2014 Extension North Central Region Organizational Culture Assessment

Why is Organizational Culture Important?

An organization's culture has been shown to directly influence organizational performance and long-term effectiveness (Cameron & Quinn, 2011). In fact, organizational culture has been deemed critical to an organization's ultimate success or failure (Schein, 2010).

Comprised as a collection of an organization's assumptions, values, beliefs, and artifacts, organizational culture serves as a sense of stability for those within by providing guidelines on how to feel, perceive, and react to various situations (Schein, 2010).

Organizational Culture Defined

...a collection of shared beliefs, values, meanings, and behaviors that a group has adopted over time as a way to survive and succeed.

Or simply put "the way things are done around here"

Adapted from Denison Consulting, 2009

The culture of an organization exerts varying degrees of influence on overall performance. The most important and likely most challenging influence comes from underlying assumptions which are rarely apparent until directly challenged (Schein, 2010). These assumptions are especially tough to navigate when undergoing any organizational change initiatives (Latta, 2009).

The bottom line is that if leaders strive to create sustainable change in their organizations they must become conscious of the cultures in which they are embedded or risk that the cultures will ultimately manage them (Schein, 2010).

Three levels of Culture

Schein, 2010

Artifacts

What we CAN see

Values & Beliefs

What we CAN'T see

Underlying Assumptions

"Organizational culture is one of many situational variables that have emerged as pivotal in determining the success of leaders' efforts to implement change initiatives"

Latta, 2009

THE OHIO STATE UNIVERSITY
COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Denison Model: *Traits, Tensions, and Management Practices*

Denison Organizational Culture Survey (DOCS)   *www.denisonconsulting.com*

Based on decades of empirical research, the DOCS instrument has been designed to assess organizational strengths and weaknesses as they directly apply to the performance of an organization. Particularly the Denison survey and model is structured to reveal underlying beliefs and assumptions in recognizable and measurable ways.

The survey contains 60 items measuring specific aspects of an organization's culture across four traits and twelve management practices. Analysis is done through normative scoring and reported in percentiles. This means that your organization has been compared to thousands of under and over performing organizations worldwide.

Adaptability: *translating the demands of the external environment into action.*
Includes:
- *Creating Change*
- *Customer Focus*
- *Organizational Learning*

External Focus
Aware of the market, able to adapt and change in response. Posses the ability to grow as the meet current and future needs of their stakeholders.
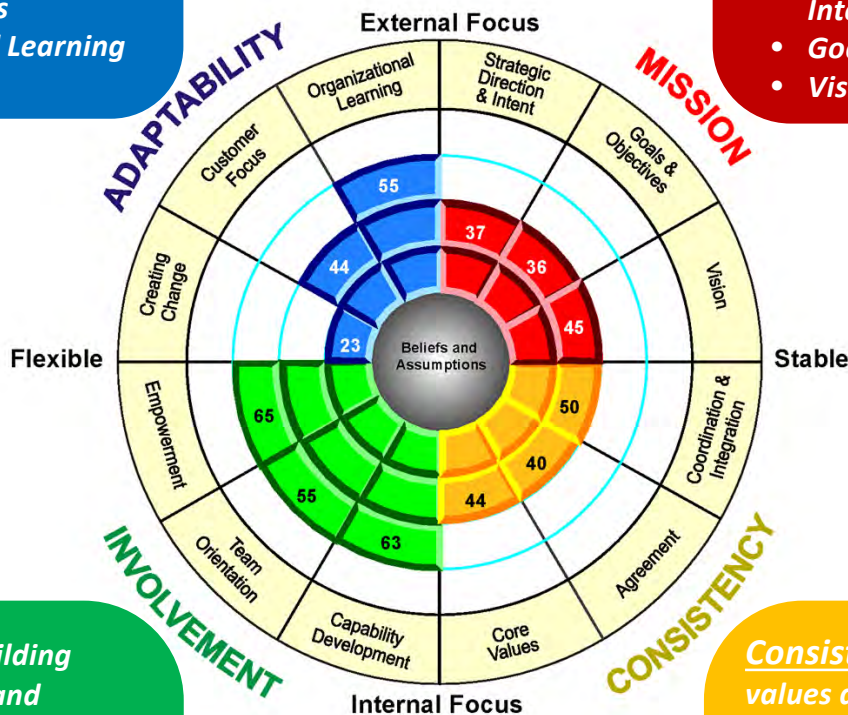
Mission: *Defining a meaningful long-term direction for the organization.*
Includes:
- *Strategic Direction & Intent*
- *Goals & Objectives*
- *Vision*

Flexible
Are able to quickly change in response to their environment. Tend to be successful at being innovative and satisfying clientele.

Stable
Focused and predictable. Know where they are headed and have tools and systems in place to get there.

Involvement: *Building human capability and creating a shared sense of ownership and responsibility throughout the organization.*
Includes:
- *Empowerment*
- *Team Orientation*
- *Capability Development*

Internal Focus
Focus is on the alignment of internal systems, processes, and people. Typically predicts efficient operating performance, high quality, and increased employee satisfaction.

Consistency: *Defining the values and systems that are the basis of culture.*
Includes:
- *Core Values*
- *Agreement*
- *Coordination & Integration*

Example: What do we mean by percentile?
If your score is 48... This means your organization scored <u>equal to or higher</u> than 48% of the organizations in the global database.

Interpreting the findings

Start looking at the big picture and work toward the details. Here are some steps to get started.

Step 1: Identify your 'big picture' strengths & challenges.

Step 2: Summarize your strengths through examining your higher scores.

Step 3: Summarize your challenges through examining your lower scores.

Step 4: Summarize the insights and their potential impact on organizational performance.

More information can be found in the Dension Users Guide (to be provided electronically following the session).

> **Be mindful to avoid "analysis paralysis!" Spending excessive time on what the numbers mean cannot bring about change by itself.**

Moving the Needle

Facilitating meaningful conversations within your organization will be a pivotal part in moving the needle of your culture to where you are achieving current and future organizational goals.

Numerous change models are available, providing a variety of frameworks for guiding organizational change. Which model you select is dependent upon the needs and preferences of your organization. Below we have outlined some fundamental elements that are common to most change models.

➢ Recognize the need for a cultural change
➢ Gain an understanding of where you are currently
➢ Assemble a team that can help lead the change
➢ Collectively identify what your organization's ideal culture looks like
➢ Establish parameters for the scope of change needed
➢ Communicate regularly across all levels of the organization and every point of the change process
➢ Empower those that will be implementing the changes
➢ Celebrate accomplishments and reward those supporting the efforts
➢ Collectively create a vision of where you need to go
➢ Understand what successful change looks like
➢ Maintain a mindset toward continuous improvement

Notes

Group Break-Out Questions

Thoughts to Ponder…

Considering findings from both your state and the North Central Region…

➢ What was going on in your organization that would have potential implications on how your folks responded?

➢ What aspects of your report(s) help instill confidence in the future of your organization?

➢ What aspects of your report(s) merit further exploration within your organization?

➢ Looking at the High scores and Low scores…what is it about your culture that puts this here? For high ones, if this needs to stay, what do you need to do to keep this here?

➢ What can you, and/or your collective break-out group do to improve the organizational culture?

Notes

Support Options for Further Interpretation/Analysis

Avenues for further analysis/interpretation
In exploring your findings, you may decide you need additional support. Listed below are a few avenues to seek additional support.

Denison Support Options
- **Additional reports:** You have the option to request further analysis of the data. For example you can get reports broken down by job groups, geographical location, or program areas. ($150/each)
- **Data analysis & debrief:** Analysis of the survey findings and a facilitated discussion of the results with the intent to provide a foundational understanding of the Denison Model, survey interpretation and a shared understanding of the survey results. (Typically a 2 – 4 hour session)
- **Culture prioritization and action planning:** help identifying areas of priority and developing specific action plans for improvement. (Typically a 1 – 2 day session)
- **Focus Groups:** Denison Consulting can facilitate focus groups with employees to explore the 'why behind the what' of the survey data.
- **Supplemental Offerings:** Trainings, coaching, communication assistance, and assessments.

Contact our Project Managers at Denison for additional reports or to discuss consultation and other support offerings.

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Ohio State University Support Options
The Ohio State Gist Research Team and OSU Leadership Center are planning on conducting more work in the area of organizational culture and organizational change.

If you are interested in learning more we would be willing to have further conversations with you to discuss potential options.

Ohio State University Gist Research Team

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Supplemental Resource List

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Thank you for your participation!

Ohio: Community Development

External Focus

ADAPTABILITY

Organizational Learning
77

Customer Focus
64

Creating Change
41

Strategic Direction & Intent
62

MISSION

Goals & Objectives
78

Vision
40

Flexible

Stable

Empowerment
75

Team Orientation
75

Capability Development
86

Beliefs and Assumptions

INVOLVEMENT

Core Values
86

Agreement

Coordination & Integration
68

70

CONSISTENCY

Internal Focus

N=13

Ohio State University

Numbers denote percentiles

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Involvement

	Quartile	1st	2nd	3rd	4th
	Percentile	0 25th	50th	75th	100th

In your Extension organization...

Empowerment

Most employees are highly involved in their work. ➕ **91**

Decisions are usually made at the level where the best information is available. **42**

Information is widely shared so that everyone can get the information he or she needs when it's needed. **75**

Everyone believes that he or she can have a positive impact. **83**

Business planning is ongoing and involves everyone in the process to some degree. **49**

In your Extension organization...

Team Orientation

Cooperation across different parts of the organization is actively encouraged. **74**

People work like they are part of a team. **73**

Teamwork is used to get work done, rather than hierarchy. **90**

Teams are our primary building blocks. **54**

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. **60**

In your Extension organization...

Capability Development

Authority is delegated so that people can act on their own. ➕ **92**

The "bench strength" (capability of people) is constantly improving. **74**

There is continuous investment in the skills of employees. **86**

The capabilities of people are viewed as an important source of competitive advantage. **71**

Problems often arise because we do not have the skills necessary to do the job.* **83**

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles

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Consistency

	Quartile	1st	2nd	3rd	4th
	Percentile	0	25th	50th	75th	100th

In your Extension organization...

Core Values

The leaders and managers "practice what they preach." — **76**

There is a characteristic management style and a distinct set of management practices. — **61**

There is a clear and consistent set of values that governs the way we do business. — **89**

Ignoring core values will get you in trouble. ✚ — **97**

There is an ethical code that guides our behavior and tells us right from wrong. — **76**

In your Extension organization...

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions. — **84**

There is a "strong" culture. — **78**

It is easy to reach consensus, even on difficult issues. — **61**

We often have trouble reaching agreement on key issues.* — **39**

There is a clear agreement about the right way and the wrong way to do things. — **66**

In your Extension organization...

Coordination & Integration

Our approach to our work is very consistent and predictable. — **86**

People from different parts of the organization share a common perspective. — **78**

It is easy to coordinate projects across different parts of the organization. — **48**

Working with someone from another part of this organization is like working with someone from a different organization.* — **60**

There is good alignment of goals across levels. — **46**

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles   SB 2013

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Adaptability

Quartile	1st	2nd	3rd	4th
Percentile	0 ... 25th	50th	75th	100th

In your Extension organization...

Creating Change

Item	Percentile
The way things are done is very flexible and easy to change.	36
We respond well to competitors and other changes in the external environment.	16 (−)
New and improved ways to do work are continually adopted.	45
Attempts to create change usually meet with resistance.*	42
Different parts of the organization often cooperate to create change.	87

In your Extension organization...

Customer Focus

Item	Percentile
Clientele comments and recommendations often lead to changes.	71
Clientele input directly influences our decisions.	71
All members have a deep understanding of clientele wants and needs.	26 (−)
The interests of the clientele often get ignored in our decisions.*	39
We encourage direct contact with clientele by our people.	77

In your Extension organization...

Organizational Learning

Item	Percentile
We view failure as an opportunity for learning and improvement.	89
Innovation and risk taking are encouraged and rewarded.	83
Lots of things "fall between the cracks."*	34
Learning is an important objective in our day-to-day work.	94 (+)
We make certain that the "right hand knows what the left hand is doing."	52

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles

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Mission

Quartile	1st	2nd	3rd	4th
Percentile	0 25th	50th	75th	100th

In your Extension organization…

Strategic Direction & Intent

Item	Percentile
There is a long-term purpose and direction.	67
Our strategy leads other organizations to change the way they operate. (−)	23
There is a clear mission that gives meaning and direction to our work.	85
There is a clear strategy for the future.	76
Our strategic direction is unclear to me.*	50

In your Extension organization…

Goals & Objectives

Item	Percentile
There is widespread agreement about goals.	68
Leaders set goals that are ambitious, but realistic.	70
The leadership has "gone on record" about the objectives we are trying to meet. (+)	96
We continuously track our progress against our stated goals.	78
People understand what needs to be done for us to succeed in the long run.	30

In your Extension organization…

Vision

Item	Percentile
We have a shared vision of what the organization will be like in the future. (−)	24
Leaders have a long-term viewpoint. (−)	16
Short-term thinking often compromises our long-term vision.*	52
Our vision creates excitement and motivation for our employees.	59
We are able to meet short-term demands without compromising our long-term vision.	72

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles

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Highest Scores

97	Ignoring core values will get you in trouble.
96	The leadership has "gone on record" about the objectives we are trying to meet.
94	Learning is an important objective in our day-to-day work.
92	Authority is delegated so that people can act on their own.
91	Most employees are highly involved in their work.

Lowest Scores

16	We respond well to competitors and other changes in the external environment.
16	Leaders have a long-term viewpoint.
23	Our strategy leads other organizations to change the way they operate.
24	We have a shared vision of what the organization will be like in the future.
26	All members have a deep understanding of clientele wants and needs.

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