

## **Survey Questions to Assess Your Company's Current Culture**

1) My company's core purpose (or mission and vision) inspires we to work with enthusiasm and commitment.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

2) My company has clearly established strategic objectives to align priorities.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

3) My work group's priorities are clearly aligned with the company's strategic objectives and with other groups who depend on us.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

4) I can see a clear linkage between my work, my group's priorities and the company's strategic objectives.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

5) My company has clearly established core values, including business ethics principles, to guide behaviors.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

6) Roles, authorities and accountabilities for all business-critical activities, especially those for quality and safety management, are clearly established and well understood by all stakeholders.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

7) People in business-critical roles, especially those for quality and safety management, are fully aware of their responsibilities and are competent to carry them out.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

8) My company has a documented, systematic process to identify, assess and manage to a level as low as reasonably practicable (ALARP) all risks to people, assets, the environment and the company's reputation.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

9) There are sufficient people in my company who have been trained on incident management, including reporting, investigation, root causal analysis and corrective actions.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

10) I am well informed of the risks in my work and the way my company and I are supposed to manage them.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

11) I do a risk assessment before starting any task.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

12) I worry about whether I am recognizing all the risks and managing them appropriately.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

13) Work stresses are at a tolerable level and I am able to fully focus on the task at hand and be mindful of risks and any abnormal events as they arise during my work.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

14) Business-critical activities are closely monitored and managed to assure that they fully meet customer expectations.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

15) I feel a deep sense of personal responsibility for all the things I commit to do. I expect to be held accountable if I fail to do what I promise.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

16) If people in my group fail to do what they promise, they will at least be held accountable for an after-action review to determine what will be done to prevent repeated shortcomings, and may suffer consequences in pay and/or promotion potential.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

17) I have frequent one-to-one discussions with my supervisor to discuss how my goals align with the group and company goals, my performance toward those goals and my personal development plan.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

18) My supervisor is helping me achieve my full potential by providing ongoing coaching to improve my performance and recognition for my successes.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

19) All managers know what is happening in our organization and where all the problems are - the workforce knows exactly what our managers expect - there are no mixed messages.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

20) Because managers and workers are aligned and show two-way trust there is less need for bureaucracy, audits and supervision, so workload is decreasing.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

21) Everyone in my work group collaborates with each other and with stakeholders in other groups to meet internal and external customer expectations.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

22) I can report an incident without fear of disciplinary action unless I have been reckless or willfully negligent.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

23) My company has a documented process for determining whether disciplinary action is appropriate for those involved in incidents or accidents.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

24) I feel free to speak my mind about risks without fear of negative consequences.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

25) My company has an easy-to-use system for reporting incidents.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

26) I frequently report incidents from which others might learn.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

27) A high rate of incident reporting is seen as a good thing in my company.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

28) Incident reports are investigated to find root causes and to take preventive actions.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

29) Incident investigations focus on learning rather than on assigning blame.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

30) I work proactively with management to identify needs for exceptions to rules before tasks are begun in order to give management sufficient time to assess the risks associated with the exception.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

31) I comply with the rules while doing a task.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

32) I work with stakeholders to suggest ways to improve training, tools, processes, procedures and the rules themselves if I see a better way.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

33) Lessons learned from incidents are widely shared.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

34) My company actively monitors lessons learned for incidents in other companies and other industries.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

35) My company actively benchmarks its performance and seeks to learn best practices from competitors and other industries.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

36) My company has a formal process to review, at least annually, its performance toward its strategic objectives and the effectiveness of its risk management system.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

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Score as follows:

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1 point	2 points	3 points	4 points	5 points

The questions related to the key elements of a generative culture as follows:

- 1) Shared sense of purpose - questions 1 thru 5
- 2) Structured systems and resources to achieve the purpose- questions 6 thru 10
- 3) Mindfulness - questions 11 thru 16
- 4) Processes and mindset for learning and continuous improvement - questions 17 thru 32

Looking at the average scores for each key element might suggest where to focus corrective actions.