

Cultural change initiatives have been credited with improving the adaptability, quality of service, and financial performance of organizations across a wide range of industries. Measure, analyze, and redirect the culture of your organization with the Organizational Culture Inventory.



Organizational Culture Inventory® (OCI)

HSI's Circumplex-based diagnostic for assessing and transforming organizational culture.

The OCI is recognized as one of the most widely used and thoroughly researched organizational surveys in the world. Developed by Drs. Robert A. Cooke and J. Clayton Lafferty, the OCI provides a picture of an organization's operating culture in terms of the behaviors that members believe are expected or implicitly required. By guiding the way in which members approach their work and interact with one another, these "behavioral norms" determine the organization's capacity to solve problems, adapt to change, and perform effectively.

Constructive versus Defensive Cultures

Four of the twelve behavioral norms measured by the OCI are **Constructive** and promote effective goal-setting, growth and learning, and teamwork and collaboration. Four of them are **Passive/Defensive** and lead to conformity, rigidity, and a lack of accountability and initiative on the part of members. The remaining four are **Aggressive/Defensive** and lead to internal competition, management by exception, and an emphasis on short-term success as opposed to long-term effectiveness.

By administering the OCI, organizations can "see" whether the culture that has emerged is Constructive or Defensive. OCI results provide a common language for discussing culture, data for understanding its impact, and a framework for initiating and implementing cultural change. The well-documented statistical reliability and validity of the OCI ensures that the results will "ring true" with organizational members and serve as a catalyst for change.

PRODUCT APPLICATION

Use the OCI to:

- Develop a picture of the current operating culture of your organization and identify possible subcultures at the department level
- Validate the need for change on the part of organizational members
- Create a vision and set a direction for cultural change
- Plan individual and organizational development programs to move the operating culture in the desired direction
- Support programs designed to enhance member engagement, organizational learning, quality and reliability, and/or customer service
- Monitor the impact of cultural change efforts through repeated administrations

Or to:

- Identify and transfer the subcultures of high performance units
- Facilitate mergers, acquisitions, and strategic alliances
- Integrate differentiated organizational units
- Guide global organizational development across geographically-dispersed units

Culture and Performance

Organizations with strong Constructive cultures are more effective than those with Defensive cultures. This relationship between culture and performance has been demonstrated by research and consulting projects carried out in diverse organizational settings including nuclear power plants, retail stores, hospitals and medical centers, social service agencies, newspapers, banks, and manufacturing facilities.

The Constructive OCI styles promote, and the Defensive styles detract from, effectiveness at the individual member, group, and organizational levels including:

Member satisfaction, commitment, motivation, role clarity, and intention to stay with the organization

Group teamwork and cooperation, unit-level quality, and inter-unit coordination

Organizational quality of service, safety and reliability, customer satisfaction, voluntary turnover rates, sales performance, and profitability

Effectiveness increases as organizations move toward the OCI Constructive norms and away from Defensive norms. Thus, the inventory reduces the “guess work” surrounding the appropriate direction for and impact of cultural change.

Measure Culture with Confidence

The OCI is the “standard” for organizational measurement—not only for organizational consulting and development but also for academic and research purposes. In addition to Human Synergistics’ own studies, the inventory has been validated by independent researchers based in the United States, England, Germany and elsewhere. The survey is available in numerous languages and has been used in over 50 countries.

Projects incorporating the OCI have been carried out or funded by the Coca-Cola Retailers’ Research Council, the US Department of Energy, Northwestern University’s Readership Institute, the US Department of Defense, and the Government Accountability Office. The OCI’s reliability and validity assure that you are measuring culture in a manner that is dependable, consistent, and relevant to decision making and change implementation.

How the OCI Works

Picture the Current Culture

The OCI measures the strength of norms and expectations for the 12 Circumplex styles through the use of 120 survey items. Respondents can complete the survey online or by using paper-based forms (either computer or hand scored).

The hand-scored forms can be used in seminars for instructional purposes and to develop profiles representing participants’ personal views of their organization’s culture.

Regardless of the data collection technique you chose, respondents’ scores can be combined by HSI. Their composite scores along each style are plotted on the Circumplex to create a “picture” of the organization’s current operating culture.

You can also request departmental, team, or other group profiles to identify and compare subcultures within the organization.

Envision the Ideal Culture

An “Ideal” form of the OCI is available for clarifying the vision—the preferred culture for an organization.

The OCI-Ideal asks members to respond in terms of the norms and behaviors that would promote their own motivation and performance, maximize the contributions of diverse subgroups, and enable the organization to reach its goals.

Identify Culture Gaps

Ideal versus current results can be compared at the style and item level to identify culture gaps, select targets for change, and guide organizational development initiatives.

Maximize Your OCI Results

You can choose either the OCI **Standard Report** or the **Detailed Report**. The Standard Report provides basic feedback on the culture of your organization. The Detailed Report provides in-depth feedback on the organization as well as sub-units.

Standard Report	Detailed Report
<p>Provides a picture of the organization's culture via:</p> <ul style="list-style-type: none"> • A composite cultural profile (paper and transparency) summarizing the results for all respondents; • Summary statistics including percentile and raw scores (indicating the relative strength of norms for the 12 cultural styles) and standard deviations (reflecting the amount of agreement among respondents); • Additional profiles for departments and other subgroups can be purchased. 	<p>Provides comprehensive feedback on your organization's OCI-Current and OCI-Ideal results including:</p> <ul style="list-style-type: none"> • Profiles and summary statistics for all respondents as well as up to 20 subgroups; • Feedback on the survey items associated with each style (for identifying gaps between "what's currently expected" versus "what should be expected"); • Subculture analysis (statistics along the 12 styles for identifying subcultures or counter-cultures); • Statistics on the outcomes measured by the OCI (e.g., satisfaction and quality of service) and correlations between the OCI style scores and these outcomes for the organization; • Comparative profiles graphically illustrating the impact of culture and subcultures on satisfaction, quality, and other outcomes within the organization.

The OCI Interpretation and Development Guide

The *OCI & D Guide* provides consultants, managers, and change team members with a research-based, yet practical, in-depth understanding of the inventory and organizational culture. You can use the *Guide* to:

- **Describe** and discuss the 12 OCI styles and the factors that promote them
- **Explain** and support the connection between the OCI styles and important outcomes at the individual, team, and organizational levels
- **Identify** goals for cultural change and strategies and tactics for achieving those goals

Web Administration Available

Ideal for large-scale applications and/or geographically dispersed groups, OCI 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.

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

Organizational Culture Inventory® (OCI)

PARTICIPANT MATERIALS

OCI-Current (Hand Scored)

DI 38101

OCI-Current (Computer Scored by HSI)

DI 38098

OCI-Ideal (Hand Scored)

DI 38119

OCI-Ideal (Computer Scored by HSI)

DI 38099

OCI Interpretation & Development Guide

DI 38100

Indispensable resource for understanding OCI cultural norms and the connection between norms and outcomes. *Recommended:* Purchase 1 for each program facilitator as well as each participant.

FACILITATOR MATERIALS

OCI Leader's Guide

DI 38110

Includes instructions for administering and scoring the OCI and explaining results, plus research findings and program design options.

OCI Transparencies

DI 38107

Set of 22 attractive, full-color transparencies assists with OCI scoring and debriefing of results.

OCI PowerPoint® Presentation

DI 38210

Set of 22 full-color slides assists with OCI scoring and debriefing of results.

OCI Flipchart Pad

DI 38105

The OCI circumplex on 25 large sheets for easy profiling and display.

SCORING AND REPORTING OPTIONS

Per OCI (Hand Scored)

CS 89005

Per OCI (Computer Scored by HSI)

CS 89017

OCI Composite Profile

CS 89014

For easy display of OCI results.

OCI Standard Report

See description above. Included as part of scoring fee. Additional charge for each additional subgroup.

OCI Detailed Report

DI 38116

See description above. Maximum of 20 subgroups.

Additional Subgroup(s)

DI 38121

Additional charge per subgroup.

Supplemental Item Set-up fee

CS 89023

Customized Analysis and Interpretation

Contact HSI

