

Sample Questionnaires

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Development is perhaps the single most important element of shared governance implementation. Entirely new roles and behaviors will have to emerge from the staff if the process is to be successful. Not all staff are ready or prepared for many of the new accountabilities and attendant roles and authorities that accompany the move to shared governance. A host of developmental activities will need to emerge from the organization if nurses are to be successful in their new staff leadership roles.

Each organization should devise instruments that help the individual assess his or her behavior, role, and progress in moving toward new expectations and responsibilities. These instruments do not have to be sophisticated. They do need to be direct and helpful to the participant in exploring specific issues and circumstances related to the role responsibility and the skill level of the individual.

Following are some brief and directed samples of questionnaires that can be helpful to staff and management as they explore the impact of implementing shared governance. These questionnaires can be duplicated, if helpful, and used in whatever way facilitates development. They are most useful to those in leadership roles but can be used by staff at any organizational level. The data generated should be helpful to the individual in discovering and/or developing leadership skills. They may also serve as a guide for the formulation of questionnaires representing specified interests in individual organizations.

READINESS FOR COUNCIL CHAIR QUESTIONNAIRE

Completion of this questionnaire will help the potential group leader understand what needs and strengths are involved in the group leader role. Developmental activities can then be adjusted to the needs of the role and the skills of the individual.

Answer the following based on your understanding of yourself as a group leader:

Have I had experience as a group leader before?

If yes:

My greatest strength was:

My greatest weakness was:

I wish I had done better at:

My greatest fear was:

My greatest satisfaction was:

I would say my greatest group skills are:

1.

2.

3.

My greatest fear is:

4.

I think I can do well at:

5.

1.

2.

What skill development do I most need to undertake?

My role model is:

What resources are available to me?

What skills does this person exemplify?

What skill would I most like to emulate?

Group facilitation skills

How strong is my skill level in the following areas of group leadership? (Rate the skills on a scale of one to five, one being the lowest level of skill and five being the highest.)

What is my greatest skill?

- _____ Consensus seeking
- _____ Conflict resolution
- _____ Group facilitating
- _____ Decision making
- _____ Problem solving
- _____ Rules of conduct
- _____ Goal focusing
- _____ Solution seeking
- _____ Obtaining support and resources

Why do I want a leadership role?

What personal developmental agenda can I create based on this assessment of my skills?

What does this role demand?

1.

1.

2.

2.

3.

3.

4.

How will I get these needs met?

Where?

From whom?

Time frame?

**CONFLICT MANAGEMENT
QUESTIONNAIRE**

Conflict almost always engenders fear and uncertainty. The good leader can manage conflict situations and use conflict to improve dialogue and move to newer levels of interaction. This instrument helps determine individual response to conflict and identify barriers to good management.

When people I work with have conflict I usually:

- Intervene
- Avoid
- Support
- Take sides

When someone I care for acts out toward me I feel:

- Hostile
- Afraid
- Concerned
- Assertive
- Other _____

If I am attacked in a meeting, I usually:

- Ignore it
- Fight
- Understand
- Become quiet and passive
- Cry
- Other _____

When I see conflict not directed toward me I:

- Mediate
- Watch
- Take sides
- Get away
- Tell others

When I look at the above responses I find that I most often respond to conflict by:

I wish I could do the following in a conflict situation:

1.

2.

3.

To be successful in handling conflict I would have to make the following personal changes:

1.

2.

3.

My personal response to a tense situation that could result in conflict is to:

- _____ Use humor
- _____ Deflect to another issue
- _____ Out talk the situation
- _____ Problem solve
- _____ Disappear

My specific developmental plan for dealing with conflict is:

1.

2.

3.

Resources available for me to learn to deal with conflict are:

1.

2.

3.

Specific learning objectives for me are:

1.

2.

3.

Time frame for learning to deal with conflict is:

Outcomes I would like to see in my ability to deal with conflict are:

1.

2.

TEAM-BUILDING QUESTIONNAIRE

Virtually all shared governance leadership involves teams. The whole process of working in shared governance organizations is team based. Developing team-building skills is challenging but possible when one knows what must be done and how to go about doing it. This questionnaire explores the efforts directed at team building and the individual skills essential to it.

Goals

Does each member of the group know why he or she is here?

Why does the group exist? What are its purposes?

1.

2.

3.

4.

5.

Are there consultants and/or advisers available to the group? Is their role clear?

What is the group's agenda? What are its goals?

Meeting preparation

Are the following items addressed in meeting preparation?

Membership

- Agenda
- Meeting time
- Role expectation of members
- Decisions expected

Are all the members present?

Does the chairperson anticipate discussion? Conflict? The need for information or other resources?

Do they want to be here?

Has there been time for group socialization?

What priorities have been established for the meeting agenda?

What has been done to encourage group socialization?

1.

1.

2.

2.

3.

3.

4.

Is there a role for all the members of the group?

Are the group expectations enumerated?

- Purpose
- Time
- Expectations
- Behaviors
- Commitments

Dysfunctional behaviors

Has the leader anticipated the behaviors of the following characters?

- _____ Saboteur
- _____ Sniper
- _____ Shadow chairperson
- _____ Denier of any knowledge
- _____ Terminally quiet member
- _____ Group dominator
- _____ Side tracker
- _____ Permanently safe (no risker)
- _____ Always agree (no disagreement)
- _____ Forever wrong (nothing is right)
- _____ Attention seeker

Constructive interventions

- Translate issues into clear problem statements or opportunities
- Focus the group on the issues at hand
- Monitor group involvement in discussion
- Use strategies for clarification (e.g., pros and cons, critical path, objective setting)
- Move group to decision making and consensus
- Assess level of group energy
- Enumerate group accomplishments

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The team builder is aware of the needs of the team and adjusts the focus to address the issues that facilitate group development. Questions related to successful assessment of team-building needs are:

Are there growing numbers of dysfunctional behaviors?

Are people increasingly disruptive?

Do goals get sidetracked for personal agendas?

Has any socialization been planned for the group?

Does the group take time to celebrate its accomplishments?

Does the chairperson have support and advice and council from an experienced and successful group leader?