APPLICATION

8.3 Organizational Climate Questionnaire

Purpose

1. To develop an understanding of how your leadership affects others
2. To help you understand your strengths and weaknesses in establishing the climate for a group or an organization

Directions

1. For each of the following statements, indicate the frequency with which you engage in the behavior listed.
2. Give your immediate impressions. There are no right or wrong answers.

When I am the leader . . .	Never	Seldom	Sometimes	Often	Always
1. I give clear assignments to group members.	1	2	3	4	5
2. I emphasize starting and ending group meetings on time.	1	2	3	4	5
3. I encourage group members to appreciate the value of the overall group.	1	2	3	4	5
4. I encourage group members to work to the best of their abilities.	1	2	3	4	5
5. I make the goals of the group clear to everyone.	1	2	3	4	5
6. I model group norms for group members.	1	2	3	4	5
7. I encourage group members to listen to and respect each other.	1	2	3	4	5

When I am the leader . . .	Never	Seldom	Sometimes	Often	Always
8. I make a point of recognizing people when they do a good job.	1	2	3	4	5
9. I emphasize the overall purpose of the group assignment to group members.	1	2	3	4	5
10. I demonstrate effective communication to group members.	1	2	3	4	5
11. I encourage group members to respect each other's differences.	1	2	3	4	5
12. I promote standards of excellence.	1	2	3	4	5
13. I help group members understand their purpose for being in the group.	1	2	3	4	5
14. I encourage group members to agree on the rules for the group.	1	2	3	4	5
15. I encourage group members to accept each other as unique individuals.	1	2	3	4	5
16. I give group members honest feedback about their work.	1	2	3	4	5
17. I help group members understand their roles in the group.	1	2	3	4	5

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APPLICATION

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When I am the leader . . .	Never	Seldom	Sometimes	Often	Always
18. I expect group members to listen when another group member is talking.	1	2	3	4	5
19. I help group members build camaraderie with each other.	1	2	3	4	5
20. I show group members who are not performing well how to improve the quality of their work.	1	2	3	4	5

Scoring

1. Sum the responses on items 1, 5, 9, 13, and 17 (providing structure).
2. Sum the responses on items 2, 6, 10, 14, and 18 (clarifying norms).
3. Sum the responses on items 3, 7, 11, 15, and 19 (building cohesiveness).
4. Sum the responses on items 4, 8, 12, 16, and 20 (promoting standards of excellence).

Total Scores

Providing structure: 22

Clarifying norms: 22

Building cohesiveness: 24

Promoting standards of excellence: 22

Scoring Interpretation

This questionnaire is designed to measure four factors related to establishing a constructive climate: providing structure, clarifying norms, building cohesiveness, and promoting standards of excellence. By comparing your scores, you can determine your strengths and weaknesses in establishing a constructive climate as a leader.

If your score is 20–25, you are in the high range.

If your score is 15–19, you are in the high moderate range.

If your score is 10–14, you are in the low moderate range.

If your score is 5–9, you are in the low range.