



K E Y SSM

**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.

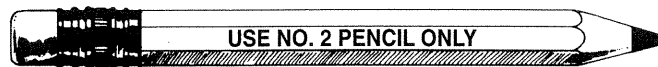
KEYS asks about your impression of the current work environment, which is defined as the day-to-day social and physical environment in which you currently do most or all of your work.

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. Be sure to answer all questions on the following 6 pages.

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

CORRECT MARK ●



INCORRECT MARKS ☞ ☒ ☞ ☞

ORGANIZATION NAME

Please write in name of organization

LAST NAME										FIRST NAME										MI
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	
B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	
C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	
D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	
F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	
G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	
H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	
I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
J	J	J	J	J	J	J	J	J	J	J	J	J	J	J	J	J	J	J	J	
K	K	K	K	K	K	K	K	K	K	K	K	K	K	K	K	K	K	K	K	
L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	
M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	
O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	
P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	
R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	
U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	
V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	
W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	
X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	
Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	

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	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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					COUNTRY OF CURRENT RESIDENCE				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	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
<i>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).</i>	<i>The person who manages your major project(s); the person to whom you report for most of your work.</i>	<i>The major work that you do, whatever it may be.</i>	<i>The organization within which you currently work.</i>	<i>The department, branch, division, or group within which you do most of your work.</i>

NEVER (N)	SOMETIMES (S)	OFTEN (O)	ALWAYS (A)
<i>Never or almost never true of your current work environment.</i>	<i>Sometimes true of your current work environment.</i>	<i>Often true of your current work environment.</i>	<i>Always or almost always true of your current work environment.</i>

	NEVER (N)	SOMETIMES (S)	OFTEN (O)	ALWAYS (A)
1. I have the freedom to decide how I am going to carry out my projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I feel that I am working on important projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have too much to do in too little time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. This organization is strictly controlled by upper management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My area of this organization is innovative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My coworkers and I make a good team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The tasks in my work are challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. In this organization, there is a lively and active flow of ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My supervisor clearly sets overall goals for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. There is much emphasis in this organization on doing things the way we have always done them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I have sufficient time to do my project(s).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I feel considerable pressure to meet someone else's specifications in how I do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Overall, this organization is effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Overall, the people in this organization have a shared "vision" of where we are going and what we are trying to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. There is a feeling of trust among the people I work with most closely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. People in this organization are very concerned about protecting their territory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. There are too many distractions from project work in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. New ideas are encouraged in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Within my work group, we challenge each other's ideas in a constructive way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. There is destructive competition within this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. My supervisor has poor interpersonal skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Performance evaluation in this organization is fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I do not have the freedom to decide what project(s) I am going to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. There are many political problems in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. People in my work group are open to new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. The facilities I need for my work are readily available to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. My supervisor serves as a good work model.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. In this organization, top management expects that people will do creative work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. In my work group, people are willing to help each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Procedures and structures are too formal in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. There are unrealistic expectations for what people can achieve in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Generally, I can get the resources I need for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. My supervisor's expectations for my project(s) are unclear.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PLEASE DO NOT WRITE IN THIS AREA



89136

NEVER N SOMETIMES S OFTEN O ALWAYS 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

PLEASE DO NOT WRITE IN THIS AREA



89136

SECTION II - QUESTION A

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

From the list below, choose only one 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 only one response for Question A and darken the oval next to that response.**

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

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

MYSELF	EXTERNAL FACTORS	OTHER OR NONE
<input type="radio"/> my personality characteristics <input type="radio"/> my abilities	<input type="radio"/> competitive industry <input type="radio"/> customer requirements	<input type="radio"/> Other <input type="radio"/> 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 single most important factor inhibiting creativity and innovation in your current work environment?

From the list below, choose only one 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 for Question B and darken the oval next to that response.**

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

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

MYSELF	EXTERNAL FACTORS	OTHER OR NONE
<input type="radio"/> my personal characteristics <input type="radio"/> my abilities	<input type="radio"/> competitive industry <input type="radio"/> customer requirements	<input type="radio"/> Other <input type="radio"/> 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

PLEASE DO NOT WRITE IN THIS AREA



89136

SECTION II - QUESTION C

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

From the list below, choose only one 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 only one response for Question C and darken the oval next to that response.**

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

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

MYSELF	EXTERNAL FACTORS	OTHER OR NONE
<input type="radio"/> improve my personality characteristics <input type="radio"/> improve my abilities	<input type="radio"/> clearer customer requirements <input type="radio"/> better customer relations <input type="radio"/> better customer contact or knowledge	<input type="radio"/> Other <input type="radio"/> None (no suggestions)

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