



## The Organizational Culture Inventory (OCI)

**Improving Organizational  
Effectiveness**



### **Top Ten Applications**

- Evaluating Impact of Change Efforts
- Identifying High Performance Units
- Enhancing System Reliability
- Facilitating Mergers and Acquisitions
- Enhancing Managers' Understanding

## Top Ten Applications

- Promoting Union-Management
- Facilitating Change
- Integrating Differentiated Subunits
- Managing Diversity
- Monitoring Culture

## Evaluating the Impact of Organizational Change Efforts

- Culture change
- Job redesign
- Team-building

**Pre-Test – Post-Test**

**Identifying Sub-Unit Success**

## Identifying and Transferring the Cultures of High Performance Units

- Retail
- Health Care
- Manufacturing
- Sales Growth
- Revenue Generated
- Quality of Care
- Member Satisfaction

**Targets for Culture Change**  
**“Bottom Line” Motivation**

## Enhancing System Reliability and Safety

- Reliability-oriented
  - Nuclear power plants
  - FAA
  - Research-oriented medical

**Sustained Reductions:**  
**Severity and Accident Rates**

## Facilitating Mergers, Acquisitions, and Strategic Alliances

### ■ Similarities and Differences

- Understand
- Accumulate
- Build

**Identifying an Ideal Culture  
for the New Organization**

## Enhancing Managers' Understanding of and Sensitivity to Culture

- Culture not well-understood by managers and others within organizations.
- Managers create and can transform culture.

**The OCI brings the concept  
of culture “to life.”**

## Promoting Collaborative Union-Management Relationships

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- Managers create and can transform culture.

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## Facilitating Strategic, Technological and Structural Change

- Constructive norms promote TQL.
- Defensive norms obstruct TQL.
- Negative cultural factors can derail critical change initiatives.

**The OCI revealed a generally weak culture and a lack of consensus on expectations.**

## Integrating Differentiated Organizational Subunits

- Differentiation among departments
  - may be necessary and appropriate,
  - but can lead to lack of cooperation.
- The OCI can measure factors exacerbating these issues.

*Differences become dysfunctional as they produce “silo effects.”*



## Managing Diversity and International Relations

- To realize the benefits of diversity requires that...
  - Members understand/respect differences.
  - Forces interfering with cooperation be identified.

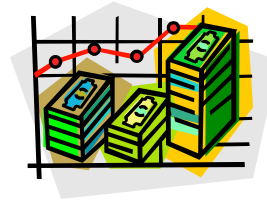
*Culture for Diversity Inventory*



## Monitoring Culture

- Increasing sensitivity to “metrics” and the need to reliably measure important organizational processes and outcomes.
- OCI measured annually or biannual.

*Executive bonuses  
tied to desired  
culture change.*



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