

# Organisational Culture Inventory® [OCI]



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Internet Data Collection

## Organisational Development

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

But vision on its own is not enough. The organisation'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 Organisational 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 organisations. Independent studies, published in the most prestigious academic journals, attest to the value and importance of this instrument. This means that your organisation's culture will be compared to thousands of organisations and measured against research based standards of excellence.

### The Process

The OCI examines how members of an organisation 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 organisation might be expected to adopt in carrying out their work and interacting with others. Combined OCI scores are then transferred to a circular graph to form a visual profile, or picture, of an organisation'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 is optically read using the latest technology, and Human Synergistics provides a separate, comprehensive report for an organisation and its departments. The reports, group by group, identify the specific expectations which staff perceive to be producing individual motivation and group output levels.

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



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

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

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

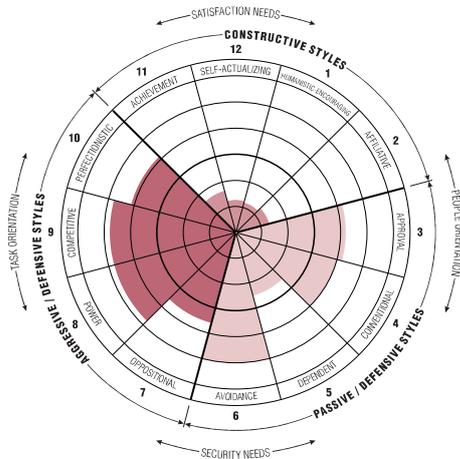
## The Results

Effective, long-term change in the way people think and behave in an organisation 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 organisations 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 organisational development requirements to support their staff in implementing a shared vision of cultural change in their organisation.

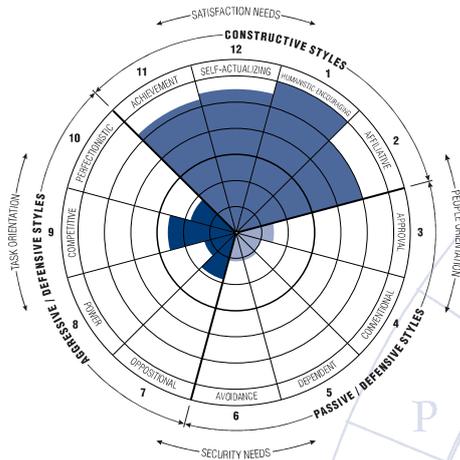
## Applications

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 organisations. Specifically, the OCI has been identified as a valuable tool for:

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



Actual Culture Profile



Ideal Culture Profile

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. © Human Synergistics International (and designs)



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