

CREATIVITY AUDIT QUESTIONNAIRE

CREATIVITY AUDIT

This audit aims to record your opinion about creativity at work in order to better address your organizational needs in terms of creativity and innovation.

A. JOB DESCRIPTION

A1. Job position:

1. Top management
2. Middle management
3. Core staff
4. Administrative personnel
5. Other (please specify)

All major work roles and responsibilities have to be listed in order for respondents to select their relevant job position. It is up to the management team and to the creativity audit team to suggest suitable job titles. In addition, if the audit team considers that other factors such as employment contracts (e.g. permanent or temporary staff) plays an important role in the staff's active engagement in creative activities, then this demographic section can include extra questions.

A2. Department

1. Administration/ Management Unit
2. Financial Unit
3. Sales Unit
4. Marketing Unit
5. Production Unit
6. Secretarial Unit
7. Other (please specify)

R&D Department, IT Department, etc. (All the current organisational units have to be listed in order for respondents to select their unit).

A3. Age:.....

A4. Gender: 1. Female 2. Male

A5. Number of years working for the current enterprise/organization:.....

A6. Total no. of years of working experience:.....

Concept of Section A: In this section the creativity audit records the basic demographic details from respondents. All these details will be used to give answers such as:

- › *What men believe when compared to women?*
- › *The average no. of years of experience in various departments, etc.*
- › *Differences of opinion between managers and staff on certain topics*
- › *The average level of professional experience in various processes and department.*

Therefore, all the details asked in this section are considered as being very important for the subsequent data comparisons.

A7. Type of employment contract:

1. Permanent staff
2. Temporary staff
3. Contract staff
4. Freelance
5. Other:.....

Here you could add other forms and categories of employment contract.

A8. Basic Knowledge Profile: Level of Education

1. Primary education
2. Secondary education
3. Tertiary education
4. Vocational training
5. MSc, MBA, MA, etc.
6. PhD
7. Other (please specify).....

A list with all degrees categories / educational qualifications should be listed for respondents to check.

B. PERSONALITY ISSUES

The aim of this section is to discover if an employee believes themselves to be creative, if they act creatively in his/her workplace and what he/ she believes to be the issues which affect individual creativity. All themes/ factors used to develop questions are based on papers/ case studies, bibliographical review, etc.

A Likert scale is used to scale responses in which Strongly Agree = 5 points, Agree = 4 points, Neutral = 3 points, Disagree = 2 points and Strongly Disagree = 1 point.

B	STATEMENTS	5. Strongly Agree	4. Agree	3. Neutral	2. Disagree	1. Strongly Disagree
B1	I am able to achieve most of my personal goals at work					
B2	I am not afraid when facing challenges at work					
B3	I feel confident that I can perform creatively on many different tasks at work					
B4	I demonstrate originality at my work					
B5	I like taking risks at work					
B6	My colleagues think of me as a creative employee					
B7	Creativity at work is important to me					
B8	I am not easily influenced by others					
B9	I am very astute person (<i>I have the ability to see how to take advantage of a certain situation</i>)					
B10	I am versatile person and I can easily come up with innovative solutions no matter the work field					

C. INDIVIDUAL CREATIVITY

The aim of this section is to make people reflect on their personal traits and mark the ones they believe they have. In the workplace context the creative output of employees is often a synergy between the characteristics of the individual and the environment they work in. Support from leaders and peers plus having the time and opportunity to try things out in practice often enables a creative person to make a notable contribution. The ability of individuals to generate more original ideas can be developed through training in creative thinking techniques.

C	STATEMENTS	5. Strongly Agree	4. Agree	3. Neutral	2. Disagree	1. Strongly Disagree
C1	I believe that my personality traits (<i>self-esteem, respect for others' opinion, extrovert / introvert, etc.</i>) make me more creative in the workplace					
C2	I am interested in my work and I find it rewarding / fulfilling (<i>I have a personal interest and goals in terms of what I do for my work</i>)					
C3	My previous experience makes me more creative in the workplace					
C4	The opinion of other work colleagues has a positive effect on my individual creativity					
C5	My personal contacts enhance my level of creativity in the workplace					
C6	I feel proud and committed in working with my organisation					
C7	I am satisfied with my salary/ remuneration package at work					
C8	Time pressure inhibits my individual creativity at work					
C8	I don't find problems and issues distracting. They don't cause me to lose focus on my real work.					
C9	I'm confident that I can develop creative ideas to solve problems, and I'm motivated to implement solutions.					
C10	I rarely ignore good ideas because I don't have the resources to implement them.					
C11	I see problems, complaints, and bottlenecks as opportunities rather than as issues.					
C12	I look for things in my environment to inspire me to find new interpretations of problems.					
C13	Everyday routine doesn't impede on my creativity					
C14	I avoid following procedures strictly by the rules					
C15	I prefer to approach problems in logical and rational manner					

D. ORGANISATIONAL CREATIVITY

All questions are focused on some important factors that case studies and research have shown to affect organisational creativity. Don't give respondents any specific results if want to see how they perceive these factors. In this section is also assessed if organisations implement creativity techniques and strategies which help to enhance creativity.

D	STATEMENTS	5. Strongly Agree	4. Agree	3. Neutral	2. Disagree	1. Strongly Disagree
Strategy & Creativity						
D1	My organisation shares visions and goals clearly with all employees					
D2	I agree with my organisation's strategy					
D3	In my organisation we set goals for innovation (new ideas for products, services, processes)					
D4	My organisation supports participation of staff in decision making					
D5	My organisation supports a reward system (extrinsic motivation, incentives such as financial or ethical rewards)					
D6	My organisation is happy to innovate and take some risks					
D7	My organisation supports avoidance of unnecessary bureaucracy					
D8	My organization has established an effective performance management system					
D9	I perfectly understand my contribution to the company's high level goals					
D10	My organization implements techniques for increasing employees motivation and boosting their performance					
D11	In my organization practical and logical approach to problem solving is tolerated					
Freedom & Creativity						
D12	My organisation supports freedom to express ideas					
D13	My organisation shows respect for individual diversity					
D14	My organisation gives a satisfying level of autonomy to employees					

D15	My organisation provides all the necessary resources to its employees for solution implementation					
D16	My organisation encourages proactive behaviour and ideas					
Communication & Creativity						
D17	My organization supports open (frequent exchange of ideas, etc.) communication amongst employees					
D18	My organization supports knowledge sharing (via formal/ informal meetings, etc.)					
D19	My organization's (internal and external) network triggers creativity at work					
D20	My organization implements creativity techniques. (Some creativity techniques such as:brainstorming, storytelling, 6 thinking hats, etc.)					
D21	To solve a problem in one department we would often call for ideas and help from other departments					
D22	In my organization we are not too busy thinking about today's problems to spend time thinking about the future					
D23	My work setting (well illuminated, relaxing, quiet, clean, etc.) supports creativity at work					
D24	My organisation organizes events such as team buildings, trainings in order to enhance team performance and creativity					

E. ORGANISATION'S LEADERSHIP

Questions are developed based on the perception that: Leadership is based on perceptions and beliefs of those engaged with the leader's actions, rather than on essential objective qualities of leaders. Because there are different kinds of organisations we cannot say that leadership style "A" or "B" is recommended. Consequently, all questions in this section are intended to simply assess if employees perceive leadership as a process contributing to creativity and innovation.

E	STATEMENT	5. Strongly Agree	4. Agree	3. Neutral	2. Disagree	1. Strongly Disagree
E1	My organization's leadership/ management serves as a creative model (tries out new ideas and approaches to problems)					
E2	My organization's leadership/ management behaves in a way that is inconsistent with my expectations					
	My organization's leadership/ management role My organization's leadership/ management:					
E3	‣ gets me to look at problems at work from many different angles					
E4	‣ treats me as an individual rather than just a member of a group					
E5	‣ inspires enthusiasm about what needs to be accomplished					
E6	‣ supports employees' training in creativity and innovation					
E7	‣ is easily approached by employees in order to discuss any kind of problem/ idea					
E8	‣ is aware of employees' work schedule and problems at work					
E9	‣ doesn't have unrealistically high expectations towards its employees					
E10	‣ recognizes contributions and accomplishments					

F. TEAM CREATIVITY

All questions in this section are focused on some important factors that case studies and research have shown to affect team creativity. We do not give respondents any specific results as we want to see how they perceive these factors.

F	STATEMENTS	5. Strongly Agree	4. Agree	3. Neutral	2. Disagree	1. Strongly Disagree
F1	What is the size of your unit at work? Please complete:number of employees				
F2	My working team is diverse (different educational or cultural background, approaches, thinking styles, etc.).					
F3	When necessary, my working team uses an external expert.					
F4	I have frequent and open (trust, openness) communication with my supervisors/ leadership/ management.					
F5	I have frequent and open (trust, openness) communication with my co-workers.					
F6	When my team is looking to solve a problem we generate a lot of ideas before choosing one or two.					
F7	There are few conflicts among team members at work.					
F8	I am not afraid to express freely my ideas in front of an audience					
F9	Having an opponent increases my level of motivation and determination					
F10	I prefer to work with others in a team efforts rather than alone					