

Organisational Culture Questionnaire

Adapted from Roger Harrison's Diagnosing Organisational Ideology.

Organisations have a pattern of behaviour - a set of common doctrines, myths and symbols. An organisation's culture has a profound impact on the effectiveness of the organization by influencing how decisions are made, how human resources are used and how people respond to environmental challenges. Organisational cultures can be divided into 4 types: Power, Role, Task and Self. The following questionnaire can help identify the dominant culture in your organization and what you believe it should be.

* Instructions for completion of the questionnaire:

For each question 1-15: Give a (4) to the statement that best represents the dominant view in your organization. Give (3) to the next statement closest to your organisation's position, a (2) to the next and a (1) score to the statement that out of the four options least represents the culture of your organization.

For each question, repeat the exercise but this time give a (4) score to the statement which you believe should represent the preferred culture of your organization, a (3) to the next preferred culture, (2) to the next and finally (1) to the statement that you believe represents the least desirable culture/position for your organization.

Once the questionnaire is finished:

Add the scores for each option a -d separately for the existing culture and for your preferred organizational culture.

For example in question 1 - 15 if, under the (a) option you scored 5*3, 5*2 and 5*1 for the existing culture – the total under this (a) option is 30 for the 'Existing Culture' (see table below).

Example:

	(a) Scores (Power)	(b) Scores (Role)	(c) Scores (Task)	(d) Scores (Self)
Existing Culture	30	60 (15*4)	20	40
Preferred Culture	20	40	60	30

Whichever option a-d in the table receives the highest score under the 'Existing Culture' option represents the dominant culture in your organisation. In the example above, the existing Culture is 'Role'.

Whichever option a-d in the table receives the highest score under the 'Preferred Culture' option represents the preferred culture in your organisation. In the example, the preferred Culture is 'Task'.

Your scores

	(a) Scores (Power)	(b) Scores (Role)	(c) Scores (Task)	(d) Scores (Self)
Existing Culture				
Preferred Culture				

Culture Analysis questionnaire: Diagnosing Organisation Ideology

*(Instructions for completion of the questionnaire: * see page 1)*

- 1 A good boss is:
- _____ a Strong, decisive and firm, but fair. He/she is protective, generous and indulgent to loyal subordinates.
 - _____ b Impersonal and correct, avoiding the exercise of his authority for his own advantage. He/she demands from subordinates only that which is required by the formal system.
 - _____ c Egalitarian and capable of being influenced in matters concerning the task. He/she uses his authority to obtain the resources needed to complete the job.
 - _____ d Concerned with and responsive to the personal needs and values of others. He/she uses his position to provide satisfying and growth-stimulating work opportunities for subordinates.
- 2 A good subordinate is:
- _____ a Compliant, hard working and loyal to the interests of his/her superior.
 - _____ b Responsible and reliable, meeting the duties and responsibilities of his/her job and avoiding actions that surprise or embarrass his/her superior.
 - _____ c Self—motivated to contribute his/her best the task and is open with his ideas and suggestions. He is nevertheless willing to give the lead to others when they show greater expertise or ability.
 - _____ d Vitally interested in the development of his/her own potentialities and is open to learning and to receiving help. He/she also respects the needs and values of others and is willing to help and contribute to their development.
- 3 A good member of the organization gives first priority to the:
- _____ a Personal demands of the boss.
 - _____ b Duties, responsibilities and requirements of his/her own role and to the customary standard of personal behaviour.
 - _____ c Requirements of the task for skill, ability, energy and material resources.
 - _____ d Personal needs of the individuals involved.
- 4 People who do well in the organization are:
- _____ a Shrewd and competitive, with a strong drive for power.
 - _____ b Conscientious and responsible, with a strong sense of loyalty to the organization.
 - _____ c Technically effective and competent, with a strong commitment to getting the job done.
 - _____ d Effective and competent in personal relationships, with a strong commitment to the growth and development of people.

- 5 The organization treats the individual as:
- a Though his time and energy were at the disposal of persons higher in the hierarchy.
 - b Though his time and energy were available through a contract with rights and responsibilities for both sides.
 - c A co-worker who has committed his/her skills and abilities to the common cause.
 - d An interesting and worthwhile person in his/her own right.

- 6 People are controlled and influenced by the:
- a Personal exercise of economic and political power (rewards and punishments).
 - b Impersonal exercise of economic and political power to enforce procedures and standards of performance.
 - c Communication and discussion of task requirements leading to appropriate action motivated by personal commitment to goal achievement.
 - d Intrinsic interest and enjoyment to be found in their activities and/or concern and caring for the needs of the other persons involved.

- 7 It is legitimate for one person to control another's activities if:
- a He/she has more authority and power in the organization.
 - b His/her role prescribes that he is responsible for directing the other.
 - c He/she has more knowledge relevant to the task.
 - d The other accepts that the first person's help or instruction can contribute to his/her learning and growth.

- 8 The basis of task assignment is the:
- a Personal needs and judgement of those in authority.
 - b Formal divisions of functions and responsibilities in the system.
 - c Resource and expertise requirements of the job to be done.
 - d Personal wishes and needs for learning and growth of individual organization members.

- 9 Work is performed out of:
- a Hope of reward, fear of punishment, or personal loyalty toward a powerful individual.
 - b Respect for contractual obligations backed up by sanctions and loyalty toward the organization or system.
 - c Satisfaction in excellence of work and achievement and/or personal commitment to the task or goal.
 - d Enjoyment of the activity for its own sake and concern and respect for the needs and values of the other persons involved.

10 People work together when:

- _____ a They are required to by higher authority or when they believe they can use each other for personal advantage.
- _____ b Coordination and exchange are specified by the formal system.
- _____ c Their joint contribution is needed to perform the task.
- _____ d The collaboration is personally satisfying, stimulating, or challenging.

11 The purpose of competition is to:

- _____ a Gain personal power and advantage.
- _____ b Gain high-status positions in the formal system.
- _____ c Increase the excellence of the contribution to the task.
- _____ d Draw attention to one's own personal needs.

12 Conflict is:

- _____ a Controlled by the intervention of higher authorities and often fostered by them to maintain their own power.
- _____ b Suppressed by reference to rules, procedures and definitions of responsibility.
- _____ c Resolved through full discussion of the merits of the work issues involved.
- _____ d Resolved by open and deep discussion of personal needs and values involved.

13 Decisions are made by the:

- _____ a Person with the higher power and authority.
- _____ b Person whose job description carries the responsibility.
- _____ c Persons with the most knowledge and expertise about the problem.
- _____ d Persons most personally involved and affected by the outcome.

14 In an appropriate control and communication structure:

- _____ a Command flows from the top down in a simple pyramid so that anyone who is higher in the pyramid has authority over anyone who is lower. Information flows up through the chain of command.
- _____ b Directives flow from the top down and information flows upwards within functional pyramids which meet at the top. The authority and responsibility of a role is limited to the roles beneath it in its own pyramid. Cross-functional exchange is constricted.
- _____ c Information about task requirements and problems flows from the centre of task activity upwards and outwards, with those closest to the task determining the resources and support needed from the rest of the organization. A coordinating function may set priorities and overall resource levels based on the information from all task centres. The structure shifts with the nature and location of the tasks.
- _____ d Information and influence flow from person to person, based on voluntary relationships initiated for purposes of work, learning, mutual support and enjoyment and shared values. A coordinating function may establish overall levels of contribution needed for the maintenance of the organization. These tasks are assigned by mutual agreement.

15

The environment is responded to as though it were:

- _____ a A competitive jungle in which everyone is against everyone else and those who do not exploit others are themselves exploited.
- _____ b An orderly and rational system in which competition is limited by law and there can be negotiation or compromise to resolve conflicts.
- _____ c A complex of imperfect forms and systems which are to be reshaped and improved by the achievements of the organisation.
- _____ d A complex of potential threats and support. It is used and manipulated by the organisation both as a means of self-nourishment and as a play-and-work space for the enjoyment and growth of organisation members.