# Organizational Culture Assessment Instrument

How do market orientation and hierarchy, focus on people and entrepreneurship, determine performance, quality and success in your organization?

Retention?

New strategy?

Economic crisis?

Quality improvement?

Customer satisfaction?

Reorganization or merger?

'This assessment is easy to work with and it's fast. It pointed out what aspects we had to work on for improved employee retention.'

**Ids Jousma, managing director hospital De Sionsberg**

'The OCAI is an important endorsement for organizational development.'

**Anton van Weert, Manager Medial Laboratory**

# OCAI online

# Organizational culture: the key to your success

In a global economy full of demanding consumers and citizens, only the fittest organizations will flourish. How is your organization doing?

As competition increases, requirements are high for quality and productivity. Citizens expect excellent service from authorities, employees want development and a good work climate, and shareholders demand results and a positive return on investment. Organizations must adapt to these complex, dynamic expectations.

High-performing organizations often have an organizational culture that fits in with their market. Research shows that culture has a powerful effect on the performance and long-term effectiveness of organizations. The impact on individuals (employee morale, commitment, productivity, physical health, and emotional well-being) is also well documented.

Organizational culture consists of the values people share, their collective assumptions, and their behavior. It's the way "things are around here." It determines what must be done and what is not allowed. It's the reigning definition of success and failure within a group. It decides who is "in" and who is "out." Culture determines behavior and thus performance.
The good news is that culture can be assessed and changed with a step-by-step manageable method.

That's not as time consuming and expensive as you might think. The Organizational Culture Assessment Instrument is just as timely, easy to use, low priced, and manageable as you would like it to be! Moreover, it has been proven valid and delivers the quality you need.
The advantages of assessing and changing organizational culture by using the OCAI will easily satisfy your requirements—because culture makes the difference. It determines performance, quality, absenteeism, employee retention, and customer satisfaction.

## Utilize the Organizational Culture Assessment Instrument

The Organizational Culture Assessment Instrument is your workable tool for diagnosing organizational culture. Developed by professors Robert Quinn and Kim Cameron, OCAI is a validated instrument, based on the Competing Values Framework, and used by over 10.000 companies worldwide.

The Organizational Culture Assessment Instrument (OCAI) takes about 17 minutes to measure the current as well as the preferred culture. It is a fully automated online tool that is free for individual participants. You can try it on your next break!

OCAI Online is available to managers, consultants, change agents, HR people, and business students to manage organizational culture change. All employees can easily complete the assessment.

### Why use the OCAI for diagnosing culture in organizations and teams?

♦ It gives a validated and quantified image of overall culture as a starting point for change.
♦ It's timely and focused: It measures six key aspects that make a difference for success. and both assessment and change strategy can be done quickly.
♦ It's involving, as it is easy to include all personnel and gives an idea of employee satisfaction, based on discrepancies between current and preferred culture.
♦ It's manageable with a step-by-step method for change that involves as many employees as you want, while no outside experts are needed.
♦ It supplies a clear vision on the preferred culture that can be adapted into a road map for change that will mobilize your organization to sustainable change.

The OCAI is practical and focused, timely, manageable, quantitative, involving, and valid!
Start managing your organizational culture right now and prepare for the future.

## Theory and research behind a practical tool

The Organizational Culture Assessment Instrument (OCAI) is based on the Competing Values Framework and uses four culture types: Clan Culture, Adhocracy Culture, Market Culture, and/or Hierarchy Culture.

## The Competing Values Framework

From a list of 39 indicators of effectiveness for organizations, two important dimensions were discovered by statistical analysis. Thus, four quadrants developed, corresponding with the four organizational cultures that differ strongly on these two dimensions:

♦ Internal focus and integration VS external focus and differentiation
♦ Stability and control VS flexibility and discretion

To the left in the graph, the organization is internally focused ("what is important for us, and how do we want it to work"), and to the right the organization is externally focused ("what is important for the outside world, the clients, and the market").

At the top of the graph, the organization wants flexibility and discretion, while at the bottom the organization values the opposite: stability and control.
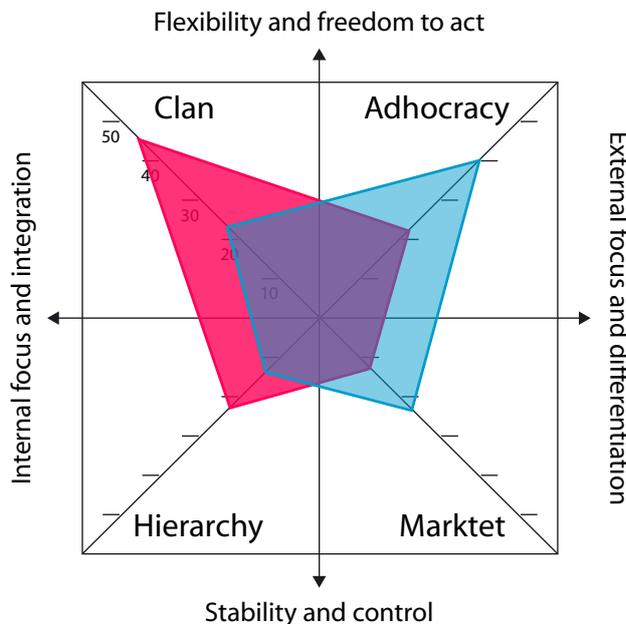


**example cultural profile current (fuchsia) and preferred (blue) situation**

## 1. The Clan culture

A pleasant place to work, where people have a lot in common
Leader Type: facilitator, mentor, team builder
Value Drivers: commitment, communication, development
Theory for Effectiveness: human development and participation are effective
Quality Strategies: empowerment, team building, employee involvement, Human Resource development, open communication

## 2. The Adhocracy culture

A dynamic, entrepreneurial, and creative place to work
Leader Type: innovator, entrepreneur, visionary
Value Drivers: innovative outputs, transformation, agility
Theory for Effectiveness: innovation, vision, and new resources are effective
Quality Strategies: surprise and delight, creating new standards, anticipating needs, continuous improvement, finding creative solutions

## 3. The Market culture

A results-oriented organization whose major concern is getting the job done
Leader Type: hard driver, competitor, producer
Value Drivers: market share, goal achievement, profitability
Theory for Effectiveness: aggressive competition and customer focus are effective
Quality Strategies: measuring customer preferences, improving productivity, creating external partnerships, enhancing competitiveness, involving customers and suppliers

## 4. The Hierarchy culture

A very formalized and structured place to work, focused on efficiency
Leader Type: coordinator, monitor, organizer
Value Drivers: efficiency, punctuality, consistency, and uniformity
Theory for Effectiveness: control and efficiency with appropriate processes are effective
Quality Strategies: error detection, measurement, process control, systematic problem solving, quality tools

# Complete the assessment and get your culture profile

The respondent must divide 100 points over four statements that correspond to the four culture types, according to the present organization. In this way, people assess the six key aspects of organizational culture that were found to determine success:

♦ Dominant characteristics
♦ Organizational leadership
♦ Management of employees
♦ Organization glue
♦ Strategic emphases
♦ Criteria of success

By answering the questionnaire a second time, now

according to the preferred organizational culture, the future profile and the desire for change can be assessed. By averaging all individual OCAI scores, a collective organization profile is calculated. In smaller teams, it's also possible to use all the separate individual profiles and discuss them.

Your organizational culture profile shows the following:
♦ The current dominant culture
♦ Any discrepancy between current and preferred culture
♦ The strength of the dominant culture (the number of points awarded)
♦ The congruency of the six aspects (Cultural incongruence often leads to a desire for change. Because different values and goals can take a lot of time and discussion.)
♦ Comparison of the culture profile with the average for the sector or industry group
♦ Comparison with average trends; in what phase of development is the organization?

## Select your product at OCAI online

### OCAI One
Individual completion of the assessment is free of charge. You will get your profile directly in a hyperlink, presented as a graph with a short explanation. OCAI One is a convenient option to try out this assessment before using it in your team of organization as an OCAI Pro or OCAI Enterprise. Take 17 minutes and try the assessment today!

### OCAI Pro
For teams and organizations: The results of all respondents are combined in an extensive report with profiles of the current and preferred culture. You will also get separate scores on the six aspects of culture and tips for achieving the preferred culture. You also receive our two work kits; see below.

### OCAI Enterprise
This product gives you tailor-made options. In addition to the collective profile of OCAI Pro, you can have as many profiles calculated as you want. For example, you can check out the differences between managers and staff or discern profiles for different sections or sites. You also get our two work kits; see below.

## Utilize your culture change with our two work kits

The OCAI is a practical tool to define your starting point and the preferred situation. The assessment will stimulate awareness and launch the change; people will start thinking and talking about needed changes and how to achieve future goals and enhance performance. Then engage them in a workshop and have everyone contribute to making the best possible action plan for change. Tackle objections. Prevent resistance. Enhance performance with this engaging and involving way to start collective step-by-step change with broad support at all organizational levels.

That's why OCAI Online supplies two ready-to-use kits that make outside experts superfluous. The OCAI Preparation Kit will help you prepare, start, and monitor the assessment.
The OCAI Work Kit will help you fully use and benefit from the results. It contains a manual, a road map, and a complete PowerPoint presentation for a one- or two-day OCAI workshop.

## Want to know more?

Check out further product details at www.ocai-online.com, read our blog, try the assessment for free, subscribe to our updates, and download our extras.

## OCAI Online: Assess organizational culture

♦ Fully automated, secure, and validated assessment
♦ Quick tool with recognizable results
♦ Easy online access for as many participants as you want
♦ Small investment in time and money with a huge harvest of information
♦ Select OCAI Pro or OCAI Enterprise for teams and organizations
♦ Clear starting point for change, reengineering, merger, or new strategy, etc.
♦ Feasible by the Board, executives, managers, team leaders, consultants, HR directors, and all other employees
♦ Benefit from our two ready-to-use work kits for your assessment and culture change
♦ No outside consultants necessary: utilize the empowering effect on your people!

# www.ocai-online.com