

QUESTIONNAIRE FOR LEADERS

Demografic data:	Year of employment:	Level of education :
Gender M F Ageyear. Institution of work: Year of employment in this institution:.....year. Year of leading position:year .	1. <5 let 2. 5 - 10 let 3. 11 - 15 let 4. 16 - 20 let 5. 21- 25 let 6. 26 - 30 let 7. > 30let	1. SECONDARY SCOOOL 2. HIGH SCHOOL 3. COLLEGE 4. UNIVERSITY LEVEL 5. MASTER LEVEL 6. PhD

Each claim that describe you or your co-workers mark with suitable assessment	Totally disagree	Disagree	Partly agree	Agree	Totally agree
1.I consistently work on standard procedures.	1	2	3	4	5
2.Co-workers respect me.	1	2	3	4	5
3.We are achiving asked goals on the department	1	2	3	4	5
4.I know how to recognize and identify problems.	1	2	3	4	5
5.In conflict situations I use a compromise.	1	2	3	4	5
6.I show personal interest for employees development.	1	2	3	4	5
7.It is necessary to avoid routine work	1	2	3	4	5
8.Introduction of changes is necessarily needed in hospital.	1	2	3	4	5
9.I encourage co-workers to improve the quality of work	1	2	3	4	5
10.Successful work requires mutual trust, support and communication.	1	2	3	4	5
11.Because improvements are not necessary, it is not necessary to promote initiatives	1	2	3	4	5
12.Working activities should be carefully organized	1	2	3	4	5
13.I allow that co-workers can show their abilities and knowledge.	1	2	3	4	5
14.Before I accept decision I introduce it to co-workers.	1	2	3	4	5
15.At decision making I use material rewards.	1	2	3	4	5
16.It is important to achieve good results regardless of the resources spent.	1	2	3	4	5
17.As a leader in nursing I have enough knowledge of leadership.	1	2	3	4	5
18.At solving conflict I consider my neutrality.	1	2	3	4	5
19.I always talk with co-workers about problems and solutions.	1	2	3	4	5
20.I informed co-workers about changes which effect on work	1	2	3	4	5
21.I consider the arrangements at work.	1	2	3	4	5
22.When something goes wrong, it is necessary to establish control.	1	2	3	4	5
23.Communication at department which I lead is spontaneous and running in all directions.	1	2	3	4	5
24.I am emphasizing common interests and goals at solving conflicts.	1	2	3	4	5
25.I am solving problems continuously, that they aren't accumulating.	1	2	3	4	5
26.I take care that co-workers know the vision of our organization.	1	2	3	4	5

Mark claims with assessment for you or your co-workers	Totally disagree	Disagree	Partly agree	Agree	Totally agree
27.I reward collaborators adequately for work.	1	2	3	4	5
28.I ensure that employees are motivated.	1	2	3	4	5
29.I praise co-workers for the contributions of the team work.	1	2	3	4	5
30.When I delegate tasks to co-workers, I also trust them that they will finish tasks well.	1	2	3	4	5
31.I decided in accordance with my competencies and responsibilities.	1	2	3	4	5
32.I am always ready to help my superior.	1	2	3	4	5
33.I encourage initiative and innovation to improve quality.	1	2	3	4	5
34.I am giving to the partners feeling of equivalences at a conversation..	1	2	3	4	5
35.I am solving problems systematically.	1	2	3	4	5
36.At solving conflict I use power.	1	2	3	4	5
37.I offer co-workers possibility for professional development.	1	2	3	4	5
38.Good interpersonal relationships are important to me..	1	2	3	4	5
39.I encourage innovative proposals of my co-workers.	1	2	3	4	5
40.Between co-workers it is necessary to maintain friendly relationship.	1	2	3	4	5
41.I encourage team work for solving complex tasks.	1	2	3	4	5
42.I am confronting conflicts actively.	1	2	3	4	5
43.Material stimulations and rewards are important.	1	2	3	4	5
44.I always set realistic goals.	1	2	3	4	5
45.I equally consider all proposals to solve the problem.	1	2	3	4	5
46.I forward to the co-workers all necessary information in time.	1	2	3	4	5
47.I get a suitable payment for my work.	1	2	3	4	5
48.I am using different pressures at deciding (hazing, reproaches, transfer,...).	1	2	3	4	5
49.At the department, which I lead, we have good interpersonal relationships.	1	2	3	4	5
50.I delegate also more demanding tasks that require a higher level of responsibility.	1	2	3	4	5
51.Our organization has a good reputation in public.	1	2	3	4	5
52.I accept responsibility for my decisions.	1	2	3	4	5
53.I always praise good work.	1	2	3	4	5
54.When I introduce a new task, co-workers are willing to actively participate.	1	2	3	4	5
55.I know key values of our organization.	1	2	3	4	5
56.When the organization is successful, the introduction of changes is not necessary.	1	2	3	4	5
57.I gained knowledge of leadership per wish of employer.	1	2	3	4	5
58.Employees are the most important wealth that our hospital has.	1	2	3	4	5
59.I take care of pleasant working atmosphere.	1	2	3	4	5
60.Because solving conflict is uncomfortable, I try to avoid them.	1	2	3	4	5
61.I encourage members of team that they help and support themselves.	1	2	3	4	5
62.I assigned tasks to co-workers that they are challenge for them.	1	2	3	4	5
63.I tell my views and co-workers must follow them.	1	2	3	4	5
64.At decision making I use my personal power.	1	2	3	4	5
65.When I introduce changes I predict potential obstacles	1	2	3	4	5
66.I am talking with co-workers a lot, through conversation I know them better.	1	2	3	4	5
67.I encourage co-workers to suggest possible solutions of the problem	1	2	3	4	5
68.Co-workers on the department can tell what they think.	1	2	3	4	5
69.At solving conflicts I am looking for a solution with co-workers.	1	2	3	4	5
70.Co-workers knows key values of our organization	1	2	3	4	5
71.I assign working tasks to co-workers according to their knowledge.	1	2	3	4	5
72.At decision making I use nonmaterial rewards.	1	2	3	4	5
73.My messages to co-workers are clear and understandable.	1	2	3	4	5
74.Co-workers can use their knowledge, abilities and skills.	1	2	3	4	5
75.I express anger an inappropriate manner	1	2	3	4	5
76.I give opportunity to co-workers to participate in the working team.	1	2	3	4	5
77.The leadership knowledge I have gained before I take a leadership position	1	2	3	4	5
78.I am proud that I work in this organization.	1	2	3	4	5
79.I encourage innovative proposals of co-workers.	1	2	3	4	5
80.I praise co-workers, because it effects on their satisfaction.	1	2	3	4	5
81.My leadership is improved since then I became a leader.	1	2	3	4	5
82.I accept professionally established decisions.	1	2	3	4	5

Mark claims with assessment for you or your co-workers	Totally disagree	Dusagree	Partly agree	Agree	Totally agree
83. When I scold, it is clear that something was made wrong.	1	2	3	4	5
84. I am consistent at complying rules.	1	2	3	4	5
85. I think that my working place is respectable.	1	2	3	4	5
86. I adapt my communications to different people and situations.	1	2	3	4	5
87. I use the power management hierarchy at decision making.	1	2	3	4	5
88. It is necessary to considered superior.	1	2	3	4	5
89. I listen and I consider suggestions of co-workers.	1	2	3	4	5
90. My way of communication have a positive impact on interpersonal relationships.	1	2	3	4	5
91. <u>I wouldn't leave organisation, although I would get better job.</u>	1	2	3	4	5
92. Employees in nursing must continually educate.	1	2	3	4	5
93. Leadership is responsible and accountable for making changes.	1	2	3	4	5
94. I represent a vision of our organization with my behavior	1	2	3	4	5
95. I argue my decisions suitable.	1	2	3	4	5
96. Agreement is base of mutual communication.	1	2	3	4	5
97. I recognize experiencing emotions of other people.	1	2	3	4	5
98. I am always willing to help my co-workers.	1	2	3	4	5
99. Every leader in nursing need additional knowledge of leadership.	1	2	3	4	5
100. Co-workers trust me.	1	2	3	4	5
101. Praise of good work I present in public.	1	2	3	4	5
102. <u>Changes are easiest in knowledge, heavier in values and most difficult in knowledge.</u>	1	2	3	4	5
103. My development in the hospital is in line with my personal goals.	1	2	3	4	5
104. <u>In emotionally straining and stressful situations I keep sensibleness.</u>	1	2	3	4	5
105. I encouraged co-workers to participate in working tasks.	1	2	3	4	5
106. <u>Employees supporting each other and are prepared to help.</u>	1	2	3	4	5
107. <u>I encourage members of team, that they work for common goals.</u>	1	2	3	4	5
108. At introducing changes I offer appropriate support to co-workers.	1	2	3	4	5
109. I speak only positively about our organization	1	2	3	4	5
110. I am ruled for consistent derivation of tasks and goals.	1	2	3	4	5
111. I am open for constructive criticism.	1	2	3	4	5
112. Tecnics and technology are essential for success.	1	2	3	4	5
113. Co-workers are independence about delegated tasks.	1	2	3	4	5
114. I believe in the successful development of our organization.	1	2	3	4	5
115. I give criticism to everybody, but only when we are alone.	1	2	3	4	5
116. I use may professional knowledge at decision making.	1	2	3	4	5
117. Our hospital builds its growth on individual developing.	1	2	3	4	5
118. I make personal expression and personal development for co-workers.	1	2	3	4	5
119. I listen co-workers carefully.	1	2	3	4	5
120. Friendly relationships is not necessary essential for good working results.	1	2	3	4	5
121. I approach active at solving problems.	1	2	3	4	5
122. I am kind and indulgent to co-workers.	1	2	3	4	5
123. For successful leadership in nursing is necessary to define managerial competences.	1	2	3	4	5
124. Working with co-workers is closely linked to the strategy of our hospital.	1	2	3	4	5
125. I do what I am saying-.	1	2	3	4	5
126. I am imposing my opinion to the co-workers.	1	2	3	4	5
127. Making changes is always difficult for employees.	1	2	3	4	5
128. Making changes should be conducted only if the organization is in crisis.	1	2	3	4	5
129. I include co-workers in decisions about changes.	1	2	3	4	5
130. My work is useful and important.	1	2	3	4	5
131. I feel responsible for the results of main work.	1	2	3	4	5
132. My work effects at work of co-workers.	1	2	3	4	5
133. <u>I am independent and autonomous at work.</u>	1	2	3	4	5
134. I know the results of my work.	1	2	3	4	5

CHARACTERISTICS	Totally not true	not true	partly true	true	Totally true	RANK (1-10)
Decisiveness	1	2	3	4	5	
Initiative	1	2	3	4	5	
Innovation	1	2	3	4	5	
Ambition	1	2	3	4	5	
Persistence	1	2	3	4	5	
Communication	1	2	3	4	5	
Self-confidence	1	2	3	4	5	
Adaptability	1	2	3	4	5	
Activity at work	1	2	3	4	5	
Tact	1	2	3	4	5	
Thoughtfulness	1	2	3	4	5	
Honesty	1	2	3	4	5	
Sociability	1	2	3	4	5	
Reliability	1	2	3	4	5	
Objectivity	1	2	3	4	5	
Cooperation	1	2	3	4	5	
Teamwork	1	2	3	4	5	
Organization skills	1	2	3	4	5	
Responsibility	1	2	3	4	5	
Emotional intelligence	1	2	3	4	5	

From 1 (dissatisfied) to 5 (very satisfied)

JOB SATISFACTION WITH.....	LEVEL OF SATISFACTION				
.....the work.	1	2	3	4	5
.....management of the organization.	1	2	3	4	5
.....co-workers.	1	2	3	4	5
.....interpersonal relations.	1	2	3	4	5
.....superior's leadership style.	1	2	3	4	5
.....provided feedback.	1	2	3	4	5
.....opportunities for promotion.	1	2	3	4	5
.....pay for the work.	1	2	3	4	5
.....one's status in the organization.	1	2	3	4	5
.....motivation for professional development.t	1	2	3	4	5
.....security and reliability of employment.	1	2	3	4	5
.....the amount of work and the number of assignments.	1	2	3	4	5
.....forms of motivation.	1	2	3	4	5
.....working conditions.	1	2	3	4	5
.....education possibilities.	1	2	3	4	5
.....the existing control and penalty system.	1	2	3	4	5
.....working hours.	1	2	3	4	5
.....with concern for employees' wellbeing.	1	2	3	4	5
.....praise and the level of trust.	1	2	3	4	5
.....the ability to participate in the decision-making process.	1	2	3	4	5

**What is the greatest satisfaction in the workplace for you?
Rank from 1 (most important) to 10 (less important)**

1	Motivation for work.	
2	Good working relationships.	
3	Salary.	
4	More free time.	
5	Career opportunities.	
6	Educational opportunities.	
7	Better working conditions (equipment, facilities).	
8	Praise and encouragement from superiors.	
9	Accountable and professional work challenges.	
10	Freedom and independence at work.	