

**The Organizational Culture Assessment
Instrument—Current Profile**

<i>1. Dominant Characteristics</i>	<i>Now</i>	<i>Preferred</i>
A the organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total	100	100
<i>2. Organizational Leadership</i>	<i>Now</i>	<i>Preferred</i>
A The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
Total	100	100

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<i>3. Management of Employees</i>	<i>Now</i>	<i>Preferred</i>
A The management style in the organization is characterized by teamwork, consensus, and participation.		
B The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
C The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total	100	100

<i>4. Organization Glue</i>	<i>Now</i>	<i>Preferred</i>
A The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
D The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
Total	100	100

DIAGNOSING AND CHANGING ORGANIZATIONAL CULTURE

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<i>5. Strategic Emphases</i>	<i>Now</i>	<i>Preferred</i>
A The organization emphasizes human development. High trust, openness, and participation persist.		
B The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.		
Total	100	100
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<i>6. Criteria of Success</i>	<i>Now</i>	<i>Preferred</i>
A The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
Total	100	100

THE ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT

Worksheet for Scoring the OCAI

“Now” Scores

	1A
	2A
	3A
	4A
	5A
	6A
	Sum(total of A Responses)
	<i>Average (sum divided by 6)</i>

“Preferred” Scores

	1A
	2A
	3A
	4A
	5A
	6A
	Sum(total of A Responses)
	<i>Average (sum divided by 6)</i>

	1B
	2B
	3B
	4B
	5B
	6B
	Sum(total of B Responses)
	<i>Average (sum divided by 6)</i>

	1B
	2B
	3B
	4B
	5B
	6B
	Sum(total of B Responses)
	<i>Average (sum divided by 6)</i>

	1C
	2C
	3C
	4C
	5C
	6C
	Sum(total of C Responses)
	<i>Average (sum divided by 6)</i>

	1C
	2C
	3C
	4C
	5C
	6C
	Sum(total of C Responses)
	<i>Average (sum divided by 6)</i>

	1D
	2D
	3D
	4D
	5D
	6D
	Sum(total of D Responses)
	<i>Average (sum divided by 6)</i>

	1D
	2D
	3D
	4D
	5D
	6D
	Sum(total of D Responses)
	<i>Average (sum divided by 6)</i>