# Organizational Culture
# Assessment Survey

# ORGANIZACIONAL CULTURE ASSESSMENT SURVEY

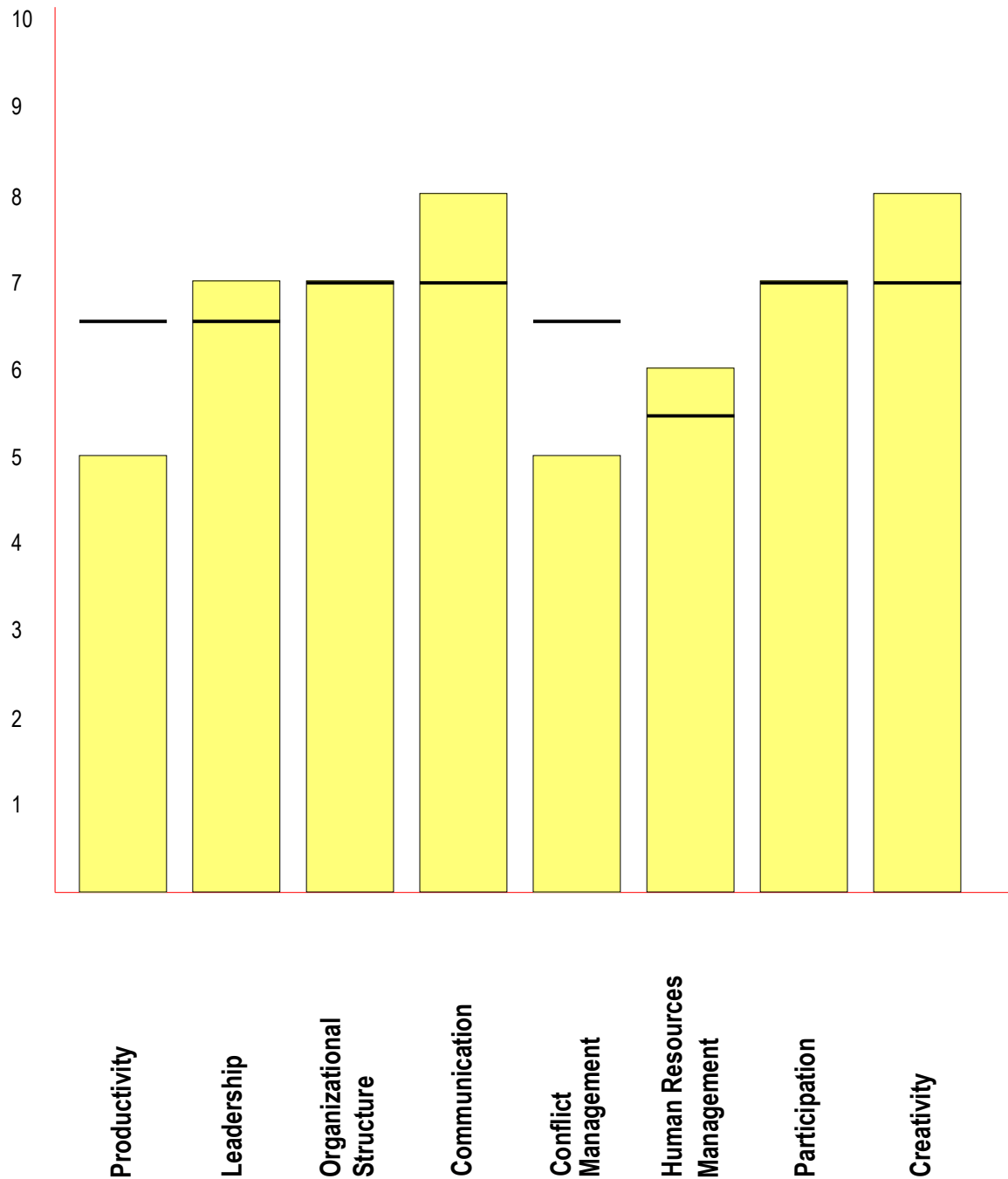## *Average*

### *SAMPLE VERSION*

Department:

Date: **15/08/2011**          Number of participants:          **5**



## Cultural Factor

# CULTURAL PROFILE

**SAMPLE VERSION**

| Cultural profile on PRODUCTIVITY, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions. | |
|---|---|
| **CONDITION** | 10  20  30  40  50  60  70  80  90 |
| Productivity standards are highly stressed in this organization. | 60% |
| Most managers in this organization have clear objectives. | 40% |
| This organization is always trying to do things better. | 100% |
| This organization uses retraining, demotions, early retirements, and transfer, as appropriate, to deal with employees who are no longer useful or productive. | 0% |
| Rewards such as salary increases and promotions are given on the basis of merit. | 20% |
| My superior often discusses my productivity with me. | 40% |
| Productivity is the most important issue considered in this organization. | 60% |
| Efficiency is highly valued here. | 80% |
| Doing things better than last time is what we try and accomplish here. | 100% |
| Very little time is wasted here. | 40% |

# CULTURAL PROFILE

**SAMPLE VERSION**

| Cultural profile on LEADERSHIP, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions. | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **CONDITION** | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 |
| Our top managers are competent in their jobs. | | | | | | 60% | | | |
| Our senior managers are a good example to our junior managers. | | | | | | | | 80% | |
| Managers here usually do a good job in motivating their subordinates. | | | | 40% | | | | | |
| Our managers are usually very effective. | | | | | | 60% | | | |
| Superiors are trusted here. | | | | | | | | 80% | |
| In this organization there is a willing acceptation of management's decisions. | | | | | | 60% | | | |
| The recent decisions of management have clearly benefited the organization. | | | | | | | | 80% | |
| Management is highly respected here. | | | | | | | | 80% | |
| People are given enough authority to do their jobs here. | | | | | | | | 80% | |
| Our managers know what they are doing. | | | | | | 60% | | | |

# CULTURAL PROFILE

**SAMPLE VERSION**

| Cultural profile on ORGANIZATIONAL STRUCTURE, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions. | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|

| CONDITION | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 |
|---|---|---|---|---|---|---|---|---|---|
| This organization seems to have the right number of managers. | | | | | | | | 80% | |
| There is no serious overlap of job functions in this organization. | | | | | | 60% | | | |
| There is the right number of levels of management in this organization. | | | | | | 60% | | | |
| There is no confusion between staff and line here. | | | | | | | | 80% | |
| Organizational changes are made regularly when needed. | | | | | | 60% | | | |
| Managers know their jobs here. | | | | | | 60% | | | |
| Every manager has authority to make decisions for his (her) department. | | | | | | | | 80% | |
| No one of this organization has too much power. | | | | | | | | 80% | |
| Almost everyone understands how our organization operates. | | | | 40% | | | | | |
| I know how this organization operates. | | | | | | | | 80% | |

# CULTURAL PROFILE

**SAMPLE VERSION**

<table>
<tr>
<td colspan="2">Cultural profile on COMMUNICATION, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions.</td>
</tr>
<tr>
<th>CONDITION</th>
<th>10   20   30   40   50   60   70   80   90</th>
</tr>
<tr>
<td>Meetings are usually productive here.</td>
<td>80%</td>
</tr>
<tr>
<td>Meetings are held when needed.</td>
<td>80%</td>
</tr>
<tr>
<td>Managers often ask subordinates for an informal discussion.</td>
<td>60%</td>
</tr>
<tr>
<td>Discussion at meetings is very free and open.</td>
<td>100%</td>
</tr>
<tr>
<td>I can always talk freely with my superior.</td>
<td>100%</td>
</tr>
<tr>
<td>I know what is happening around here.</td>
<td>60%</td>
</tr>
<tr>
<td>I see my superior as often as I need to.</td>
<td>100%</td>
</tr>
<tr>
<td>I always have advanced information of any changes that are planned.</td>
<td>40%</td>
</tr>
<tr>
<td>People are friendly around here.</td>
<td>80%</td>
</tr>
<tr>
<td>We use the spoken word rather than written memo to get things done here.</td>
<td>60%</td>
</tr>
</table>

# CULTURAL PROFILE

**SAMPLE VERSION**

| Cultural profile on the CONFLICT MANAGEMENT, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions. | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **CONDITION** | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | |
| There is keen but useful rivalry between managers here. | | | | | | | | | | |
| 0% | | | | | | | | | | |
| Disagreements are eventually settled amicably here. | | | | | | | | | | |
| 80% | | | | | | | | | | |
| Subordinates may disagree with their manager without being penalized. | | | | | | | | | | |
| 100% | | | | | | | | | | |
| This organization encourages disagreement about the best way to do things. | | | | | | | | | | |
| 40% | | | | | | | | | | |
| People who express disagreement openly here are regarded as being interested in improving things. | | | | | | | | | | |
| 80% | | | | | | | | | | |
| Conflict is accepted in this organization and is used productively. | | | | | | | | | | |
| 40% | | | | | | | | | | |
| People do not meekly accept things here. | | | | | | | | | | |
| 40% | | | | | | | | | | |
| Disagreement usually leads to improvement here. | | | | | | | | | | |
| 60% | | | | | | | | | | |
| People do not try to "win" arguments here, instead they work for the best solution. | | | | | | | | | | |
| 40% | | | | | | | | | | |
| No one suffers for putting up a strong argument here. | | | | | | | | | | |
| 60% | | | | | | | | | | |

**SAMPLE VERSION**

Cultural profile on the HUMAN RESOURCES MANAGEMENT, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions.

| CONDITION | 10 20 30 40 50 60 70 80 90 |
|---|---|
| This organization makes it easy for its members to improve themselves. | 80% |
| Our recruitment policy is a good one. | 20% |
| We match the person to the job. | 60% |
| This organization uses the qualifications of its members. | 100% |
| This organization has a good training scheme. | 20% |
| Our human resources are well used. | 20% |
| Top management sees its human resources as of prime importance. | 80% |
| This organization is fair to the individual. | 80% |
| There is a great opportunity for advancement in this organization. | 80% |
| Absenteeism or slackness is no problem here. | 60% |

# CULTURAL PROFILE

**SAMPLE VERSION**

| Cultural profile on PARTICIPATION, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions. | |
|---|---|
| **CONDITION** | 10  20  30  40  50  60  70  80  90 |
| My job is important in this organization. | 100% |
| Employees feel they have a part in the organization. | 80% |
| Suggestions are often required from employees here. | 80% |
| There is a lot of team spirit here. | 60% |
| A conscientious attempt is made to consider everyone's views before a decision is made. | 80% |
| Subordinates are often asked to serve in committees with their superiors. | 20% |
| My ideas for changes have been welcomed. | 80% |
| I have had several of my ideas for changes accepted. | 80% |
| Many decisions are postponed if everyone concerned does not at first agree. | 60% |
| I know that my superiors are interested in my ideas. | 80% |

**SAMPLE VERSION**

| Cultural profile on CREATIVITY, expressed in the rate of opinions obtained of a sample of 5 members of the company, on the following conditions. | |
|---|---|
| **CONDITION** | 10  20  30  40  50  60  70  80  90 |
| There are a lot of new ideas coming forward in this organization. | 60% |
| Creative thinking and innovation are encouraged here. | 40% |
| We always look at alternatives here. | 100% |
| This organization is always receptive to new ideas. | 100% |
| The creative person fits into this organization very easily. | 100% |
| A lot of ideas come from the workers here. | 40% |
| Superiors often ask subordinates for new ideas. | 60% |
| We are always willing to try something new. | 100% |
| My own ideas for change are given a good hearing. | 100% |
| I can be creative in this organization. | 100% |