K E Y S ℠

ASSESSING THE CLIMATE FOR CREATIVITY

TERESA M. AMABILE, PH.D.

A SURVEY FROM THE CENTER FOR CREATIVE LEADERSHIP

Purpose

The purpose of this confidential questionnaire is to obtain an accurate picture of your current work environment.

Instructions

This is a survey, not a test; there are no right or wrong answers. Your individual responses to this questionnaire will be strictly confidential. Only a summary of the group responses will be reported to your organization.
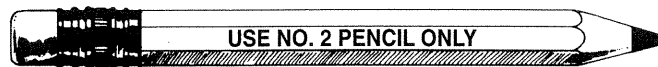
KEYS asks about your impression of the current work environment, which is defined as the day-to-day social and physical environment in which you currently do most or all of your work.

This booklet contains: a) some background questions; b) 78 items for you to answer in terms of the feeling or impression you most often have about your current work environment; and c) three specific questions for you to answer regarding the climate in this environment.

Please be sure to use only a #2 lead pencil. Do not use a pen. Make sure your marks are dark and that you completely fill the ovals. If you wish to change a response, erase the first mark completely. <u>Be sure to answer all questions on the following 6 pages.</u>

Upon completion of this survey, please put it in the attached envelope and return it to the Administrator.

<div align="center">

CORRECT MARK ●

USE NO. 2 PENCIL ONLY

INCORRECT MARKS

</div>

KEYS©

ORGANIZATION NAME

Please write in name of organization

LAST NAME | FIRST NAME | MI

(bubbled letter grid A–Z for each column)

YOUR FUNCTION

- ○ Administration/Management
- ○ Education/Training/Human Resources
- ○ Engineering/Product Development
- ○ Law
- ○ Manufacturing
- ○ Marketing/Advertising
- ○ Medicine
- ○ Research and Development
- ○ Sales
- ○ Support Services
- ○ Other (specify) _____

LEVEL IN ORGANIZATION

- ○ Top—Chief Executives or Operating Officers, Presidents
- ○ Executive—Vice Presidents, Directors, Board-level Professionals
- ○ Upper Middle—Department Executives, Plant Managers, Senior Professional Staff
- ○ Middle—Office Managers, Professional Staff, Mid-level Administrators
- ○ First Level—Forepersons, Crew Chiefs, Section Supervisors
- ○ Hourly Employees—Machine Operators, Clerical/Secretarial and Support Staff, Technicians
- ○ Not relevant in my situation

GENDER

- ○ Male
- ○ Female

YEARS OF SERVICE

- ○ 0 to 5 years
- ○ 6 to 10 years
- ○ 11 to 15 years
- ○ 16 to 20 years
- ○ Over 20 years

GROUP CODES

SUB-GROUP 1	SUB-GROUP 2
0 0	0 0
1 1	1 1
2 2	2 2
3 3	3 3
4 4	4 4
5 5	5 5
6 6	6 6
7 7	7 7
8 8	8 8
9 9	9 9

FOR OFFICE USE ONLY

NATIVE COUNTRY

0	0	0	0	0
1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8
9	9	9	9	9

COUNTRY OF CURRENT RESIDENCE

0	0	0	0	0
1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8
9	9	9	9	9

NATIVE COUNTRY

Please write in native country

COUNTRY OF CURRENT RESIDENCE

Please write in country of current residence

SECTION I

WORK GROUP	SUPERVISOR	PROJECT(S)	THIS ORGANIZATION	MY AREA OF THIS ORGANIZATION
The people with whom you currently work closely on a day-to-day basis; the group of people with whom you do your major project(s).	The person who manages your major project(s); the person to whom you report for most of your work.	The major work that you do, whatever it may be.	The organization within which you currently work.	The department, branch, division, or group within which you do most of your work.

NEVER Ⓝ	SOMETIMES ⓢ	OFTEN ⓞ	ALWAYS Ⓐ
Never or almost never true of your current work environment.	Sometimes true of your current work environment.	Often true of your current work environment.	Always or almost always true of your current work environment.

	N	S	O	A
1. I have the freedom to decide how I am going to carry out my projects.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
2. I feel that I am working on important projects.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
3. I have too much to do in too little time.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
4. This organization is strictly controlled by upper management.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
5. My area of this organization is innovative.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
6. My coworkers and I make a good team.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
7. The tasks in my work are challenging.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
8. In this organization, there is a lively and active flow of ideas.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
9. My supervisor clearly sets overall goals for me.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
10. There is much emphasis in this organization on doing things the way we have always done them.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
11. I have sufficient time to do my project(s).	Ⓝ	Ⓢ	Ⓞ	Ⓐ
12. I feel considerable pressure to meet someone else's specifications in how I do my work.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
13. Overall, this organization is effective.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
14. Overall, the people in this organization have a shared "vision" of where we are going and what we are trying to do.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
15. There is a feeling of trust among the people I work with most closely.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
16. People in this organization are very concerned about protecting their territory.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
17. There are too many distractions from project work in this organization.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
18. New ideas are encouraged in this organization.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
19. Within my work group, we challenge each other's ideas in a constructive way.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
20. There is destructive competition within this organization.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
21. My supervisor has poor interpersonal skills.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
22. Performance evaluation in this organization is fair.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
23. I do not have the freedom to decide what project(s) I am going to do.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
24. There are many political problems in this organization.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
25. People in my work group are open to new ideas.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
26. The facilities I need for my work are readily available to me.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
27. My supervisor serves as a good work model.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
28. In this organization, top management expects that people will do creative work.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
29. In my work group, people are willing to help each other.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
30. Procedures and structures are too formal in this organization.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
31. There are unrealistic expectations for what people can achieve in this organization.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
32. Generally, I can get the resources I need for my work.	Ⓝ	Ⓢ	Ⓞ	Ⓐ
33. My supervisor's expectations for my project(s) are unclear.	Ⓝ	Ⓢ	Ⓞ	Ⓐ

	NEVER	SOMETIMES	OFTEN	ALWAYS
	N	S	O	A
34. People are quite concerned about negative criticism of their work in this organization.	(N)	(S)	(O)	(A)
35. People are recognized for creative work in this organization.	(N)	(S)	(O)	(A)
36. The tasks in my work call out the best in me.	(N)	(S)	(O)	(A)
37. My supervisor plans poorly.	(N)	(S)	(O)	(A)
38. The organization has an urgent need for successful completion of the work I am now doing.	(N)	(S)	(O)	(A)
39. People in this organization feel pressure to produce anything acceptable, even if quality is lacking.	(N)	(S)	(O)	(A)
40. There is an open atmosphere in this organization.	(N)	(S)	(O)	(A)
41. There is a good blend of skills in my work group.	(N)	(S)	(O)	(A)
42. Ideas are judged fairly in this organization.	(N)	(S)	(O)	(A)
43. Top management does not want to take risks in this organization.	(N)	(S)	(O)	(A)
44. In my daily work environment, I feel a sense of control over my own work and my own ideas.	(N)	(S)	(O)	(A)
45. Failure is acceptable in this organization, if the effort on the project was good.	(N)	(S)	(O)	(A)
46. The budget for my project(s) is generally adequate.	(N)	(S)	(O)	(A)
47. My area of this organization is creative.	(N)	(S)	(O)	(A)
48. My area of this organization is productive.	(N)	(S)	(O)	(A)
49. People are encouraged to solve problems creatively in this organization.	(N)	(S)	(O)	(A)
50. People are rewarded for creative work in this organization.	(N)	(S)	(O)	(A)
51. My supervisor supports my work group within the organization.	(N)	(S)	(O)	(A)
52. Overall, my current work environment is conducive to my own creativity.	(N)	(S)	(O)	(A)
53. I feel challenged by the work I am currently doing.	(N)	(S)	(O)	(A)
54. My area of this organization is effective.	(N)	(S)	(O)	(A)
55. A great deal of creativity is called for in my daily work.	(N)	(S)	(O)	(A)
56. People in this organization can express unusual ideas without the fear of being called stupid.	(N)	(S)	(O)	(A)
57. I can get all the data I need to carry out my project(s) successfully.	(N)	(S)	(O)	(A)
58. The people in my work group are committed to our work.	(N)	(S)	(O)	(A)
59. My supervisor does not communicate well with our work group.	(N)	(S)	(O)	(A)
60. I get constructive feedback about my work.	(N)	(S)	(O)	(A)
61. This organization has a good mechanism for encouraging and developing creative ideas.	(N)	(S)	(O)	(A)
62. People are encouraged to take risks in this organization.	(N)	(S)	(O)	(A)
63. I have trouble getting the materials I need to do my work.	(N)	(S)	(O)	(A)
64. I feel that top management is enthusiastic about my project(s).	(N)	(S)	(O)	(A)
65. Overall, this organization is productive.	(N)	(S)	(O)	(A)
66. People are too critical of new ideas in this organization.	(N)	(S)	(O)	(A)
67. There is free and open communication within my work group.	(N)	(S)	(O)	(A)
68. My supervisor shows confidence in our work group.	(N)	(S)	(O)	(A)
69. Overall, my current work environment is conducive to the creativity of my work group.	(N)	(S)	(O)	(A)
70. I feel a sense of time pressure in my work.	(N)	(S)	(O)	(A)
71. Overall, this organization is efficient.	(N)	(S)	(O)	(A)
72. My supervisor values individual contributions to projects.	(N)	(S)	(O)	(A)
73. My supervisor is open to new ideas.	(N)	(S)	(O)	(A)
74. My area of this organization is efficient.	(N)	(S)	(O)	(A)
75. The information I need for my work is easily obtainable.	(N)	(S)	(O)	(A)
76. I believe that I am currently very creative in my work.	(N)	(S)	(O)	(A)
77. Other areas of the organization hinder my project(s).	(N)	(S)	(O)	(A)
78. Destructive criticism is a problem in this organization.	(N)	(S)	(O)	(A)

SECTION II - QUESTION A

What is the <u>single most important factor</u> supporting creativity and innovation in your current work environment?

From the list below, choose <u>only one</u> factor that is actually present in your current work environment, not a factor that you wish were present. If you feel that there are no factors supporting creativity and innovation in your work environment, choose None. **Choose <u>only one</u> response <u>for Question A</u> and darken the oval next to that response.**

ORGANIZATIONAL ATTITUDES, STRUCTURES, AND PROCEDURES	MANAGEMENT	TEAMS OR CO-WORKERS
○ advance development groups ○ encouragement/support from other groups in the organization ○ mechanisms for developing new ideas ○ mechanisms for implementing new ideas ○ communication and collaboration around ideas ○ openness to new ideas ○ rewards for creative work ○ recognition of creative work ○ trust across the organization	○ good project leader ○ encouragement/support from immediate supervisor ○ other behaviors of immediate supervisor ○ encouragement/support from upper management ○ clear vision for the organization by upper management ○ other behaviors of upper management	○ personal characteristics or abilities of my team members ○ good blend of skills in my team ○ good communication/openness to ideas in my team ○ support within the team ○ constructive debate within the team ○ being allowed to work in teams ○ trust within the team

THE WORK OR THE PROJECT	RESOURCES AVAILABLE	TIME OR WORKLOAD
○ challenging work ○ interesting work ○ autonomy or freedom in choosing projects ○ autonomy or freedom in carrying out projects ○ clear goals set for project(s)	○ money ○ tools ○ people ○ information ○ training/development ○ conducive physical environment	○ sufficient time for the work that must be done ○ flexible work schedules ○ helpful time pressure

MYSELF	EXTERNAL FACTORS	OTHER OR NONE
○ my personality characteristics ○ my abilities	○ competitive industry ○ customer requirements	○ Other ○ None (there are no factors supporting creativity and innovation)

IMPORTANT! SELECT ONLY ONE RESPONSE ON THIS ENTIRE PAGE (not one per section.)

SECTION II - QUESTION B

What is the <u>single most important factor</u> inhibiting creativity and innovation in your current work environment?

From the list below, choose <u>only one</u> factor that is actually present in your current work environment. If you feel that there are no factors inhibiting creativity and innovation in your work environment, choose None. **Choose only one response <u>for Question B</u> and darken the oval next to that response.**

ORGANIZATIONAL ATTITUDES, STRUCTURES, AND PROCEDURES	MANAGEMENT	TEAMS OR COWORKERS
○ apathy ○ avoidance of risk ○ evaluation systems ○ rigid process and procedures ○ lack of advance development groups ○ lack of encouragement/support from other groups in the organization ○ lack of mechanisms for developing new ideas ○ lack of mechanisms for implementing new ideas ○ lack of communication and collaboration around ideas ○ lack of openness to new ideas ○ lack of rewards for creative work ○ lack of recognition of creative work ○ lack of trust across the organization ○ lack of job security ○ outsourcing of development ○ desire to maintain the status quo	○ poor project leader ○ lack of encouragement/support from immediate supervisor ○ other behaviors of immediate supervisor ○ lack of encouragement/support from upper management ○ lack of clear vision for the organization by upper management ○ other behaviors of upper management	○ personal characteristics or abilities of my team members ○ poor blend of skills in my team ○ poor communication/openness to ideas in my team ○ lack of support within the team ○ unconstructive debate within the team ○ not being allowed to work in teams ○ lack of trust within the team

THE WORK OR THE PROJECT	RESOURCES AVAILABLE	TIME OR WORKLOAD
○ boring work ○ work with no room for creativity ○ lack of autonomy or freedom in choosing projects ○ lack of autonomy or freedom in carrying out projects ○ lack of clear goals for project(s) ○ unsuccessful project(s)	○ insufficient money ○ insufficient tools ○ insufficient people ○ insufficient information ○ insufficient training/development ○ unconducive physical environment	○ insufficient time for the work that must be done ○ too much work ○ too little work ○ inflexible work schedules

MYSELF	EXTERNAL FACTORS	OTHER OR NONE
○ my personal characteristics ○ my abilities	○ competitive industry ○ customer requirements	○ Other ○ None (there are no factors inhibiting creativity and innovation)

IMPORTANT! SELECT ONLY ONE RESPONSE ON THIS ENTIRE PAGE (not one per section.)

SEE REVERSE FOR QUESTION C

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What is the <u>single most important</u> suggestion that you have for improving the climate for creativity and innovation in your daily work environment?

From the list below, choose <u>only one</u> factor that you would suggest to improve your current work environment. If you feel that there are no factors that would improve creativity and innovation in your work environment, choose None. **Choose <u>only one</u> response <u>for Question C</u> and darken the oval next to that response.**

ORGANIZATIONAL ATTITUDES, STRUCTURES, AND PROCEDURES	MANAGEMENT	TEAMS OR COWORKERS
○ have advance development groups ○ better evaluative/feedback systems ○ more encouragement/support from other groups in the organization ○ improve processes and procedures ○ better mechanisms for developing new ideas ○ better mechanisms for implementing new ideas ○ better communication and collaboration around ideas ○ clearer definitions of roles and responsibilities ○ more openness to new ideas ○ more reward for creative work ○ more recognition for creative work ○ more trust across the organization ○ mentoring by senior creative people ○ less fear of risk ○ break out of the status quo	○ better project leaders ○ more encouragement/support from immediate supervisor ○ other behaviors of immediate supervisor ○ more encouragement/support from upper management ○ clearer vision for the organization by upper management ○ other behaviors of upper management	○ improve personal characteristics or abilities of my team members ○ better blend of skills in my team ○ better communication/openness to ideas in my team ○ more support within the team ○ more constructive debate within the team ○ let us work in teams ○ give teams greater control over the work ○ more trust within the team

THE WORK OR THE PROJECT	RESOURCES AVAILABLE	TIME OR WORKLOAD
○ more challenging work ○ more interesting work ○ more autonomy or freedom in choosing projects ○ more autonomy or freedom in carrying out projects ○ clear goals set for project(s) ○ more successful projects	○ more money ○ more tools ○ more people ○ more information ○ more training/development ○ more conducive physical environment	○ more time for the work that must be done ○ less work ○ more work ○ more flexible work schedules

MYSELF	EXTERNAL FACTORS	OTHER OR NONE
○ improve my personality characteristics ○ improve my abilities	○ clearer customer requirements ○ better customer relations ○ better customer contact or knowledge	○ Other ○ None (no suggestions)

IMPORTANT! SELECT ONLY ONE RESPONSE ON THIS ENTIRE PAGE (not one per section.)