



Organizational Culture Inventory [OCI]

Organizational Development

Vision is only a wish - making it come true, turning it into profitable reality, will depend upon the effectiveness of the organization, its culture, its teams and each member of the organization.

There is no denying that organizations are faced with constant change and challenge in today's business environment. To stay competitive organizations need to have a vision of where they are heading.

But vision on its own is not enough. The organization's culture must be aligned with this vision. Culture is the **glue** that holds everything together. Managing culture is probably the single most important challenge for any Chief Executive.

The Organizational Culture Inventory (OCI), based on more than twenty years of research into describing and measuring culture, is a powerful instrument that identifies current behavioural norms and sets prescriptions for successful change management.

The OCI Research Base

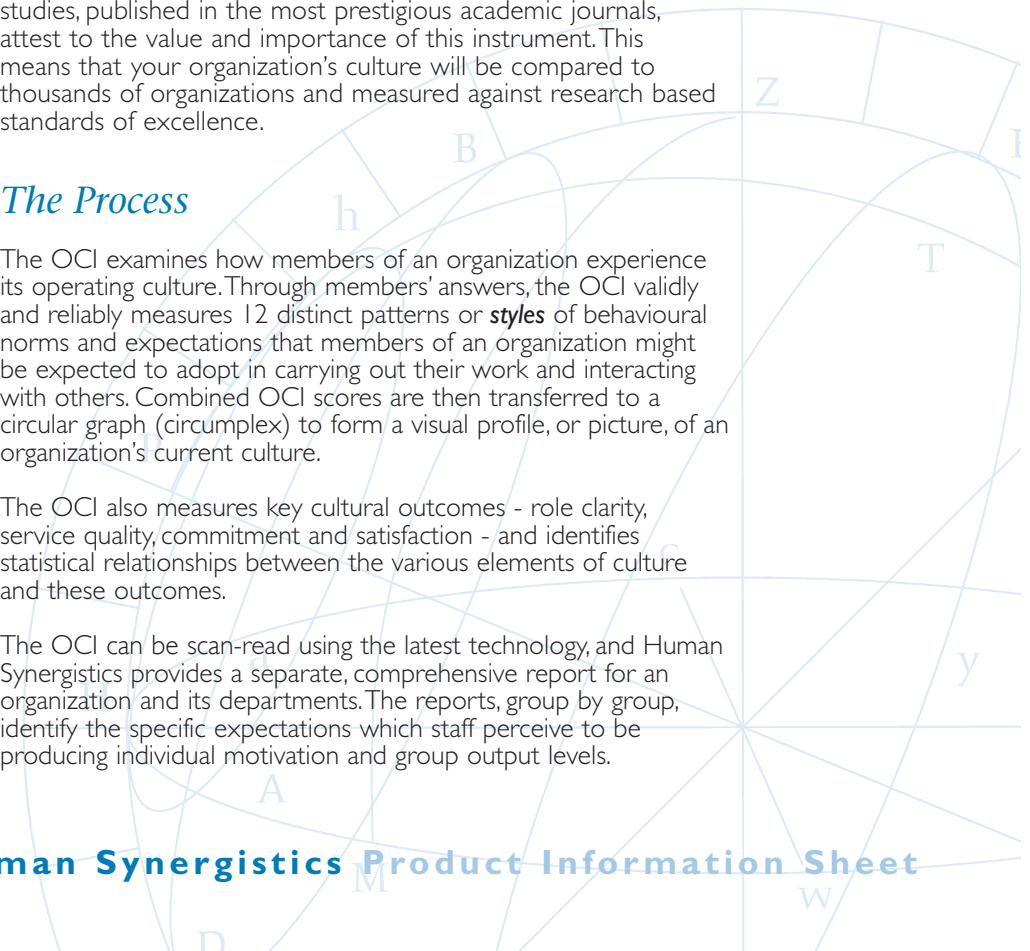
The OCI is distinguished by its research base, its statistical reliability and validity, and the availability of research reports to support and enhance its use within organizations. Independent studies, published in the most prestigious academic journals, attest to the value and importance of this instrument. This means that your organization's culture will be compared to thousands of organizations and measured against research based standards of excellence.

The Process

The OCI examines how members of an organization experience its operating culture. Through members' answers, the OCI validly and reliably measures 12 distinct patterns or **styles** of behavioural norms and expectations that members of an organization might be expected to adopt in carrying out their work and interacting with others. Combined OCI scores are then transferred to a circular graph (circumplex) to form a visual profile, or picture, of an organization's current culture.

The OCI also measures key cultural outcomes - role clarity, service quality, commitment and satisfaction - and identifies statistical relationships between the various elements of culture and these outcomes.

The OCI can be scan-read using the latest technology, and Human Synergistics provides a separate, comprehensive report for an organization and its departments. The reports, group by group, identify the specific expectations which staff perceive to be producing individual motivation and group output levels.



COMPUTER SCORED

SELF-SCORED



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Additional reports can be called up to cover occupational, organizational level, geographical work group or any other breakdown for which data has been collected.

The OCI can also be used to measure an organization's cultural *ideal*. By comparing their *current* culture with their *ideal* allows members to see whether their prevailing culture differs substantially from the values and norms members believe contribute to optimum organizational effectiveness.

Members can then focus on the particular areas in which improvement efforts need to be directed if they are to attain their organization's vision.

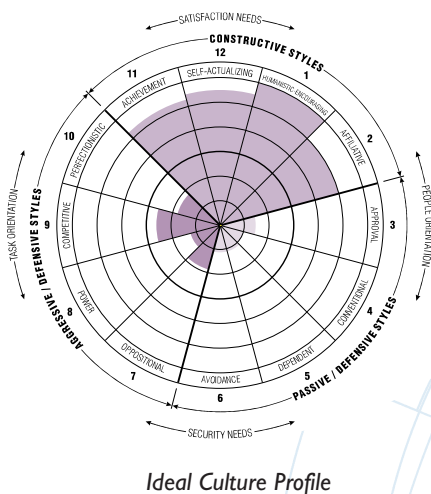
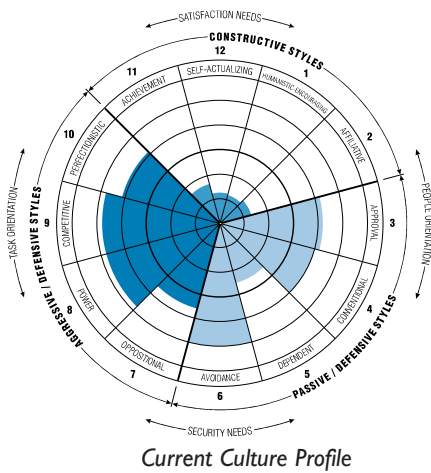
The Results

Effective, long-term change in the way people think and behave in an organization is possible. This is because the OCI addresses the *real* causes of problems rather than the actual outcomes. The OCI produces real, measurable results which reveal what organizations are really asking of their employees and how it affects their performance, motivation and job satisfaction. This provides a firm basis for planning and agreement on the specific training and organizational development requirements to support their staff in implementing a shared vision of cultural change in their organization.

Applications

The OCI has been used successfully in industry and government to help leaders and members better understand the thinking and behavioural styles that are expected and reinforced in their organizations. Specifically, the OCI has been identified as a valuable tool for:

- organizational change programmes:
 - measure and assess current organizational culture
 - gauge the organization's readiness for change
 - create a vision of the organization's cultural *ideal*
 - identify and address organizational forces likely to promote or impede cultural change
- facilitating strategic technological and structural change
- facilitating mergers, acquisitions and strategic alliances
- evaluating the impact of organizational change efforts through re-measure – the OCI can be used again and again to measure progress toward the organization's cultural ideal over time – to identify what's working and what's not, and to modify plans as needed



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