



# Kilmanns Organizational Belief Survey

*Ralph H Kilmann*

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After organizational members complete the Belief Survey, they can graph their results (as work groups or the entire organization) on Organizational Belief Profiles. These profiles reveal the distribution of beliefs according to External Control, Internal Control, and Mixed Control. Then, by discussing these key results as a group, the members will be able to rethink whether their perceptions of various constraints or restrictions in their workplace are actually real or largely imagined (from outdated experiences). Without developing a collective belief in Internal Control, no real improvements are possible. The Belief Survey takes 15 to 25 minutes to complete and score the results.

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