CONFLICT CULTURE DIAGNOSTIC SURVEY

This diagnostic survey is intended to reflect or measure the prevailing conflict culture within your organization or work-group. It is not intended to be scientific
or precise, but should demonstrate how people view conflict and its resolution process for the reviewer to sufficiently glimpse the attitudes and perceptions of others within the group. It is intended to illustrate what your organization feels and believes is the manner of dealing with conflict within the work culture.

Answer Key:
   A = No   **B** = Maybe   **C** = Yes

1. The management in my organization/work-group is a traditional, highly rigid, command-and-control environment with hierarchies.

   A _____   B _____   C _____

2. When someone disagrees with a decision or policy of management, they are not listened to or are ignored or are discredited by supervisors.

   A _____   B _____   C _____

3. When employees don't do what they are told or what is expected of them, they are identifiable and pressured to conform by supervisors.

   A _____   B _____   C ____

4. The Human Resources Department of the organization is viewed by many as the "personnel police."

   A _____   B _____   C _____

5. At meetings there is usually one person who dominates the process and affects the outcome.

   A _____   B _____   C _____

6. Recognition and rewards are given to those who most agree or align with management and are considered team players.

   A _____(no)   B _____(maybe)   C _____(yes)

7. If two co-workers were involved in a dispute at work, the supervisor would probably listen to both sides and make a decision for them if they could not work it out themselves.

   A _____   B _____   C _____

8. When performance appraisals or work assessment conferences are conducted, the employee is expected to agree with or accept the evaluation without strong argument.

   A _____   B _____   C _____

9. Employees are expected to abide by the decisions of managers even if they don't quite understand or agree with them.

   A _____   B _____   C _____

10. When two employees are having a disagreement between themselves they will often turn to friends within the work-group for support rather than go to the supervisor or team leader for guidance.

   A _____   B _____   C _____

11. Arguments and disagreements occur at work more often than I would prefer and tend to have a negative impact on people.

   A _____   B _____   C _____

12. Discipline is not evenly and equitably distributed when the rules are broken.

   A _____   B _____   C _____

13. People in this organization come to work primarily for the money and not for the companionship, friendship, and feeling of belonging.

   A _____   B _____   C ____

14. The management style in my organization does not encourage trust, freedom, and risk-taking in subordinates.

   A _____ (no)   B ____ (maybe)   C _____ (yes)

15. When I have a confidential conversation with my supervisor, I don't trust my communications will be kept private.

   A _____   B _____   C _____

16. Many of my associates may privately disagree with a work-place decision but go along so as not to stand out.

   A _____   B _____   C _____

17. I do not trust my boss.

   A _____   B _____   C _____

18. A very prevalent manner of conflict management in my organization is avoidance.

   A _____   B _____   C _____

19. It is the common view within my organization that in any disagreement or dispute there is a winner and a loser.

   A _____   B _____   C _____

20. I am interested in changing my organization's way of dealing with conflict.

   A _____   B _____   C _____

TOTAL   A _____   B _____   C _____
         somewhat healthy   *indifference or*   *possible toxic*
            work-place   *not sure*   *work-place*

If the B and C combined number is twice or more than A, immediate attention should be given to modification of the conflict culture within your organization.

TONY BELAK (1999)