

Why base your organization's change initiatives on incomplete information and assumptions? Take a strategic and knowledge-based approach to transformation using the Organizational Culture Inventory® (OCI) and the Organizational Effectiveness Inventory™ (OEI) together.



The Organizational Culture and Effectiveness Inventories

Design a comprehensive organizational development strategy.

Change, renewal, or transformation programs are critical for turning around a stagnated organization or for making a successful organization yet more flexible and adaptive. However, though necessary, change initiatives are often stalled or derailed because they are so difficult to design, garner support for, execute, and evaluate.

HSI offers a solution to organizations committed to change and development. When used together, the OCI and OEI enable leaders and consultants to analyze the current state of their organization, envision and communicate the desired state, and identify the most important "levers" for moving the organization in the desired direction.

Get the Complete Picture

As discussed in the preceding pages, both the OCI and OEI measure factors that are critical to organizational change programs:

- The **OCI** assesses the *current culture* in terms of the behaviors that members believe are expected of them and the *ideal culture* in terms of the behaviors that should be expected to maximize performance.
- The **OEI** measures *outcomes* at the individual, group and organizational levels as well as the *levers for change* that are causally related to these outcomes (e.g., human resource management systems, job design, and influence structure).

Used together, the OCI and OEI provide a comprehensive picture of the organization's culture, the factors leading to and reinforcing that culture, and the outcomes of culture. Thus, when administered in tandem, HSI can provide an integrated feedback report that explains not only the implications of your organization's culture but also the organizational systems and structures that should be targeted to change the culture.

PRODUCT APPLICATION

Use the OCI/OEI to:

- Achieve consensus and buy-in on the ideal culture for the organization
- Promote an understanding of the organization's current culture
- Identify the most important gaps between the current and ideal culture
- Motivate change by demonstrating how the current culture is interfering with effectiveness at the member, sub-unit, and organizational levels
- Identify the most important levers (e.g., systems, structures, skills) for redirecting the culture and enhancing effectiveness
- Identify Constructive and effective sub-units to provide a model that can be transferred to other units
- Monitor, adjust, and keep the change program moving forward by re-administering the surveys over time

Web Administration Available

Ideal for large-scale applications and/or geographically dispersed groups, the OCI and OEI can be administered via the Web for traditional scoring and profile generation. Paper & pencil forms are also available. For more information, please contact an HSI sales consultant.

The New OCI/OEI Feedback Report

The revised, expanded and updated OCI/OEI **Feedback Report** provides you with all the information you need to bring about organizational alignment and achieve targeted, lasting change. The report, focusing on the entire organization as well as up to five subgroups, presents:

- The **Ideal Culture** for your organization, based on the values of and judgments by the members you surveyed
- **Causal Factors**—systems, structures, technology, and members' skills and qualities—that lead to cultures that may be disconnected from the ideal
- The **Current Culture** of your organization—that is, the operating culture that has evolved as a result of systems, structures, and other factors that shape members' beliefs regarding what is expected
- **Outcomes** of culture, including results at the individual (e.g., satisfaction), group (e.g., teamwork), and organizational levels (e.g., quality of service)
- A **Culture Gap** analysis showing the differences between the Ideal and Current culture, style by style
- **Gap Barcharts** comparing your organization's results on **Outcomes** and **Levers for Change** to facilitate "planning for change" efforts

The report also presents **correlations** between the OCI cultural norms and OEI outcomes and levers for change, which show how these factors are related within your organization. Special **comparative culture profiles** are provided to further demonstrate the relationship between the cultural styles and outcomes.

Throughout the report, your organization's OEI results are profiled against those for the **Historical Average** (a sample of approximately 1000 organizational units) as well as the **Constructive Benchmark** (a sub-sample of 170 effective units with Constructive cultures). These comparisons provide an unparalleled opportunity to understand the dynamics and performance of your organization and to selectively introduce meaningful change initiatives.

See the next page for an example of the "Summary of Your Organization's OCI/OEI Results" that is included in the Executive Summary of the Report.

Enhance the Power

The OCI/OEI Feedback Report provides results for "All Respondents" as well as for up to five subgroups (e.g., departments, divisions) of your organization. You can add additional subgroups to your report for a nominal fee to provide more detailed breakdowns by unit or by demographic or positional factors (including the organizational level, age, sex, or education of respondents).

In addition, you can add up to 40 supplementary items to the OCI/OEI survey to collect data on issues specifically relevant to your organization. If you chose to include supplementary questions, mean scores as well as standard deviations along these items will be provided in the All Respondents section of the feedback report.

organizational development

Please refer to the back of the catalog for the Pricing Guide.

Organizational Culture Inventory (OCI) and Organizational Effectiveness Inventory (OEI)



PARTICIPANT MATERIALS

OCI-Current and OEI (Computer scored by HSI)

DI 34110

OCI-Ideal (Computer scored by HSI)

DI 38099

SCORING AND REPORTING OPTIONS

Per OCI-Current and OEI processed together

CS 89020

Per OCI-Ideal

CS 89017

OEI/OCI Detailed Report

DI 34111

Includes up to 5 subgroups.

Additional Subgroups (OCI)

DI 38121

Additional Subgroups (OEI)

DI 34103

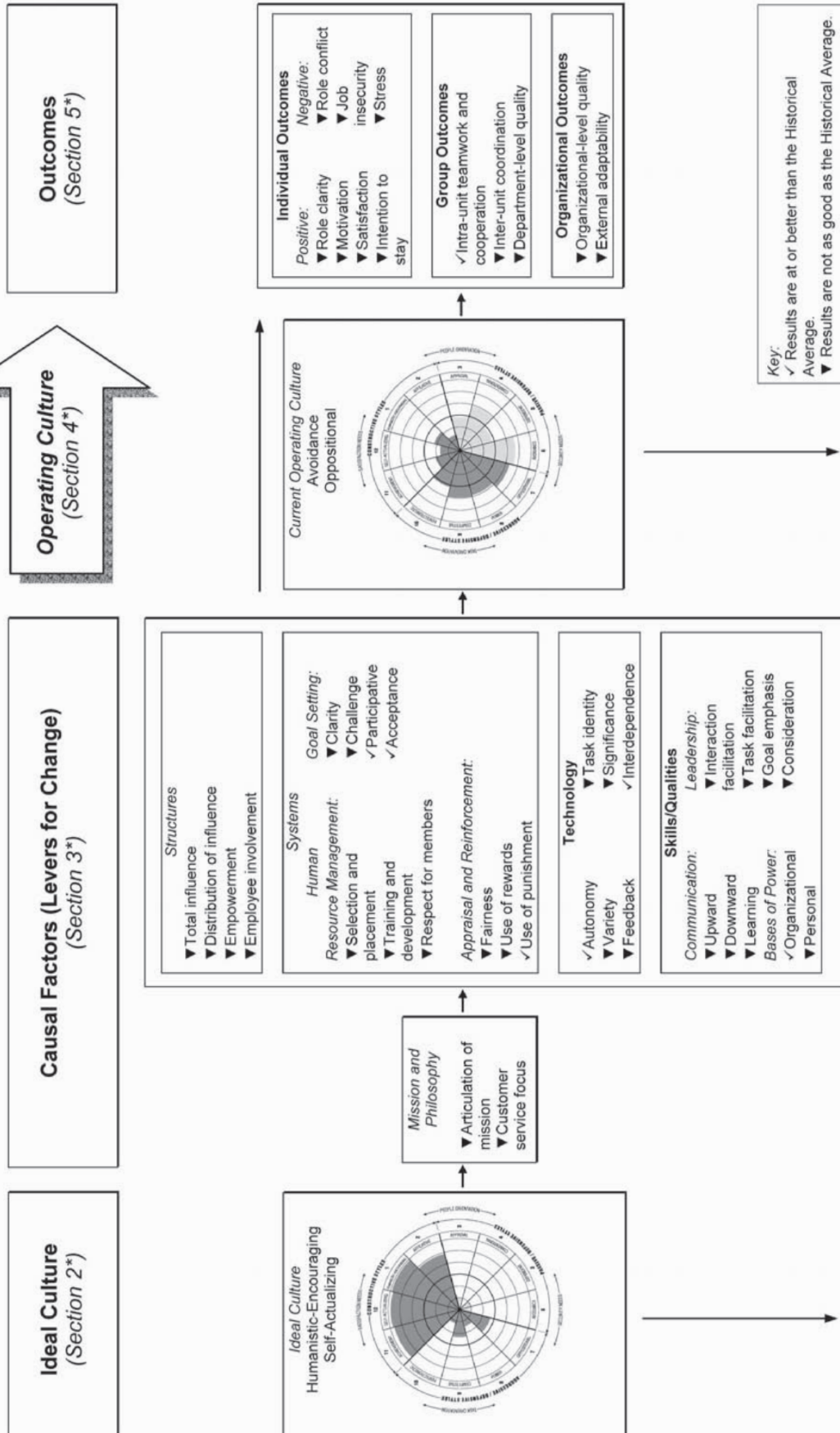
Supplemental Item Setup Fee

CS 89023

Customized Analysis and Interpretation

Contact HSI

Summary of Your Organization's OCI/OEI Results (How Culture Works)



Largest Culture Gaps: Self-Actualizing and Avoidance. Gaps between the ideal and current operating cultures are likely due to misalignment of causal factors (mission and philosophy, structures, systems, technology, skills/qualities) with the ideal culture.

*Refers to the relevant section of the OCI/OEI Feedback Report

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How Culture Works

Ideal Culture (Section 2*)	Causal Factors (Section 3*)	Operating Culture (Section 4*)	Outcomes (Section 5*)
<p>The <i>Ideal Organizational Culture Inventory</i>® (OCI-Ideal) creates a vision of the preferred culture. Members respond to the survey in terms of what <i>should</i> be expected.</p> <p>Members are asked to identify the behavioral styles that would promote their own motivation and performance, maximize the contributions of diverse subgroups, and help reach organizational goals.</p> <p>The resulting Ideal Culture Profile portrays the shared values of members with respect to the 12 OCI styles:</p> <ul style="list-style-type: none"> • Achievement • Self-Actualizing • Humanistic-Encouraging • Affiliative • Approval • Dependent • Conventional • Avoidance • Oppositional • Power • Competitive • Perfectionistic 	<p>The <i>Organizational Effectiveness Inventory</i>™ (OEI) measures various <i>factors</i> or levers for change, that lead to and reinforce cultural norms. These factors concern:</p> <ul style="list-style-type: none"> • The organization's mission and philosophy • Organizational structures • Systems • Technologies • The skills and qualities of members <p>When in alignment with organizational values, these factors lead to an operating culture that is similar to the Ideal. When out of alignment, they lead to a Defensive operating culture that is "disconnected" from the Ideal.</p>	<p>The <i>Organizational Culture Inventory</i>® (OCI) provides a picture of the operating culture of the organization in terms of "how things are done around here" and "what's expected" of members.</p> <p>The behavioral norms and expectations measured by the OCI have a direct bearing on the functioning of organizations and, therefore, are causally related to outcomes (such as those listed to the right).</p> <p>OCI results promote change by revealing the Defensive and counter-productive behaviors the organization is inadvertently reinforcing, as well as the negative impact of these behaviors on individual and organizational performance.</p> <p>The OCI/OEI Feedback Report highlights the levers that are most likely to bring about cultural change in the desired direction.</p>	<p>The outcomes measured by the OEI include:</p> <p>Individual Member satisfaction and motivation</p> <p>Group Teamwork and coordination</p> <p>Organizational Criteria of organizational effectiveness, quality of service and adaptability</p>

*Refers to the relevant section of the OCI/OEI Feedback Report.