results.

### **HOW THE RESULTS WILL BE USED**

The goal behind this survey is to improve management practices and organizational effectiveness. Averaged responses will be summarized for each department and for the entire organization.

### **PARTICIPATION INCENTIVE**

Survey results provide a valuable performance improvement tool when a high percentage of employees participate in the survey. Therefore, as a participation incentive, every A&BS department with greater than 80 percent completing this survey will receive boxes of See's candy for the entire department (the same, popular mini-boxes that we have used in the past).

Thank you for taking the time to support our efforts to improve A&BS.



9. I can share (work) problems without concern about appearing stupid to others in my work group.  
 Never                       Seldom                       Usually                       Always
10. In my work group we share a common set of goals.  
 Strongly disagree     Disagree somewhat     Agree somewhat     Strongly agree
11. In my work group we embrace the same standards of effectiveness.  
 Strongly disagree     Disagree somewhat     Agree somewhat     Strongly agree
12. In my work group we share common values of service, quality, and excellence.  
 Strongly disagree     Disagree somewhat     Agree somewhat     Strongly agree
13. In my work group we share expertise when faced with a challenging task.  
 Never                       Seldom                       Usually                       Always
14. In my work group we share leadership responsibilities and often hand off leadership roles from project to project.  
 Never                       Seldom                       Usually                       Always
15. In my work group we wait for complaints before tackling a new problem.  
 Never                       Seldom                       Usually                       Always
16. In my work group, people recognize and accept each other's strengths and weaknesses.  
 Never                       Seldom                       Usually                       Always
17. In my work group, people consider it important that tasks be divided fairly.  
 Strongly disagree     Disagree somewhat     Agree somewhat     Strongly agree
18. My work group improves its practices, productivity, and effectiveness.  
 Never                       Seldom                       Usually                       Always
19. My work group is committed to meet the needs of our customers.  
 Strongly disagree     Disagree somewhat     Agree somewhat     Strongly agree
20. My work group is efficient and productive.  
 Never                       Seldom                       Usually                       Always
21. In my work group, problems with the way we do our work are usually:  
 Ignored                       Faced and attended to
22. In my work group, interpersonal conflicts are:  
 Ignored                       Addressed and resolved
23. In my work group, differences of opinion about how to get the job done are:  
 Resolved using facts     Resolved using power

The following strengths and weaknesses pertain to your **supervisor** – the person to whom you directly report.

24. My Supervisor....	Never	Seldom	Usually	Always
Takes time to listen and understand my views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acts in ways that build respect in him/her	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Models the behavior he/she expects from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes steps to improve bad relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Values the experiences and perspectives of people from diverse backgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finds "win-win" solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appears self-confident	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will try new, potentially better methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remains confident despite setbacks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes action to resolve interpersonal conflicts in his/her area of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates what he/she expects me to accomplish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talks optimistically about the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sorts essential from unimportant information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speaks convincingly when presenting to a group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruits and promotes fairly regardless of race, gender, sexual orientation, or age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains consistency between words and actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conveys a strong commitment to goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates an inspiring vision for change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involves me in important decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizes that my needs and abilities differ from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learns from his/her mistakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treats new ideas with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides feedback when I share my ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rewards initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

My supervisor...	Never	Seldom	Usually	Always
Discourages my bringing up problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Makes me feel stupid when we disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Favors an “in group” of subordinates for personal reasons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loses his/her temper under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Makes some people look good at others’ expense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waits until a problem escalates before acting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. How effective is your unit, in terms of quality and productivity, compared to its *potential*?

- We perform at 95-100 percent of our potential -- consistently excellent
- We perform at 90-95 percent of our potential – usually very good
- We perform at 60-90 percent of our potential – consistently better than average
- We perform at less than 60 percent of our potential – average or below average

26. In your opinion, what is the one, main reason your unit performs at less than 100 percent of its potential?

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*Thank you for participating in the 2014 A&BS Survey of Management and Organizational Patterns.*