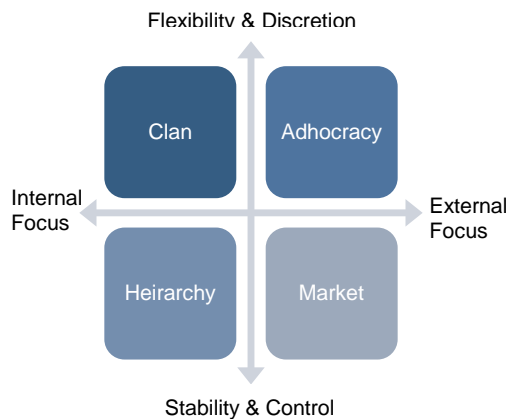


Assessing the Culture of the Office of Shared Services

“The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.” – Edgar Schein

Organizational culture – the “way we do things around here” – is a product of both leadership and staff. It comprises observed behaviors, group norms, climate, espoused values, formal philosophies, and more. Some levels of organizational culture are easier to decipher than others. **The Organizational Culture Assessment Instrument (OCAI) helps organizations identify their current and preferred culture.** <http://www.ocai-online.com/>



The OCAI is a psychometric tool developed by professors Cameron and Quinn (2006). They developed the model of the **Competing Values Framework** which consists of four Competing Values that correspond with four types of organizational culture. Every organization has its own mix of these four types of organizational cultures. This mix is determined by completing a concise survey.

From the Competing Values Framework 4 organizational culture types emerged: Clan, Adhocracy, Market and Hierarchy.

Clan: This working environment is a friendly one. People have a lot in common, and it’s similar to a large family. The leaders or the executives are seen as mentors. The organization promotes teamwork, participation, and consensus.

Adhocracy: This is a dynamic and creative working environment. Employees take risks. Leaders are seen as innovators and risk takers. Experiments and innovation are the bonding materials within the organization. The organization promotes individual initiative and freedom.

Market: This is a results-based organization that emphasizes finishing work and getting things done. People are competitive and focused on goals. Leaders are hard drivers, producers, and rivals at the same time. They are tough and have high expectations. The emphasis on winning keeps the organization together. Reputation and success are the most important.

Hierarchy: This is a formalized and structured work environment. Procedures decide what people do. Leaders are proud of their efficiency-based coordination and organization. Keeping the organization functioning smoothly is most crucial. Formal rules and policy keep the organization together.

Goal: Create a division profile based on the organizational culture of the OSS division using the OCAI online assessment.

Cost to OBM: \$0 (for THIS assessment)

Proposed Steps (flexible – for course purposes need results back no later than 5/6)

Week of 3/28	Obtain permission from Rae Ann & Sherri (cc: Doug)
Week of 4/4	Explain the tool & methodology to OSS staff via in-person, email, video, or webinar Obtain licenses for instrument
Week of 4/11	4/11: Open assessment; distribute link via email 4/13: Send reminder 4/15: Close assessment
After 4/15	Debrief assessment with OSS management, then OSS staff
TBD	Review for Rhodes use?