

TEAM SURVEY

TO UNCOVER WHAT WE
CURRENTLY DO TO CREATE
AND DESTROY COURAGE ON
OUR TEAMS

TEAM SURVEY

Why survey your team?

With all our knowledge of what it means to be a good leader, and all the best intentions, it is still surprisingly easy to say and do things that damage the courage, confidence and motivation of others without realizing that's what we're doing¹. We might also be promoting courage without realizing how we're doing it. We can take a guess, but to really know how we impact others, we have to ask, and they have to tell us². Surveying staff allows us to uncover our actions that have the most impact on the courage and motivation of our team members.

How to ask to get candid responses?

People's natural inclination is to lie when you ask them for critical feedback.

If your evaluation of them determines their bonus, promotion or raise; if they care about you and how you'll take the feedback; if they don't have a way to deliver the criticism well; and/or haven't seen you rewarding others for delivering critical feedback, then it doesn't matter how genuine your ask is; your employees are likely going to sugar coat, offer vague comments, withhold critical truths, or lie to you.

Therefore, it is vitally important that employees know the information will be **100% anonymous**. You may need a trusted intermediary to distribute the survey, removing any reference to situations that would give away who delivered the feedback, and summarizing the responses so the information you get is about trends and patterns.

You will also have to **assure them that you are genuinely interested in the truth**. They likely won't believe you at first. You have to explain to them that you aren't there to be reassured, but that you are looking for feedback that's going to be surprising, learning-rich and even a little painful. You have to convince them that this is your success metric, rather than protecting your ego and just hearing positive feedback.

¹ <https://hbr.org/2018/12/when-managers-break-down-under-pressure-so-do-their-teams>

² David Dunning of Cornell University, who studies the process of self-deception, has repeatedly documented how we don't really know how we're perceived by, or the impact we have on, others until they tell us.

A note of warning

Getting this information can be *hard*. Even (or perhaps especially) when we have strong and healthy relationships with our team members, this kind of feedback has a way of shining a light on the darkest parts of ourselves that we'd all really rather avoid looking at. We take this criticism personally, because it *is* personal. It's about how we make others feel, how we are and aren't able to help someone shine, how those great strengths of ours, that we're so proud of, can be harmful weaknesses too.

I can almost guarantee you will want to reject a bunch of what you hear, and the critical feedback you let it in will unsettle and upset you. So, in preparation, let me tell you a simple and painful truth in advance: For better or worse, **your behaviour, your judgments, and your emotional state have a huge impact on your team**, and especially on those who report to you. While I'm sure you are an amazing leader, I also know some of that impact you have is harming others. When you're ready to find out what that impact is, then go ahead and send the survey.

TEAM SURVEY

TO UNDERSTAND HOW I CREATE AND DIMINISH
CONFIDENCE AND MOTIVATION ON OUR TEAM

1. What have I said or done that created confidence or motivation for you?
Can you share an example(s)?

2. What have I said or done that diminished your confidence or motivation?
Can you share an example(s)?

3. What do you wish I knew about courage, confidence or motivation?
Either yours personally or in general.

4. Please rate each sentence below on a scale from 1 to 10.

very inaccurate ←→ very accurate

I respond encouragingly when you speak up, take initiative, and/or acknowledge a mistake.	1 2 3 4 5 6 7 8 9 10
I create space for you to learn and grow.	1 2 3 4 5 6 7 8 9 10
I offer frequent and specific positive feedback.	1 2 3 4 5 6 7 8 9 10
I give you full credit for your hard work and the ideas/suggestions you bring to the table.	1 2 3 4 5 6 7 8 9 10
I articulate clear goals and priorities that resonate with you.	1 2 3 4 5 6 7 8 9 10
I create space for discussing concerns when things aren't working.	1 2 3 4 5 6 7 8 9 10
I welcome productive conflict and disagreements.	1 2 3 4 5 6 7 8 9 10
It is easy to ask me for help.	1 2 3 4 5 6 7 8 9 10
Your unique talents and skills are valued and used on this team.	1 2 3 4 5 6 7 8 9 10

Please use the space below to provide comments to explain your answers or the impact these behaviors have on your work.

5. Please rate each sentence below on a scale from 1 to 10.

very inaccurate ←→ very accurate

I have a tendency to micromanage or expect perfection.	1 2 3 4 5 6 7 8 9 10
I give the impression I expect you to keep pace with how hard I work and/or how much I accomplish	1 2 3 4 5 6 7 8 9 10
I can be passive aggressive, withholding negative feedback in the moment, perhaps only mentioning it weeks later, if at all.	1 2 3 4 5 6 7 8 9 10
I 'come to your rescue', frequently offering advice for improvement or taking over things you are working on.	1 2 3 4 5 6 7 8 9 10
I do not give you enough positive and specific feedback.	1 2 3 4 5 6 7 8 9 10
I ignore, or don't act on your ideas, suggestions, concerns or feedback.	1 2 3 4 5 6 7 8 9 10
I set priorities and objectives that are unclear, or you don't agree with.	1 2 3 4 5 6 7 8 9 10
I tolerate underperformance and/or toxic behaviour from other employees.	1 2 3 4 5 6 7 8 9 10

Please use the space below to provide comments to explain your answers or the impact these behaviors have on your work.