Poll on the 'Robust Spirit of Cooperation' Have Your Say

For an organisation to develop a robust spirit of cooperation characterised by openness and dialogue in the long term, individual initiatives and measures are not enough. Clear aims for the work of creating this cooperative spirit must be defined. The initial requirement is to analyse your activities and their future prospects; after that, you need to formulate strategies and actions. Following up initiatives already implemented, to see whether they have been successful and what further development in the right direction requires, is equally important.

The purpose of this poll is to analyse the current situation, based on the 'robust spirit of cooperation' approach, and raise issues concerning how to develop and improve this solid cooperative spirit.

The questionnaire can, with advantage, be used as a springboard for discussion in the staff group, in the task of jointly defining targets for activities. Employ-

ees, managers and the executive group should answer the questions on the basis of their work organisation (faculty, department, section, unit etc). The questions can be answered either privately (with responses then reported individually or as an average) or in groups (where the appraisal becomes a consensus decision).

Before answering the questions, ensure that there is a consensus on what your workplace is, who is in charge and whether the questions will be answered from the viewpoint of the department (section etc). The results are recalculated as percentages for the different areas and entered in the 'spider's web' diagram. The point at which the hexagonal line drawn deviates most from the optimal value (100%) is where the greatest challenges lie. The diagram provides an overview of the strengths and weaknesses of the organisation's activities in terms of how far it has a robust spirit of cooperation.

Robust spirit of cooperation

LINKÖPING UNIVERSITY
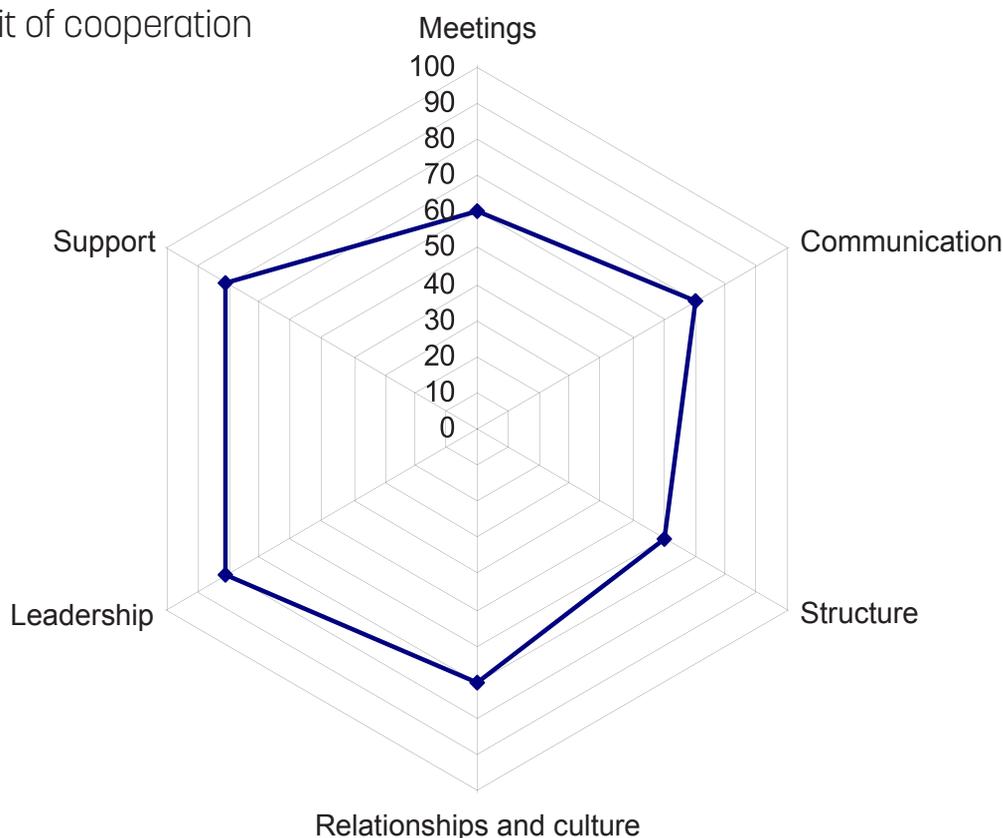
Give your opinion of the statements below by marking one of the four options:
0 = disagree completely, 1 = agree slightly, 2 = agree partly, 3 = agree completely.
If your answers mean that action needs to be taken, make a note of this under 'Comments'.
Add up your points for each area: 0 = 0 points, 1 = 1 point and so on.

MEETINGS

Statement	0	1	2	3	Comments/Area of development
1 At our workplace meetings					
a) the work environment is on the agenda	☐	☐	☐	☐	
b) we are all invited to play an active part	☐	☐	☐	☐	
c) there are opportunities of raising problems	☐	☐	☐	☐	
d) I contribute actively	☐	☐	☐	☐	
2 At our workplace there are meaningful discussions, such as performance reviews, in which					
a) the focus is on skills development	☐	☐	☐	☐	
b) work-environment issues are raised	☐	☐	☐	☐	
c) cooperation problems are identified	☐	☐	☐	☐	
3 Individuals' encounters, irrespective of duties, positions and organisational roles, are characterised by respect and openness about differences, divergent views and wishes	☐	☐	☐	☐	
Sum total:					24 points= 100%

COMMUNICATION

Statement	0	1	2	3	Comments/Area of development
4 I contribute to a communication culture of tolerance, with positive dialogues, discussions and debates at our workplace	☐	☐	☐	☐	
5 At our workplace, the manager gives the employees constructive feedback	☐	☐	☐	☐	
6 At our workplace, criticism and complaints are made in a constructive spirit	☐	☐	☐	☐	
7 At our workplace, we show one another appreciation for our work inputs	☐	☐	☐	☐	
8 At our workplace, I am listened to and not interrupted	☐	☐	☐	☐	
Sum total:					15 points= 100%

STRUCTURE

Statement	0	1	2	3	Comments/Area of development
9 There are strategy aims which are					
a) broken down into local work targets	☐	☐	☐	☐	
b) broken down into group targets	☐	☐	☐	☐	
c) supported at employee level	☐	☐	☐	☐	
10 I am familiar with the action plans of the department (section, unit) for:					
a) the work environment	☐	☐	☐	☐	
b) equal opportunities	☐	☐	☐	☐	
c) the environment	☐	☐	☐	☐	
d) following up Co-workerEmployee Satisfaction Index	☐	☐	☐	☐	
11 Everyone in our section or work team takes responsibility for joint tasks and commitments	☐	☐	☐	☐	
12 At our department (section, unit), the chain of command is clear	☐	☐	☐	☐	

13	At our department (section, unit)	0	1	2	3	Comments/Area of development
	a) the division of responsibility is clear	☐	☐	☐	☐	
	b) powers and authority are clear	☐	☐	☐	☐	
14	I can influence my own work situation	☐	☐	☐	☐	
	Sum total:					36 points= 100%

RELATIONSHIPS AND CULTURE

	Statement	0	1	2	3	Comments/Area of development
15	Cooperation works well					
	a) within my own work team	☐	☐	☐	☐	
	b) within my own department (section, unit)	☐	☐	☐	☐	
	c) with other departments (sections, units)	☐	☐	☐	☐	
16	At our workplace, we have a comprehensive view for the whole of Linköping University	☐	☐	☐	☐	
17	At our workplace, there are no harmful informal roles among the employees	☐	☐	☐	☐	
18	At our workplace, negative rumour-mongering never takes place	☐	☐	☐	☐	
19	At our workplace, there is an open working atmosphere and a sense of fellowship in the work	☐	☐	☐	☐	
20	I feel calm and secure at the workplace	☐	☐	☐	☐	
21	I assume personal responsibility for being a good employee	☐	☐	☐	☐	
22	I think I have a good work/life balance	☐	☐	☐	☐	
	Sum total:					30 points= 100%

LEADERSHIP

	Statement	0	1	2	3	Comments/Area of development
23	My immediate boss has an ability to understand the group's needs	☐	☐	☐	☐	
24	My immediate boss generates commitment and motivation in the group	☐	☐	☐	☐	
25	My immediate boss can deal with the difficulties in cooperating that may arise in the work team	☐	☐	☐	☐	
26	My immediate boss is clear and consistent in his actions	☐	☐	☐	☐	
27	The information I get from my immediate boss is enough to carry out my job duties	☐	☐	☐	☐	
	Sum total:					15 points= 100%

SUPPORT

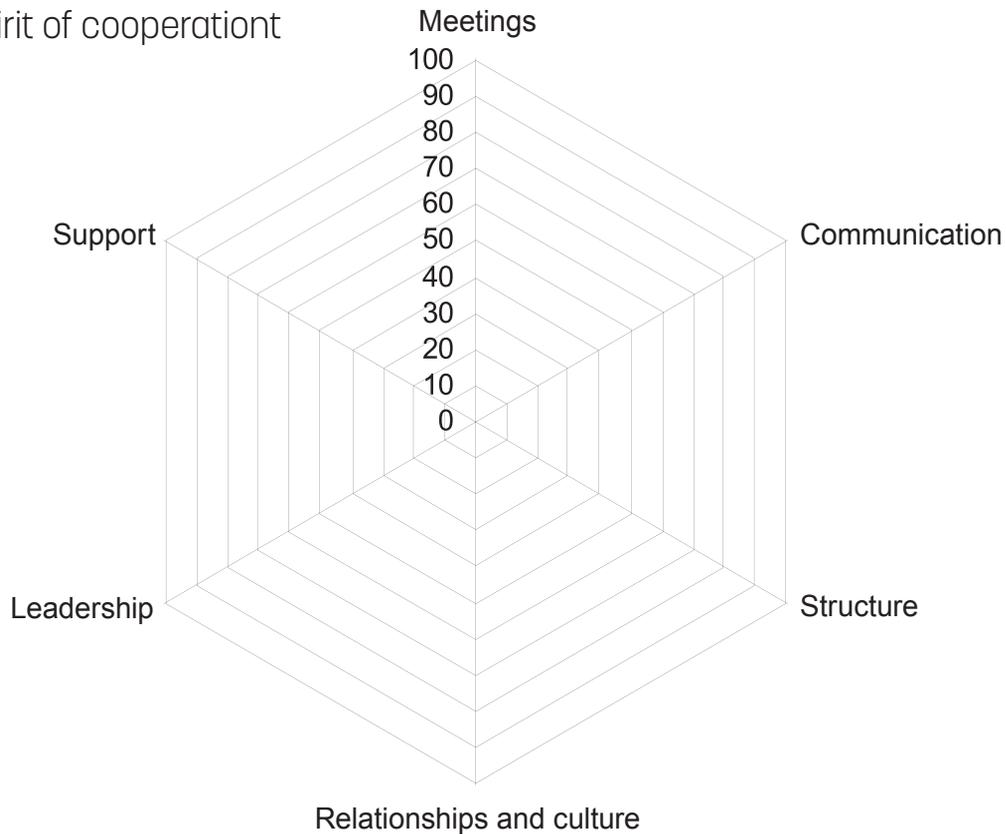|	Statement	0	1	2	3	Comments/Area of development
28	There is an induction programme designed for new employees	☐	☐	☐	☐	
29	I know where to turn if I need support or advice from a third party concerning cooperation problems in the group	☐	☐	☐	☐	
30	At my department (section, unit) there is a plan and/or a set of routines for managing conflicts, if any, between PhD students and their supervisors	☐	☐	☐	☐	
	Sum total:					6–9 points= 100% (depending on whether you answered the last question)

Poll results

Respondents should agree on how to report results in the diagram, individually or at group level. Every answer can be given between 0 and 3 points. Points are counted together for each area by first adding the reply points in the area and then dividing the total by the specified number of maximum points (thereby obtaining a percentage to insert in the diagram). Mark the result on each axis in the web diagram below. The optimal result is the outermost line between the various headings. See where the gap between your individual or group result and the optimal result is largest. That is where your greatest challenges lie.

Use the results for group discussions. These will vary according to your answers. They may, for example, be about problem-solving, relationships, territories, hierarchies, status, leadership, gossip, tolerance and meeting other people's wishes.

Robust spirit of cooperationt

Meetings

100
90
80
70
60
50
40
30
20
10
0

Support

Communication

Leadership

Structure

Relationships and culture

Action plan

Based on your discussions, it would be helpful to document your areas of development and the measures you have planned to take to improve the robust spirit of communication. Then make action the priority. An example of how you can enter the documentation in an action plan is given below.

	Area of development	Action	Time schedule	Person responsible	Follow-up	Cost
1						
2						
3						
4						
5						