

Executive Summary

Overview

The Organizational Culture Inventory (OCI) was administered to 1505 members of Sample Company to assess its current culture. The OCI measures “what is expected of members,” or, technically speaking, behavioral norms and expectations which may reflect the more abstract aspects of culture such as shared values and beliefs. The inventory assesses the strength of twelve different behavioral norms associated with three general types of cultures—Constructive, Passive/Defensive, and Aggressive/Defensive. Additionally, the inventory assesses outcomes associated with these different cultural norms, including members’ role clarity, role conflict, perceptions of service quality, and satisfaction.

The OCI was also used to measure Sample Company’s ideal culture in terms of the behaviors that *should be* expected of members. The differences or “gaps” between Sample Company’s current and ideal culture profiles, as well as the impact of its current culture on outcomes, provide the basis for developing plans for strengthening Sample Company’s long-term effectiveness.

Current Culture

In terms of the general types of culture measured by the OCI, the current culture of Sample Company is viewed by members as being (from strongest to weakest):

- ◆ **Aggressive/Defensive**; which involves expectations for members to approach *tasks* in forceful ways to promote their status and *security* (includes norms and expectations for Oppositional, Power, Competitive, and Perfectionistic behaviors).
- ◆ **Passive/Defensive**; which involves expectations for members to interact with other *people* in cautious and tentative ways to protect their own *security* (includes norms and expectations for Approval, Conventional, Dependent, and Avoidance behaviors).
- ◆ **Constructive**; which involves expectations for members to interact with people and approach tasks in ways that will help them to meet their higher-order needs for *satisfaction* and growth (includes norms and expectations for Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative behaviors).

The current culture is **low** in terms of the amount of agreement among members regarding the behaviors that are and are not expected. With respect to the specific behavioral norms assessed by the inventory, Sample Company’s current culture is described as:

- ◆ **Competitive (Aggressive/Defensive)**; which involves expectations for out-performing peers, winning at all costs, and maintaining an image of superiority.
- ◆ **Oppositional (Aggressive/Defensive)**; which involves expectations for opposing the ideas of others, pointing out flaws, and making “safe” decisions.

The behavioral norms and expectations currently communicated and reinforced within Sample Company are described in detail in Section 2 of the Feedback Report.

Ideal Culture

In comparison to the current culture, members believe that Sample Company's culture should ideally be (from strongest to weakest):

- ◆ **Constructive**
- ◆ **Aggressive/Defensive**
- ◆ **Passive/Defensive**

The ideal culture is **high** in terms of the amount of agreement among members regarding the behaviors that should and should not be expected. More specifically, members describe the ideal norms for Sample Company as:

- ◆ **Humanistic-Encouraging (Constructive)**; which involves expectations for being supportive, constructive, and open to influence in dealing with one another.
- ◆ **Achievement (Constructive)**; which involves expectations for setting challenging goals, establishing plans to reach those goals, and pursuing them with enthusiasm.

The behaviors that members believe should be expected to maximize Sample Company's long-term effectiveness are described in detail in **Section 2** of the Feedback Report.

Cultural Gaps

On the average, the largest discrepancies between Sample Company's current and ideal culture profiles are in the **Constructive** cluster. In terms of the twelve specific cultural norms, members report the largest gaps in the areas of:

- ◆ **Avoidance (Passive/Defensive)**; which involves expectations for being non-committal, never being blamed for mistakes, and staying out of trouble.
- ◆ **Affiliative (Constructive)**; which involves expectations for being friendly, open, cooperative, and sensitive to the needs of the work group.

Section 2 of the Feedback Report includes an analysis of the gaps between Sample Company's current and ideal culture profiles at both the scale and item levels.

Impact of Culture on Outcomes

Organizational culture typically has a strong impact on members' role clarity and conflict, satisfaction, and evaluations of service quality. As measured by the OCI, these outcomes at Sample Company (compared to other organizations) are as follows:

- ◆ **member role clarity is below average,**

- ◆ **member role conflict** is **above average** (below average is preferred),
- ◆ **quality of service** is **below average**, and
- ◆ **employee satisfaction** is **above average**.

Section 3 of the Feedback Report describes Sample Company's results along the survey items used to measure each of these outcomes. This section also includes comparative profiles that illustrate how these outcomes differ depending on members' reports of the culture. (Within organizations, there are differences in how members view the culture of their subgroups, and these differences have a systematic impact on the outcomes measured by the OCI.)

Implications for Culture Change

Many organizations are interested in re-directing their current cultures and moving toward the ideal specified by their members. Movement in this direction requires that internal structures, systems, technology, and skills/qualities, as well as the organization's mission and philosophy, be aligned with the values underlying the ideal OCI profile. More generally, factors at the member/job, manager/unit, and organizational levels should be assessed to ensure that they reinforce desired behaviors.

For example, **Humanistic-Encouraging** cultural norms have been found in organizations where jobs are designed to maximize members' responsibility, autonomy, and knowledge of results; where excellent performance is recognized and rewarded; and where mistakes are viewed as opportunities for learning and improvement. Such norms have also been found in organizations where managers demonstrate a concern for people, as well as task, and where members at all levels are involved in identifying ways to improve the organization and increase its productivity. Thus, Humanistic-Encouraging norms may be promoted through levers such as:

- ◆ **job design,**
- ◆ **performance management systems,**
- ◆ **manager development programs,** and
- ◆ **opportunities for employee involvement.**

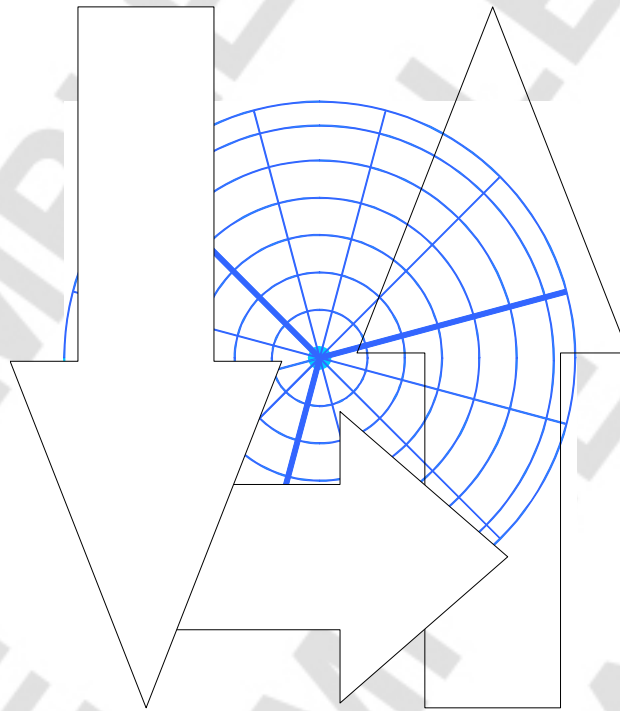
Achievement cultural norms have been found in organizations that reward members who set and attain realistic (as opposed to impossible) goals that are based on self-improvement (rather than on outperforming co-workers). Such norms have also been found in organizations where decision making is decentralized, job responsibilities are broadly defined, and the vertical lines of communication are open and clear. Subsequently, Achievement norms may be promoted through levers such as:

- ◆ **employee goal setting,**
- ◆ **reinforcement (reward) systems,**
- ◆ **organization design,** and

Sample Company

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Organizational Culture Inventory™ Feedback Report



human synergistics/center for applied research, inc.

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Introduction to the OCI Feedback Report

With ever-growing competition and shorter product and service life cycles, most organizations have found that standardized methods and strict controls are no longer a viable way to run a business. Now, more than ever, organizational success is dependent upon management's ability to empower members to think and behave like owners. That's why, in addition to monitoring traditional financial and production performance indicators, many organizations are directing greater attention to the internal factors and conditions that have an impact on their performance.

The Organizational Culture Inventory (OCI) was developed in response to the demand for a reliable and valid measure of organizational culture that distinguishes effective organizations from those that are less effective. In turn, the OCI Feedback Report is designed to help change agents, managers, and members understand and use the information obtained from an OCI administration within their organization.

This Feedback Report summarizes your organization's OCI results. The results are based on the responses of members within your organization who completed the OCI. The information contained in this report will be instrumental to your organization's development efforts. Specifically, it will enable you to:

- ◆ understand your organization's culture in terms of the behaviors that are *currently* expected of members (Section 2);
- ◆ identify the behaviors that *ideally* should be expected for your organization to be successful (Section 2);
- ◆ discern the *impact of your organization's culture* on members (Section 3);
- ◆ establish a direction for your organization's *cultural change efforts* (Section 4), and
- ◆ determine whether *subcultures* exist within your organization (Section 5).

The Organizational Culture Inventory

The Organizational Culture Inventory (OCI) is an integral component of Human Synergistics' multi-level diagnostic system for individual, group, and organizational development. The OCI measures "what is expected" of members of an organization—or, more technically, *behavioral norms and expectations* which may reflect the more abstract aspects of culture such as shared values and beliefs.

The inventory presents a list of statements which describe some of the behaviors and personal styles that might be expected or implicitly required of an organization's members. Some of the cultural norms measured by the OCI are positive and supportive of constructive interpersonal relationships, effective problem solving, and personal growth; others are dysfunctional and can lead to unnecessary conflict, dissatisfaction, and symptoms of strain on the part of organizational members. More specifically, the OCI measures twelve different cultural norms that are organized into three general types of cultures:

- ◆ Constructive cultures, in which members are encouraged to interact with others and approach tasks in ways that will help them to meet their higher-order *satisfaction* needs (includes Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative cultures).
- ◆ Passive/Defensive cultures, in which members believe they must interact with *people* in defensive ways that will not threaten their own *security* (includes Approval, Conventional, Dependent, and Avoidance cultures).
- ◆ Aggressive/Defensive cultures, in which members are expected to approach *tasks* in forceful ways to protect their status and *security* (includes Oppositional, Power, Competitive, and Perfectionistic cultures).

The types of culture measured by the OCI have a direct bearing on the activities of members and the functioning of the organization—and have been shown to be related to important outcomes such as member satisfaction, motivation, teamwork, product/service quality, and other criteria of organizational effectiveness (e.g., sales performance). These expectations or cultural norms result from, and are reinforced by, organizational structures, human resource management systems, managerial styles, and other factors that can be changed—at least to some extent—by those in leadership positions. Thus, the Inventory is appropriate for use in cultural change programs.

The OCI has been adopted by numerous organizations and completed by more than 2,000,000 individuals. Organizations have used the Inventory to diagnose their cultures and plan change programs, to identify the "ideal" culture for maximizing their effectiveness, and/or to monitor the impact of organizational development efforts. More specialized applications have included programs on cultural (ethnic) diversity within organizations, individual career counseling, and union-management relations.

How Culture Works

The theoretical model shown on the next page presents the major causal factors (*levers for change*) that shape and reinforce behavioral norms and expectations as measured by the OCI. As depicted by the model, the operating cultures of your organization is not directly determined by its values (or *ideal culture*), nor is it directly influenced by its missions and philosophies. Rather, the behavioral norms and expectations that emerge within organizations are directly influenced by their internal structures, systems, technologies, and skills/qualities.

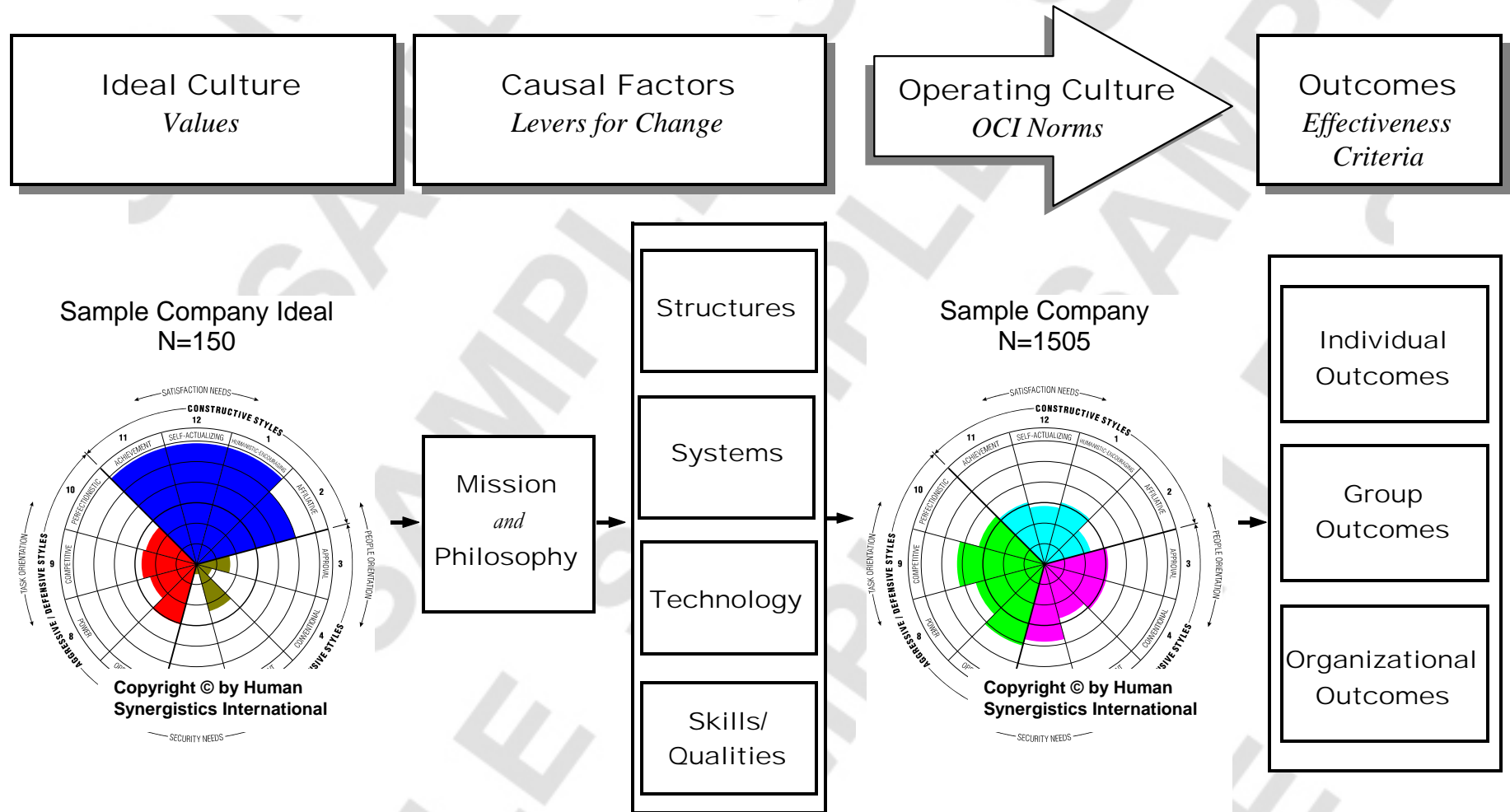
- ◆ Structure refers to the manner in which components (such as people, tasks, and roles) are ordered and coupled to create organization. Aspects of structure that can influence an organization's operating culture include its design (such as degree of centralization, formalization, and specialization) and the extent to which it promotes or restricts members' involvement and empowerment.
- ◆ Systems refer to the interrelated sets of procedures—such as human resource, information, accounting, and quality control systems—an organization uses to support its core activities and solve problems. Human resource management systems, including goal setting, reinforcement, performance management, training and development, and selection and placement, are among the most powerful factors for shaping—as well as redirecting—the operating culture of an organization.
- ◆ Technology refers to the methods by which an organization transforms inputs into outputs. Aspects of technology that have been found to have an impact on the operating culture of organizations include job design, job complexity, and degree of interdependence among members.
- ◆ Skills/qualities of organizational members—particularly those who hold leadership roles—can shape, reinforce, and change the operating culture of an organization. Examples of relevant skills and qualities revolve around communication, sources of power and influence, methods for conflict resolution, and job security.

To the extent that your organization's internal structures, systems, technology, skills/qualities, and mission and philosophy are all in alignment with its values, the organization's operating culture will more closely reflect its ideal culture. In contrast, the operating culture will be considerably different from the organization's ideal when causal factors are not in alignment with the organization's values and ideal culture.

The model also illustrates that your organization's operating culture determines *outcomes* at the individual, group, and organizational levels. For example, culture has been found to be associated with satisfaction, motivation, and stress at the individual level; teamwork and inter-unit coordination at the group level; and product/service quality and external adaptability at the organizational level.

Keep in mind that there are *many* factors that potentially lead to and result from cultural norms. Some of those factors are included in the model and are specified above; others have yet to be studied. Research conducted over the past 15 years using the OCI and the Organizational Effectiveness Inventory (OEI) provide support for the relationships described here.

How Culture Works



Planning for Cultural Change

Section 4 of this report guides you in using your organization's OCI results in "Planning for Cultural Change." The Planning for Cultural Change section begins by taking you through an analysis of your organization's results along the outcomes measured by the OCI; then walks you through an analysis of your organization's culture and identification of critical gaps; and ends by helping you to delineate the steps that can be taken to close gaps and improve along outcomes.

Once you have completed this process, you will have outlined a plan that includes the key actions to be taken to facilitate positive change (i.e., levers for change) as well as the factors to be monitored to gauge the success of your organization's change efforts (i.e., targeted cultural gaps and outcomes). This same approach can then be used by subgroups within your organization to develop complementary improvement plans at the subgroup level.

About this Report

This report contains an "Executive Summary" of your organization's OCI results. The Executive Summary provides a general overview of your organization's current culture, the ideal culture, the impact of the current culture on outcomes, and some of the implications for your organization's development efforts.

The Feedback Report itself includes:

- ◆ A description of the *current culture* of your organization compared to the *ideal culture* as measured by the OCI (including gap analyses at the scale and item levels).
- ◆ Information regarding your organization's *readiness for change* as measured by the ideal OCI.
- ◆ Your organization's results on the *outcomes of culture* as compared to our "Historical Average (based on over 1000 organizational units) and "Constructive Benchmark" (based on 172 organizational units with predominantly Constructive cultures).
- ◆ *OCI comparative profiles and correlations* that illustrate the impact of your organization's culture on particular outcomes.
- ◆ OCI results regarding culture and outcomes broken down by *subgroups*.
- ◆ Project administration and demographic information.

Future Steps

Collecting data on your organization's current and ideal culture and outlining action plans for improvement based on that data are the first steps toward increasing your organization's effectiveness. After you have completed reviewing the OCI Feedback Report and have outlined action plans for improvement at the organization and subgroup levels, it is recommended that you proceed by:

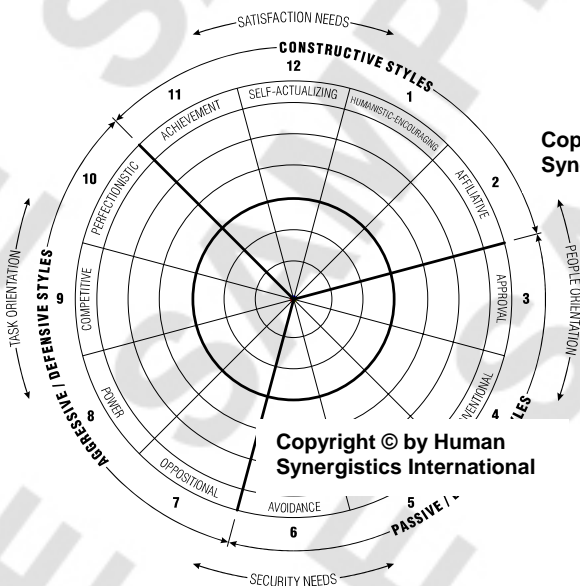
- ◆ Refining organizational and subgroup action plans. In refining your organization's and subgroups' action plans, you may consider a more precise assessment of the levers for change in your organization. The Organizational Effectiveness Inventory (OEI) is an assessment tool that enables an organization to measure the *impact* of its culture (on members, groups/teams, and the organization) as well as the *factors and conditions that likely drive or shape* that culture. The OEI measures the clarity and focus of an organization's mission and philosophy, as well as assesses the internal structures, systems, technology, and skills/qualities that represent potential levers for change. Thus, using the OEI will help you to pinpoint those levers most critical to successful culture change within your organization.
- ◆ Getting members involved in the process. As you get more specific regarding the changes that need to be made within your organization and subunits, you will probably want to get the input of those who are likely to be affected by the changes. Getting people involved in the cultural change process during the planning stages will enable you to identify unanticipated obstacles, provide you with more ideas, and raise the level of commitment to change initiatives.
- ◆ Implementing organizational and subgroup action plans. This is where you put your plans into action. Continue to get people within your organization involved, delegate, and seek out volunteers. Don't be discouraged if the process starts out slow or if things are not working out exactly as planned. Rather, stay focused on your goals and be prepared to modify the original plans as warranted.
- ◆ Monitoring your organization's progress. Keeping track of how well you are doing relative to your goals is critical—it enables you to determine whether your plans were on target or need to be modified; it guides you in directing people's efforts; and it can be an excellent boost to motivation. You'll want to reassess the culture approximately 1½ to 2 years after your initial administration of the OCI and then every 1½ to 2 years after that to make sure that your organization's culture is moving in the desired direction.

Organizational Culture (All Respondents)

The Organizational Culture Inventory (OCI) assesses the culture of your organization at the level of behavioral norms and expectations. Members of your organization responded to the OCI either in terms of the extent to which certain behaviors and personal styles *are expected* (i.e., the current culture) or in terms of the extent to which certain behaviors and personal styles *should be expected* (i.e., the ideal culture). Current and ideal culture results are each plotted on the OCI circumplex.

The OCI Circumplex

The OCI measures twelve different cultural norms. Individual scores for these cultural norms are aggregated to the organizational level and are plotted on to a circular diagram known as a *circumplex* (shown below). Cultural norms that are located next to one another on the OCI circumplex (e.g., Achievement and Self-Actualizing) are more closely related than cultural norms that are located further apart (e.g., Achievement and Conventional).



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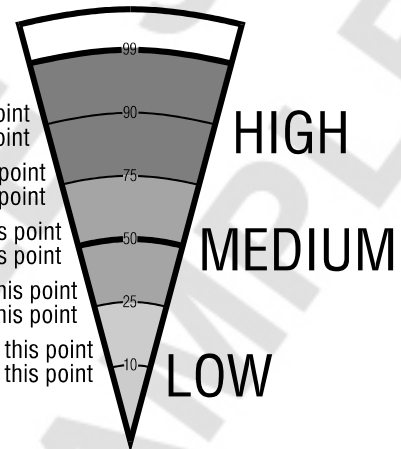
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10% score above this point

75% score below this point
25% score above this point

50% score below this point
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75% score above this point

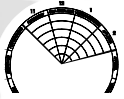
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The OCI circumplex allows you to compare your organization's scores along the twelve cultural norms to the scores of 921 subunits (e.g., departments and divisions of other organizations). When you record your unadjusted (or "raw") score for each cultural norm on the circumplex, you convert the results for your organization to percentile scores that provide a more realistic picture of the culture (similar to when you evaluate your performance on a test, in part, by comparing how you ranked relative to everyone else who took the test). The bold center ring represents the 50th percentile. Scores falling below the 50th percentile are low relative to other organizations. Scores that fall above the 50th percentile are high relative to other organizations.

The Cultural Norms Measured by the OCI

The cultural norms are organized on the OCI circumplex such that those toward the top reflect expectations for behaviors that are directed toward higher-order needs for growth and *satisfaction*; those toward the bottom reflect expectations for behaviors that focus on meeting lower-order needs for *security*. Cultural norms located on the right side of the circumplex reflect expectations regarding interactions with *people*; cultural norms located on the left reflect expectations regarding *task*-related behaviors. The distinctions between satisfaction and security and between people and task define the three clusters of cultural norms measured by the OCI: Constructive, Passive/Defensive, and Aggressive/Defensive.



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CONSTRUCTIVE CULTURAL NORMS (Promote Satisfaction Behaviors)

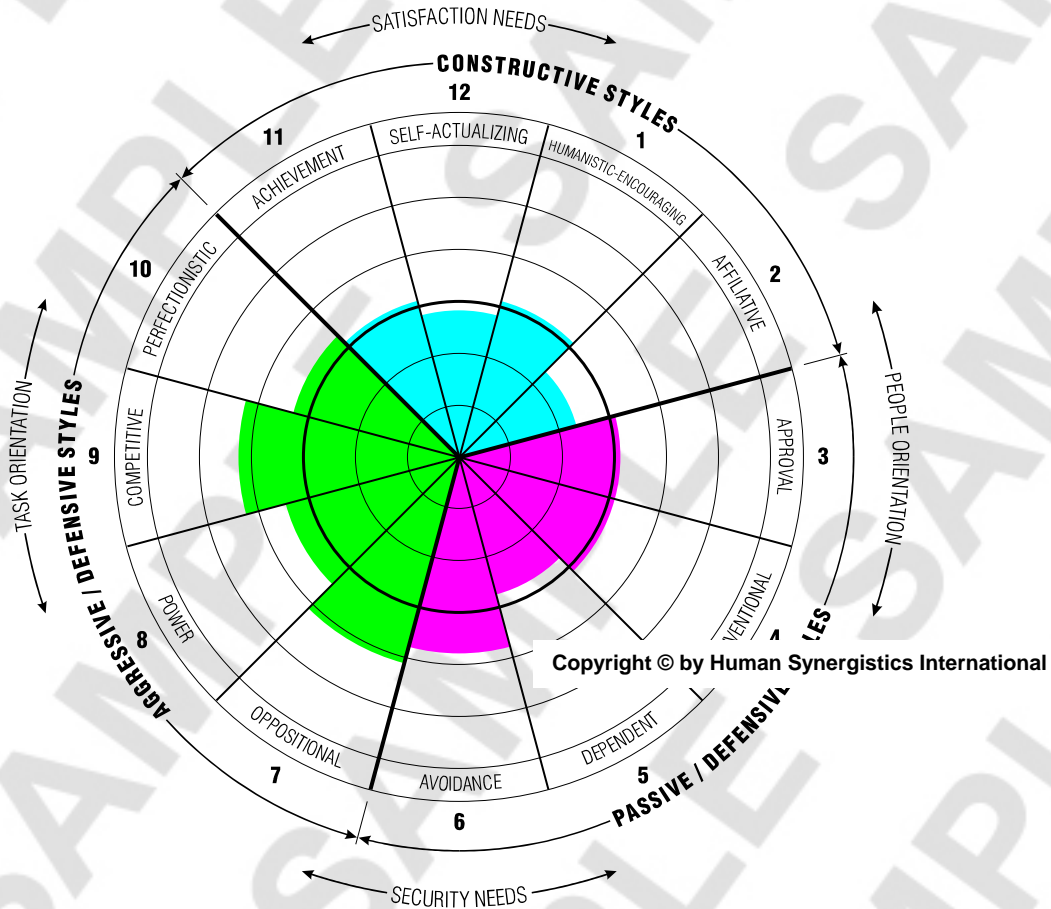
(11:00) An Achievement culture characterizes organizations that do things well and value members who set and accomplish their own goals. Members of these organizations establish challenging but realistic goals, develop plans to reach these goals, and pursue them with enthusiasm. Achievement organizations are effective; problems are solved appropriately, clients and customers are served well, and the orientation of members (as well as the organization itself) is healthy.

(12:00) A Self-Actualizing culture characterizes organizations that value creativity, quality over quantity, and both task accomplishment and individual growth. Members of these organizations are encouraged to gain enjoyment from their work, develop themselves, and take on new and interesting activities. While Self-Actualizing organizations can be somewhat difficult to understand and control, they tend to be innovative, offer high-quality products and/or services, and attract and develop outstanding employees.

(1:00) A Humanistic-Encouraging culture characterizes organizations that are managed in a participative and person-centered way. Members are expected to be supportive, constructive and open to influence in their dealings with one another. A Humanistic culture leads to effective organizational performance by providing for the growth and active involvement of members who, in turn, report high satisfaction with and commitment to the organization.

(2:00) An Affiliative culture characterizes organizations that place a high priority on constructive interpersonal relationships. Members are expected to be friendly, open, and sensitive to the satisfaction of their work group. An Affiliative culture can enhance organizational performance by promoting open communication, cooperation, and the effective coordination of activities. Members are loyal to their work groups and feel they “fit in” comfortably.

Current Culture
All Respondents
N=1505



Overall, the strongest extensions are in the **Aggressive/Defensive** cluster.

With respect to the specific cultural norms, the...

Primary Style is **Competitive**

People are expected to:

- ◆ be a “winner”
- ◆ out-perform their peers
- ◆ be seen and noticed

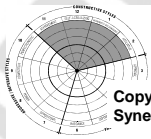
Secondary Style is **Oppositional**

People are expected to:

- ◆ stay detached and perfectly objective
- ◆ point out flaws
- ◆ look for mistakes

Note: The items listed under the primary and secondary styles are those with the highest mean scores.

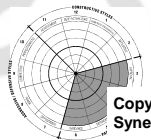
Current Culture
All Respondents
N=1505



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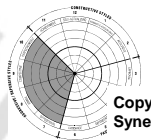
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Constructive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)
Humanistic	##.##%	##.##	##	Low
Affiliative	##.##%	##.##	##	Low
Achievement	##.##%	##.##	##	Moderate
Self-Actualizing	##.##%	##.##	##	Moderate



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Passive/Defensive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)
Approval	##.##%	##.##	##	Low
Conventional	##.##%	##.##	##	Low
Dependent	##.##%	##.##	##	Low
Avoidance	##.##%	##.##	##	Low



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Aggressive/Defensive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)
Oppositional	##.##%	##.##	##	Low
Power	##.##%	##.##	##	Low
Competitive	##.##%	##.##	##	Low
Perfectionistic	##.##%	##.##	##	Low

Your Organization's Ideal Culture

The OCI ideal profile is your organization's cultural benchmark. It describes the behaviors that ideally *should be* expected and encouraged within your organization to maximize its effectiveness.

The ideal culture results are based on the average responses of all members within your organization who completed the OCI in terms of what *should be* expected. As with your organization's current culture results, you should note the direction and intensity of the ideal culture.

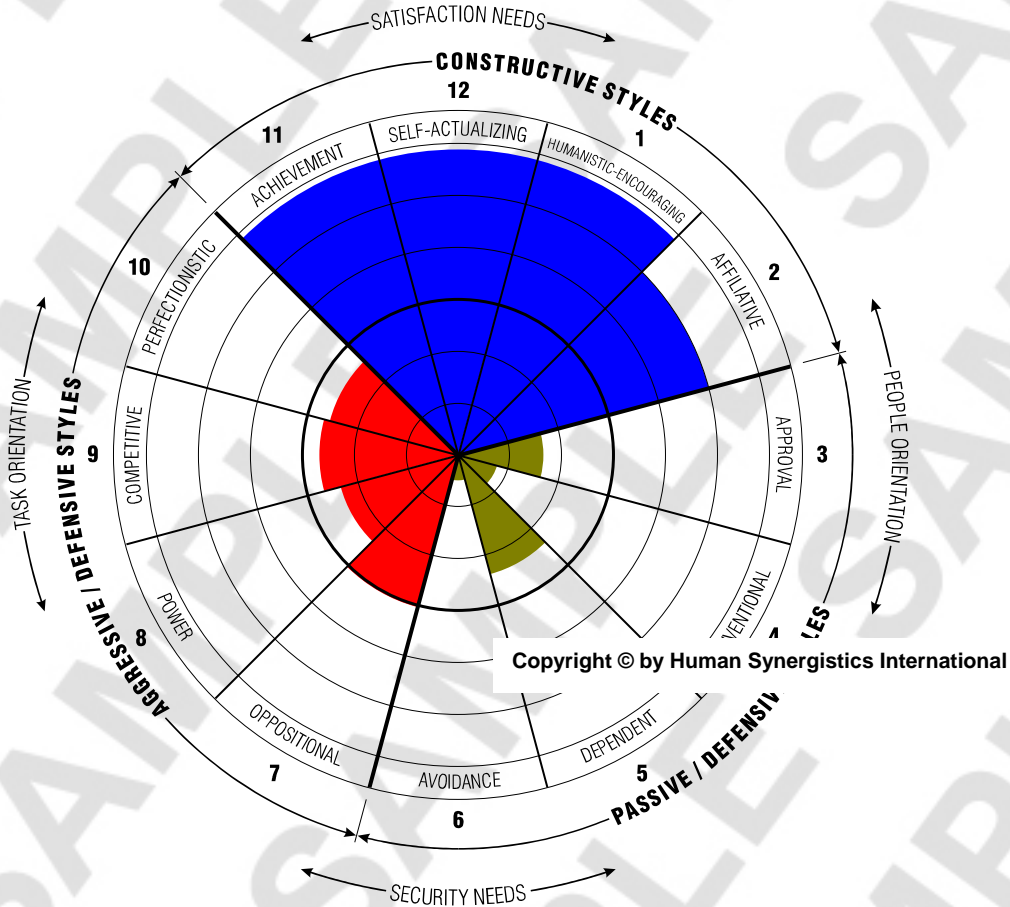
Direction of the Ideal Culture

The cultural norms that are most extended from the center of the circumplex are the cultural norms that describe how members within your organization *should be* expected and encouraged to think and behave (i.e., the *direction* of the ideal culture). The most extended cultural norm in your organization's ideal profile is called the *primary style* and the second most extended cultural norm is called the *secondary style*.

Intensity of the Ideal Culture

The corresponding table includes the percentile scores, the unadjusted (or "raw") mean scores, and the standard deviations of the responses around the raw scores for each of the twelve styles in the ideal profile. The standard deviations provide you with an indication of the *intensity* or the amount of agreement among respondents regarding the extent to which particular behavioral styles should be expected of members. The *lower* the standard deviation, the greater the intensity of the ideal culture and agreement among organizational members. Conversely, the *higher* the standard deviation, the lower the intensity and agreement among organizational members. The interpretive comments regarding intensity (e.g., high, moderate, low) are based on comparisons to the distribution of standard deviations from over 900 other organizational units in which the OCI was administered.

Ideal Culture
All Respondents
N=150



Overall, the strongest extensions are in the **Constructive** cluster.

With respect to the specific cultural norms, the...

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Achievement**

Ideally, people should be expected to:

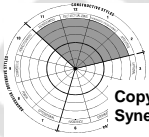
- ◆ resolve conflicts constructively
- ◆ help others to grow and develop
- ◆ encourage others

Ideally, people should be expected to:

- ◆ pursue a standard of excellence
- ◆ work for the sense of accomplishment
- ◆ know the business

Note: The items listed under the primary and secondary styles are those with the highest mean scores.

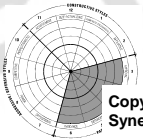
Ideal Culture
All Respondents
N=150



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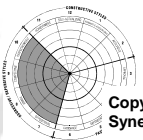
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Constructive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)
Humanistic	##.##%	##.##	##	Very High
Affiliative	##.##%	##.##	##	High
Achievement	##.##%	##.##	##	Very High
Self-Actualizing	##.##%	##.##	##	Very High



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Passive/Defensive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)
Approval	##.##%	##.##	##	High
Conventional	##.##%	##.##	##	High
Dependent	##.##%	##.##	##	High
Avoidance	##.##%	##.##	##	Moderate



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Aggressive/Defensive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)
Oppositional	##.##%	##.##	##	Moderate
Power	##.##%	##.##	##	High
Competitive	##.##%	##.##	##	High
Perfectionistic	##.##%	##.##	##	Moderate

OCI Gap Analysis and Item-By-Item Results

Analyzing the gaps or discrepancies between the current and ideal culture profiles will enable you to identify the behavioral norms along which there is the greatest need for change. The item-by-item results for these norms can be used to pinpoint specific behaviors for which expectations should be increased or decreased within your organization.

In reviewing the gap analysis and item-by-item results, you'll want to:

- ◆ note the cultural norms which have the greatest gaps or discrepancies between the current and ideal profiles;
- ◆ review the item-level results for those cultural norms with the greatest gaps or discrepancies; and
- ◆ identify the specific items (expectations for behavior) with the greatest gaps or discrepancies between the current and ideal results.

Interpreting Gap Scores

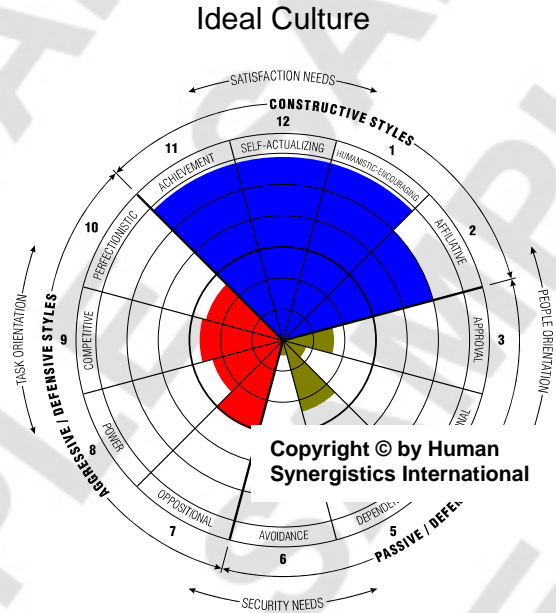
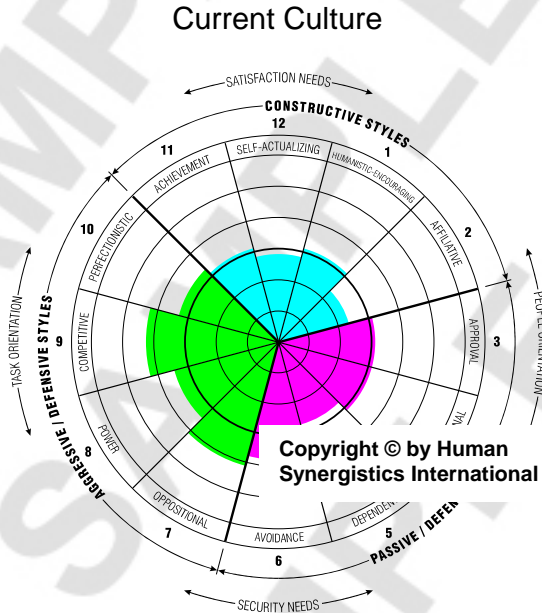
The gaps between the current and ideal profiles are identified by subtracting the ideal percentile score from the current percentile score for each behavioral norm. At the item level, gaps are computed by subtracting the ideal score for each item from its current score. For the Constructive norms:

- ◆ Negative gap scores indicate that the organization would benefit from *increasing* expectations for behaviors associated with a particular Constructive cultural norm.
- ◆ Positive gaps scores indicate that the organization is currently doing better than the ideal.

For the Defensive norms:

- ◆ Positive gaps indicate that the organization would benefit from *decreasing* expectations for behaviors associated with a particular Defensive cultural norm.
- ◆ Negative gaps indicate that the organization is currently doing better than the ideal.

Current Culture versus Ideal Culture All Respondents



Overall, the largest gaps between the Current and Ideal are in the **Constructive** cluster.

Primary gap is **Avoidance**

Specifically, the items that have the largest gaps are:

- ◆ never be the one blamed for problems
- ◆ push decisions upward
- ◆ take few chances

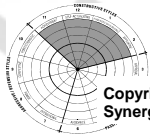
Secondary gap is **Affiliative**

Specifically, the items that have the largest gaps are:

- ◆ use good human relations skills
- ◆ treat people as more important than things
- ◆ motivate others with friendliness

Current Culture versus Ideal Culture

All Respondents



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Constructive Styles	Current Percentile	Ideal Percentile	Percentile Gap*
Humanistic	##.##%	##.##%	##.##%
Affiliative	##.##%	##.##%	##.##%
Achievement	##.##%	##.##%	##.##%
Self-Actualizing	##.##%	##.##%	##.##%



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Passive/Defensive Styles	Current Percentile	Ideal Percentile	Percentile Gap*
Approval	##.##%	##.##%	##.##%
Conventional	##.##%	##.##%	##.##%
Dependent	##.##%	##.##%	##.##%
Avoidance	##.##%	##.##%	##.##%



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Aggressive/Defensive Styles	Current Percentile	Ideal Percentile	Percentile Gap*
Oppositional	##.##%	##.##%	##.##%
Power	##.##%	##.##%	##.##%
Competitive	##.##%	##.##%	##.##%
Perfectionistic	##.##%	##.##%	##.##%

*Percentile gaps = current percentile – ideal percentile. Negative gaps for the Constructive styles and positive gaps for the Passive/Defensive and Aggressive/Defensive styles indicate areas for cultural change and improvement. Positive gaps for the Constructive styles and negative gaps for the Defensive styles indicate areas in which the organization is performing better than ideal.

Organizational Readiness for Change

In any type of change effort, it is important to anticipate the sources of resistance to change, as well as the sources of support. Those members who responded to the OCI Ideal described your organization's readiness for cultural change in terms of:

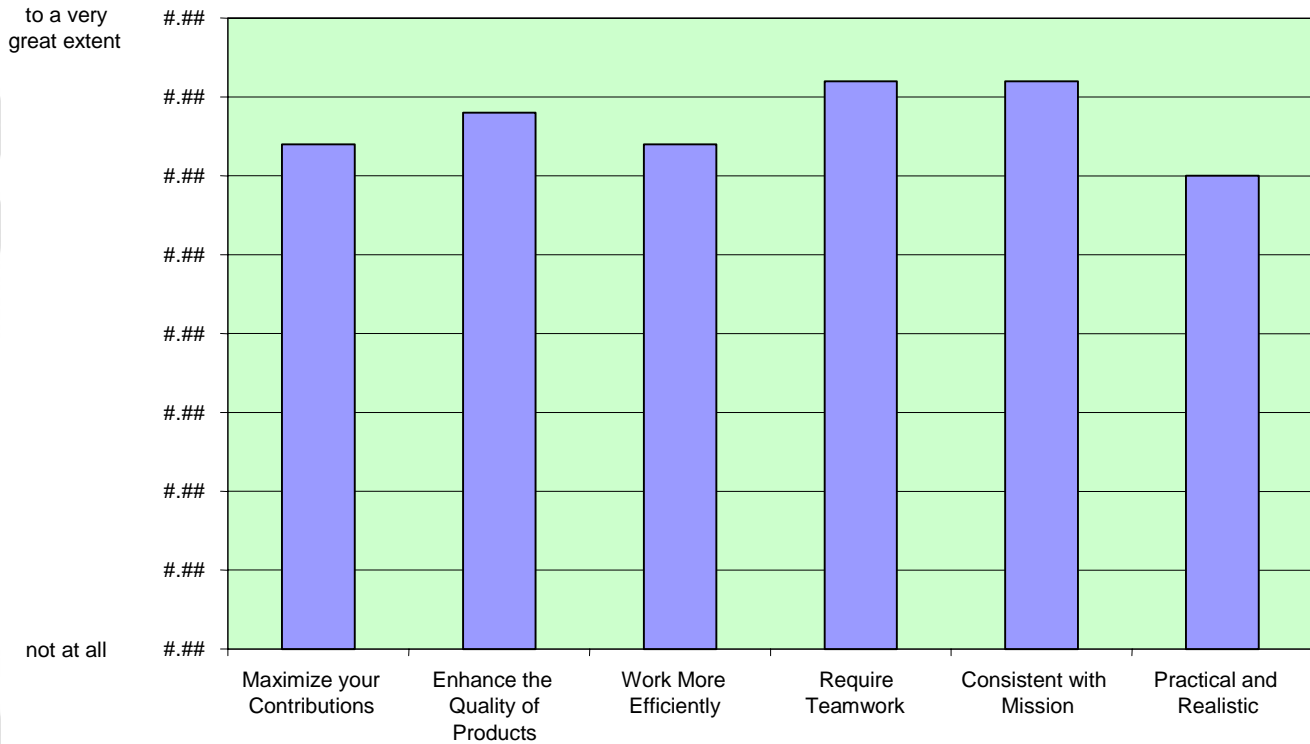
- ◆ their assessment of the potential benefits and practicality of the ideal culture; and
- ◆ their perceptions regarding the motivation for cultural change.

In reviewing these results you will want to make a list of where resistance to cultural change is most likely to occur within your organization and identify the fears most likely to be associated with that resistance. You will then need to develop a plan for overcoming resistance to cultural change, in part, by directly addressing the concerns upon which such resistance is based.

In addition, these results will help you to identify where support for culture change is most likely to be found in your organization. Once you have identified these sources, you can determine the best way in which they can help to facilitate movement toward the ideal culture.

Organizational Readiness for Change Member Assessments of the Ideal Culture

All Respondents



Data Removed From Sample Report

To what extent would this type of culture...	Mean	Std. Deviation
... enable you to develop your capabilities and maximize your contributions	###	###
... enhance the quality of products/services offered by your organization	###	###
... require people like yourself to work more efficiently and effectively	###	###
... require members to develop better teamwork, communication, and interpersonal skills	###	###
... be consistent with the mission, philosophy, and/or "values" of the organization	###	###
... be practical and realistic for an organization in the same industry	###	###

Outcomes of Culture (All Respondents)

In addition to measuring the culture of your organization, the Organizational Culture Inventory (OCI) also assessed some of the outcomes associated with your organization's culture.* Data generated by the OCI outcome items can provide additional insights as to whether culture change should be considered and in what direction such change should take place.

Outcomes Assessed by the OCI

Four types of outcomes are assessed by the OCI:

- ◆ **Role Clarity:** The extent to which people receive clear messages regarding what is expected of them.
- ◆ **Role Conflict:** The extent to which members receive inconsistent expectations from the organization and are expected to do things that conflict with their own preferences.
- ◆ **Quality of Service:** The extent to which the organization has achieved service excellence with respect to both internal and external clients/customers.
- ◆ **Employee Satisfaction:** The extent to which members report positive appraisals of their work situation.

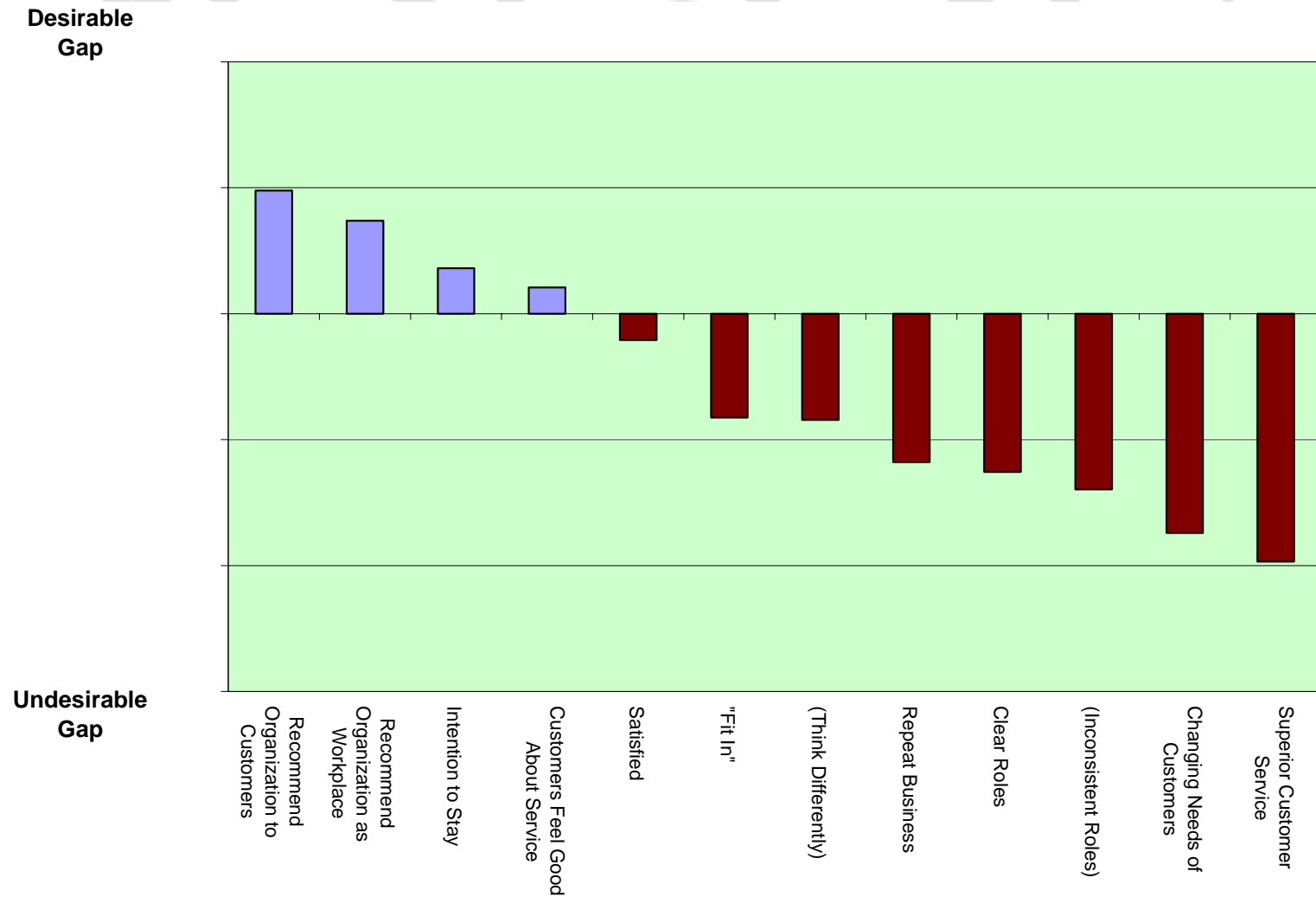
Gap Barchart of the Outcome Items

The chart presented on the next page allows you to see, at a glance, how well your organization scored along each of the OCI outcome items as compared to our Historical Averages for these measures. Specifically, we compared your organization's score along each of the outcome items (as derived by averaging the responses of all members within your organization) to our "Historical Averages." The **Historical Averages** represent the mean responses of members of over 1000 organizational units to the OCI outcome items. We calculated the numerical difference between your organization's outcome item scores and our Historical Averages and plotted these differences on the chart (thus 0.00 represents the Historical Averages and the length of the bars represents the difference between your organization's scores and the Historical Averages). The Gap Barchart presents these differences ranked from most desirable (areas in which your organization is doing better than the average organization) to most undesirable (areas in which your organization is not doing as well as the average organization).

When reviewing the gap barchart, you'll want to note whether your organization's results along the outcomes are generally desirable, undesirable, or fairly evenly split relative to the Historical Averages. Make a list of those results that are of concern to you. Then, refer to the outcome barcharts and tables for more detailed information about the items and your organization's results.

* These outcomes represent a subset of the outcomes assessed by the Organizational Effectiveness Inventory (OEI).

Gap Barchart of the Outcome Items



Gaps for negative items (those in parentheses) are reversed so that positive gaps are desirable and negative gaps are undesirable.

Outcome Barcharts and Tables

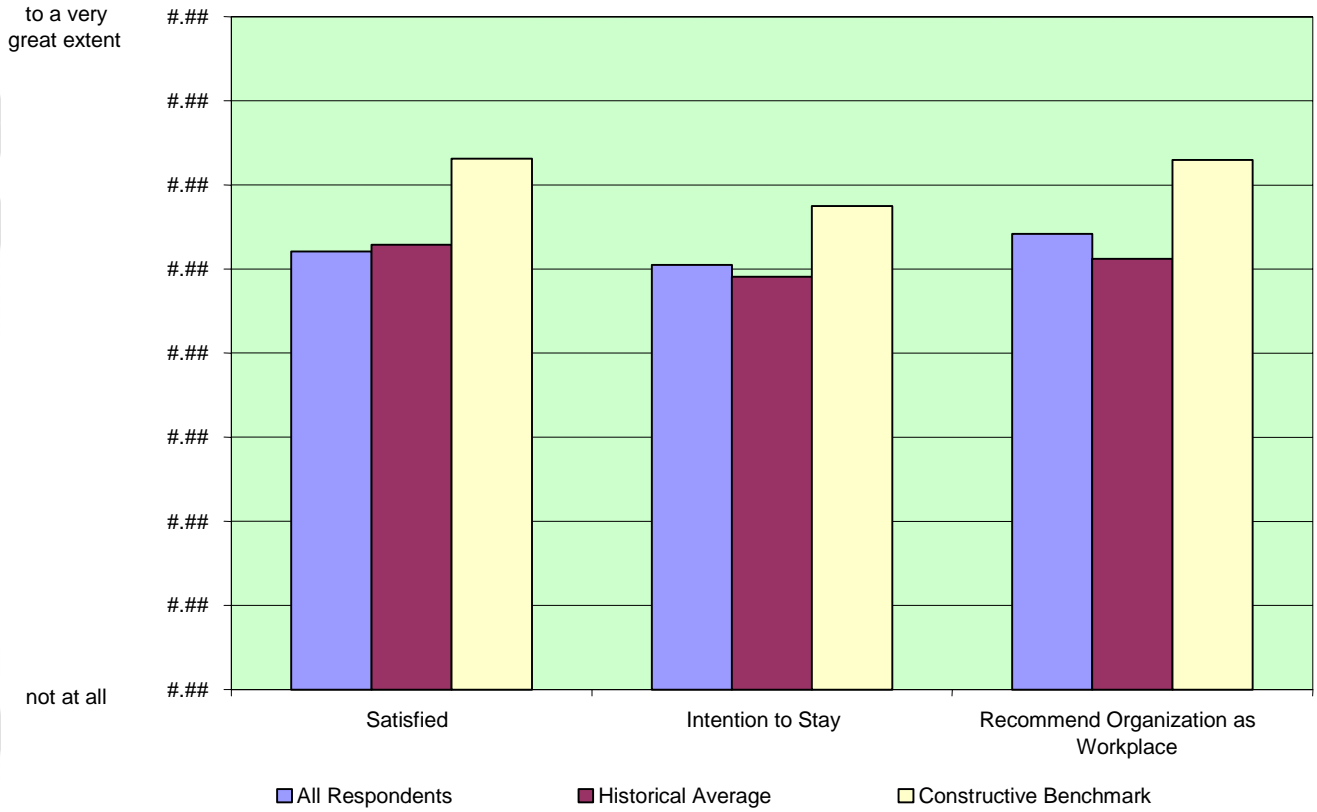
The outcome barcharts and tables provide detailed information regarding your organization's results. The barcharts compare your organization's results to our Historical Averages and to our Constructive Benchmarks for each of the OCI outcome items. The tables present the outcome items, in their entirety, along with your organization's means and standard deviations.

Your organization's outcome results are based on the average responses of all members who completed the OCI for your organization. The **Historical Averages** are based on the average responses of members from over 1000 different organizational units. From this sample of over 1000 units, 172 organizational units were identified as having predominantly Constructive cultures based on their OCI results. Specifically, the cultures of these 172 units were all relatively strong in terms of Constructive norms (above the 60th percentile) and relatively weak in terms of Passive/Defensive and Aggressive/Defensive cultural norms (below the 50th percentile). The average responses by members of these units to the OCI outcome items were then computed to establish our **Constructive Benchmarks** for these items.

Reviewing this subsection will provide you with a deeper understanding of your organization's outcome results. The information provided by the barcharts and tables will enable you to identify where your organization is falling short—or, conversely, doing quite well—as compared to other organizations.

Outcomes of Culture Employee Satisfaction

All Respondents



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To what extent...	Mean	Std. Deviation
... are you satisfied being a member of this organization	###	###
... do you expect to be with this organization two years from now	###	###
... would you recommend this organization as a good place to work	###	###

OUTCOMES OF CULTURE
(All Respondents)

3-8

- ◆ customer-service training for employees and managers; and
- ◆ the revision of reward systems (to reinforce goal attainment rather than passivity).

Employee Satisfaction

High scores along these measures are *desirable* and are associated with:

- ◆ commitment and loyalty to the organization;
- ◆ a propensity to do what is needed and correct problems facing the organization;
- ◆ effective teamwork and coordination; and
- ◆ relatively low levels of employee tardiness and turnover.

Low scores along these measures are *undesirable* and can indicate the need for:

- ◆ changes to create a more constructive and people-oriented culture;
- ◆ programs to promote more effective interpersonal relations;
- ◆ selection procedures that more effectively take into account the “fit” between the applicant and the job as well as the “fit” between the applicant and the organization; and
- ◆ task and job analyses that identify required competencies and resources and suggest potential job redesign interventions.

Subgroup Results

This section of the report contains the OCI results for the key subgroups identified by your organization. Combined with the information provided in the other sections of this report, these results will enable you to determine whether:

- ◆ subcultures exist within your organization; and
- ◆ additional cultural change efforts need to be initiated (beyond those outlined for the organization as a whole).

Interpreting the Subgroups' Culture Results

The OCI results reported in this section describe the cultural norms of particular subgroups in terms of the extent to which certain behaviors and personal styles *are expected* (i.e., the current culture). These results are plotted on the OCI circumplex and are also presented in tabular form.

Direction of the Subgroups' Cultures

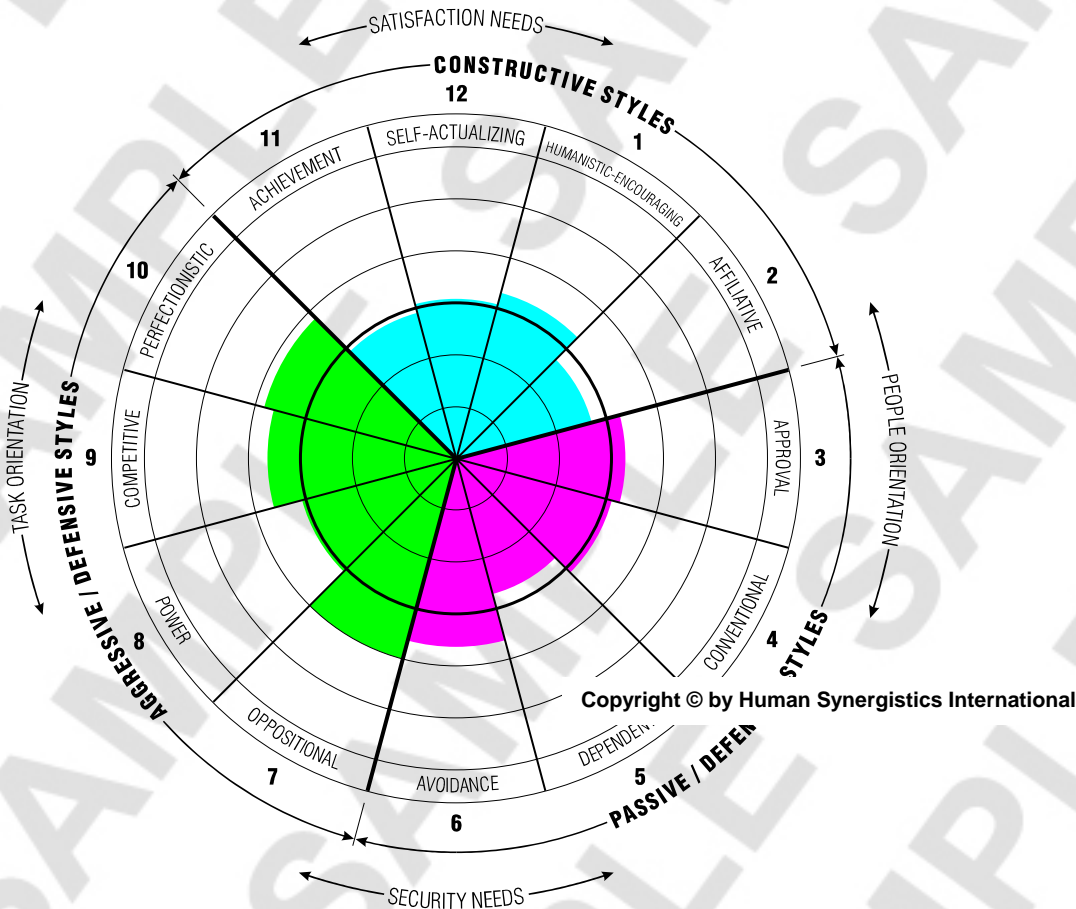
The OCI circumplex converts each subgroup's unadjusted (or "raw") scores along the twelve cultural norms to percentile scores that provide a more realistic picture of the culture. In interpreting a subgroup's culture profile, you'll want to note the *direction* of the culture (i.e., the cultural norms that describe the ways in which subgroup members are encouraged to think and behave). The direction of a subgroup's culture is defined by its primary and secondary styles. The *primary style* is the most extended cultural norm in the profile and describes the way in which members of the subgroup are predominantly encouraged to think and behave. The *secondary style* is the second most extended cultural norm in the profile and typically works with the primary style or is expected when the behaviors associated with the primary style cannot be enacted.

Primary and secondary styles can also be identified from the table corresponding to each subgroup's profile. The first two columns of the table summarize the percentile scores and raw scores for each of the cultural norms. The cultural norm with the highest percentile score is the primary style; the cultural norm with the second highest percentile score is the secondary style.

Intensity of the Subgroups' Cultures

In addition to the raw scores and percentile scores, the tables describing the culture of each subgroup present the standard deviations of the responses around the raw scores. The standard deviations provide indication of the *intensity* or amount of agreement among respondents regarding the extent to which particular norms are predominant within a given subgroup. The *lower* the standard deviation, the greater the intensity of a particular norm within a given subgroup. Conversely, the *higher* the standard deviation, the lower the intensity of a particular norm within a given subgroup. The interpretive comments regarding the intensity of each subunit's culture (e.g., high, moderate, and low) are based on comparisons to the distribution of standard deviations from over 900 other organizational units in which the OCI was administered.

Current Culture
Accounting
N=86



Overall, the strongest extensions are in the **Aggressive/Defensive** cluster.

With respect to the specific cultural norms, the...

Primary Style is **Oppositional**

People are expected to:

- ◆ point out flaws
- ◆ look for mistakes
- ◆ stay detached and perfectly objective

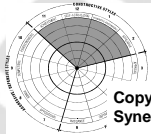
Secondary Style is **Perfectionistic**

People are expected to:

- ◆ keep on top of everything
- ◆ work long, hard hours
- ◆ persist, endure

Note: The items listed under the primary and secondary styles are those with the highest mean scores.

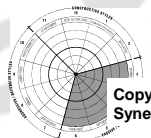
Current Culture
Accounting
N=86



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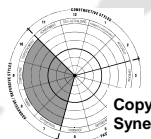
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Constructive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)	Significant Differences
Humanistic	##.##%	##.##	##.##	Low	NS
Affiliative	##.##%	##.##	##.##	Low	NS
Achievement	##.##%	##.##	##.##	Low	NS
Self-Actualizing	##.##%	##.##	##.##	Moderate	NS



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Passive/Defensive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)	Significant Differences
Approval	##.##%	##.##	##.##	Moderate	NS
Conventional	##.##%	##.##	##.##	Moderate	NS
Dependent	##.##%	##.##	##.##	Moderate	NS
Avoidance	##.##%	##.##	##.##	Moderate	NS



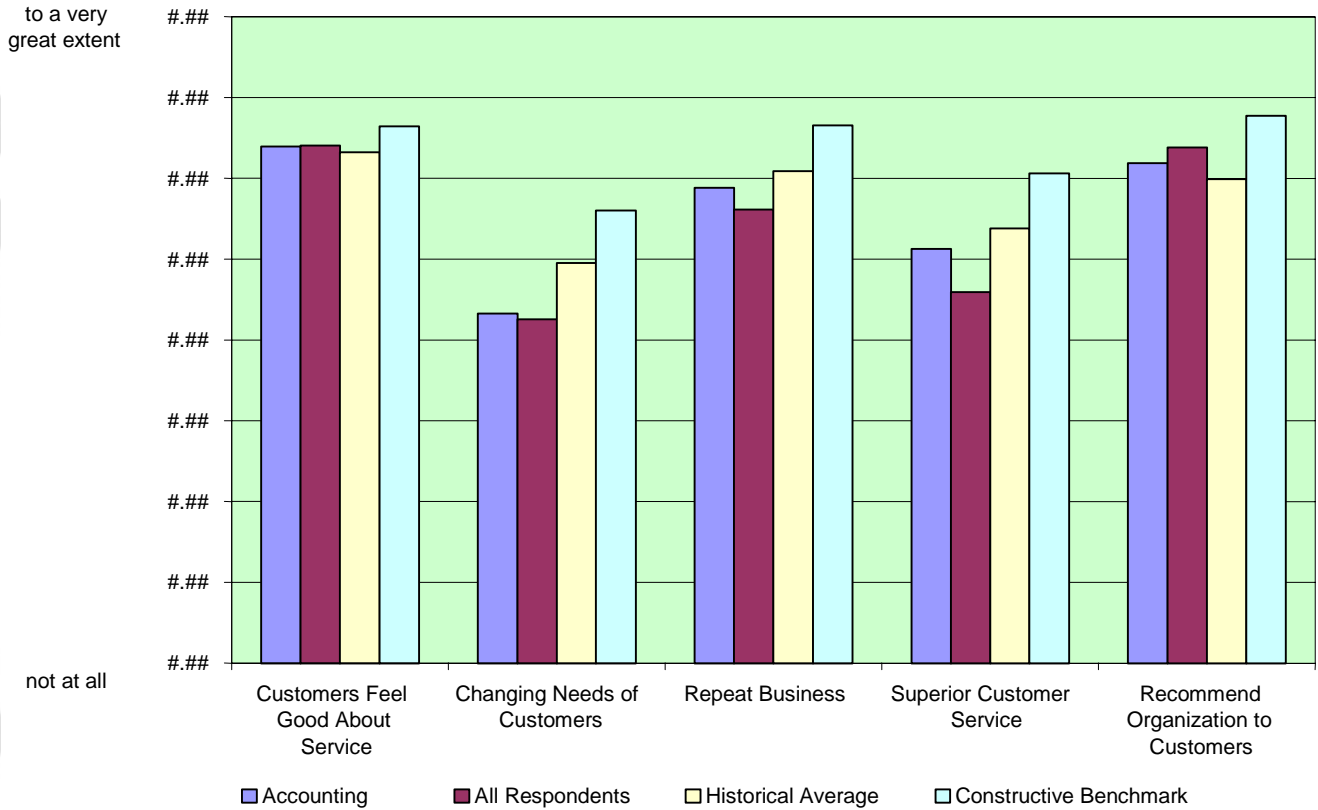
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Aggressive/Defensive Styles	Percentile Score	Raw Score	Std. Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	##.##%	##.##	##.##	Moderate	NS
Power	##.##%	##.##	##.##	Moderate	NS
Competitive	##.##%	##.##	##.##	Moderate	**
Perfectionistic	##.##%	##.##	##.##	Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (*p<.05; **p<.01; ***p<.001). Non-significant differences are indicated by "NS."

Outcomes of Culture Quality of Service

Accounting



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<i>To what extent...</i>	Mean	Std. Deviation
... would you personally go out of your way to make sure that a customer/client feels good about the service you've provided	###	###
... does the organization respond effectively to the changing needs of its customers	###	###
... do you believe the organization will get repeat business from its present customers	###	###
... does your organization have a reputation for superior customer service	###	###
... would you recommend this organization to potential customers/clients seeking the products or services it offers	###	###

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