Microsoft Research Survey on   
Goals and Objectives

 Question has input validation.

 Items (rows) of the question are displayed in random order

Survey Flow

EmbeddedData

SourceValue will be set from Panel or URL.

Standard: Consent (7 Questions)

Branch: New Branch

If

If Do you understand and consent to these terms? No thanks, I do not want to do this survey Is Selected

EndSurvey: Advanced

Standard: Survey (58 Questions)

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| Page Break |  |

Start of Block: Consent

Q1-Q5   
**Microsoft**Research Survey on Goals and Objectives

[Consent form removed.]

Q6 **Do you understand and consent to these terms?**

* Yes, I agree.
* No thanks, I do not want to do this survey

Display This Question:

If Q6 = Yes, I agree.

Q7 What is your organization level?

* Individual Contributor
* Manager
* Group Manager (GEM, GPM)

End of Block: Consent

Start of Block: Survey

Q8   
**Please note that the survey is on a single page. Many questions are optional, but please respond to as many questions as possible.**

Q9 Which of the following disciplines best describes your role?

* Data & Applied Science. (Example job titles: Applied Scientist, Data Scientist, Data Scientist Lead, Applied Science Mgr)
* Program Management. (Example job titles: Program Manager, Program Manager Lead, PM Manager)
* Software Engineering. (Example job titles: Software Engineer, SDE, Software Engineering Mgr)
* Design
* Design Research
* Business Support
* Service Engineering
* Content Publishing
* Not Listed. Please specify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q10 What is your career stage?

* Level 1 (e.g. Software Engineer, Program Manager)
* Level 2 (e.g. Software Engineer 2, Program Manager II)
* Senior
* Principal or above.

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Q11 How many **years** have you **worked at [COMPANY]**? (decimals okay)

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Q12 How many **years** have you **worked in [ORGANIZATION]**? (decimals okay)

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Q13 How many **years** have you **worked in the software industry**? (decimals okay)

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Q14 [Team Specific Question removed]

Q15 [Team Specific Question removed]

Q16 In what **location** do you work?

* North America: USA - [Head Office]
* North America: USA - Other
* North America: Canada, Mexico
* Central America and South America
* Europe
* Asia: China
* Asia: India
* Asia: Middle East
* Asia: Other
* Australia, New Zealand, Oceania
* Africa
* Not listed. Please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q17 What **gender** do you identify with the most?

* Woman
* Man
* Non-binary / gender diverse
* Prefer to self-describe: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Prefer not to answer

Q69   
  
Please read the following definitions.  
  
**Manager:** Your manager is the person who you directly report to. If you recently switched teams or joined [COMPANY], feel free to respond to questions about your manager by thinking about your previous manager.  
  
**Team:** Your team includes you and all of your co-workers who report directly to your manager.  
  
**Team members / colleagues:** Your peers are the co-workers who report directly to your manager.

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Q18 Please rate your agreement with the following statements.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
| Most days I am excited to come to work to do my job |  |  |  |  |  |
| I spend most of my time doing work that I truly enjoy |  |  |  |  |  |
| In [COMPANY], people are rewarded according to their job performance |  |  |  |  |  |
| I am rewarded based on the impact of my contributions to business outcomes |  |  |  |  |  |
| I have a lot of freedom to decide how I do my work |  |  |  |  |  |
| There is a climate of trust within my workgroup |  |  |  |  |  |
| I often achieve my goals |  |  |  |  |  |
| I feel like I am on track to meet my goals |  |  |  |  |  |
| I am happy at [COMPANY] and never want to leave |  |  |  |  |  |
| Display This Choice:  If Q7 = Individual Contributor  My GEM/GPM turns our organization's goals into a defined course of action |  |  |  |  |  |
| Display This Choice:  If Q7 = Individual Contributor  My GEM/GPM creates a shared understanding of what we are trying to accomplish within our team |  |  |  |  |  |
| Display This Choice:  If Q7 = Individual Contributor  My GEM/GPM clarifies the most important work to be done |  |  |  |  |  |
| Display This Choice:  If Q7 = Manager  Or Q7 = Group Manager (GEM, GPM)  I turn our organization's goals into a defined course of action |  |  |  |  |  |
| Display This Choice:  If Q7 = Manager  Or Q7 = Group Manager (GEM, GPM)  I create a shared understanding within my team of what we are trying to accomplish |  |  |  |  |  |
| Display This Choice:  If Q7 = Manager  Or Q7 = Group Manager (GEM, GPM)  I clarify the most important work to be done for my team |  |  |  |  |  |
| Creativity is highly valued on my team. |  |  |  |  |  |
| My work creates value for customers |  |  |  |  |  |
| My team delivers business impact for the company |  |  |  |  |  |
| Creating my software is challenging. |  |  |  |  |  |

Q19 How often do **you participate** in the following activities?

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Daily | Multiple times a week | Once a week | 1-2 times per month | Quarterly | 1-2 per year | Never |
| Defining goals |  |  |  |  |  |  |  |
| Measuring goals |  |  |  |  |  |  |  |
| Communicating goals |  |  |  |  |  |  |  |
| Reporting progress towards goals |  |  |  |  |  |  |  |
| Reviewing progress towards goals |  |  |  |  |  |  |  |
| Adjusting goals or resourcing towards goals |  |  |  |  |  |  |  |

Q20 How effective is your team at the following activities?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Extremely effective | Very effective | Moderately effective | Slightly effective | Not effective at all |
| Defining goals |  |  |  |  |  |
| Measuring goals |  |  |  |  |  |
| Communicating goals |  |  |  |  |  |
| Reporting progress towards goals |  |  |  |  |  |
| Reviewing progress towards goals |  |  |  |  |  |
| Adjusting goals or resourcing towards goals |  |  |  |  |  |

Display This Question:

If Q7 = Individual Contributor

Or Q7 = Manager

Q21 How often are your team goals communicated to you?

* Monthly
* Weekly
* Multiples times per week
* Daily
* Multiple times per day

Display This Question:

If Q7 != Individual Contributor

Q22 How often do you communicate with your team about their goals?

* Monthly
* Weekly
* Multiples times per week
* Daily
* Multiple times per day

Display This Question:

If Q7 = Individual Contributor

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Q23 Which of the following channels are used to communicate regarding team goals? Please select all that apply.

* Email
* Teams chat
* All-hands meetings
* Weekly team meetings
* 1:1 meetings
* Connect meetings.
* Other. Please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Display This Question:

If Q7 != Individual Contributor

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Q24 Which of the following channels do you use to communicate with your team regarding goals and OKRs? Please select all that apply.

* Email
* Teams chat
* All-hands meetings
* Weekly team meetings
* 1:1 meetings
* Connect meetings.
* Other. Please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q25 Does your team have a process for tracking progress towards their goals?

* Yes
* No

Display This Question:

If Q7 != Individual Contributor

Q26 Please describe how your team tracks progress towards OKRs (tools/technology used, frequency, roles of the team members responsible for tracking).

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Q27 Please rate your agreement with the following statements.

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| --- | --- | --- | --- | --- | --- |
|  | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
| On my team, information is actively sought |  |  |  |  |  |
| Messengers are not punished when they deliver news of failures or other bad news |  |  |  |  |  |
| On my team, responsibilities are shared |  |  |  |  |  |
| On my team, cross-functional collaboration is encouraged and rewarded |  |  |  |  |  |
| On my team, failure causes inquiry |  |  |  |  |  |
| On my team, new ideas are welcomed |  |  |  |  |  |
| On my team, we are focused on a unified mission |  |  |  |  |  |
| On my team, we commit to our organization's priorities |  |  |  |  |  |
| On my team we are willing to embrace change |  |  |  |  |  |

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Q28 Please rate your agreement with the following statements.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree | Not applicable |
| I do my work with the customer in mind |  |  |  |  |  |  |
| I use experimentation to drive decisions/features |  |  |  |  |  |  |
| I have hypotheses as part of my experiments |  |  |  |  |  |  |
| I work at a safe velocity |  |  |  |  |  |  |
| I am always learning |  |  |  |  |  |  |
| I use rapid iterations |  |  |  |  |  |  |
| I mostly commit small changes frequently |  |  |  |  |  |  |

Q29 Do you know what an OKR is?

* Yes
* No

Display This Question:

If Q29 = No

Q30   
**Objectives and key results (OKR)** is a goal-setting framework that helps organizations define goals — or objectives — and then track the outcome through key results. For the remainder of the survey, you can think of OKRs as priorities for an organization.

Display This Question:

If Q29 = Yes

Q31 How knowledgeable are you about OKRs?

* Extremely knowledgeable
* Very knowledgeable
* Moderately knowledgeable
* Slightly knowledgeable
* Not knowledgeable at all

Q32 [Team Specific Question removed]

Q33 [Team Specific Question removed]

Q34 [Team Specific Question removed]

Q35 [Team Specific Question removed]

Q36 What percentage of your work contributes to [ORGANIZATION’s] OKRs/Priorities?

* 0%
* Less than 25%
* Between 25% and 50%
* Between 50% and 75%
* More than 75%
* 100%

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Q37 On average, how many **work hours per week** do you spend onactivities related to **decision making**?

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Q38 What percentage of your decision-making time is used effectively?

* 0
* Less than 25%
* Between 25% and 50%
* Between 50% and 75%
* More than 75%
* 100%

Display This Question:

If Q29 = Yes

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Q39 How many **work hours per week** do you spend on **administrative activities** related to OKRs (such as crafting, tracking, reporting OKRs)?

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Q40   
**Please do not include any personal information in your responses. Do not include your name or other people's names.**

Display This Question:

If Q29 = Yes

Q41 What training/mentoring/education related to OKRs helped you in use them in your team?

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Display This Question:

If Q29 = Yes

Q42 Is there someone who has had a positive impact on your OKR journey?

* No
* Yes

Display This Question:

If Q42 = Yes

Q43 What was their relationship (organizationally) to you and how did they have a positive impact (please do not mention people by name).

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Q44 What proportion of your team's committed work involves partner teams **within [ORGANIZATION]?**

* 0%
* Less than 25%
* Between 25% and 50%
* Between 50% and 75%
* More than 75%
* 100%

Q45 What proportion of your team's committed work involves partner teams **outside [ORGANIZATION]?**

* 0%
* Less than 25%
* Between 25% and 50%
* Between 50% and 75%
* More than 75%
* 100%

Q46 How often do you make your own **individual goals**?

* Daily
* Weekly
* Monthly
* Quarterly
* Every six months
* Annually

Q47 How often do you review your own **individual goals**?

* Weekly
* Daily
* Monthly
* Quarterly
* Every six months
* Annually

Q48 Do you have someone else helping in your goal setting process?

* Yes
* No
* Does not apply

Q49 Do you need or want to look at other teams' goals for your work?

* Yes
* No
* Does not apply

Q50 Do you know how to find **other teams' goals** when you need them?

* Yes
* No
* Does not apply

Display This Question:

If Q7 != Individual Contributor

Q51 Rate yourself on your **ability to translate OKRs** from your management into actionably objectives/goals/metrics for your team

* Extremely effectiv
* Very effective
* Moderately effective
* Slightly effective
* Not effective at all

Display This Question:

If Q7 = Manager

Or Q7 = Group Manager (GEM, GPM)

Q52 How do you translate OKRs from your management into actionable objectives/goals/metrics for your team?  Please include challenges you face during this process.

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Display This Question:

If Q7 = Individual Contributor

Q53 I have a lot of freedom in deciding what tasks I work on on a weekly basis

* Strongly agree
* Somewhat agree
* Neither agree nor disagree
* Somewhat disagree
* Strongly disagree

Display This Question:

If Q7 = Group Manager (GEM, GPM)

Or Q7 = Manager

Q54 My team members have a lot of freedom in deciding what tasks they work on on a weekly basis

* Strongly agree
* Somewhat agree
* Neither agree nor disagree
* Somewhat disagree
* Strongly disagree

Display This Question:

If Q7 = Individual Contributor

Q55 How much autonomy do you have in choosing your goals/priorities?

* Manager tells me what my goals/priorities should be
* Manager shares team goals and we define my goals/priorities together
* Manager shares team goals and I define my goals/priorities
* I define my own goals and priorities with little input
* Other (please describe) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Display This Question:

If Q7 = Manager

Or Q7 = Group Manager (GEM, GPM)

Q56 How much autonomy does your team have in choosing their goals/priorities

* I tell my reports what the goals/priorities should be
* I share team goals and my reports and I define their goals/priorities together
* I share team goals and my reports define their goals/priorities
* I let my reports define their goals and priorities with little input from me
* Other (please describe) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q57 [Organization specific question removed]

Q58 Considering your team's work over the past week, what percentage is proactive (planned ahead) versus reactive (putting out fires).

* 0% proactive
* Less than 25% proactive
* Between 25% and 50% proactive
* Between 50% and 75% proactive
* More than 75% proactive
* 100% proactive

Q59   
**Please do not include any personal information in your responses. Do not include your name or other people's names.**

Q60 In your experience, what is the most challenging aspect of the goal setting, tracking, and reporting process in [ORGANIZATION]?

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Q61 What is the best aspect about the goal setting, tracking, and reporting process in [ORGANIZATION]?

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Q62 What one thing would you change or try that you believe would help with goal setting and achievement in [ORGANIZATION]?

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Q63 Do you have any additional comments about goals and objectives in [ORGANIZATION]. Is there anything else that you would like to share?

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End of Block: Survey