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Bertlett, Johan

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LUND UNIVERSITY

PO Box 117  
221 00 Lund  
+46 46-222 00 00

# Your Employeeship Questionnaire

**A survey of the relationships at your workplace**

© Johan Bertlett  
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Version 1.2

## Your Employeeship Questionnaire (YEQ) – self assessment

### **Instructions:**

- Assume that you are engaged in the following 32 situations that are described.
- The situations may differ in respect to how things are in your work team, department, and/or unit. Disregard this and respond to the imaginary situation as it is described.
- For each situation there are five suggested actions to take.
- Read through the suggestions and choose the one that most accurately reflects how you think you would act in the situation.
- Circle the letter of the alternative you choose (only one).

Make sure you make a choice for all 32 situations.

- 1. For a long time a fellow worker has had qualified assignments that she handles well. She often asks you for advice and is glad when you show interest in her work.**

*What do you do?*

- A. Answer evasively so she can develop and learn at her own pace.
  - B. Give instructions and feedback on the work she asks about.
  - C. Strengthen the contact to enhance our professional development.
  - D. Give advice and support as well as show interest in her work.
  - E. Strengthen the contact to enhance our personal development both on and off the job.
- 

- 2. You are a member of a new team with assignments in your area of competence. Your team members have never before worked with these issues in a group.**

*What do you do?*

- A. Gather the team to enhance our personal development both on and off the job.
  - B. Give instructions and feedback on the work the team performs.
  - C. Consider my own contribution to the team assignment and proceed with that.
  - D. Gather the team to enhance our professional development.
  - E. Give advice and support so that the team members feel more secure in their new roles.
- 

- 3. A re-organization affects a fellow worker's area of responsibility. You and he have had a close relationship for a very long time, and you have noticed lately that this competent person performs worse than before.**

*What do you do?*

- A. Ask how he experiences the work situation and support his way of structuring the work.
  - B. Give the advice and support he needs to manage his work.
  - C. Ask how he values the work situation and give personal support.
  - D. Give the instructions and feedback he needs in his work.
  - E. Tell him to take the matter up with his supervisor.
- 

- 4. You are a new employee and part of a new team that is not getting started according to expectations. The group's idea of the framing of the work assignments and the goals deviates from the management's perspective. You hardly know your fellow workers.**

*What do you do?*

- A. Ask the supervisor to advise and support us so that we feel more secure in our work.
  - B. Consider my own contribution to the team assignment and proceed with that.
  - C. Ask how my fellow workers value the work situation and give personal support.
  - D. Ask the supervisor to clarify the work and give instructions.
  - E. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
-

- 5. A fellow worker of a few months has quickly gotten into her work assignments. One criticism you have is that she sometimes acts first and thinks later.**

*What do you do?*

- A. Establish contact to enhance our professional development.
  - B. Give instructions and feedback on the work she performs.
  - C. Establish contact to enhance our personal development both on and off the job.
  - D. Let her learn from her mistakes and thus develop at her own pace.
  - E. Give advice and support so that she becomes aware of her behavior and its consequences.
- 

- 6. You and your fellow workers are committed to your jobs. You are all on friendly terms and build on each others' ideas so that the team is producing good results.**

*What do you do?*

- A. Give advice and support as well as show interest in all team members' work.
  - B. Strengthen the relationships to enhance our personal development both on and off the job.
  - C. Give instructions and feedback so that the team can carry out the work even better.
  - D. Strengthen the relationships to enhance our professional development.
  - E. Nothing, since everybody is managing their work well.
- 

- 7. A new fellow worker has been employed with tasks adjacent to your own. The first time you met, she gave a nervous and inexperienced impression. When your supervisor checks her work you hear that she has misinterpreted the supervisor's instructions.**

*What do you do?*

- A. Give instructions and feedback on the work she performs.
  - B. Let her learn from her mistakes and thus develop at her own pace.
  - C. Ask how she experiences the work situation and support her way of structuring the work.
  - D. Give advice and support so that she feels more secure in her new role.
  - E. Ask how she values the work situation and give personal support.
- 

- 8. You and your fellow workers are competent enough to handle the work assignments. The team has been successful for a long time, but after a controversy the group is stuck.**

*What do you do?*

- A. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
  - B. Ask the supervisor to advise and support us in how to handle the controversy.
  - C. Ask how my fellow workers value the work situation and give personal support.
  - D. Consider my own contribution to the team assignment and proceed with that.
  - E. Ask the supervisor to point out the rules of procedure and how to perform the assignments.
-

- 9. A fellow worker has been working independently for a very long time. He has a good relationship with you as well as with other fellow workers and supervisors.**

*What do you do?*

- A. Strengthen the contact to enhance our professional development.
  - B. Nothing, since he is managing his work well.
  - C. Give advice and support as well as show interest in his work.
  - D. Strengthen the contact to enhance our personal development both on and off the job.
  - E. Give instructions and feedback so that he can carry out his work even better.
- 

- 10. The team you are part of has been producing very good results for several years. Everybody in the group enjoys working with each other as well as with the assignments.**

*What do you do?*

- A. Give advice and support as well as show interest in all team members' work.
  - B. Strengthen the relationships to enhance our personal development both on and off the job.
  - C. Nothing, since everybody is managing their work well.
  - D. Give instructions and feedback so that everybody can carry out their work even better.
  - E. Strengthen the relationships to enhance our professional development.
- 

- 11. A fellow worker has enough competence for the task. Despite this she often asks you about trivial matters. You have been working with her for a long time and suspect that her behavior is due to her inability to trust her own judgment.**

*What do you do?*

- A. Ask how she experiences the work situation and support her way of structuring the work.
  - B. Give advice and support as well as show interest in her work.
  - C. Ask how she values the work situation and give personal support.
  - D. Dissociate myself and let her learn from her own mistakes.
  - E. Give instructions and feedback on the work she asks about.
- 

- 12. The project team you are part of has, after the first months of good performance and relationships, ended up in a blind alley. You have all misinterpreted the project description and blame it on deteriorating conditions.**

*What do you do?*

- A. Consider my own contribution to the team assignment and proceed with that.
  - B. Ask the supervisor to advise and support us in how to handle the situation.
  - C. Ask how my fellow workers value the work situation and give personal support.
  - D. Ask the supervisor to clarify the project description and give instructions.
  - E. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
-

- 13. A new employee in your department has accepted assignments requiring more responsibility. His experience is deficient and he is uncertain about how he should handle the new assignments.**

*What do you do?*

- A. Give instructions and feedback on the work he performs.
  - B. Establish contact to enhance our professional development.
  - C. Let him learn from his mistakes and thus develop at his own pace.
  - D. Give advice and support for him to feel more secure in his new role.
  - E. Establish contact to enhance our personal development both on and off the job.
- 

- 14. You are part of a team that for a short time now has been working full swing. Discussions sometimes concern work-related matters, sometimes more irrelevant ones.**

*What do you do?*

- A. Suggest the team discuss how we can enhance our professional development.
  - B. Avoid the discussions and work with work-related matters.
  - C. Point out to the team that focus should be on the work.
  - D. Suggest the team discuss how we can enhance our personal development both on and off the job.
  - E. Participate in the discussions with increased focus on work-related matters.
- 

- 15. A close fellow worker and friend has been assigned other tasks in her area of competence due to work-related changes. Before, she handled a job requiring much responsibility. So you are surprised when you discover that she is not happy with what are, in your opinion, highly qualified assignments.**

*What do you do?*

- A. Give the instructions and feedback she needs in her work.
  - B. Ask how she experiences the work situation and support her way of structuring the work.
  - C. Give advice and support for her to feel more secure in her new role.
  - D. Ask how she values the work situation and give personal support.
  - E. Tell her to take the matter up with her supervisor.
- 

- 16. You and your team have worked and known each other for six months. Despite the collected competence, the team and you do not develop and perform as you had hoped.**

*What do you do?*

- A. Consider my own contribution to the team assignment and proceed with that.
  - B. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
  - C. Ask the supervisor to advise and support us so that we feel more secure in our work.
  - D. Ask how my fellow workers value the work situation and give personal support.
  - E. Ask the supervisor for instructions and feedback on the work we perform.
-

**17. A new fellow worker is assigned important work tasks. He lacks prior experiences and is uncertain if he can manage the work.**

*What do you do?*

- A. Let him learn from his mistakes and thus develop at his own pace.
  - B. Give instructions and feedback on the work he performs.
  - C. Establish contact to enhance our professional development.
  - D. Give advice and support for him to feel more secure in his new role.
  - E. Establish contact to enhance our personal development both on and off the job.
- 

**18. Your team for the last six months is in full swing after the start-up phase. The group performs and works well together considering the circumstances. In spite of this, you are all uncertain if the team is on the right path. Suggestions brought forth differ in quality.**

*What do you do?*

- A. Support the suggestions that enhance our personal development both on and off the job.
  - B. Ask the supervisor for instructions and feedback on the work we perform.
  - C. Support the suggestions that enhance our professional development.
  - D. Ask the supervisor to advise and support us and the suggestions we present.
  - E. Consider my own contribution to the team assignment and proceed with that.
- 

**19. A new fellow worker does not develop the way you had hoped. He deliberately seems to misinterpret instructions and does not accept the help you give him.**

*What do you do?*

- A. Ask how he experiences the work situation and support his way of structuring the work.
  - B. Dissociate myself and let him learn from his own mistakes.
  - C. Give advice and support for him to become aware of his behavior and its consequences.
  - D. Ask how he values the work situation and give personal support.
  - E. Point out the rules of procedure and clarify his assignments.
- 

**20. For several years you have been part of an effective team with good internal relationships. But recently the work climate and results have deteriorated due to a conflict about how the team should manage and perform the work.**

*What do you do?*

- A. Ask the supervisor to advise and support us in how to handle the conflict.
  - B. Ask how my fellow workers value the work situation and give personal support.
  - C. Consider my own contribution to the team assignment and proceed with that.
  - D. Ask the supervisor to clarify the work and give instructions.
  - E. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
-



**21. For several years you and a fellow worker have worked and seen each other both on and off the job. She is highly competent and works independently.**

*What do you do?*

- A. Nothing, since she is managing her work well.
  - B. Strengthen the contact to enhance our professional development.
  - C. Give instructions and feedback so that she can carry out her work even better.
  - D. Strengthen the contact to enhance our personal development both on and off the job.
  - E. Give advice and support as well as show interest in her work.
- 

**22. Your project team has a hard time getting started. Even though you all think the problem is well defined, the team still does not know how to start.**

*What do you do?*

- A. Ask the supervisor to advise and support us so that we feel more secure in our work.
  - B. Gather the team to enhance our personal development both on and off the job.
  - C. Ask the supervisor for instructions and feedback to get started.
  - D. Consider my own contribution to the team assignment and proceed with that.
  - E. Gather the team to enhance our professional development.
- 

**23. After a successful introduction and initial work period, you notice that your new fellow worker flips out. Something seems to have happened to him.**

*What do you do?*

- A. Point out the rules of procedure and clarify his assignments.
  - B. Ask how he experiences the work situation and support his way of structuring the work.
  - C. Dissociate myself and let the supervisor deal with the situation.
  - D. Give advice and support for him to become aware of his behavior and its consequences.
  - E. Ask how he values the work situation and give personal support.
- 

**24. You have recently been employed as part of a new team where all members question both the new work assignments as well as the meaning of the recent organizational change. The first meeting is characterized by general confusion.**

*What do you do?*

- A. Ask the supervisor to advise and support us so that we feel more secure in the confusing situation.
  - B. Consider my own contribution to the team assignment and proceed with that.
  - C. Ask how my fellow workers value the work situation and give personal support.
  - D. Ask the supervisor to clarify the confusing situation and give instructions.
  - E. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
-

**25. A fellow worker has developed well during his first six months at the company. He willingly takes the initiative, sometimes with good results, sometimes not.**

*What do you do?*

- A. Establish contact to enhance our professional development.
  - B. Give advice and support for him to become aware of his behavior and its consequences.
  - C. Establish contact to enhance our personal development both on and off the job.
  - D. Let him learn from his mistakes and thus develop at his own pace.
  - E. Give instructions and feedback on the work he performs.
- 

**26. Your team's performance and the work climate have been good for a long time. Different people in the team have good but competing ideas on how the group should proceed and adapt to varying work assignments.**

*What do you do?*

- A. Ask the supervisor to advise and support us and the suggestions we present.
  - B. Consider my own contribution to the team assignment and proceed with that.
  - C. Support the suggestions that enhance our personal development both on and off the job.
  - D. Ask the supervisor for instructions and feedback on how we should proceed.
  - E. Support the suggestions that enhance our professional development.
- 

**27. A young fellow worker who previously has worked with similar assignments is still shy and insecure in his role. He manages routine work well, but he often fails when he is handed autonomous work assignments.**

*What do you do?*

- A. Ask how he experiences the work situation and support his way of structuring the work.
  - B. Give advice and support so that he feels more secure in his new role.
  - C. Ask how he values the work situation and give personal support.
  - D. Give instruction and feedback on the work he performs.
  - E. Let him learn from his mistakes and thus develop at his own pace.
- 

**28. For a long time your team has worked purposefully caring for all its members. Due to new working conditions the team is stuck, and discord has arisen as you have tried to go forward.**

*What do you do?*

- A. Ask the supervisor to advise and support us in how to handle the controversy.
  - B. Ask how my fellow workers value the work situation and give personal support.
  - C. Ask the supervisor for instructions and feedback on how we should perform the work.
  - D. Consider my own contribution to the team assignment and proceed with that.
  - E. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
-

- 29. You have a fellow worker who for a long time has been a qualified specialist. He often asks you spontaneously for advice, but does not always follow it.**  
*What do you do?*
- A. Give instructions and feedback on the work he asks about.
  - B. Answer evasively since he does not seem to take my advice seriously.
  - C. Strengthen the contact to enhance our professional development.
  - D. Give advice and support as well as show interest in his work.
  - E. Strengthen the contact to enhance our personal development both on and off the job.
- 
- 30. You and your team have for a long time worked purposefully with a good working climate. Still, you all feel that the group should perform better.**  
*What do you do?*
- A. Invite the team to discuss how we can enhance our professional development.
  - B. Instruct the team in how the work elements can improve.
  - C. Invite the team to discuss how we can enhance our personal development both on and off the job.
  - D. Motivate the team and show interest in performance-enhancing suggestions.
  - E. Consider my own contribution to the team assignment and improve that.
- 
- 31. A close fellow worker should be able to succeed in his new role. He has worked with similar assignments before. The poor start is probably due to his insecurity concerning his own authorities.**  
*What do you do?*
- A. Give the instructions and feedback he needs in his work.
  - B. Ask how he experiences the work situation and support his way of structuring the work.
  - C. Dissociate myself and let the supervisor deal with the situation.
  - D. Give advice and support as well as show interest in his work.
  - E. Ask how he values the work situation and give personal support.
- 
- 32. You are part of a very competent team that has functioned excellently for years. The team members have close relationships, but you sense upcoming difficulties since a few of the members are not as committed as before.**  
*What do you do?*
- A. Wait and see since there is no problem yet.
  - B. Ask how my fellow workers experience the work situation and support those who present suggestions that improve the work set-up.
  - C. Motivate my fellow workers and show interest in the work we perform.
  - D. Ask how my fellow workers value the work situation and give personal support.
  - E. Urge my fellow workers with instructions as to how we should work in the team.
-