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

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

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

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

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

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

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

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

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

6. Do I encourage their development?

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

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

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

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

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

9. Am I committed to doing quality work?

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

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10. Do I encourage support and comradeship among my staff?

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

11. In the last six months, have I communicated with each staff member about his or her progress?

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

12. Do I provide or help to provide opportunities to learn and grow?

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

13. Do I selectively ignore communications from certain reports?

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

14. Do I selectively fail to respond to certain reports promptly?

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

15. Do I keep others waiting?

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

16. Do I disrupt/interrupt without permission?

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

17. Do I speak in condescending tones?

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

18. Do I use sarcasm?

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

19. Do I use silence as a tool to create desired responses/behaviors in others?

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

20. Do I hover?

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

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21. Do I provide only vague instruction?

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

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

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

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

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

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

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