

Organizational Culture Assessment

Two opposite statements will anchor each of the remaining questions. Select on **ONE** of the five boxes between the statements to indicate **which statement is most like the work environment** in your organization. At work, in my organization:

1.	In matters of business ethics and honesty, the standards are felt to be high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pragmatic, not dogmatic in matters of ethics
2.	Employees are comfortable in unfamiliar situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Employees perceive themselves as avoiding risks
3.	No one thinks of cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Everybody is cost conscious
4.	People put in limited effort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People put in maximal effort
5.	Personal problems of employees are taken into account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Little concern for personal problems of employees
6.	Only very special people fit in the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Almost anyone would fit into the department
7.	Meeting times are only kept approximately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting times are kept punctually
8.	Do not look far into the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Think three years ahead or more
9.	Each day is pretty much the same	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Each day brings new challenges
10.	New employees need more than a year to feel at home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	New employees need only a few days to feel at home
11.	Results are more important than procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Major emphasis on correctly following organizational procedures, which are more important than results
12.	People's private life is their own business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Employees feel the organization's norms cover their behavior at home as well as on the job
13.	In hiring employees, the company takes their social and family background into account as much as their job competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Job competence is only criterion in hiring people
14.	Jokes about the company and the job are frequent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Always speak seriously of organization and job
15.	Department is only interested in work people do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Department takes a responsibility in employee welfare
16.	The department and its people are open to newcomers and outsiders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Department and people closed and secretive
17.	Important decisions made by individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Important decisions tend to be made by groups or committees
18.	No emphasis on meeting customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Major emphasis on meeting customer needs

Org Culture Scoring Key

Value of ? Value of ? Value of ? Score

Results (I) v Process (5)

Q2 _____ Q4 _____ Q9 _____ _____

It opposes a concern with means to a concern with goals. The process oriented culture people perceive themselves as avoiding risks and making only a limited effort in their jobs—each day is pretty much the same. Results oriented people perceive themselves as comfortable in unfamiliar situations—each day brings in new challenge (Hofstede, 1997).

Job (I) v Employee (5)

Q5 _____ Q15 _____ Q17 _____ _____

It opposes a concern for people to a concern for completing the job. Employee oriented cultures people feel their personal problems are taken into account; the organization takes a responsibility for employee welfare. Job oriented cultures people experience a strong pressure to complete the job; they perceive the organization as only interested in the work the employees do (Hofstede, 1997).

Professional (I) v Parochial (5)

Q8 _____ Q12 _____ Q13 _____ _____

It opposes units whose employees derive their identity largely from the organization to units in which people identify with their type of job. Members of parochial culture feel the organization's norms cover their behavior on the job as well as their home. Members of professional cultures consider their private lives their own business (Hofstede, 1997).

Closed (I) v Open (5)

Q6 _____ Q10 _____ Q16 _____ _____

It opposes open systems to closed systems. In open systems, members consider both the organization and its people open to newcomers and outsiders; almost anyone would fit into the organization. In closed systems, the organization and its people are felt to be closed and secretive, even among insiders (Hofstede, 1997).

Tight (I) v Loose (5)

Q3 _____ Q7 _____ Q14 _____ _____

It refers to the amount of internal structuring in the organization. In loose control units, people think that no one is concerned about costs, meeting times are only approximate, and jokes about the organization and job are frequent. People in tight control units describe their work environment as cost conscious, specific meeting times, jokes about the company or job are rare (Hofstede, 1997).

Pragmatic (I) v Normative (5)

Q1 _____ Q11 _____ Q18 _____ _____

It deals with the notion of customer orientation. Pragmatic cultures are market driven; normative cultures people perceive their task toward outside world as the implementation of some sacred rules. To normative cultures people, following organizational procedures are more important than the results. To pragmatic units people, results and meeting customer needs is more important than following the procedures (Hofstede, 1997).