



Welcome to our Survey.

This survey is designed for the purpose of the Cross-border Italy-Croatia project “BEAT”.

The survey is composed by 15 multiple questions and will take approximately 15 minutes to be completed. The information you provide will be used only for research purposes and only on aggregated level – no personally identifiable information will be disclosed.

Further, data collected at the function/department/office level will be statistically elaborated (through tables and charts reporting average and median values) only if 5 complete surveys at minimum are collected within each function/department/office.

In the Italian version we added here the name and email address of the responsible for the data treatment. This to comply to the Italian privacy norms.

Thank you for participating in our survey.

1. Think of a task where you want to do your best. When you answer the following questions, please think about how you prepare for that kind of situation. Please rate how true each statement is for you. There are no right or wrong answers.

Answer as follows: 1: Strongly disagree; 2; Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. I went into task expecting the worst, even though I knew I will probably do OK.
2. I carefully considered all possible outcomes before conducting the task.
3. I am often worried during the task that I won't be able to carry through my intentions.
4. I often try to figure out how likely it is that I will do very poorly in the task.
5. I spent a lot of time planning when the task was coming up.
6. Considering what can go wrong in the task helps me to prepare.

2. Let's talk about creativity at the individual level. Please indicate how much you agree with each statement below. There are no right or wrong answers. At my workplace:

Answer as follows: 1: Strongly disagree; 2; Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. I suggest new ways to achieve goals or objectives.
2. I come up with new and practical ideas to improve performance.
3. I am a good source of creative ideas.
4. I exhibit creativity on the job when given the opportunity to.
5. I often have new and innovative ideas.
6. I come up with creative solutions to problems.
7. I often have a fresh approach to problems.
8. I suggest new ways of performing work tasks.

3. Now we talk about the organization of creative process. Again, indicate how much you agree with each statement below.

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. I have the flexibility to work my way around my official work plan, digging into new potentially valuable business opportunities.
2. My work plan does not allow me the time to work on anything other than the projects I have been assigned to.
3. I enjoy tinkering around with ideas that are outside the main projects I work on.
4. I am running several pet projects that allow me to learn about new areas.
5. I proactively take time to work on unofficial projects to seed future official projects.

4. Now we talk about creativity and planning. Please indicate how much you agree with each statement below. There are no right or wrong answers.

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. Planning is important for me; I have detailed sketches before I do anything.
2. I work creatively to produce something that achieves a purpose.
3. During creative work, I precisely state my goals before beginning, either as an image or an exact procedure.
4. My creative process is discontinuous; once I master one idea or topic, I move on to the next.
5. The creative idea appears suddenly, and my new ideas are very different from my old ideas.
6. Creative work is a systematic execution of a plan; I work easily and swiftly.
7. My creative work is finished when I complete my preconceived plan.

5. In this question we talk about encouraging others in being creative or adopting innovation. Rate each statement on a 1 to 5 scale.

Use this scale: 1: Never; 2: Occasionally; 3: Sometimes; 4: Often; 5: Regularly

1. How often do you encourage key organization members to be enthusiastic about innovative ideas? (yours or others)
2. How often do you attempt to convince people to support an innovative idea? (yours or others)
3. How often do you systematically introduce innovative ideas (yours or others) into work practices?
4. How often do you contribute to the implementation of new ideas? (yours or others)

6. Let's talk about your company, overall. Please indicate how much you agree with each statement below.

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. Our company frequently tries out new ideas.
2. Our company seeks out new ways to do things.
3. Our company is creative in its methods of operation.
4. Our company is often the first to market with new products and services.
5. Innovation in our company is perceived as too risky and is resisted.
6. Our new product introduction has increased over the last 5 years.

7. Now, we refer to your work environment (business unit or department or function or office). Please indicate how much you agree with each statement below

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. In this business unit we respect everyone's different viewpoints.
2. In this business unit we value people from diverse backgrounds with diverse experiences and skills.
3. In this business unit we encourage all employees to generate as many alternative solutions to problems as possible.
4. All employees view themselves as partners in charting the direction of this business unit.
5. The future direction of this business unit is clearly communicated to everyone.
6. Everyone who works here is well aware of the long-term plans and direction of this business unit.
7. There is a strong sense of where this business unit is going.

8. This question relates to the plurality of working tasks and the difficulty in remaining focused. Please indicate how much you agree with each statement below. There are no right or wrong answers.

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. I find it difficult to stay focused on what's happening in the present.
2. I rush through activities without being really attentive to them.
3. I do jobs or tasks automatically, without being aware of what I'm doing.
4. I find myself preoccupied with the future or the past.
5. I find myself doing things without paying attention.

9. We move now to your personal relationship with creativity and innovation. Please indicate how much you agree with each statement below. Again, there are no right or wrong answers.

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. It is exciting to figure out new ways to solve unmet market needs that can be commercialized.
2. Searching for new ideas for products/ services to offer is enjoyable to me.
3. I am motivated to figure out how to make existing products/services better.
4. Scanning the environment for new opportunities really excites me.
5. Inventing new solutions to business problems is an important part of who I am.
6. I frequently think about inventing new solutions to business problems.
7. Identifying and developing new business opportunities is central to how I define myself.
8. I would feel a loss if I were forced to give up searching for new solutions to business problems.

10. How confident are you in successfully:

Use this scale: 1: Not at all confident; 2: Not too confident; 3: Somewhat confident; 4: Mostly confident; 5: Very much confident

1. Identifying new business opportunities?
2. Creating new products?
3. Thinking creatively?
4. Commercializing an idea or new development?

11. Let's change the subject. We have almost finished. Now, please think of your leader/manager (direct supervisor) you work with. When you answer the following questions, please think about this person. My supervisor/manager:

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. Sees employees as a means to reach his or her personal goals.
2. Values the achievement of his or her own goals over the needs of the employees.
3. Increases my workload without considering my needs in order to reach his or her goals.
4. Does not consider my workload when new tasks need to be assigned.
5. Gives me boring routine tasks when he or she can benefit from it.
6. Uses my work for his or her personal gain.
7. Manipulates others to reach his or her goals.

12. How would you characterize your working relationship with your leader/manager/supervisor?

Answer as follows: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree

1. When someone criticizes my leader/manager, it feels like a personal insult.
2. I am very interested in what others think about my leader/manager.
3. When I talk about my leader/manager, I usually say 'we' rather than 'he' or 'she'.
4. My leader's/manager's successes are my successes.
5. When someone praises my leader/manager it feels like a personal compliment.
6. My leader/manager disapproves of my efforts to combine work and family responsibilities
7. My leader/manager understands that I have to meet family responsibilities as well as those related to my job
8. My leader/manager is supportive when family problems arise
9. My leader/manager shows resentment of my needs as a working parent.
10. My leader/manager is willing to switch schedules and to juggle tasks or duties in order to accommodate my family responsibilities

13. How often would you say the following statements are true of yourself?

Use this scale: 1: Almost always; 2: Often; 3: Sometimes; 4: Rarely; 5: Never

1. After work I have too little time to carry out my family responsibilities as I would like.
2. My job allows me to give the time I would like to my partner/family.
3. My partner/family gets a bit fed up with the pressure of my job.

14. If you need to take a day off at short notice due to family emergencies how do you usually do this? (please provide just one answer)

- This is not allowed
- Such situation never happened to me
- I take unpaid leave
- I take time off but make it up later
- I take days from annual leave entitlement
- I take sick leave (if allowed by the norms)

15. Please indicate how much you agree with each statement below. There are no right or wrong answers. (1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree).

1. I always sense exactly what users in our sector may want.
2. I realize what other users mean even when they have difficulty in saying it.
3. It is easy for me to take the user's perspective.
4. I am often confronted with problems that cannot be solved by products available on the market (are they ours or our competitors')
5. I am dissatisfied with some pieces of commercially available products.
6. In my opinion, there are still unresolved problems with products offered in the market.
7. If I was a client, I think I could have needs that are not covered by the products currently offered on the market.
8. I often get irritated about the lack of sophistication in certain products on the market.

Just some final information about yourself. As a reminder: The Respondent Information you provide will be used only for research purposes and only on aggregated level – no personally identifiable information will be disclosed.

A. I am a...

1. Male
2. Female

B. My age is...

1. Less than 24
2. 25-34
3. 35-44
4. 45-54
5. Over 54

C. The highest title I achieved is...

1. Middle or High school diploma
2. Bachelor's or Master's degree
3. Master / MBA / E-MBA
4. Doctorate degree
5. Other: _____

D. How long have you been working with your current leader/supervisor? (in years) _____

E. How long have you been working for this company? (in years) _____

F. Have you worked for more than one year in another company? YES/NO

If YES:

- a) in the same sector, and in the same working position;
- b) in the same sector, but in a different working position;
- c) in a different sector but in the same working position;
- d) in a different sector and in a different working position

G. Do you have children or relatives you have under your care at home? YES/NO

H. What department do you work in? (the list of departments should be customized for each company)

1. Administration
2. Accounting and Finance
3. Marketing and Advertising
4. Production
5. Sales
6. Human Resource Management
7. Research and Development
8. Purchasing and logistics
9. Other: _____

Thank You for Completing Our Survey!