

Do You Create a Culture of Safety or a Culture of Fear?

A Tool for Managers

Adapted from Buckingham & Coffman for Gallup, 1999
and Pearson & Porath, 2004

Use your answers to the following questions as a tool to identify specific behaviors that you need to modify in order to create a safe, consistent management style. In order to really make this tool useful, you may wish to solicit input from others.

1. Do I clearly communicate what is expected to my reports?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

2. Do I ensure they have the materials and equipment they need to get the job done?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

3. At work, do I provide the opportunity for them to do what they do best every day?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

4. In the last seven days, have I given recognition or praise for doing good work?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

5. Do I communicate to my reports that I care about them as a person?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

6. Do I encourage their development?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

7. Are the opinions of others treated by me as meaningful and important?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

8. Does the mission/purpose of my team make its members feel their job is important?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

9. Am I committed to doing quality work?

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently



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10. **Do I encourage support and comradeship among my staff?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
11. **In the last six months, have I communicated with each staff member about his or her progress?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
12. **Do I provide or help to provide opportunities to learn and grow?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
13. **Do I selectively ignore communications from certain reports?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
14. **Do I selectively fail to respond to certain reports promptly?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
15. **Do I keep others waiting?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
16. **Do I disrupt/interrupt without permission?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
17. **Do I speak in condescending tones?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
18. **Do I use sarcasm?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
19. **Do I use silence as a tool to create desired responses/behaviors in others?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10
20. **Do I hover?**
- Rarely 0 1 2 3 4 Occasionally 5 6 7 8 9 Frequently 10



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21. **Do I provide only vague instruction?**

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

22. **Do I yell, publicly humiliate others or engage in intentional cruelty of ANY sort?**

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

23. **Do I make faces such as rolling my eyes or looking away when reports are speaking to/with me?**

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

24. **Do I yell, stomp or in any other way throw temper tantrums?**

Rarely
0 1 2 3 4 5 6 7 8 9 10
Occasionally
Frequently

