

# Team climate survey

The project team

June 2012

# Team climate survey dimensions

Adaptable

Change orientation

Stable

Internal

Customer focus

External

Empowerment

Management style

Control

Single organisation

Identity

Multi organisation

Open

Information

Closed

Work oriented

Task focus

Relationship oriented

Short term

Time horizon

Long term

# Change orientation

Adaptable	Stable
Constant innovation is a requirement for success	It is important that we do things in the right way
We are always striving to find better ways of doing things	We are careful and considered in our approach
Experimenting with new ways of doing things is encouraged	It is important to minimise risk
People are challenged within their roles	Much of the work is routine and unchanging from day-to-day
We readily adopt new or updated processes, procedures and ways of working	We tend to stick to proven ways of doing things

The project team	Preference for adaptable					Preference for stable					
	5	4	3	2	1	1	2	3	4	5	
											How we want to be
											How we are now

# Customer focus

Internal	External
We do what we think is right even if it's not what the customer asks for	We can be flexible in the way we do things depending on the particular circumstances
We are consistent in our responses to situations	Customer input directly influences our decisions
A clear and consistent set of values governs the way we work	We have a deep understanding of the wants and needs of our customers
Ignoring rules and procedures will get you into trouble	We bend the rules to meet customers' needs
To maintain standards we follow procedures at all times	We look to our customers to guide what we do

The project team	Preference for internal					Preference for external					
	5	4	3	2	1	1	2	3	4	5	
											How we want to be
											How we are now

# Management style

Empowerment	Control
People have a good deal of autonomy in doing their jobs	We are very disciplined in our approach
Procedures can be adapted to suit the situation	People are cost conscious
People feel able to act without fear of reprisals	Business planning is top down
Feedback across all levels is encouraged	Work is closely supervised
Decisions are usually made at the level where the best information is available	The way work is done is closely controlled

The project team	Preference for empowerment					Preference for control					
	5	4	3	2	1	1	2	3	4	5	
											How we want to be
											How we are now

# Identity

Single organisation	Multi-organisation
People identify more with their business than their profession	We understand the goals and needs of our partners and customers
We identify strongly with our own businesses	Boundaries between businesses are blurred
Individuals keep up with any new thinking in their profession	People work as if they are part of a team regardless of their company
It is easy to tell who works for which business	Cooperation across and between partners and customers is actively encouraged
The goals of the parent company are more important than any shared goals	We focus equally on shared goals and our own business goals

The project team	Preference for single organisation					Preference for multi-organisation					
	5	4	3	2	1	1	2	3	4	5	
											How we want to be
											How we are now

# Information

Open	Closed
It is easy to find the information you need	There are a lot of secrets in our business
Important information is communicated to everyone who needs it	It can be some time before important information filters down
We are encouraged to share our thoughts and ideas widely	People outside the business don't know the real story
There are strong cross-business networks	Information is on a need to know basis
It is easy to coordinate projects across different parts of the business	There isn't much information shared between different organisations

The project team	Preference for open					Preference for closed					
	5	4	3	2	1	1	2	3	4	5	
											How we want to be
											How we are now

# Task focus

Work oriented	Relationship oriented
Productivity is valued more highly than people	Individuals are supported by others when making decisions
The job should get done regardless of someone's personal problems	How individuals interact with each other is important
We often have trouble reaching agreement on key issues	We work hard to achieve "win-win" solutions
We tend to learn in isolation	The capabilities of people are seen as a source of competitive advantage
It's very competitive here	Relationships are seen as a vehicle for sharing learning

The project team	Preference for work oriented					Preference for relationship oriented					
	5	4	3	2	1	1	2	3	4	5	
											How we want to be
											How we are now



