

# Organizational Culture Inventory<sup>®</sup>

## OCI<sup>®</sup> Detailed Report

Winnipeg Fire Paramedic Service

February 2021



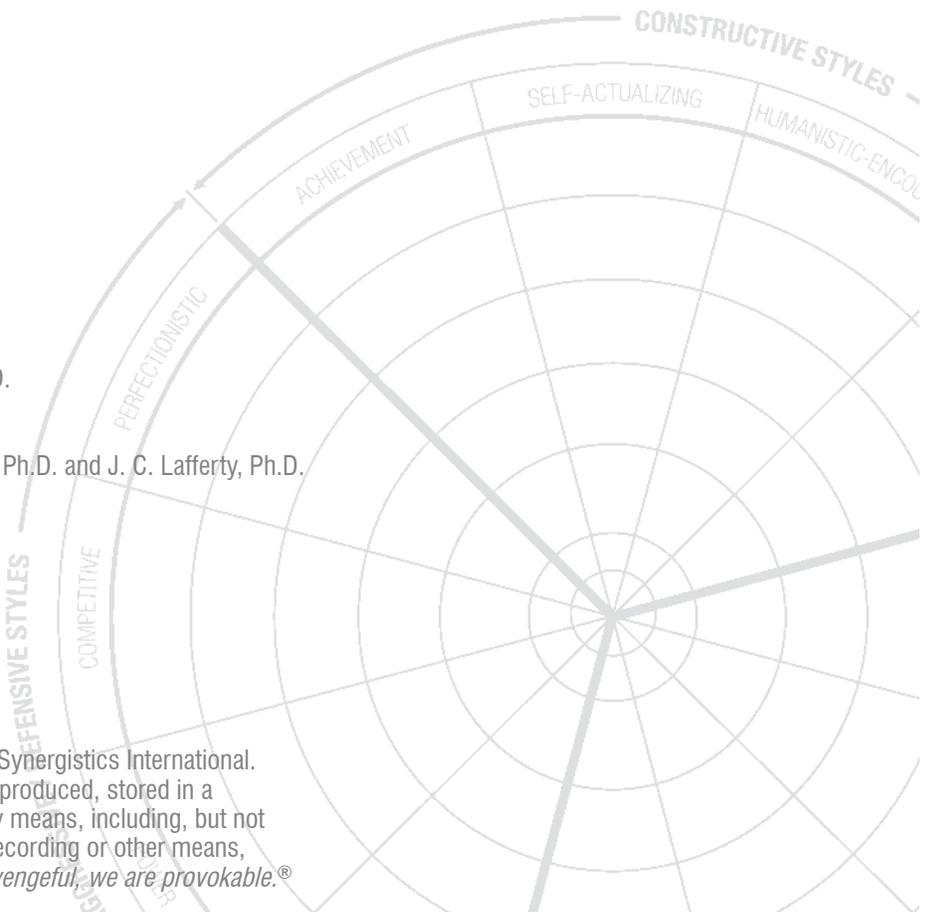
# Organizational Culture Inventory®

## Executive Summary OCI® Detailed Report Appendices

Research and Development by:  
Robert A. Cooke, Ph.D. and Janet L. Szumal, Ph.D.

Based on:  
Organizational Culture Inventory® by R. A. Cooke, Ph.D. and J. C. Lafferty, Ph.D.

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# OCI Detailed Report: Winnipeg Fire Paramedic Service

## EXECUTIVE SUMMARY

### Overview

The Organizational Culture Inventory® (OCI®) was administered to 478 members of the organization to assess its current culture. The OCI measures "what is expected of members" or, technically speaking, behavioral norms and expectations, which may reflect the more abstract aspects of culture such as shared values and beliefs. The inventory assesses the strength of twelve different behavioral norms associated with three general types of cultures—Constructive, Passive/Defensive, and Aggressive/Defensive. Additionally, the inventory assesses outcomes associated with these different cultural norms, including members' role clarity, role conflict, perceptions of service quality, and satisfaction.

The OCI was also used to measure the organization's ideal culture in terms of the behaviors that *should be* expected of members. The differences or "gaps" between the current and ideal culture profiles, as well as the impact of the current culture on outcomes, provide the basis for developing plans for strengthening the organization's long-term effectiveness.

### Current Culture

In terms of the general types of culture measured by the OCI, the current culture of the organization is viewed by members as being (from strongest to weakest):

- **Passive/Defensive**, which involves expectations for members to interact with other *people* in cautious and tentative ways to protect their own *security* (includes norms and expectations for Approval, Conventional, Dependent, and Avoidance behaviors).
- **Aggressive/Defensive**, which involves expectations for members to approach *tasks* in forceful ways to promote their status and *security* (includes norms and expectations for Oppositional, Power, Competitive, and Perfectionistic behaviors).
- **Constructive**, which involves expectations for members to interact with *people* and approach *tasks* in ways that will help them to meet their higher-order needs for *satisfaction* and growth (includes norms and expectations for Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative behaviors).

The current culture is **Very Low** in terms of the amount of agreement among members regarding the behaviors that are and are not expected. With respect to the specific behavioral norms assessed by the inventory, the organization's current culture is described as:

- **Conventional (Passive/Defensive)**, which involves expectations for conforming, following the rules, and making a good impression.
- **Avoidance (Passive/Defensive)**, which involves expectations for being non-committal, never being blamed for mistakes, and staying out of trouble.

The behavioral norms and expectations currently communicated and reinforced within the organization are described in detail in **Section 2** of the Detailed Report.

## Ideal Culture

In comparison to the current culture, members believe that the culture should ideally be (from strongest to weakest):

- **Constructive**
- **Passive/Defensive**
- **Aggressive/Defensive**

The ideal culture is **Moderate** in terms of the amount of agreement among members regarding the behaviors that should and should not be expected. More specifically, members describe the ideal norms as:

- **Humanistic-Encouraging (Constructive)**, which involves expectations for being supportive, constructive, and open to influence in dealing with one another.
- **Affiliative (Constructive)**, which involves expectations for being friendly, open, cooperative, and sensitive to the needs of the work group.

The behaviors that members believe should be expected to maximize the organization's long-term effectiveness are described more extensively in **Section 2** of the Detailed Report.

## Culture Gaps

On the average, the largest discrepancies between the organization's current culture and ideal culture profiles are in the **Constructive** cluster. In terms of the twelve specific cultural norms, members report the largest gaps in the areas of:

- **Conventional (Passive/Defensive)**, which involves expectations for conforming, following the rules, and making a good impression.
- **Achievement (Constructive)**, which involves expectations for setting challenging goals, establishing plans to reach those goals, and pursuing them with enthusiasm.

**Section 2** of the Detailed Report includes an analysis of the gaps between the current and ideal culture profiles at both the scale and item levels.

## Impact of Culture on Outcomes

Organizational culture typically has a strong impact on members' role clarity and conflict, satisfaction, and evaluations of service quality. As measured by the OCI and compared to other organizations, results on these outcomes for the organization are as follows:

- **member role clarity is below average,**
- **member role conflict is above average** (below average is preferred),
- **quality of service is below average,** and
- **employee satisfaction is above average.**

**Section 3** of the Detailed Report presents the results along the survey items used to measure each of these outcomes. This section also includes comparative profiles that illustrate how these outcomes differ depending on members' reports of the culture. (Within organizations, there are differences across individuals in how they view the culture and these differences have a systematic impact on the outcomes measured by the OCI.)

### **Implications for Culture Change**

Members of many organizations are interested in constructively re-directing their cultures and moving toward the ideal specified by their members. Movement in this direction requires that the organization's internal structures, systems, technology (job design), and members' skills/qualities, as well as mission and philosophy, be brought into alignment with the values underlying the ideal OCI profile. More generally, factors at the member/job, manager/unit, and organizational levels should be assessed to ensure that they reinforce desired behaviors.

The OCI results indicate that your organization should target certain cultural styles to increase its effectiveness. These styles, and relevant levers for change, are as follows.

**Humanistic-Encouraging** cultural norms have been found in organizations where jobs are designed to maximize members' responsibility, autonomy, and knowledge of results; where excellent performance is recognized and rewarded; and where mistakes are viewed as opportunities for learning and improvement. Such norms have also been found in organizations where managers demonstrate a concern for people, as well as tasks, and where members at all levels are involved in identifying ways to improve the organization and increase its productivity. Thus, Humanistic-Encouraging norms may be promoted through levers such as:

- **job design,**
- **performance management systems,**
- **management development programs, and**
- **opportunities for employee involvement.**

**Affiliative** cultural norms have been found in organizations where members are treated well and with respect. For example, such norms have been found in organizations where new members are provided with both an orientation to the organization and job training; where managers serve as role models by emphasizing consideration and concern for employees; and where performance evaluations, opportunities for advancement, and training are perceived as fair and equitable. Thus, possible levers for promoting Affiliative norms include:

- **employee orientation programs,**
- **management development programs, and**
- **performance management systems.**

**Achievement** cultural norms have been found in organizations that reward members who set and attain realistic (as opposed to impossible) goals that are based on self-improvement (rather than on outperforming co-workers). Such norms have also been found in organizations where decision making is decentralized, job responsibilities are broadly defined, and the vertical lines of communication are open and clear. Subsequently, Achievement norms may be promoted through levers such as:

- **employee goal setting,**
- **reinforcement (reward) systems,**
- **organization design, and**
- **vertical lines of communication.**

Other norms are defensive, detracting from effectiveness, and should be reduced.

**Conventional** cultural norms have been found in bureaucratic organizations (characterized by centralized decision making, extensive rules and procedures, and narrowly-defined jobs). Such norms have also been found in organizations where members are hired for positions for which they are not qualified, where opportunities for training are inadequate, and where the vertical lines of communication (upward and downward) are guarded and unclear. Subsequently, possible levers for *reducing* Conventional norms include:

- **recruitment, selection, and placement systems,**
- **opportunities for training and development,**
- **organization design, and**
- **vertical lines of communication.**

**Avoidance** cultural norms have been found in organizations where jobs restrict members' autonomy, variety, and knowledge of results; where excellent performance generally goes unnoticed; where leadership is lacking; and where members are encouraged to take either a fight or flight position with respect to dealing with conflicts. Subsequently, possible levers for *reducing* Avoidance norms include:

- **job design,**
- **reinforcement (reward) systems,**
- **leadership development programs, and**

- **methods for conflict resolution.**

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# Section 1: Introduction

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## Introduction to the OCI Detailed Report

With ever-growing competition and shorter product and service life cycles, most organizations have found that standardized methods and strict controls are no longer viable. Now, more than ever, organizational success is dependent upon leaders' and managers' ability to empower members to think and behave like owners. That's why, in addition to monitoring traditional financial and production performance indicators, many organizations are directing greater attention to the internal factors and conditions that have an impact on performance.

The **Organizational Culture Inventory**<sup>®</sup> (OCI<sup>®</sup>) was developed in response to the demand for a reliable and valid measure of organizational culture that distinguishes effective organizations from those that are less effective. In turn, the OCI Detailed Report is designed to help change agents, leaders, managers, and members understand and use the information generated by an OCI administration in their organization.

This Detailed Report presents your organization's OCI results. The results are based on the responses of members within your organization who completed the OCI. The information contained in this report will be instrumental to your organization's development efforts. Specifically, it will enable you to:

- understand your organization's culture in terms of the behaviors that are *currently* expected of members (Section 2);
- identify the behaviors that members report *ideally* should be expected for your organization to be successful (Section 2);
- discern the *impact of your organization's culture* on members (Section 3);
- establish a direction for your organization's *cultural change efforts* (Section 4);
- determine whether *subcultures* exist within your organization (Section 5).

## The Organizational Culture Inventory

The Organizational Culture Inventory (OCI) is a key component of Human Synergistics' integrated diagnostic system for individual, group, management and leadership, and organizational development. The OCI measures "what is expected" of members of an organization—or, more technically, *behavioral norms and expectations*, which may reflect the more abstract aspects of culture such as shared values and beliefs.

The Inventory presents a list of statements that describe some of the behaviors and personal styles that might be expected or implicitly required of an organization's members. Some of the cultural norms measured by the OCI are positive and supportive of constructive interpersonal relationships, effective problem solving, and personal growth; others are dysfunctional and can lead to unnecessary conflict, dissatisfaction, and symptoms of strain on the part of organizational members. More specifically, the OCI measures twelve different cultural norms that are organized into three general types of cultures:

- **Constructive cultures**, in which members are encouraged to interact with *people* and approach *tasks* in ways that will help them to meet their higher-order *satisfaction* needs (Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative norms).
- **Passive/Defensive cultures**, in which members believe they must interact with *people* in defensive ways that will not threaten their own *security* (Approval, Conventional, Dependent, and Avoidance norms).
- **Aggressive/Defensive cultures**, in which members are expected to approach *tasks* in forceful ways to protect their status and *security* (Oppositional, Power, Competitive, and Perfectionistic norms).

The types of culture measured by the OCI have a direct bearing on the activities of members and the functioning of the organization—and have been shown to be related to important outcomes such as member satisfaction, motivation, teamwork, product/service quality, and other criteria of organizational effectiveness (e.g., adaptability, safety, and sales performance). These sets of expectations or cultural norms result from, and are reinforced by, organizational structures, human resource management systems, managerial styles, and other factors that can be changed—at least to some extent—by those in leadership positions. Thus, the Inventory is appropriate for use in cultural change programs.

The OCI has been adopted by numerous organizations and completed by more than two million individuals. Organizations have used the Inventory to diagnose their cultures and plan change programs, to identify the "ideal" culture for maximizing their effectiveness, and/or to monitor the impact of organizational development efforts. More specialized applications have included programs on cultural (ethnic) diversity within organizations, culture integration during mergers and acquisitions, individual career counseling, and union-management relations.

## How Culture Works

The theoretical model shown on the next page presents the major causal factors (*levers for change*) that shape and reinforce behavioral norms and expectations as measured by the OCI. As depicted by the model, the operating culture of your organization is not directly determined by its values (*ideal culture*), nor is it directly influenced by its mission and philosophy. Rather, the behavioral norms and expectations that emerge within organizations are directly influenced by their internal structures, systems, technologies, and members' skills/qualities.

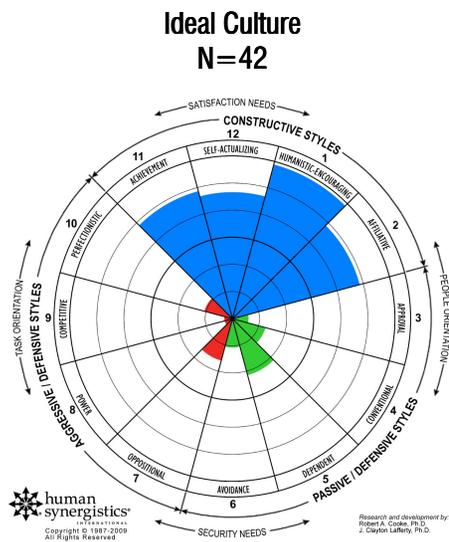
- **Structure** refers to the manner in which components (such as people, tasks, and roles) are ordered and coupled to create organization. Aspects of structure that can influence an organization's operating culture include its design (such as degree of centralization, formalization, and specialization) and the extent to which it promotes or restricts members' involvement and empowerment.
- **Systems** refer to the interrelated sets of procedures—such as human resource, information, accounting, and quality control systems—an organization uses to support its core activities and solve problems. Human resource management systems, including goal setting, reinforcement, performance management, training and development, and selection and placement, are among the most powerful factors for shaping—as well as redirecting—the operating culture of an organization.
- **Technology** refers to the methods by which an organization transforms inputs into outputs. The social or socio-technical (job design) aspects of technology have been found to have an impact on the operating culture of organizations. Important job design factors include task significance, autonomy, and feedback.
- **Skills/qualities** of organizational members—particularly those who hold leadership roles—can shape, reinforce, and change the operating culture of an organization. Examples of relevant skills and qualities revolve around communication, sources of power and influence, methods for conflict resolution, and supervisory and managerial styles.

To the extent that an organization's internal structures, systems, technology, skills/qualities, and mission and philosophy are all in alignment with its values, the organization's operating culture will more closely reflect its ideal culture. In contrast, the operating culture will be considerably different from the organization's ideal when causal factors are not in alignment with the organization's values and ideal culture.

The model also illustrates that your organization's operating culture determines *outcomes* at the individual, group, and organizational levels. For example, culture has been found to be associated with satisfaction, motivation, and stress at the individual level; teamwork and inter-unit coordination at the group level; and product/service quality and external adaptability at the organizational level.

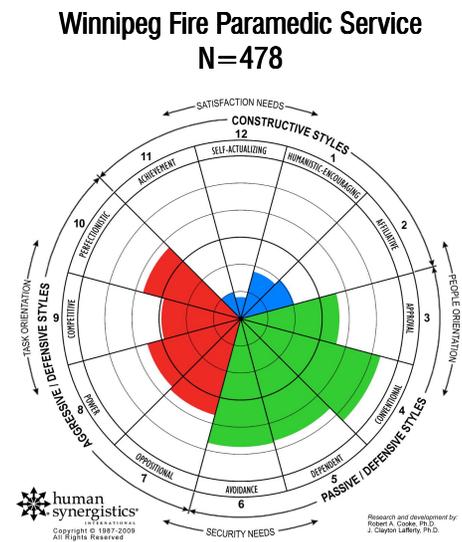
Keep in mind that there are *many* factors that potentially lead to and result from cultural norms. Some of those factors are included in the model and are specified above; others have yet to be studied. Research conducted over the past 30 years using the OCI along with the Organizational Effectiveness Inventory® (OEI) provide support for the relationships described here.

*How Culture Works*



**Mission and Philosophy**

- Structures
- Systems
- Technology (Job Design)
- Skills/Qualities



- Individual Level
- Group Level
- Organizational Level

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## Planning for Cultural Change

Section 4 of this report guides you in using your organization's OCI results in "Planning for Cultural Change." The Planning for Cultural Change section begins by taking you through an analysis of your organization's results along the outcomes measured by the OCI, then walks you through an analysis of your organization's culture and identification of critical gaps, and ends by helping you to delineate the steps that can be taken to close gaps and improve along outcomes.

Once you have completed this process, you will have outlined a plan that includes the key actions to be taken to facilitate positive change (i.e., levers for change) as well as the factors to be monitored to gauge the success of your organization's change efforts (i.e., targeted cultural gaps and outcomes). This same approach can then be used by subgroups within your organization to develop complementary improvement plans at the subgroup level.

## About This Report

This report contains an "Executive Summary" of your organization's OCI results. The Executive Summary provides a general overview of your organization's current culture, the ideal culture, the impact of the current culture on outcomes, and some of the implications for your organization's development efforts.

The Detailed Report itself includes:

- A description of the *current culture* of your organization compared to the *ideal culture* as measured by the OCI (including gap analyses at the scale and item levels).
- Information regarding your organization's *readiness for change* as measured by the ideal OCI.
- Your organization's results on the *outcomes* of culture as compared to our "Historical Average" (based on over 1000 organizational units) and "Constructive Benchmark" (based on 172 organizational units with predominantly Constructive cultures).
- *OCI comparative profiles* and *correlations* that illustrate the impact of your organization's culture on particular outcomes.
- OCI results regarding culture and outcomes broken down by *subgroups*.
- Project administration and demographic information.

## Next Steps

Collecting data on the factors and conditions that affect your organization's performance and outlining action plans for improvement based on that data are the first steps toward increasing individual, group, and organizational effectiveness. After you have completed reviewing the OCI Detailed Report, you can proceed by:

- **Refining organizational and subgroup action plans.** In refining your organization's and subgroups' action plans, you may consider a more precise assessment of the levers for change in your organization. The Organizational Effectiveness Inventory (OEI) is an assessment tool that enables an organization to measure the *impact* of its culture (on members, groups/teams, and the organization) as well as the *factors and conditions that likely drive or shape* that culture. The OEI measures the clarity and focus of an organization's mission and philosophy, as well as assesses the internal structures, systems, technology, and skills/qualities that represent potential levers for change. Thus, using the OEI will help you to pinpoint those levers most critical to successful culture change within your organization.
- **Getting members involved in the process.** As you get more specific regarding the changes that need to be made within your organization and subunits, you will want to get the input of those who are likely to be affected by those changes. Getting people involved in the culture change process during the planning stages will enable you to identify unanticipated obstacles, provide you with more ideas, and raise the level of commitment to change initiatives.
- **Implementing organizational and subgroup action plans.** This is where you put your plans into action. Continue to get people within the organization involved, delegate, and seek out volunteers. Don't be discouraged if the process starts out slow or if things are not working out exactly as planned. Rather, stay focused on your goals and be prepared to modify the original plans as warranted.
- **Monitoring progress.** Keeping track of how well you are doing relative to your goals is critical—it enables you to determine whether your plans were on target or need to be modified; it guides you in directing people's efforts; and it can be an excellent boost to motivation. You'll want to reassess the culture approximately 1½ to 2 years after your initial administration of the OCI and then every 1½ to 2 years after that to make sure that the culture is moving in the desired direction.

## Section 2: Organizational Culture

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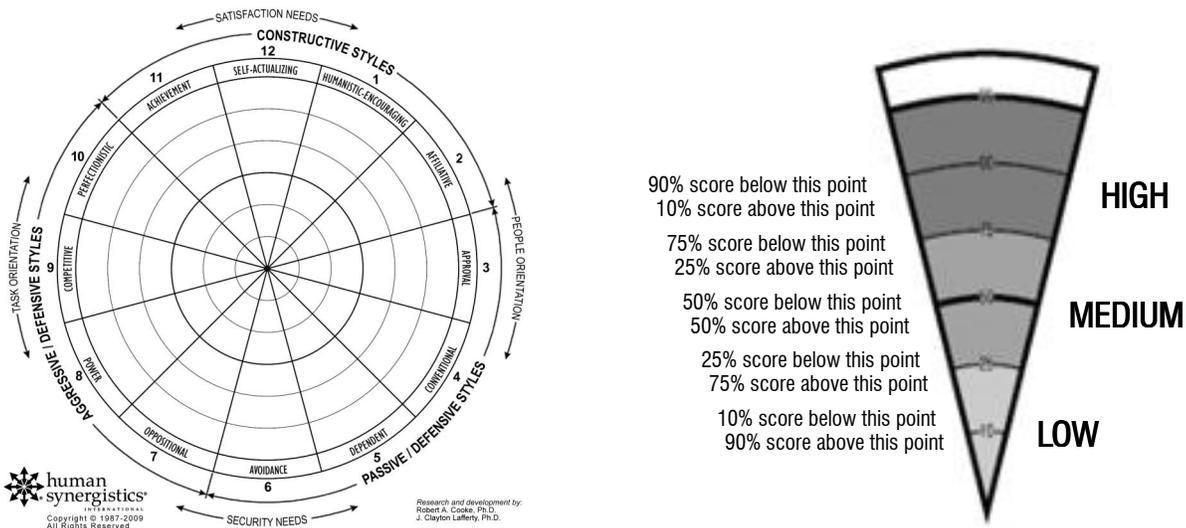
(All Respondents)

## ORGANIZATIONAL CULTURE (All Respondents)

The OCI® can be used to assess both an organization's **current operating culture** in terms of the behaviors and personal styles that are *expected* (i.e., behavioral norms) and its **ideal culture** in terms of the behaviors and personal styles that *should be expected* (i.e., espoused values). This section first describes your organization's operating culture based on the responses of members who completed the current version of the inventory; it then presents ideal results based on the responses of members who completed the OCI-Ideal. The results are plotted on a circular diagram or circumplex, which is used to describe both ideal and current operating cultures.

### The OCI Circumplex

The OCI measures twelve different cultural norms. Individual members' responses to the survey are aggregated to the organizational level and are plotted on a circular diagram referred to as a *circumplex* (shown below). Cultural norms that are located next to one another on the OCI Circumplex (e.g., Achievement and Self-Actualizing) are more closely related than cultural norms that are located further apart (e.g., Achievement and Conventional).

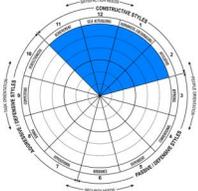


The OCI Circumplex allows you to compare your organization's scores along the twelve cultural norms to the scores of 921 subunits (e.g., departments and divisions of other organizations). When you record your unadjusted score (that is, the "raw" score, which can potentially range from 10 to 50) for each cultural norm on the circumplex, you convert the results for your organization to percentile scores that provide a more realistic picture of the culture (similar to when you evaluate your performance on a test, in part, by comparing how you ranked relative to everyone else who took the test). The bold center ring represents the 50<sup>th</sup> percentile. Scores falling below the 50<sup>th</sup> percentile are low relative to other organizations. Scores that fall above the 50<sup>th</sup> percentile are high relative to other organizations.

*(All Respondents)*

## The Cultural Norms Measured by the OCI

The cultural norms are organized on the OCI Circumplex such that those toward the top reflect expectations for behaviors that are directed toward higher-order needs for growth and *satisfaction*; those toward the bottom reflect expectations for behaviors that focus on meeting lower-order needs for *security*. Cultural norms located on the right side of the circumplex reflect expectations regarding interactions with *people*; cultural norms located on the left reflect expectations regarding *task*-related behaviors. The distinctions between satisfaction and security and between people and task define the three clusters of cultural norms measured by the OCI: Constructive, Passive/Defensive, and Aggressive/Defensive.



### CONSTRUCTIVE CULTURAL NORMS *(Promote Satisfaction Behaviors)*

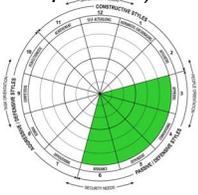
(11:00) **An Achievement culture** characterizes organizations that do things well and value members who set and accomplish their own goals. Members of these organizations establish challenging but realistic goals, develop plans to reach these goals, and pursue them with enthusiasm. Achievement organizations are effective; problems are solved appropriately, clients and customers are served well, and the orientation of members (as well as the organization itself) is healthy.

(12:00) **A Self-Actualizing culture** characterizes organizations that value creativity, quality over quantity, and both task accomplishment and individual growth. Members of these organizations are encouraged to gain enjoyment from their work, develop themselves, and take on new and interesting activities. While Self-Actualizing organizations can be somewhat difficult to understand and control, they tend to be innovative, offer high-quality products and/or services, and attract and develop outstanding employees.

(1:00) **A Humanistic-Encouraging culture** characterizes organizations that are managed in a participative and person-centered way. Members are expected to be supportive, constructive, and open to influence in their dealings with one another. A Humanistic-Encouraging culture leads to effective organizational performance by providing for the growth and active involvement of members who, in turn, report high satisfaction with and commitment to the organization.

(2:00) **An Affiliative culture** characterizes organizations that place a high priority on constructive interpersonal relationships. Members are expected to be friendly, open, and sensitive to the satisfaction of their work group. An Affiliative culture can enhance organizational performance by promoting open communication, cooperation, and the effective coordination of activities. Members are loyal to their work groups and feel they "fit in" comfortably.

(All Respondents)



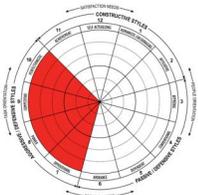
**PASSIVE/DEFENSIVE CULTURAL NORMS**  
*(Promote People/Security Behaviors)*

(3:00) **An Approval culture** describes organizations in which conflicts are avoided and interpersonal relationships are pleasant—at least superficially. Members feel that they must agree with, gain the approval of, and be liked by others. Though possibly benign, this type of work environment can limit organizational effectiveness by minimizing constructive differing and the expression of ideas and opinions.

(4:00) **A Conventional culture** is descriptive of organizations that are conservative, traditional, and bureaucratically controlled. Members are expected to conform, follow the rules, and make a good impression. Too Conventional a culture can interfere with effectiveness by suppressing innovation and preventing the organization from adapting to changes in its environment.

(5:00) **A Dependent culture** is descriptive of organizations that are hierarchically controlled and non-participative. Centralized decision making in such organizations leads members to do only what they're told and to clear all decisions with superiors. Poor performance results from the lack of individual initiative, spontaneity, flexibility, and timely decision making.

(6:00) **An Avoidance culture** characterizes organizations that fail to reward success but nevertheless punish mistakes. This negative reward system leads members to shift responsibilities to others and to avoid any possibility of being blamed for problems or errors. The survival of this type of organization is in question since members are unwilling to make decisions, take action, or accept risks.



**AGGRESSIVE/DEFENSIVE CULTURAL NORMS**  
*(Promote Task/Security Behaviors)*

(7:00) **An Oppositional culture** describes organizations in which confrontation prevails and negativism is rewarded. Members gain status and influence by being critical, opposing the ideas of others, and making safe (but ineffectual) decisions. While some questioning is functional, a highly Oppositional culture can lead to unnecessary conflict, poor group problem solving, and "watered-down" solutions to problems.

(8:00) **A Power culture** is descriptive of non-participative organizations structured on the basis of the authority inherent in members' positions. Members believe they will be rewarded for taking charge and controlling subordinates (and being responsive to the demands of superiors). Power-oriented organizations are less effective than their members might think; subordinates resist this type of control, hold back information, and reduce their contributions to the minimal acceptable level.

(9:00) **A Competitive culture** is one in which winning is valued and members are rewarded for out-performing one another. People in such organizations operate in a "win-lose" framework and believe they must work against (rather than with) their peers to be noticed. An overly Competitive culture can inhibit effectiveness by reducing cooperation and promoting unrealistic standards of performance (either too high or too low).

*(All Respondents)*

(10:00) **A Perfectionistic culture** characterizes organizations in which perfectionism, persistence, and hard work are valued. Members feel they must avoid all mistakes, keep track of everything, and work long hours to attain narrowly defined objectives. While some amount of this orientation might be useful, too much emphasis on perfectionism can lead members to lose sight of the goal, get lost in details, and develop symptoms of strain.

(All Respondents)

## Your Organization's Current Operating Culture

The following pages describe your organization's current operating culture based on the average (mean) responses of all members who completed the OCI. The results are presented on the circumplex and in tables. Information on how to interpret your results—including the direction and intensity of the culture—is provided below.

### Direction of the Current Operating Culture

The OCI Circumplex allows you to compare your organization's percentile scores for each of the twelve cultural styles. When reading an OCI profile, you should look for the "spikes"—those cultural styles that are most extended from the center of the circumplex. These are the cultural styles that describe how members within your organization are currently expected and encouraged to think and behave (i.e., the *direction* of the culture).

The most extended cultural style in your organization's profile is called the *primary style*. This style describes the way in which members are predominantly encouraged to think and behave. The second most extended cultural style is called the *secondary style*. This style typically works with the primary style or is expected when the behaviors associated with the primary style cannot be enacted. Sometimes primary and secondary styles are included in the same cluster (Constructive, Passive/Defensive, or Aggressive/Defensive); other times they are contained within different clusters. The cluster that best describes your organization's operating culture is the one that has the highest score based on the average of the percentile scores for the four cultural styles included in the cluster.

### Intensity of the Current Operating Culture

The corresponding table presents both your organization's percentile scores and its unadjusted (or "raw") mean scores for each of the twelve cultural styles. The table also includes the standard deviations of the responses around the raw scores. The standard deviations provide estimates of the intensity or the amount of agreement among respondents regarding the extent to which particular cultural norms are predominant within your organization. If you add the standard deviation for a particular style to its raw score and subtract the standard deviation from the raw score, you will have the range in which approximately 67% of members scored along a particular cultural norm.

For example, if the raw score for the Humanistic-Encouraging style is 37.0 and the standard deviation is 5.2, then approximately 67% of the respondents had raw scores that ranged from 31.8 to 42.2 along the Humanistic-Encouraging style. Converting these results to percentile scores, the scores range from below the 50th percentile to above the 75th percentile—and that's only accounting for 67% of the respondents!

The *lower* the standard deviation, the greater the intensity of your organization's current operating culture and agreement among those who described it. Conversely, the *higher* the standard deviation, the lower the intensity and agreement among those who described the culture. The interpretive comments regarding intensity (e.g., high, moderate, low) are based on comparisons to the distribution of standard deviations from over 900 other organizational units in which the OCI was administered.

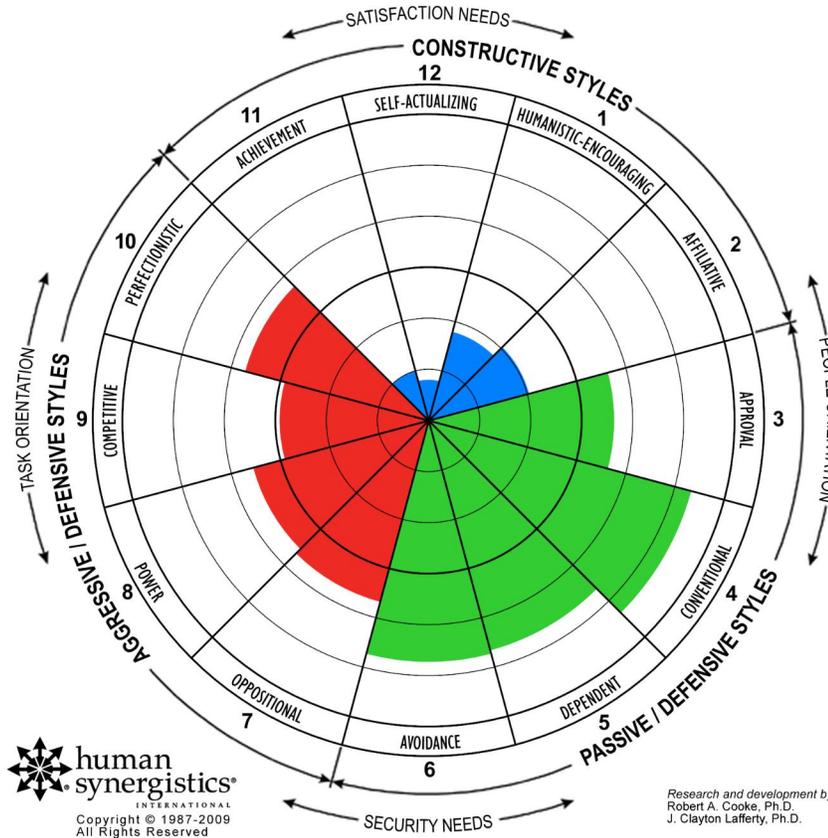
*(All Respondents)*

### **Interpreting Your Organization's Current Operating Culture**

In interpreting the operating culture results for your organization, you should consider both direction *and* intensity. Direction indicates what is (and is not) expected; intensity indicates the extent to which these expectations are widely shared. Cultures with clear direction and high intensity are usually the result of strong alignment among the organization's internal structures, systems, technology, and skills/qualities. In contrast, cultures that lack a clear direction or have low intensity are typically the result of structures, systems, technology, and skills/qualities that communicate different things regarding what is expected (and therefore are poorly aligned with one another).

Having a culture with clear direction and high intensity is not necessarily "good" or "bad." For example, a culture with weak direction and/or low intensity is easier to change than one with strong direction and high intensity. Instead, the value of having a culture with clear direction and high intensity depends on whether the "right" behaviors are currently expected and reinforced, as defined by the ideal culture.

**Current Culture**  
All Respondents  
N=478



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

Secondary Style is **Avoidance**

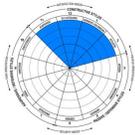
*People are expected to:*

- push decisions upward
- take few chances
- "lay low" when things get tough

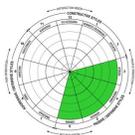
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

(All Respondents)

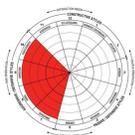
**Current Culture**  
All Respondents  
N=478



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	22.00%	31.78	10.48	Very Low
Affiliative	26.00%	35.04	9.45	Very Low
Achievement	10.00%	31.23	8.78	Very Low
Self-Actualizing	8.00%	28.04	8.51	Very Low



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	66.00%	29.09	8.01	Low
Conventional	93.00%	34.36	9.51	Very Low
Dependent	85.00%	34.32	7.13	Low
Avoidance	86.00%	24.69	9.57	Very Low



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	67.00%	23.20	6.19	Low
Power	64.00%	25.92	9.90	Very Low
Competitive	48.00%	21.95	9.46	Very Low
Perfectionistic	68.00%	30.98	8.21	Very Low

(All Respondents)

## Your Organization's Ideal Culture

The following pages describe your organization's ideal culture based on the responses of all members who completed the OCI-Ideal. The ideal profile is your organization's cultural benchmark. It describes the behaviors that ideally *should be* expected and encouraged within your organization to maximize its effectiveness. The results are presented on the circumplex as well as in tables. Information on how to interpret the results is provided below. As with your organization's current culture results, you should note the direction and intensity of the ideal culture.

### Direction of the Ideal Culture

The cultural styles that are most extended from the center of the circumplex are the cultural styles that describe how members within your organization *should be* expected and encouraged to think and behave (i.e., the *direction* of the ideal culture). The most extended cultural style in your organization's ideal profile is called the *primary style* and the second most extended cultural style is called the *secondary style*.

### Intensity of the Ideal Culture

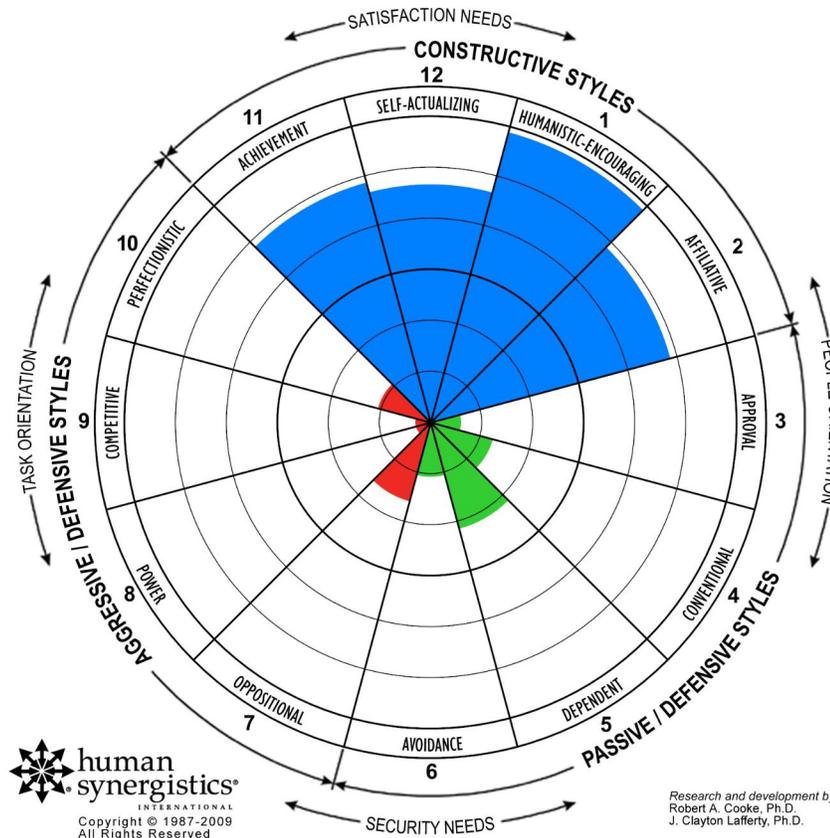
The corresponding table summarizes both your organization's ideal percentile scores and its unadjusted (or "raw") ideal mean scores for each of the twelve cultural styles. In addition, the table presents the standard deviations of the responses around the raw scores. The standard deviations are important because they provide an indication of the *intensity* or the amount of agreement among those who described the extent to which particular styles should be predominant within your organization.

The *lower* the standard deviation, the greater the intensity of the ideal culture and agreement among those who described it. Conversely, the *higher* the standard deviation, the lower the intensity and agreement among those who described the ideal culture. The interpretive comments regarding intensity (e.g., high, moderate, low) are based on comparisons to the distribution of standard deviations from over 900 other organizational units in which the OCI was administered.

### Interpreting Your Organization's Ideal Culture

In interpreting the ideal culture of your organization, it is useful to consider both direction and intensity. Direction tells you what should (and should not) be expected; intensity tells you the extent to which these values are widely shared.

**Ideal Culture**  
All Respondents  
N=42



Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Affiliative**

*Ideally, people should be expected to:*

- be supportive of others
- resolve conflicts constructively
- show concern for the needs of others

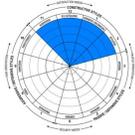
*Ideally, people should be expected to:*

- treat people as more important than things
- show concern for people
- cooperate with others

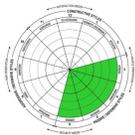
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

(All Respondents)

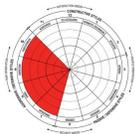
**Ideal Culture**  
All Respondents  
N=42



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	44.00	5.77	Moderate
Affiliative	88.00%	42.86	6.91	Moderate
Achievement	88.00%	40.60	7.06	Low
Self-Actualizing	85.00%	37.15	7.09	Low



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	6.00%	21.71	5.27	Moderate
Conventional	14.00%	23.29	5.67	Moderate
Dependent	29.00%	28.31	5.48	Moderate
Avoidance	11.00%	16.02	4.30	High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	19.00%	19.48	3.64	High
Power	3.00%	17.43	4.35	High
Competitive	3.00%	14.52	4.41	High
Perfectionistic	11.00%	24.50	4.75	High

(All Respondents)

## OCI Gap Analysis and Item-Level Results

Analyzing the gaps or discrepancies between the current and ideal culture profiles will enable you to identify the behavioral norms along which there is the greatest need for change. The item-level results for these norms can be used to pinpoint specific behaviors for which expectations should be increased or decreased within your organization.

In reviewing the gap analysis and item-level results, you'll want to:

- note the cultural norms which have the greatest gaps or discrepancies between the current and ideal profiles;
- review the item-level results for those cultural norms with the greatest gaps or discrepancies; and
- identify the specific items (expectations for behavior) with the greatest gaps or discrepancies between the current and ideal results.

### Interpreting Gap Scores

The gaps between the current and ideal profiles are identified by subtracting the ideal percentile score from the current percentile score for each behavioral norm. At the item level, gaps are computed by subtracting the ideal score for each item from its current score. For the Constructive norms:

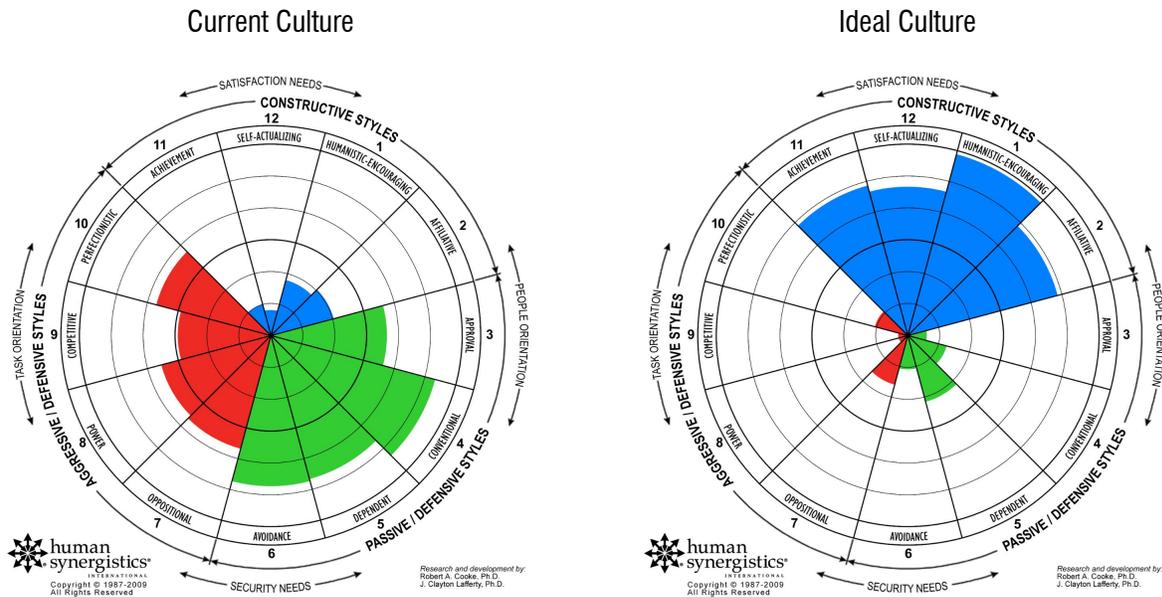
- Negative gap scores indicate that the organization would benefit from *increasing* expectations for behaviors associated with a particular Constructive cultural norm.
- Positive gaps scores indicate that the organization is currently doing better than the ideal.

For the Defensive norms:

- Positive gaps indicate that the organization would benefit from *decreasing* expectations for behaviors associated with a particular Defensive cultural norm.
- Negative gaps indicate that the organization is currently doing better than the ideal.

(All Respondents)

**Current Culture versus Ideal Culture**  
All Respondents



Overall, the largest gaps between the Current and Ideal profiles are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary gap is **Conventional**

*Specifically, the items that have the largest gaps are:*

- accept the status quo
- not "rock the boat"
- fit into the "mold"

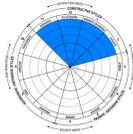
Secondary gap is **Achievement**

*Specifically, the items that have the largest gaps are:*

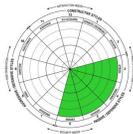
- work for the sense of accomplishment
- work to achieve self-set goals
- openly show enthusiasm

(All Respondents)

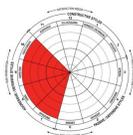
**Current Culture versus Ideal Culture**  
All Respondents



Constructive Styles	Current Percentile	Ideal Percentile	Percentile Gap*
Humanistic-Encouraging	22.00%	98.00%	-76.00%
Affiliative	26.00%	88.00%	-62.00%
Achievement	10.00%	88.00%	-78.00%
Self-Actualizing	8.00%	85.00%	-77.00%



Passive/Defensive Styles	Current Percentile	Ideal Percentile	Percentile Gap*
Approval	66.00%	6.00%	60.00%
Conventional	93.00%	14.00%	79.00%
Dependent	85.00%	29.00%	56.00%
Avoidance	86.00%	11.00%	75.00%



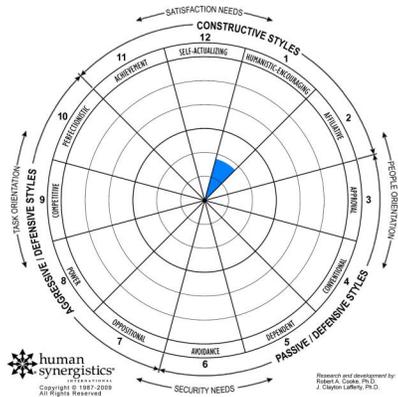
Aggressive/Defensive Styles	Current Percentile	Ideal Percentile	Percentile Gap*
Oppositional	67.00%	19.00%	48.00%
Power	64.00%	3.00%	61.00%
Competitive	48.00%	3.00%	45.00%
Perfectionistic	68.00%	11.00%	57.00%

\*Percentile gaps = current percentile - ideal percentile. Negative gaps for the Constructive styles and positive gaps for the Passive/Defensive and Aggressive/Defensive styles indicate areas for cultural change and improvement. Positive gaps for the Constructive styles and negative gaps for the Defensive styles indicate areas in which the organization is performing better than the ideal.

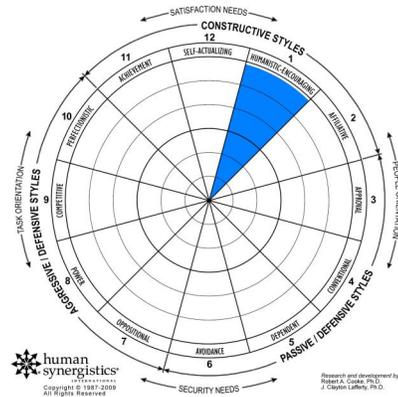
(All Respondents)

Constructive Styles  
Style 1: Humanistic-Encouraging

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
help others think for themselves	2.69	4.17	-1.47
resolve conflicts constructively	3.29	4.69	-1.40
encourage others	3.24	4.60	-1.35
take time with people	3.00	4.26	-1.27
help others to grow and develop	3.37	4.62	-1.25
be supportive of others	3.51	4.69	-1.19
involve others in decisions affecting them	2.93	4.02	-1.10
give positive rewards to others	2.65	3.74	-1.09
be a good listener	3.52	4.60	-1.08
show concern for the needs of others	3.57	4.62	-1.05

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

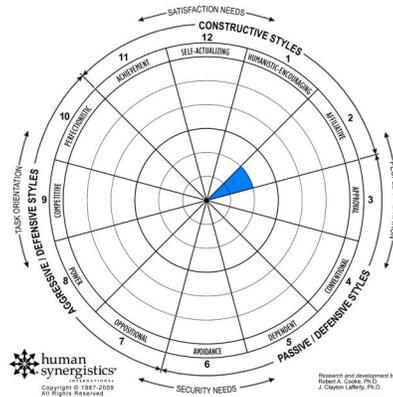
A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

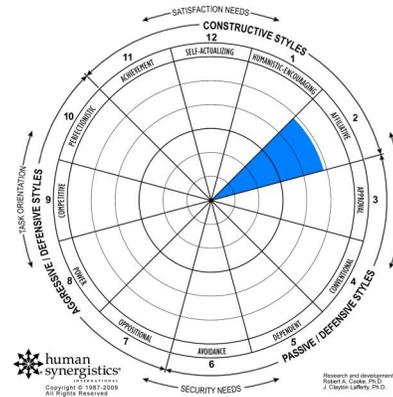
(All Respondents)

Constructive Styles  
Style 2: Affiliative

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
share feelings and thoughts	2.55	3.81	-1.26
treat people as more important than things	3.60	4.64	-1.04
be open, warm	3.17	4.14	-0.97
use good human relations skills	3.67	4.57	-0.90
show concern for people	3.84	4.62	-0.78
be tactful	3.71	4.45	-0.75
motivate others with friendliness	2.99	3.67	-0.68
think in terms of the group's satisfaction	3.36	3.93	-0.56
cooperate with others	4.09	4.60	-0.51
deal with others in a friendly, pleasant way	4.07	4.43	-0.36

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

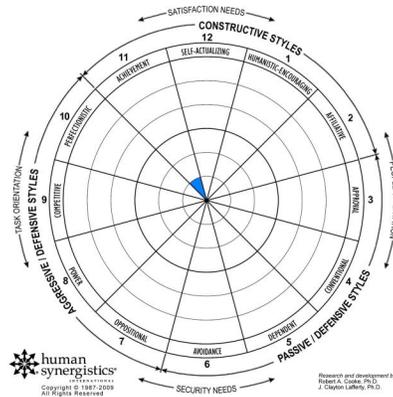
A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

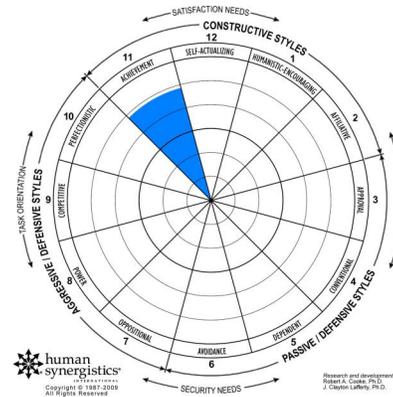
(All Respondents)

Constructive Styles  
Style 11: Achievement

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
work for the sense of accomplishment	3.10	4.31	-1.21
work to achieve self-set goals	2.92	4.05	-1.13
openly show enthusiasm	2.95	3.98	-1.02
pursue a standard of excellence	3.56	4.57	-1.01
think ahead and plan	3.49	4.50	-1.01
explore alternatives before acting	2.68	3.62	-0.94
set moderately difficult goals	2.57	3.45	-0.88
take on challenging tasks	3.26	4.00	-0.74
know the business	3.90	4.62	-0.72
take moderate risks	2.82	3.50	-0.68

1 = Not at all; 5 = To a very great extent

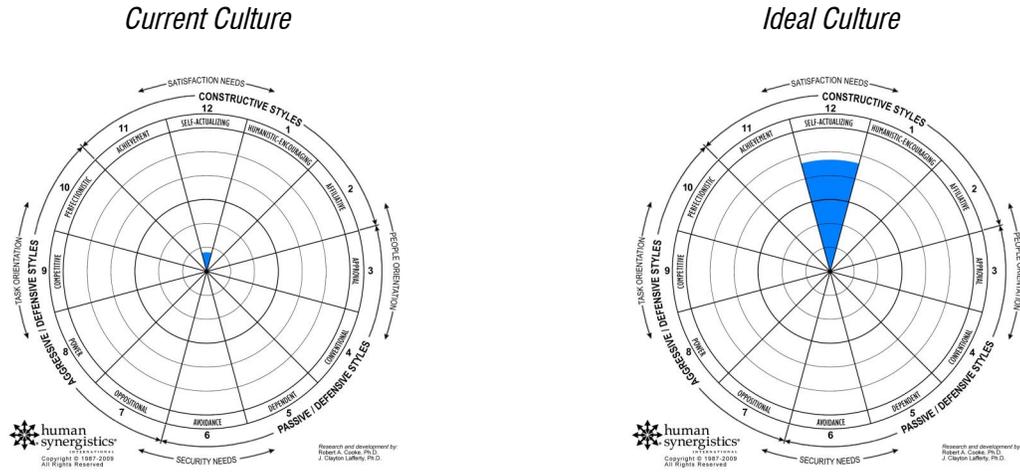
Gap = (Current - Ideal)

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

(All Respondents)

Constructive Styles  
Style 12: Self-Actualizing



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
think in unique and independent ways	2.47	3.76	-1.29
enjoy their work	3.11	4.33	-1.22
maintain their personal integrity	3.39	4.55	-1.16
communicate ideas	3.08	4.21	-1.13
be open about self	2.43	3.52	-1.10
be concerned about their own growth	2.87	3.81	-0.94
emphasize quality over quantity	2.94	3.71	-0.77
do even simple tasks well	3.86	4.48	-0.61
be spontaneous	2.09	2.67	-0.58
resist conformity	1.83	2.05	-0.22

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

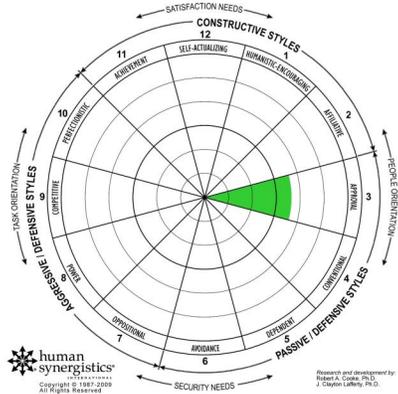
A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

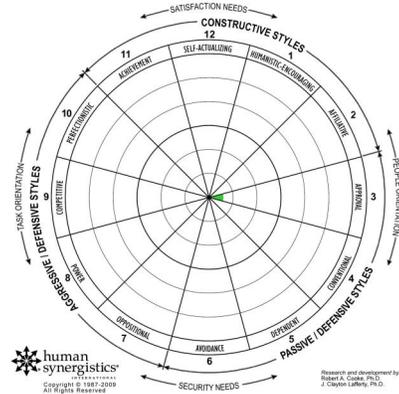
(All Respondents)

Passive/Defensive Styles  
Style 3: Approval

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
switch priorities to please others	2.82	1.62	1.20
"go along" with others	3.26	2.12	1.14
agree with everyone	2.71	1.81	0.90
do things for the approval of others	3.01	2.14	0.86
back up those with the most authority	3.45	2.67	0.79
be liked by everyone	2.71	1.93	0.78
make sure they are accepted by others	2.84	2.29	0.55
stay on people's good side	3.31	2.76	0.55
be a "nice guy"	3.28	2.79	0.50
stay conscious of fashion	1.73	1.60	0.13

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

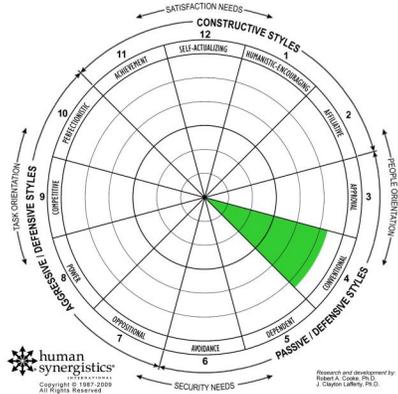
A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

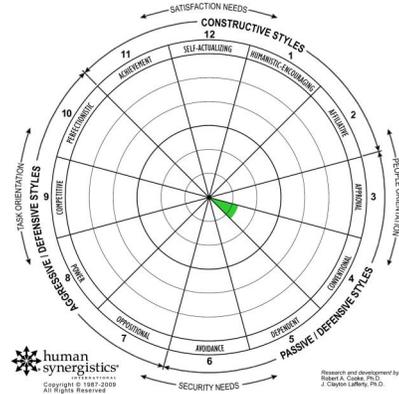
(All Respondents)

Passive/Defensive Styles  
Style 4: Conventional

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
accept the status quo	3.39	1.79	1.60
not "rock the boat"	3.43	1.93	1.50
fit into the "mold"	3.48	2.02	1.46
avoid confrontations	3.40	2.02	1.38
tell people different things to avoid conflict	2.48	1.26	1.22
treat rules as more important than ideas	3.53	2.36	1.17
conform	3.65	2.57	1.08
cast aside solutions that seem different or risky	2.91	1.98	0.93
make a "good impression"	3.76	3.24	0.53
always follow policies and practices	4.32	4.12	0.20

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

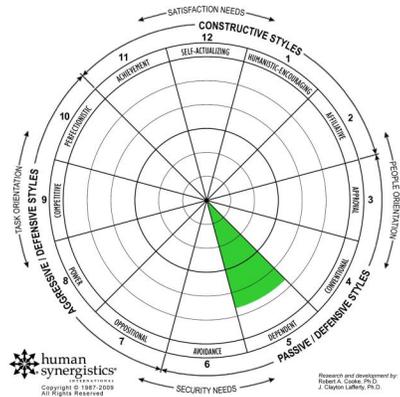
A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

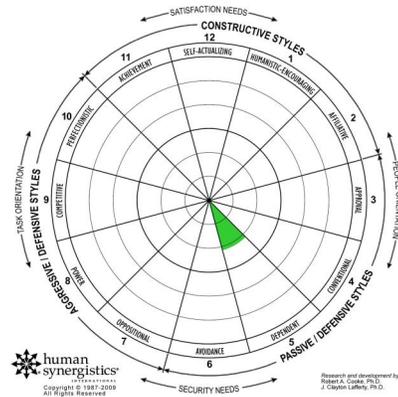
(All Respondents)

Passive/Defensive Styles  
Style 5: Dependent

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
follow orders...even when they're wrong	3.12	1.90	1.22
please those in positions of authority	3.62	2.45	1.17
never challenge superiors	3.56	2.55	1.01
be a good follower	3.72	3.02	0.69
accept goals without questioning them	3.15	2.52	0.63
willingly obey orders	4.10	3.60	0.50
check decisions with superiors	3.34	2.90	0.43
be predictable	3.27	3.02	0.24
do what is expected	4.27	4.12	0.15
ask everybody what they think before acting	2.19	2.21	-0.02

1 = Not at all; 5 = To a very great extent

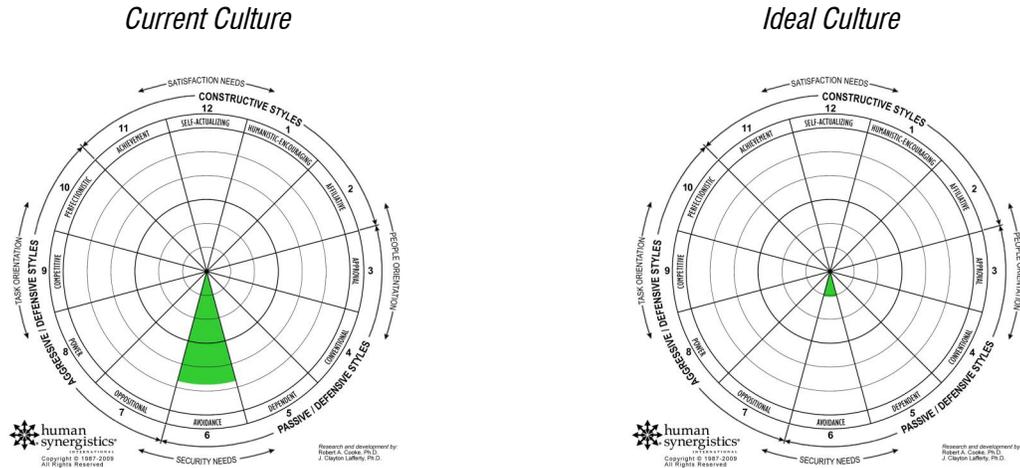
Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

(All Respondents)

Passive/Defensive Styles  
Style 6: Avoidance



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
"lay low" when things get tough	2.57	1.24	1.33
never be the one blamed for problems	2.53	1.26	1.26
make "popular" rather than necessary decisions	2.54	1.36	1.19
put things off	2.19	1.24	0.95
not get involved	2.43	1.62	0.81
wait for others to act first	2.24	1.50	0.74
be non-committal	2.11	1.38	0.73
push decisions upward	3.03	2.43	0.60
shift responsibilities to others	2.35	1.76	0.59
take few chances	2.69	2.24	0.45

1 = Not at all; 5 = To a very great extent

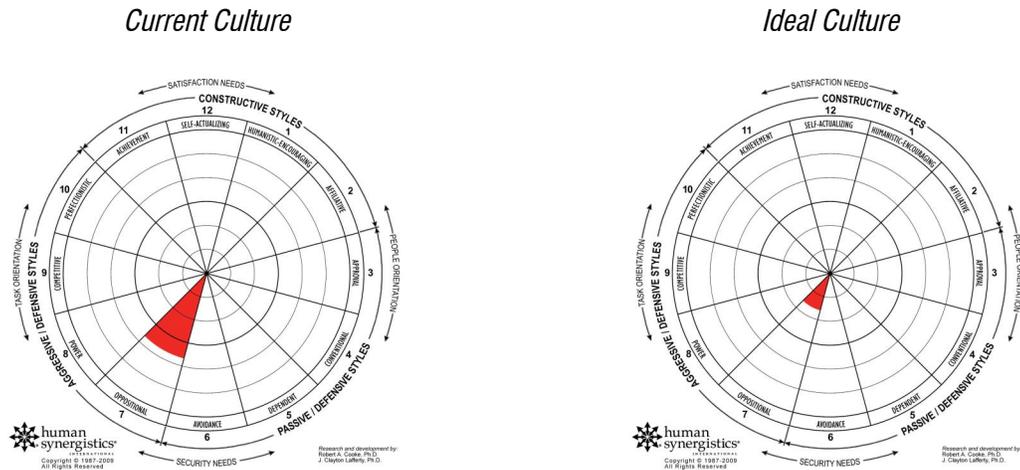
Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

(All Respondents)

Aggressive/Defensive Styles  
Style 7: Oppositional



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
refuse to accept criticism	1.95	1.19	0.76
remain aloof from the situation	2.27	1.64	0.63
oppose things indirectly	2.09	1.52	0.57
oppose new ideas	2.11	1.55	0.56
play the role of the "loyal opposition"	1.96	1.40	0.56
look for mistakes	2.70	2.21	0.49
be hard to impress	2.03	1.55	0.48
question decisions made by others	2.21	2.21	0.00
stay detached and perfectly objective	3.25	3.38	-0.13
point out flaws	2.62	2.81	-0.19

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

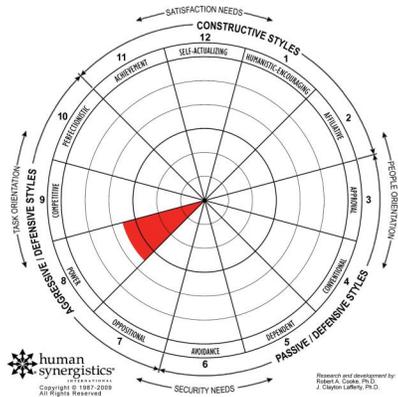
A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

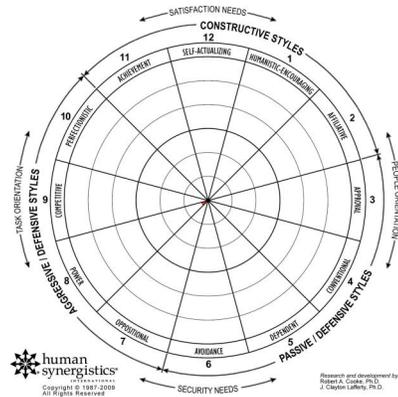
(All Respondents)

Aggressive/Defensive Styles  
Style 8: Power

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
play "politics" to gain influence	2.59	1.17	1.42
maintain unquestioned authority	2.96	1.67	1.29
use the authority of their position	3.21	2.12	1.09
build up their power base	2.29	1.38	0.91
never relinquish control	2.49	1.71	0.78
personally run everything	2.23	1.45	0.78
demand loyalty	2.79	2.02	0.76
be hard, tough	2.73	2.05	0.68
stay on the offensive	2.28	1.74	0.54
act forceful	2.36	2.12	0.24

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

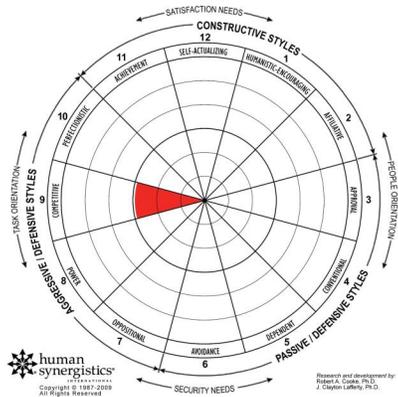
A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

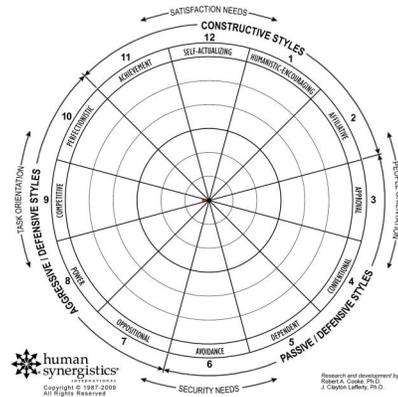
(All Respondents)

Aggressive/Defensive Styles  
Style 9: Competitive

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
never appear to lose	2.26	1.14	1.12
maintain an image of superiority	2.41	1.36	1.05
always try to be right	2.41	1.55	0.86
turn the job into a contest	1.97	1.17	0.80
compete rather than cooperate	2.10	1.31	0.79
win against others	2.17	1.40	0.77
be a "winner"	2.51	1.81	0.71
be the center of attention	1.75	1.10	0.65
out-perform their peers	2.26	1.86	0.40
be seen and noticed	2.10	1.83	0.26

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

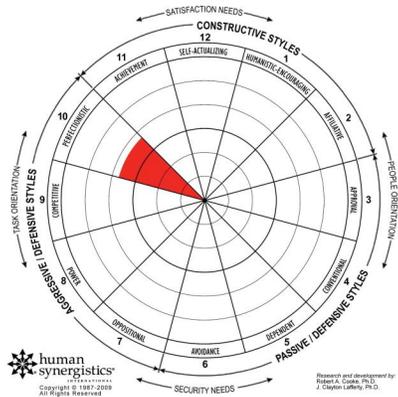
A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

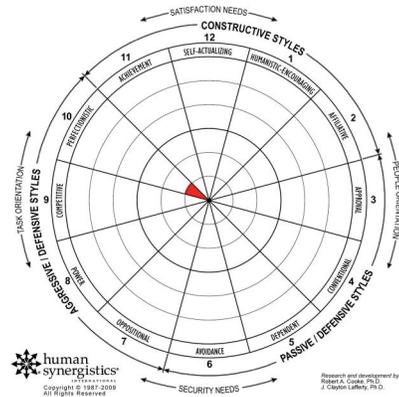
(All Respondents)

Aggressive/Defensive Styles  
Style 10: Perfectionistic

Current Culture



Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
never make a mistake	3.06	1.83	1.23
view work as more important than anything else	2.69	1.52	1.16
set unrealistically high goals	2.03	1.17	0.86
work long, hard hours	3.68	2.88	0.80
do things perfectly	3.15	2.36	0.80
personally take care of every detail	2.64	2.05	0.59
persist, endure	3.72	3.33	0.39
keep on top of everything	3.51	3.19	0.32
be precise... even when it's unnecessary	2.78	2.55	0.23
appear competent and independent	3.71	3.62	0.09

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

*(All Respondents)*

## Organizational Readiness for Change

In any type of change effort, it is important to anticipate the sources of resistance to change, as well as the sources of support. Those members who responded to the OCI-Ideal described your organization's readiness for culture change in terms of:

- their assessment of the potential benefits and practicality of the ideal culture; and
- their perceptions regarding motivation for cultural change within the organization.

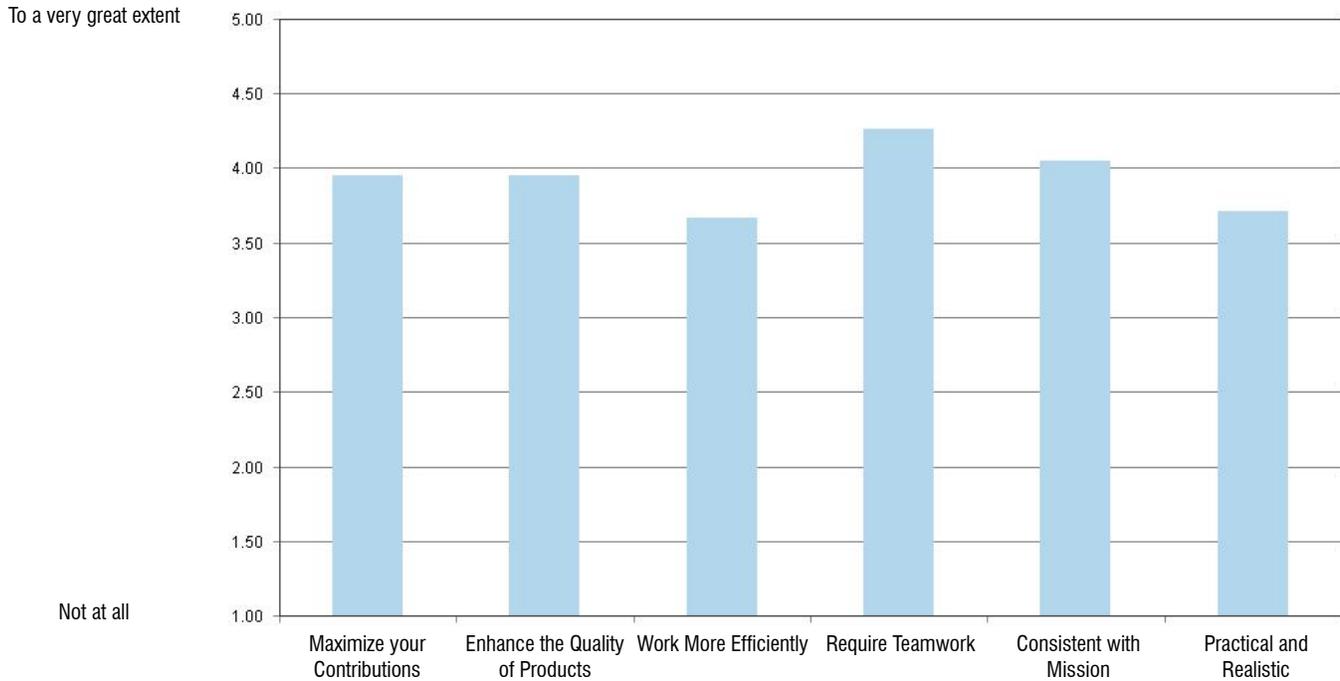
In reviewing these results, make a list of where resistance to culture change is most likely to occur within your organization and identify the fears most likely to be associated with that resistance. You will then need to develop a plan for overcoming resistance to culture change, in part, by directly addressing the concerns upon which such resistance is based.

In addition, these results will help you to identify where support for culture change is most likely to be found in your organization. Once you have identified these sources, you can determine the best way in which they can help to facilitate movement toward the ideal culture.

(All Respondents)

Organizational Readiness for Change  
Member Assessments of the Ideal Culture

All Respondents

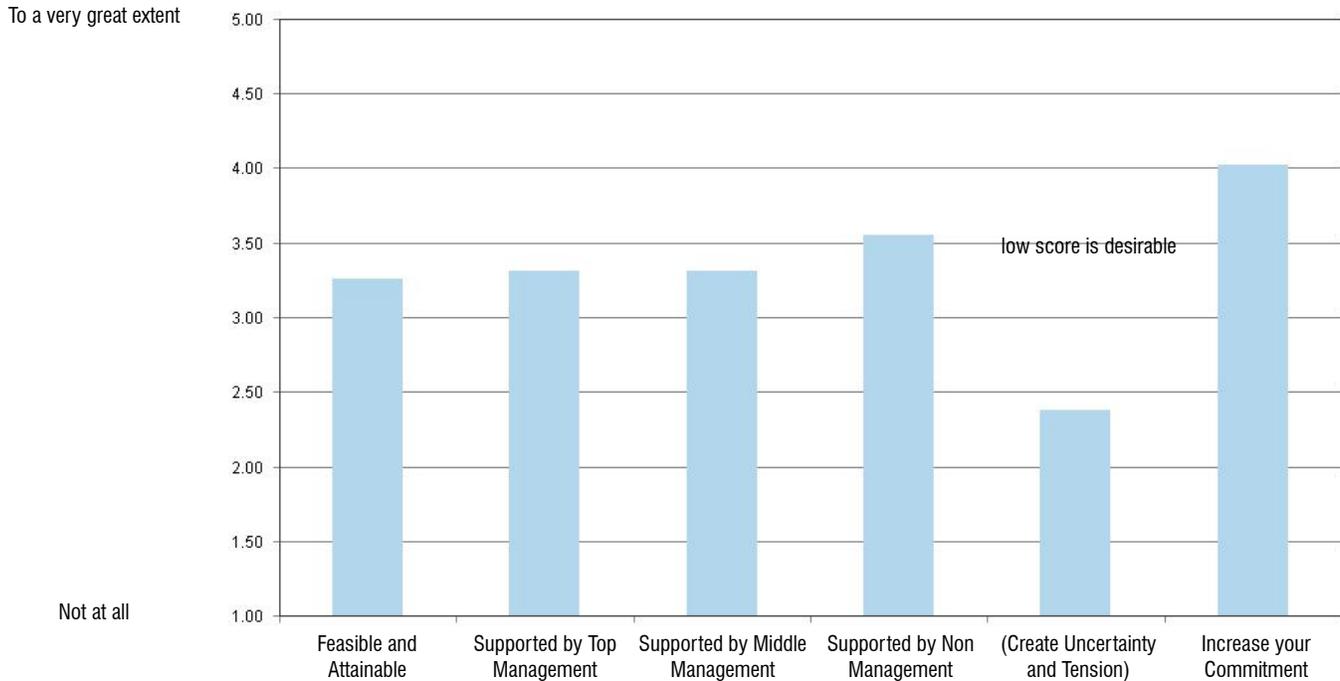


To what extent...	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	3.95	1.13
... would this type of culture enhance the quality of products/services offered by your organization?	3.95	1.17
... would this type of culture require people like yourself to work more efficiently and effectively?	3.67	1.07
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.26	0.99
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.05	1.08
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.71	1.22

(All Respondents)

Organizational Readiness for Change  
**Motivation for Cultural Change**

All Respondents



To what extent...	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	3.26	1.31
... would movement toward this type of culture be supported by top-level management?	3.31	1.42
... would movement toward this type of culture be supported by middle management?	3.31	1.22
... would movement toward this type of culture be supported by non-managerial personnel?	3.55	1.06
(... would movement toward this type of culture create uncertainty and tension for members?)	2.38	0.94
... would movement toward this type of culture increase your commitment to the organization?	4.02	1.07

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

# Section 3: Outcomes Of Culture

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Gap Barchart of the Outcome Items .....	3-3
Outcome Barcharts and Tables .....	3-4
Implications of the Outcome Scores .....	3-8
Correlations Between Your Organization's Culture and Outcomes .....	3-10
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(All Respondents)

## OUTCOMES OF CULTURE (All Respondents)

In addition to measuring the culture of your organization, the Organizational Culture Inventory® (OCI®) also assessed some of the outcomes associated with your organization's culture.\* Data generated by the OCI outcome items can provide additional insights as to whether culture change should be considered and in what direction such change should take place.

### Outcomes Assessed by the OCI

Four types of outcomes are assessed by the OCI:

- **Role Clarity:** The extent to which people receive clear messages regarding what is expected of them.
- **Role Conflict:** The extent to which members receive inconsistent expectations from the organization and are expected to do things that conflict with their own preferences.
- **Quality of Service:** The extent to which the organization has achieved service excellence with respect to internal and/or external customers/clients.
- **Employee Satisfaction:** The extent to which members report positive appraisals of their work situation.

### Gap Barchart of the Outcome Items

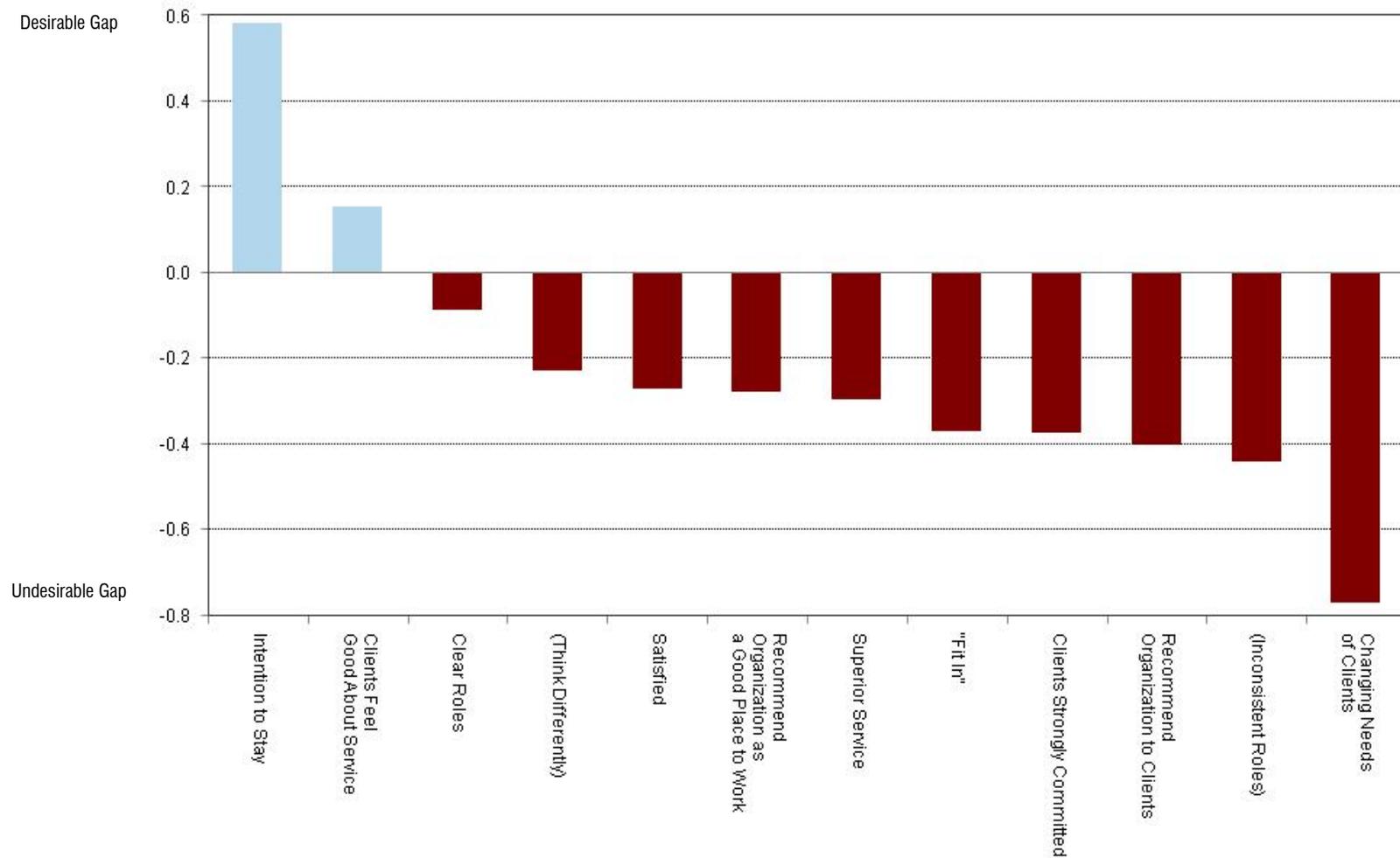
The chart presented on the next page allows you to see, at a glance, how well your organization scored along each of the OCI outcome items as compared to our Historical Averages for these measures. Specifically, we compared your organization's score along each of the outcome items (as derived by averaging the responses of all members within your organization) to our Historical Averages, which represent the mean responses of members of over 1000 organizational units to the OCI outcome items. We calculated the numerical difference between your organization's outcome item scores and our Historical Averages and plotted these differences on the chart (thus 0.0 represents the Historical Averages and the length of the bars represents the difference between your organization's scores and the Historical Averages). The Gap Barchart presents these differences ranked from most desirable (areas in which your organization is doing better than the average organization) to most undesirable (areas in which your organization is not doing as well as the average organization).

When reviewing the gap barchart, note whether your organization's results along the outcomes are generally desirable, undesirable, or fairly evenly split relative to the Historical Averages. Make a list of those results that are of concern to you. Then, refer to the outcome barcharts and tables for more detailed information about the items and your organization's results.

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\* These outcomes represent a subset of the outcomes assessed by the Organizational Effectiveness Inventory® (OEI).

Gap Barchart of the Outcome Items



Gaps for negative items (those in parentheses) are reversed so that positive gaps are desirable and negative gaps are undesirable.

*(All Respondents)*

## Outcome Barcharts and Tables

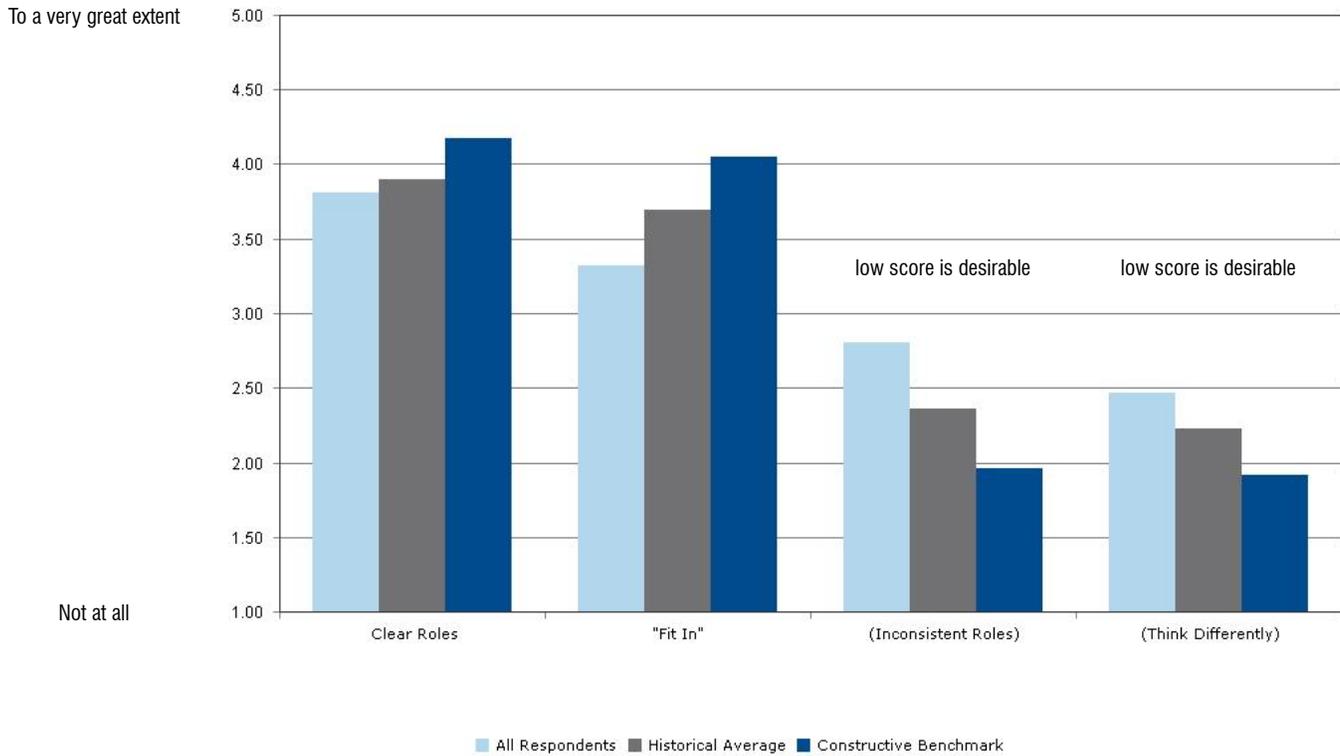
The outcome barcharts and tables provide detailed information regarding your organization's results. The barcharts compare your organization's results to our Historical Averages and to our Constructive Benchmarks for each of the OCI outcome items. The tables present the outcome items, in their entirety, along with your organization's means and standard deviations.

Your organization's outcome results are based on the average responses of all members who completed the OCI. The **Historical Averages** are based on the average responses of members of over 1000 different organizational units. From this sample of over 1000 units, 172 organizational units were identified as having predominantly Constructive cultures based on their OCI results. Specifically, the cultures of these 172 units were all relatively strong in terms of Constructive norms (above the 60<sup>th</sup> percentile) and relatively weak in terms of Passive/Defensive and Aggressive/Defensive cultural norms (below the 50<sup>th</sup> percentile). The average responses by members of these units to the OCI outcome items were then computed to establish the **Constructive Benchmarks** for these items.

Reviewing this subsection will provide you with a deeper understanding of your organization's outcome results. The information provided by the barcharts and tables will enable you to identify where your organization is falling short—or, conversely, doing quite well—as compared to other organizations.

Outcomes of Culture  
Role Clarity and Role Conflict

All Respondents



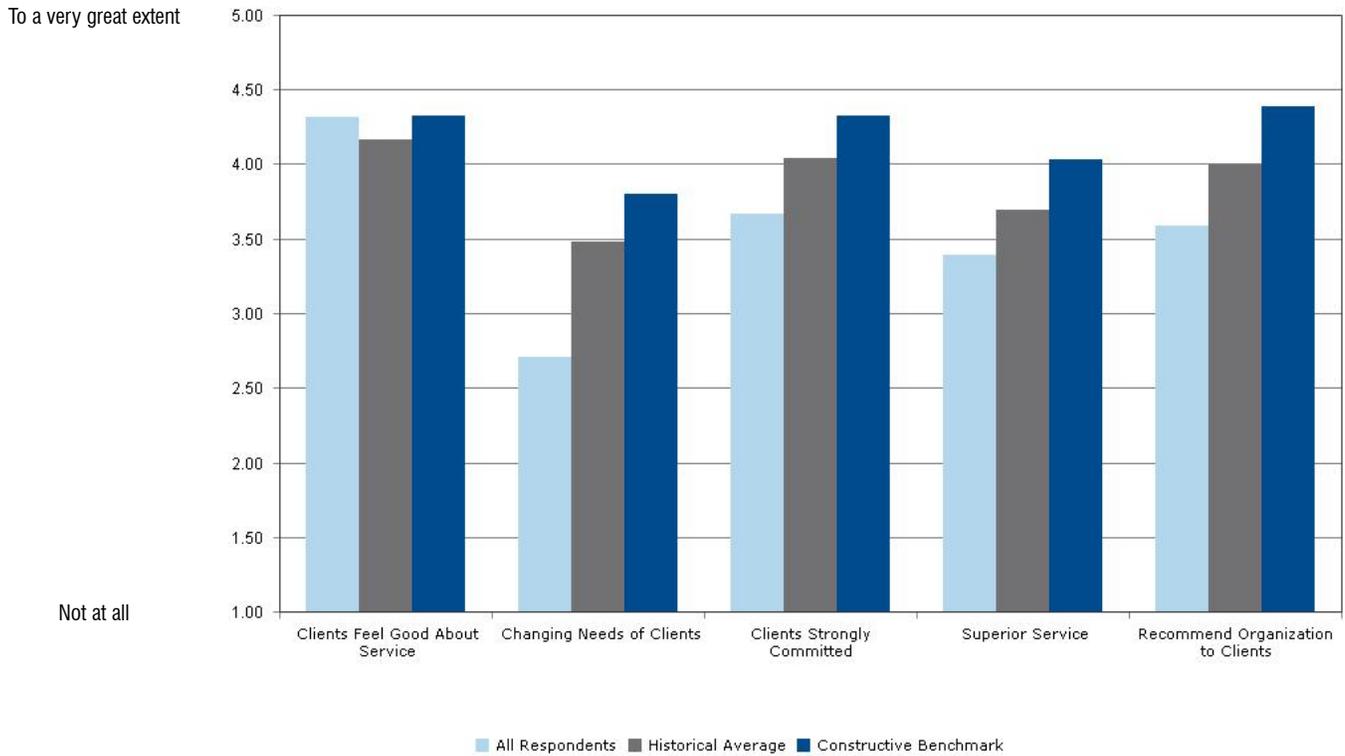
To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.81	1.05
...do you feel you comfortably "fit in" as a member of this organization?	3.32	1.31
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.80	1.44
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.46	1.28

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

(All Respondents)

Outcomes of Culture  
Quality of Service

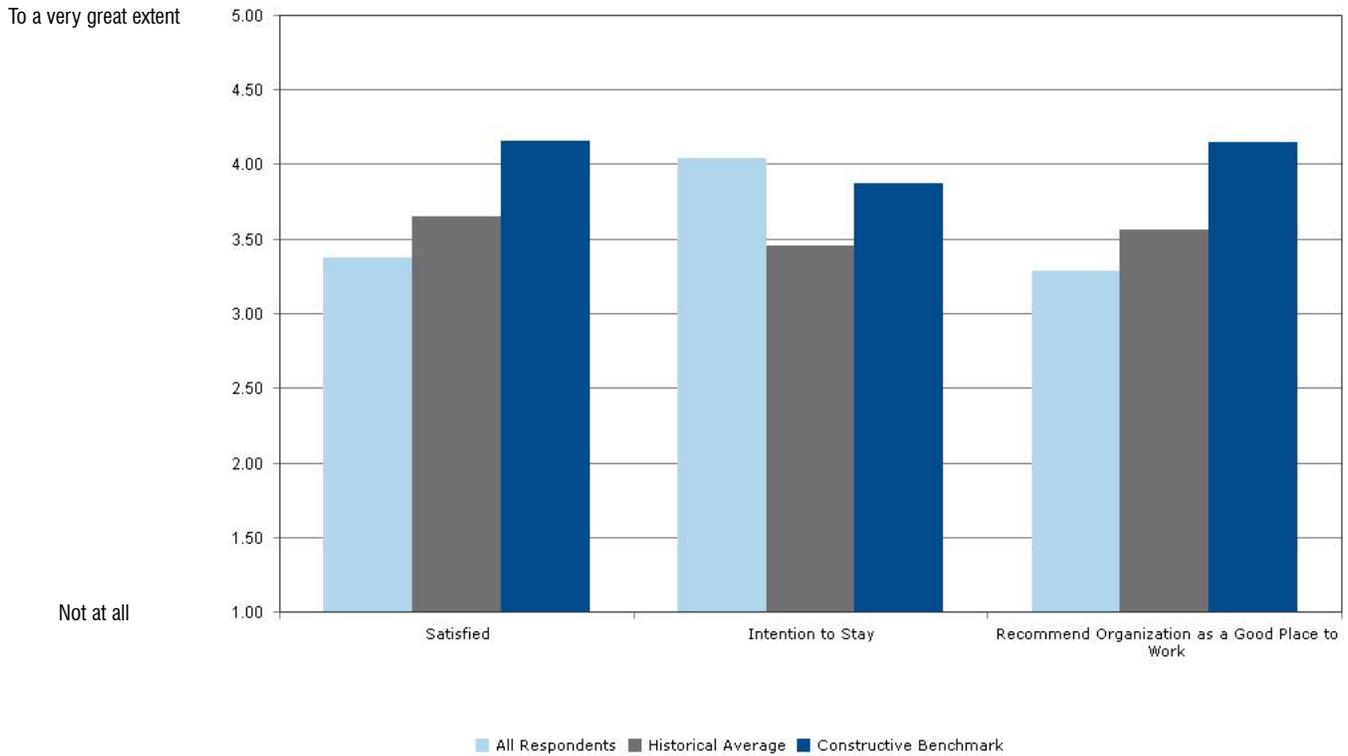
All Respondents



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.32	0.92
...does the organization respond effectively to the changing needs of its clients?	2.70	1.29
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.67	1.22
...does your organization have a reputation for superior service?	3.39	1.28
...would you recommend this organization to potential clients seeking the products or services it offers?	3.59	1.31

**Outcomes of Culture  
 Employee Satisfaction**

**All Respondents**



<i>To what extent...</i>	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.37	1.36
...do you expect to be with this organization two years from now?	4.04	1.37
...would you recommend this organization to someone like yourself as a good place to work?	3.28	1.48

(All Respondents)

## Implications of the Outcome Scores

The desirability of high and low scores for each of the outcomes measured by the OCI are described below. Desirable scores are discussed in terms of their implications for other outcomes. Undesirable scores are discussed in terms of their implications for changes in culture, structures, systems, technology (job design), or members' skills/qualities. As you review this section, make a list of the actions that can be taken by your organization to improve its results along outcomes as well as enhance its overall effectiveness.

### Role Clarity

*High scores* along these measures are *desirable* and are associated with:

- significant effort by members to attain personal and organizational goals;
- effective teamwork and coordination; and
- relatively low levels of stress reported by members.

*Low scores* along these measures are *undesirable* and can indicate the need for:

- more explicit job descriptions;
- establishing goals with greater specificity and clarity; and
- better recognition for goal attainment.

### Role Conflict

*Low scores* along these measures are *desirable* and are associated with:

- achievement-oriented (rather than avoidance-oriented) behaviors;
- individual health and well-being; and
- lower rates of accidents and mistakes.

*High scores* along these measures are *undesirable* and are associated with inefficient personal efforts, mistakes, and psychological symptoms of strain. Potential remedies include:

- cultural change programs;
- conflict resolution interventions; and
- individual stress management programs.

### Quality of Service

*High scores* along these service quality measures have been shown, in various studies, to be associated with other measures of organizational performance including:

- sales growth;
- sales per square foot of selling space; and
- external evaluations of service quality.

*Low scores* along these measures indicate the need for:

- the establishment of service-oriented procedures and norms;
- evaluation and possible re-engineering of core processes;
- customer-service training for employees and managers; and
- the revision of reward systems (to reinforce goal attainment rather than passivity).

*(All Respondents)*

**Employee Satisfaction**

*High scores* along these measures are *desirable* and are associated with:

- commitment and loyalty to the organization;
- a propensity to do what is needed and correct problems facing the organization;
- effective teamwork and coordination; and
- relatively low levels of employee tardiness and turnover.

*Low scores* along these measures are *undesirable* and can indicate the need for:

- changes to create a more constructive and people-oriented culture;
- programs to promote more effective interpersonal relations;
- selection procedures that more effectively take into account the "fit" between the applicant and the job as well as the "fit" between the applicant and the organization; and
- task and job analyses that identify required competencies and resources and, in turn, suggest potential job redesign interventions.

(All Respondents)

## Correlations Between Your Organization's Culture and Outcomes

Correlations were carried out on individual members' reports of the twelve OCI cultural norms and their responses to the outcome items discussed in the previous section. The correlations may help to pinpoint those cultural norms that are viewed differently across members and are systematically but differently shaping their satisfaction, role clarity, and other outcomes.

Since the correlations presented here are based only on data from members of your organization, they should be interpreted with care, particularly if the number of respondents surveyed is small or if there is little variation in their reports regarding culture and/or the outcomes. Information on relationships at the organizational level between culture and outcomes based on a large sample of diverse organizational units can be found in the *OCI Interpretation & Development Guide* (available through Human Synergistics).

The correlation results presented here are summarized in tables using plusses (+), minuses (-), and zeros (0). Guidance on interpreting the correlations is provided below.

### Positive Correlations

A plus sign (+) indicates a significant (at  $p < .05$ ) positive correlation between the cultural norm and the outcome. A positive correlation means that the cultural norm and the outcome are positively related to one another. Thus, higher scores on the cultural norm tend to be associated with higher scores on the outcome. Similarly, lower scores on the cultural norm tend to be associated with lower scores on the outcome. A double plus (++) indicates a highly significant relationship (at  $p < .01$ ).

For example, a positive correlation between Humanistic-Encouraging (a Constructive norm) and Satisfaction (an outcome) indicates that the *more* people within your organization believe they are expected to be Humanistic-Encouraging, the *more* satisfied they are with being a member of the organization. Similarly, the *less* that people within your organization believe they are expected to be Humanistic-Encouraging, the *less* satisfied they are with being a member of the organization.

### Negative Correlations

A negative sign (-) indicates a significant (at  $p < .05$ ) negative correlation between the cultural norm and the outcome. A negative correlation means that the cultural norm and the outcome are inversely related to one another. Thus, higher scores on the cultural norm tend to be associated with lower scores on the outcome. Similarly, lower scores on the cultural norm tend to be associated with higher scores on the outcome. A double minus (--) indicates a highly significant relationship (at  $p < .01$ ).

For example, a negative correlation between Avoidance (a Passive/Defensive norm) and Satisfaction means that the *more* people within your organization believe they are expected to be avoidant, the *lower* their satisfaction. Similarly, the *less* that people within your organization believe they are expected to be avoidant, the *higher* their reported levels of satisfaction.

### Zero Correlations

A zero (0) indicates that there is no statistically significant relationship between the cultural norm and the outcome within your organization. Non-significant correlations can be the result of any one

*(All Respondents)*

of three conditions:

1. No actual relationship between the cultural norm and the outcome within your organization.
2. Little variance in the cultural norm and the outcome. Thus, if the cultural norm is viewed consistently across people within your organization (i.e., it has high intensity) or if the outcome is viewed consistently, then there will be no variation to correlate—even if the cultural norm and the outcome are, in fact, related across organizations.
3. Too small a sample size (in other words, the number of respondents is too small for the correlation to be significant).

Consequently, non-significant or "0" correlations should be interpreted with care.

For example, with the second condition above, a "0" correlation between a Defensive norm and Satisfaction within an organization may simply reflect the fact that all members view the culture as strongly Defensive and, as a consequence, experience consistently low satisfaction. The Defensive norm therefore is an appropriate target for change throughout the entire organization (given that research across organizations confirms that such norms suppress satisfaction). In contrast, if there is a strong negative correlation between the Defensive norm and Satisfaction, the norm is likely viewed as stronger by some members (e.g., at different levels or in particular units, locations, or jobs) than by others and is interfering with their satisfaction. Thus, the Defensive norm is an appropriate target for change at certain levels or in certain groups or units of the organization.

(All Respondents)

**Correlations Between Your Organization's Culture and Outcomes  
Constructive Cultural Norms**

Outcomes	Humanistic-Encouraging	Affiliative	Achievement	Self-Actualizing
<b>Role Clarity and Role Conflict</b>				
Clear Roles	++	++	++	++
"Fit In"	++	++	++	++
(Inconsistent Roles)	--	--	--	--
(Think Differently)	--	--	--	--
<b>Quality of Service</b>				
Clients Feel Good About Service	++	++	++	++
Changing Needs of Clients	++	++	++	++
Clients Strongly Committed	++	++	++	++
Superior Service	++	++	++	++
Recommend Organization to Clients	++	++	++	++
<b>Employee Satisfaction</b>				
Satisfied	++	++	++	++
Intention to Stay	++	++	++	++
Recommend Organization as a Good Place to Work	++	++	++	++

- + Significant Positive Correlation (at the .05 level)
- ++ Significant Positive Correlation (at the .01 level)
  
- Significant Negative Correlation (at the .05 level)
- Significant Negative Correlation (at the .01 level)
  
- 0 No Significant Correlation

(All Respondents)

**Correlations Between Your Organization's Culture and Outcomes  
Passive/Defensive Cultural Norms**

Outcomes	Approval	Conventional	Dependent	Avoidance
<b>Role Clarity and Role Conflict</b>				
Clear Roles	--	--	--	--
"Fit In"	--	--	--	--
(Inconsistent Roles)	++	++	++	++
(Think Differently)	++	++	++	++
<b>Quality of Service</b>				
Clients Feel Good About Service	0	0	0	0
Changing Needs of Clients	--	--	--	--
Clients Strongly Committed	--	--	--	--
Superior Service	--	--	--	--
Recommend Organization to Clients	--	--	--	--
<b>Employee Satisfaction</b>				
Satisfied	--	--	--	--
Intention to Stay	-	--	0	--
Recommend Organization as a Good Place to Work	--	--	--	--

- + Significant Positive Correlation (at the .05 level)
- ++ Significant Positive Correlation (at the .01 level)
  
- Significant Negative Correlation (at the .05 level)
- Significant Negative Correlation (at the .01 level)
  
- 0 No Significant Correlation

(All Respondents)

**Correlations Between Your Organization's Culture and Outcomes  
Aggressive/Defensive Cultural Norms**

Outcomes	Oppositional	Power	Competitive	Perfectionistic
<b>Role Clarity and Role Conflict</b>				
Clear Roles	--	--	--	--
"Fit In"	--	--	--	--
(Inconsistent Roles)	++	++	++	++
(Think Differently)	++	++	++	++
<b>Quality of Service</b>				
Clients Feel Good About Service	0	0	0	0
Changing Needs of Clients	--	--	--	--
Clients Strongly Committed	--	--	--	--
Superior Service	--	--	--	--
Recommend Organization to Clients	--	--	--	--
<b>Employee Satisfaction</b>				
Satisfied	--	--	--	--
Intention to Stay	--	--	--	-
Recommend Organization as a Good Place to Work	--	--	--	--

- + Significant Positive Correlation (at the .05 level)
- ++ Significant Positive Correlation (at the .01 level)
  
- Significant Negative Correlation (at the .05 level)
- Significant Negative Correlation (at the .01 level)
  
- 0 No Significant Correlation

*(All Respondents)*

## Comparative Profiles

The results presented on the following pages illustrate the impact of your organization's culture on the three outcomes assessed by the OCI: Satisfaction, Role Clarity and Consistency, and Quality of Service. The profiles and charts allow you to compare these outcomes as reported by your respondents with the most Constructive and least Defensive cultural profiles (top 15%) versus those with the least Constructive and most Defensive profiles (bottom 15%).

The respondents included in the top 15% and bottom 15% groups differ across the three sets of comparative profiles. As delineated in the footnotes at the bottom of the following pages, the Constructive and Defensive norms driving each set of comparative profiles are those with the strongest positive and negative correlations with Satisfaction, Role Clarity and Consistency, and Quality of Service, respectively. These norms differ across the three outcomes and, as such, the respondents represented in the top and bottom groups (as well as the shape of their composite profiles) differ from one set of comparative profiles to the next. In each case, the respondents in the top 15% groups are those whose reports of the culture represented the greatest positive difference between the strength of the relevant Constructive norms versus that of the relevant Defensive norms. Respondents in the bottom 15% group were those who viewed the Defensive norms as strong compared to the Constructive norms.

Similar to the correlations, the comparative profiles can be used to identify low intensity cultural norms that are having an impact and could be particularly instrumental in improving outcomes, and making them more consistently positive within your organization. So, for example, if the extensions along the Affiliative style differ greatly between the two profiles presented for Satisfaction, this style likely explains differences in the level of satisfaction experienced by members. Thus, cultural change initiatives to promote satisfaction and engagement should focus on strengthening expectations for Affiliative behaviors to make these norms stronger and more pervasive throughout the organization. There are likely to be units or subcultures within the organization that demonstrate particularly strong Constructive norms and that can serve as role models for more Defensive units.

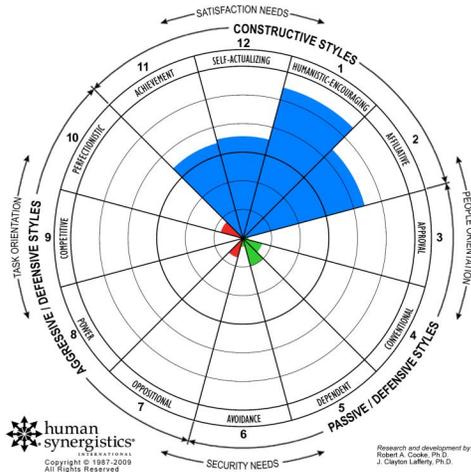
Keep in mind that the likelihood of observing great differences between the bottom and top profiles (as well as significant correlations between the norms and an outcome) depends on variability in members' responses to the OCI. Thus if a Constructive style is consistently de-emphasized in an organization, and shows weak extensions in both the top and bottom profiles, weak norms for the style may be suppressing an outcome such as Satisfaction throughout the organization. Rather than suggesting that this style is inconsequential, these results may indicate that it should be targeted for development on a system-wide basis.

(All Respondents)

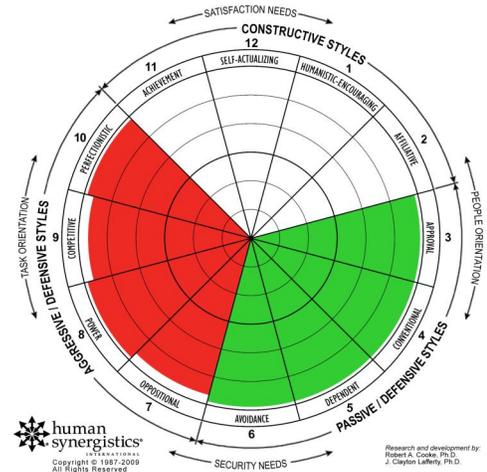
### OCI Styles and Role Clarity and Consistency

Respondents who view the current culture as...

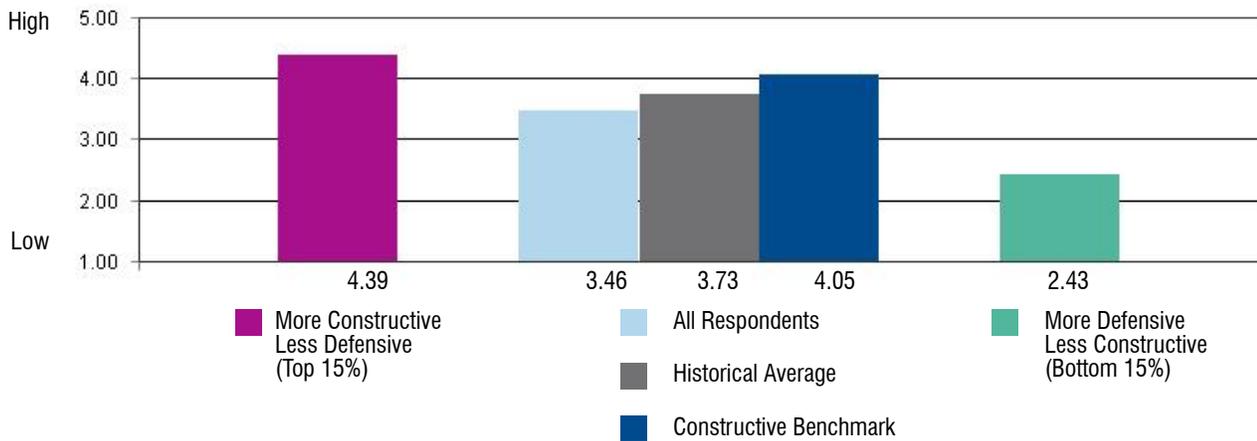
**More Constructive and Less Defensive**  
**Top 15%**  
 N=72



**Less Constructive and More Defensive**  
**Bottom 15%**  
 N=72



...view the outcome of  
 Role Clarity and Role Consistency as...



These profiles are based on your members' descriptions of the OCI norms that have been shown to be most strongly related to Role Clarity/Consistency across organizations in research samples: Humanistic-Encouraging (positive) and Conventional, Dependent, and Power (negative). Note that Role Consistency includes the role conflict outcome items (reverse scored).

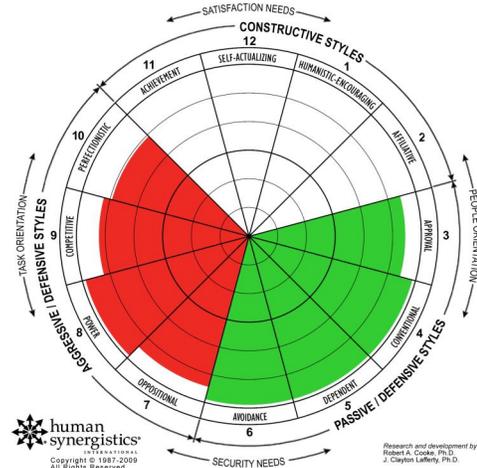
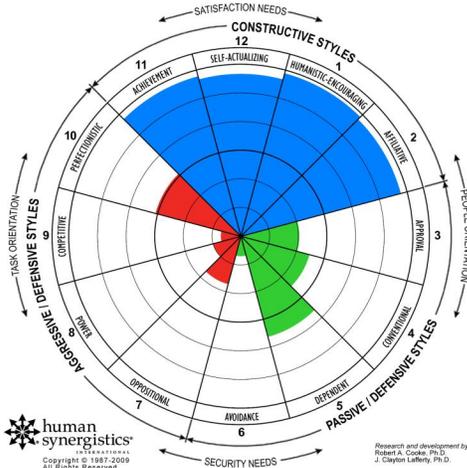
(All Respondents)

OCI Styles and Quality of Service

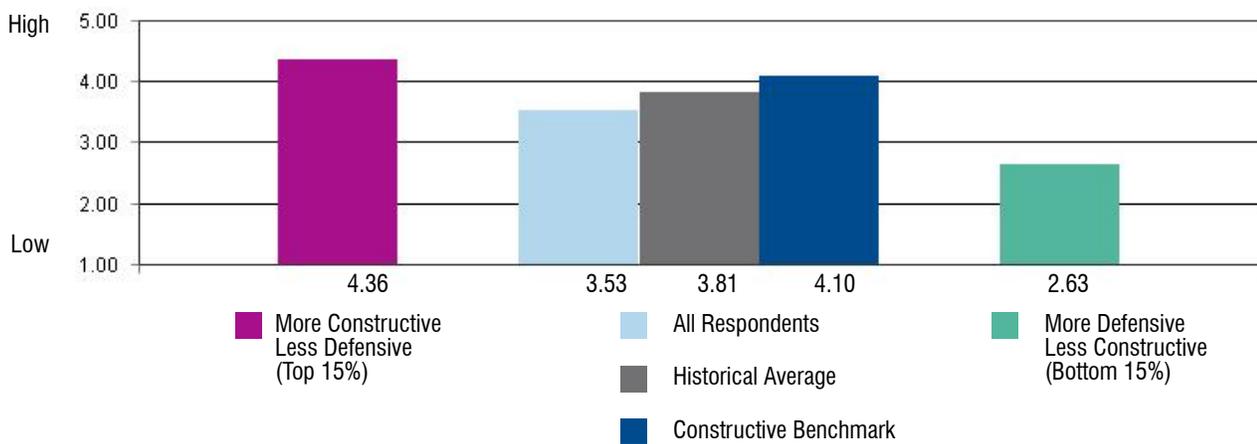
Respondents who view the current culture as...

**More Constructive and Less Defensive**  
**Top 15%**  
 N=73

**Less Constructive and More Defensive**  
**Bottom 15%**  
 N=78



...view the outcome of Quality of Service as...



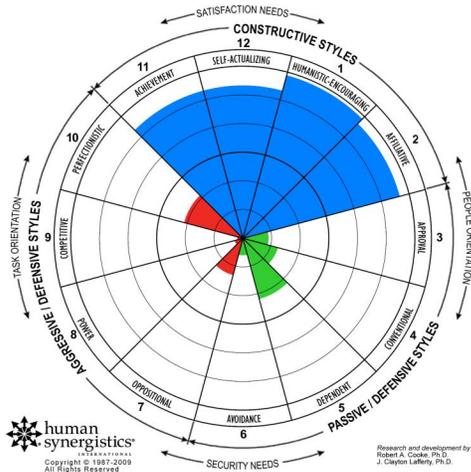
These profiles are based on your members' descriptions of the OCI norms that have been shown to be most strongly related to Quality of Service across organizations in research samples: Humanistic-Encouraging and Achievement (positive) and Avoidance (negative).

(All Respondents)

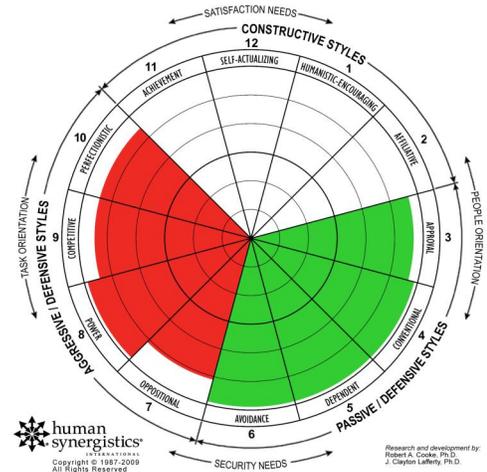
### OCI Styles and Employee Satisfaction

Respondents who view the current culture as...

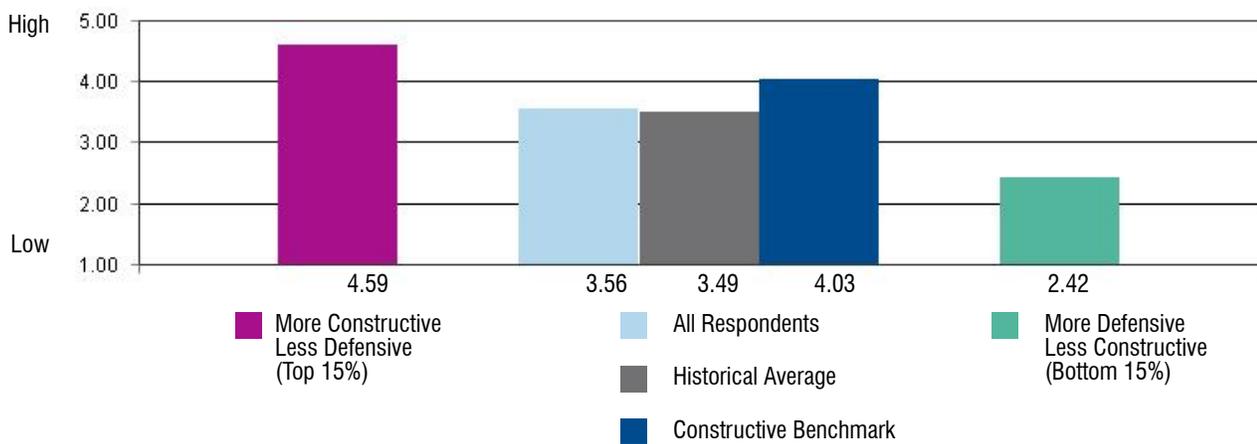
**More Constructive and Less Defensive**  
**Top 15%**  
 N=73



**Less Constructive and More Defensive**  
**Bottom 15%**  
 N=73



...view the outcome of Employee Satisfaction as...



These profiles are based on your members' descriptions of the OCI norms that have been shown to be most strongly related to Satisfaction across organizations in research samples: Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative (positive) and Conventional, Dependent, and Avoidance styles (negative).

# Section 4: Planning For Cultural Change

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Specify Cultural Change Targets and Objectives .....	4-6
Identify Levers for Cultural Change .....	4-10
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## PLANNING FOR CULTURAL CHANGE

Planning for change is a crucial part of an organization's development. At a minimum, it requires specifying both the goals to be attained and the steps that need to be taken to achieve those goals.

This document will help you to outline a plan for change based on the information presented in the OCI Detailed Report as well as on your own observations and information from other sources. Specifically, it will guide you in:

- identifying priority outcomes and goals,
- specifying cultural change targets and objectives,
- identifying levers for cultural change, and
- determining how to increase readiness for change.

Initially, you may want to work through this planning for change process on your own to generate some preliminary thoughts regarding the Organizational Culture Inventory® (OCI®) results and their implications for change and improvement. Ultimately, however, the planning process should involve not only the leaders of your organization but also other key change agents and representatives of the various groups within the organization who will most likely be affected by (or can influence the success of) the types of changes that are being considered.

## (1) Identify Priority Outcomes and Goals

The outcomes of culture measured by the OCI are listed below. Descriptions of these outcomes and your organization's scores are presented in the "Outcomes of Culture" section (Section 3) of the OCI Detailed Report. Using the information in Section 3 (as well as your own observations), work through the following steps to determine the results to be attained from cultural change efforts initiated within your organization.

### Step 1a: Review Your Organization's Outcome Scores

Review the "Gap Barchart of the Outcome Items" on p. 3-3 of the report. On the list below, place a check next to those items along which your organization scored within the undesirable range.\*

*Role Clarity*

\_\_\_\_\_ Clear Roles

*Role Conflict*

- \_\_\_\_\_ "Fit In"
- \_\_\_\_\_ (Inconsistent Roles)
- \_\_\_\_\_ (Think Differently)

*Employee Satisfaction*

- \_\_\_\_\_ Satisfied
- \_\_\_\_\_ Intention to Stay
- \_\_\_\_\_ Recommend Organization as a Good Place to Work

*Quality of Service*

- \_\_\_\_\_ Clients Feel Good About Service
- \_\_\_\_\_ Changing Needs of Clients
- \_\_\_\_\_ Clients Strongly Committed
- \_\_\_\_\_ Superior Service
- \_\_\_\_\_ Recommend Organization to Clients

\* In the barchart shown on p. 3-3, the gap scores for the negative outcome items (i.e., "inconsistent roles" and "think differently") are reversed so that, for all outcomes, positive differences indicate desirable gaps and negative differences indicate undesirable gaps. If none of the items are in the undesirable range, check the three with the smallest desirable gaps.

**Step 1b: Establish a Priority Outcome**

Review the "Implications of the Outcome Scores" on pp. 3-8 and 3-9 of the report. Given your organization's scores on the outcomes and their implications, identify one general outcome from the list on the previous page (role clarity, role conflict, employee satisfaction, or quality of service) that is most in need of improvement. This will be your *priority outcome for improvement*.

Priority Outcome: \_\_\_\_\_

**Step 1c: Specify Goals for Improvement**

Establish specific *goals for improvement* that your organization should strive toward to do better along the outcome specified in the step immediately above. You can base your goals on the OCI items used to measure the priority outcome (listed on pp. 3-5 to 3-7) and/or on other metrics. For example, if employee satisfaction is a priority outcome, specific goals for improvement could be a 20% reduction in turnover, a 10% increase in the number of candidates employees refer for job openings, and a 1 point improvement in the OCI employee satisfaction items.

Goals for Improvement:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Step 1d: Identify Additional Priorities and Goals**

List any other outcomes that your organization has recently prioritized or should target for improvement. These can be additional outcomes measured by other surveys and/or related to quality and reliability, diversity and inclusion, corporate responsibility, or financial performance or growth. Specify goals for improvement for each of these outcomes.

Additional Priority Outcome:

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Goals for Improvement:

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Additional Priority Outcome:

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Goals for Improvement:

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---

Additional Priority Outcome:

---

Goals for Improvement:

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---

## (2) Specify Cultural Change Targets and Objectives

Across organizations, all the Outcomes measured—Role Clarity and Conflict, Satisfaction, and Quality—have been shown to be related to all of the cultural styles measured by the OCI. Within your organization, certain outcomes might be differentially related to the various OCI norms as discussed and shown on pages 3-12 to 3-14 of the Detailed Report. More importantly, particularly strong Defensive or weak Constructive norms, or very great gaps along any of the norms, are likely to indicate systemic issues that lead to undesirable results along not only these outcomes but others as well. Therefore, to guide you in selecting targets for cultural change, emphasis is placed on your organization's culture gaps and its positive or negative results along the twelve styles. (Correlations and relations between the outcomes and cultural styles can be considered, at your option, after considering gaps.)

Descriptions of the twelve cultural norms measured by the OCI, your organization's culture results, and culture gaps are provided in the "Organizational Culture" section (Section 2) of the Detailed Report. This information will be used below to identify those aspects of your organization's culture that need to be changed to attain the desired improvements along the outcomes delineated above.

### Step 2a: Identify Culture Gaps

Many organizations focus primarily on their culture gaps in selecting targets for change. The OCI styles with the largest gaps represent the cultural norms that are most out of sync or alignment with the organization's values, mission and philosophy. Initiatives to close these gaps not only address the "disconnect" between values and norms but also can translate into increases in satisfaction, quality, and other desired outcomes.

Turn to the analysis of current versus ideal profiles on pp. 2-14 and 2-15. Along which of the four Constructive cultural norms do you see the greatest negative percentile gap or discrepancy between the current and ideal profiles?

*Greatest Culture Gap (Constructive Styles 11, 12, 1, 2):*

Norm: \_\_\_\_\_

And along which of the eight Defensive (Passive and Aggressive) cultural norms do you see the greatest positive percentile gap or discrepancy between the current and ideal profiles?

*Greatest Culture Gap (Defensive Styles 3-10):*

Norm: \_\_\_\_\_

If these styles are viewed as being appropriate and sufficient Culture Targets for your organization, move on to Step 2d.

If you would like to consider additional or alternative norms as Culture Targets and/or involve others in identifying targets, continue with Steps 2b and 2c.

**Step 2b: Identify Strong and Weak Culture Norms (Optional)**

Refer to the current and ideal culture profiles presented on pp. 2-8 and 2-11, respectively. Focusing on the ideal profile 2-11 first, identify the Constructive cultural norm that is most extended from the center of the circumplex; this style represents the behaviors that are valued the most by respondents. Then, identify the Defensive cultural norm that is least extended—that is, the behaviors that are least desired.

Referring to the table corresponding to the ideal profile (p. 2-12), locate the *intensities*—representing the amount of agreement among respondents—of the cultural norms that you have identified. Record your findings below and **circle** one or both norms if their intensities are high or very high (rather than low or moderate).

**Ideal Cultural Norms**

*Most Extended Constructive Norm  
(Ideal Styles 11, 12, 1, 2)*

*Least Extended Defensive Norm  
(Ideal Styles 3-10)*

Norm: \_\_\_\_\_

Norm: \_\_\_\_\_

Intensity: \_\_\_\_\_

Intensity: \_\_\_\_\_

Note: High intensity reflects more agreement and implies greater consistency in the acceptance of the norm as a target for change.

Focusing on the current culture profile (p. 2-8), identify the Constructive cultural norm that is least extended—reflecting the weakest functional norm operating within the organization. Then, identify the Defensive norm that is most extended and therefore potentially most dysfunctional.

Referring to the table corresponding to the current profile (p. 2-9), locate the *intensities* of the cultural norms that you have identified. Record your findings below and **circle** one or both norms if their intensities are very low, low, or moderate (rather than high). Then move on to Step 2c.

**Current Cultural Norms**

*Least Extended Constructive Norm  
(Current Styles 11, 12, 1, 2)*

*Most Extended Defensive Norm  
(Current Styles 3-10)*

Norm: \_\_\_\_\_

Norm: \_\_\_\_\_

Intensity: \_\_\_\_\_

Intensity: \_\_\_\_\_

Note: High intensity reflects more agreement and implies that the norm is weak throughout the unit and therefore difficult to institute.

Note: High intensity reflects more agreement and implies that the norm is strong throughout the unit and therefore difficult to change.

**Step 2c: Identify Additional Culture Targets (Optional)**

Other OCI cultural styles that should be considered as potential targets are those that correspond most closely to your organization's values and philosophy.

Using your organization's value statement and/or other relevant documents, list in the table below (left column) the values and principles delineated.

Next identify the OCI cultural norm (right column) that most closely corresponds to each of these values. Note that certain values might be best represented by weak Defensive styles (for example, accountability reflected in minimal Avoidance norms).

Organizational Values	OCI Cultural Norms

You and the others involved should consider all the Constructive OCI norms listed above, along with any additional norms identified during Step 2a and circled during step 2b, to supplement or possibly replace the two with the largest gaps. Similarly, you should consider all (weak) Defensive norms listed above, along with any additional Defensive norms identified during Steps 2a and 2b, as supplements or replacements. You can review the specific behaviors associated with each of the organization's values and circled norms by going to pages 2-16 to 2-27 of the Detailed Report which provide OCI item-level results.

Focus on the items near the top of each table. For the Constructive norms, consider whether the behaviors near the top are critical for realizing the values of the organization and attaining the goals identified above. For the Defensive norms, review the specific behaviors near the top to decide whether they are working against values and/or interfering with the achievement of those goals.

Based on the judgments you have made, list up to four cultural targets—selecting from the two with the largest gaps (Step 2a), those that you circled in step 2b, and those that you have just considered immediately above:

*Change Targets: Constructive Norms  
(Styles 11, 12, 1, 2)*

*Change Targets: Defensive Norms  
(Styles 3-10)*

Norm: \_\_\_\_\_

Norm: \_\_\_\_\_

Norm: \_\_\_\_\_

Norm: \_\_\_\_\_

You can focus on either all four or a subset of the Change Targets for the first year or 18 months of your change program. Any Targets not considered during the first year or 18 months can be accentuated after a second administration of the OCI.

**Step 2d: Identifying Specific Objectives and Behaviors for each Change Target**

It is useful to identify specific behaviors, based on the OCI items, associated with each of the Change Targets you have selected. Specific behaviors are critical for both communicating about the targets of the change program and for evaluating the impact of change initiatives over time.

Refer again to the item-level results in Section 2 of the report (pp. 2-16 to 2-27). For each of your cultural targets, focus on the first five items listed – that is, those behaviors that show the greatest gaps or discrepancies between the current and ideal cultures. From each set of five items, select and record those that seem most relevant to your unit and its effectiveness. If all five behaviors associated with a particular norm seem equally relevant, list the three with the largest gaps.

*Constructive Culture Targets*

*Defensive Culture Targets*

Norm: \_\_\_\_\_

Norm: \_\_\_\_\_

Objectives for Cultural Change:

Objectives for Cultural Change:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Norm: \_\_\_\_\_

Norm: \_\_\_\_\_

Objectives for Cultural Change:

Objectives for Cultural Change:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### (3) Identify Levers for Cultural Change

The next step is to identify the internal structures, systems, and job design factors (technology), as well as members' skills/qualities that need to be modified or changed to help you to meet your cultural change targets. Suggestions regarding possible levers for changing your organization's culture are provided in the *Executive Summary* (under "Implications for Cultural Change"), the "Introduction" and "Outcomes of Culture" sections of this report (Sections 1 and 3), and the OCI Interpretation & Development Guide. Based on these suggestions, as well as your own observations, identify what could be done differently at the organizational, manager/unit, and member/job levels to better reinforce the behaviors that are consistent with your cultural targets and goals.

#### Step 1: Identify Organizational-Level Levers

Think about structures, systems, technology, and skills/qualities at the organizational level. Examples include decision-making structures, emphasis on rules and procedures, human resource management systems, and upward and downward communications. What could be done differently at this level to better reinforce the behaviors that are consistent with your organization's targets and goals for cultural change?

Organizational-Level Lever 1:

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Changes to be made:

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Organizational-Level Lever 2:

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Changes to be made:

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Organizational-Level Lever 3:

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Changes to be made:

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**Step 2: Identify Manager/Unit-Level Levers**

Think about structures, systems, technology, and skills/qualities at the manager/unit level. Examples include managers' leadership styles, sources of power and influence, use of rewards and punishment, performance appraisal systems, and the degree of interdependence among members. What could be done differently at this level to better reinforce the behaviors that are consistent with your organization's targets and goals for cultural change?

Manager/Unit-Level Lever 1:

---

Changes to be made:

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Manager/Unit-Level Lever 2:

---

Changes to be made:

---

---

---

Manager/Unit-Level Lever 3:

---

Changes to be made:

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**Step 3: Identify Member/Job-Level Levers**

Think about structures, systems, technology, and skills/qualities at the member/job level. Examples include employee goal setting systems, job design, and empowerment. What could be done differently at this level to better reinforce the behaviors that are consistent with your organization's targets and goals for cultural change?

Member/Job-Level Lever 1:

---

Changes to be made:

---

---

---

Member/Job-Level Lever 2:

---

Changes to be made:

---

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---

Member/Job-Level Lever 3:

---

Changes to be made:

---

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**(4) Increase Readiness for Change**

Identifying ways to increase your organization's readiness for change is an important part of the cultural change process. Your organization's results with respect to its readiness for cultural change are presented in the "Organizational Culture (All Respondents)" section of the report. Use that information to determine how your organization can overcome resistance to change, as well as build support for the change process.

**Step 1: Identify Sources of Resistance and Support**

Based on members' perceptions regarding the motivation for cultural change (p. 2-30) and your own observations, at which levels, geographic locations, or subunits do you anticipate the greatest resistance? Where do you anticipate the greatest support?

*Sources of resistance to change likely include...*

*Sources of support for change likely include...*

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**Step 2: Uncover Fears and Concerns**

Based on members' assessments of the ideal culture (p. 2-29), their perceptions regarding motivation for cultural change (p. 2-30), and your own observations, what are the likely fears or concerns behind the resistance?

*The fears or concerns that will need to be addressed in order to facilitate successful cultural change include...*

---

---

**Step 3: Overcome Resistance**

How can your organization overcome the resistance to cultural change?

*We can overcome the resistance by...*

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---

**Step 4: Increase Support for Cultural Change**

Organizational members are more likely to be supportive of the cultural change process when they are involved in its design as well as its implementation. Over what aspects of the culture change process can members be given influence to increase their support?

*Members can be given influence over...*

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# Section 5: Subgroup Results

Subgroup Profiles, Tables, and Barcharts ..... 5-2

## SUBGROUP RESULTS

This section of the report presents your organization's OCI® results, broken down by subgroups. Combined with the information provided in the other sections of this report, these results will enable you to determine whether:

- subcultures exist within your organization;
- differences in the outcomes realized by different subgroups are due, at least in part, to differences in their cultures; and
- additional cultural change efforts need to be initiated (beyond those outlined for the organization as a whole).

The results reported in this section describe the cultural norms of particular subgroups in terms of the extent to which certain behaviors and personal styles *are expected* versus the extent to which certain behaviors and styles *should be expected*. These results are presented in two sets of circumplexes and tables. The first set compares the culture profiles of each subgroup to one another, to the organization as a whole ("All Respondents"), and to the ideal culture. The second set of circumplexes and tables summarizes the OCI results for each subgroup.

When the entire population of an organization (or a very large percentage of that population) is surveyed regarding the culture, any differences observed between the scores of different subgroups are significant. However, when only a sample of members is surveyed, a statistical test is needed to determine the likelihood that the differences observed in the raw scores of different subgroups are significant (rather than due to chance or sampling error). *Student t-tests* were used to test the significance of the differences between the results for each subgroup to the results for all other subgroups combined. The *t-test* results are presented in the tables following each subgroup profile. Where significant differences are noted, they suggest that a subgroup has its own subculture. A *subculture* can be characterized by norms that are in opposition to those prevailing in the rest of the organization ("counter-culture") or by complementary or extreme levels of particular norms and expectations. Descriptions of the twelve styles measured by the OCI, the circumplex, the norming sample, and instructions for interpreting the results are provided in Section 2 of this report. Therefore, you should refer back to that section for detailed information on the OCI styles and interpretation of the results.

You should also compare each subgroup's current culture profile to its ideal profile (located in this section) and to the ideal profile for your organization (presented in Section 2). If the subgroup's ideal profile is substantially different from that of the larger organization, then the leaders at both the organizational and subgroup levels should discuss which ideal profile is more appropriate for the subgroup. Next, make a list of the gaps between the subgroup's current profile and the appropriate ideal profile. Determine which cultural gaps are most critical given the outcomes targeted for improvement by your organization. Then, review the subgroup's readiness for change results (located in this section) to identify sources of support, sources of resistance, and concerns regarding cultural change.

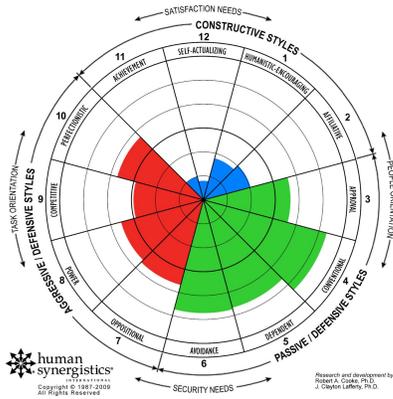
Results along the OCI outcome items are also presented in this section for each of the key subgroups. Section 3 of this report includes descriptions of the outcomes that were measured, as well as describes the implications of high and low scores. You can refer back to these descriptions

as you review the subgroups' results.

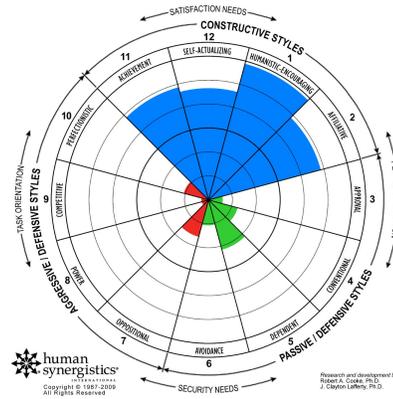
The outcome results are presented in barcharts and tables that allow you to compare each subgroup's results to the results of your organization (all respondents), our Historical Averages, and our Constructive Benchmarks. The **Historical Averages** are based on the average scores of over 1000 organizational units. The **Constructive Benchmarks** are based on the average scores of approximately 172 organizational units with relatively strong Constructive (above the 60<sup>th</sup> percentile) and relatively weak Passive/Defensive and Aggressive/Defensive (below the 50<sup>th</sup> percentile) cultural norms.

As you review the results for a given subgroup, make a list of any outcomes along which the subgroup needs to make improvements. You can then refer to Section 3 to understand the implications of high and low scores and to get some ideas regarding changes that might help to improve the subgroup's effectiveness.

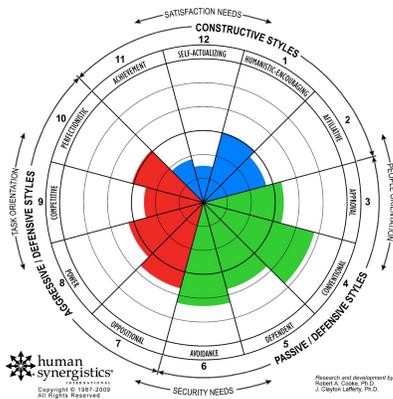
**All Respondents  
Current Culture  
N=478**



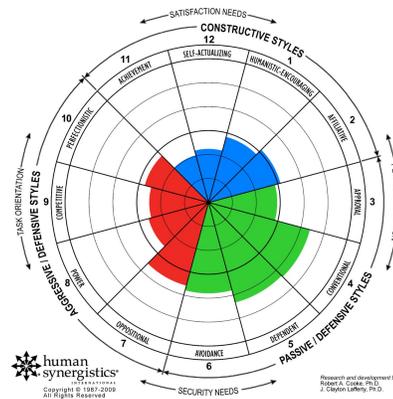
**All Respondents  
Ideal Culture  
N=42**



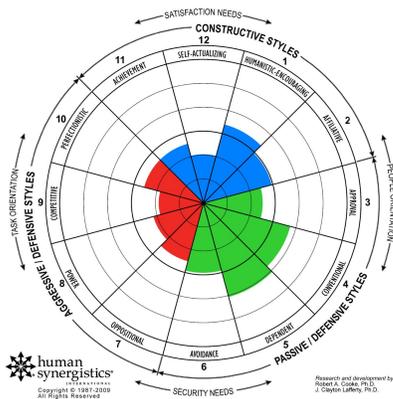
**Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)  
Current Culture  
N=23**



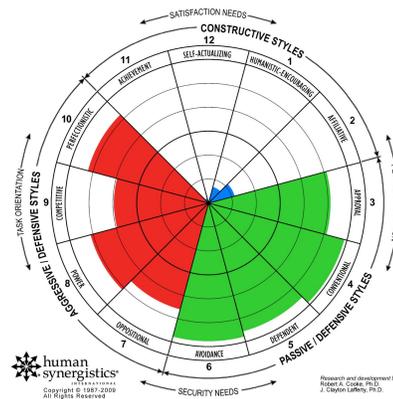
**Role: Firefighter PCP - All Ranks (including Professional Development)  
Current Culture  
N=70**



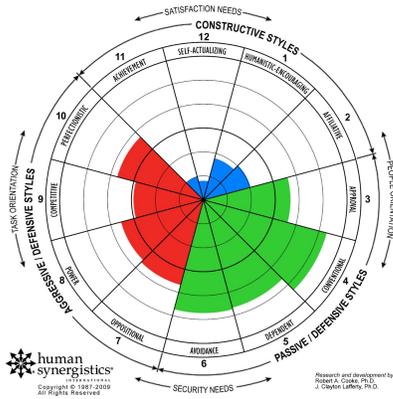
**Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)  
Current Culture  
N=112**



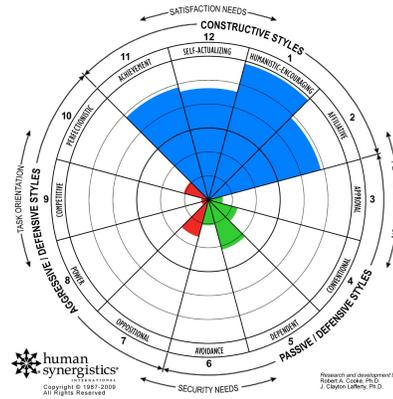
**Role: Paramedic All Ranks (including Professional Development)  
Current Culture  
N=165**



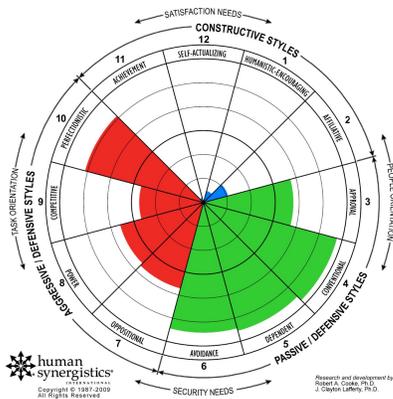
**All Respondents  
Current Culture  
N=478**



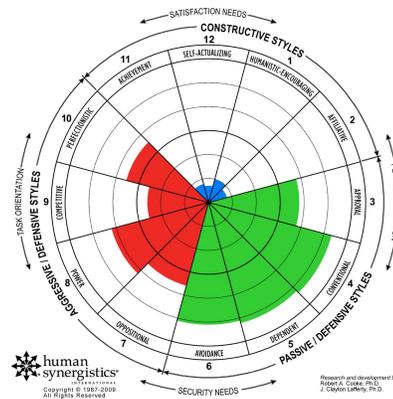
**All Respondents  
Ideal Culture  
N=42**



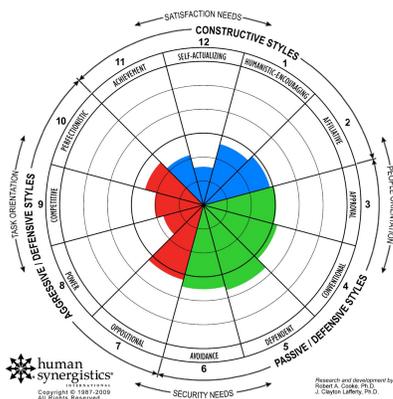
**Role: 911 Communications  
Current Culture  
N=22**



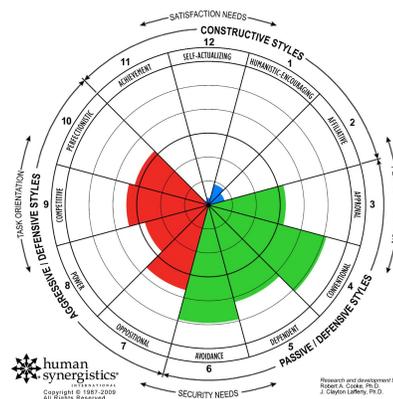
**Role: Support Services (Stores / EMSB / Light Fleet /  
Public Education)  
Current Culture  
N=23**



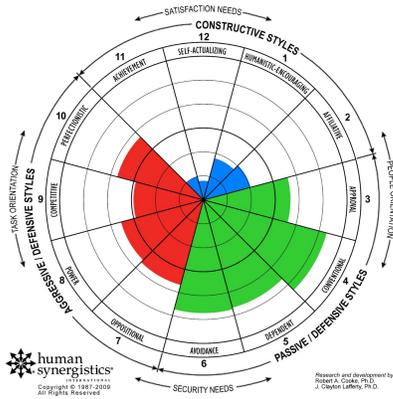
**Role: HR / Finance / IT / Administration / Emergency  
Management & Public Information  
Current Culture  
N=38**



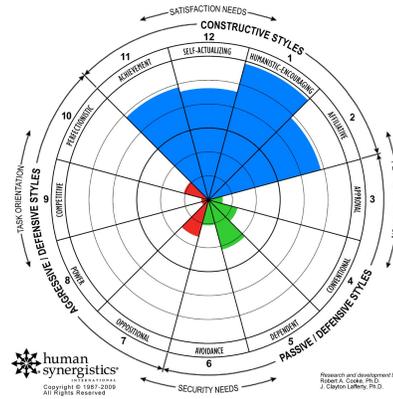
**Role: Prefer not to respond  
Current Culture  
N=23**



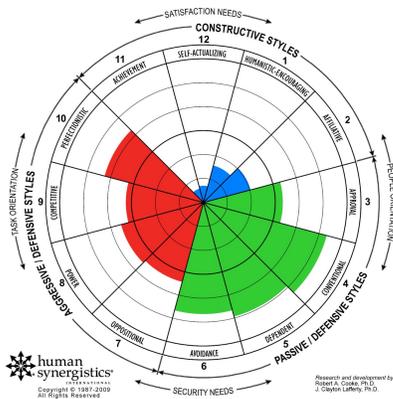
**All Respondents**  
Current Culture  
N=478



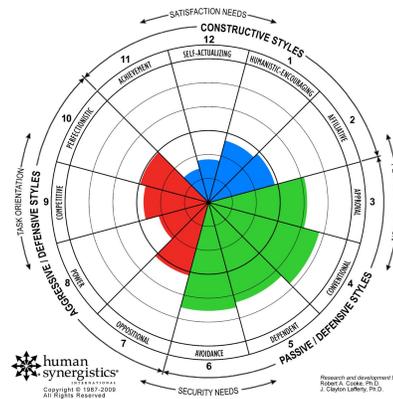
**All Respondents**  
Ideal Culture  
N=42



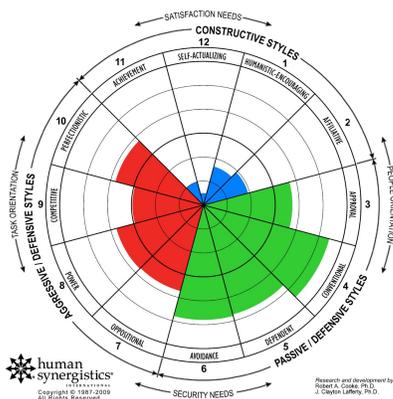
**Racial Identity: Indigenous**  
Current Culture  
N=31



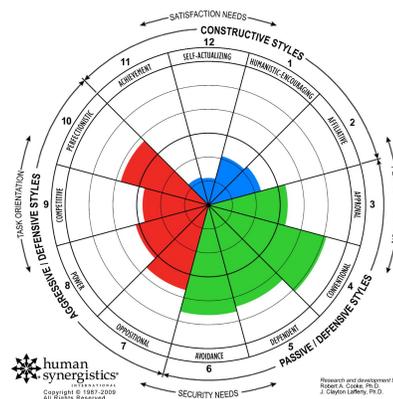
**Racial Identity: Visible Minority / Person of colour**  
Current Culture  
N=35



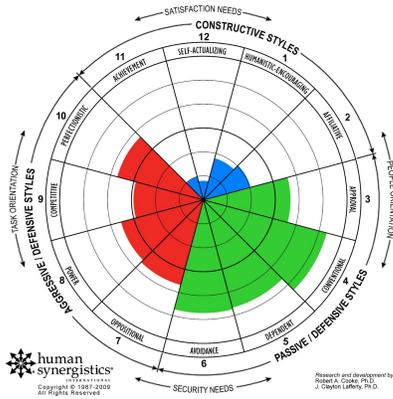
**Racial Identity: White**  
Current Culture  
N=338



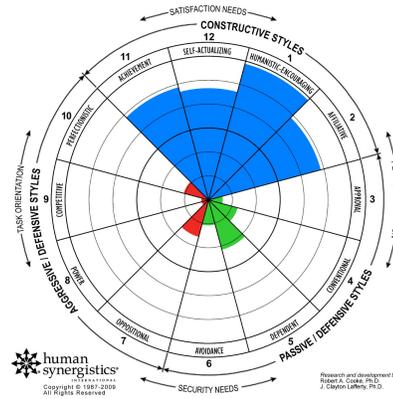
**Racial Identity: Prefer not to respond**  
Current Culture  
N=72



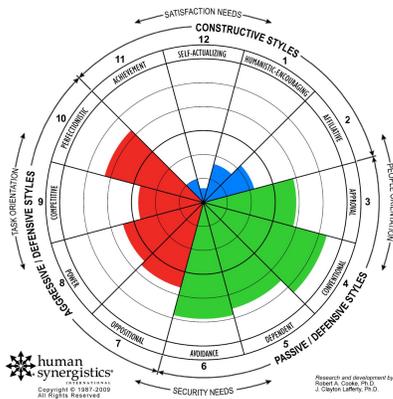
**All Respondents  
Current Culture  
N=478**



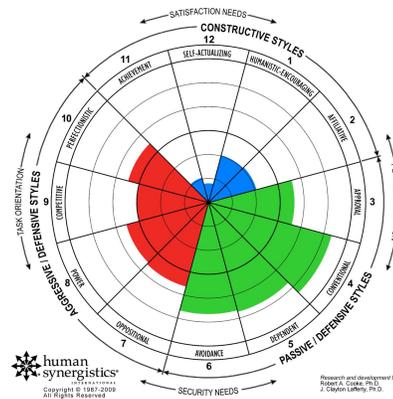
**All Respondents  
Ideal Culture  
N=42**



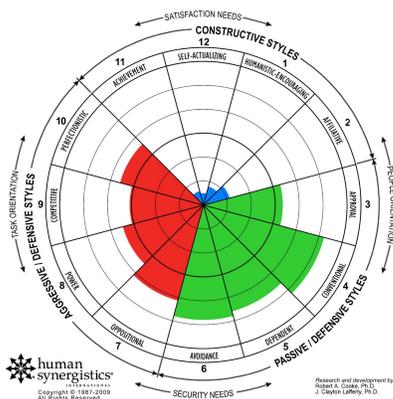
**Gender Identity: Female  
Current Culture  
N=128**



**Gender Identity: Male  
Current Culture  
N=308**

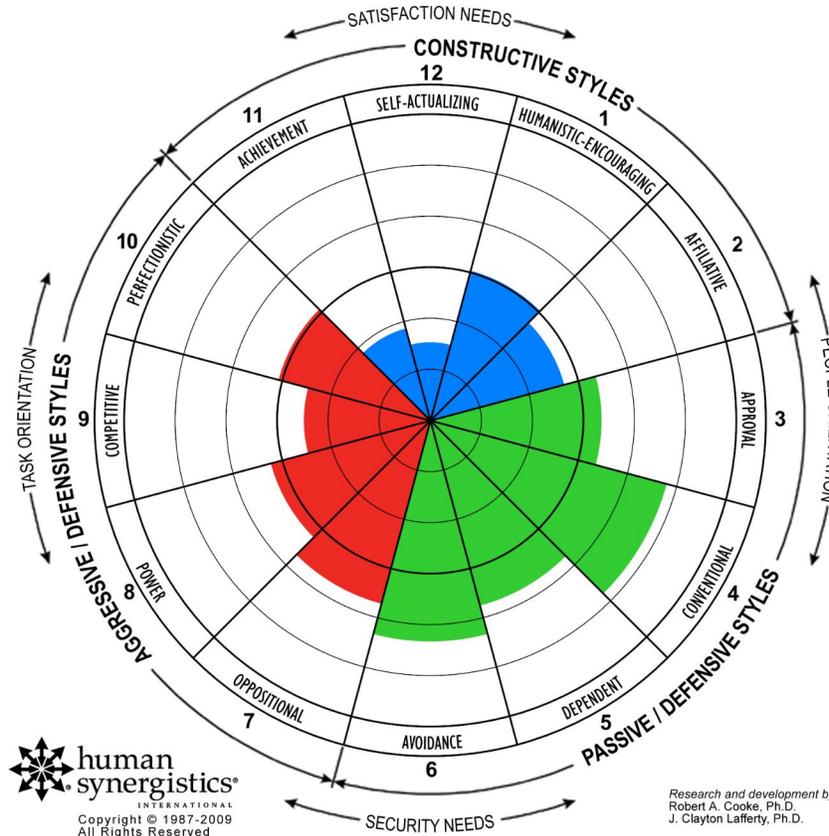


**Gender Identity: Prefer not to respond  
Current Culture  
N=39**



**Current Culture**

Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)  
N=23



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

Secondary Style is **Avoidance**

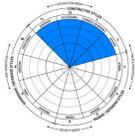
*People are expected to:*

- push decisions upward
- make "popular" rather than necessary decisions
- never be the one blamed for problems

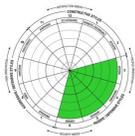
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Current Culture**

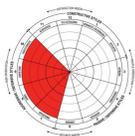
Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)  
N=23



Constructive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	51.00%	35.52	10.13	Very Low	NS
Affiliative	43.00%	36.91	8.13	Low	NS
Achievement	23.00%	33.26	7.78	Low	NS
Self-Actualizing	18.00%	30.09	7.70	Low	NS



Passive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	59.00%	28.35	8.28	Low	NS
Conventional	87.00%	32.61	9.71	Very Low	NS
Dependent	69.00%	31.87	7.28	Low	NS
Avoidance	80.00%	23.57	10.34	Very Low	NS

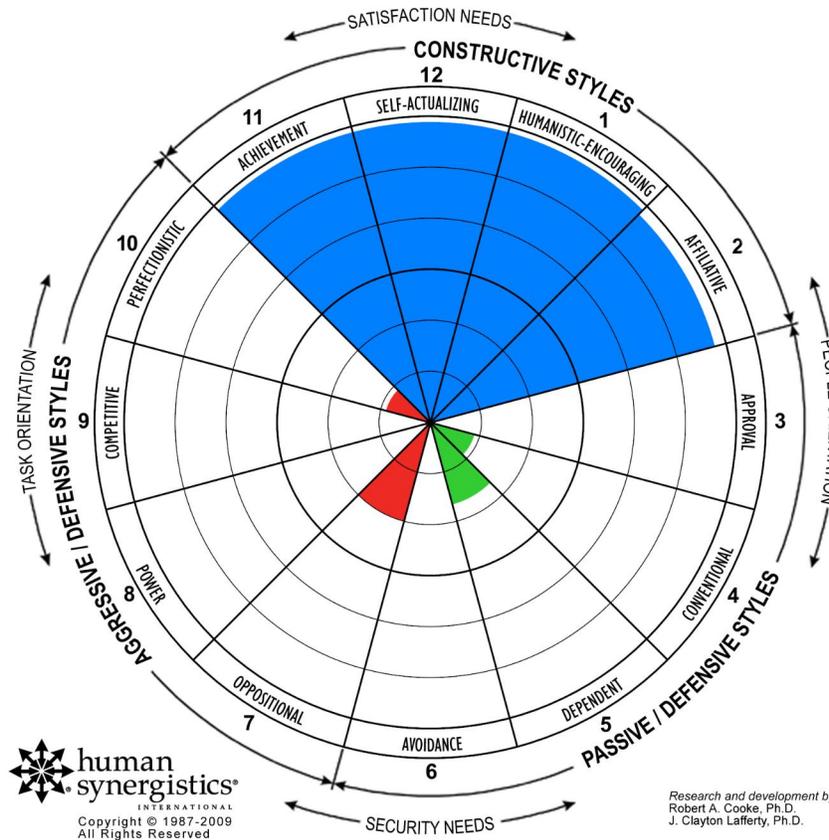


Aggressive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	68.00%	23.39	6.12	Low	NS
Power	56.00%	25.26	9.21	Very Low	NS
Competitive	37.00%	20.65	8.88	Low	NS
Perfectionistic	52.00%	29.39	7.28	Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**

Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)  
N=6



Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Self-Actualizing**

*Ideally, people should be expected to:*

- be supportive of others
- show concern for the needs of others
- resolve conflicts constructively

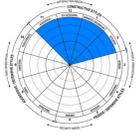
*Ideally, people should be expected to:*

- do even simple tasks well
- maintain their personal integrity
- communicate ideas

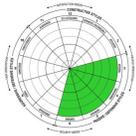
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Ideal Culture**

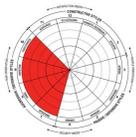
Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)  
N=6



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	48.00	1.10	Very High
Affiliative	97.00%	45.67	2.07	Very High
Achievement	98.00%	45.67	2.25	Very High
Self-Actualizing	98.00%	42.33	1.51	Very High



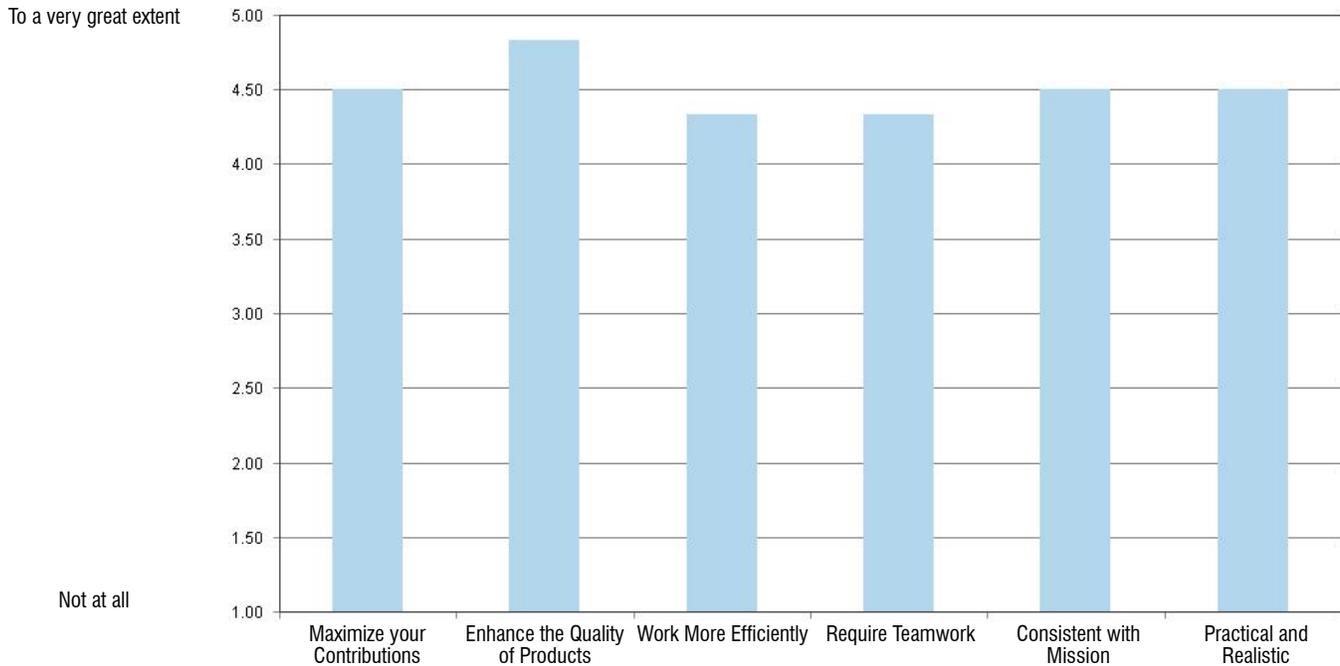
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	1.00%	19.50	5.01	High
Conventional	9.00%	22.17	4.75	High
Dependent	20.00%	27.33	3.39	Very High
Avoidance	1.00%	13.17	2.32	Very High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	25.00%	20.00	2.19	Very High
Power	1.00%	16.17	2.48	Very High
Competitive	1.00%	13.17	1.94	Very High
Perfectionistic	9.00%	23.83	2.48	Very High

Organizational Readiness for Change  
**Member Assessments of the Ideal Culture**

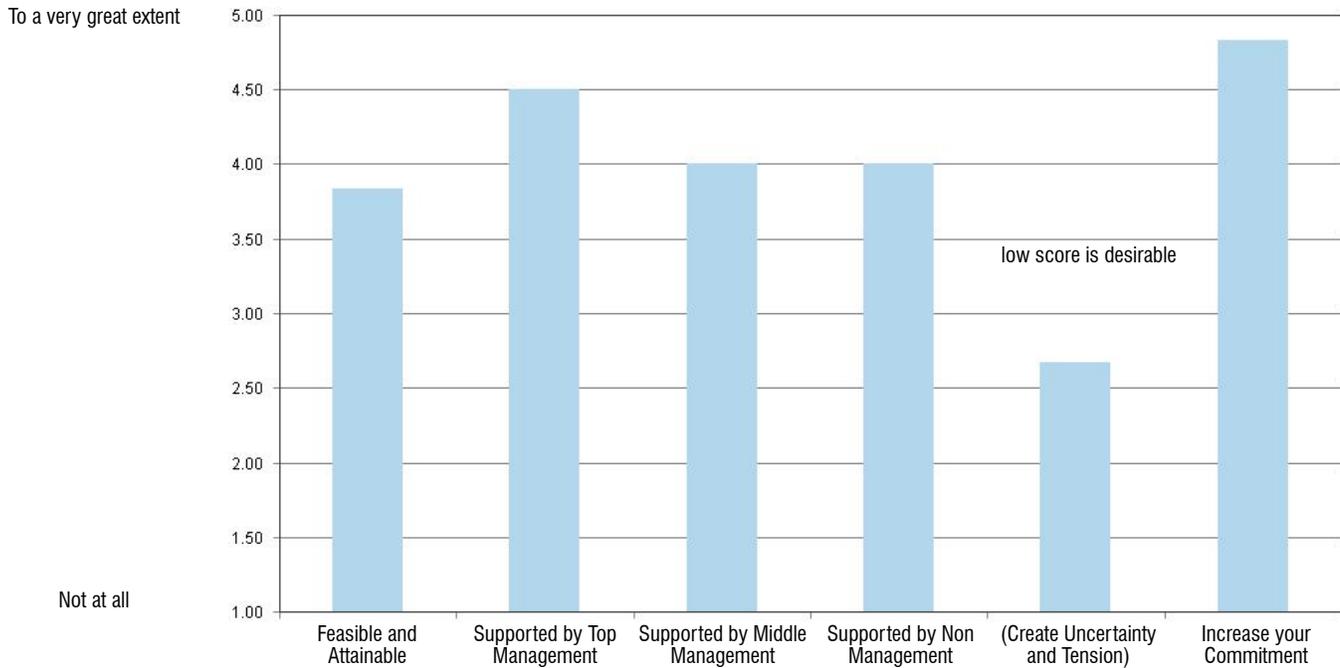
**Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)**



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	4.50	0.55
... would this type of culture enhance the quality of products/services offered by your organization?	4.83	0.41
... would this type of culture require people like yourself to work more efficiently and effectively?	4.33	0.52
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.33	0.52
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.50	0.55
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	4.50	0.55

Organizational Readiness for Change  
**Motivation for Cultural Change**

Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)

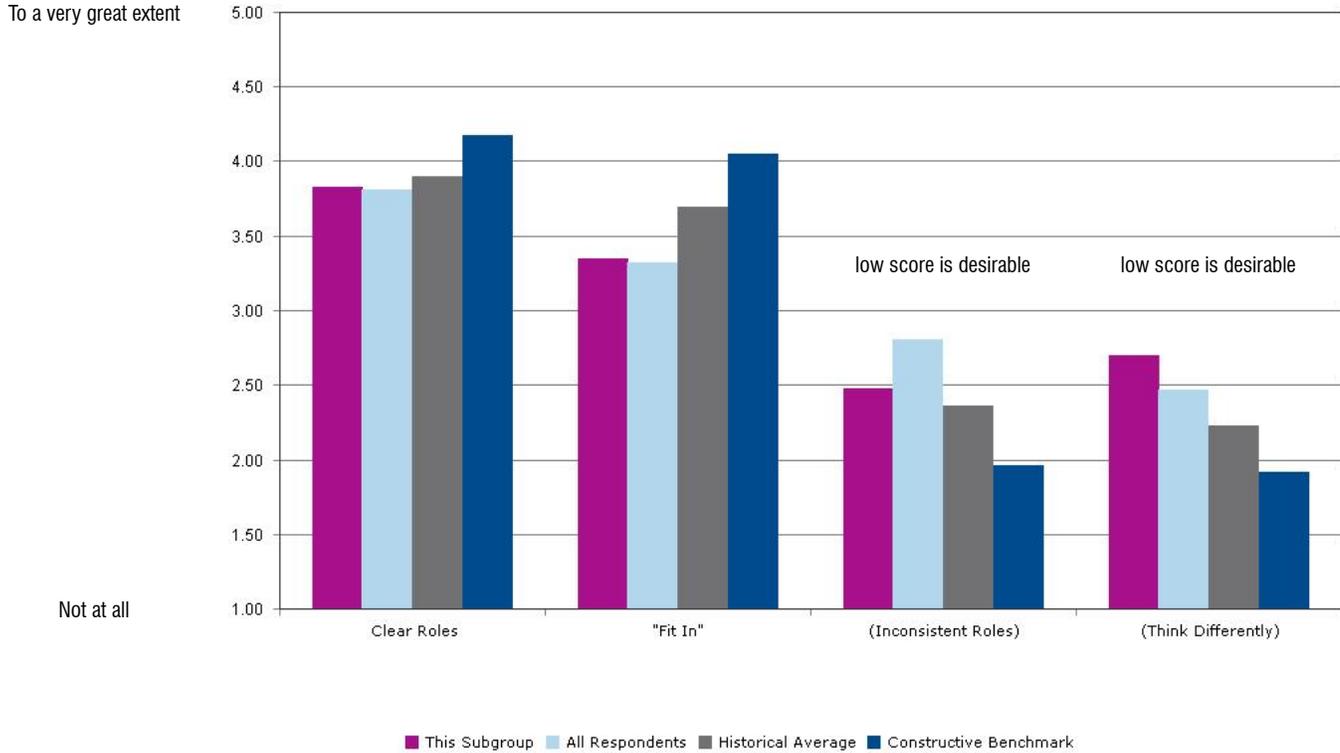


To what extent...	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	3.83	0.98
... would movement toward this type of culture be supported by top-level management?	4.50	0.55
... would movement toward this type of culture be supported by middle management?	4.00	0.63
... would movement toward this type of culture be supported by non-managerial personnel?	4.00	0.00
(... would movement toward this type of culture create uncertainty and tension for members?)	2.67	0.52
... would movement toward this type of culture increase your commitment to the organization?	4.83	0.41

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Role Clarity and Role Conflict

Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)

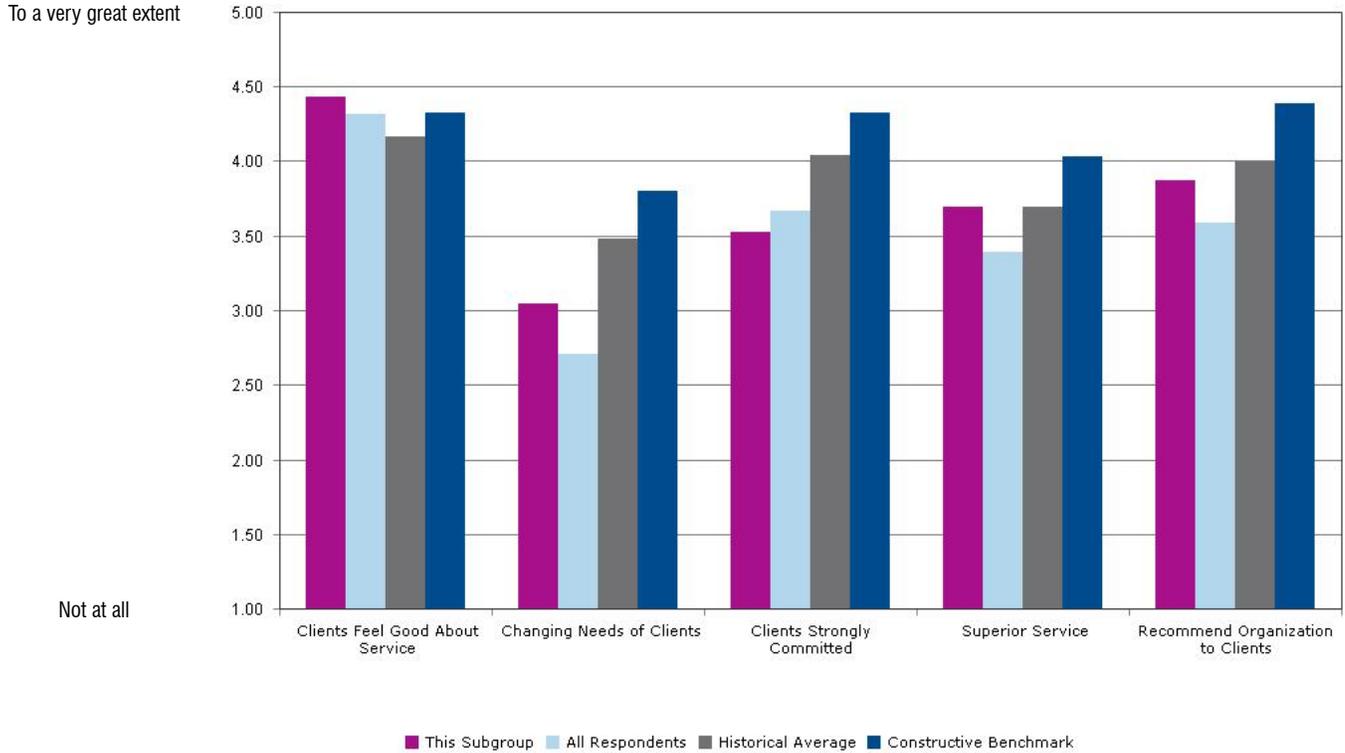


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.83	1.15
...do you feel you comfortably "fit in" as a member of this organization?	3.35	1.11
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.48	1.41
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.70	1.43

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

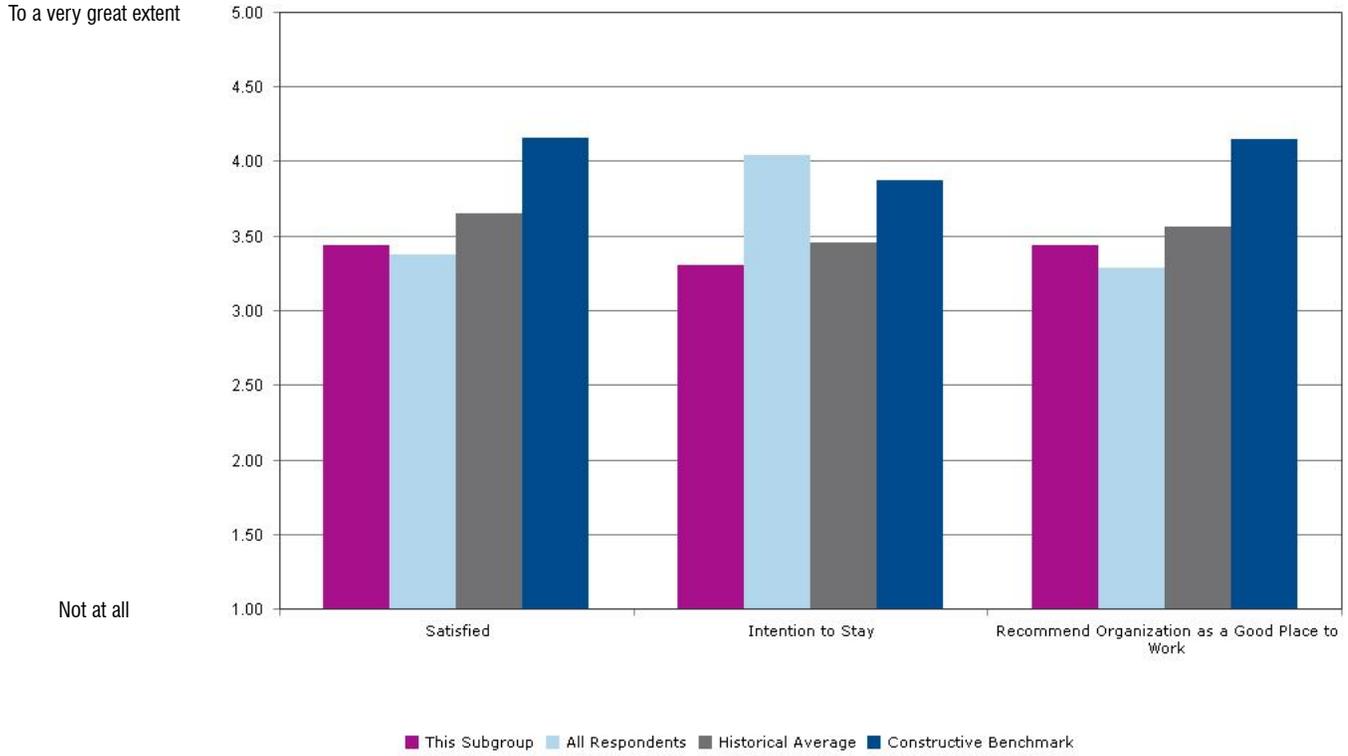
Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.43	0.51
...does the organization respond effectively to the changing needs of its clients?	3.04	1.15
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.52	1.24
...does your organization have a reputation for superior service?	3.70	1.06
...would you recommend this organization to potential clients seeking the products or services it offers?	3.87	1.25

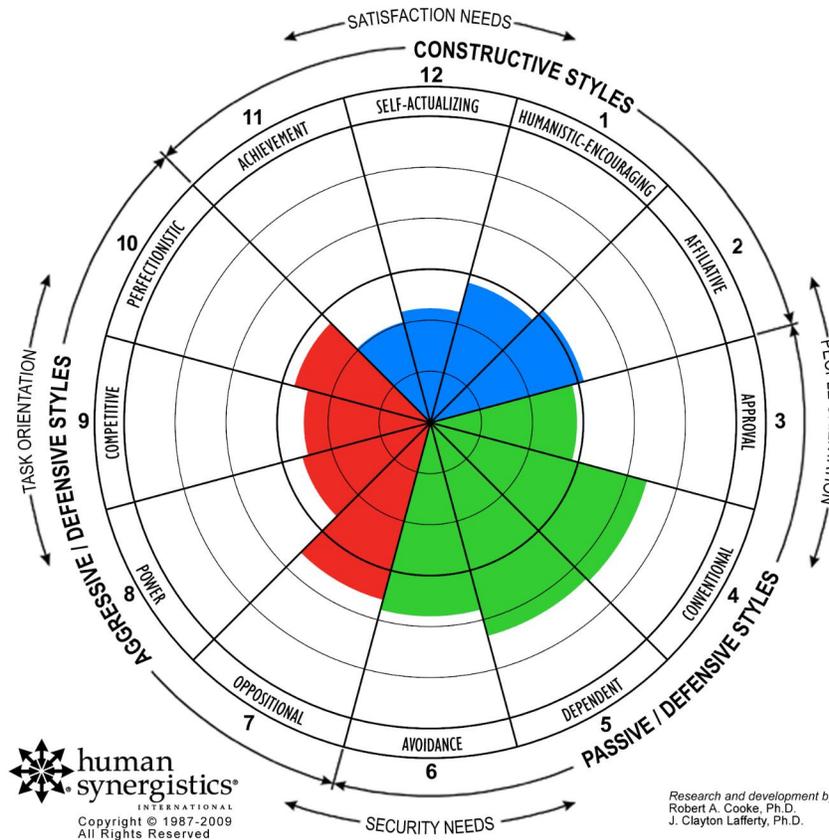
### Outcomes of Culture Employee Satisfaction

**Role: Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)**



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.43	1.41
...do you expect to be with this organization two years from now?	3.30	1.84
...would you recommend this organization to someone like yourself as a good place to work?	3.43	1.62

**Current Culture**  
 Role: Firefighter PCP - All Ranks (including Professional Development)  
 N=70



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

Secondary Style is **Dependent**

*People are expected to:*

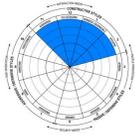
- do what is expected
- willingly obey orders
- be a good follower

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

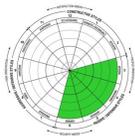
**Current Culture**

Role: Firefighter PCP - All Ranks (including Professional Development)

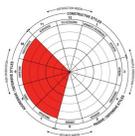
N=70



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	46.00%	34.86	10.02	Very Low	**
Affiliative	53.00%	38.07	9.44	Very Low	**
Achievement	26.00%	33.80	8.47	Very Low	**
Self-Actualizing	31.00%	31.83	8.32	Very Low	***



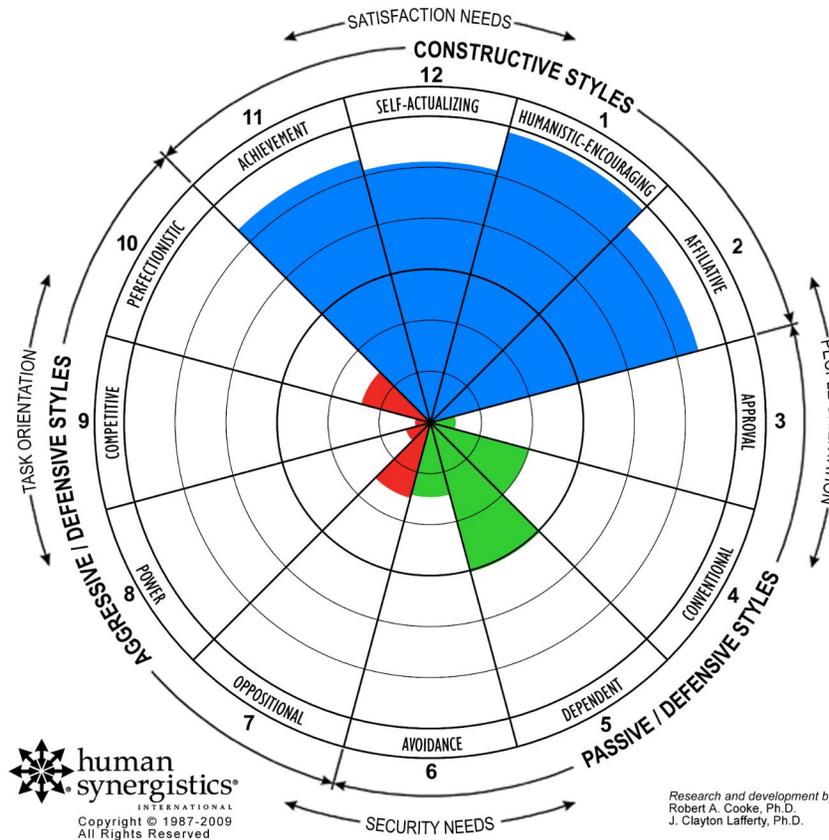
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	47.00%	27.09	7.82	Low	*
Conventional	81.00%	31.40	7.92	Low	**
Dependent	80.00%	33.29	6.55	Low	NS
Avoidance	70.00%	22.22	8.41	Very Low	*



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	65.00%	23.00	6.64	Low	NS
Power	40.00%	23.68	8.74	Very Low	*
Competitive	37.00%	20.70	9.26	Very Low	NS
Perfectionistic	44.00%	28.47	7.20	Low	**

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**  
 Role: Firefighter PCP - All Ranks (including Professional Development)  
 N=10



Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Affiliative**

*Ideally, people should be expected to:*

- help others to grow and develop
- encourage others
- be a good listener

*Ideally, people should be expected to:*

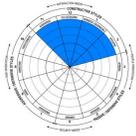
- treat people as more important than things
- cooperate with others
- use good human relations skills

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

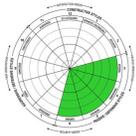
**Ideal Culture**

Role: Firefighter PCP - All Ranks (including Professional Development)

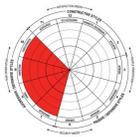
N=10



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	44.20	3.36	Very High
Affiliative	94.00%	44.10	4.28	High
Achievement	93.00%	41.50	4.55	High
Self-Actualizing	91.00%	38.00	3.97	High



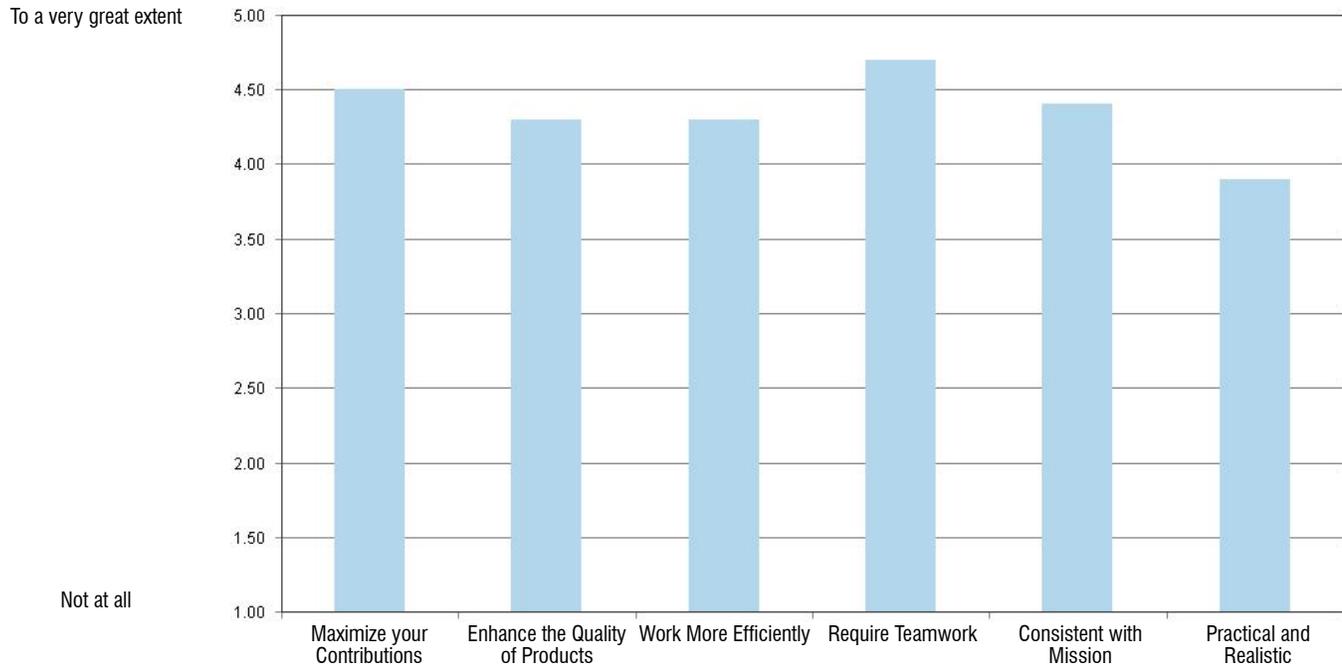
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	5.00%	21.20	5.39	Moderate
Conventional	25.00%	25.10	4.43	High
Dependent	51.00%	30.30	5.01	Moderate
Avoidance	17.00%	16.90	3.54	High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	18.00%	19.40	3.95	High
Power	5.00%	17.80	3.97	High
Competitive	3.00%	14.60	5.44	Moderate
Perfectionistic	16.00%	25.50	4.45	High

Organizational Readiness for Change  
**Member Assessments of the Ideal Culture**

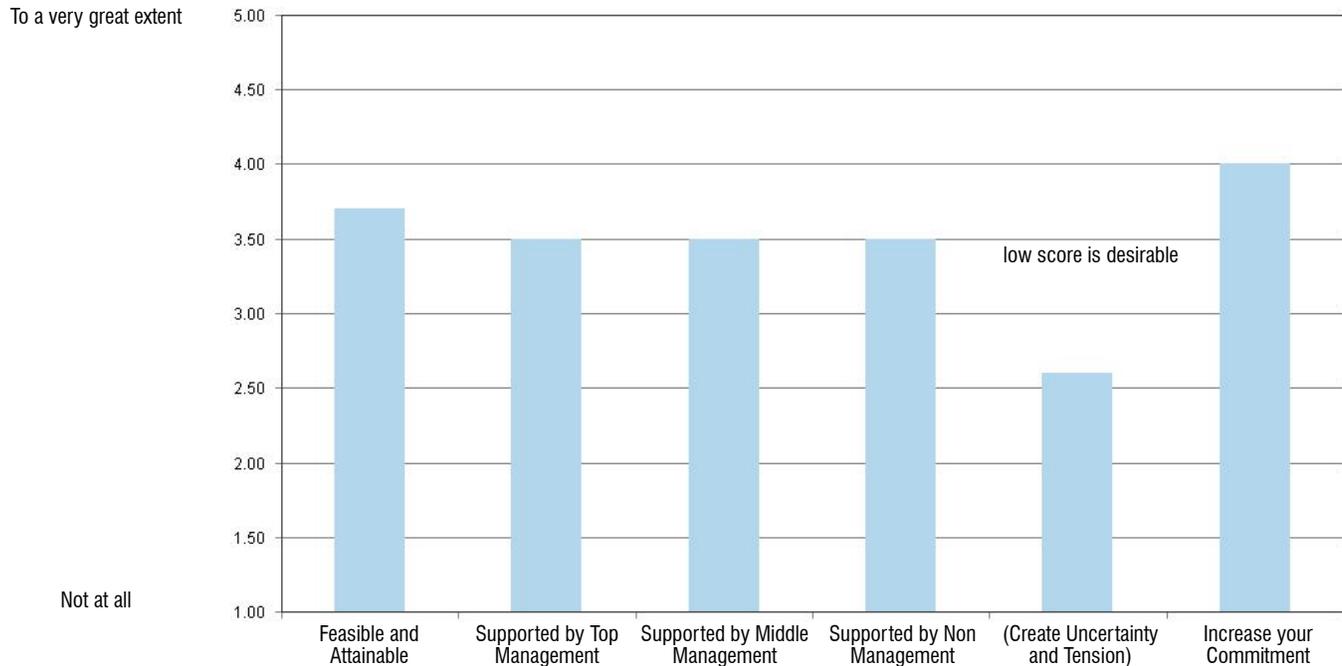
**Role: Firefighter PCP - All Ranks (including Professional Development)**



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	4.50	0.53
... would this type of culture enhance the quality of products/services offered by your organization?	4.30	0.67
... would this type of culture require people like yourself to work more efficiently and effectively?	4.30	0.48
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.70	0.48
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.40	0.52
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.90	1.29

Organizational Readiness for Change  
**Motivation for Cultural Change**

**Role: Firefighter PCP - All Ranks (including Professional Development)**

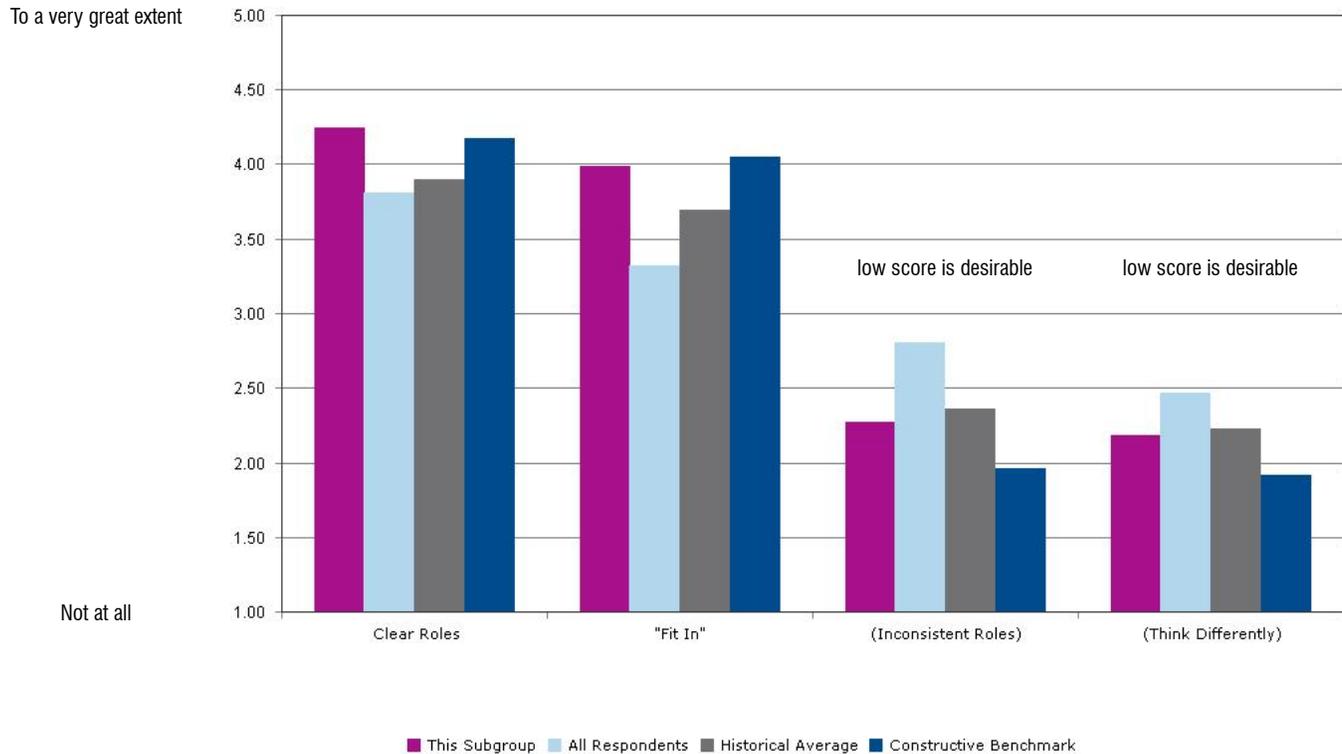


<i>To what extent...</i>	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	3.70	1.34
... would movement toward this type of culture be supported by top-level management?	3.50	1.18
... would movement toward this type of culture be supported by middle management?	3.50	1.43
... would movement toward this type of culture be supported by non-managerial personnel?	3.50	1.27
(... would movement toward this type of culture create uncertainty and tension for members?)	2.60	1.07
... would movement toward this type of culture increase your commitment to the organization?	4.00	0.82

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Role Clarity and Role Conflict

#### Role: Firefighter PCP - All Ranks (including Professional Development)

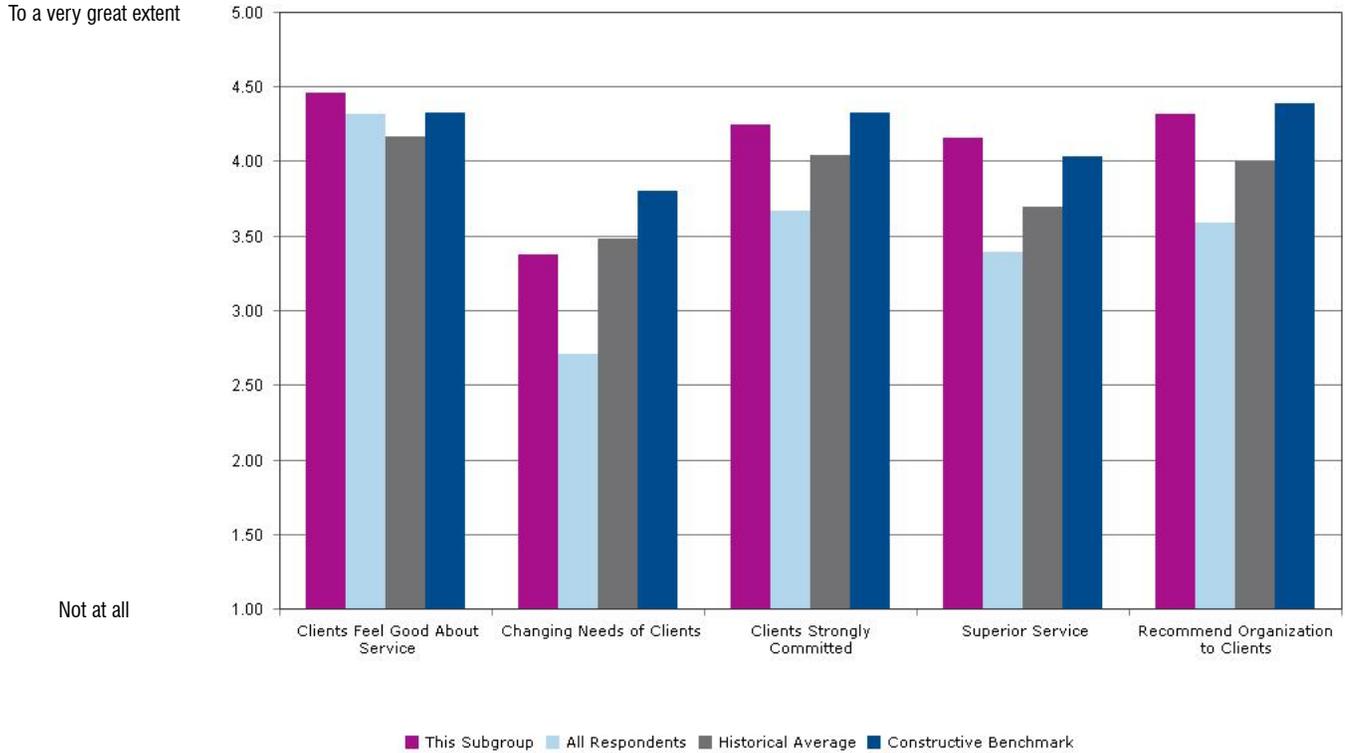


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	4.24	0.84
...do you feel you comfortably "fit in" as a member of this organization?	3.99	1.00
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.27	1.30
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.19	1.25

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

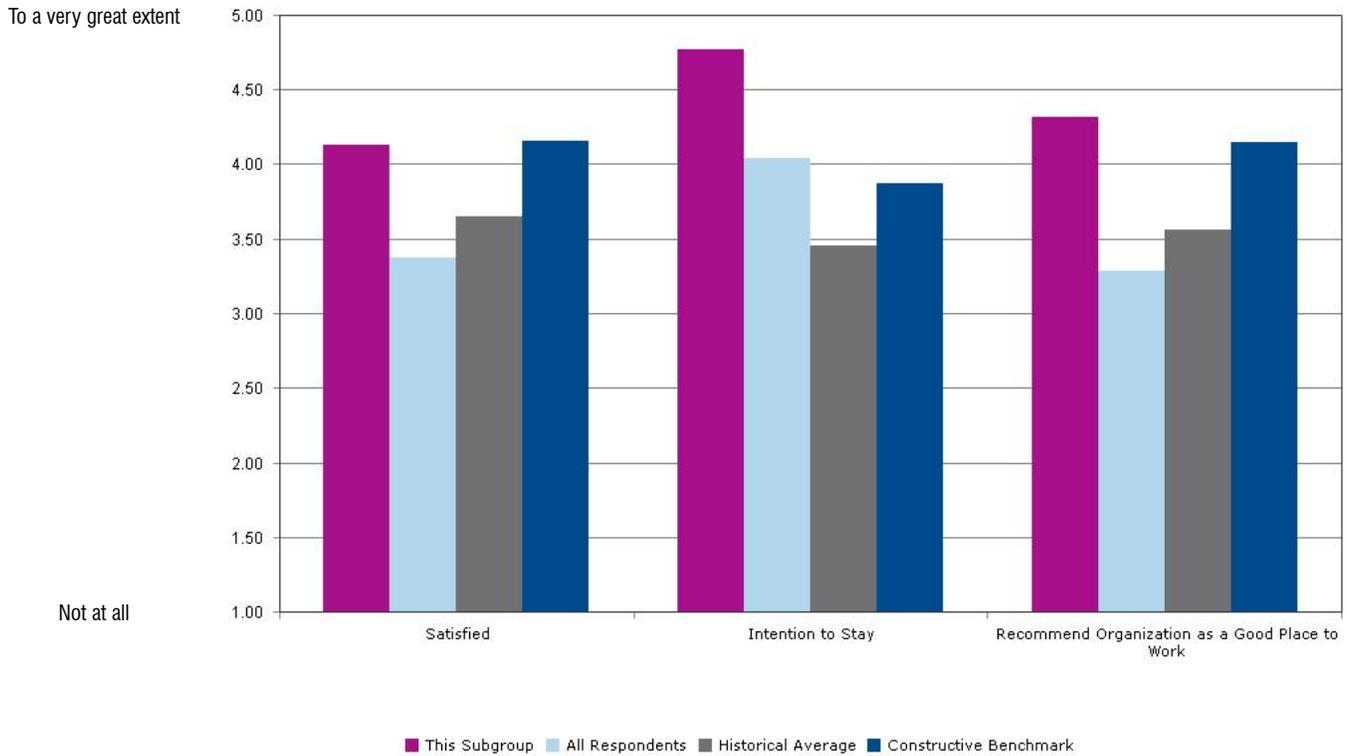
Role: Firefighter PCP - All Ranks (including Professional Development)



<i>To what extent...</i>	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.46	0.74
...does the organization respond effectively to the changing needs of its clients?	3.37	1.14
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	4.24	0.89
...does your organization have a reputation for superior service?	4.16	0.83
...would you recommend this organization to potential clients seeking the products or services it offers?	4.32	1.06

### Outcomes of Culture Employee Satisfaction

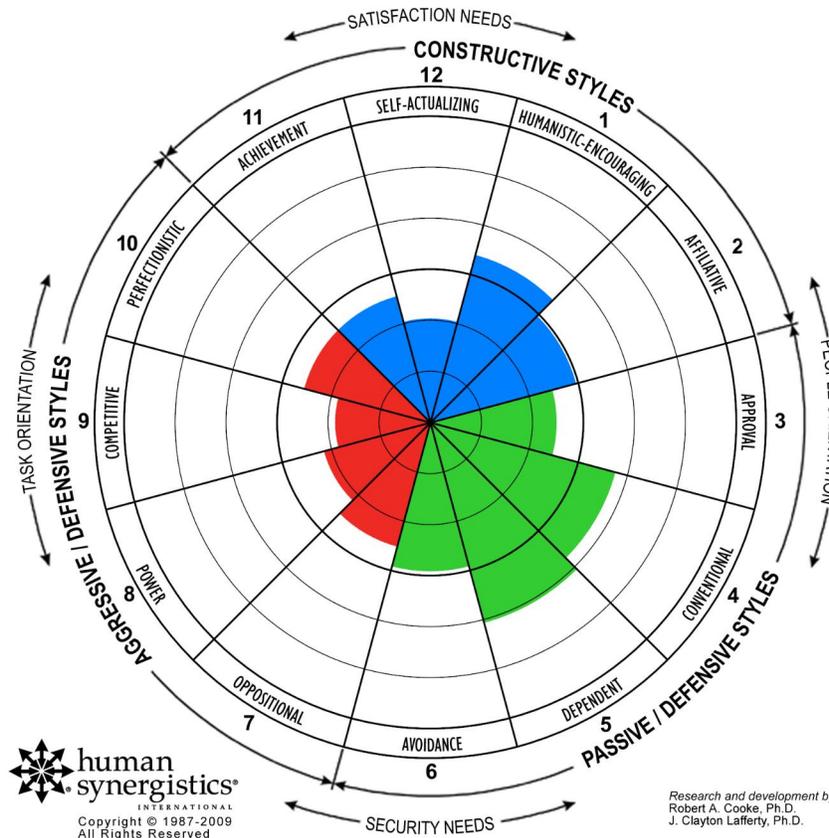
#### Role: Firefighter PCP - All Ranks (including Professional Development)



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	4.13	1.06
...do you expect to be with this organization two years from now?	4.77	0.80
...would you recommend this organization to someone like yourself as a good place to work?	4.31	1.03

**Current Culture**

Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)  
N=112



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Dependent**

*People are expected to:*

- do what is expected
- willingly obey orders
- be a good follower

Secondary Style is **Conventional**

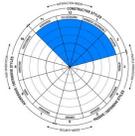
*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

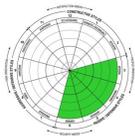
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Current Culture**

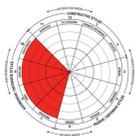
Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)  
N=112



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	60.00%	36.40	8.91	Low	***
Affiliative	49.00%	37.63	8.57	Low	***
Achievement	39.00%	35.17	8.07	Low	***
Self-Actualizing	26.00%	31.31	7.73	Low	***



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	37.00%	26.11	7.42	Low	***
Conventional	69.00%	29.79	8.55	Low	***
Dependent	76.00%	32.62	7.05	Low	**
Avoidance	48.00%	20.05	7.93	Low	***

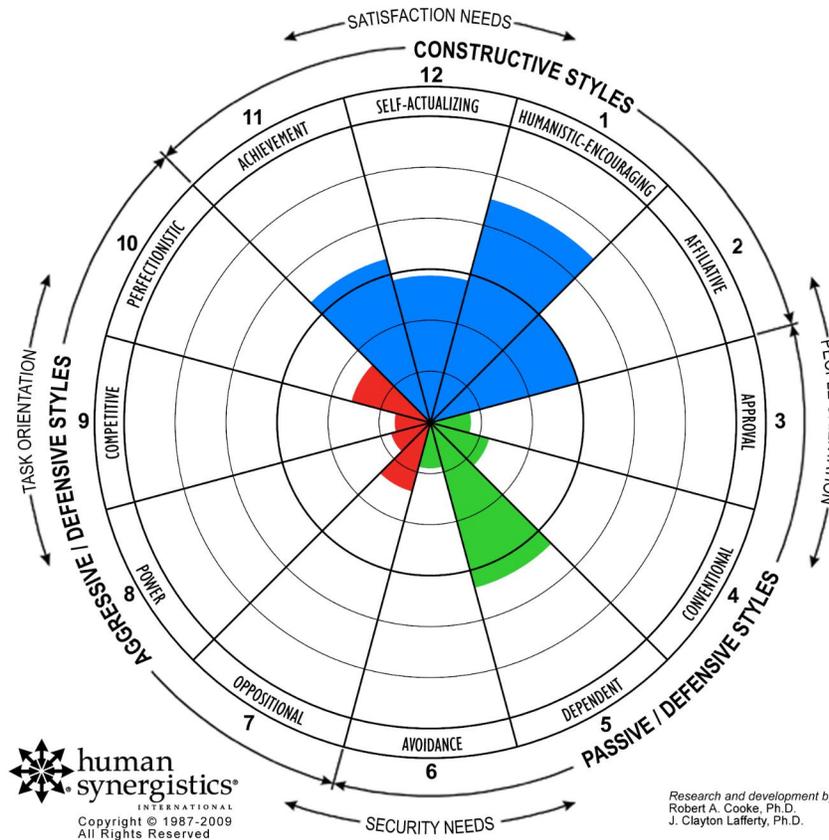


<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	38.00%	20.91	5.76	Low	***
Power	29.00%	22.49	9.28	Very Low	***
Competitive	23.00%	19.02	8.29	Low	***
Perfectionistic	39.00%	27.87	7.43	Low	***

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**

Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)  
N=8



**human synergistics**  
INTERNATIONAL  
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Research and development by:  
Robert A. Cooke, Ph.D.  
J. Clayton Lafferty, Ph.D.

Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Dependent**

*Ideally, people should be expected to:*

- be supportive of others
- resolve conflicts constructively
- show concern for the needs of others

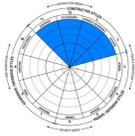
*Ideally, people should be expected to:*

- do what is expected
- willingly obey orders
- be predictable

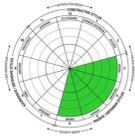
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Ideal Culture**

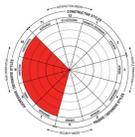
Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)  
N=8



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	83.00%	39.25	8.10	Low
Affiliative	50.00%	37.75	12.24	Very Low
Achievement	58.00%	37.38	11.72	Very Low
Self-Actualizing	47.00%	33.15	9.93	Very Low



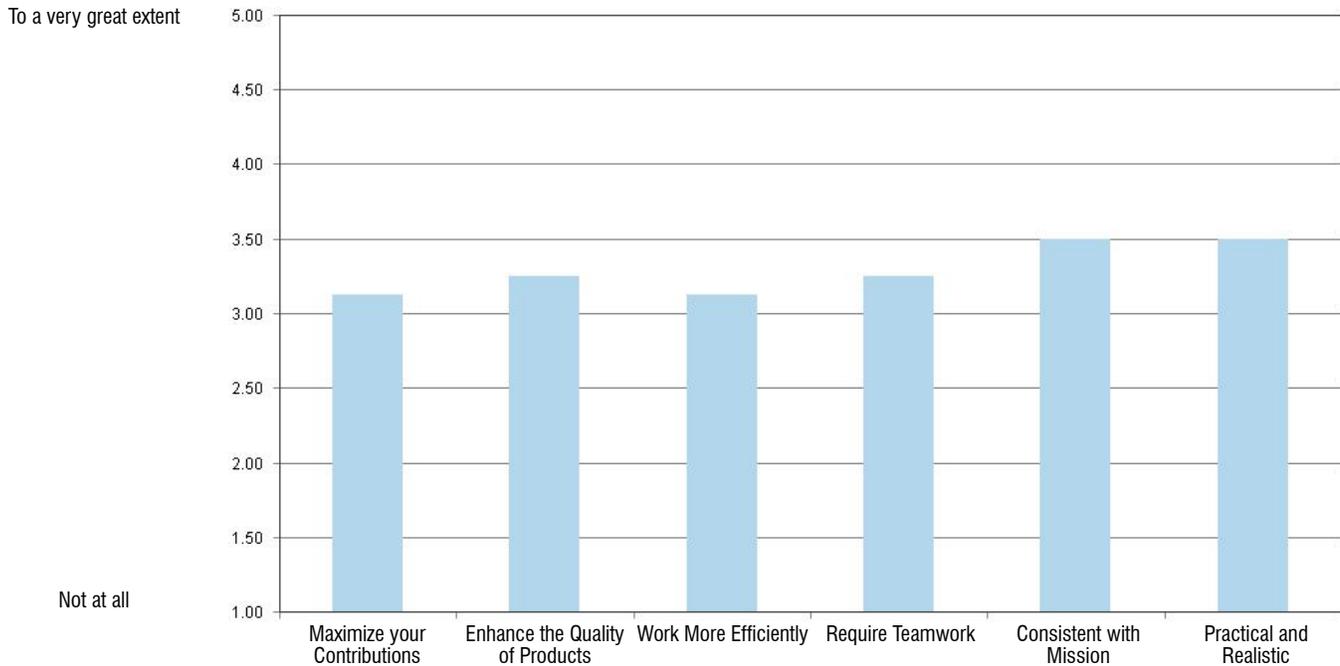
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	8.00%	22.00	6.50	Moderate
Conventional	13.00%	23.13	6.13	Moderate
Dependent	59.00%	30.88	7.06	Low
Avoidance	9.00%	15.75	4.50	High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	16.00%	19.13	2.70	Very High
Power	8.00%	18.50	4.99	High
Competitive	7.00%	16.13	5.08	High
Perfectionistic	19.00%	25.88	6.79	Low

### Organizational Readiness for Change Member Assessments of the Ideal Culture

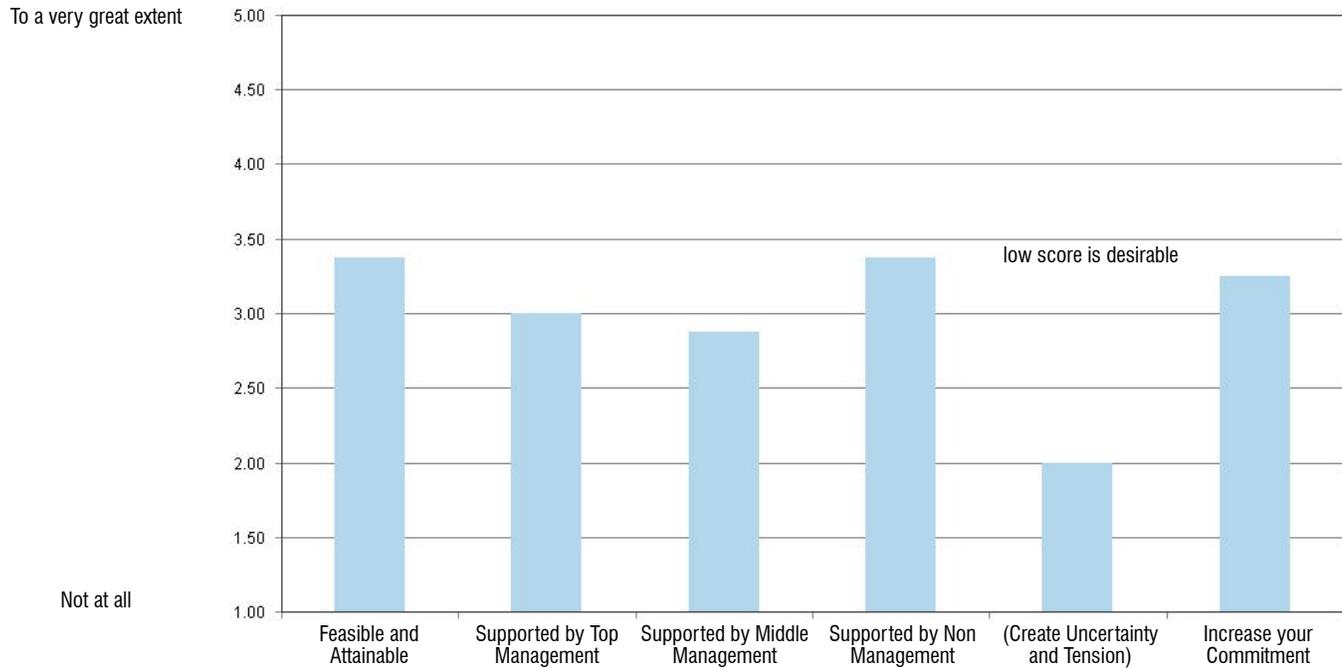
**Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)**



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	3.13	1.13
... would this type of culture enhance the quality of products/services offered by your organization?	3.25	1.16
... would this type of culture require people like yourself to work more efficiently and effectively?	3.13	1.13
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	3.25	1.28
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	3.50	1.31
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.50	1.31

Organizational Readiness for Change  
**Motivation for Cultural Change**

**Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)**

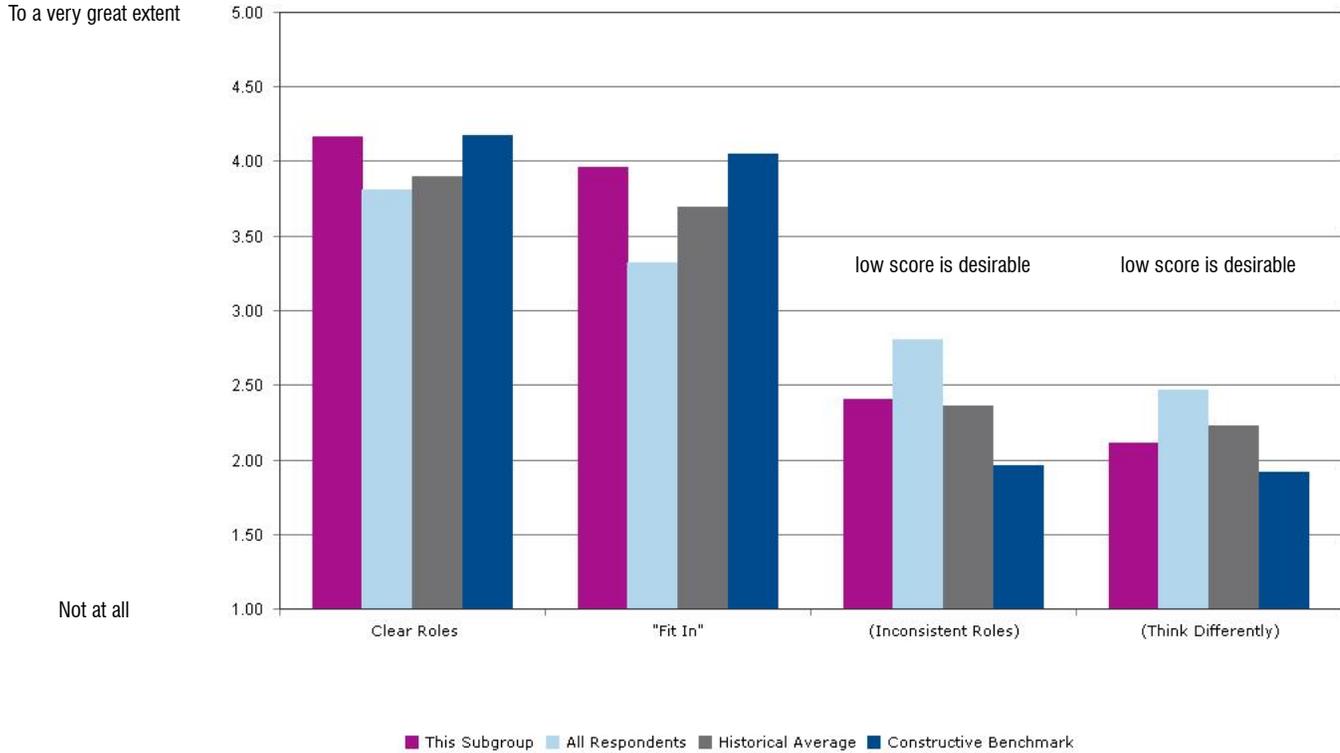


<i>To what extent...</i>	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	3.38	1.30
... would movement toward this type of culture be supported by top-level management?	3.00	1.41
... would movement toward this type of culture be supported by middle management?	2.88	1.36
... would movement toward this type of culture be supported by non-managerial personnel?	3.38	1.19
(... would movement toward this type of culture create uncertainty and tension for members?)	2.00	0.76
... would movement toward this type of culture increase your commitment to the organization?	3.25	1.04

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Role Clarity and Role Conflict

**Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)**

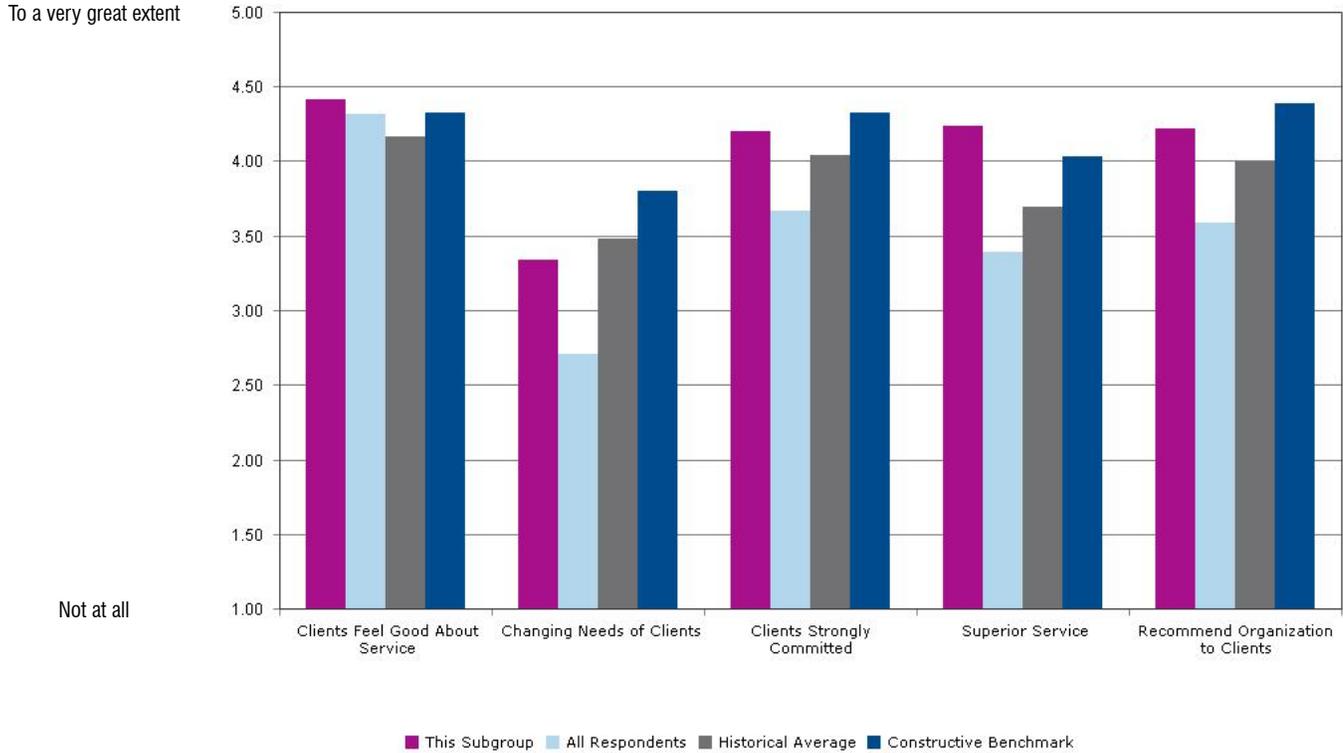


<i>To what extent...</i>	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	4.16	0.90
...do you feel you comfortably "fit in" as a member of this organization?	3.96	1.21
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.40	1.37
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.11	1.28

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Quality of Service

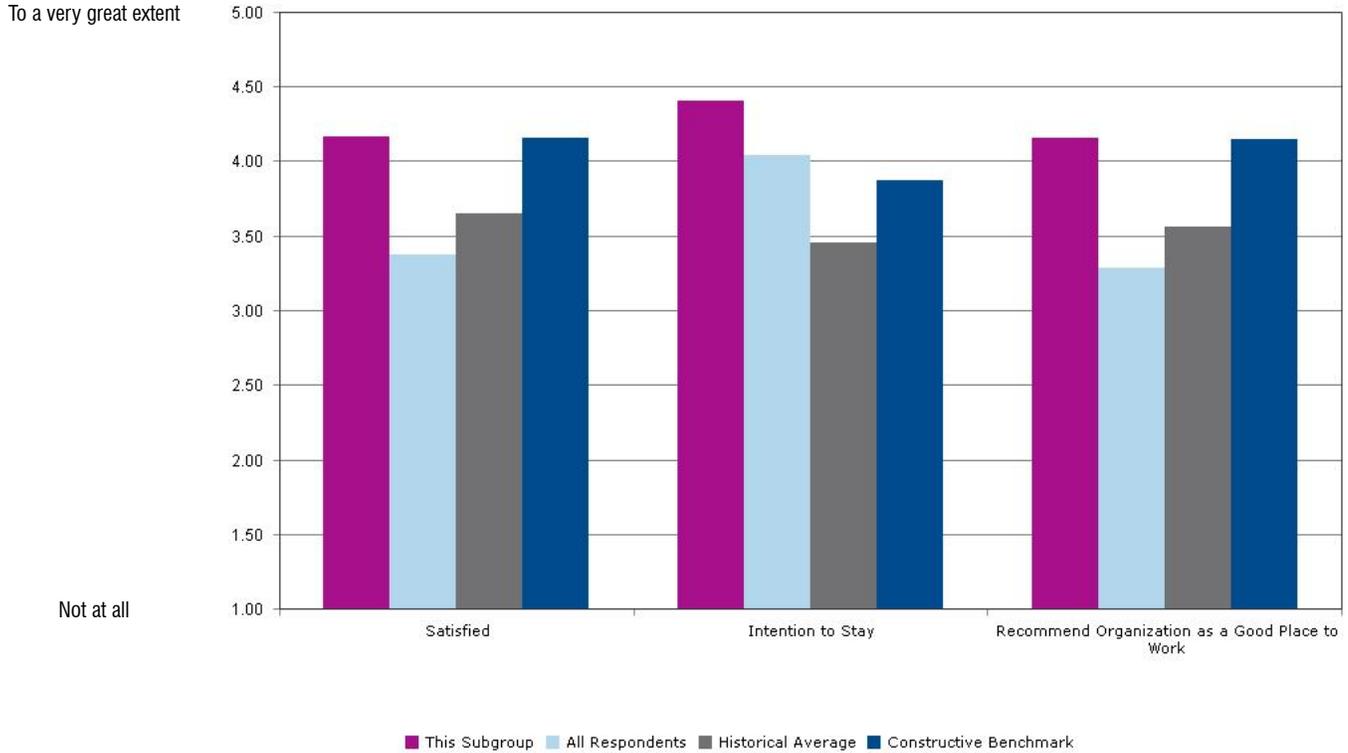
**Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)**



<i>To what extent...</i>	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.41	0.77
...does the organization respond effectively to the changing needs of its clients?	3.34	1.19
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	4.20	1.03
...does your organization have a reputation for superior service?	4.23	0.93
...would you recommend this organization to potential clients seeking the products or services it offers?	4.22	1.13

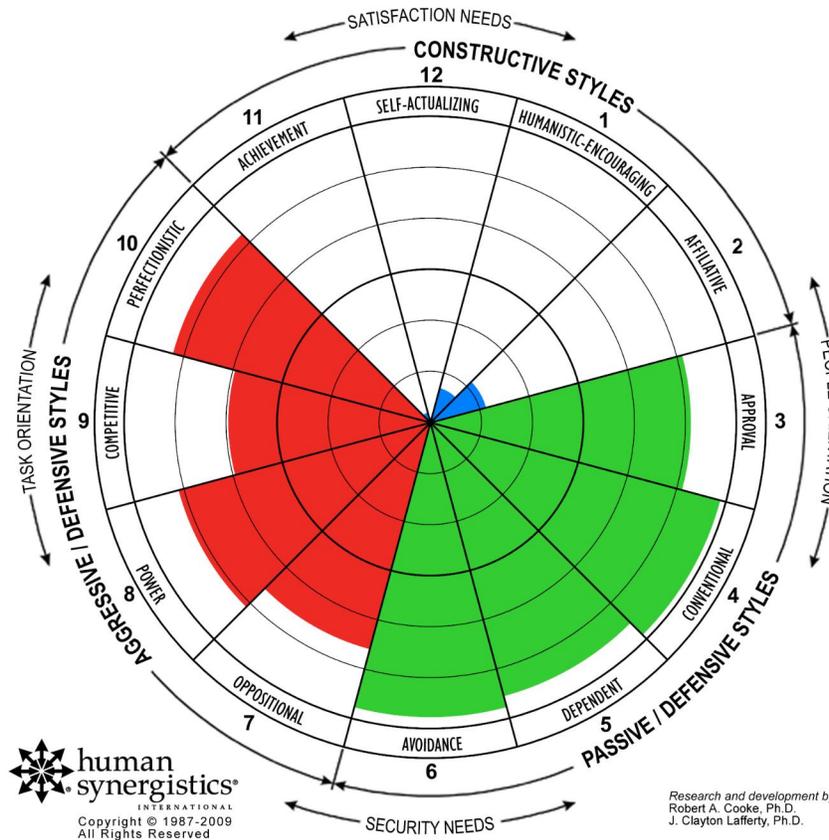
### Outcomes of Culture Employee Satisfaction

**Role: Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)**



<i>To what extent...</i>	Mean	Standard Deviation
...are you satisfied being a member of this organization?	4.16	1.06
...do you expect to be with this organization two years from now?	4.40	1.17
...would you recommend this organization to someone like yourself as a good place to work?	4.15	1.13

**Current Culture**  
 Role: Paramedic All Ranks (including Professional Development)  
 N=165



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- accept the status quo
- not "rock the boat"

Secondary Style is **Avoidance**

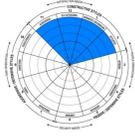
*People are expected to:*

- "lay low" when things get tough
- make "popular" rather than necessary decisions
- push decisions upward

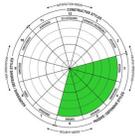
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Current Culture**

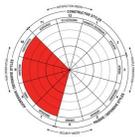
Role: Paramedic All Ranks (including Professional Development)  
N=165



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	7.00%	27.61	9.60	Very Low	***
Affiliative	12.00%	32.70	8.50	Low	***
Achievement	2.00%	27.55	7.87	Low	***
Self-Actualizing	1.00%	24.18	7.93	Low	***



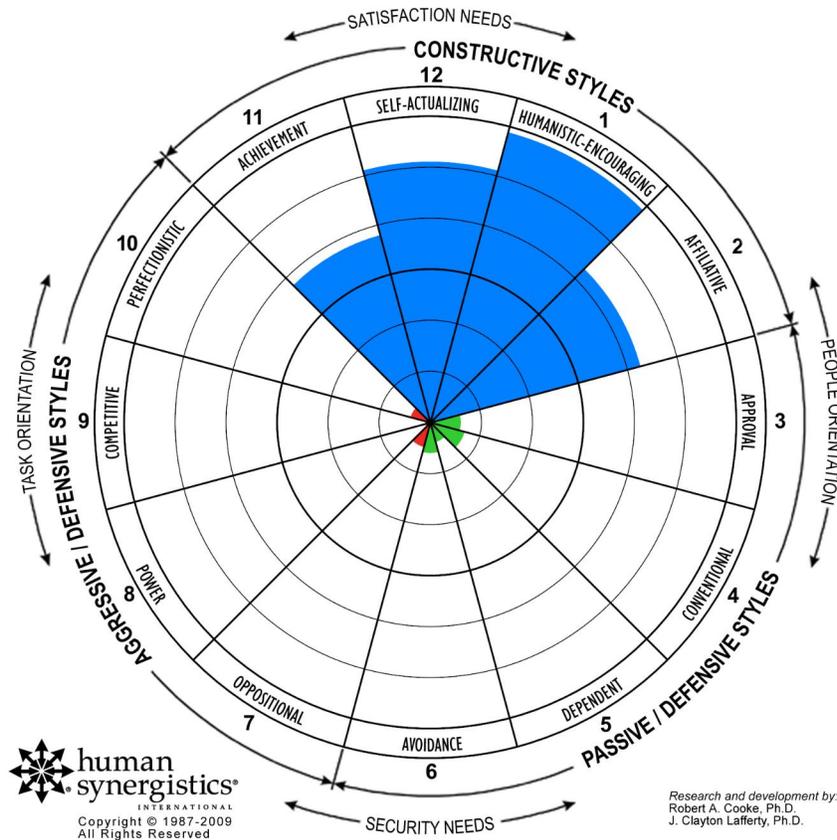
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	91.00%	32.53	7.50	Low	***
Conventional	98.00%	40.06	7.82	Low	***
Dependent	95.00%	36.58	6.28	Moderate	***
Avoidance	97.00%	29.17	8.54	Very Low	***



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	84.00%	25.03	5.37	Moderate	***
Power	91.00%	30.33	8.39	Low	***
Competitive	74.00%	25.30	8.97	Low	***
Perfectionistic	92.00%	34.98	7.57	Low	***

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**  
 Role: Paramedic All Ranks (including Professional Development)  
 N=5



**human synergistics**  
 INTERNATIONAL  
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Research and development by:  
 Robert A. Cooke, Ph.D.  
 J. Clayton Lafferty, Ph.D.

Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Self-Actualizing**

*Ideally, people should be expected to:*

- take time with people
- be a good listener
- show concern for the needs of others

*Ideally, people should be expected to:*

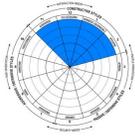
- do even simple tasks well
- maintain their personal integrity
- be open about self

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

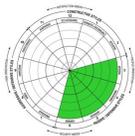
**Ideal Culture**

Role: Paramedic All Ranks (including Professional Development)

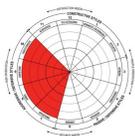
N=5



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	45.00	7.31	Moderate
Affiliative	79.00%	41.40	4.67	High
Achievement	70.00%	38.40	9.71	Very Low
Self-Actualizing	91.00%	38.00	11.77	Very Low



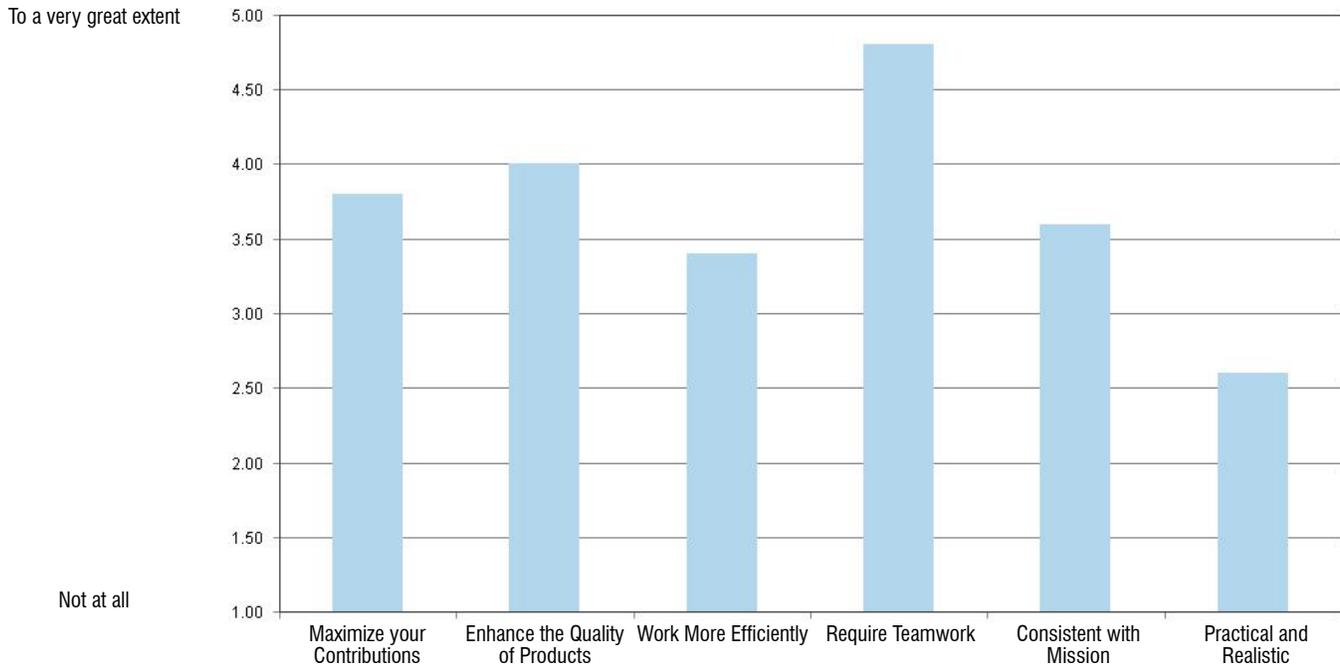
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	6.00%	21.60	6.07	Moderate
Conventional	7.00%	21.60	8.05	Low
Dependent	4.00%	23.80	6.61	Low
Avoidance	6.00%	15.20	4.55	Moderate



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	5.00%	17.20	2.86	Very High
Power	1.00%	13.60	2.07	Very High
Competitive	1.00%	11.40	1.14	Very High
Perfectionistic	4.00%	22.00	3.94	High

Organizational Readiness for Change  
**Member Assessments of the Ideal Culture**

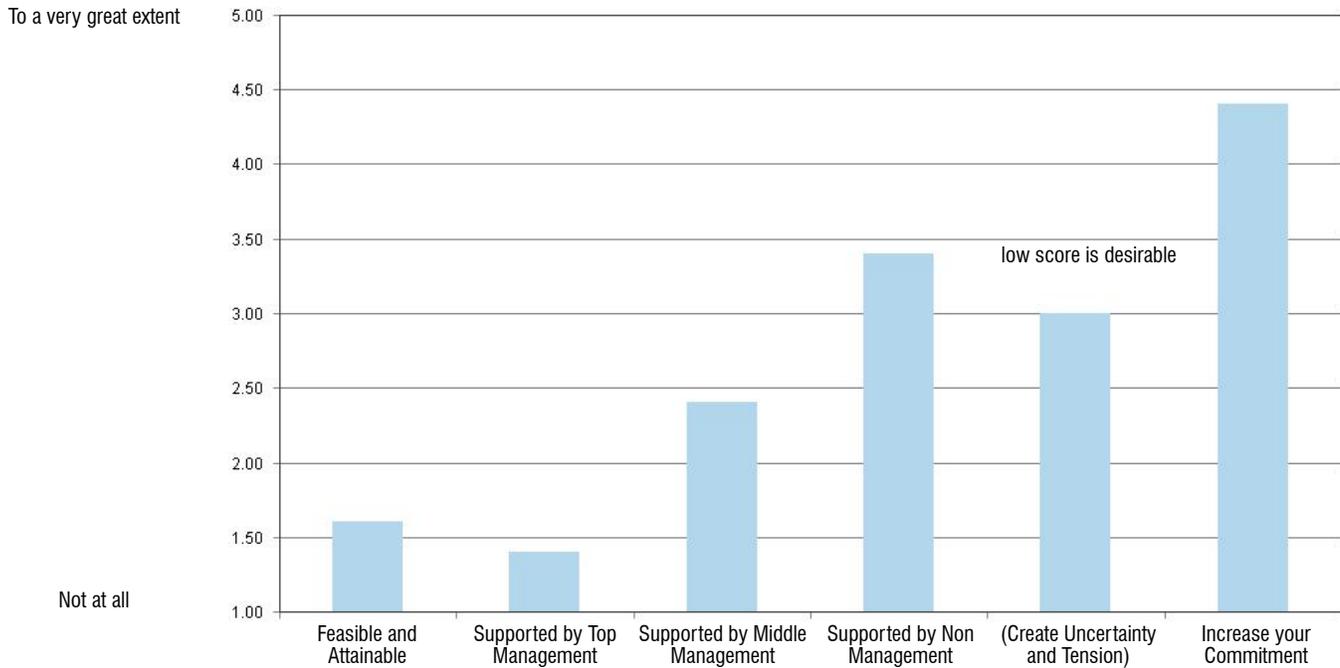
**Role: Paramedic All Ranks (including Professional Development)**



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	3.80	1.79
... would this type of culture enhance the quality of products/services offered by your organization?	4.00	1.73
... would this type of culture require people like yourself to work more efficiently and effectively?	3.40	1.52
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.80	0.45
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	3.60	1.95
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	2.60	1.14

Organizational Readiness for Change  
**Motivation for Cultural Change**

Role: Paramedic All Ranks (including Professional Development)

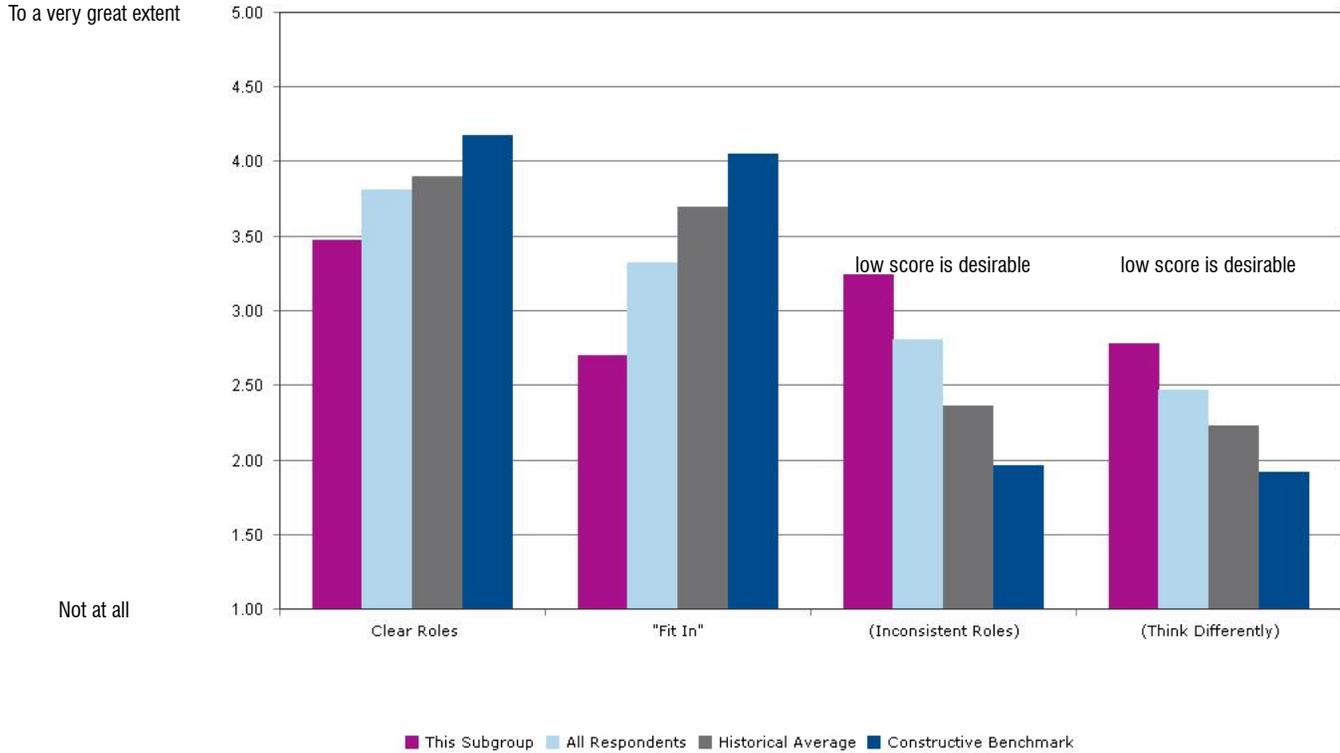


<i>To what extent...</i>	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	1.60	0.89
... would movement toward this type of culture be supported by top-level management?	1.40	0.89
... would movement toward this type of culture be supported by middle management?	2.40	0.89
... would movement toward this type of culture be supported by non-managerial personnel?	3.40	1.14
(... would movement toward this type of culture create uncertainty and tension for members?)	3.00	1.41
... would movement toward this type of culture increase your commitment to the organization?	4.40	0.89

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Role Clarity and Role Conflict

Role: Paramedic All Ranks (including Professional Development)

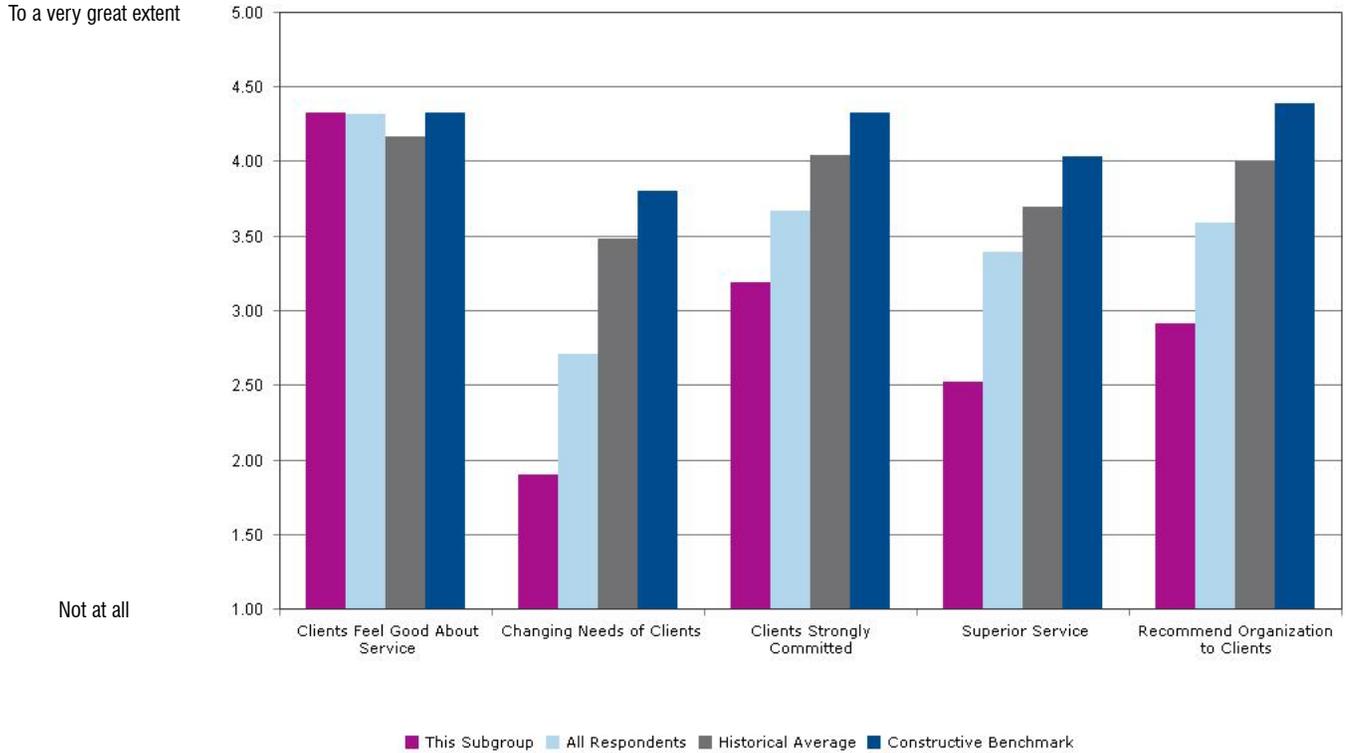


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.47	1.08
...do you feel you comfortably "fit in" as a member of this organization?	2.70	1.14
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	3.24	1.36
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.78	1.15

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

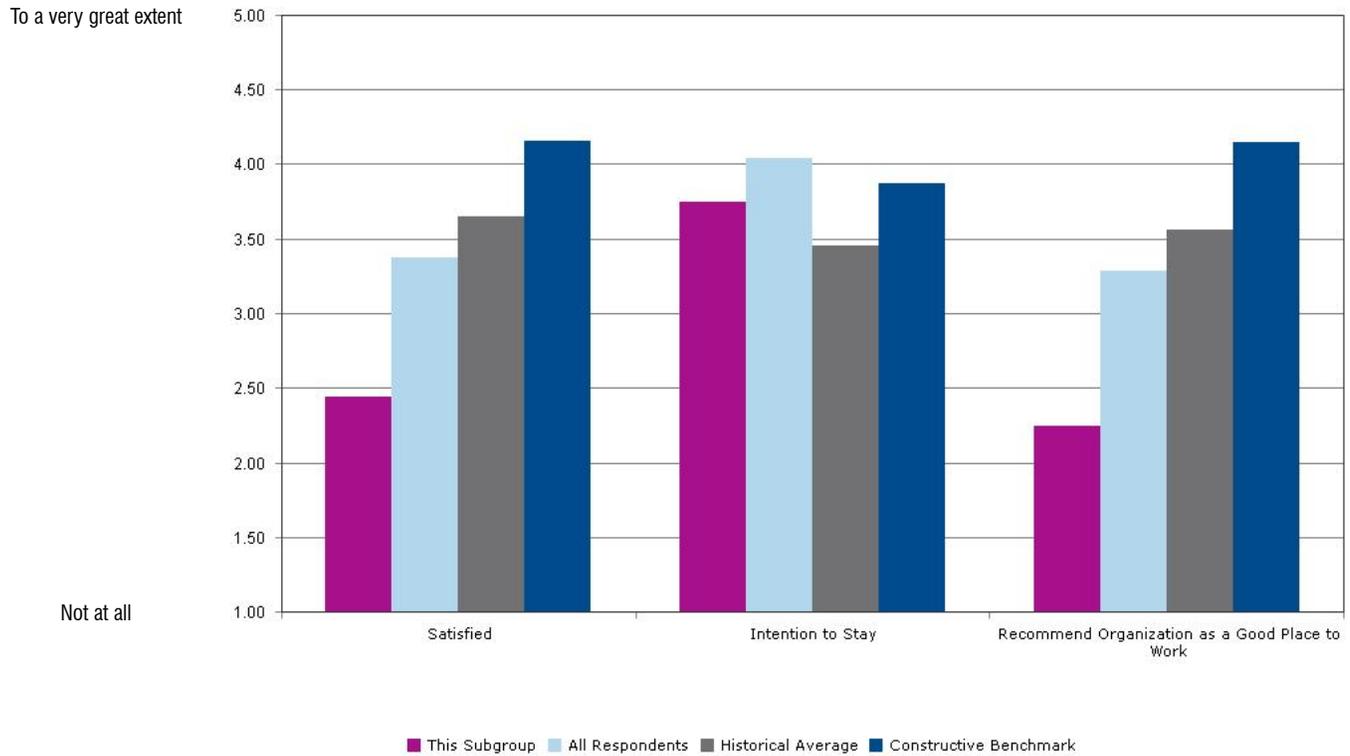
Role: Paramedic All Ranks (including Professional Development)



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.32	0.87
...does the organization respond effectively to the changing needs of its clients?	1.90	0.87
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.18	1.25
...does your organization have a reputation for superior service?	2.52	1.12
...would you recommend this organization to potential clients seeking the products or services it offers?	2.91	1.08

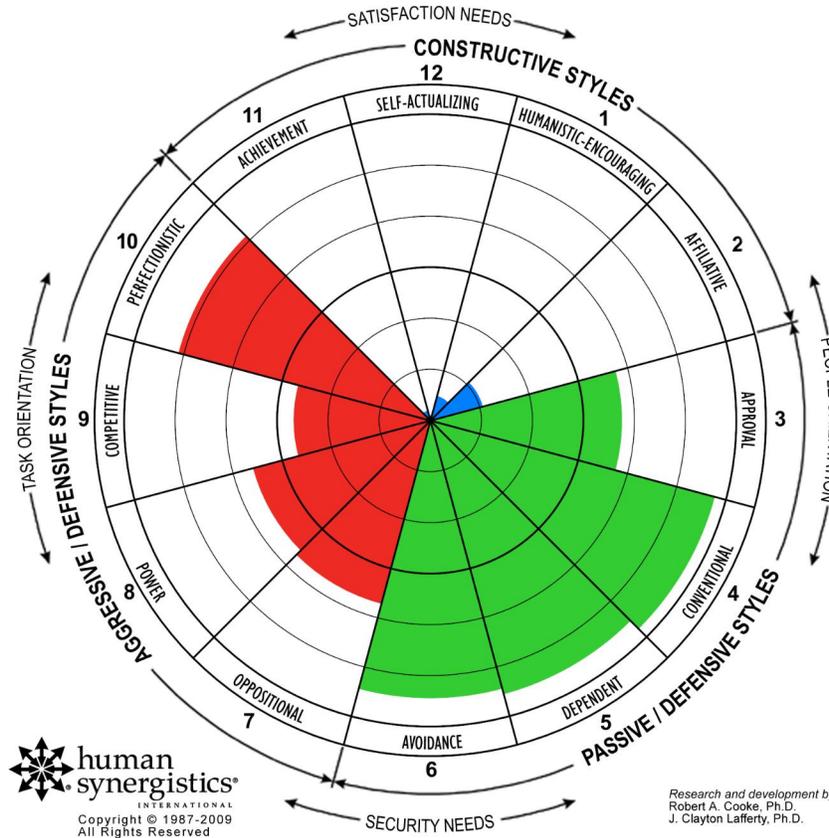
### Outcomes of Culture Employee Satisfaction

#### Role: Paramedic All Ranks (including Professional Development)



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	2.44	1.07
...do you expect to be with this organization two years from now?	3.75	1.33
...would you recommend this organization to someone like yourself as a good place to work?	2.24	1.12

**Current Culture**  
 Role: 911 Communications  
 N=22



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- treat rules as more important than ideas
- accept the status quo

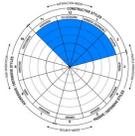
Secondary Style is **Dependent**

*People are expected to:*

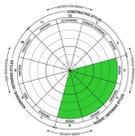
- do what is expected
- never challenge superiors
- willingly obey orders

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

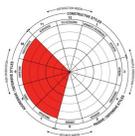
**Current Culture**  
 Role: 911 Communications  
 N=22



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	5.00%	27.00	10.49	Very Low	*
Affiliative	11.00%	32.41	10.50	Very Low	NS
Achievement	2.00%	27.00	7.55	Low	*
Self-Actualizing	1.00%	24.18	7.47	Low	*



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	69.00%	29.32	8.70	Very Low	NS
Conventional	97.00%	37.09	9.87	Very Low	NS
Dependent	95.00%	36.55	8.88	Very Low	NS
Avoidance	94.00%	27.09	9.95	Very Low	NS

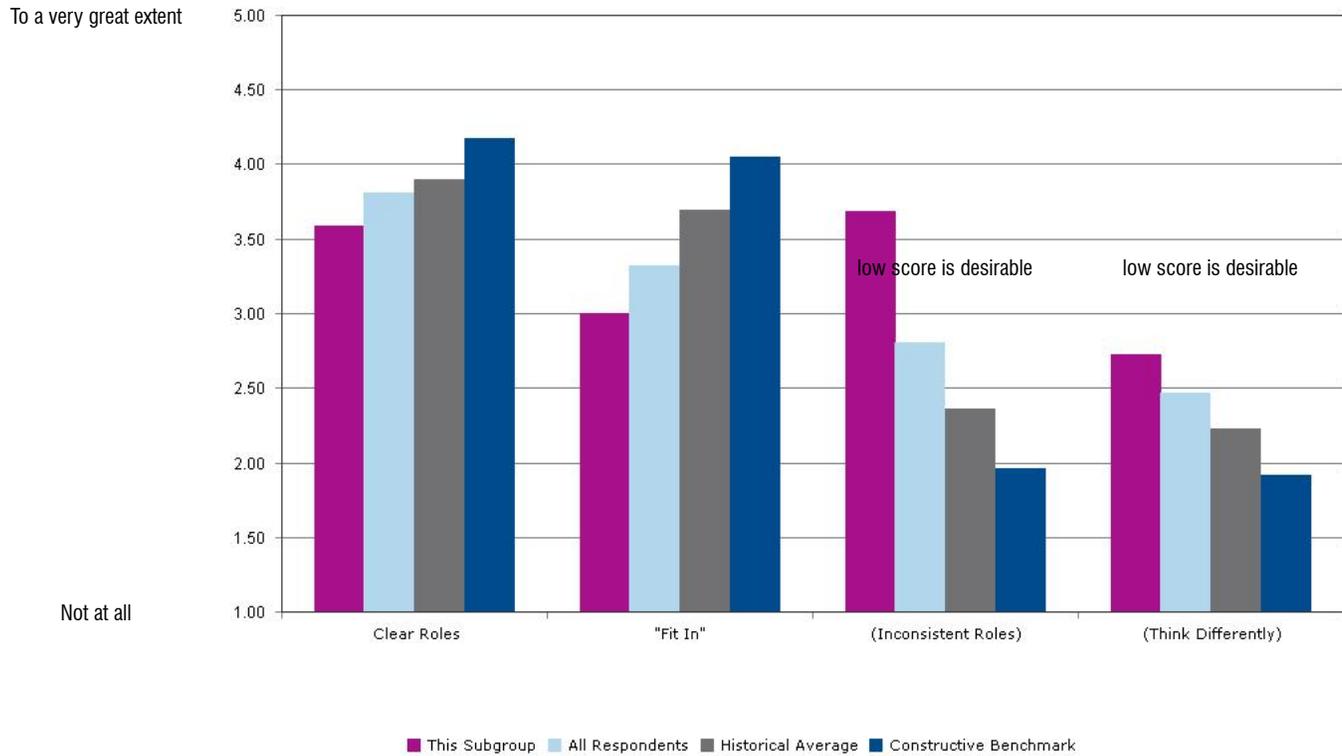


<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	68.00%	23.27	7.46	Very Low	NS
Power	65.00%	26.00	10.13	Very Low	NS
Competitive	42.00%	21.27	9.11	Low	NS
Perfectionistic	91.00%	34.55	9.74	Very Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

Outcomes of Culture  
Role Clarity and Role Conflict

Role: 911 Communications

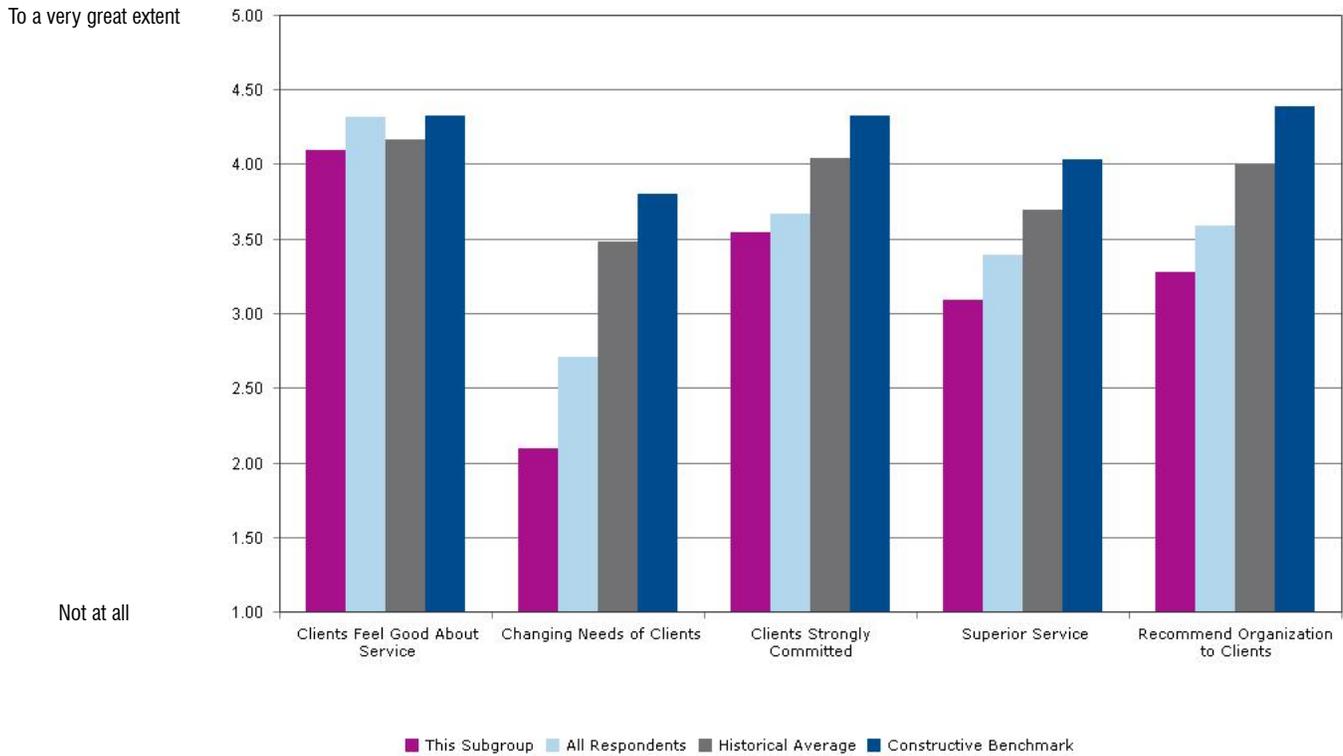


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.59	0.91
...do you feel you comfortably "fit in" as a member of this organization?	3.00	1.20
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	3.68	1.36
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.73	1.28

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Quality of Service

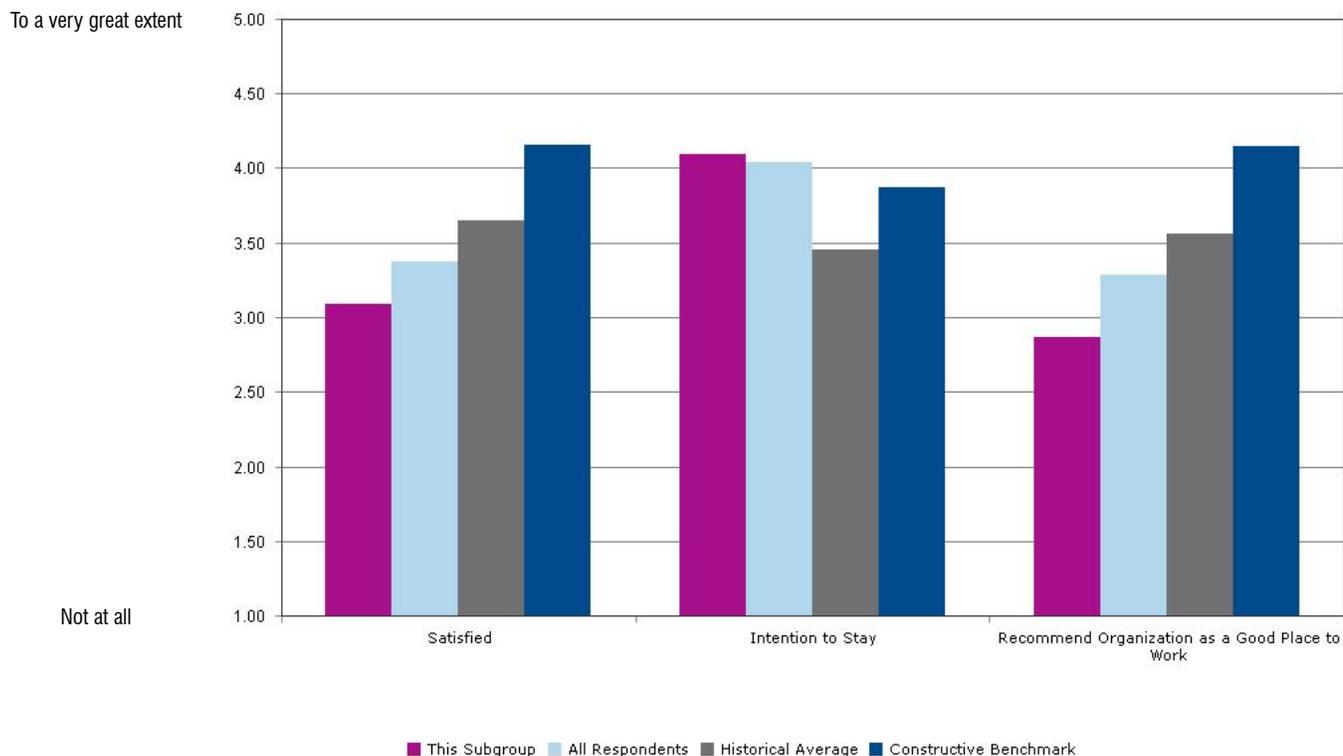
Role: 911 Communications



<i>To what extent...</i>	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.09	1.38
...does the organization respond effectively to the changing needs of its clients?	2.09	1.23
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.55	1.01
...does your organization have a reputation for superior service?	3.09	1.19
...would you recommend this organization to potential clients seeking the products or services it offers?	3.27	1.45

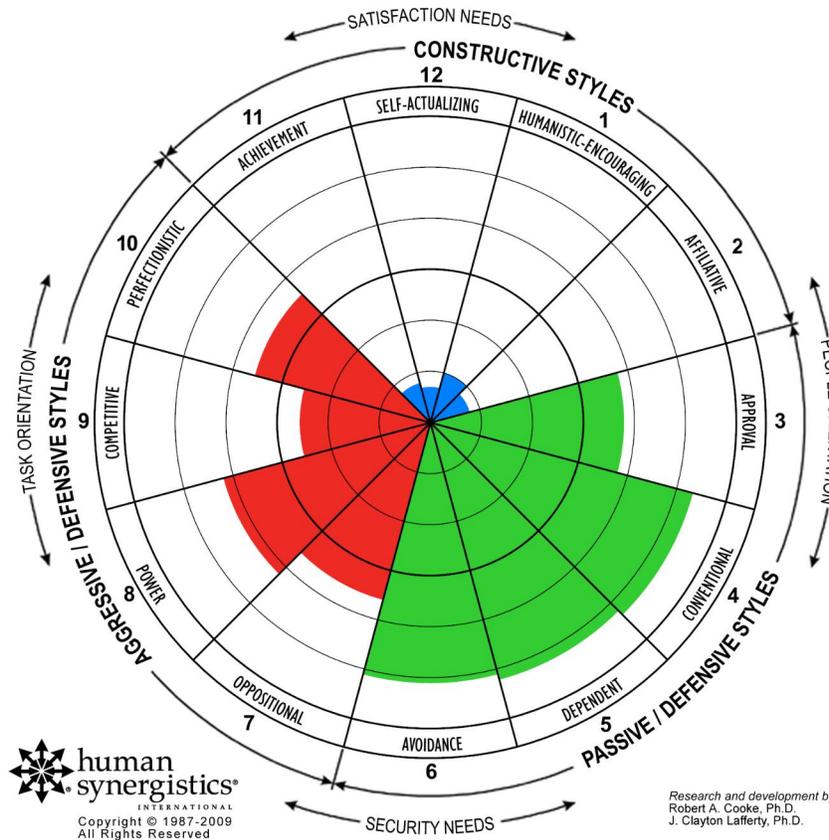
### Outcomes of Culture Employee Satisfaction

Role: 911 Communications



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.09	1.19
...do you expect to be with this organization two years from now?	4.09	1.48
...would you recommend this organization to someone like yourself as a good place to work?	2.86	1.46

**Current Culture**  
 Role: Support Services (Stores / EMSB / Light Fleet / Public Education)  
 N=23



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

Secondary Style is **Dependent**

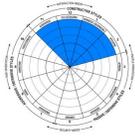
*People are expected to:*

- do what is expected
- willingly obey orders
- follow orders...even when they're wrong

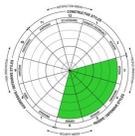
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Current Culture**

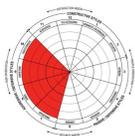
Role: Support Services (Stores / EMSB / Light Fleet / Public Education)  
N=23



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	10.00%	28.87	11.07	Very Low	NS
Affiliative	8.00%	31.26	11.31	Very Low	NS
Achievement	8.00%	30.70	9.61	Very Low	NS
Self-Actualizing	7.00%	27.91	9.01	Very Low	NS



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	70.00%	29.39	6.87	Low	NS
Conventional	93.00%	34.48	9.04	Very Low	NS
Dependent	92.00%	35.70	7.13	Low	NS
Avoidance	91.00%	25.52	9.85	Very Low	NS

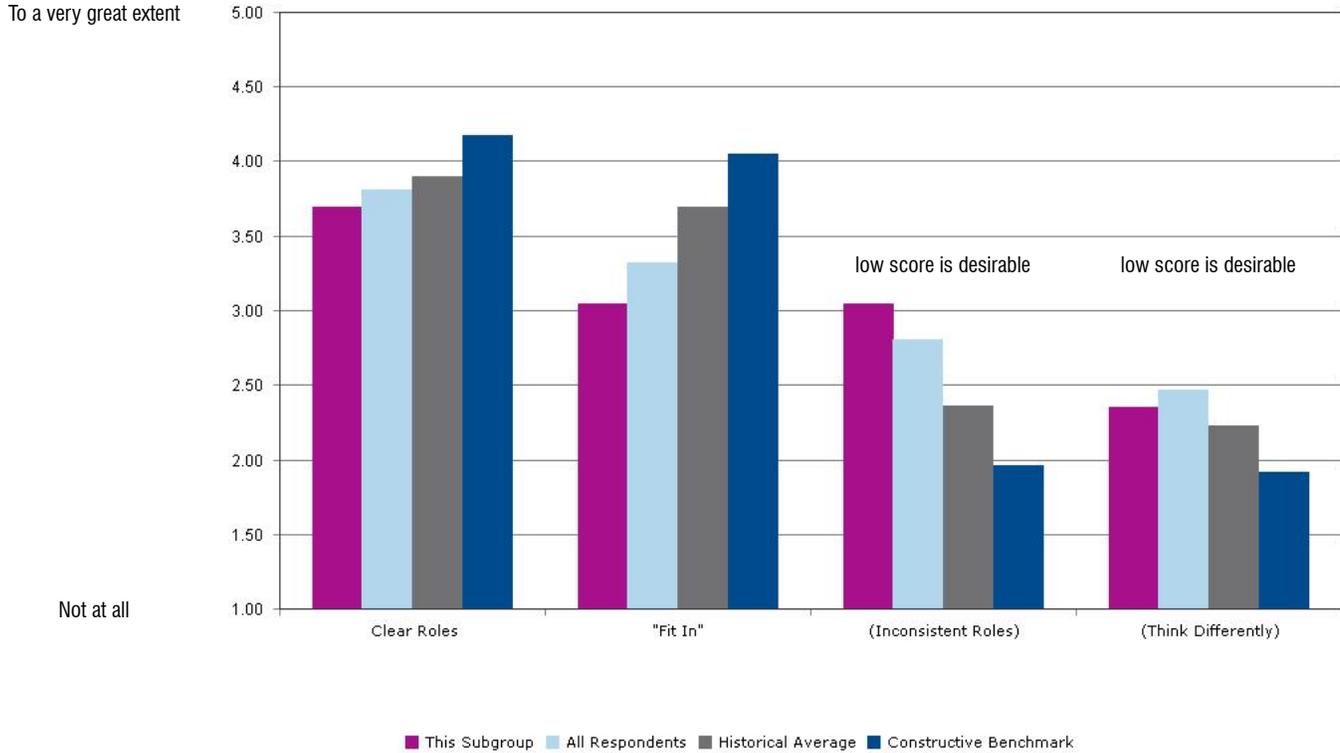


<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	65.00%	22.97	7.34	Very Low	NS
Power	78.00%	27.70	11.90	Very Low	NS
Competitive	39.00%	20.87	10.17	Very Low	NS
Perfectionistic	64.00%	30.61	7.87	Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

Outcomes of Culture  
Role Clarity and Role Conflict

Role: Support Services (Stores / EMSB / Light Fleet / Public Education)

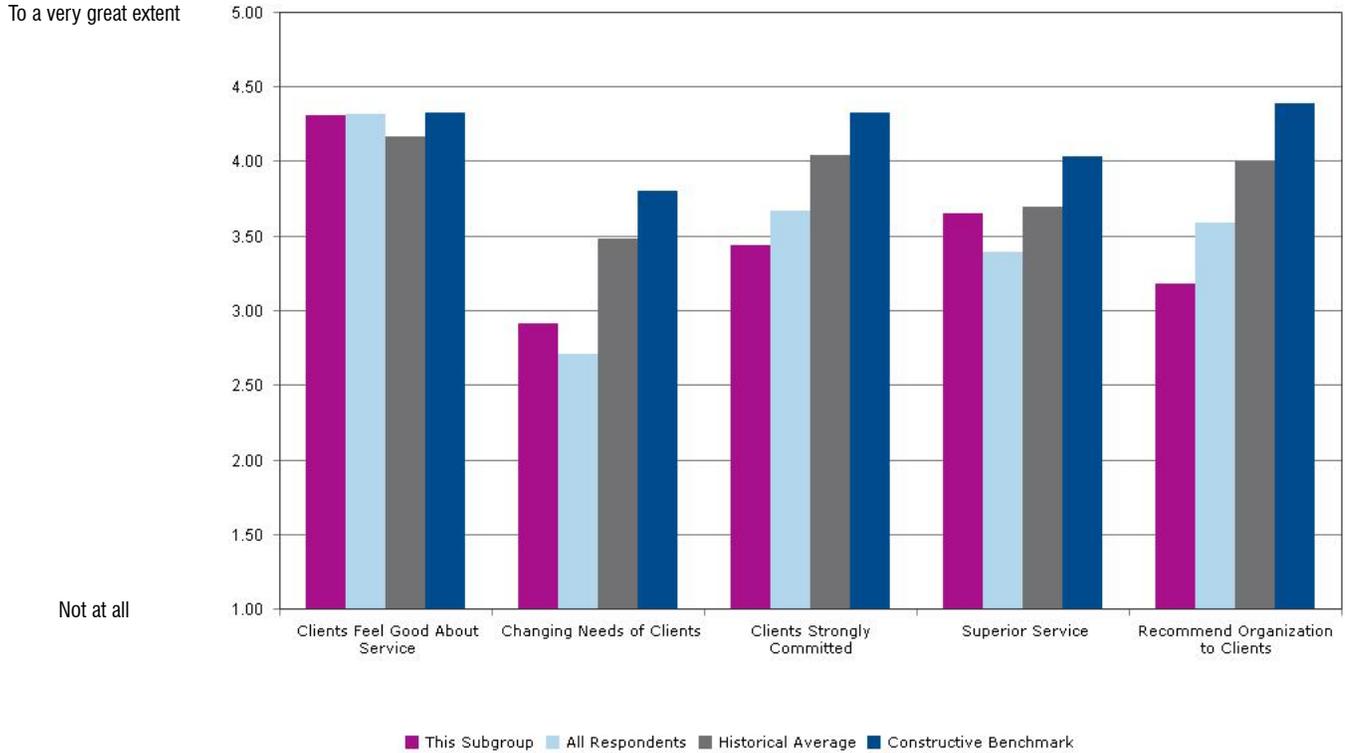


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.70	1.18
...do you feel you comfortably "fit in" as a member of this organization?	3.04	1.52
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	3.04	1.66
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.35	1.23

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Quality of Service

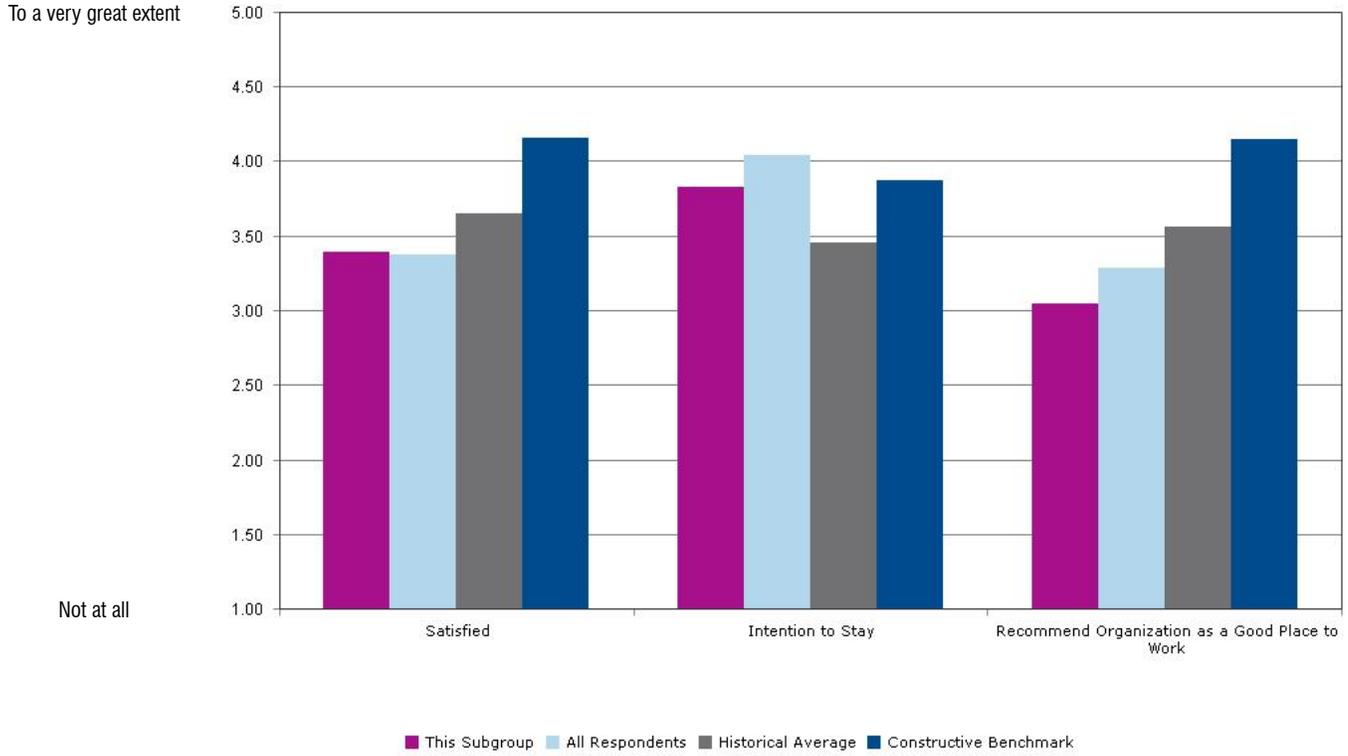
Role: Support Services (Stores / EMSB / Light Fleet / Public Education)



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.30	1.11
...does the organization respond effectively to the changing needs of its clients?	2.91	1.24
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.43	1.24
...does your organization have a reputation for superior service?	3.65	1.15
...would you recommend this organization to potential clients seeking the products or services it offers?	3.17	1.50

### Outcomes of Culture Employee Satisfaction

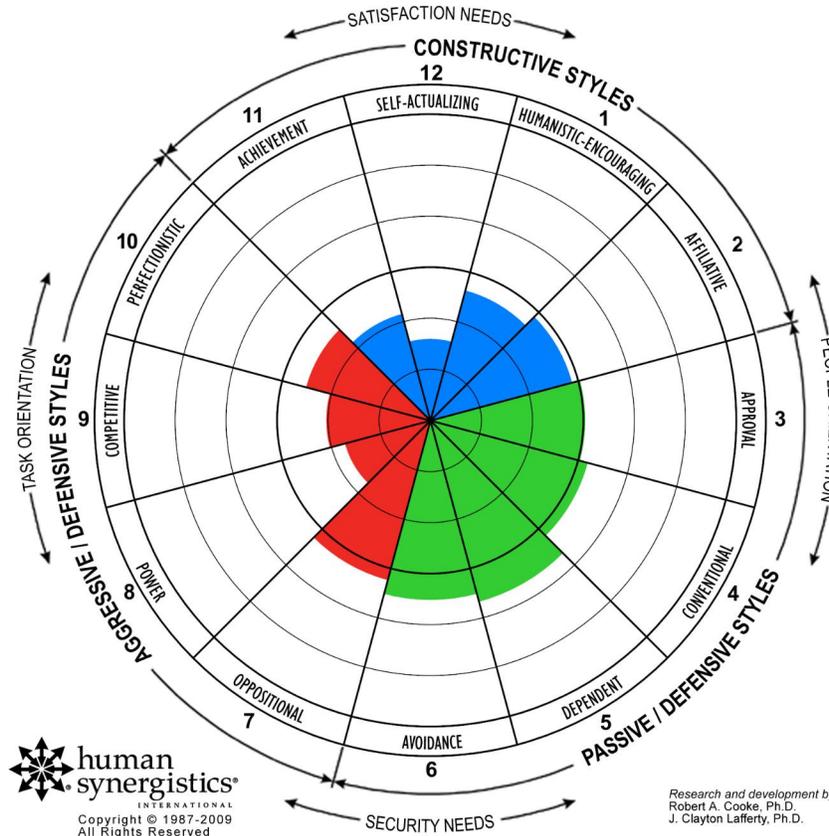
Role: Support Services (Stores / EMSB / Light Fleet / Public Education)



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.39	1.59
...do you expect to be with this organization two years from now?	3.83	1.61
...would you recommend this organization to someone like yourself as a good place to work?	3.04	1.64

**Current Culture**

Role: HR / Finance / IT / Administration / Emergency Management & Public Information  
N=38



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Dependent**

*People are expected to:*

- do what is expected
- check decisions with superiors
- be a good follower

Secondary Style is **Avoidance**

*People are expected to:*

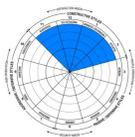
- push decisions upward
- take few chances
- make "popular" rather than necessary decisions

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

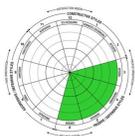
**Current Culture**

Role: HR / Finance / IT / Administration / Emergency Management & Public Information

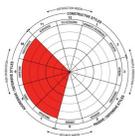
N=38



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	41.00%	34.26	9.39	Very Low	NS
Affiliative	47.00%	37.50	8.59	Low	NS
Achievement	29.00%	34.29	6.83	Low	**
Self-Actualizing	19.00%	30.21	6.37	Moderate	*



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	51.00%	27.55	6.15	Moderate	NS
Conventional	55.00%	28.32	7.33	Low	***
Dependent	67.00%	31.71	6.03	Moderate	**
Avoidance	63.00%	21.55	8.54	Very Low	*

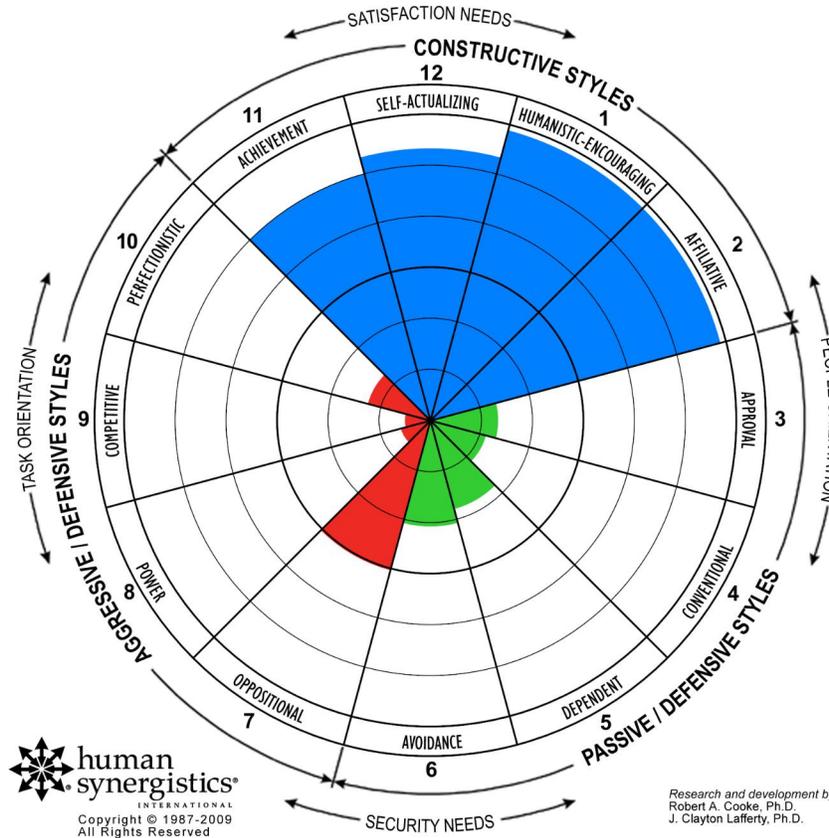


<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	56.00%	22.39	5.81	Low	NS
Power	21.00%	21.39	9.97	Very Low	**
Competitive	26.00%	19.45	8.66	Low	NS
Perfectionistic	38.00%	27.66	6.22	Moderate	**

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**

Role: HR / Finance / IT / Administration / Emergency Management & Public Information  
N=6



Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Affiliative**

*Ideally, people should be expected to:*

- be a good listener
- be supportive of others
- show concern for the needs of others

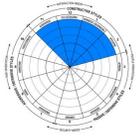
*Ideally, people should be expected to:*

- cooperate with others
- use good human relations skills
- treat people as more important than things

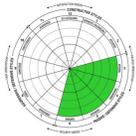
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Ideal Culture**

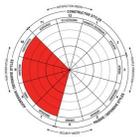
Role: HR / Finance / IT / Administration / Emergency Management & Public Information  
N=6



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	47.67	1.75	Very High
Affiliative	98.00%	46.17	2.64	Very High
Achievement	90.00%	40.83	3.66	High
Self-Actualizing	93.00%	38.67	2.42	Very High



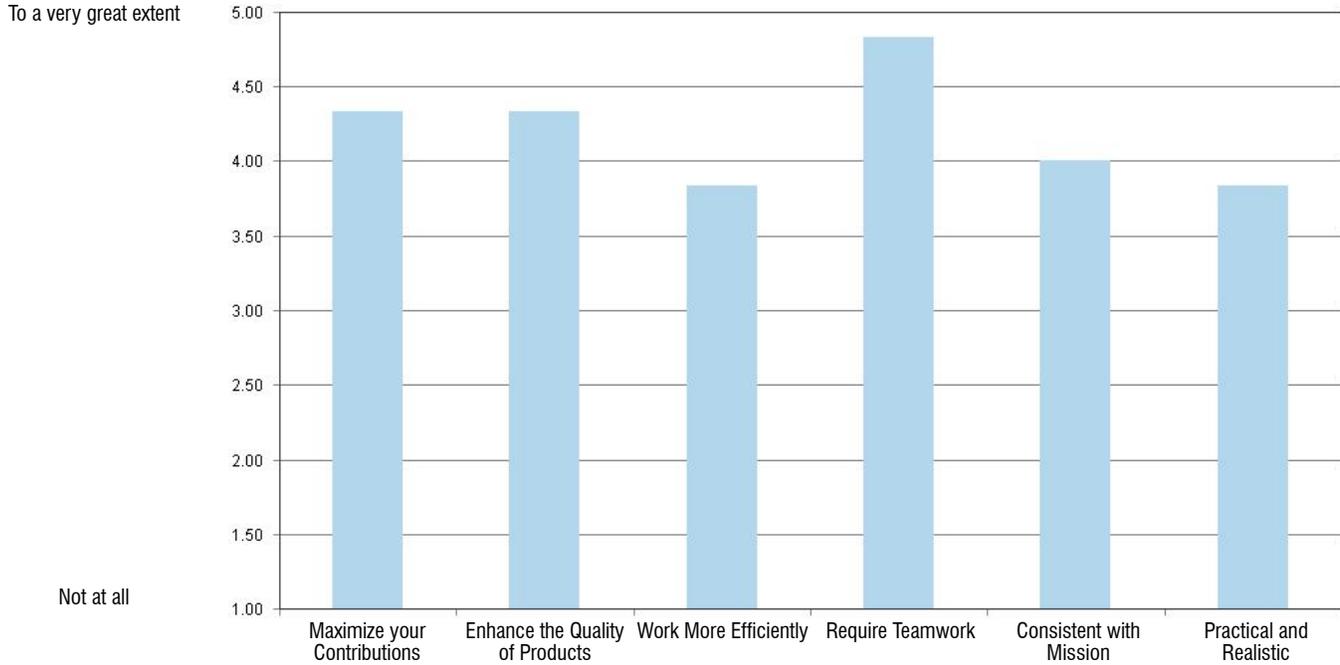
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	15.00%	23.33	5.61	Moderate
Conventional	12.00%	22.83	6.24	Moderate
Dependent	22.00%	27.50	4.72	Moderate
Avoidance	27.00%	18.17	5.88	Moderate



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	51.00%	22.00	4.24	Moderate
Power	6.00%	18.17	4.17	High
Competitive	5.00%	15.33	5.72	Moderate
Perfectionistic	14.00%	25.17	4.62	High

**Organizational Readiness for Change  
Member Assessments of the Ideal Culture**

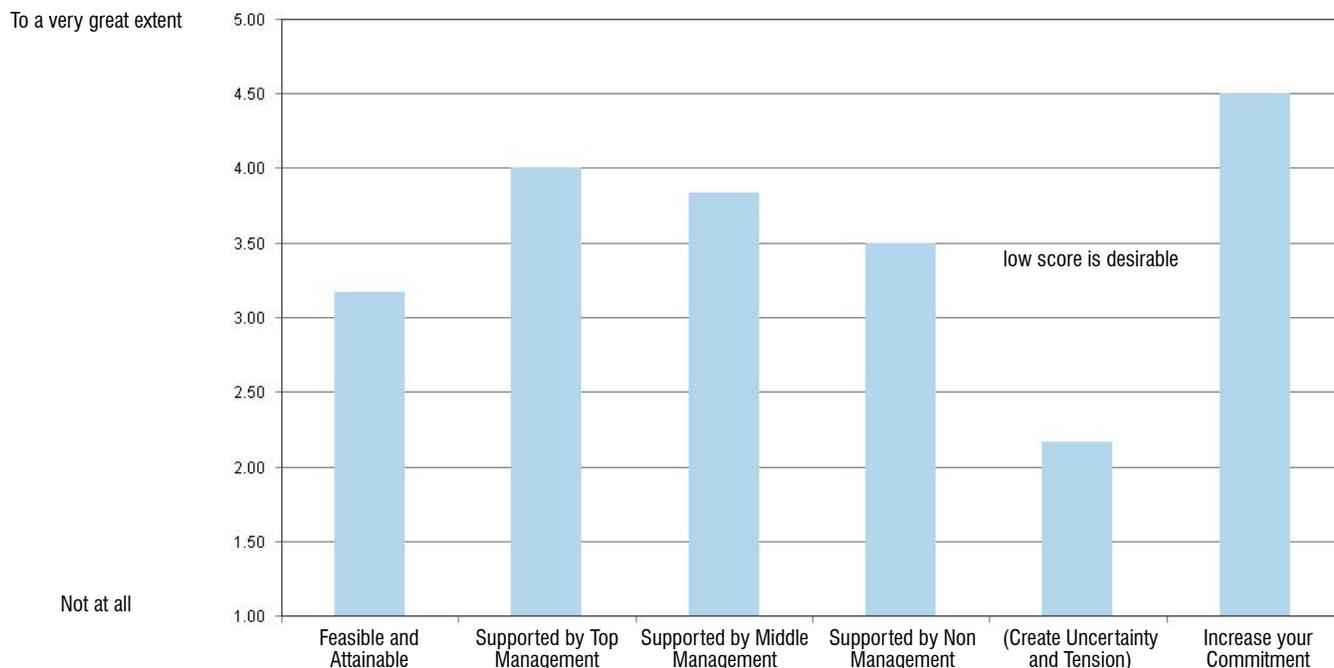
**Role: HR / Finance / IT / Administration / Emergency Management & Public Information**



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	4.33	0.82
... would this type of culture enhance the quality of products/services offered by your organization?	4.33	0.52
... would this type of culture require people like yourself to work more efficiently and effectively?	3.83	1.17
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.83	0.41
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.00	1.10
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.83	0.98

### Organizational Readiness for Change Motivation for Cultural Change

**Role: HR / Finance / IT / Administration / Emergency Management & Public Information**

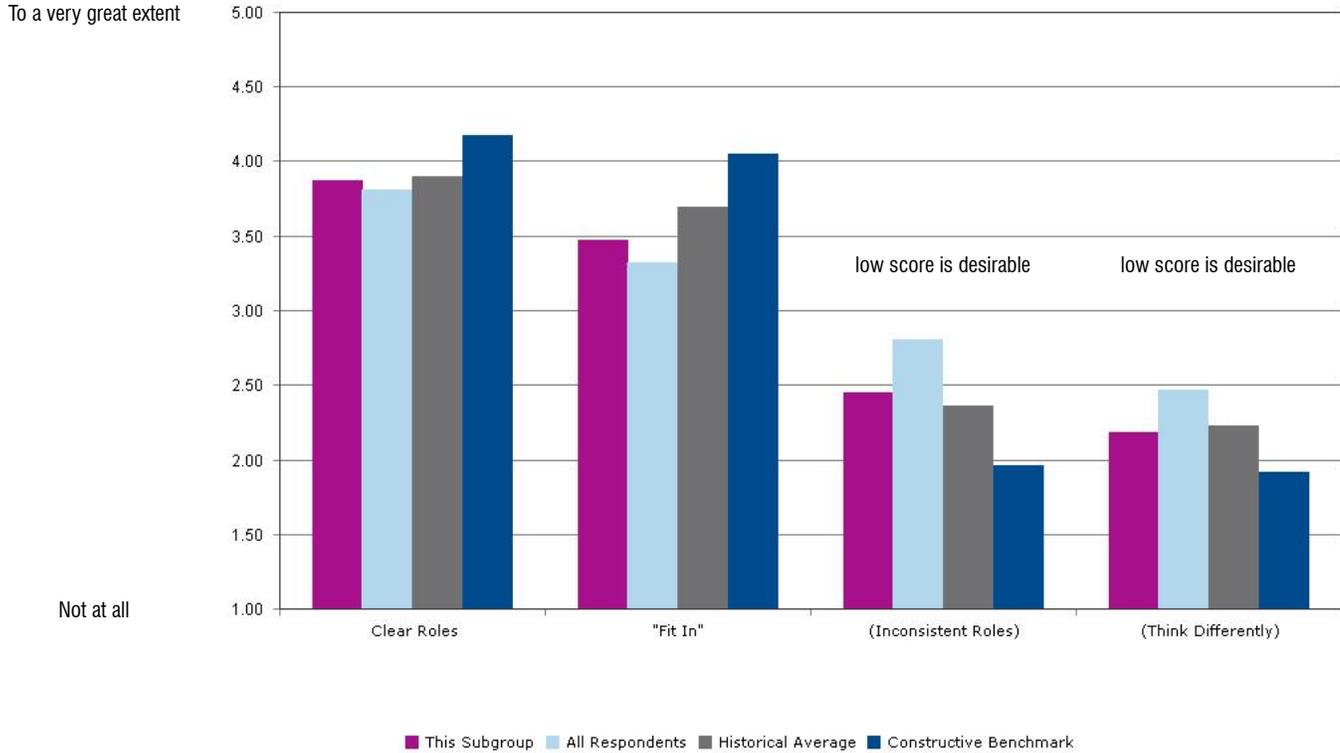


<i>To what extent...</i>	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	3.17	0.75
... would movement toward this type of culture be supported by top-level management?	4.00	1.10
... would movement toward this type of culture be supported by middle management?	3.83	0.75
... would movement toward this type of culture be supported by non-managerial personnel?	3.50	1.05
(... would movement toward this type of culture create uncertainty and tension for members?)	2.17	0.75
... would movement toward this type of culture increase your commitment to the organization?	4.50	0.55

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Role Clarity and Role Conflict

Role: HR / Finance / IT / Administration / Emergency Management & Public Information

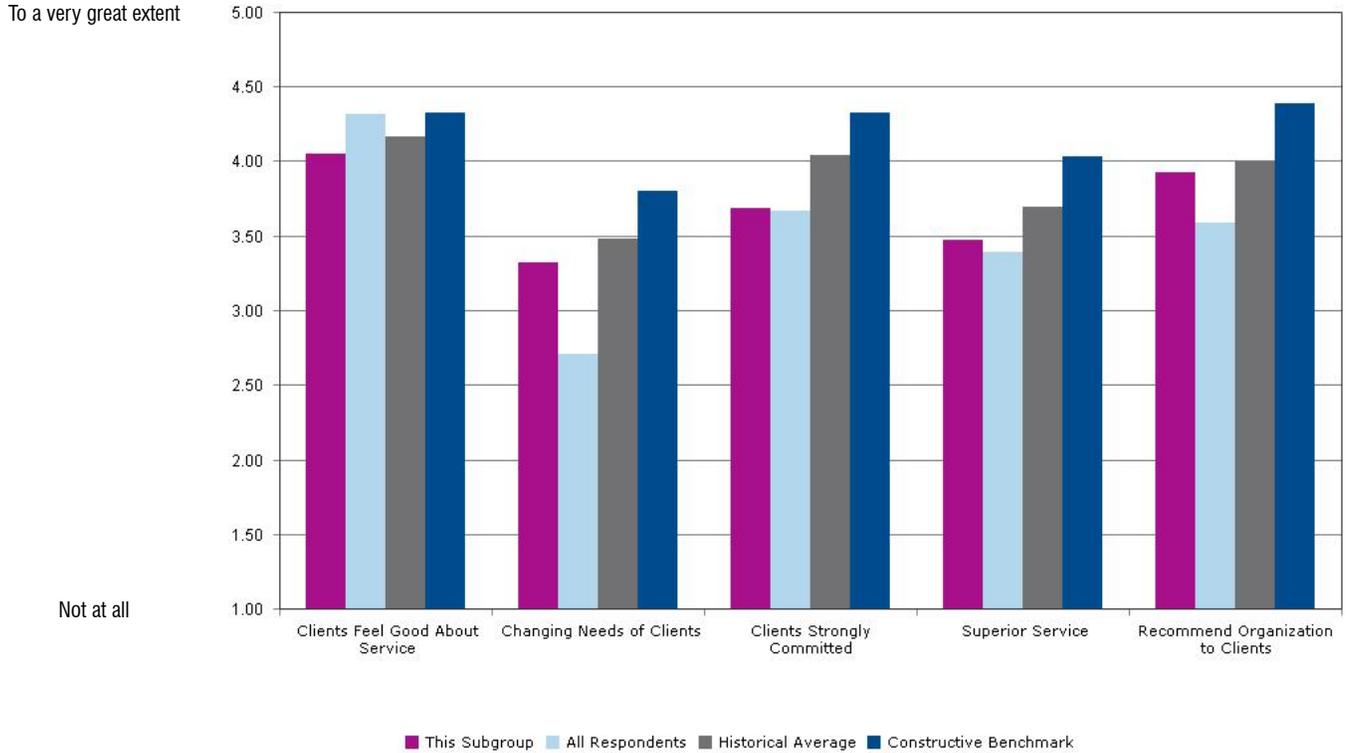


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.87	0.81
...do you feel you comfortably "fit in" as a member of this organization?	3.47	1.29
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.45	1.29
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.18	1.25

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

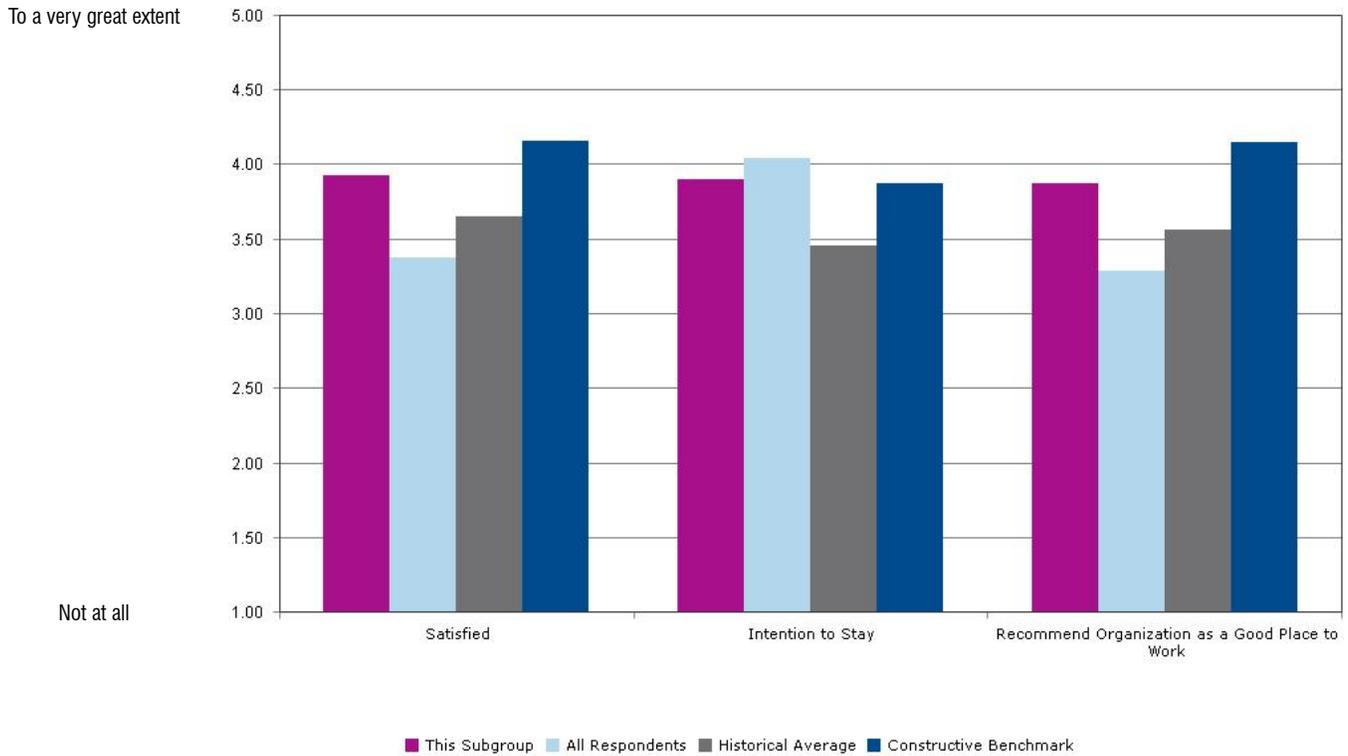
Role: HR / Finance / IT / Administration / Emergency Management & Public Information



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.05	1.11
...does the organization respond effectively to the changing needs of its clients?	3.32	1.25
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.68	0.99
...does your organization have a reputation for superior service?	3.47	1.03
...would you recommend this organization to potential clients seeking the products or services it offers?	3.92	1.15

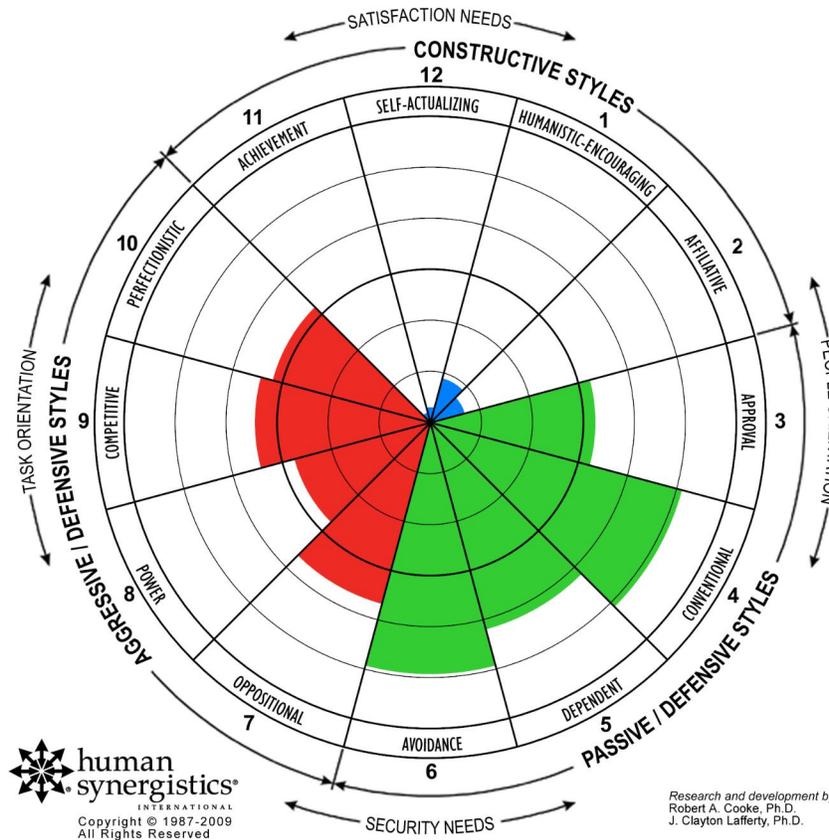
### Outcomes of Culture Employee Satisfaction

Role: HR / Finance / IT / Administration / Emergency Management & Public Information



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.92	1.05
...do you expect to be with this organization two years from now?	3.89	1.25
...would you recommend this organization to someone like yourself as a good place to work?	3.87	1.07

**Current Culture**  
 Role: Prefer not to respond  
 N=23



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

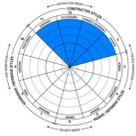
Secondary Style is **Avoidance**

*People are expected to:*

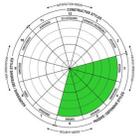
- push decisions upward
- take few chances
- shift responsibilities to others

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

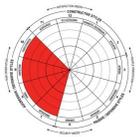
**Current Culture**  
 Role: Prefer not to respond  
 N=23



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	9.00%	28.78	12.41	Very Low	NS
Affiliative	7.00%	30.65	12.82	Very Low	NS
Achievement	2.00%	27.87	10.69	Very Low	NS
Self-Actualizing	3.00%	26.70	8.80	Very Low	NS



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	56.00%	28.11	9.34	Very Low	NS
Conventional	91.00%	33.65	10.90	Very Low	NS
Dependent	78.00%	32.83	9.92	Very Low	NS
Avoidance	89.00%	25.22	11.92	Very Low	NS

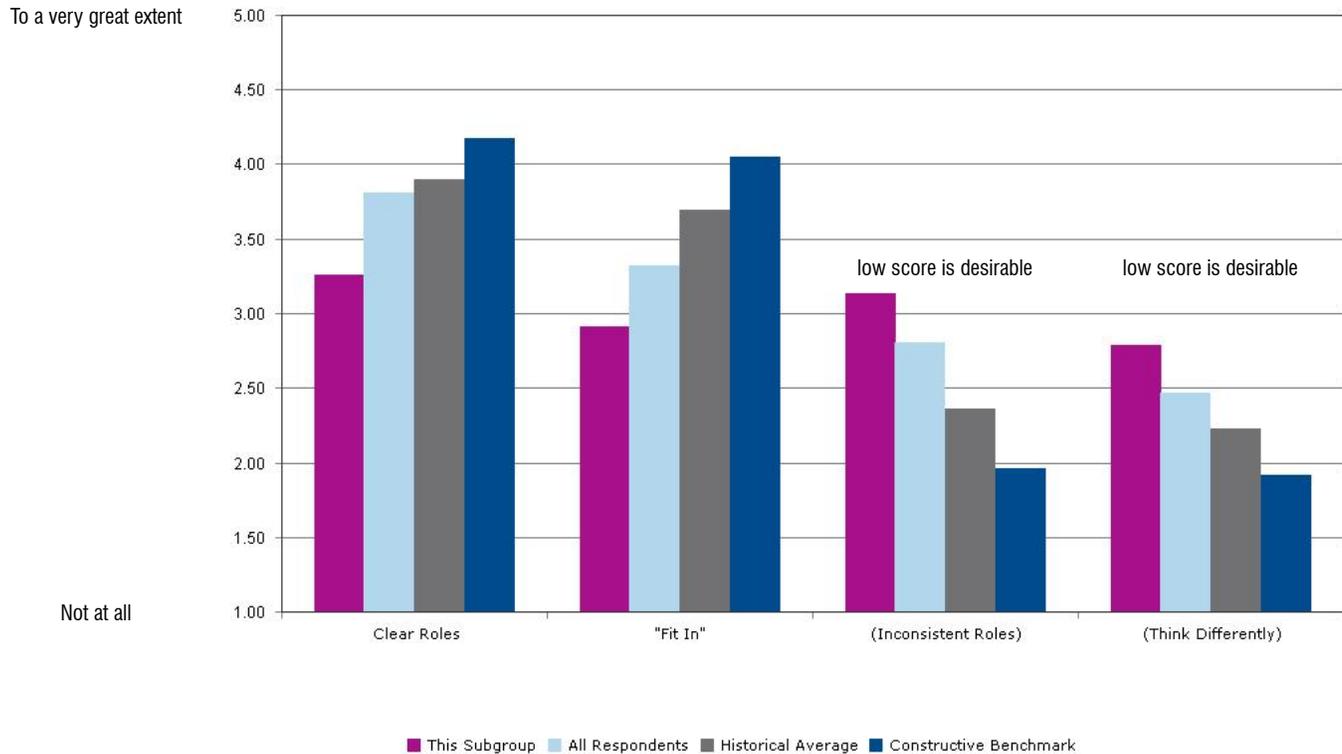


<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	67.00%	23.13	7.34	Very Low	NS
Power	44.00%	24.04	12.54	Very Low	NS
Competitive	61.00%	23.39	13.48	Very Low	NS
Perfectionistic	55.00%	29.65	9.63	Very Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

### Outcomes of Culture Role Clarity and Role Conflict

Role: Prefer not to respond

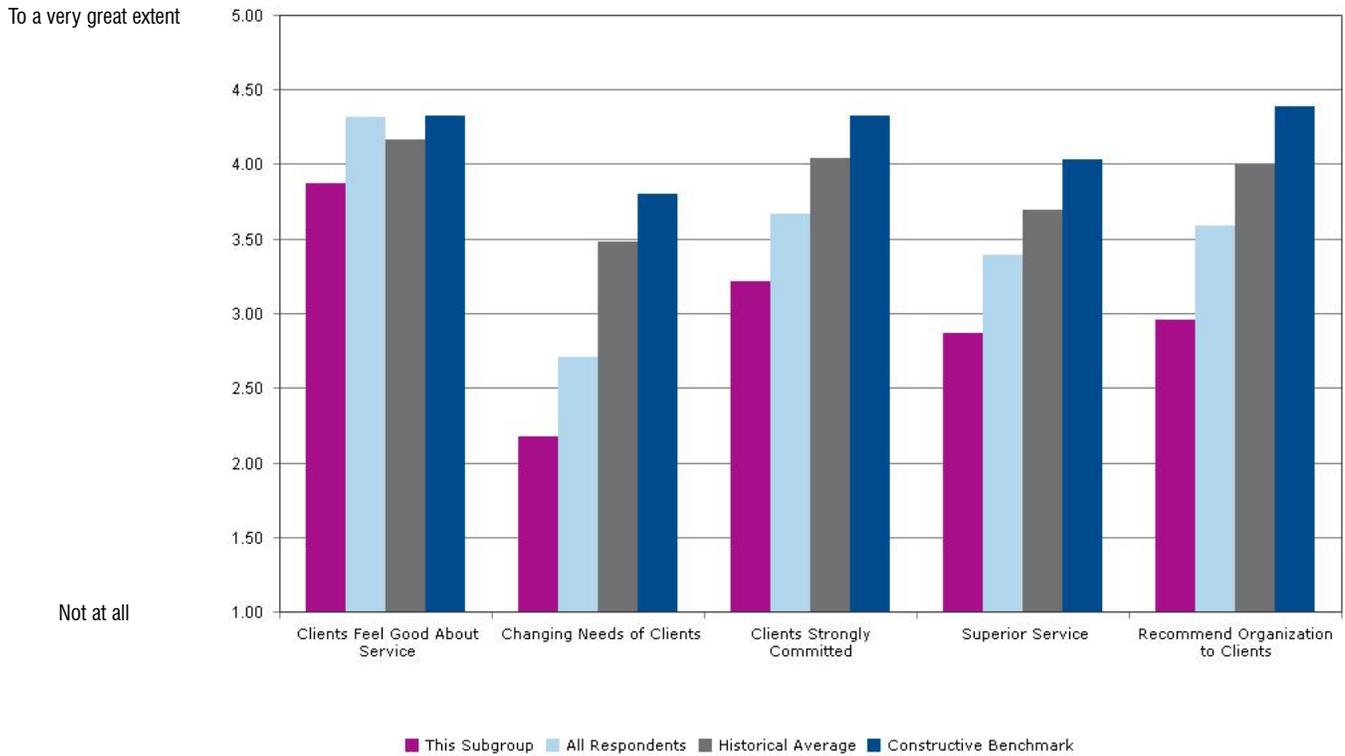


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.26	1.39
...do you feel you comfortably "fit in" as a member of this organization?	2.91	1.44
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	3.13	1.55
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.78	1.44

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

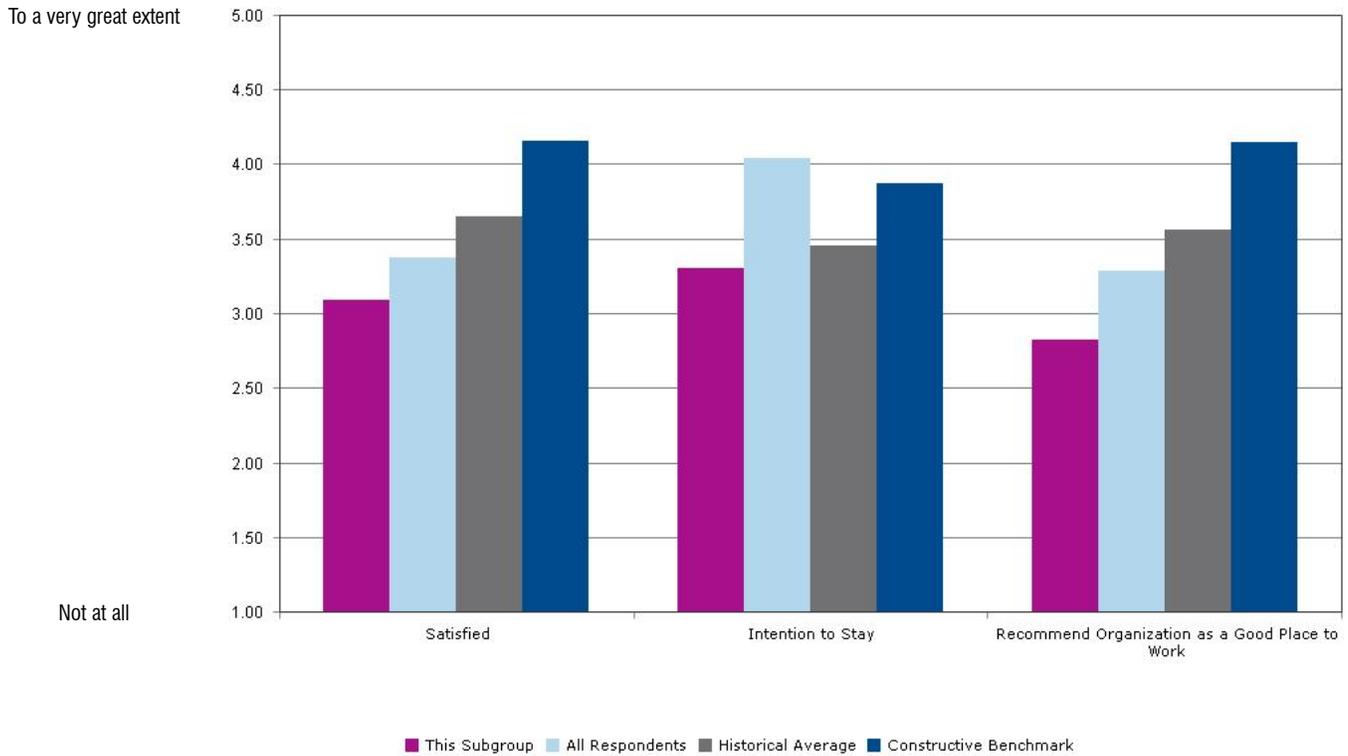
Role: Prefer not to respond



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	3.87	1.46
...does the organization respond effectively to the changing needs of its clients?	2.17	1.30
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.22	1.48
...does your organization have a reputation for superior service?	2.87	1.52
...would you recommend this organization to potential clients seeking the products or services it offers?	2.96	1.55

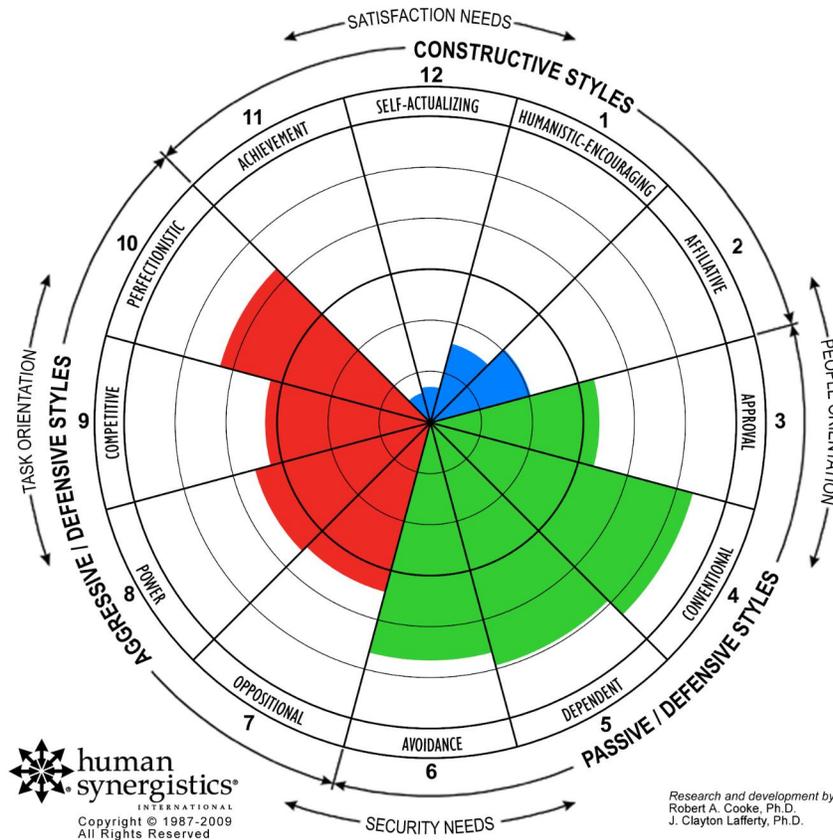
### Outcomes of Culture Employee Satisfaction

Role: Prefer not to respond



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.09	1.41
...do you expect to be with this organization two years from now?	3.30	1.72
...would you recommend this organization to someone like yourself as a good place to work?	2.83	1.47

**Current Culture**  
 Racial Identity: Indigenous  
 N=31



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- treat rules as more important than ideas

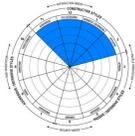
Secondary Style is **Dependent**

*People are expected to:*

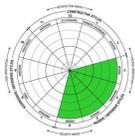
- do what is expected
- willingly obey orders
- please those in positions of authority

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

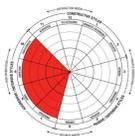
**Current Culture**  
 Racial Identity: Indigenous  
 N=31



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	19.00%	31.23	10.35	Very Low	NS
Affiliative	26.00%	35.03	10.22	Very Low	NS
Achievement	6.00%	29.71	8.56	Very Low	NS
Self-Actualizing	7.00%	27.90	8.27	Low	NS



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	58.00%	28.32	8.05	Low	NS
Conventional	93.00%	34.48	10.63	Very Low	NS
Dependent	89.00%	34.97	7.28	Low	NS
Avoidance	85.00%	24.39	9.88	Very Low	NS

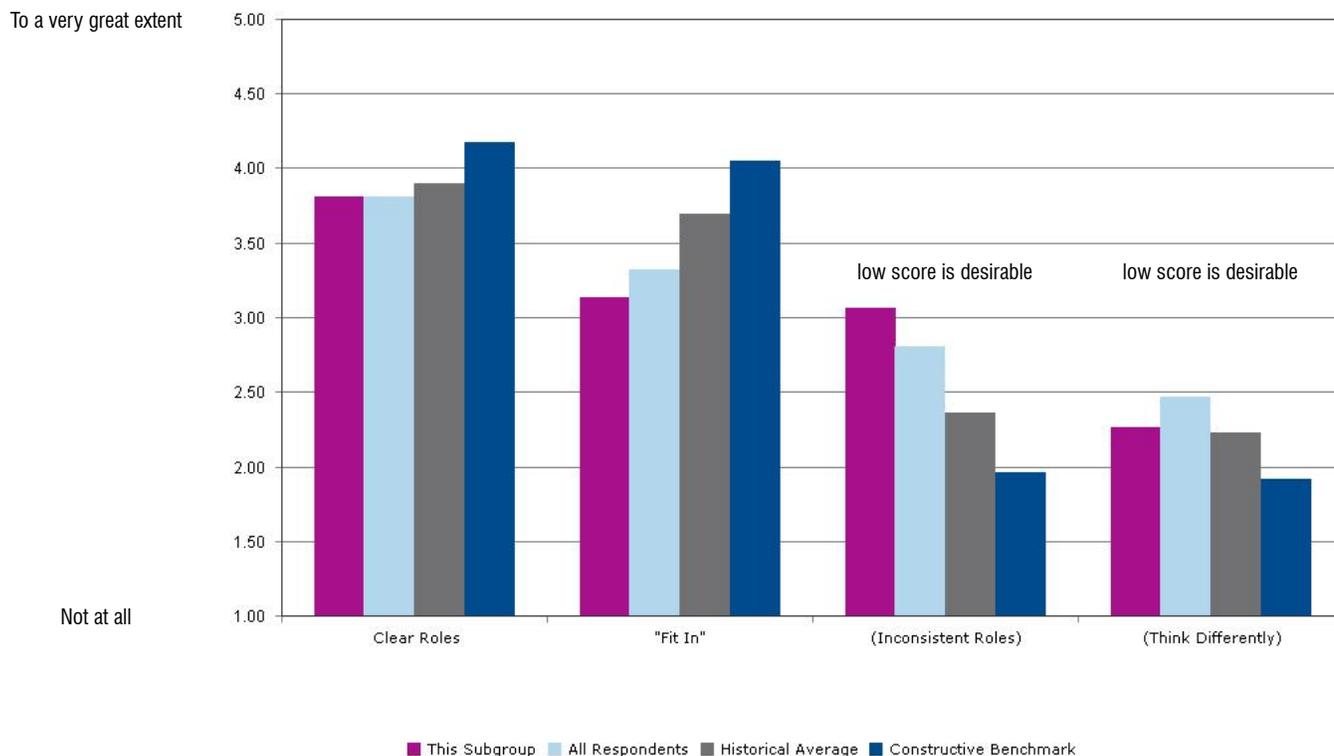


<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	61.00%	22.71	6.87	Very Low	NS
Power	64.00%	25.90	10.86	Very Low	NS
Competitive	56.00%	22.71	10.00	Very Low	NS
Perfectionistic	79.00%	32.26	8.61	Very Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

### Outcomes of Culture Role Clarity and Role Conflict

#### Racial Identity: Indigenous

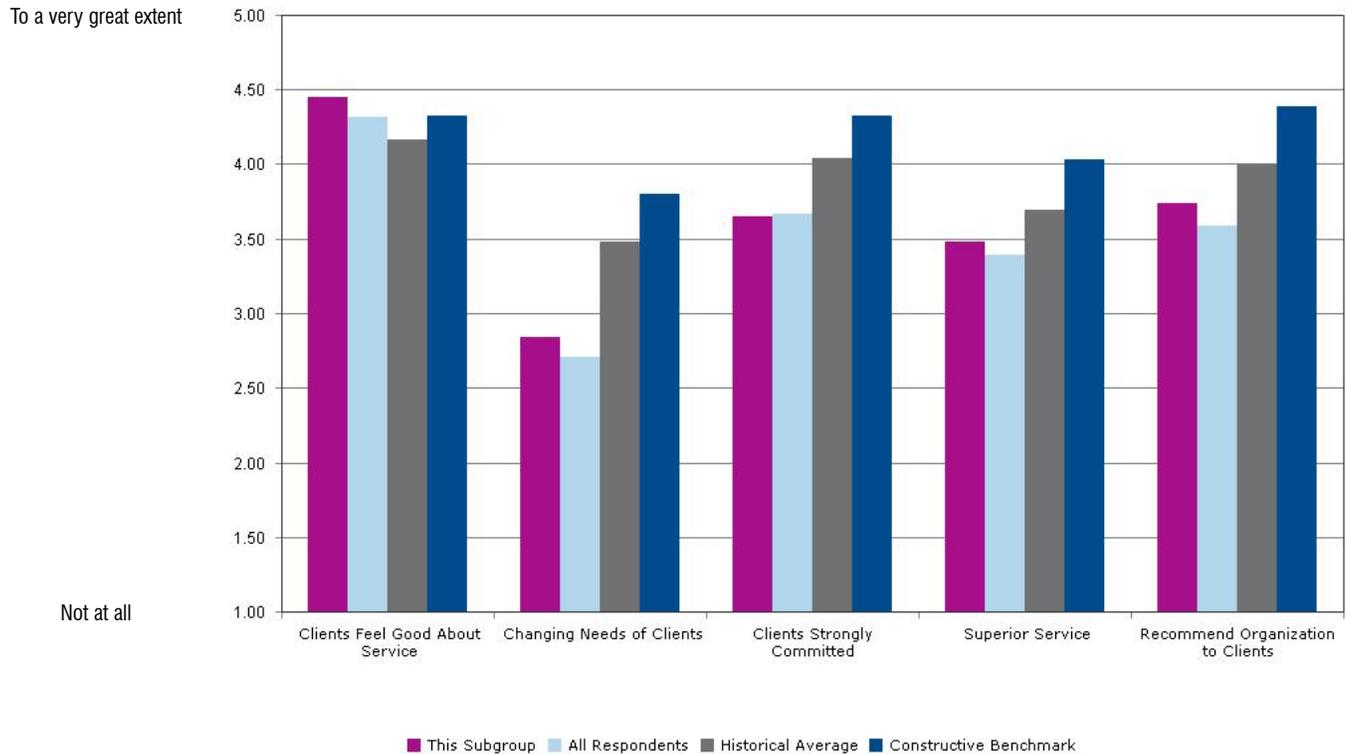


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.81	1.14
...do you feel you comfortably "fit in" as a member of this organization?	3.13	1.43
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	3.06	1.65
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.26	1.12

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

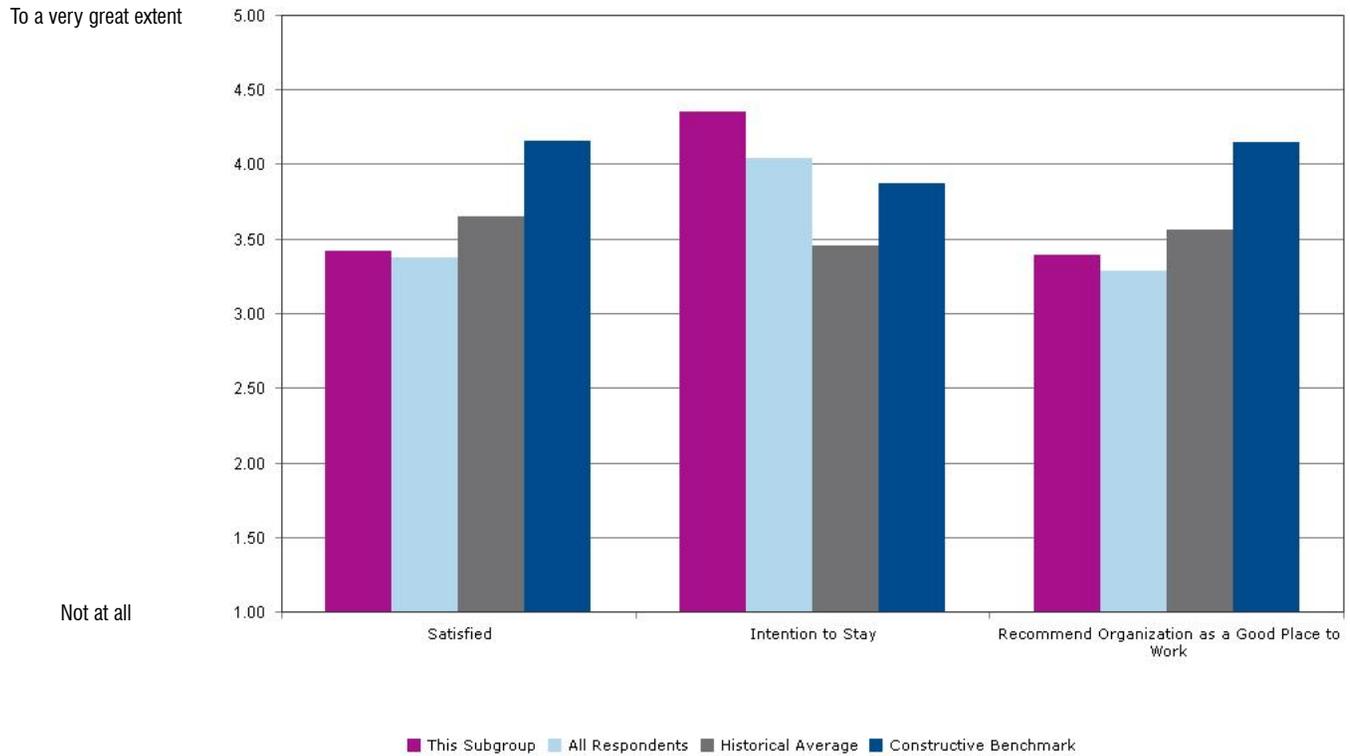
Racial Identity: Indigenous



<i>To what extent...</i>	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.45	0.99
...does the organization respond effectively to the changing needs of its clients?	2.84	1.29
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.65	1.20
...does your organization have a reputation for superior service?	3.48	1.26
...would you recommend this organization to potential clients seeking the products or services it offers?	3.74	1.39

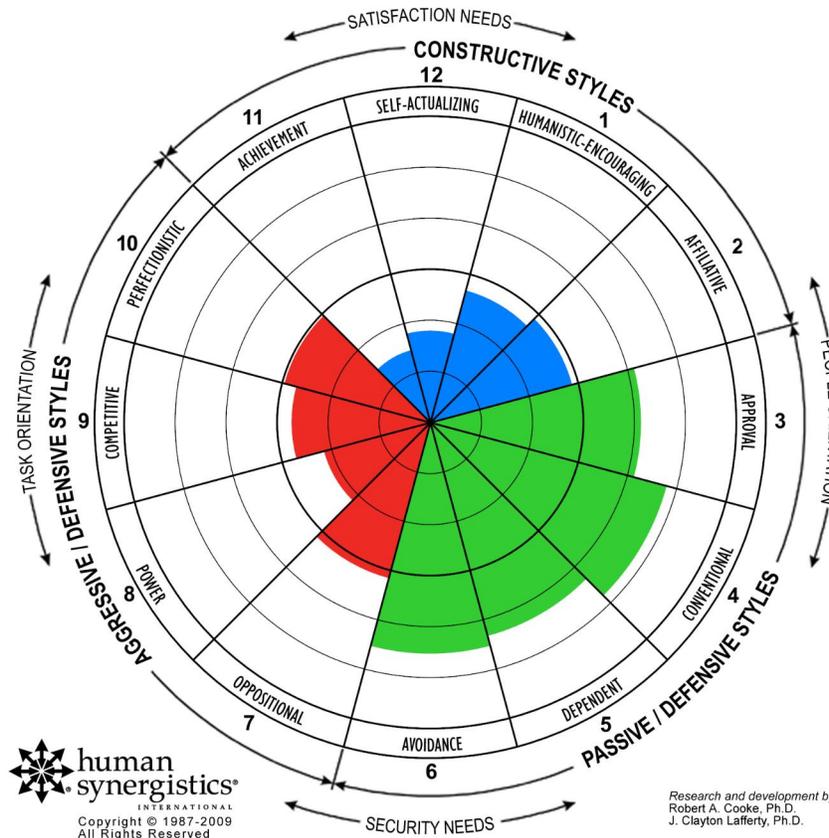
## Outcomes of Culture Employee Satisfaction

### Racial Identity: Indigenous



<i>To what extent...</i>	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.42	1.43
...do you expect to be with this organization two years from now?	4.35	1.14
...would you recommend this organization to someone like yourself as a good place to work?	3.39	1.58

**Current Culture**  
 Racial Identity: Visible Minority / Person of colour  
 N=35



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

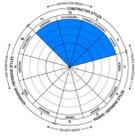
Secondary Style is **Avoidance**

*People are expected to:*

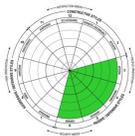
- take few chances
- push decisions upward
- make "popular" rather than necessary decisions

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

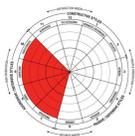
**Current Culture**  
 Racial Identity: Visible Minority / Person of colour  
 N=35



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	42.00%	34.34	9.55	Very Low	NS
Affiliative	47.00%	37.43	7.41	Low	NS
Achievement	17.00%	32.40	6.45	Moderate	NS
Self-Actualizing	22.00%	30.69	7.05	Low	*



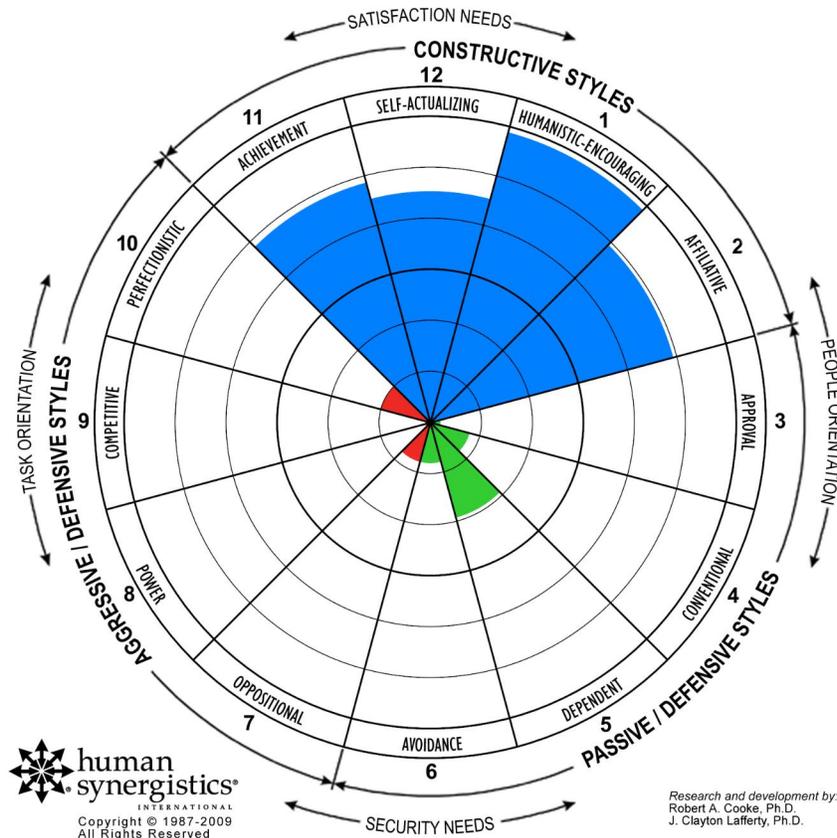
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	77.00%	30.36	8.45	Very Low	NS
Conventional	87.00%	32.69	9.14	Very Low	NS
Dependent	80.00%	33.38	7.11	Low	NS
Avoidance	83.00%	24.02	10.35	Very Low	NS



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	54.00%	22.23	6.63	Low	NS
Power	29.00%	22.41	9.76	Very Low	*
Competitive	43.00%	21.37	9.73	Very Low	NS
Perfectionistic	49.00%	28.94	7.40	Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**  
 Racial Identity: Visible Minority / Person of colour  
 N=5



**human synergistics**  
 INTERNATIONAL  
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Research and development by:  
 Robert A. Cooke, Ph.D.  
 J. Clayton Lafferty, Ph.D.

Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Affiliative**

*Ideally, people should be expected to:*

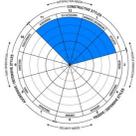
- help others to grow and develop
- encourage others
- be a good listener

*Ideally, people should be expected to:*

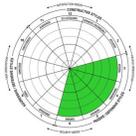
- cooperate with others
- use good human relations skills
- treat people as more important than things

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

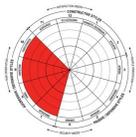
**Ideal Culture**  
 Racial Identity: Visible Minority / Person of colour  
 N=5



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	45.00	4.18	High
Affiliative	89.00%	43.00	2.55	Very High
Achievement	88.00%	40.60	2.30	Very High
Self-Actualizing	83.00%	36.80	5.12	Moderate



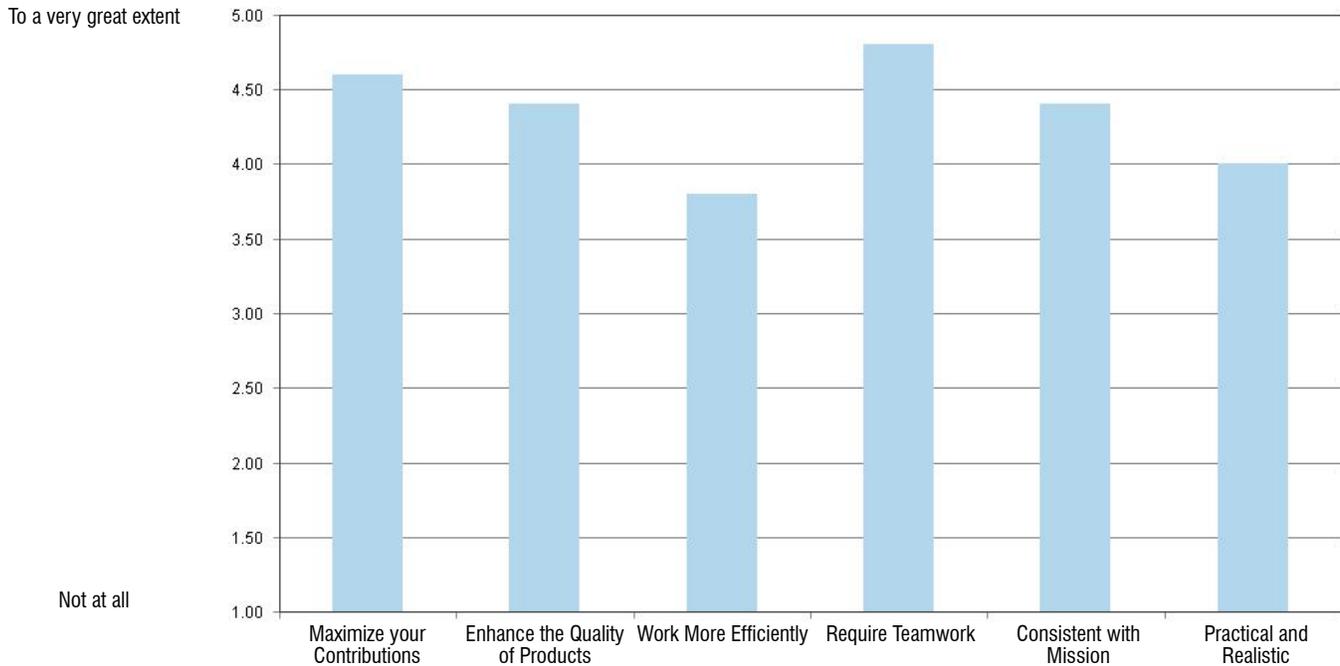
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	2.00%	20.00	4.95	High
Conventional	8.00%	21.80	7.40	Low
Dependent	24.00%	27.80	8.07	Very Low
Avoidance	8.00%	15.60	1.52	Very High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	8.00%	17.80	3.90	High
Power	1.00%	15.40	2.41	Very High
Competitive	1.00%	11.60	2.51	Very High
Perfectionistic	10.00%	24.20	6.72	Moderate

Organizational Readiness for Change  
**Member Assessments of the Ideal Culture**

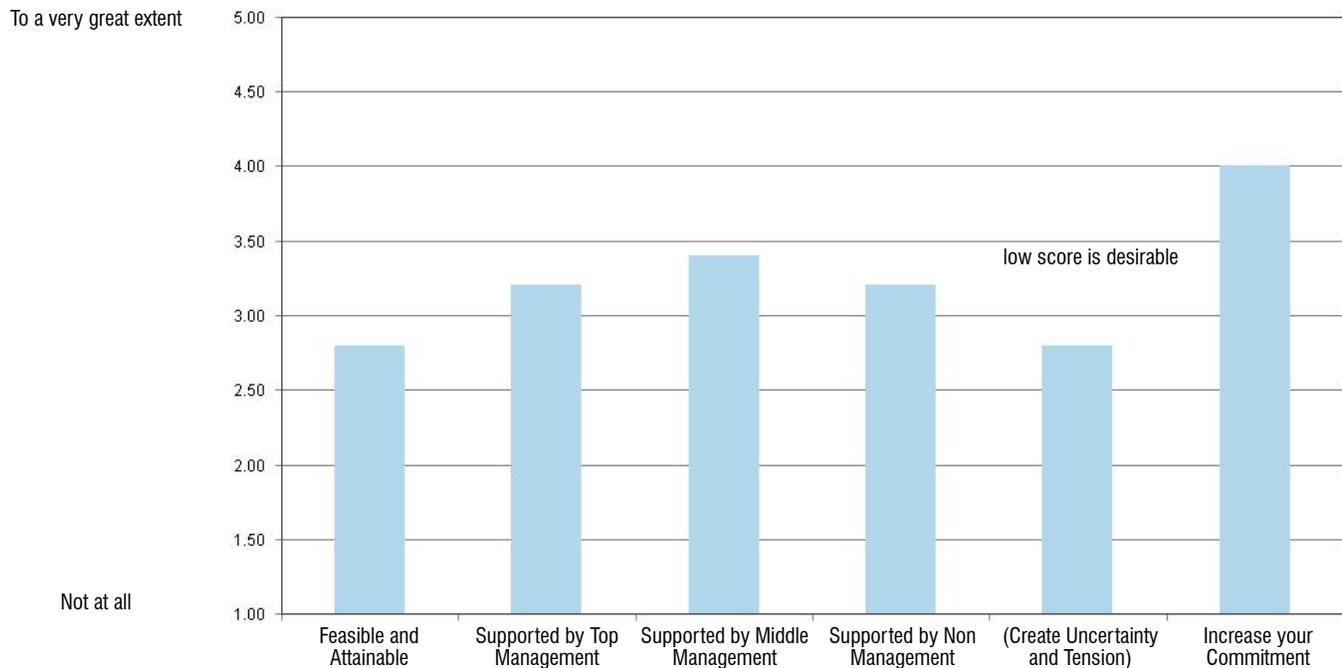
Racial Identity: Visible Minority / Person of colour



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	4.60	0.55
... would this type of culture enhance the quality of products/services offered by your organization?	4.40	0.89
... would this type of culture require people like yourself to work more efficiently and effectively?	3.80	1.10
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.80	0.45
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.40	0.55
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	4.00	1.00

Organizational Readiness for Change  
**Motivation for Cultural Change**

Racial Identity: Visible Minority / Person of colour

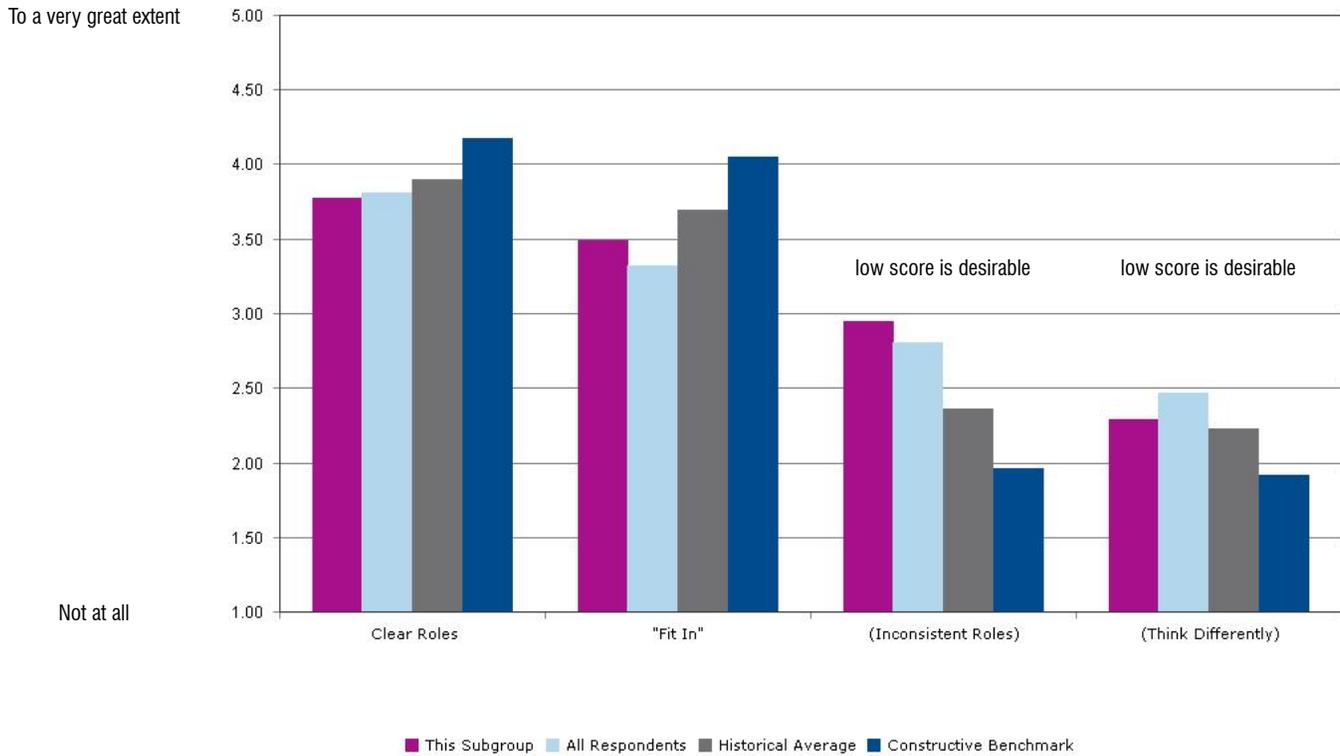


To what extent...	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	2.80	1.30
... would movement toward this type of culture be supported by top-level management?	3.20	1.64
... would movement toward this type of culture be supported by middle management?	3.40	1.52
... would movement toward this type of culture be supported by non-managerial personnel?	3.20	1.30
(... would movement toward this type of culture create uncertainty and tension for members?)	2.80	1.64
... would movement toward this type of culture increase your commitment to the organization?	4.00	0.71

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Role Clarity and Role Conflict

Racial Identity: Visible Minority / Person of colour

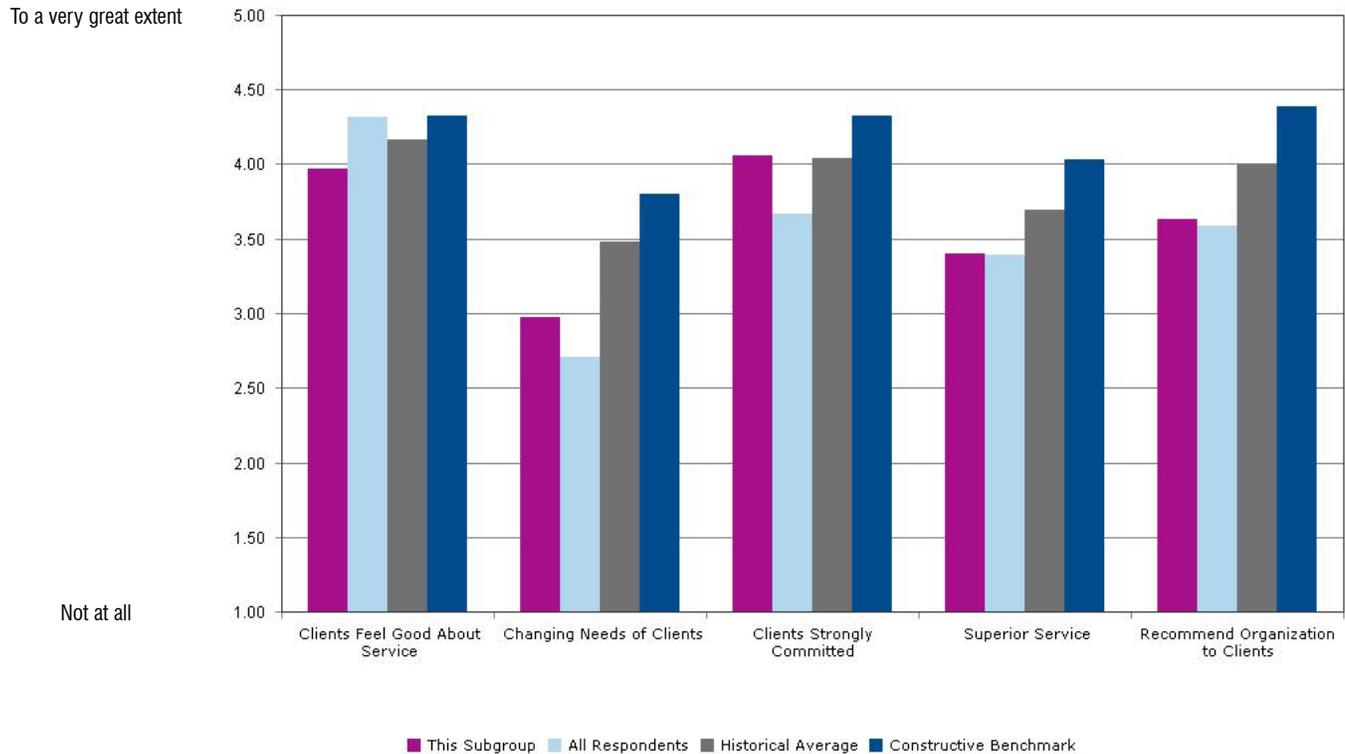


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.77	1.03
...do you feel you comfortably "fit in" as a member of this organization?	3.49	1.38
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.94	1.39
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.29	1.45

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

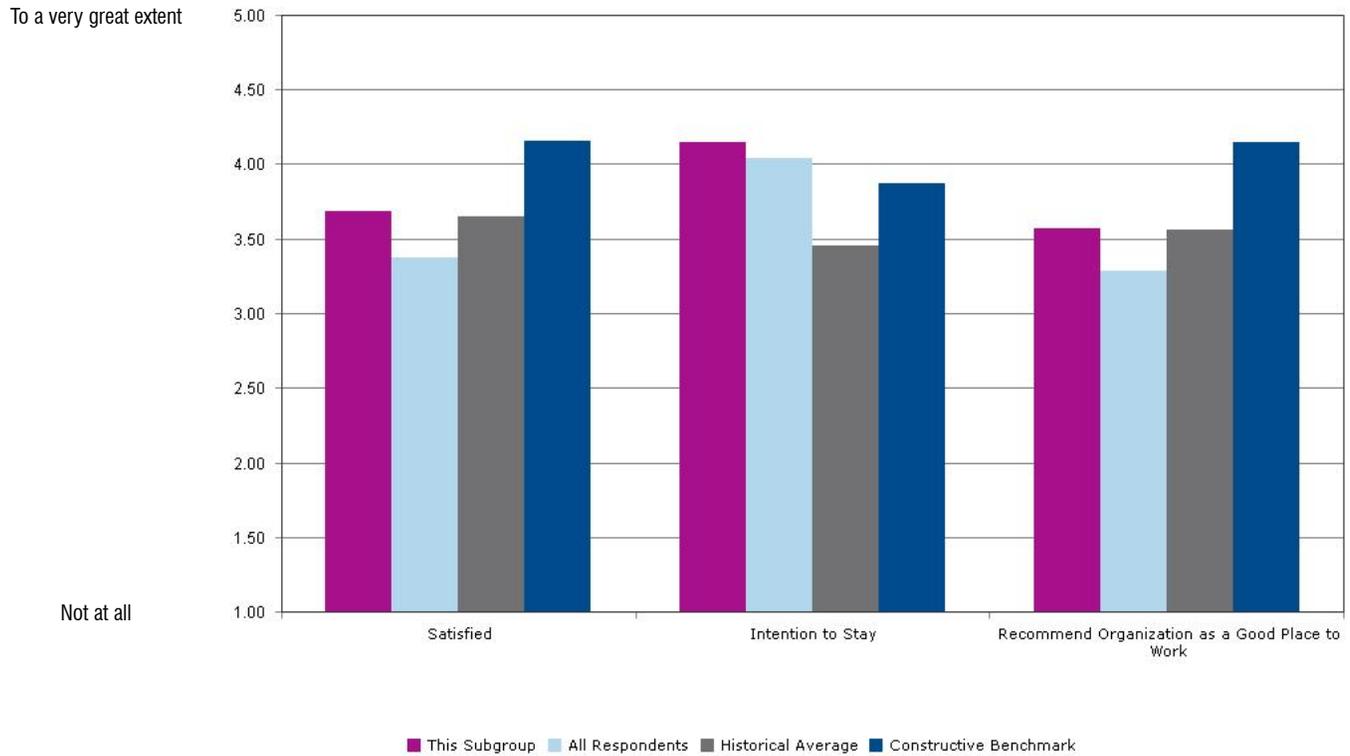
Racial Identity: Visible Minority / Person of colour



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	3.97	1.29
...does the organization respond effectively to the changing needs of its clients?	2.97	1.32
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	4.06	1.06
...does your organization have a reputation for superior service?	3.40	1.06
...would you recommend this organization to potential clients seeking the products or services it offers?	3.63	1.35

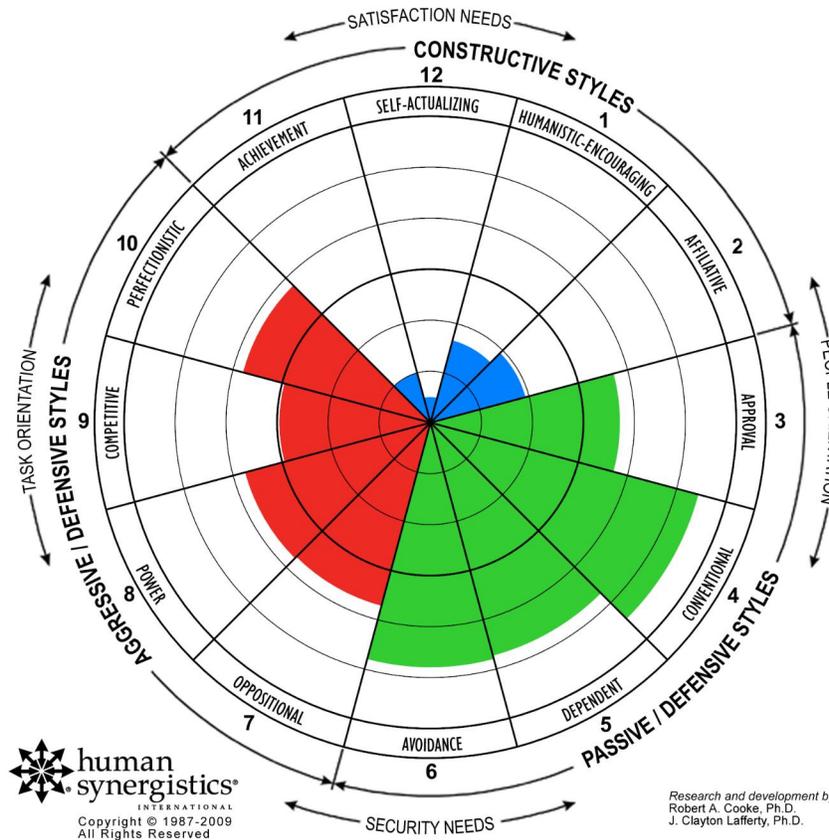
### Outcomes of Culture Employee Satisfaction

#### Racial Identity: Visible Minority / Person of colour



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.69	1.25
...do you expect to be with this organization two years from now?	4.14	1.26
...would you recommend this organization to someone like yourself as a good place to work?	3.57	1.29

**Current Culture**  
 Racial Identity: White  
 N=338



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

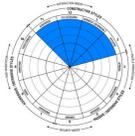
Secondary Style is **Avoidance**

*People are expected to:*

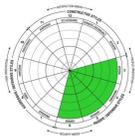
- push decisions upward
- take few chances
- "lay low" when things get tough

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

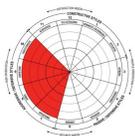
**Current Culture**  
 Racial Identity: White  
 N=338



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	20.00%	31.40	10.39	Very Low	NS
Affiliative	24.00%	34.68	9.23	Very Low	NS
Achievement	10.00%	31.14	8.64	Very Low	NS
Self-Actualizing	5.00%	27.58	8.43	Very Low	NS



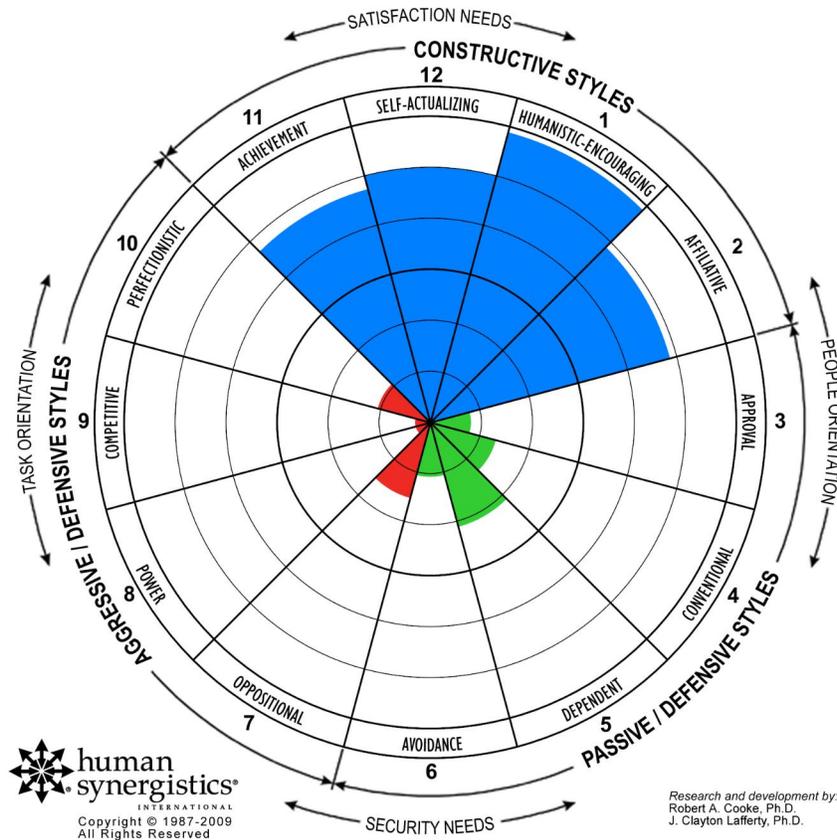
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	68.00%	29.20	7.83	Low	NS
Conventional	94.00%	34.60	9.37	Very Low	NS
Dependent	86.00%	34.48	6.87	Low	NS
Avoidance	87.00%	24.76	9.28	Very Low	NS



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	68.00%	23.33	5.94	Low	NS
Power	69.00%	26.41	9.70	Very Low	NS
Competitive	49.00%	22.02	9.27	Very Low	NS
Perfectionistic	70.00%	31.06	8.20	Very Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**  
 Racial Identity: White  
 N=30



**human synergistics**  
 INTERNATIONAL  
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Research and development by:  
 Robert A. Cooke, Ph.D.  
 J. Clayton Lafferty, Ph.D.

Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Self-Actualizing**

*Ideally, people should be expected to:*

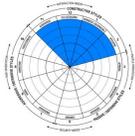
- be supportive of others
- resolve conflicts constructively
- show concern for the needs of others

*Ideally, people should be expected to:*

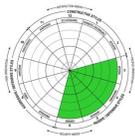
- do even simple tasks well
- maintain their personal integrity
- enjoy their work

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

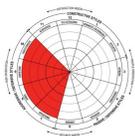
**Ideal Culture**  
 Racial Identity: White  
 N=30



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	44.53	5.99	Moderate
Affiliative	88.00%	42.83	7.57	Low
Achievement	86.00%	40.30	7.77	Low
Self-Actualizing	90.00%	37.87	7.52	Low



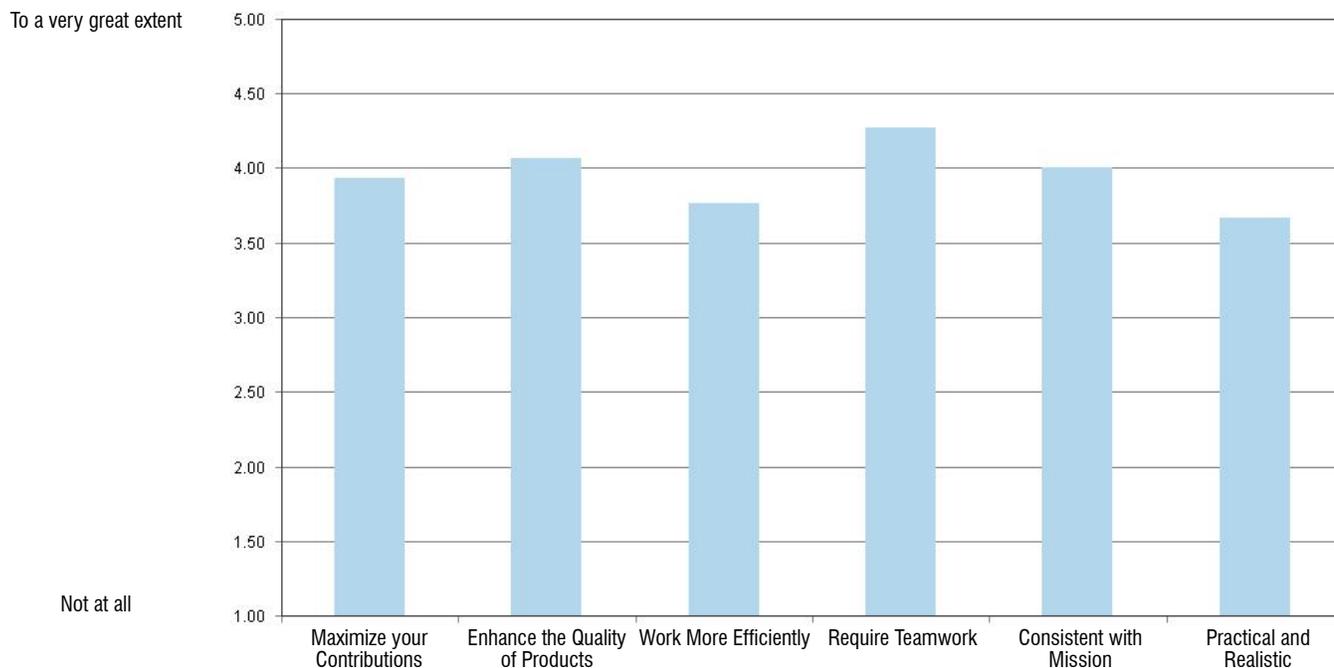
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	8.00%	22.17	5.23	Moderate
Conventional	15.00%	23.57	5.37	Moderate
Dependent	28.00%	28.17	5.03	Moderate
Avoidance	11.00%	16.00	4.53	High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	18.00%	19.40	3.60	High
Power	3.00%	17.20	4.21	High
Competitive	3.00%	14.57	4.34	High
Perfectionistic	11.00%	24.53	4.46	High

Organizational Readiness for Change  
**Member Assessments of the Ideal Culture**

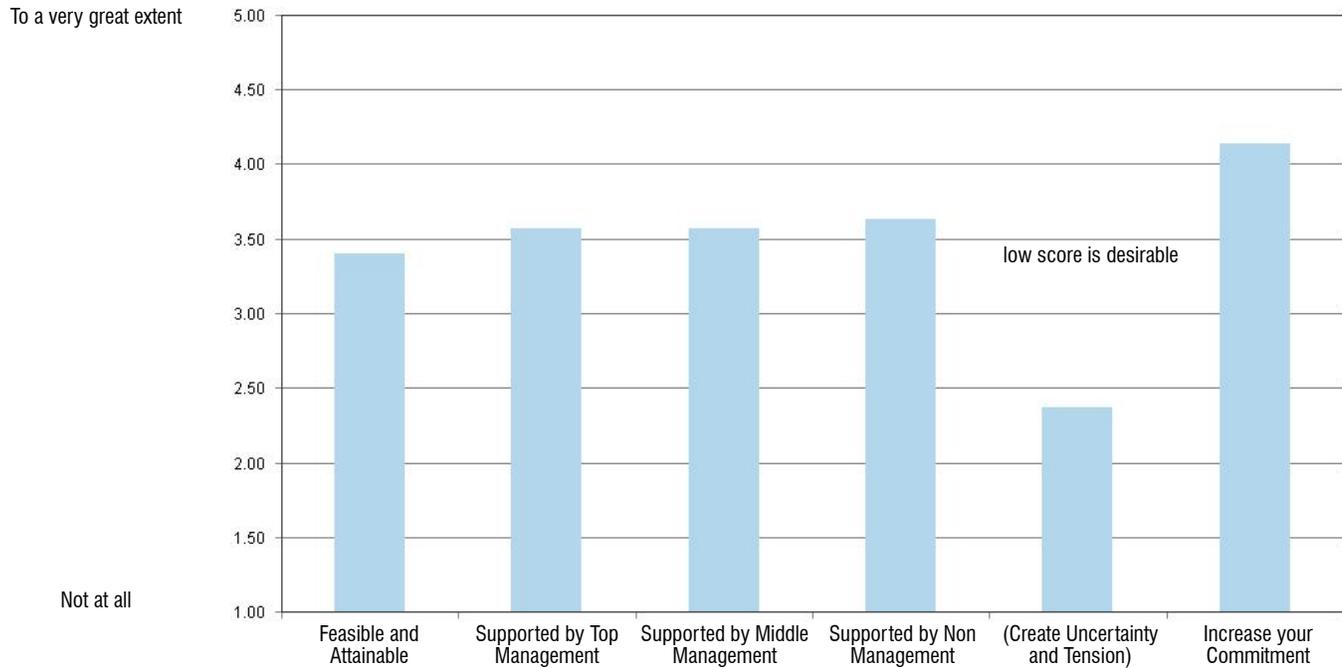
Racial Identity: White



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	3.93	1.11
... would this type of culture enhance the quality of products/services offered by your organization?	4.07	1.08
... would this type of culture require people like yourself to work more efficiently and effectively?	3.77	1.10
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.27	0.98
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.00	1.17
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.67	1.24

Organizational Readiness for Change  
**Motivation for Cultural Change**

Racial Identity: White

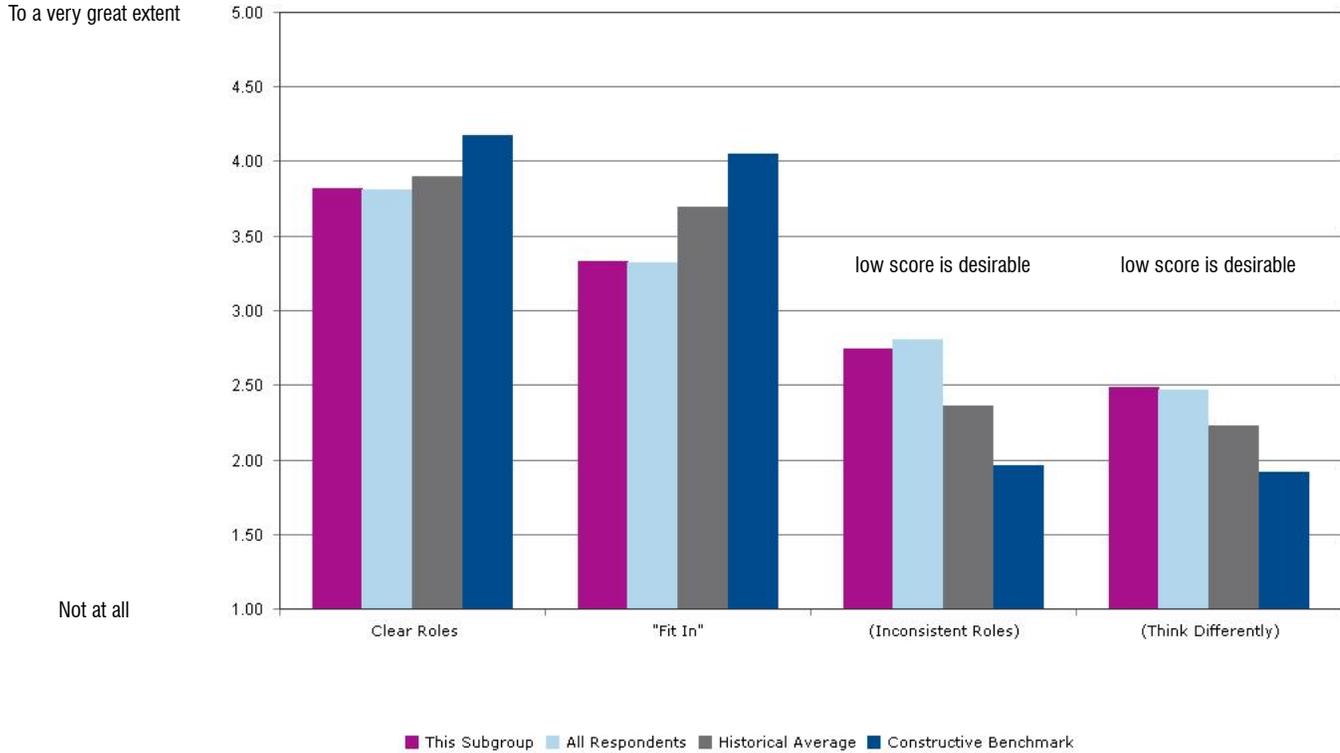


To what extent...	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	3.40	1.33
... would movement toward this type of culture be supported by top-level management?	3.57	1.38
... would movement toward this type of culture be supported by middle management?	3.57	1.14
... would movement toward this type of culture be supported by non-managerial personnel?	3.63	1.03
(... would movement toward this type of culture create uncertainty and tension for members?)	2.37	0.85
... would movement toward this type of culture increase your commitment to the organization?	4.13	0.97

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
**Role Clarity and Role Conflict**

Racial Identity: White

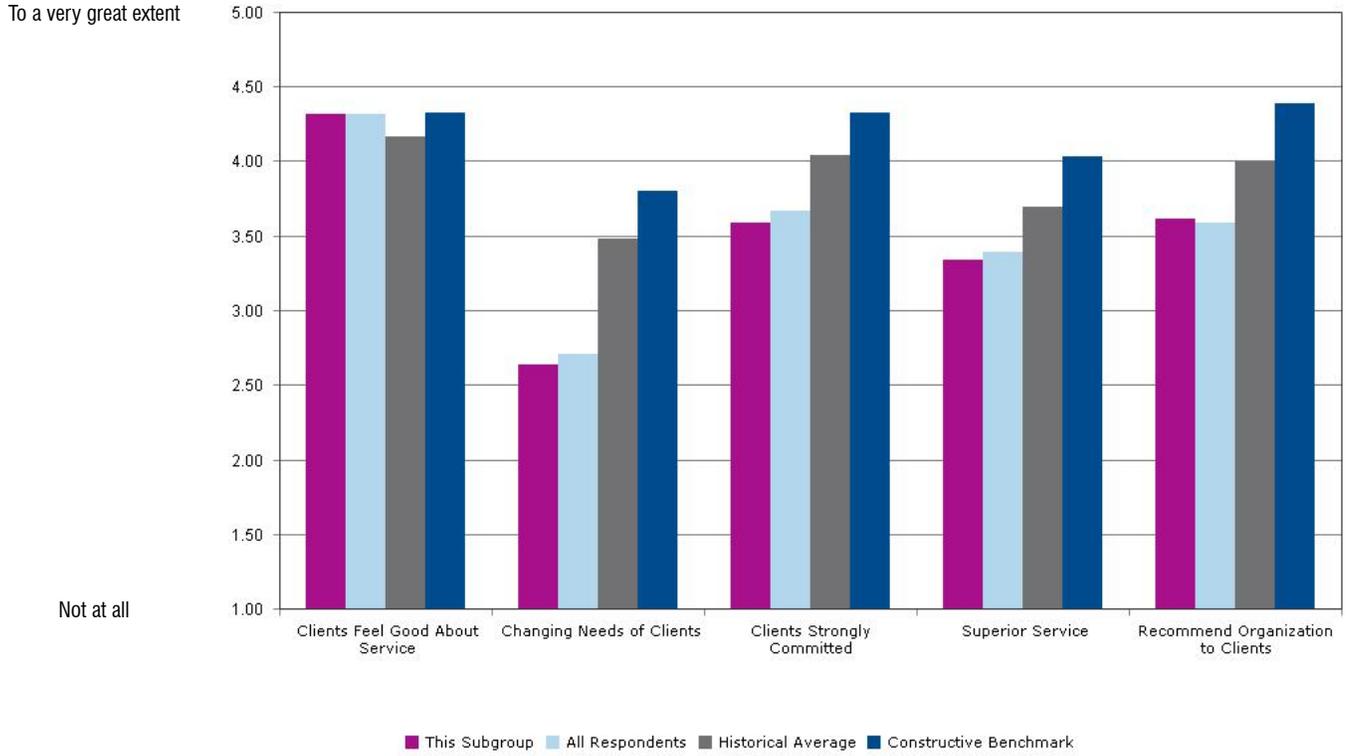


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.82	1.05
...do you feel you comfortably "fit in" as a member of this organization?	3.33	1.27
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.75	1.40
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.49	1.26

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

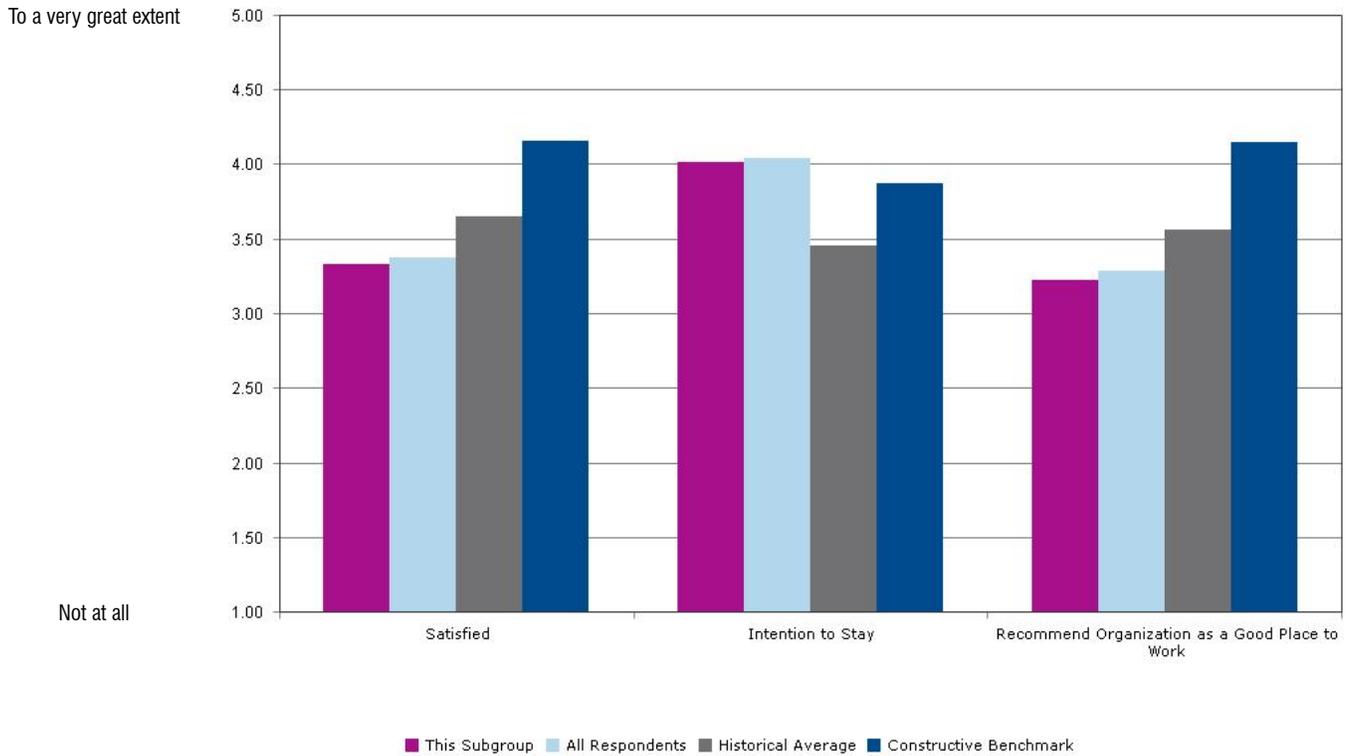
Racial Identity: White



<i>To what extent...</i>	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.31	0.84
...does the organization respond effectively to the changing needs of its clients?	2.63	1.26
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.59	1.21
...does your organization have a reputation for superior service?	3.34	1.28
...would you recommend this organization to potential clients seeking the products or services it offers?	3.61	1.26

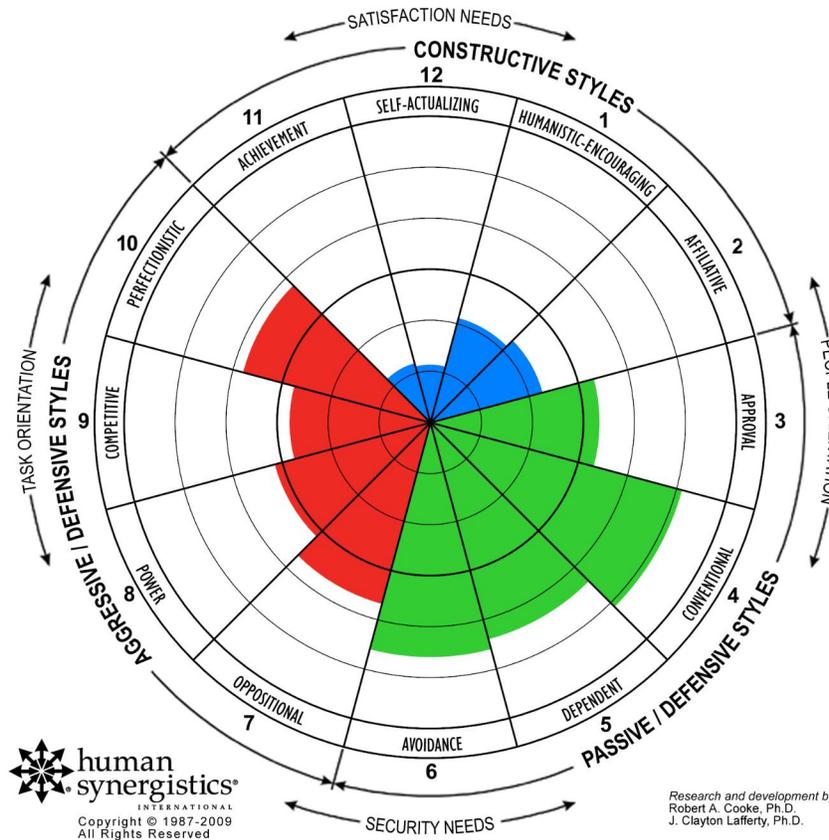
### Outcomes of Culture Employee Satisfaction

Racial Identity: White



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.33	1.35
...do you expect to be with this organization two years from now?	4.01	1.37
...would you recommend this organization to someone like yourself as a good place to work?	3.22	1.47

**Current Culture**  
 Racial Identity: Prefer not to respond  
 N=72



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

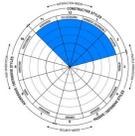
Secondary Style is **Avoidance**

*People are expected to:*

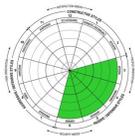
- push decisions upward
- take few chances
- "lay low" when things get tough

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

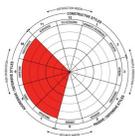
**Current Culture**  
 Racial Identity: Prefer not to respond  
 N=72



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	28.00%	32.58	11.20	Very Low	NS
Affiliative	32.00%	35.82	10.94	Very Low	NS
Achievement	13.00%	31.89	10.28	Very Low	NS
Self-Actualizing	12.00%	29.19	9.33	Very Low	NS



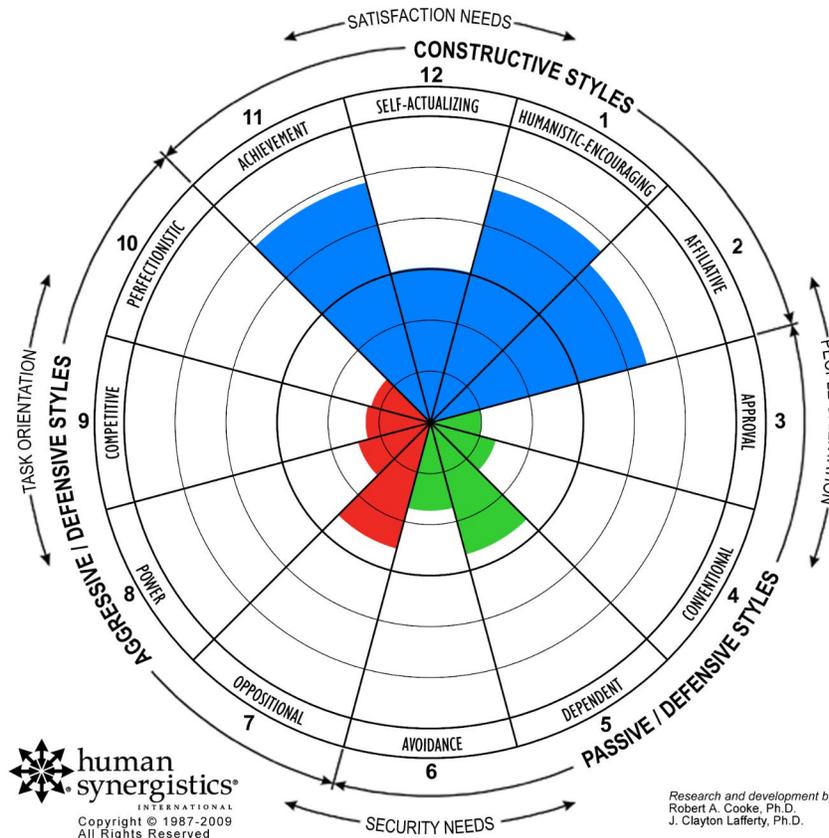
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	58.00%	28.31	8.69	Very Low	NS
Conventional	91.00%	33.72	9.88	Very Low	NS
Dependent	81.00%	33.60	8.32	Very Low	NS
Avoidance	84.00%	24.18	10.00	Very Low	NS



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	67.00%	23.11	6.87	Very Low	NS
Power	54.00%	25.00	10.19	Very Low	NS
Competitive	44.00%	21.53	10.23	Very Low	NS
Perfectionistic	70.00%	31.08	8.57	Very Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**  
 Racial Identity: Prefer not to respond  
 N=6



Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Achievement**

*Ideally, people should be expected to:*

- pursue a standard of excellence
- think ahead and plan
- know the business

Secondary Style is **Humanistic-Encouraging**

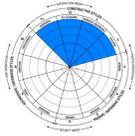
*Ideally, people should be expected to:*

- be supportive of others
- resolve conflicts constructively
- encourage others

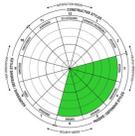
*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

**Ideal Culture**

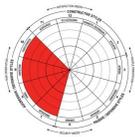
Racial Identity: Prefer not to respond  
N=6



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	86.00%	39.83	4.96	High
Affiliative	81.00%	41.67	6.44	Moderate
Achievement	88.00%	40.50	5.96	Moderate
Self-Actualizing	51.00%	33.50	6.60	Moderate



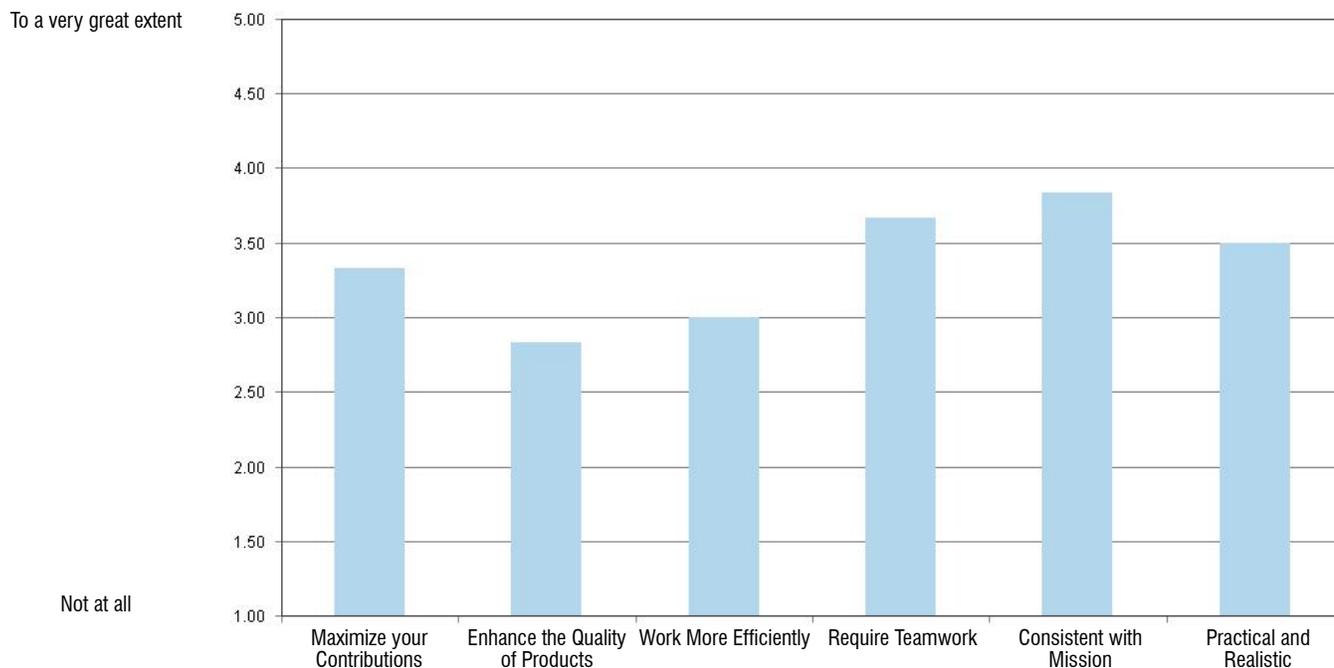
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	10.00%	22.67	4.59	High
Conventional	15.00%	23.50	7.01	Moderate
Dependent	42.00%	29.50	6.72	Low
Avoidance	21.00%	17.33	4.84	Moderate



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	39.00%	21.00	3.90	High
Power	17.00%	20.67	5.39	High
Competitive	14.00%	17.50	4.68	High
Perfectionistic	13.00%	24.83	5.71	Moderate

Organizational Readiness for Change  
Member Assessments of the Ideal Culture

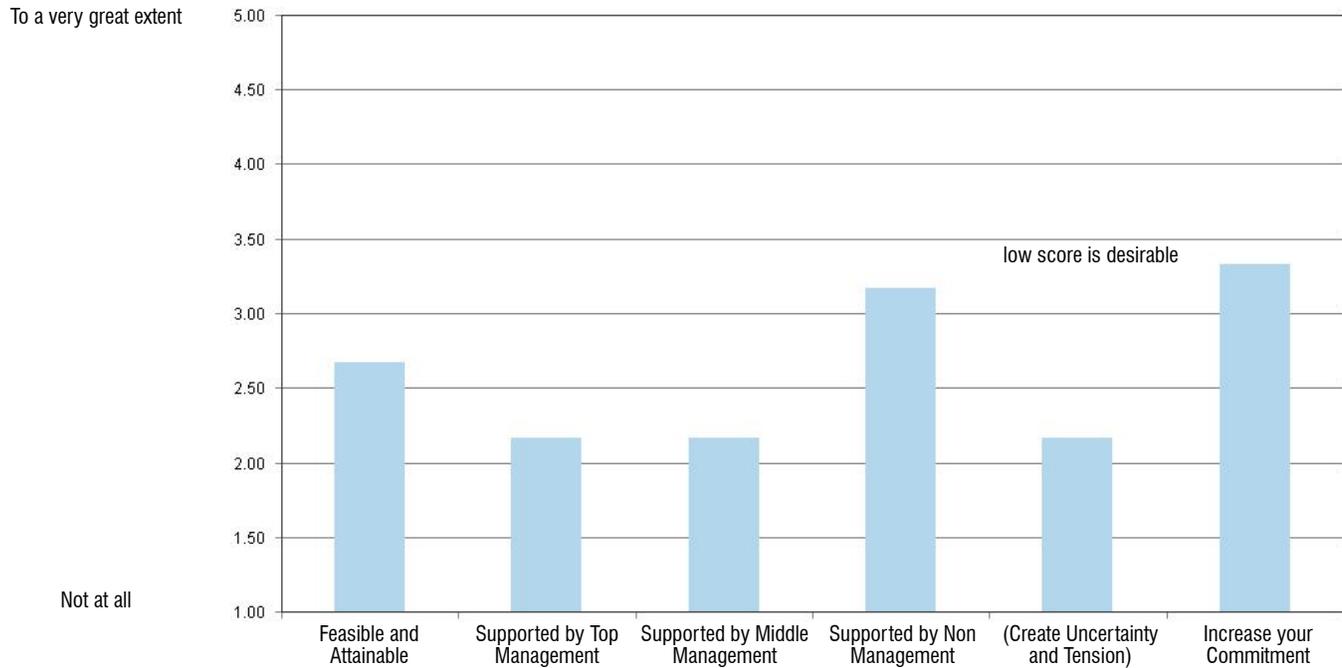
Racial Identity: Prefer not to respond



To what extent...	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	3.33	1.37
... would this type of culture enhance the quality of products/services offered by your organization?	2.83	1.33
... would this type of culture require people like yourself to work more efficiently and effectively?	3.00	0.89
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	3.67	1.21
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	3.83	0.98
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.50	1.38

Organizational Readiness for Change  
**Motivation for Cultural Change**

Racial Identity: Prefer not to respond

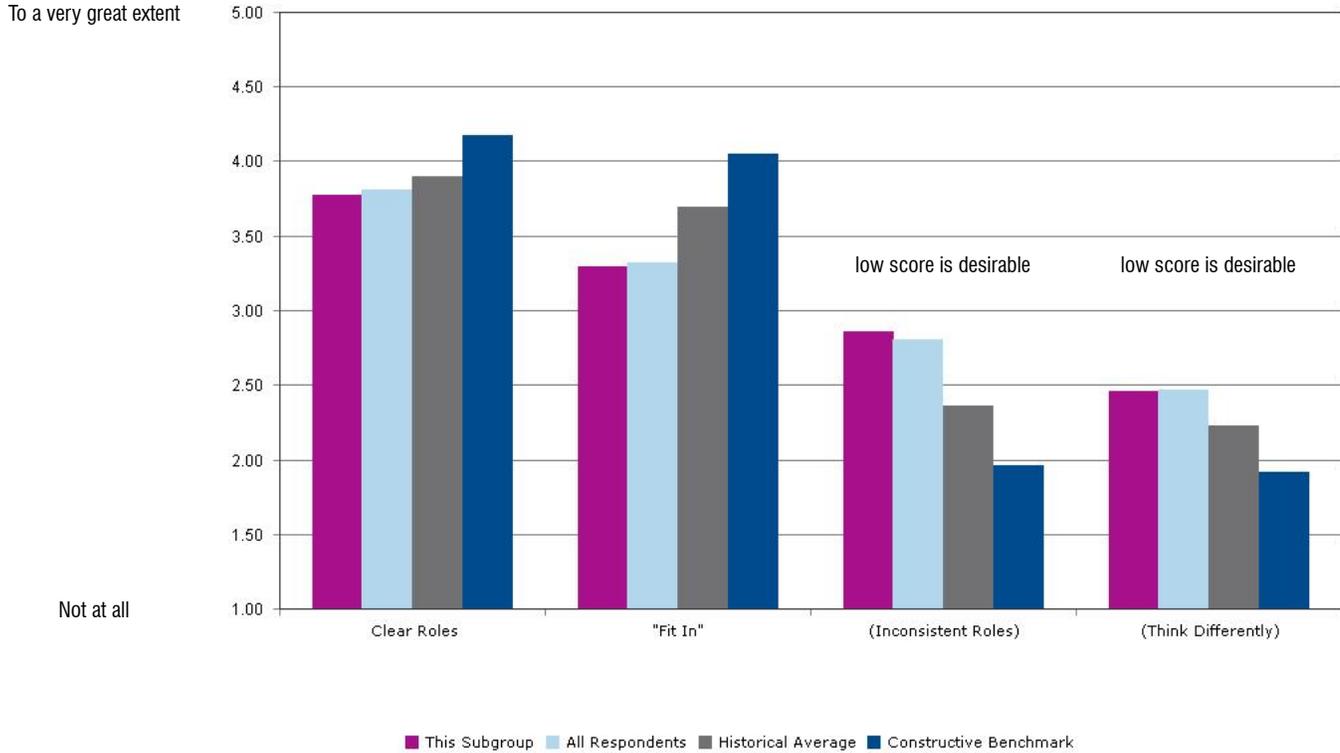


<i>To what extent...</i>	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	2.67	1.03
... would movement toward this type of culture be supported by top-level management?	2.17	1.17
... would movement toward this type of culture be supported by middle management?	2.17	0.75
... would movement toward this type of culture be supported by non-managerial personnel?	3.17	0.98
(... would movement toward this type of culture create uncertainty and tension for members?)	2.17	0.75
... would movement toward this type of culture increase your commitment to the organization?	3.33	1.63

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Role Clarity and Role Conflict

Racial Identity: Prefer not to respond

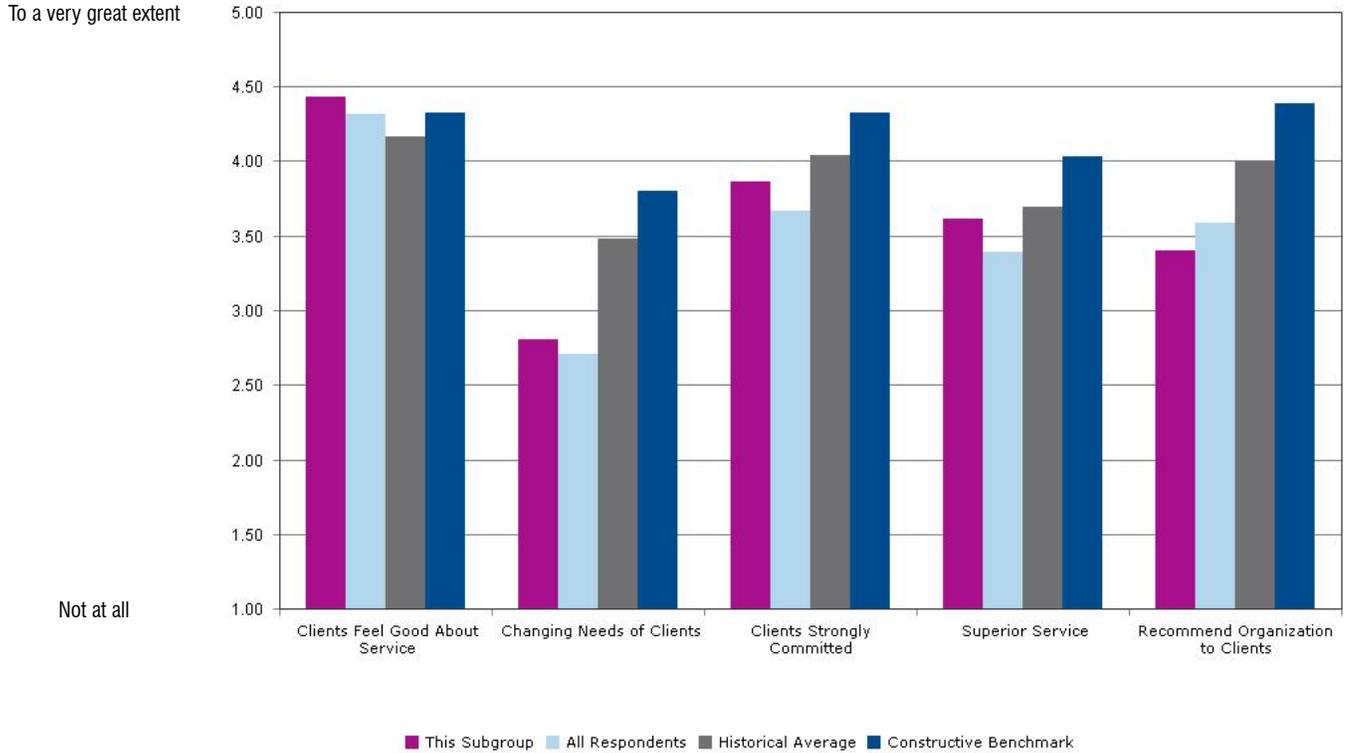


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.78	1.08
...do you feel you comfortably "fit in" as a member of this organization?	3.29	1.41
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.86	1.55
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.46	1.30

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

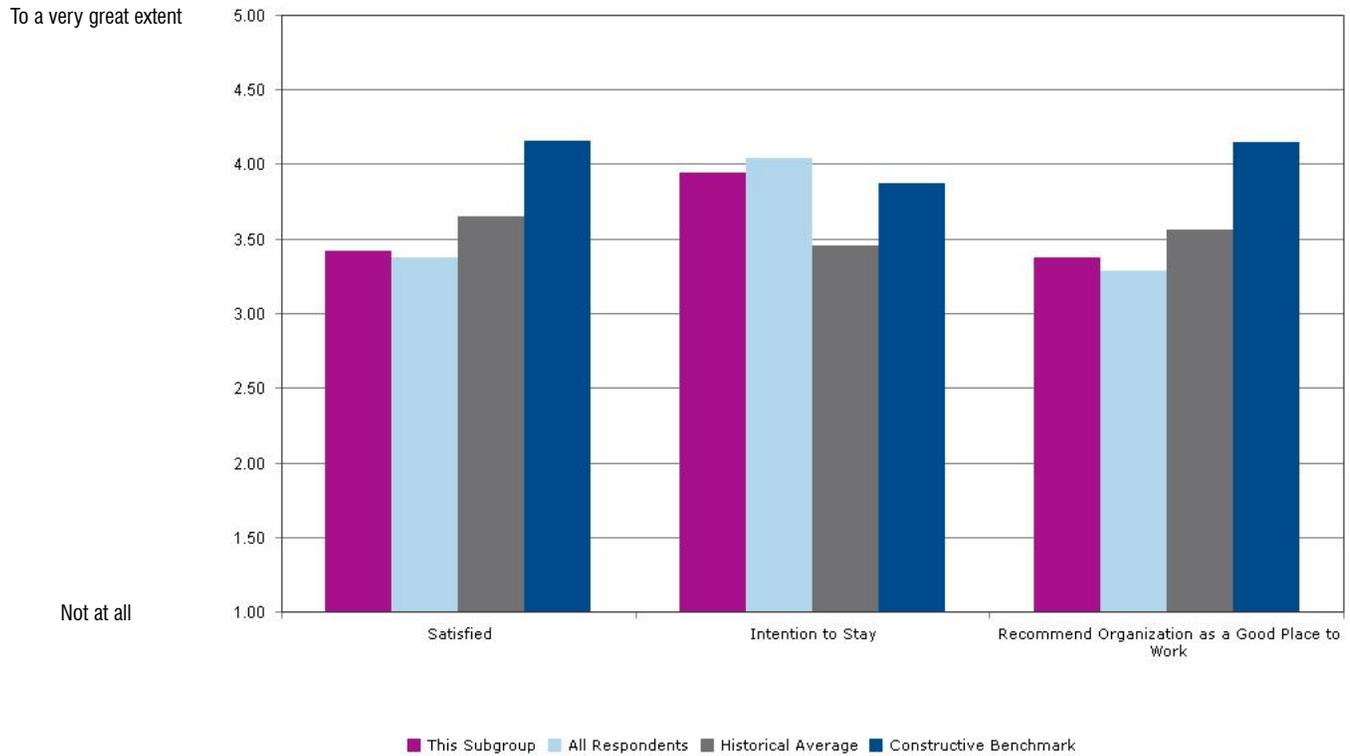
Racial Identity: Prefer not to respond



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.43	1.02
...does the organization respond effectively to the changing needs of its clients?	2.81	1.36
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.86	1.29
...does your organization have a reputation for superior service?	3.61	1.40
...would you recommend this organization to potential clients seeking the products or services it offers?	3.40	1.50

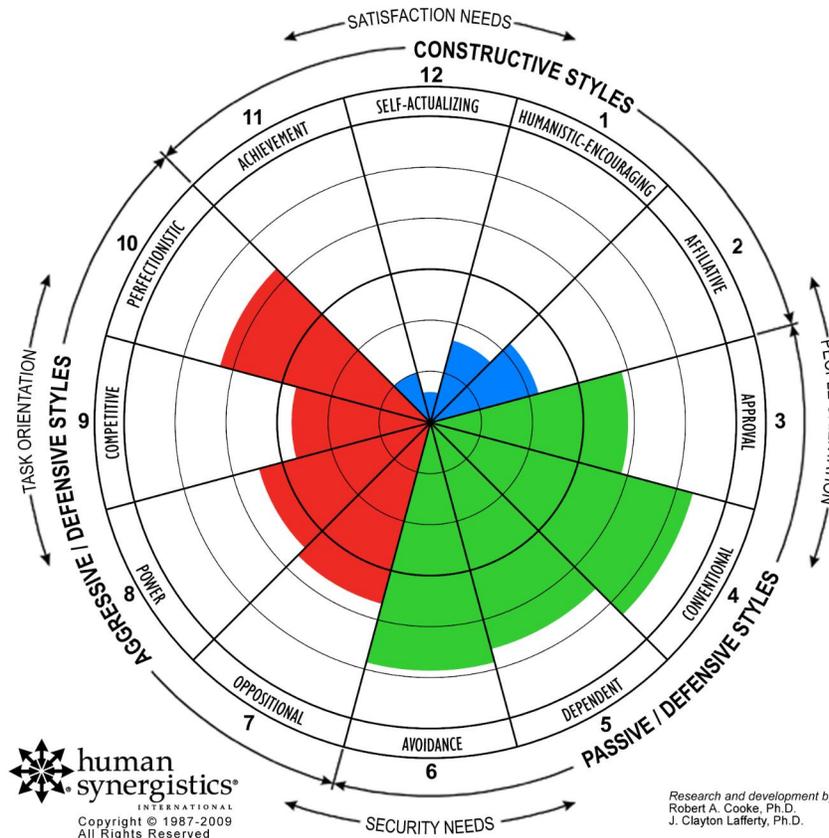
## Outcomes of Culture Employee Satisfaction

**Racial Identity: Prefer not to respond**



<i>To what extent...</i>	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.42	1.39
...do you expect to be with this organization two years from now?	3.94	1.47
...would you recommend this organization to someone like yourself as a good place to work?	3.38	1.53

**Current Culture**  
 Gender Identity: Female  
 N=128



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- treat rules as more important than ideas

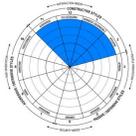
Secondary Style is **Avoidance**

*People are expected to:*

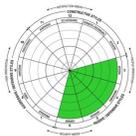
- push decisions upward
- never be the one blamed for problems
- "lay low" when things get tough

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

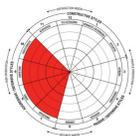
**Current Culture**  
 Gender Identity: Female  
 N=128



Constructive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	20.00%	31.45	10.11	Very Low	NS
Affiliative	30.00%	35.55	9.25	Very Low	NS
Achievement	10.00%	31.06	7.63	Low	NS
Self-Actualizing	6.00%	27.63	8.01	Low	NS



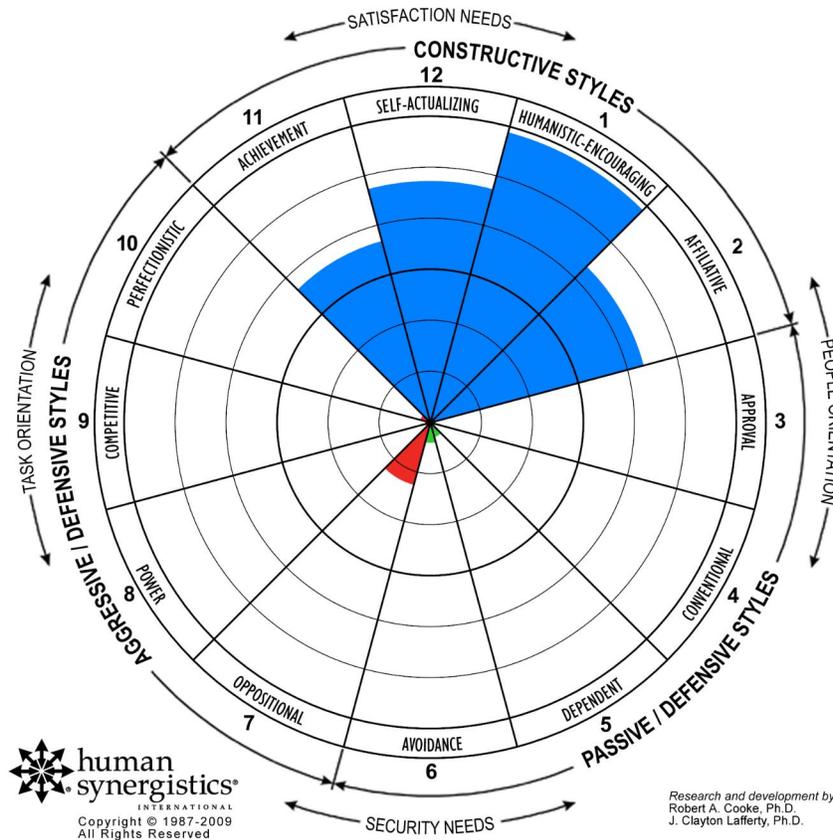
Passive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	72.00%	29.71	7.97	Low	NS
Conventional	93.00%	34.35	9.52	Very Low	NS
Dependent	84.00%	33.95	7.22	Low	NS
Avoidance	88.00%	25.05	9.14	Very Low	NS



Aggressive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	67.00%	23.22	5.99	Low	NS
Power	62.00%	25.62	9.12	Very Low	NS
Competitive	43.00%	21.37	8.97	Low	NS
Perfectionistic	79.00%	32.32	8.47	Very Low	*

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**  
 Gender Identity: Female  
 N=9



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Research and development by:  
 Robert A. Cooke, Ph.D.  
 J. Clayton Lafferty, Ph.D.

Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Self-Actualizing**

*Ideally, people should be expected to:*

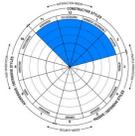
- resolve conflicts constructively
- be supportive of others
- show concern for the needs of others

*Ideally, people should be expected to:*

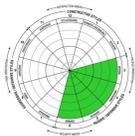
- do even simple tasks well
- maintain their personal integrity
- communicate ideas

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

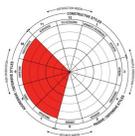
**Ideal Culture**  
 Gender Identity: Female  
 N=9



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	44.89	9.08	Low
Affiliative	80.00%	41.56	12.19	Very Low
Achievement	67.00%	38.11	11.03	Very Low
Self-Actualizing	86.00%	37.33	11.00	Very Low



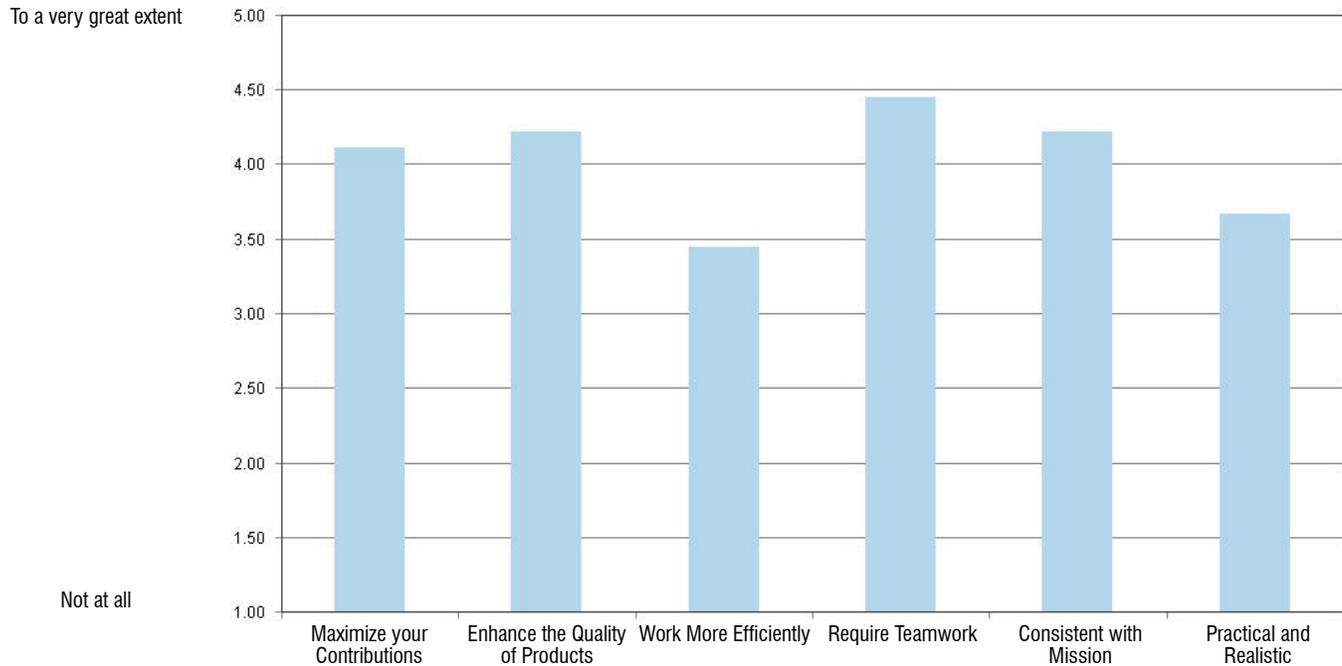
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	1.00%	19.56	5.77	Moderate
Conventional	1.00%	18.44	5.46	Moderate
Dependent	3.00%	23.44	4.69	High
Avoidance	4.00%	14.44	4.07	High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	14.00%	18.89	3.82	High
Power	1.00%	14.78	3.27	Very High
Competitive	1.00%	12.22	2.33	Very High
Perfectionistic	2.00%	21.33	5.83	Moderate

Organizational Readiness for Change  
**Member Assessments of the Ideal Culture**

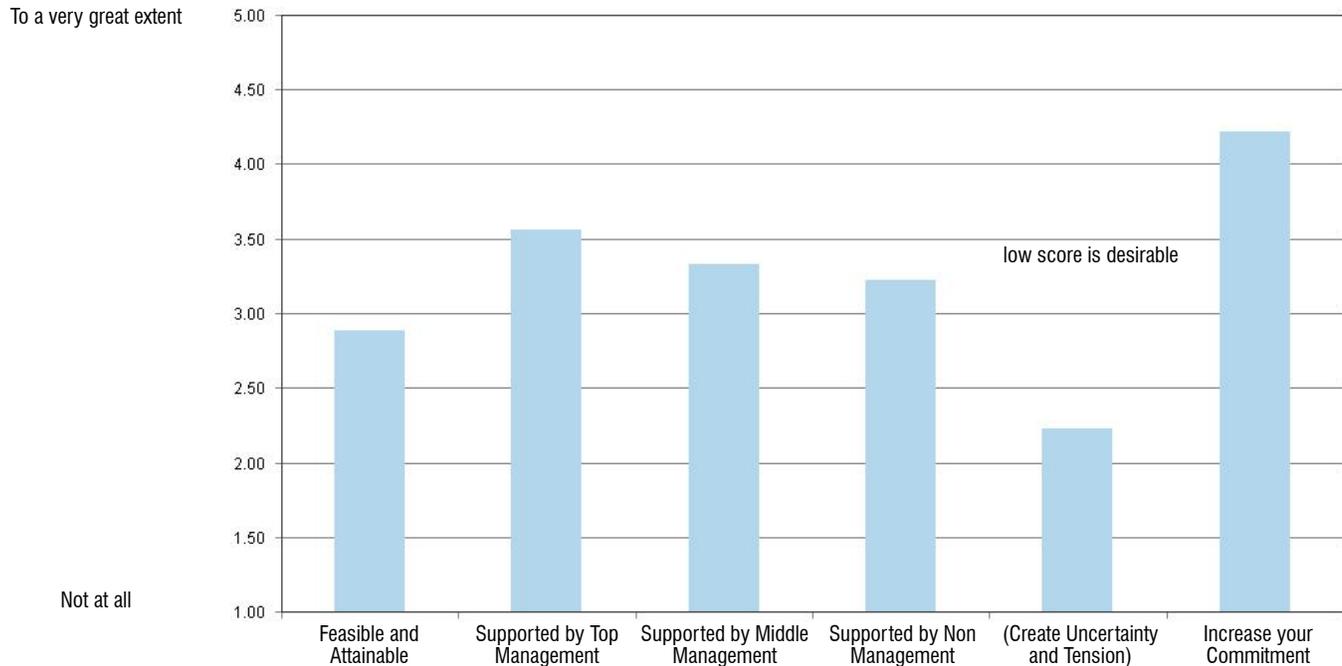
Gender Identity: Female



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	4.11	1.36
... would this type of culture enhance the quality of products/services offered by your organization?	4.22	1.30
... would this type of culture require people like yourself to work more efficiently and effectively?	3.44	1.51
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.44	1.33
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.22	1.30
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.67	1.22

Organizational Readiness for Change  
**Motivation for Cultural Change**

Gender Identity: Female

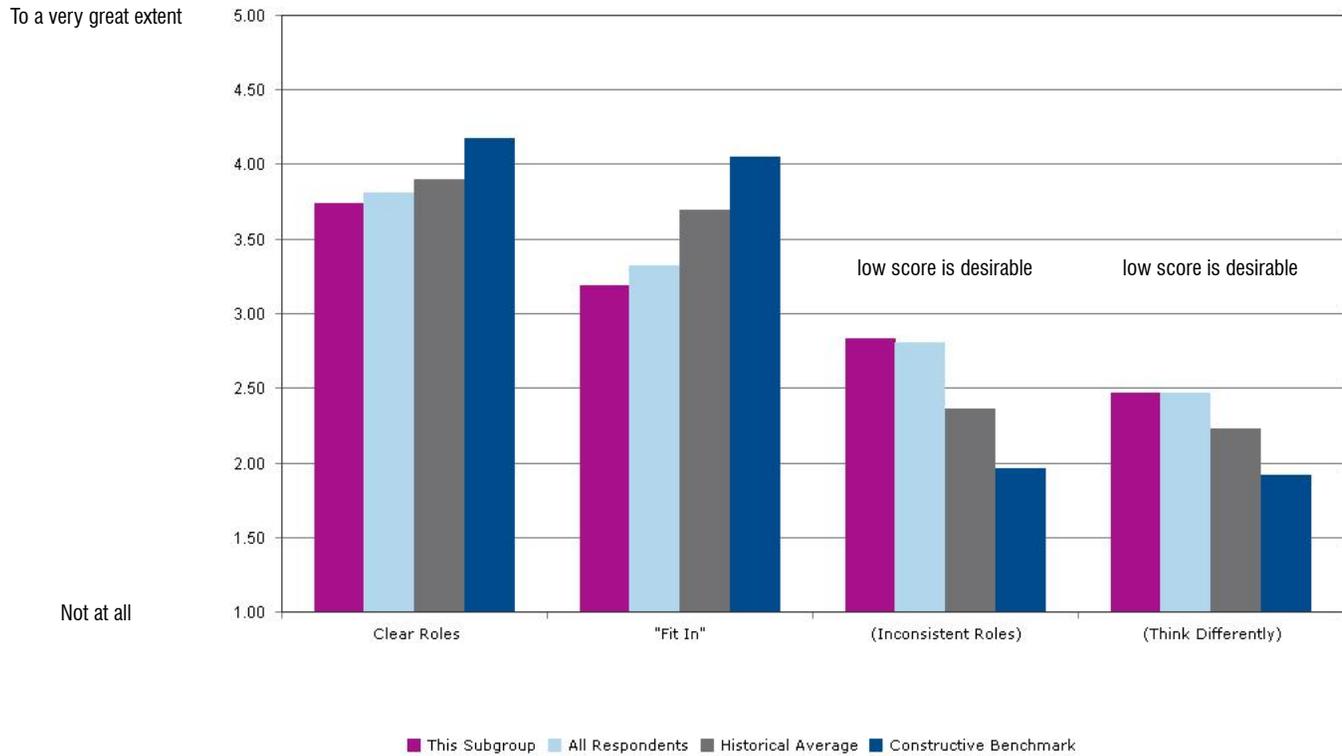


<i>To what extent...</i>	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	2.89	1.36
... would movement toward this type of culture be supported by top-level management?	3.56	1.59
... would movement toward this type of culture be supported by middle management?	3.33	1.50
... would movement toward this type of culture be supported by non-managerial personnel?	3.22	1.39
(... would movement toward this type of culture create uncertainty and tension for members?)	2.22	1.20
... would movement toward this type of culture increase your commitment to the organization?	4.22	1.30

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Role Clarity and Role Conflict

Gender Identity: Female

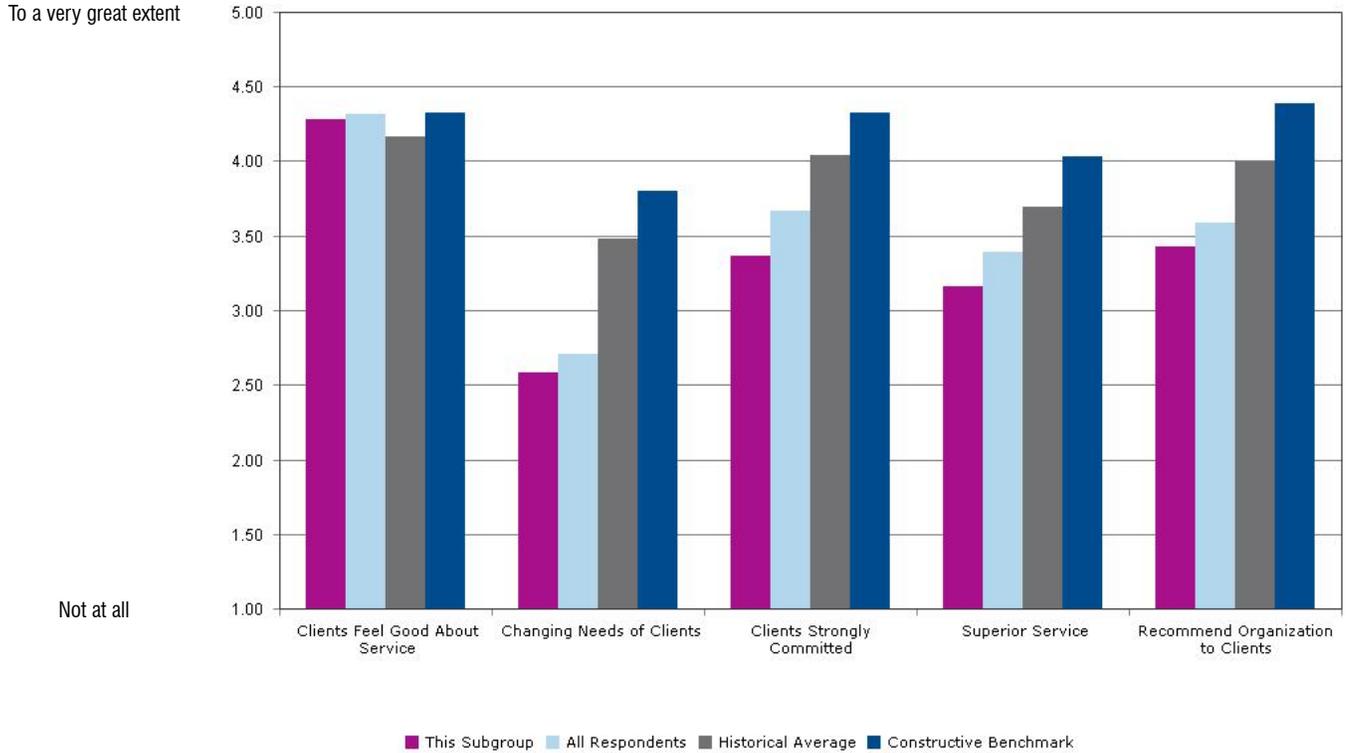


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.74	1.07
...do you feel you comfortably "fit in" as a member of this organization?	3.19	1.25
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.83	1.41
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.47	1.12

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

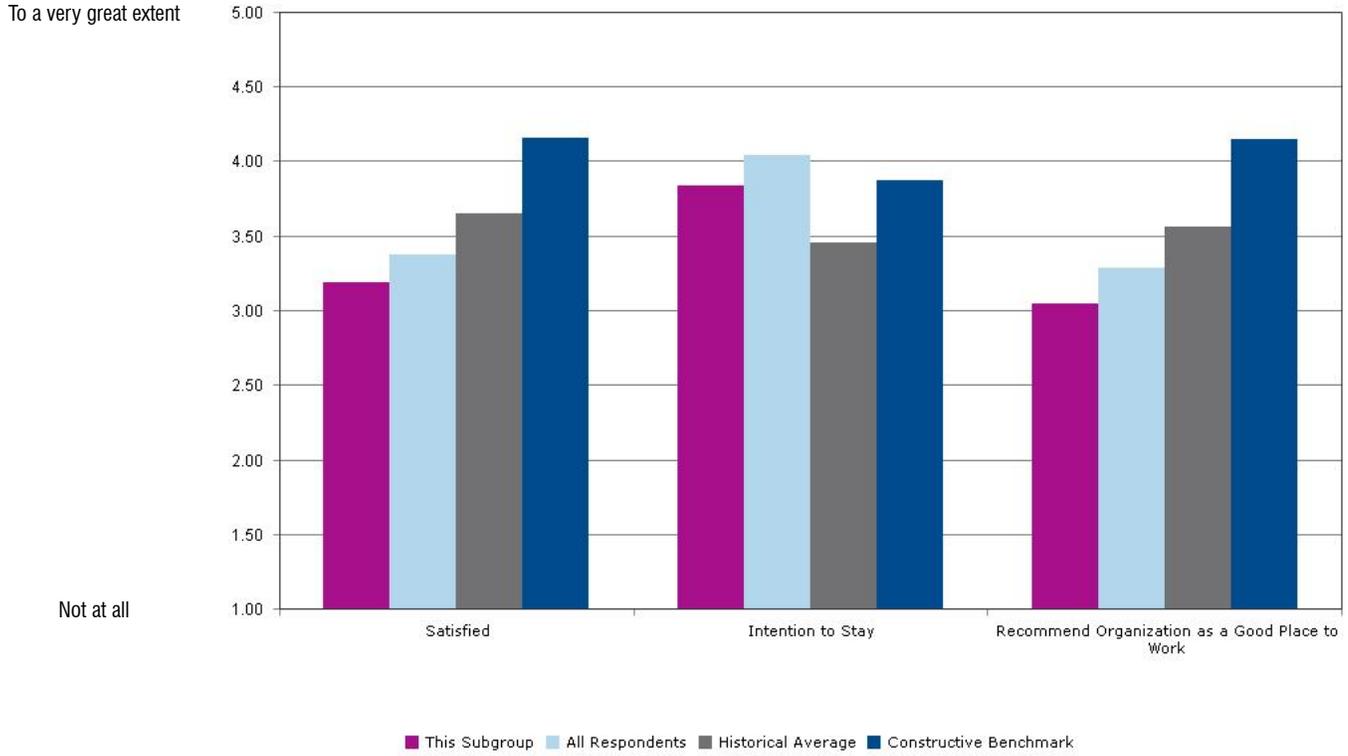
Gender Identity: Female



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.28	0.88
...does the organization respond effectively to the changing needs of its clients?	2.59	1.24
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.36	1.24
...does your organization have a reputation for superior service?	3.16	1.22
...would you recommend this organization to potential clients seeking the products or services it offers?	3.43	1.29

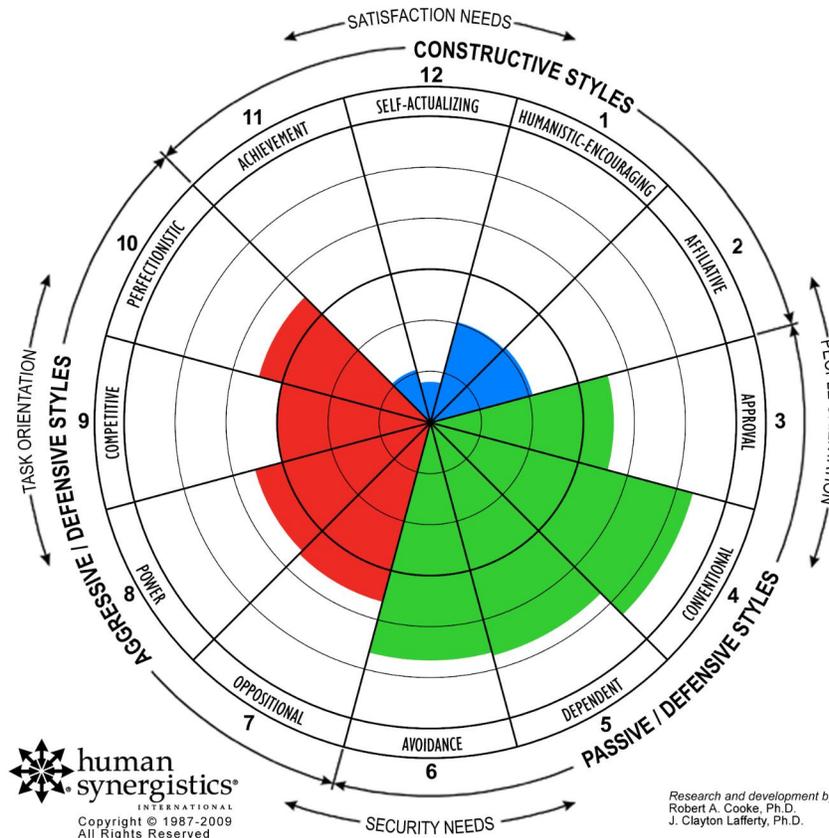
Outcomes of Culture  
Employee Satisfaction

Gender Identity: Female



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.19	1.27
...do you expect to be with this organization two years from now?	3.84	1.33
...would you recommend this organization to someone like yourself as a good place to work?	3.05	1.41

**Current Culture**  
 Gender Identity: Male  
 N=308



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

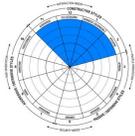
Secondary Style is **Dependent**

*People are expected to:*

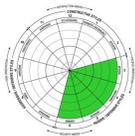
- do what is expected
- willingly obey orders
- be a good follower

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

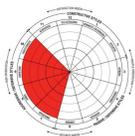
**Current Culture**  
Gender Identity: Male  
N=308



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	26.00%	32.33	10.48	Very Low	NS
Affiliative	27.00%	35.14	9.33	Very Low	NS
Achievement	11.00%	31.54	9.02	Very Low	NS
Self-Actualizing	8.00%	28.33	8.70	Very Low	NS



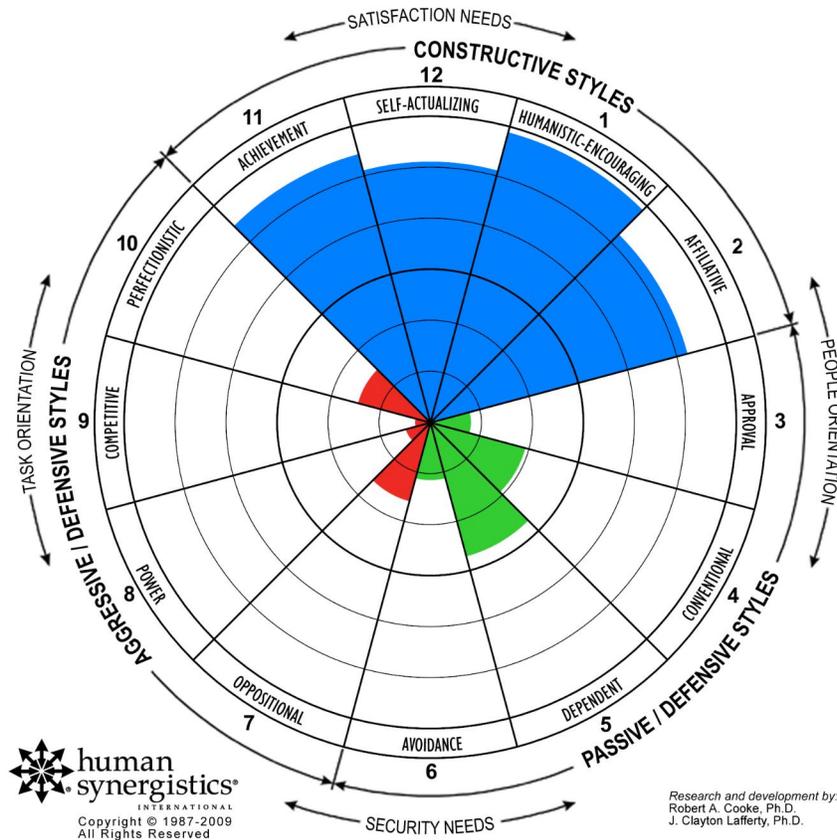
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	65.00%	28.94	7.93	Low	NS
Conventional	93.00%	34.34	9.47	Very Low	NS
Dependent	86.00%	34.46	6.81	Low	NS
Avoidance	85.00%	24.39	9.60	Very Low	NS



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	66.00%	23.04	6.13	Low	NS
Power	64.00%	25.97	10.11	Very Low	NS
Competitive	50.00%	22.15	9.60	Very Low	NS
Perfectionistic	62.00%	30.43	7.97	Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

**Ideal Culture**  
 Gender Identity: Male  
 N=29



**human synergistics**  
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Research and development by:  
 Robert A. Cooke, Ph.D.  
 J. Clayton Lafferty, Ph.D.

Overall, the strongest extensions are in the **Constructive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Humanistic-Encouraging**

Secondary Style is **Achievement**

*Ideally, people should be expected to:*

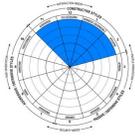
- be supportive of others
- help others to grow and develop
- resolve conflicts constructively

*Ideally, people should be expected to:*

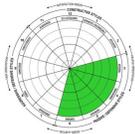
- know the business
- pursue a standard of excellence
- think ahead and plan

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

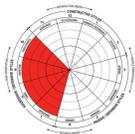
**Ideal Culture**  
 Gender Identity: Male  
 N=29



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	44.48	4.15	High
Affiliative	92.00%	43.76	4.40	High
Achievement	94.00%	41.69	5.48	Moderate
Self-Actualizing	91.00%	38.01	5.30	Moderate



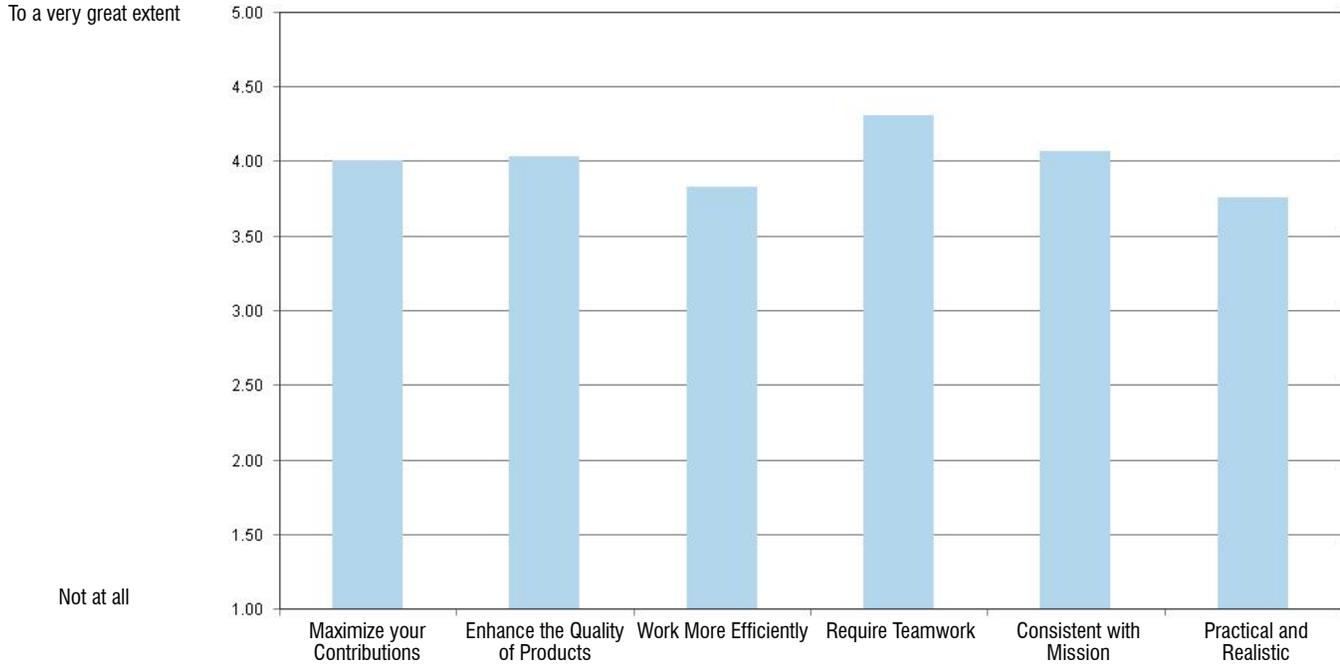
<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	8.00%	22.14	5.16	High
Conventional	24.00%	24.90	4.51	High
Dependent	43.00%	29.66	4.47	High
Avoidance	12.00%	16.24	4.15	High



<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	19.00%	19.48	3.61	High
Power	5.00%	17.83	4.10	High
Competitive	3.00%	14.72	4.49	High
Perfectionistic	17.00%	25.62	3.88	High

Organizational Readiness for Change  
**Member Assessments of the Ideal Culture**

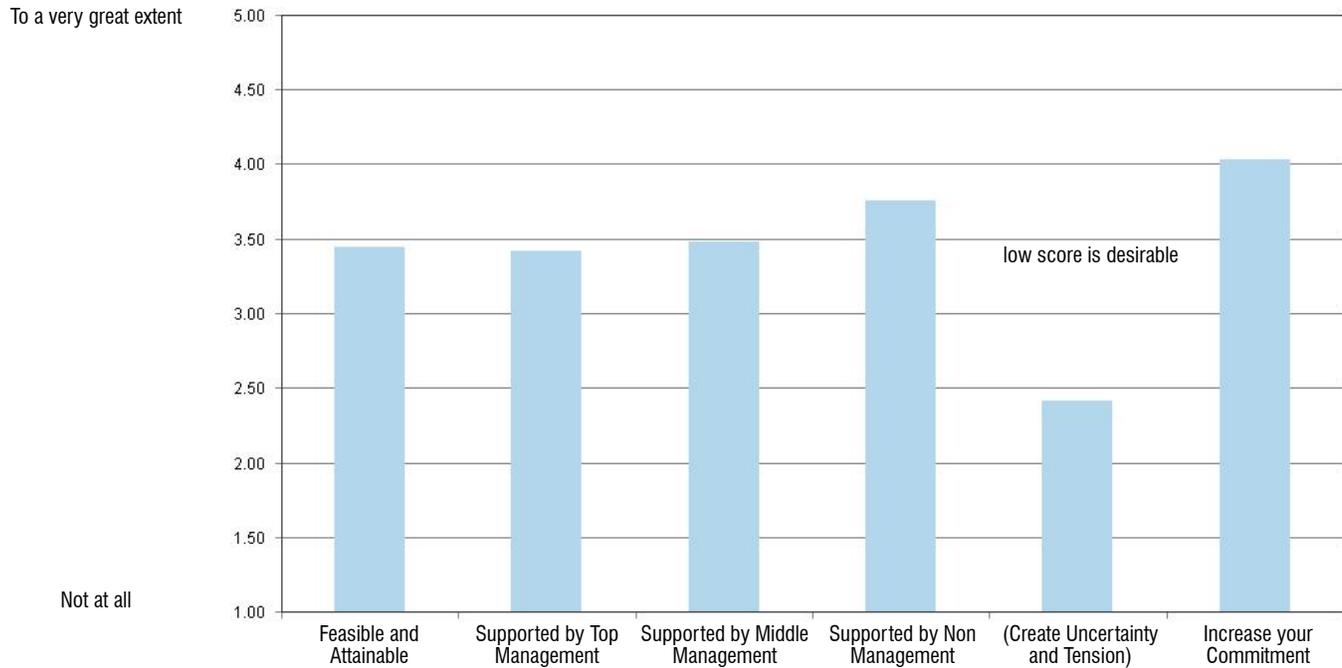
**Gender Identity: Male**



<i>To what extent...</i>	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximize your contributions to the organization?	4.00	1.04
... would this type of culture enhance the quality of products/services offered by your organization?	4.03	1.12
... would this type of culture require people like yourself to work more efficiently and effectively?	3.83	0.93
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.31	0.81
... would this type of culture be consistent with the mission, philosophy and/or values of the organization (as you understand them)?	4.07	1.03
... would this type of culture be practical and realistic for an organization in the same industry (and operating in the same environment) as yours?	3.76	1.24

Organizational Readiness for Change  
**Motivation for Cultural Change**

**Gender Identity: Male**

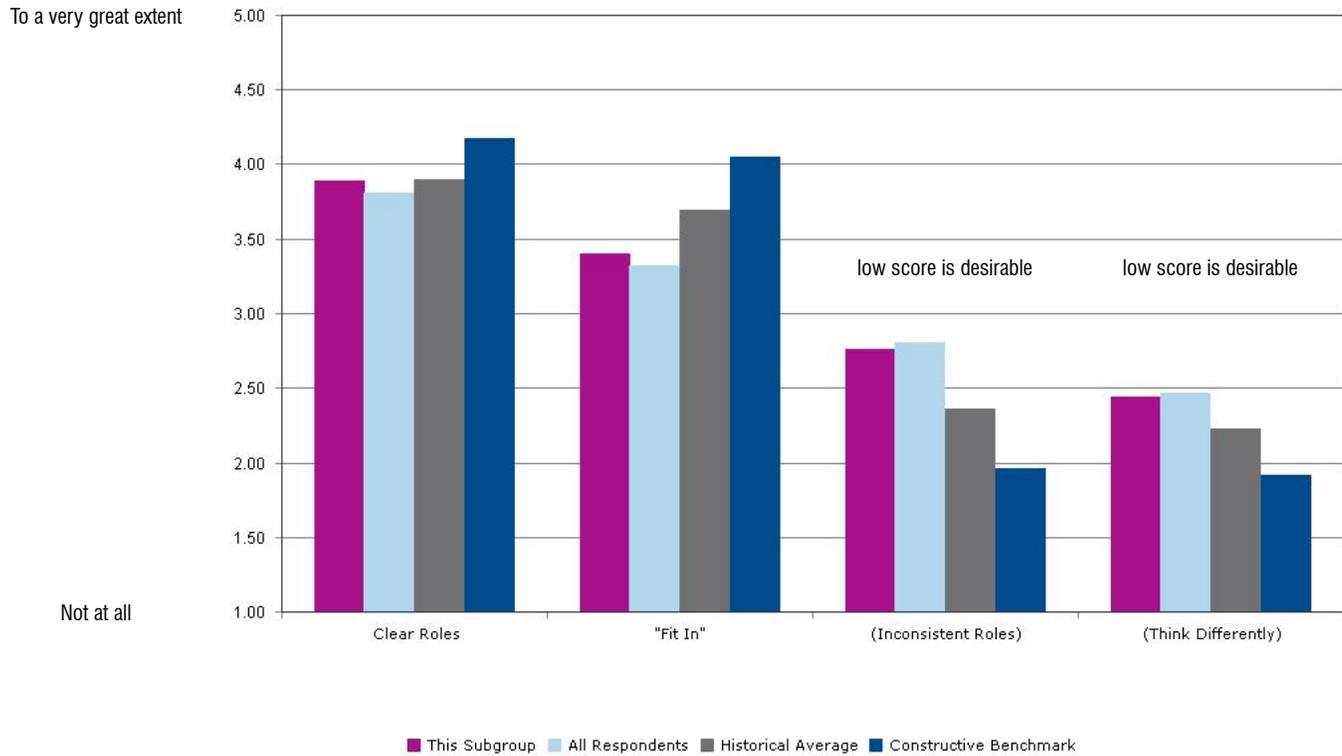


<i>To what extent...</i>	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organization?	3.45	1.35
... would movement toward this type of culture be supported by top-level management?	3.41	1.38
... would movement toward this type of culture be supported by middle management?	3.48	1.09
... would movement toward this type of culture be supported by non-managerial personnel?	3.76	0.91
(... would movement toward this type of culture create uncertainty and tension for members?)	2.41	0.91
... would movement toward this type of culture increase your commitment to the organization?	4.03	0.98

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

### Outcomes of Culture Role Clarity and Role Conflict

Gender Identity: Male

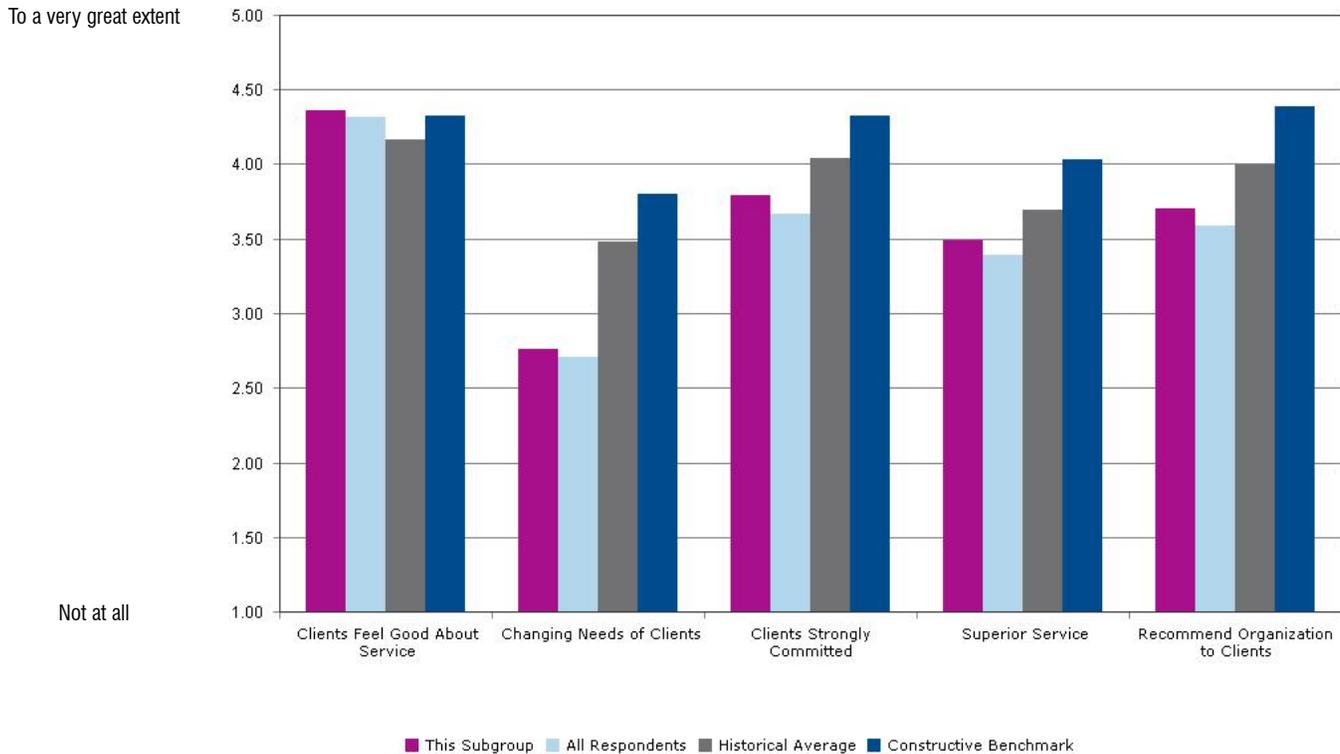


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.89	1.03
...do you feel you comfortably "fit in" as a member of this organization?	3.40	1.35
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	2.76	1.44
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.44	1.32

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

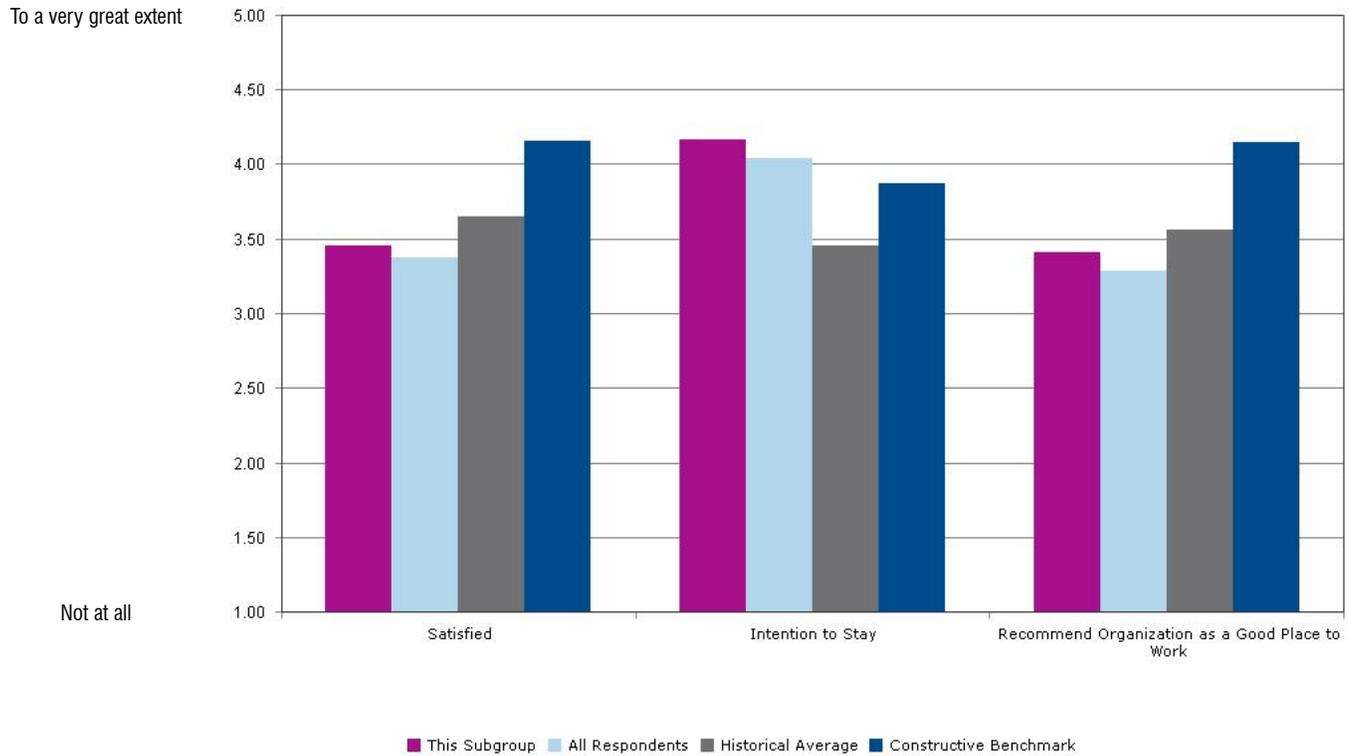
Gender Identity: Male



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.36	0.90
...does the organization respond effectively to the changing needs of its clients?	2.76	1.30
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.79	1.18
...does your organization have a reputation for superior service?	3.49	1.27
...would you recommend this organization to potential clients seeking the products or services it offers?	3.71	1.30

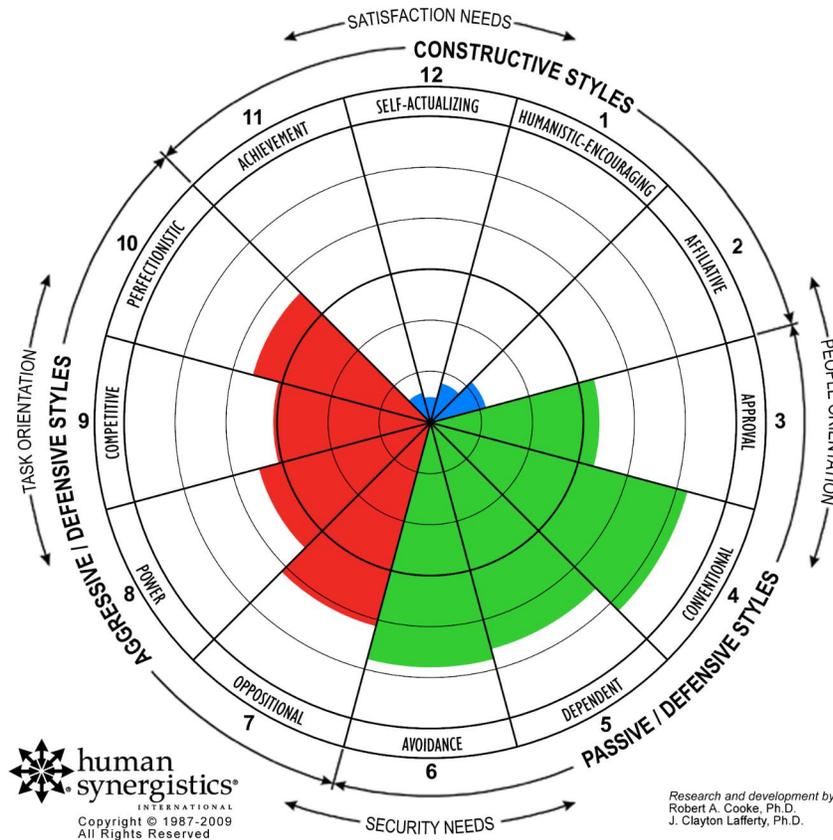
### Outcomes of Culture Employee Satisfaction

Gender Identity: Male



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.45	1.40
...do you expect to be with this organization two years from now?	4.17	1.34
...would you recommend this organization to someone like yourself as a good place to work?	3.41	1.49

**Current Culture**  
 Gender Identity: Prefer not to respond  
 N=39



Overall, the strongest extensions are in the **Passive/Defensive** cluster.

*With respect to the specific cultural norms, the...*

Primary Style is **Conventional**

*People are expected to:*

- always follow policies and practices
- make a "good impression"
- conform

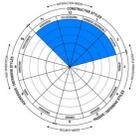
Secondary Style is **Avoidance**

*People are expected to:*

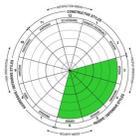
- push decisions upward
- take few chances
- "lay low" when things get tough

*Note:* The items listed under the primary and secondary styles are those with the highest mean scores.

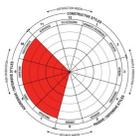
**Current Culture**  
Gender Identity: Prefer not to respond  
N=39



<b>Constructive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Humanistic-Encouraging	8.00%	28.26	10.90	Very Low	*
Affiliative	12.00%	32.72	10.96	Very Low	NS
Achievement	6.00%	29.69	10.17	Very Low	NS
Self-Actualizing	5.00%	27.21	8.41	Very Low	NS



<b>Passive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Approval	58.00%	28.23	8.99	Very Low	NS
Conventional	92.00%	33.95	10.07	Very Low	NS
Dependent	84.00%	34.06	9.31	Very Low	NS
Avoidance	87.00%	24.92	9.88	Very Low	NS

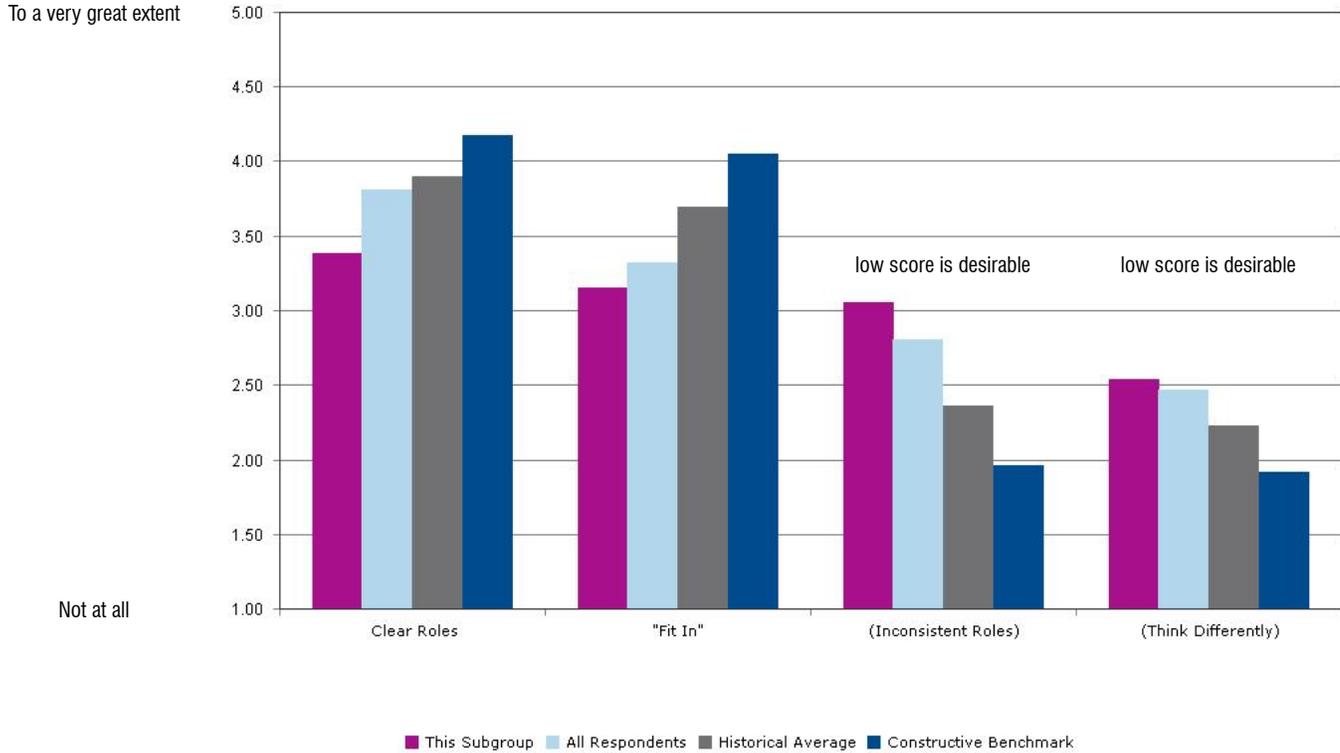


<b>Aggressive/Defensive Styles</b>	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)	Significant Differences
Oppositional	77.00%	24.10	7.37	Very Low	NS
Power	62.00%	25.67	10.72	Very Low	NS
Competitive	52.00%	22.26	10.33	Very Low	NS
Perfectionistic	65.00%	30.69	8.99	Very Low	NS

Raw scores that are statistically different from the raw scores for the rest of the organization are indicated by asterisks (\*p<.05; \*\*p<.01; \*\*\*p<.001). Non-significant differences are indicated by "NS."

Outcomes of Culture  
Role Clarity and Role Conflict

Gender Identity: Prefer not to respond

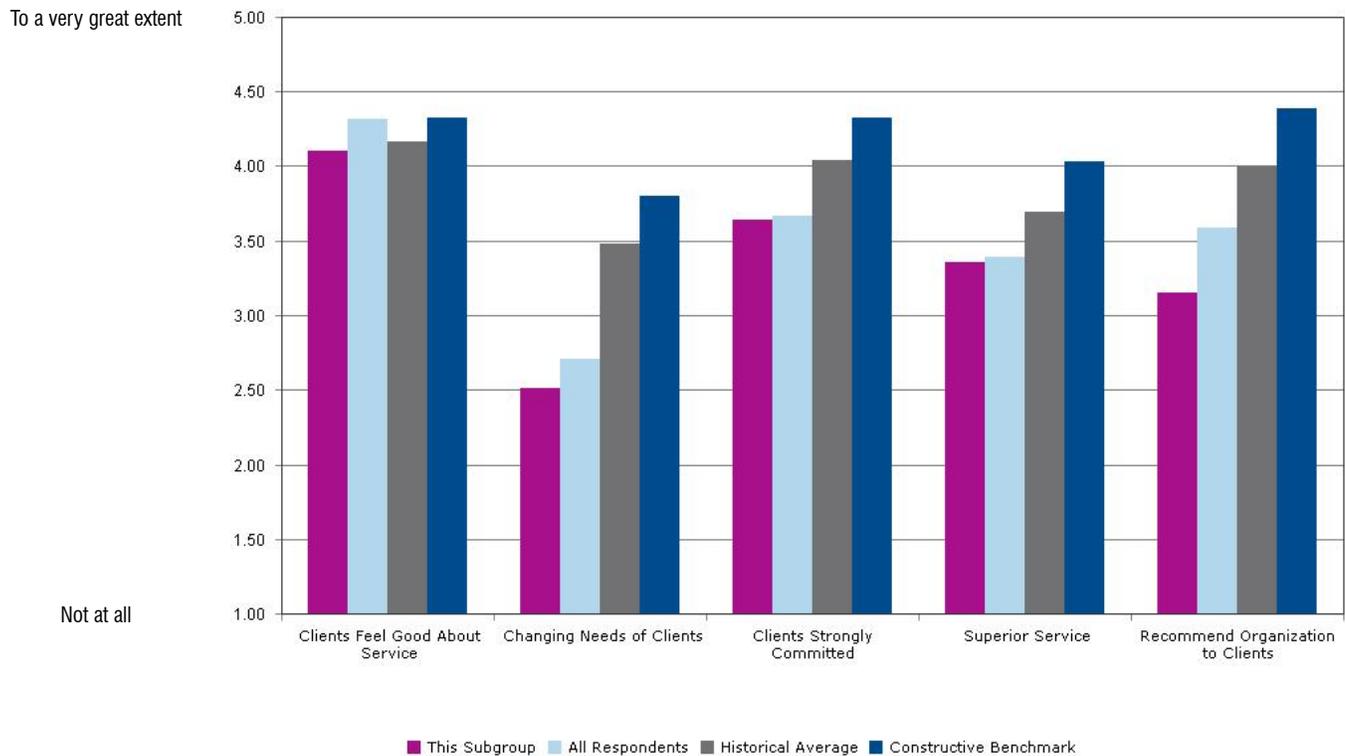


To what extent...	Mean	Standard Deviation
...do you <i>clearly know</i> what is expected of you as a member of this organization?	3.38	1.14
...do you feel you comfortably "fit in" as a member of this organization?	3.15	1.20
(...do you receive <i>inconsistent</i> messages regarding what is expected?)	3.05	1.50
(...does your job require you to think and behave <i>differently</i> than would otherwise be the case?)	2.54	1.37

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Outcomes of Culture  
Quality of Service

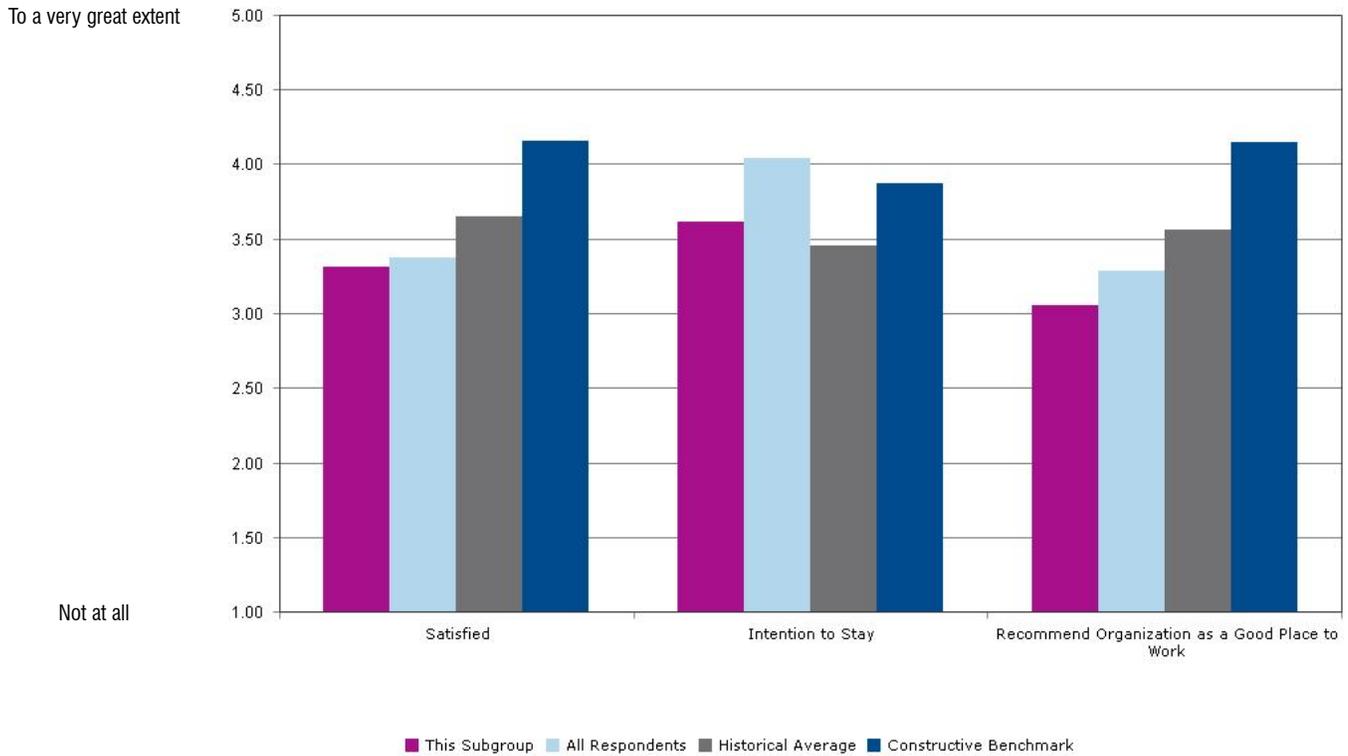
Gender Identity: Prefer not to respond



To what extent...	Mean	Standard Deviation
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.10	1.21
...does the organization respond effectively to the changing needs of its clients?	2.51	1.30
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.64	1.33
...does your organization have a reputation for superior service?	3.36	1.46
...would you recommend this organization to potential clients seeking the products or services it offers?	3.15	1.42

### Outcomes of Culture Employee Satisfaction

Gender Identity: Prefer not to respond



To what extent...	Mean	Standard Deviation
...are you satisfied being a member of this organization?	3.31	1.32
...do you expect to be with this organization two years from now?	3.62	1.57
...would you recommend this organization to someone like yourself as a good place to work?	3.05	1.47

# Appendices

Demographics Frequencies ..... A

## Demographics Frequencies

<b>Role</b>	<b>Frequency</b>	<b>Percentage</b>
Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)	23	4.81%
Firefighter PCP - All Ranks (including Professional Development)	70	14.64%
Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)	112	23.43%
Paramedic All Ranks (including Professional Development)	165	34.52%
911 Communications	22	4.60%
Support Services (Stores / EMSB / Light Fleet / Public Education)	23	4.81%
HR / Finance / IT / Administration / Emergency Management & Public Information	38	7.95%
Prefer not to respond	23	4.81%
Missing	2	0.42%
<b>Racial Identity</b>	<b>Frequency</b>	<b>Percentage</b>
Indigenous	31	6.49%
Visible Minority / Person of colour	35	7.32%
White	338	70.71%
Prefer not to respond	72	15.06%
Missing	2	0.42%
<b>Gender Identity</b>	<b>Frequency</b>	<b>Percentage</b>
Female	128	26.78%
Male	308	64.44%
Another Gender	1	0.21%
Prefer not to respond	39	8.16%
Missing	2	0.42%

This report was prepared exclusively for the use of  
Winnipeg Fire Paramedic Service

Research and Development by:  
Robert A. Cooke, Ph.D. and Janet L. Szumal, Ph.D.

Based on:  
Organizational Culture Inventory® by R. A. Cooke, Ph.D. and J. C. Lafferty,  
Ph.D.

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