

Report

Organizational Culture
Assessment Instrument

City of Gainesville Government Division

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OCAI online

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The Organizational Culture Assessment Instrument (OCAI) Introduction

Welcome to this report with your Culture Profiles! Please read this Introduction as it will help you understand and work with your results.

Culture influences organizational performance, innovation, agility, engagement, and competitiveness. Research shows that a toxic culture decreases productivity with 40%, while an effective culture increases productivity with 20%, and a positive culture even with 30-40%. Your OCAI culture profiles are an insightful start to developing your organizational culture.

The Organizational Culture Assessment Instrument (OCAI, © Kim Cameron) is a validated tool for assessing organizational culture, developed by Robert Quinn and Kim Cameron at the University of Michigan. It is based on the Competing Values Framework: one of the most useful frameworks in business and used by over 10,000 companies in 30 years (ten Have, 2003).

The Competing Values Framework (CVF) is validated by the research of Denison, 1990; Howard, 1998; Deshpande & Farley, 2004. It corresponds with other dimensions that describe how people behave when organizing (Linnenluecke, 2010; Ralston, Tong, Terpstra, Wang & Egri, 2006; Cameron & Quinn, 2006). It aligns with the biological drives in the brain: the need to bond, to learn, to acquire, and to defend. (Paul Lawrence, Nitin Nohria, 2002). The CVF can also be related to the “Big Five” personality traits, the MBTI, and the four psychological types discovered by Carl Gustav Jung.

The Competing Values Framework consists of four Competing Value sets that correspond with four types of organizational culture. Every organization has a unique mix of the four culture types. Quinn and Cameron’s extensive research showed that most organizations develop a dominant culture.

The OCAI is a well-researched and validated culture assessment, but also compact with six aspects that reliably represent an organization’s culture.

The Competing Values Framework

The CVF emerged from research to identify the organizational effectiveness criteria

(Quinn & Rohrbaugh, 1981). The criteria that were found to make a difference are the dimensions internal-external, and stability-flexibility.

An organization might have an internal orientation; focusing inward on development, collaboration, integration of activities, coordination. The opposite is an external orientation; looking at the market, what's possible with the latest technology, what competitors are doing, what customers want, and it could diversify activities as a result.

Both internal and external attention is needed to be successful in the long run - but depending on their environment an organization will have a dominant preference. An active, volatile market calls for an external orientation whereas a stable environment allows an internal focus.

The second defining dimension is the focus on stability or flexibility — organizations that prefer stability value clear structures, planning, budgets, and reliability. Organizations that value flexibility, strive to adapt quickly to changing circumstances - focusing more on people and activities than on structure, procedures, and plans.

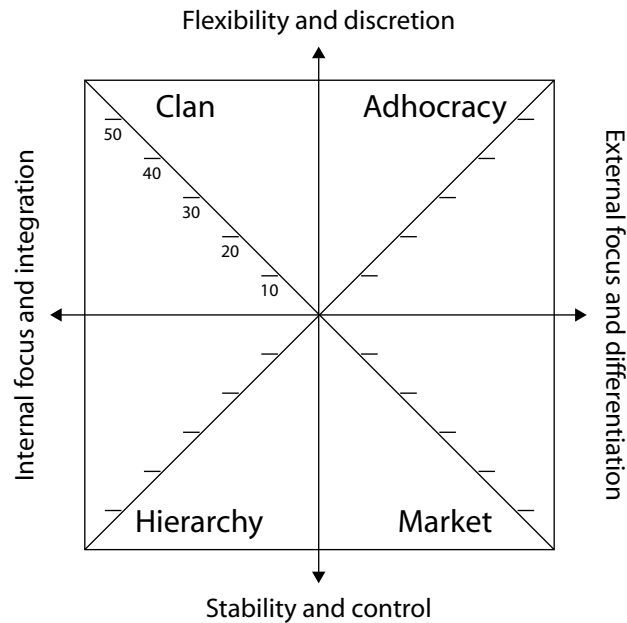
Note the “competing” nature of the values: organizations focus on the inside or the outside - but cannot do both at the same time. The same goes for stability and flexibility. Organizations can spend their money, attention, and time only once, so they tend to emphasize one value set over the other.

However, Quinn and Cameron found that the most effective organizations use all four value sets when necessary and they can show contradictory behavior. Most organizations however have a focused repertory of values and behaviors and a dominant culture type.

What is the best culture type for your organization? A culture type works best in the activities domain that aligns with its values. In the health care sector, for instance, we often see Collaborate or Clan culture.

However: there is no ultimate “best” organizational culture prescribed by the Competing Values Framework. The model is descriptive, not normative!

In a specific domain or market, one culture type might fit better than another, and this is for the organization to decide. “When would be at our best - given our clients, our employees, our challenges, our resources?” This is an important question to answer when you work with your OCAI Profile. (Read more below).



The culture types

The two dimensions of “competing values” combined create four culture types: the dynamic, entrepreneurial Create Culture, the people-oriented, friendly Collaborate Culture, the process-oriented, structured Control Culture and the results-oriented, competitive Compete Culture. Also known as Adhocracy, Clan, Hierarchy and Market culture (Cameron & Quinn).

The Create / Adhocracy Culture

A dynamic, entrepreneurial, and creative place to work. The leaders are considered innovators and risk takers, and so are employees. They share a commitment to experimentation and innovation. Prominence is emphasized. The long-term goal is to grow and create new resources. The availability of new products or services is seen as a success. The organization values individual initiative and freedom.

Typical examples in sectors like start-ups, technology-driven industries (communications, sustainability), and services like Airbnb, Uber.

Leader Type: innovator, entrepreneur, visionary.

Value Drivers: innovative outputs, transformation, agility.

Theory for Effectiveness: innovativeness, vision, and new resources produce effectiveness.

Quality Strategies: surprise and delight, create new standards, anticipate needs, continuous improvement, find creative solutions, “fail fast forward”.

The Collaborate / Clan Culture

This working environment is friendly. People have a lot in common, and it feels like a large family. The leaders are seen as mentors or maybe even father figures. The organization values loyalty and tradition. There is great involvement. They emphasize long-term Human Resource Development. Success is defined within the framework of addressing the needs of the clients and caring for the people. The organization promotes teamwork, participation, and consensus.

Typical examples in sectors like health care, education, some government agencies, not-for-profits.

Leader Type: facilitator, mentor, team builder.

Value Drivers: commitment, communication, development.

Theory for Effectiveness: human development and participation produce effectiveness.

Quality Strategies: empowerment, team building, employee involvement, Human Resource development, open communication.

The Control / Hierarchy Culture

This is a formalized and structured workplace. Procedures direct what people do. Leaders are proud of efficiency-based coordination and organization. Keeping the organization functioning smoothly is most crucial. Formal rules and policies keep the organization together. The long-term goals are stability and results, paired with efficient and smooth execution of tasks. Reliable delivery, continuous planning, and low cost define success. Personnel management has to guarantee work and predictability.

Typical examples in sectors like medicine, nuclear power, military, government, banking and insurance, transportation.

Leader Type: coordinator, monitor, organizer.

Value Drivers: efficiency, punctuality, consistency, and uniformity.

Theory for Effectiveness: control and efficiency with appropriate processes produce effectiveness.

Quality Strategies: error detection, measurement, process control, systematic problem solving, quality tools.

The Compete / Market Culture

This is a results-based workplace that emphasizes targets, deadlines, and getting things done. People are competitive and focused on goals. Leaders are hard drivers, producers,

and rivals. They can be tough with high expectations. The emphasis on winning keeps the organization together. Reputation and success are the most important. Long-term focus is on rival activities and reaching goals. Market dominance, achieving your goals, and great metrics are the definitions of success. Competitive prices and market leadership are important. The organizational style is based on competition. Typical examples in sectors like consultancy, accountancy, sales and marketing, services, manufacturing.

Leader Type: hard driver, competitor, producer.

Value Drivers: market share, goal achievement, profitability.

Theory for Effectiveness: aggressive competition and customer focus produce effectiveness.

Quality Strategies: measure customer preferences, improve productivity, create external partnerships, enhance competitiveness, involve customers and suppliers.

The OCAI assessment

The scientific basis of this culture assessment is excellent, but what is best is its practical applicability. The CVF helps you see what people value and emphasize when they organize activities, and, thus, what type of culture prevails. By comparing the current with the preferred culture, you'll see where the organization currently is and where it would like to go.

The OCAI (© Kim Cameron) was carefully designed, tested, and validated. Respondents are asked to score six aspects of culture:

1. Dominant characteristics
2. Organizational leadership
3. Management of employees
4. Organization glue
5. Strategic emphases
6. Criteria of success

For each aspect, respondents must divide 100 points over four statements. The questionnaire statements can be found in the appendix. They assign the most points to the statement that is most true, and the least or none to the statement that doesn't fit with their organization.

This way of scoring is deliberately designed. By dividing 100 points over four statements, respondents have to weigh and choose in the Competing Values Framework. In reality,

you can't have everything maximized at the same time. A Likert-scale would allow people to give all statements a 1 or a 5. The current way of allocating 100 points is more realistic.

The six aspects are based on extensive research. Adding more variables does not enhance the survey's validity. Hence, the survey is short and sweet while it yields a valid representation of culture. (If you want to know more about validity and reliability, please see the book by Cameron & Quinn: *Diagnosing and Changing Organizational Culture*).

By averaging the individual OCAI scores, the collective team or organization profile shows the overview of current and preferred culture. It's insightful to compare the culture profiles of departments, locations, levels, or professions within one organization.

The first round of scoring yields a profile of the current culture. The second round focuses on the preferred organizational culture in the future. The gap between these two profiles shows the desire for and direction of change.

Working with your OCAI culture profile

The OCAI provides a validated, visual and quantitative profile of current and preferred culture. Before looking at your specific culture profile, let's see what you can do with it.

Your OCAI culture profile shows:

- ◆ The dominant current culture
- ◆ The discrepancy between the present (fuchsia area) and preferred culture (blue)
- ◆ The strength of the current culture
- ◆ The strength of the preferred culture
- ◆ The change readiness and desire: in what direction?
- ◆ People's current "pain" and the "gain" of the desired change

This report also shows the congruency of the six culture aspects. Are they aligned or not? If the six culture aspects emphasize different values, people may be confused, frustrated, and conflicts could ensue. Cultural incongruence often leads to a desire to change, because different values in different areas compete with each other.

An example of incongruence: the Strategic Emphases are focused on the people-oriented Collaborate/Clan values while the Criteria of Success are based on the results-oriented Compete/Market values. In other words: we state that we care for people but we reward them for results. This could lead to confusion, conflict, delay, divergence of efforts, and so on.

Your OCAI profile is an insightful map, but the journey to develop the best possible culture requires action.

Based on our consulting experience, it works best to translate the culture profile to daily behaviors in your organization if you want to change or improve the culture. Once you understand the current values, beliefs, and “the way we do things around here” you’ll discover what needs to change to move toward the desired future.

In this process, generic advice is not useful. As every organization is different, it’s important to understand the typical details of your culture and to customize your change efforts.

That’s why we recommend to work with the results in an OCAI Workshop or Change Circle per (executive) team. This approach is explained in the OCAI Work Kit that comes with your online assessment and is based on Marcella Bremer’s book “[Organizational Culture Change](#)”. The book is recommended reading to facilitate culture change.

Next, benefit from Marcella Bremer’s book “[Developing a Positive Culture](#)” that offers Interaction Interventions and team practices to develop a (more) positive and productive culture.

Here’s our advice for Culture change or development:

Culture Change Process Outline

1. Online Organizational Culture Assessment Instrument
2. OCAI Workshop, Culture Focus Group, or Change Circle
3. Recurring Change Circles/meetings to sustain the changes
4. E-learning as support for your onsite culture change process

1. Online Organizational Culture Assessment Instrument

Your team or organization assesses the current and preferred culture with the online OCAI.

2. OCAI Workshop, Culture Focus Group, or Change Circle

In an OCAI Workshop, the participants add qualitative information to the quantitative culture profile from the assessment. They identify typical values, beliefs, behaviors, and outcomes that are “normal” in the culture, and what they would need for the preferred culture. For instance, participants translate culture to daily behaviors for managers, engineers, front desk staff, factory workers, and so on. Participants develop a change

plan per team to move toward the new culture, take ownership and start doing the new behaviors with mutual support.

You can organize workshops per team or organize open-enrollment workshops for anyone who's interested in the culture. You can read more about the [OCAI Culture Workshop](#).

3. Recurring Change Circles/meetings to sustain the changes

People also need perseverance. OCAI teams or Change Circles offer mutual support while practicing new behaviors and interventions. After the first OCAI-workshop, people might convene every 2-4 weeks to keep the change going and adjust plans if needed.

Some teams use the first 30 minutes of regular meetings to check in on culture behaviors. What matters is that you keep working with culture. You'd better shape the culture - or it will shape you.

4. Add e-learning to your onsite culture change process

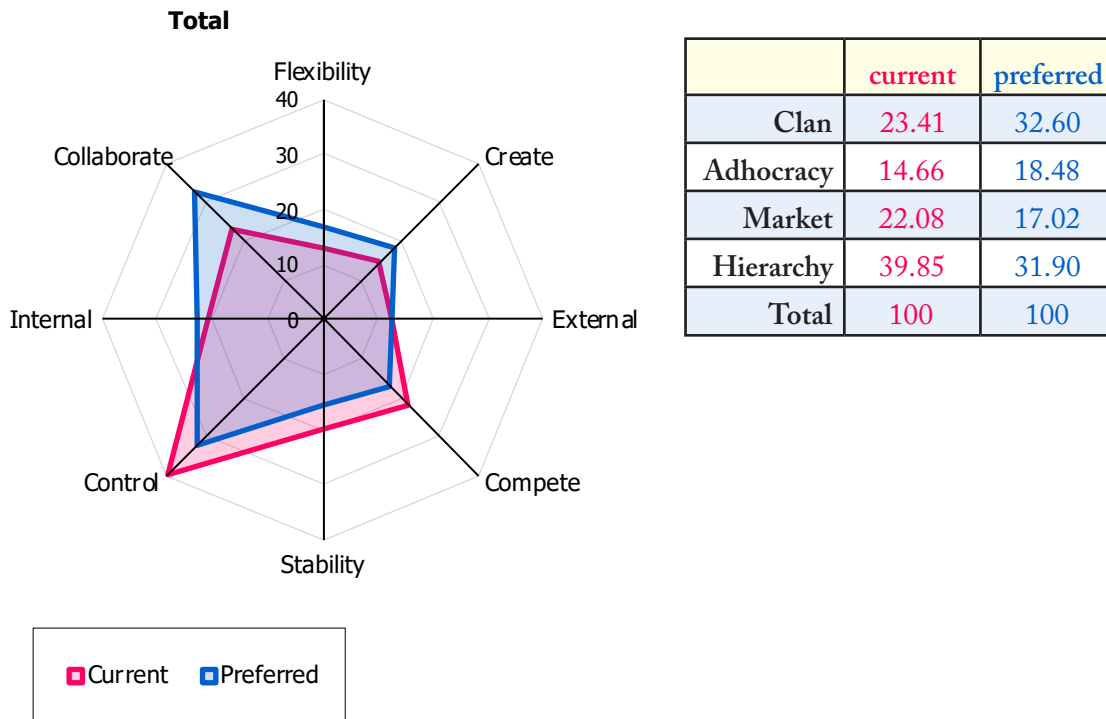
Culture change requires collective learning. A critical mass of organization members must change how they think, what they value, and how they interact and act. That's where the online Positive Culture Academy can help. Each module explains culture and positive (self-)leadership, offers tools, and invites people to take ownership, to customize and apply the tools on the job.

E-learning can blend in with your in-person workshops and culture focus groups. This helps busy professionals to develop an effective culture that becomes the "new normal." Check out the curriculum and see how the [Positive Culture Academy](#) for teams can leverage your organizational culture change process.

If you need more help to work with your OCAI culture profile, please check our other products and services. We offer online training, consulting, and onsite facilitation.

Let's take a look at your OCAI Culture Profiles now to see what they reveal.

Results City of Gainesville



Above you see a profile of City of Gainesville (545 participants). The culture profile is a mix of the four Culture Types in the Competing Values Framework. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduct the following:

The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied mix of culture types) often depends on the environment: how flexible should the organization be to respond effectively? In general, if a culture type is very dominant changes might require more efforts.

In this case we see the following:

The dominant culture is the type that scored highest, in this case hierarchy culture (39.85 points): structure, procedures, efficiency and predictability. Followed by clan culture (23.41 points): a very pleasant place to work where people share a lot of themselves and commitment is high. Third is market culture (22.08 points): results-oriented,

production, goals and targets and competition. The adhocracy culture is present as well (14.66 points): a dynamic, entrepreneurial, and creative place to work.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on procedures and planning.

Discrepancy between current and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Respondents divide 100 points over four culture types, so if they allocate less points to one type, another culture type must gain more points. The shifts from current to preferred culture types tend to be less extreme with this way of scoring than with a Likert-scale from 1 to 5.

Given this moderating effect, differences of over 10 points are especially relevant and are an invitation to take swift action. It's also important to look at smaller shifts as they can be significant as well. "What does it mean that respondents want 5 points less of this culture type? Why?" An OCAI-workshop to work with the profile can yield important insights.

In this case we see:

The largest desired difference can be seen in clan culture, with an increase of 9.19 points: the focus on people could be more. Subsequently hierarchy culture with a decrease of 7.95 points could be less focused on formality. Market culture decreases with 5.06 points and adhocracy culture increases with 3.82 points.

The dominant culture in the preferred situation becomes clan culture, followed by hierarchy culture, adhocracy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is not valid here.

Cultural Congruence

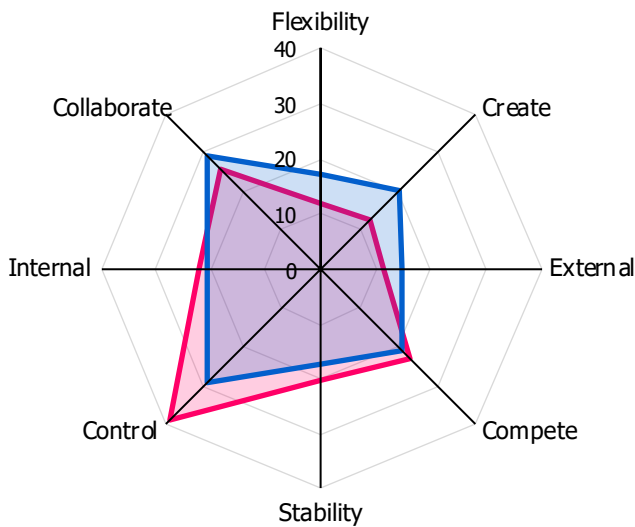
Congruence on the six culture aspects means that strategy, style of leadership, reward system, management of employees and organizational characteristics are based on the same value sets, and are alike.

Research shows that successful organizations often have a congruent culture. They

experience fewer conflicts and contradictions. Cultural incongruence will often stimulate an awareness of the necessity of change. Incongruence takes time and debate; it leads to differences in values, views, targets, and strategies.

Dominant Characteristics

1. Dominant characteristics



	current	preferred
Clan	25.74	29.15
Adhocracy	12.43	20.46
Market	22.93	21.12
Hierarchy	38.90	29.27
Total	100	100

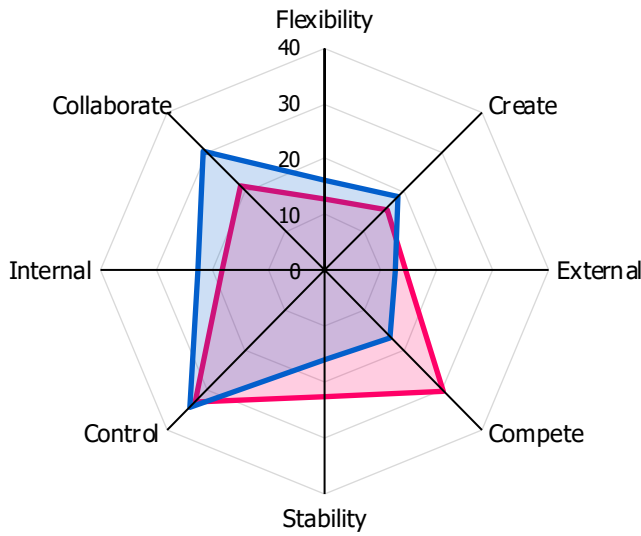
For this aspect, hierarchy culture scores highest: 38.90 points. The dominant characteristics are formalized and structured where procedures govern what people do. The other culture types respectively scored as follows: clan culture (25.74 points), market culture (22.93 points) and adhocracy culture (12.43 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both hierarchy culture and adhocracy culture require further attention with a decrease of 9.63 points and an increase of 8.03 points. Clan culture increases with 3.41 points and market culture decreases with 1.81 points.

Organizational Leadership

2. Organizational leadership



	current	preferred
Clan	21.20	30.50
Adhocracy	15.61	18.52
Market	30.26	16.75
Hierarchy	32.92	34.23
Total	100	100

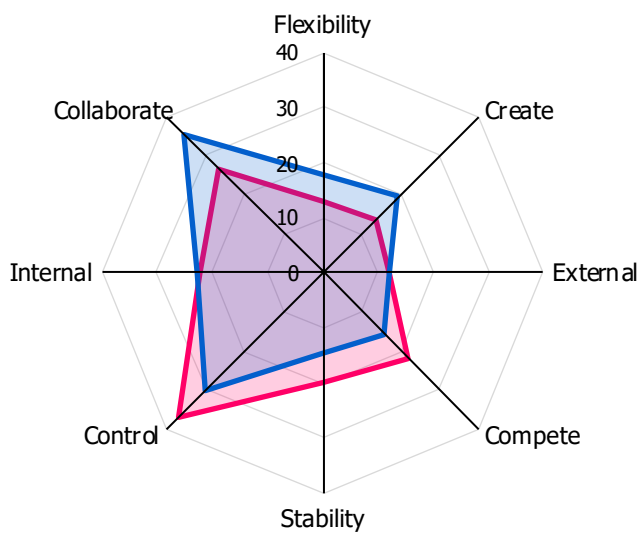
How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be coordinators and organizers (hierarchy culture: 32.92 points). And they have more qualities: hard drivers, producers and competitors (market culture: 30.26 points). They are also considered to be mentors and parent figures (clan culture: 21.20 points). Leaders are least considered to be innovators and risk takers (adhocracy culture: 15.61 points).

Most prominent: market culture should decrease considerably, as indicated by the preferred culture situation. Market culture would score 16.75 points. With a decrease of 13.51 points compared to the current culture, this is definitely a point of interest. Clan culture increases with 9.30 points which requires attention and adhocracy culture increases with 2.91 points. Hierarchy culture increases with 1.31 points.

Management of Employees

3. Management of employees



	current	preferred
Clan	26.83	35.21
Adhocracy	13.81	19.35
Market	22.19	15.57
Hierarchy	37.17	29.86
Total	100	100

Security of employment, conformity, predictability and stability in relationships are important: management of employees match the hierarchy culture with 37.17 points.

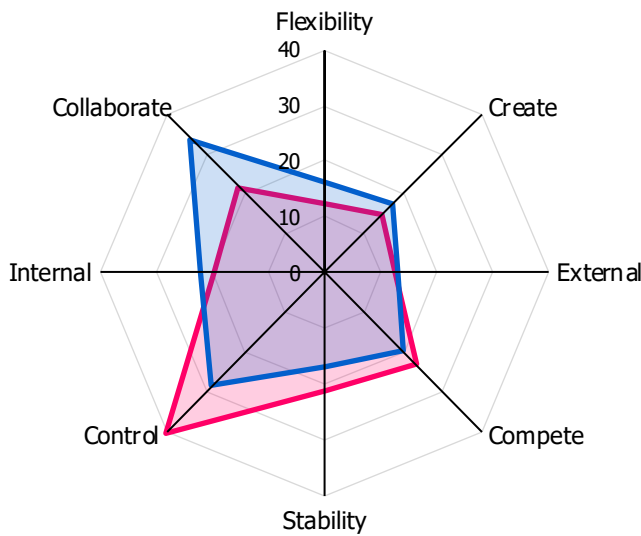
Secondly we see clan culture (26.83 points): teamwork, consensus and participation. Hard-driving competitiveness, high demands and achievement score 22.19 points (market culture). Individual risk taking, innovation, freedom and uniqueness are least prevalent, adhocracy culture scores 13.81 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Clan culture, hierarchy culture, market culture and adhocracy culture all require further attention with an increase of 8.38 points, a decrease of 7.31 points, a decrease of 6.62 points and an increase of 5.54 points respectively.

Organization Glue

4. Organization glue



	current	preferred
Clan	21.72	33.93
Adhocracy	14.50	17.36
Market	23.30	19.89
Hierarchy	40.48	28.81
Total	100	100

The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important (hierarchy culture: 40.48 points).

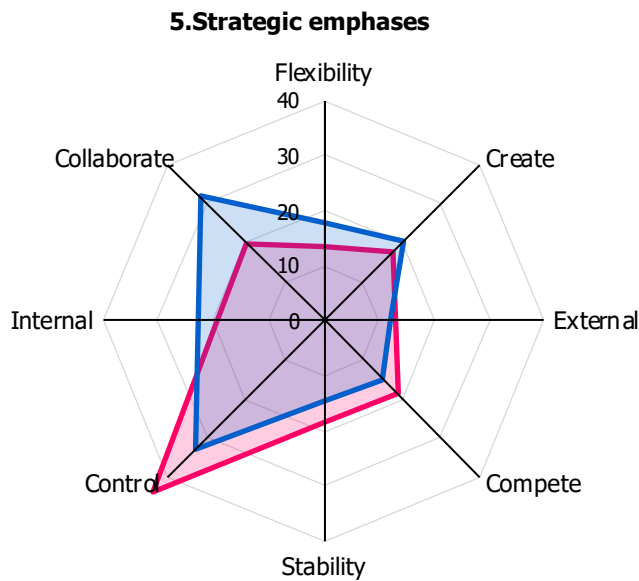
Next we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes: market culture scores 23.30 points.

Third we see loyalty and mutual trust. Commitment to this organization runs high (clan culture: 21.72 points).

Finally we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 14.50 points.

Both in clan culture and in hierarchy culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (+12.21 and -11.67 points respectively). Market culture decreases with 3.41 points. Adhocracy culture increases with 2.86 points.

Strategic Emphases



	current	preferred
Clan	19.52	31.69
Adhocracy	17.91	20.48
Market	18.82	14.92
Hierarchy	43.75	32.91
Total	100	100

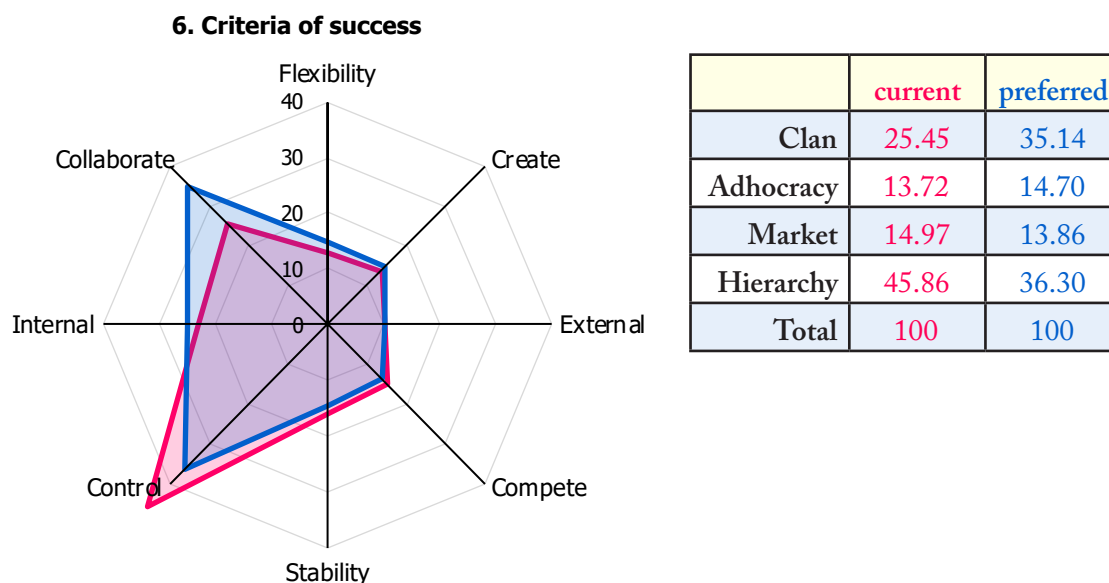
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. These are strategic emphases according to hierarchy culture (43.75 points).

Second with 19.52 points we find clan culture. Emphases are on human development. High trust, openness, and participation persist.

Third we see competitive actions and achievement. Attaining targets and winning in the marketplace are dominant (market culture: 18.82 points). Finally we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 17.91 points).

Both in clan culture and in hierarchy culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (+12.17 and -10.84 points respectively). Market culture decreases with 3.90 points. Adhocracy culture increases with 2.57 points.

Criteria of Success



Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 45.86 points).

Additionally, success is determined based on development of human resources, teamwork, employee commitment and concern for people (clan culture: 25.45 points).

Next, the organization values winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 14.97 points).

Finally, the organization is considered successful based on having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 13.72 points).

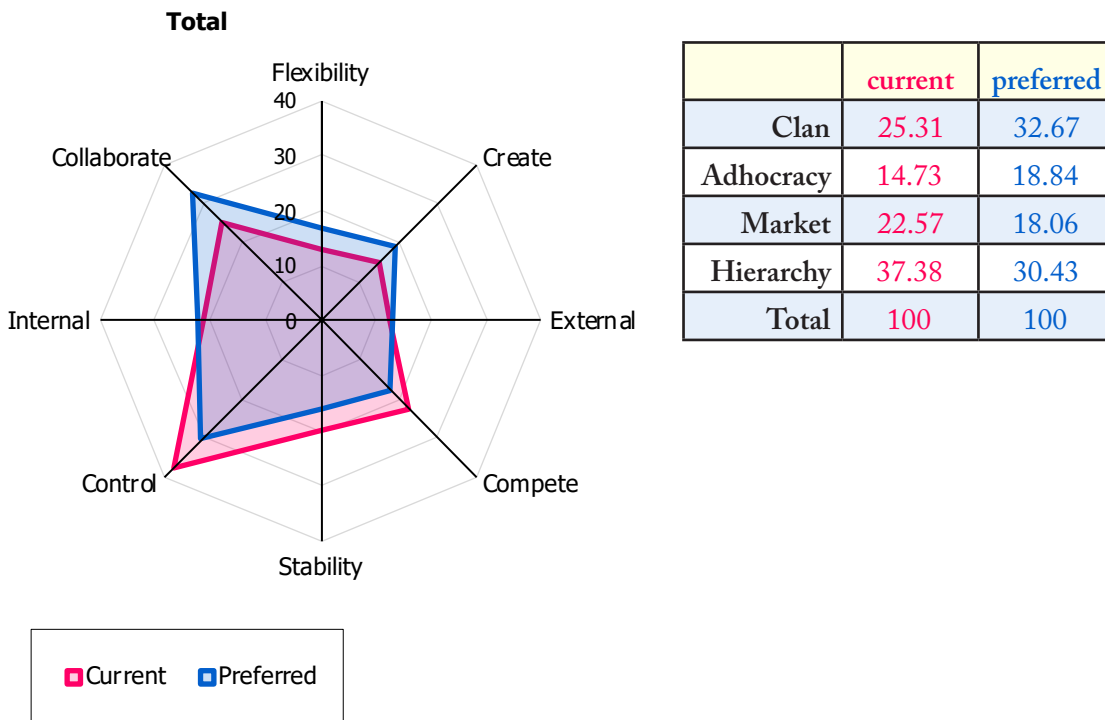
The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both clan culture and hierarchy culture require further attention with an increase of 9.69 points and a decrease of 9.56 points. Market culture decreases with 1.11 points and adhocracy culture increases with 0.98 points.

Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is reasonably congruent. Less than 6 of the 24 differences (4) are larger than or equal to 5 compared to the average culture. In all aspects hierarchy culture is the dominant culture type.

Results Gainesville Regional Utilities



Above you see a profile of Gainesville Regional Utilities (270 participants). The culture profile is a mix of the four cultural ‘archetypes’. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduce the following:

The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied mix of culture types) often depends on the environment: how flexible should the organization be to respond effectively? In general, if a culture type is very dominant changes might require more efforts.

In this case we see the following:

The dominant culture is the type that scored highest, in this case hierarchy culture (37.38 points): structure, procedures, efficiency and predictability. Followed by clan culture (25.31 points): a very pleasant place to work where people share a lot of themselves

and commitment is high. Third is market culture (22.57 points): results-oriented, production, goals and targets and competition. The adhocracy culture is present as well (14.73 points): a dynamic, entrepreneurial, and creative place to work.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on procedures and planning.

Discrepancy between current and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Respondents divide 100 points over four culture types, so if they allocate less points to one type, another culture type must gain more points. The shifts from current to preferred culture types tend to be less extreme with this way of scoring than with a Likert-scale from 1 to 5.

Given this moderating effect, differences of over 10 points are especially relevant and are an invitation to take swift action. It's also important to look at smaller shifts as they can be significant as well. "What does it mean that respondents want 5 points less of this culture type? Why?" An OCAI-workshop to work with the profile can yield important insights.

In this case we see:

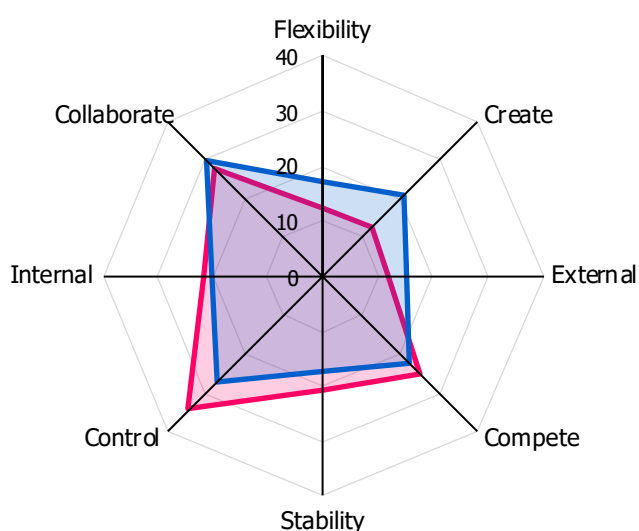
The largest desired difference can be seen in clan culture, with an increase of 7.36 points: the focus on people could be more. Subsequently hierarchy culture with a decrease of 6.95 points could be less focused on formality. Market culture decreases with 4.51 points and adhocracy culture increases with 4.11 points.

The dominant culture in the preferred situation becomes clan culture, followed by hierarchy culture, adhocracy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is not valid here.

Dominant Characteristics

1. Dominant characteristics



	current	preferred
Clan	28.01	30.01
Adhocracy	12.70	20.74
Market	24.95	22.24
Hierarchy	34.34	27.01
Total	100	100

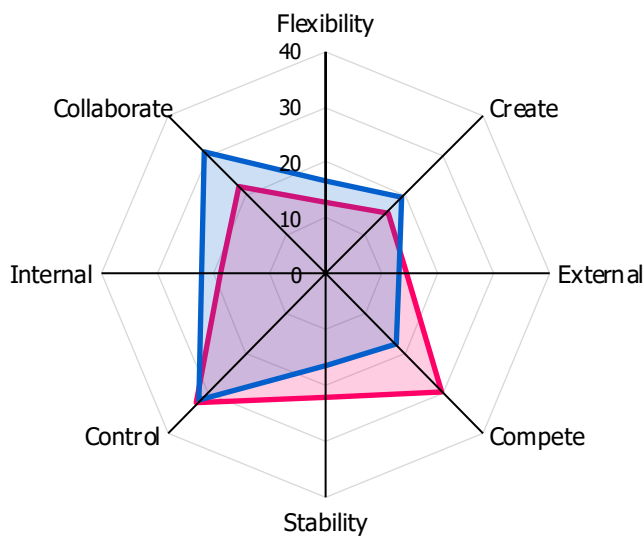
For this aspect, hierarchy culture scores highest: 34.34 points. The dominant characteristics are formalized and structured where procedures govern what people do. The other culture types respectively scored as follows: clan culture (28.01 points), market culture (24.95 points) and adhocracy culture (12.70 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both adhocracy culture and hierarchy culture require further attention with an increase of 8.04 points and a decrease of 7.33 points. Market culture decreases with 2.71 points and clan culture increases with 2.00 points.

Organizational Leadership

2. Organizational leadership



	current	preferred
Clan	22.15	30.73
Adhocracy	15.62	19.14
Market	29.62	18.02
Hierarchy	32.61	32.10
Total	100	100

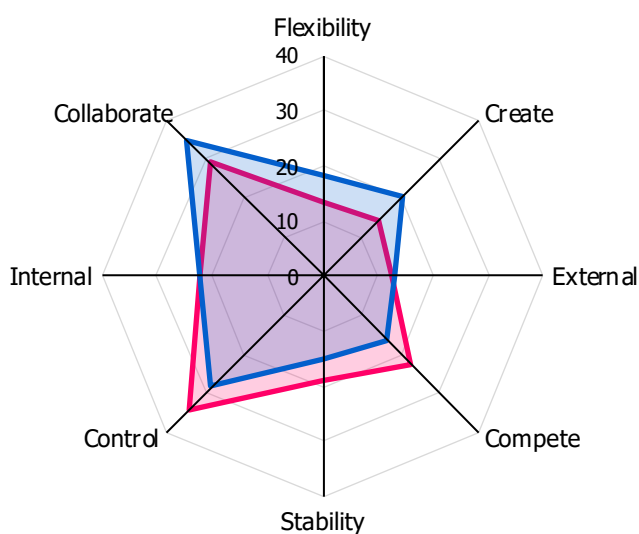
How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be coordinators and organizers (hierarchy culture: 32.61 points). And they have more qualities: hard drivers, producers and competitors (market culture: 29.62 points). They are also considered to be mentors and parent figures (clan culture: 22.15 points). Leaders are least considered to be innovators and risk takers (adhocracy culture: 15.62 points).

Most prominent: market culture should decrease considerably, as indicated by the preferred culture situation. Market culture would score 18.02 points. With a decrease of 11.60 points compared to the current culture, this is definitely a point of interest. Clan culture increases with 8.58 points which requires attention and adhocracy culture increases with 3.52 points. Hierarchy culture decreases with 0.51 points.

Management of Employees

3. Management of employees



	current	preferred
Clan	28.98	34.73
Adhocracy	14.33	20.24
Market	22.40	16.62
Hierarchy	34.30	28.40
Total	100	100

Security of employment, conformity, predictability and stability in relationships are important: management of employees match the hierarchy culture with 34.30 points.

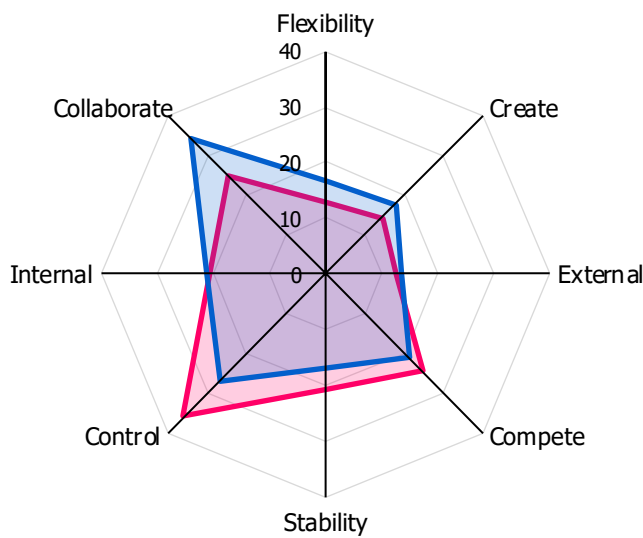
Secondly we see clan culture (28.98 points): teamwork, consensus and participation. Hard-driving competitiveness, high demands and achievement score 22.40 points (market culture). Individual risk taking, innovation, freedom and uniqueness are least prevalent, adhocracy culture scores 14.33 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Adhocracy culture, hierarchy culture, market culture and clan culture all require further attention with an increase of 5.91 points, a decrease of 5.90 points, a decrease of 5.78 points and an increase of 5.75 points respectively.

Organization Glue

4. Organization glue



	current	preferred
Clan	24.84	34.36
Adhocracy	14.36	17.63
Market	24.70	21.15
Hierarchy	36.09	26.87
Total	100	100

The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important (hierarchy culture: 36.09 points).

Next we see loyalty and mutual trust. Commitment to this organization runs high: clan culture scores 24.84 points.

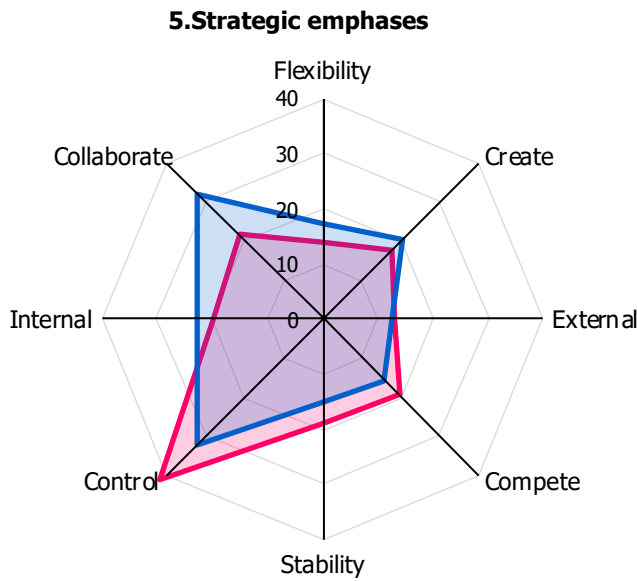
Third we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes (market culture: 24.70 points).

Finally we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 14.36 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both clan culture and hierarchy culture require further attention with an increase of 9.52 points and a decrease of 9.22 points. Market culture decreases with 3.55 points and adhocracy culture increases with 3.27 points.

Strategic Emphases



	current	preferred
Clan	21.47	32.20
Adhocracy	17.67	20.16
Market	19.47	15.61
Hierarchy	41.39	32.02
Total	100	100

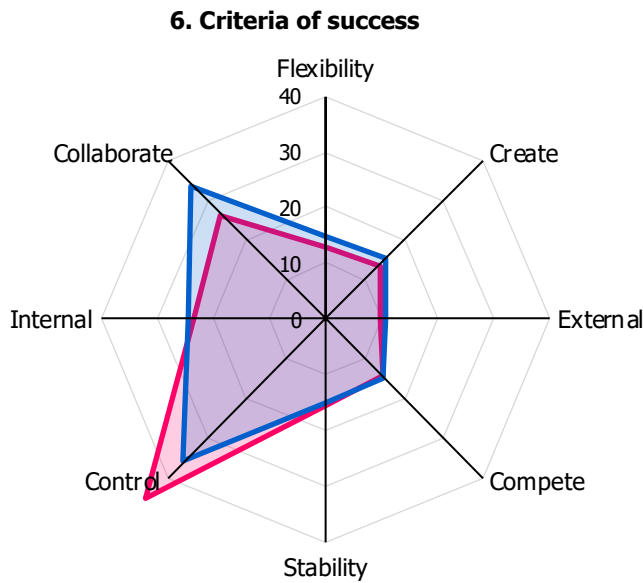
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. These are strategic emphases according to hierarchy culture (41.39 points).

Second with 21.47 points we find clan culture. Emphases are on human development. High trust, openness, and participation persist.

Third we see competitive actions and achievement. Attaining targets and winning in the marketplace are dominant (market culture: 19.47 points). Finally we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 17.67 points).

Most prominent: clan culture should increase considerably, as indicated by the preferred culture situation. Clan culture would score 32.20 points. With an increase of 10.73 points compared to the current culture, this is definitely a point of interest. Hierarchy culture decreases with 9.37 points which requires attention and market culture decreases with 3.86 points. Adhocracy culture increases with 2.49 points.

Criteria of Success



	current	preferred
Clan	26.44	33.99
Adhocracy	13.72	15.14
Market	14.31	14.70
Hierarchy	45.54	36.17
Total	100	100

Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 45.54 points).

Additionally, success is determined based on development of human resources, teamwork, employee commitment and concern for people (clan culture: 26.44 points).

Next, the organization values winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 14.31 points).

Finally, the organization is considered successful based on having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 13.72 points).

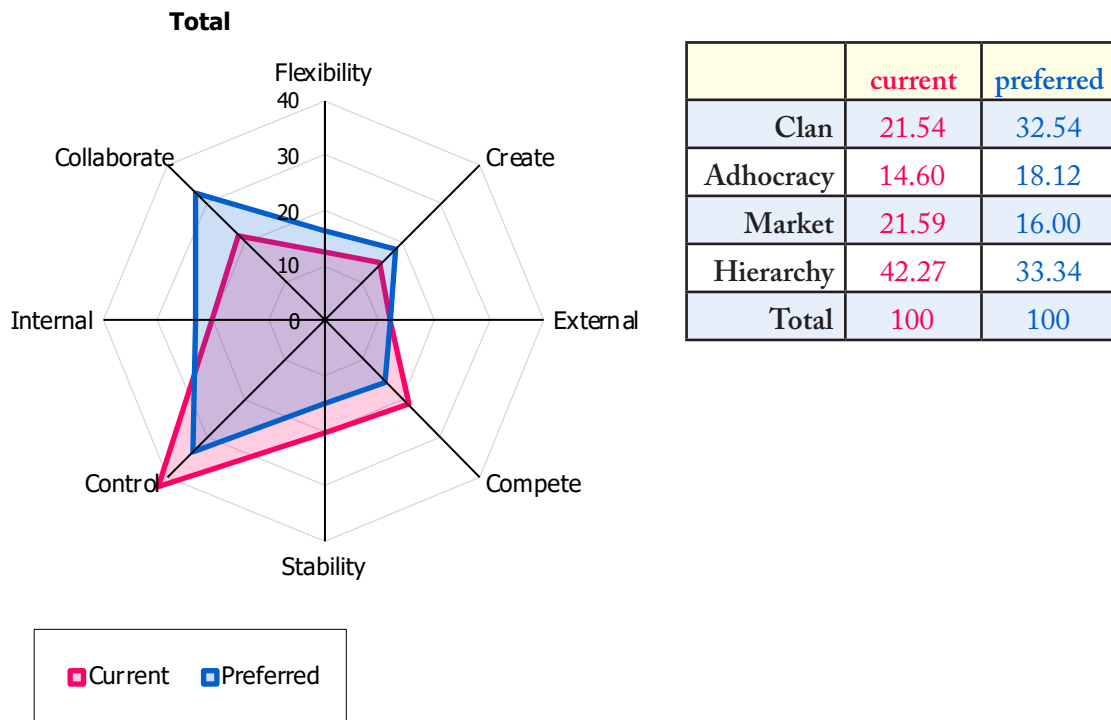
The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both hierarchy culture and clan culture require further attention with a decrease of 9.37 points and an increase of 7.55 points. Adhocracy culture increases with 1.42 points and market culture increases with 0.39 points.

Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is fairly congruent. Less than 6 of the 24 differences (3) are larger than or equal to 5 compared to the average culture. In all aspects hierarchy culture is the dominant culture type.

Results General Government



Above you see a profile of General Government (275 participants). The culture profile is a mix of the four cultural 'archetypes'. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduce the following:

The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied mix of culture types) often depends on the environment: how flexible should the organization be to respond effectively? In general, if a culture type is very dominant changes might require more efforts.

In this case we see the following:

The dominant culture is the type that scored highest, in this case hierarchy culture (42.27 points): structure, procedures, efficiency and predictability. Followed by market culture (21.59 points): results-oriented, production, goals and targets and competition. Third is clan culture (21.54 points): a very pleasant place to work where people share

a lot of themselves and commitment is high. The adhocracy culture is present as well (14.60 points): a dynamic, entrepreneurial, and creative place to work.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on procedures and planning.

Discrepancy between current and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Respondents divide 100 points over four culture types, so if they allocate less points to one type, another culture type must gain more points. The shifts from current to preferred culture types tend to be less extreme with this way of scoring than with a Likert-scale from 1 to 5.

Given this moderating effect, differences of over 10 points are especially relevant and are an invitation to take swift action. It's also important to look at smaller shifts as they can be significant as well. "What does it mean that respondents want 5 points less of this culture type? Why?" An OCAI-workshop to work with the profile can yield important insights.

In this case we see:

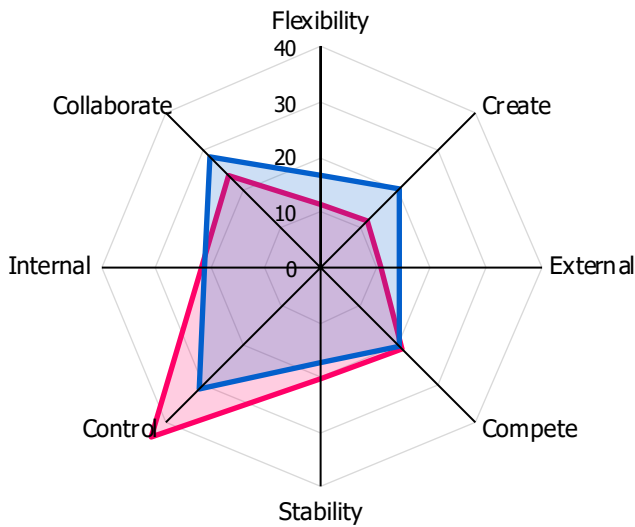
The largest desired difference can be seen in clan culture, with an increase of 11.00 points: the focus on people could be considerably more. Subsequently hierarchy culture with a decrease of 8.93 points could be less focused on formality. Market culture decreases with 5.59 points and adhocracy culture increases with 3.52 points.

The dominant culture in the preferred situation remains hierarchy culture, followed by clan culture, adhocracy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is valid for clan culture (+11.00 points).

Dominant Characteristics

1. Dominant characteristics



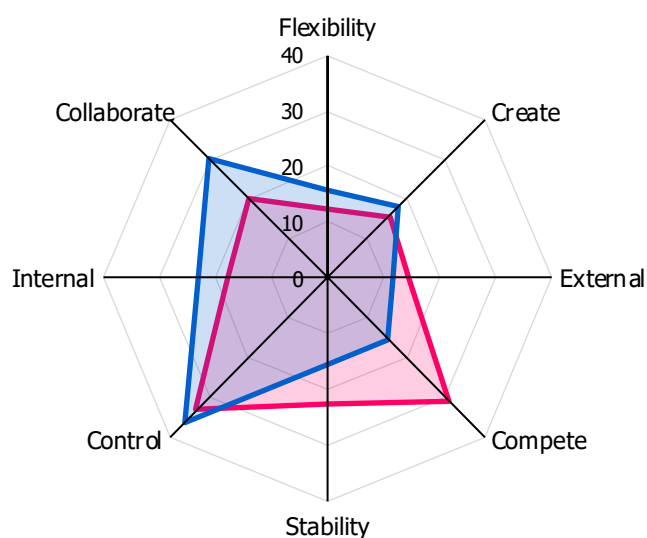
	current	preferred
Clan	23.52	28.30
Adhocracy	12.17	20.19
Market	20.95	20.03
Hierarchy	43.37	31.49
Total	100	100

For this aspect, hierarchy culture scores highest: 43.37 points. The dominant characteristics are formalized and structured where procedures govern what people do. The other culture types respectively scored as follows: clan culture (23.52 points), market culture (20.95 points) and adhocracy culture (12.17 points).

Most prominent: hierarchy culture should decrease considerably, as indicated by the preferred culture situation. Hierarchy culture would score 31.49 points. With a decrease of 11.88 points compared to the current culture, this is definitely a point of interest. Adhocracy culture increases with 8.02 points which requires attention and clan culture increases with 4.78 points. Market culture decreases with 0.92 points.

Organizational Leadership

2. Organizational leadership



	current	preferred
Clan	20.27	30.27
Adhocracy	15.61	17.91
Market	30.89	15.50
Hierarchy	33.23	36.32
Total	100	100

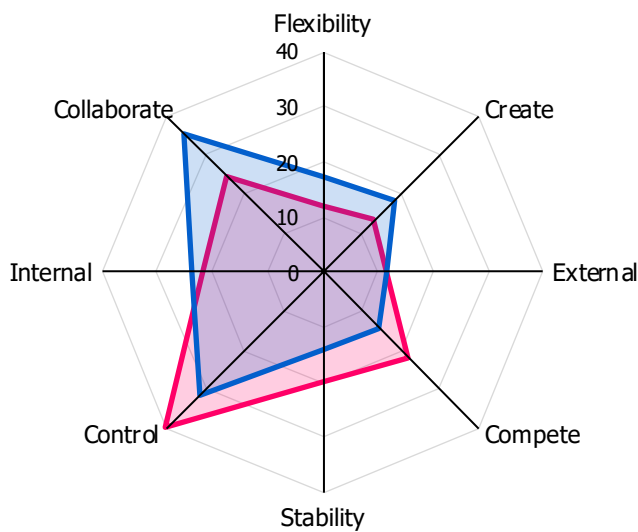
How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be coordinators and organizers (hierarchy culture: 33.23 points). And they have more qualities: hard drivers, producers and competitors (market culture: 30.89 points). They are also considered to be mentors and parent figures (clan culture: 20.27 points). Leaders are least considered to be innovators and risk takers (adhocracy culture: 15.61 points).

Both in market culture and in clan culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (-15.39 and +10.00 points respectively). Hierarchy culture increases with 3.09 points. Adhocracy culture increases with 2.30 points.

Management of Employees

3. Management of employees



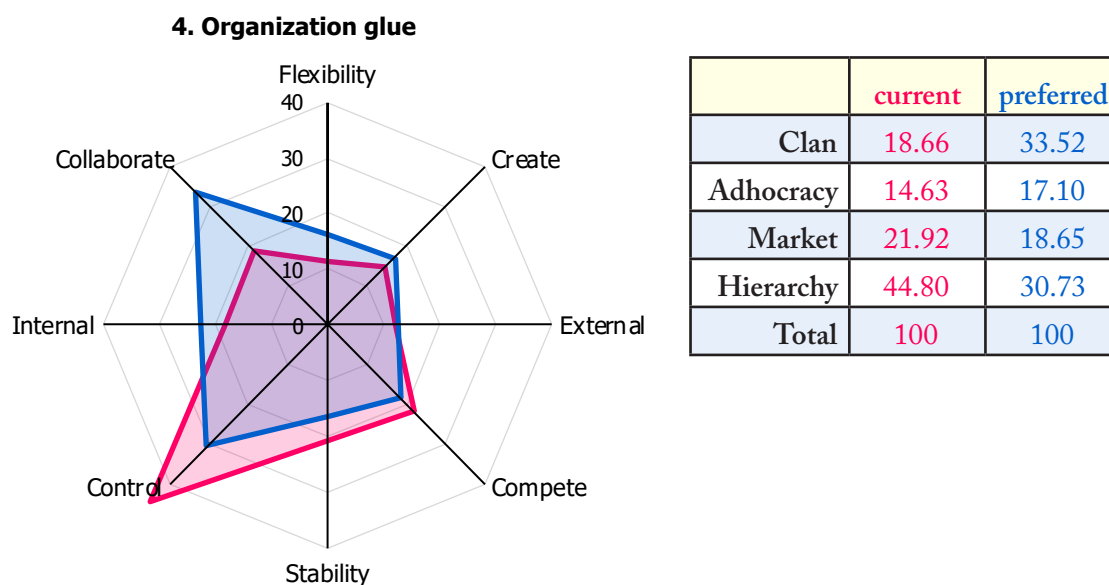
	current	preferred
Clan	24.72	35.68
Adhocracy	13.30	18.48
Market	21.99	14.55
Hierarchy	39.99	31.29
Total	100	100

Security of employment, conformity, predictability and stability in relationships are important: management of employees match the hierarchy culture with 39.99 points.

Secondly we see clan culture (24.72 points): teamwork, consensus and participation. Hard-driving competitiveness, high demands and achievement score 21.99 points (market culture). Individual risk taking, innovation, freedom and uniqueness are least prevalent, adhocracy culture scores 13.30 points.

Most prominent: clan culture should increase considerably, as indicated by the preferred culture situation. Clan culture would score 35.68 points. With an increase of 10.96 points compared to the current culture, this is definitely a point of interest. Hierarchy culture decreases with 8.70 points which requires attention and market culture decreases with 7.44 points, this also requires attention. Adhocracy culture increases with 5.18 points, this also requires attention.

Organization Glue



The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important (hierarchy culture: 44.80 points).

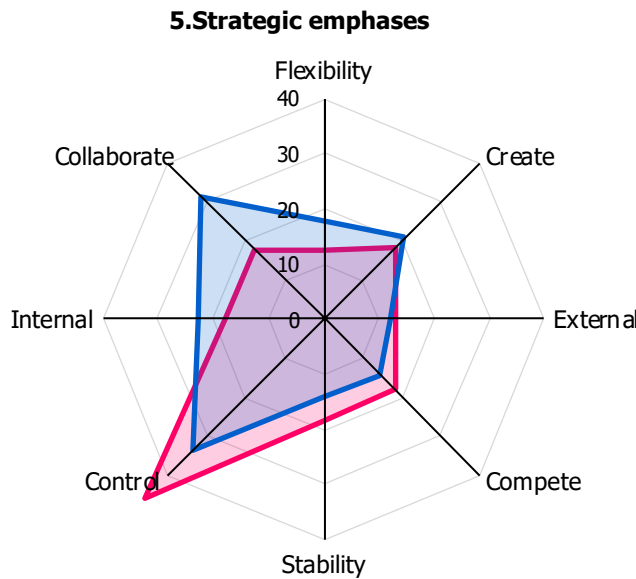
Next we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes: market culture scores 21.92 points.

Third we see loyalty and mutual trust. Commitment to this organization runs high (clan culture: 18.66 points).

Finally we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 14.63 points.

Both in clan culture and in hierarchy culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (+14.86 and -14.07 points respectively). Market culture decreases with 3.27 points. Adhocracy culture increases with 2.47 points.

Strategic Emphases



	current	preferred
Clan	17.61	31.19
Adhocracy	18.15	20.79
Market	18.17	14.25
Hierarchy	46.07	33.77
Total	100	100

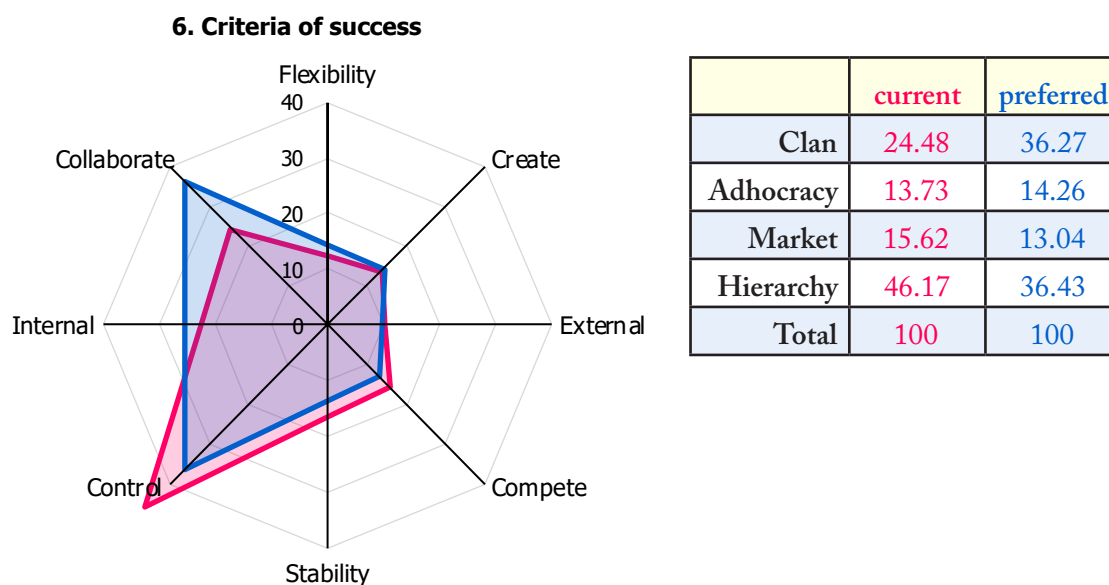
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. These are strategic emphases according to hierarchy culture (46.07 points).

Second with 18.17 points we find market culture. Emphases are on competitive actions and achievement. Attaining targets and winning in the marketplace are dominant.

Third we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 18.15 points). Finally we see human development. High trust, openness, and participation persist (clan culture: 17.61 points).

Both in clan culture and in hierarchy culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (+13.58 and -12.30 points respectively). Market culture decreases with 3.92 points. Adhocracy culture increases with 2.64 points.

Criteria of Success



Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 46.17 points).

Additionally, success is determined based on development of human resources, teamwork, employee commitment and concern for people (clan culture: 24.48 points).

Next, the organization values winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 15.62 points).

Finally, the organization is considered successful based on having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 13.73 points).

Most prominent: clan culture should increase considerably, as indicated by the preferred culture situation. Clan culture would score 36.27 points. With an increase of 11.79 points compared to the current culture, this is definitely a point of interest. Hierarchy culture decreases with 9.74 points which requires attention and market culture decreases with 2.58 points. Adhocracy culture increases with 0.53 points.

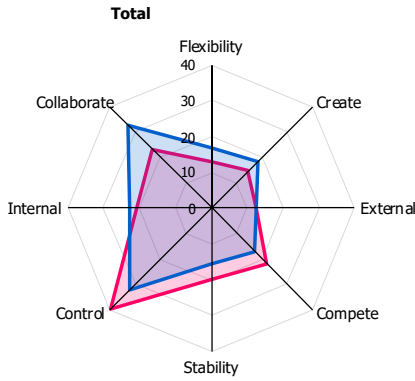
Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is fairly congruent. Less than 6 of the 24 differences (3) are larger than or equal to 5 compared to the average culture. In all aspects hierarchy culture is the dominant culture type.

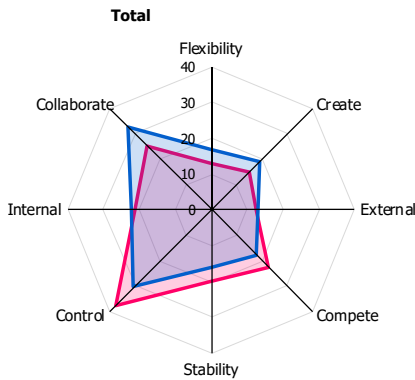
Comparison of the results

Different profiles are being compared:

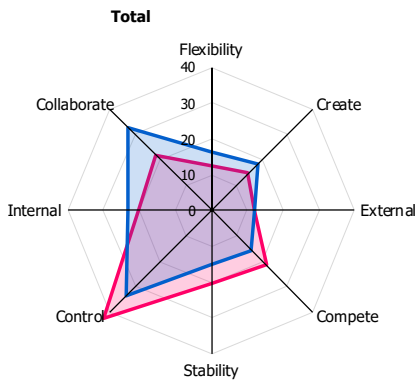
- ◆ Gainesville Regional Utilities (270 participants)
- ◆ General Government (275 participants)



City of Gainesville	current	preferred
Clan	23.41	32.60
Adhocracy	14.66	18.48
Market	22.08	17.02
Hierarchy	39.85	31.90
Total	100	100



Regional Utilities	current	preferred
Clan	25.31	32.67
Adhocracy	14.73	18.84
Market	22.57	18.06
Hierarchy	37.38	30.43
Total	100	100



General Government	current	preferred
Clan	21.54	32.54
Adhocracy	14.60	18.12
Market	21.59	16.00
Hierarchy	42.27	33.34
Total	100	100

Different amount of participants

Before comparing the results it is important to emphasize that the below statements are not statistically substantiated because the sample sizes of the different profiles are not equal. The statements are therefore indicative.

Current culture

The current culture of City of Gainesville shows a clear emphasis on hierarchy culture. The second culture type is clan culture followed by market culture. In last place we find adhocracy culture.

There are no notable differences in the sub profiles compared to the average profile.

Preferred culture

In the preferred situation we see a shift towards the upper quadrants. Clan culture becomes the leading culture type, followed by hierarchy culture, adhocracy culture, and market culture. We now see a clear emphasis on the left quadrants with Internal focus and integration according to the Competing Values Framework.

Again, there are no notable differences in the sub profiles compared to the average profile.

We can look at the difference between current and preferred culture as desire for change or level of satisfaction. In which case we see:

- ◆ Gainesville Regional Utilities with 22.93 points
- ◆ General Government with 29.04 points

Next steps: OCAI Workshop and the Culture process

Your OCAI profile is an insightful map, but the journey to develop the best possible culture requires action. Our Work Kit shows how you can work with your culture profiles in an OCAI Workshop, step by step. The Work Kit can be downloaded from the administrator dashboard of your online OCAI assessment.

Below is a summary overview of how you can work with your OCAI results.

What's crucial is that culture cannot be changed in a top-down way. You need to engage employees to help them see why change is necessary, how they could contribute and what behaviors, beliefs, processes, and more, need to change.

For this reason, we recommend to translate the culture profile to daily behaviors in your organization. Once you understand the current values, beliefs, and “the way we do things around here” you'll discover what needs to change to move toward the desired future.

In this process, generic advice is not enough. As every organization is different, it's important to understand the typical details of your culture and to customize your change efforts. What works well in one organization might not fit in another company. It takes a customized approach to change the culture.

The OCAI workshop focuses on actionable specifics; aimed at daily behaviors, typical interventions, specific changes that will work for this organization or team.

We recommend this process for Culture change or Culture development:

1. Online Organizational Culture Assessment Instrument
2. OCAI Workshop or Change Circle based on the results
3. Recurring Change Circles/meetings to sustain the changes
4. E-learning in the Positive Culture Academy to support your culture change process

Even though customization is necessary to develop the culture in your team or organization, we can offer some general ideas to enhance the four culture types. It's for you to decide if and how to customize and apply these ideas.

How to stimulate the Create / Adhocracy Culture

Adhocracy culture is an entrepreneurial, innovative, visionary culture and values learning, change, and autonomy.

- ◆ Enhance the manager roles for this culture type. Innovator - creates change and promotes adoption of new things and processes. Broker - powerful authority maintaining relations with external stakeholders and involve external resources. Offer training and/or coaching to leaders to enhance these roles.
- ◆ Implement brainstorm teams, project teams or the “Friday experiment.” Offer employees a two hours on Friday to learn – consulting coworkers, reflection, experimenting.
- ◆ No detailed prescriptions but rough lines. Do not tell employees how to do their work or reach their goals. If you leave that out, people start looking for ways to make it work. “Sell more in the next month. Tell me what you did and learned afterwards.”
- ◆ Invite an artist to your board meeting or ask teams to paint the image of the new product, the future, the other department. Find the hidden treasure and get new ideas.
- ◆ Challenge all assumptions. Have mechanics talk with nurses - find similarities and differences. Learn from them.
- ◆ Appoint a jester who is allowed to walk into any office, and they can make jokes and give feedback without “punishment”. This could best be an outsider with another perspective giving true feedback.
- ◆ Have managers work on the shop-floor once a month to get new ideas from this experience. Swap jobs or tasks for a day or a week to offer this experience to everyone.
- ◆ Organize a world cafe session where people solve challenges based on this format: one challenge per table. The challenge-owner stays at the table, the others visit all tables and spend 15 minutes contributing their creativity to the table-holder who must solve the challenge.
- ◆ Introduce the provocation. Challenge all plans by default. It’s not personal. Explain that this is a procedure to see if plans will stand the test.
- ◆ Encourage but also measure and reward learning and autonomy. You have to customize this for your organization – it might not be easy to measure. “What have you learned from whom last month?” Acknowledge mistakes as stepping stones to learning. If you “reframe” the mistakes as learning, people are encouraged to share what they have learned. The one who makes the most mistakes could be “employee of the month”.
- ◆ Effective leadership – people can only learn in a safe place. When the culture is too competitive, people won’t share doubts or mistakes. Work on safety of the social space.

- ◆ Check on appraisal and performance criteria. Are employees rewarded for the right things? In Adhocracy culture these would be creativity, growth, entrepreneurship and innovation. “What have you learned?”

How to stimulate the Collaborate / Clan Culture

Clan culture is the people-oriented, participative culture that likes HR development, training, coaching people and collaborating.

- ◆ Enhance the manager roles of the facilitator and the mentor. Facilitator - team-work-enabler, conflict-solver. Mentor - educate and train people with care and understanding.
- ◆ Implement self-organizing teams that make democratic decisions. They organize their activities, their schedules and so on.
- ◆ Give coaching, training and education. Keep your workforce up to date.
- ◆ Use 360-degree feedback. This can be scary, but done respectfully, people learn a lot.
- ◆ Act on the biannual, obligatory employee survey. Are your employees still satisfied at work? Make some small changes.
- ◆ Help the managers give compliments and daily attention to employees. People often don't feel acknowledged at work. “Hey guys, how are you doing today?” can be enough.
- ◆ Empower employees in a way that suits them. Build cross-functional teamwork – people from all places in the organization work together. Create an internal university – the “company academy.”
- ◆ Improve relationships between support and line operations because next to the classic gap between managers and employees, here's another one... The people in the factory have a different perspective than those in marketing and sales. Different perspectives don't foster collaboration. Find ways to improve these relationships. This can be done in training but also in a project team or by having lunches together.
- ◆ Check on appraisal and performance criteria. Are employees rewarded for the right things? In Clan culture these would be participation, commitment, and development.

How to stimulate the Control / Hierarchy Culture

Hierarchy culture cares about clarity, efficiency, uniformity and control.

- ◆ Stimulate leaders to apply the roles of the coordinator and the monitor. Coordinator - the organizer of the work structure, schedules and clear mutual commitments. Monitor - keeps an eye on the individual and organizational performance.
- ◆ Redesign processes that will cut delivery time in half. Think like Lean Six Sigma with

its emphasis on logistics, efficient processes and business process redesign.

- ◆ Focus on error detection and quality control. Running a project around these topics draws the attention to these values of Hierarchy culture.
- ◆ Improve the information flow. Take a look at how people share information, why it takes so long, where are the obstacles and how to solve them? Check on the criteria: what is “need to know”, what is “nice to know”? Are meetings held to exchange information, to make decisions, to bond with each other or to explore topics? Who is attending and why? Are people sharing enough - or do they lack information from other departments that would help?
- ◆ Freeze some budgets and first make a better plan to spend this money. Hierarchy culture fosters efficiency. See what people come up with to keep their budgets - or even find savings. This might enhance creativity as well.
- ◆ Make team leaders responsible for their own budgets to reinforce organization and monitoring of processes.
- ◆ Check on possible savings: “Where can we cut costs?”
- ◆ Check on appraisal and performance criteria. Are employees rewarded for the right things? In Hierarchy culture these would be efficiency, reliability, conformity to regulations and procedures.

How to stimulate the Compete / Market Culture

Market culture likes to get things done. It's very results-oriented. It has a strong customer focus and it's competitive.

- ◆ Enhance the manager roles. Producer - concerned with the productivity and focused on results. Director - plans and assigns targets, keep the tasks and goals consistent and clear.
- ◆ Start customer care teams and check their needs, experiences, and gather candid feedback to improve.
- ◆ Redesign processes from a customer point of view. Organizations have boxes for marketing, sales, finance, HR, the factory or the services department. But the customer doesn't care and wants their product delivered in time. From their perspective, what does your service or product look like?
- ◆ Research your market and all influencers; prospects, customers, employees, suppliers, competitors, new hires, stakeholders in society.
- ◆ Consider crowd-sourcing or co-creating services and products with your customers.
- ◆ Give staff training on time management. “We're going to be on time for meetings; we're going to meet our deadlines; we're going to achieve our targets within budget

and within time.” Reward according to targets.

- ◆ Departments can earn their annual budgets if they deliver a proper business plan – another way to enhance a Market way of thinking.
- ◆ Check on appraisal and performance criteria. Are employees rewarded for the right things? In Market culture, these would be meeting production/sales targets, achieving certain results, safeguarding market share and competitive advantage.

Note: these are generic ideas to stimulate the culture types. We recommend to organize OCAI workshop(s) to develop specific actions that will help your culture improve!

Would you like more ideas? The organization’s meetings are public platforms where the culture is sustained. You can influence the culture if you change the organization of meetings and the interactions. We recommend reading Chapter 7 of Marcella Bremer’s book “[Developing a Positive Culture where People and Performance Thrive](#)”.

Would you like to learn from real cases? Read Marcella Bremer’s book “[Organizational Culture Change](#)” that shows how to work with OCAI culture profiles based on her work with clients.

Do you need more help? Book an [online consulting session](#) with Marcella Bremer to discuss this OCAI Culture Profile report.

We hope that this report with your OCAI Culture Profiles will be the start of a successful process of Culture Change or development.

Please see our Work Kit to organize the OCAI Workshop and develop the customized approach that will improve your culture. Also see the curriculum of the [Positive Culture Academy](#).

Work on a positive, productive culture and improve organizational performance, innovation, agility, engagement, and competitiveness!

Marcel Lamers & Marcella Bremer
OCAI online / Positive Culture Academy
[Contact us](#)

Appendix: OCAI-questionnaire

Dominant Characteristics

- A. The organization is a very personal place. It is like an extended family. People seem to share a lot of personal information and features.
- B. The organization is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks.
- C. The organization is very result oriented. A major concern is getting the job done. People are very competitive and achievement oriented.
- D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.

Organizational Leadership

- A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.
- B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.
- C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.
- D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.

Management of Employees

- A. The management style in the organization is characterized by teamwork, consensus, and participation.
- B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.
- C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.
- D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.

Organization Glue

- A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
- B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.
- C. The glue that holds the organization together is an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.
- D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.

Strategic Emphases

- A. The organization emphasizes human development. High trust, openness, and participation persist.
- B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.
- C. The organization emphasizes competitive actions and achievement. Attaining targets and winning in the marketplace are dominant.
- D. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.

Criteria of Success

- A. The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.
- B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.
- C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.
- D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.

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