**Liquid Leadership – Survey Questionnaire**

**Demographics:**

1. Which gender do you identify as?
   1. Male
   2. Female
   3. Other
2. What is your age?
   1. Under 18
   2. 19–24
   3. 25–34
   4. 35–44
   5. 45–54
   6. 55–64
   7. 65+
3. What is the highest degree or level of education you have completed?
   1. High School
   2. Bachelor’s Degree
   3. Master’s Degree
   4. Ph.D. or higher
   5. None of the above
   6. Prefer not to say
4. What is your current employment status?
   1. Employed Full-Time
   2. Employed Part-Time
   3. Self-employed
   4. Unemployed
   5. Student
   6. Retired

**Management-Experience/Ambitions:**

1. Do you currently work, or have you recently worked, in a management role with personnel responsibility?
   1. Yes
   2. No
2. If yes, roughly how many employees were or are you responsible for?
   1. 1–5
   2. 6–20
   3. 21–100
   4. 101–500
   5. 500+
3. If no, would you like to work in a management role in the future?
   1. Yes
   2. No

**Quiet Quitting:**

1. Have you heard the term "quiet quitting" before?
   1. Yes
   2. No

Quiet quitting refers to "doing the minimum requirements of one’s job and putting in no more time, effort, or enthusiasm than absolutely necessary". The phenomenon has recently gained traction on Social Media, especially with Gen-Z.

1. On a scale of 1-5, how frequently did you notice "quiet quitting" or signs of it in your career? E.g., in yourself, your co-workers, or employees you manage?
   1. 1 – Almost all the time
   2. 2 – Often
   3. 3 – Sometimes
   4. 4 – Rarely
   5. 5 – Never
2. On a scale of 1-5, how serious do you consider the phenomenon of "quiet quitting" to be?
   1. 1 – Very serious
   2. 2 – Quite serious
   3. 3 – Somewhat serious
   4. 4 – Not that serious
   5. 5 – Not serious at all
3. On a scale of 1-5, how high is the impact of good (or poor) management on whether an employee "quietly quits"?
   1. 1 - Very high, management is the determining factor
   2. 2 - Quite high, management is an very important factor
   3. 3 - Somewhat impactful, management is important but not the only critical factor
   4. 4 - Not that impactful, many other factors are more important
   5. 5 - Negligible, an employee "quietly quitting" has nothing to do with management

**Hypothetical Management Scenarios:**

Please imagine that you are the manager in the following five fictitious scenarios. Select the approach you consider most appropriate to effectively lead the team and engage employees to prevent quiet quitting.   
  
You recently started a new position as a team leader in a large company that produces all kinds of body care items. Your team is working on a new hair care product that is supposed to hit the shelves within the next two years. While you bring in some leadership experience from your previous job at a major car manufacturer, your expertise in the haircare industry is limited.

1. First, you want to develop a general mission for the team to establish where it wants to go and define a few basic rules to facilitate cooperation.
   1. I am the manager, I have the experience, and I am the one who is responsible. So, I create the mission, I make the rules, and I closely manage every step of the process.
   2. To make my employees feel integrated, I establish a dialogue with them and take their feedback into account when I develop the mission and set the rules.
   3. I let the team create our mission and rules as they worked together successfully in the past and know the business better than I do. I just moderate the process and provide feedback and general business expertise as needed.
2. Second, you want to create a development plan including the strategy behind the new product as well as the personal development of your employees and their skills.
   1. As the manager, I am the one who sees the big picture. Consequently, I must be the one who sets up this plan and I decide what my employees need to know and learn for it to succeed.
   2. This affects my employees just as much as me. Therefore, I discuss their ideas with them and take their suggestions into account when I develop the plan.
   3. As experts in their fields, I give my employees the freedom to develop the plan as they know how the industry works and which skills they need. I just monitor the process and provide guidance so that no important opportunities are overlooked.
3. Now that you know where the team is going and how to get there, you need to decide what resources the team needs and how those should be allocated.
   1. I decide on the size of the budget that the team needs and control exactly how it is spent, otherwise, there is no incentive for my employees to be efficient.
   2. I ask the employees for their thoughts on budget size and allocation. I weigh their wishes against how much I think the company can afford and then decide on the size of the budget and how it will be spent.
   3. I let the team members decide budget size and allocation as they have an in-depth knowledge of the necessary processes and costs. I just accompany the process to ensure it is done professionally and within corporate perimeters.
4. Great! The budget is allocated and the team is working on developing the new product. To make sure that everything runs smoothly, you would like to track the progress somehow.
   1. I am familiar with standardized key performance indicators (KPIs) and sucessfully applied them in my last job, so I will use them again. I will set benchmarks that I expect the employees to reach and penalize them accordingly if they fail to do so.
   2. I find out from the team members which KPIs they consider to have been effective in the past. Then I introduce a mixture of KPIs they recommend and standardized KPIs that I like.
   3. My employees know more about hair care product development that I do, so I encourage them to come up with suitable KPIs. I carefully guide them to make sure that the KPIs make sense in our business context and can be used to identify the cause(s) if desired goals are not met.
5. Finally, you just need to resolve the issue of organizing communication and coordination, not only within the team, but also with external teams and departments.
   1. I am in charge, so all communication goes through me. If a team members needs information he cannot get by himself, he can come to me. Nothing happens behind my back.
   2. I want members inside and outside the team to share information independently as needed. But I want to be kept in the loop so I can stop exchanges that do not add value.
   3. I encourage team members to share information internally and externally as needed and invest time and resources to faciliate this process. E.g., through an internal workshop to identify communication requirements and develop concepts to address them.