

Organisational Culture Inventory [OCI] and Organisational Effectiveness Inventory [OEI] Combined



Organisational Development

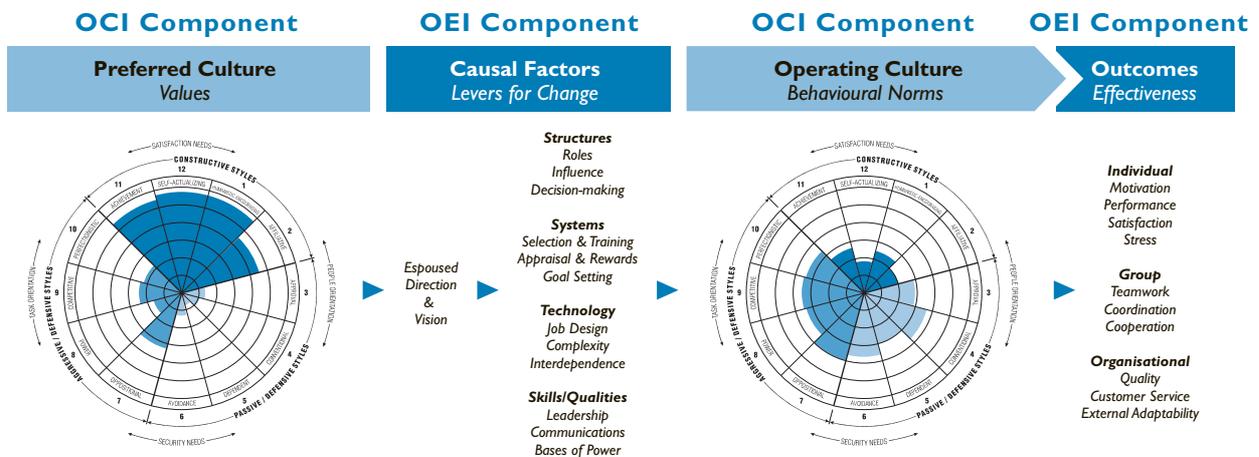
When an organisation's systems, structures, technology and skills/qualities are in alignment with the stated values, vision, mission and goals, then a constructive culture will emerge.

Managing culture is probably the most important task for any senior executive. Knowing this is one thing – but knowing what to manage to manage culture is something very different indeed. This means managing a high performance culture.

For over 15 years now, Human Synergistics has been measuring organisational culture. In fact our Organisational Culture Inventory (OCI) has become the most highly respected measure of culture available today. Human Synergistics developed the first survey diagnostic that measured culture as a behavioural phenomenon. In Australia and New Zealand alone, several hundred organisations have used our culture inventory as a key part of their drive to build high performing cultures.

The next logical step in our efforts to constantly improve on what we can offer is the Organisational Effectiveness Inventory (OEI). Designed to complement the OCI, the OEI identifies the causal factors (levers for change) that influence culture and the outcomes of culture – specifically within the organisation being surveyed. Using both together provides the very best of behavioural (culture) and perception/attitude measures available today.

The OCI and the OEI fit together to measure the complete relationship between values, causal factors, operating culture and outcomes as displayed in the model below.



Researched and developed by Dr. Robert Cooke



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The OEI Research Base

As with the OCI, the OEI is distinguished by its research base. The OEI report offers comparisons to both the database average (700 organisations) and constructive benchmarks based on 120 organisations with particularly constructive cultures. In this way, the combined OCI/OEI report clearly highlights the key drivers of culture within the organisation, identifying those factors that must become levers for change to successfully implement culture development throughout the organisation.

The Process

The OCI examines how members of an organisation experience the operating culture (behavioural norms) and the OEI measures how members experience the organisation's structures, systems, technology and skills/qualities through day-to-day management practices. The OEI also measures key culture outcomes at the individual member, group and organisational levels.

Both questionnaires use the latest input collection technologies and database management systems. Human Synergistics then provides a comprehensive report on:

- Preferred culture
- Causal factors (Levers for Change)
- Actual operation culture
- Outcomes of culture

Additional reports can be generated to cover different workgroups (divisions, regions etc) to allow comparisons throughout the organisation.

Causal Factors Measured

The factors that influence culture include: **Mission and Philosophy** (Articulation of mission and Customer service focus), **Structures** (Influence, Empowerment and Involvement), **Systems** (Selection & placement, Training & development, Respect, Appraisal & reinforcement and Goal setting), **Technology** (Autonomy, Variety, Feedback, Task identity, Significance and Interdependence) and **Skills/Qualities** (Communication, Bases of power and Leadership). These become the **Levers for Change** in the development planning phase.

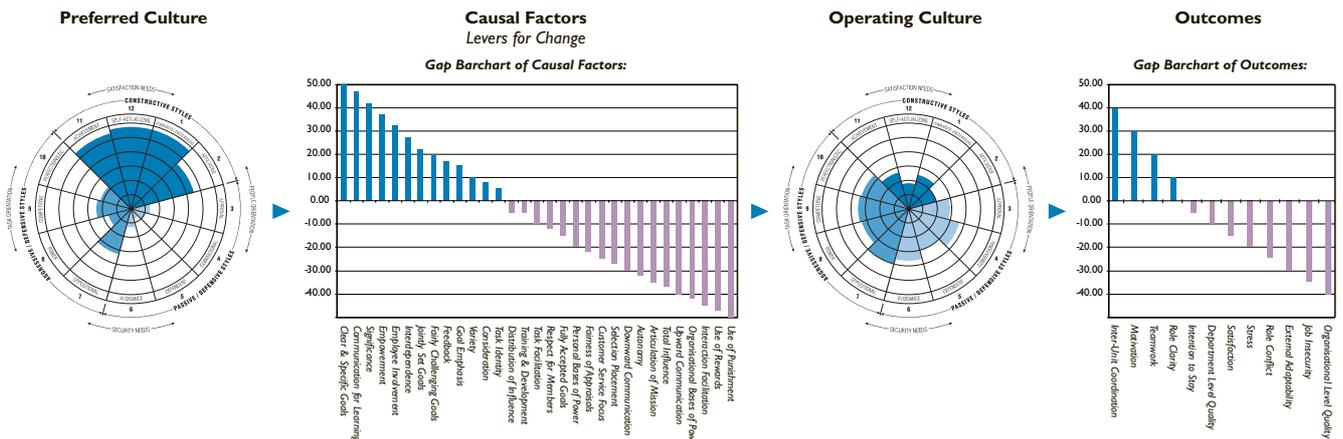
Outcomes Measured

Outcomes of culture are measured at the **Individual** level (Role clarity, Motivation, Satisfaction, Intention to stay, Role conflict, Job insecurity and Stress), the **Group** level (Intra-unit teamwork, Inter-unit co-ordination and Department level quality) and the **Organisational** level (Organisational level quality and External adaptability).

Applications

The OCI and OEI provide a complete picture of the relationship between stated values (preferred culture) and the organisation's actual operating culture, identifying the key factors that influence that relationship (causal factors) and the outcomes associated with this. Such information is critical to any organisation contemplating change strategies, seeking to review the impact of organisational development initiatives or simply in the quest for excellence, seeking quantifiable data, that is valid, reliable and useable.

The Complete Picture with the Combined OCI and OEI



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A key feature of the OCI/OEI report is the gap analysis—identifying those items above and below the database average. This clearly identifies those factors requiring attention.



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