

Report

# Organizational Culture Assessment Instrument

**New School of Lancaster**

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OCAI online

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# The Organizational Culture Assessment Instrument (OCAI)

The 'Organizational Culture Assessment Instrument' (OCAI) developed by Kim Cameron and Robert Quinn is a validated research method to examine organizational culture.

Much research went into the development of the OCAI. The American professor Robert Quinn and his colleague Kim Cameron developed the model of the Competing Values Framework. This framework consists of four Competing Values that correspond with four types of organizational culture.

Every organization has its own mix of these four types of organizational culture. This mix is found by the completion of a short questionnaire. This questionnaire is a valid method to indicate handles for change. The OCAI is currently used by 10,000 companies worldwide.

## OCAI-questionnaire

The participant is asked to divide 100 points over four alternatives that correspond to the four culture types, according to the present organization. This method measures the mix of or extent to which one of the four culture types dominates the present organizational or team culture. By doing the assessment a second time, this time dividing the 100 points over the same alternatives according to what the participant would like to see in the company, the desire for change can be measured.

The questionnaire can be found in the appendix.

Participants will judge the six dimensions of their organization:

1. Dominant Characteristics
2. Organizational Leadership
3. Management of Employees
4. Organization Glue
5. Strategic emphases
6. Criteria of success

## The results

From Quinn and Cameron's extensive research it was found that most organizations have developed a dominant culture-style. An organization rarely has only one culture type. Often there is a mix of the four organizational cultures.

Conflicts within the Competing Values Framework may be caused by the fact that the values and the corresponding organizational cultures compete with each other. This is because organizations can spend their money, attention and time only once.

Quinn and Cameron found that organizations which are flexible in their structure are most effective, which sometimes leads to contradictions within the organization. The 'best' organizations can handle competition within this framework well.

Every culture type works best in the activities domain corresponding to that particular culture type. So sometimes there is no ultimate 'best' organizational culture, although a specific type may be better than others in particular situations.

## The Competing Values Framework

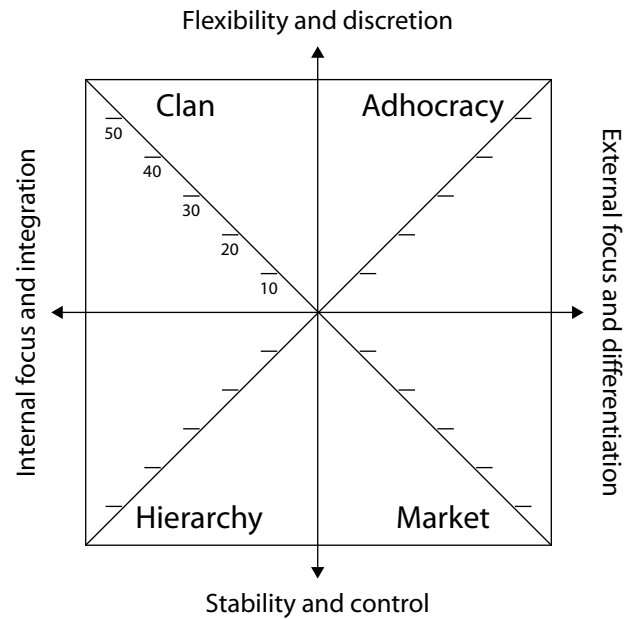
From a list of 39 indicators of effectiveness within the organization, two important dimensions were discovered by statistical analysis.

Cameron and Quinn came up with four quadrants, corresponding to the four organizational cultures that differ strongly:

- ◆ Internal focus and integration versus External focus and differentiation
- ◆ Stability and control versus Flexibility and discretion

To the left in the graph, the organization is internally focused (what is important for us, how do we want to work) and to the right, the organization is externally focused (what is important for the outside world, the clients, the market).

At the top of the graph, the organization desires flexibility and discretion, while at the bottom, the organization wants the opposite values: stability and control.



## The four culture types

### 1. The Clan Culture

A very pleasant place to work, where people share a lot of personal information, much like an extended family. The leaders or heads of the organization are seen as mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus.

Leader Type: facilitator, mentor, team builder.

Value Drivers: commitment, communication, development.

Theory for Effectiveness: human development and participation produce effectiveness.

Quality Strategies: empowerment, team building, employee involvement, Human Resource development, open communication.

## 2. The Adhocracy Culture

A dynamic, entrepreneurial, and creative place to work. People stick out their necks and take risks. The leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom.

Leader Type: innovator, entrepreneur, visionary.

Value Drivers: innovative outputs, transformation, agility.

Theory for Effectiveness: innovativeness, vision and new resources produce effectiveness.

Quality Strategies: surprise and delight, creating new standards, anticipating needs, continuous improvement, finding creative solutions.

## 3. The Market Culture

A result-oriented organization whose major concern is getting the job done. People are competitive and goal-oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.

Leader Type: hard driver, competitor, producer

Value Drivers: market share, goal achievement, profitability

Theory for Effectiveness: aggressive competition and customer focus produce effectiveness.

Quality Strategies: measuring customer preferences, improving productivity, creating external partnerships, enhancing competitiveness, involving customers and suppliers.

## 4. The Hierarchy Culture

A very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability.

Leader Type: coordinator, monitor, organizer.

Value Drivers: efficiency, punctuality, consistency and uniformity.

Theory for Effectiveness: control and efficiency with appropriate processes produce effectiveness.

Quality Strategies: error detection, measurement, process control, systematic problem solving, quality tools

## How to utilize the OCAI

Organizations use the OCAI for different reasons.

- ◆ The OCAI will provide you with an impression of what the staff considers important. In that sense it can be used to gauge whether employees are content.
- ◆ The OCAI can also be used as a zero measurement preceding any company changes. Once these changes have been made, a second assessment can be performed.
- ◆ The OCAI helps to improve internal communication, if different cultures are mapped between different departments or locations.
- ◆ The OCAI is a useful tool in mergers or reorganizations
- ◆ The OCAI can also be used if there is a high staff turnover or absence through illness.

Cameron has stressed the use prior to mergers: measuring organizational culture should precede any merger in the same way as a financial analysis. The feasibility and, after targeted interventions, the success of the merger depend on it.

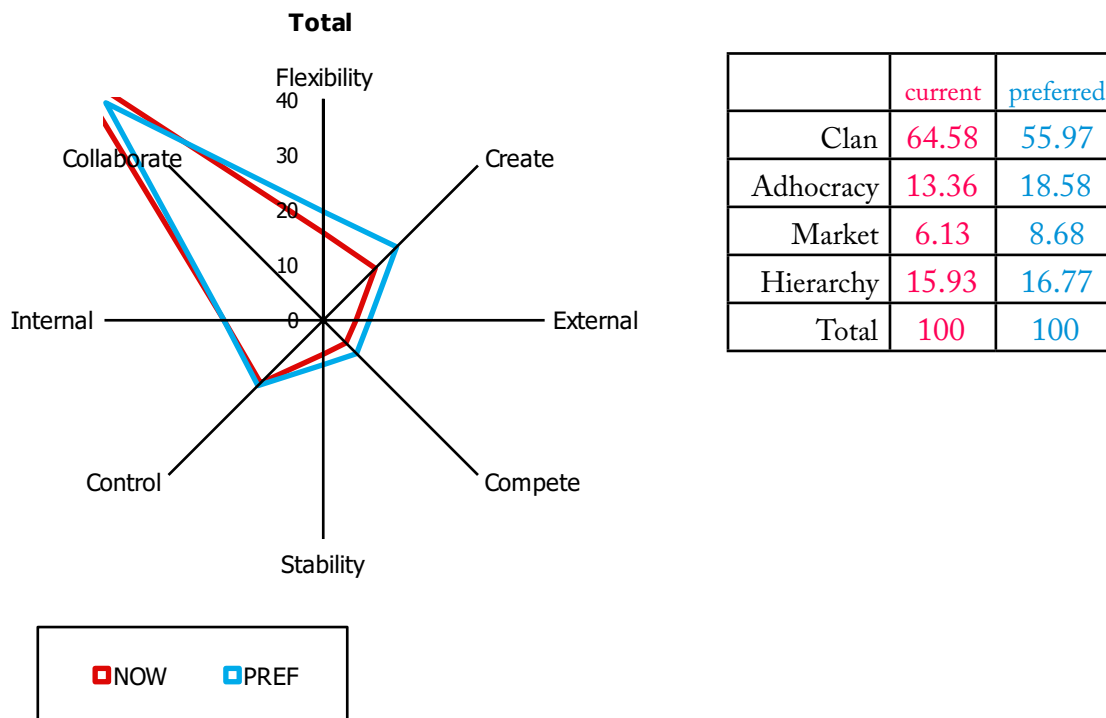


Measuring organizational culture has some major advantages:

- ◆ People become aware of the current and of the preferred culture. Where are we now and where do we want to or have to go? This can generate momentum for change.
- ◆ It is easier to predict which measures of change will turn out to be effective. Management will get more grip on change.
- ◆ Resistance to change can be anticipated; it will not happen completely unexpected.
- ◆ It offers starting points to encourage employees and thus use their energy and creativity that leads to more support for change.
- ◆ It is the basis for a step-by-step, systematic change plan.
- ◆ Successful, lasting change revitalizes everyone; the organization will be given new momentum leading to [causing] all kinds of positive effects.
- ◆ The OCAI assessment is the first intervention to initiate change.

Discussing the outcome, dialogue and awareness are very important, as stressed by Cameron & Quinn. It will initiate the mental process required to bring about lasting change: intentions will turn into behavior and actual change is a fact.

## Results New School of Lancaster



Above you will find a diagram or profile of New School of Lancaster (63 participants). The culture profile is a mix of the four cultural 'archetypes'. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduct the following:

### The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment: is the environment complex, how flexible should the organization be in order to respond effectively to a changing situation? If a culture is strong, changes will require more efforts.

#### **In this case we see the following:**

The dominant culture is the type that scored highest, in this case clan culture (64.58 points): a very pleasant place to work where people share a lot of themselves and

commitment is high. Followed by hierarchy culture (15.93 points): structure, procedures, efficiency and predictability. Third is adhocracy culture (13.36 points): a dynamic, entrepreneurial, and creative place to work. The market culture is present as well (6.13 points): results-oriented, production, goals and targets and competition.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on a people-friendly working environment where coworkers and teamwork are important.

## Discrepancy between present and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Differences of over 10 points are especially relevant and should induce the company to take action. This discrepancy yields important information about any desired changes; which direction should the organization move in?

NB As Kim Cameron stated in an interview, if the difference is less than 10 points, this doesn't mean no action is required.

### **In this case we see:**

The largest desired difference can be seen in clan culture, with a decrease of 8.61 points: the focus on people could be a little less. Subsequently adhocracy culture with an increase of 5.22 points could be more focused on innovation. Market culture increases with 2.55 points and hierarchy culture increases with 0.84 points.

The dominant culture in the preferred situation remains clan culture, followed by adhocracy culture, hierarchy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is not valid here.

## Cultural Congruence

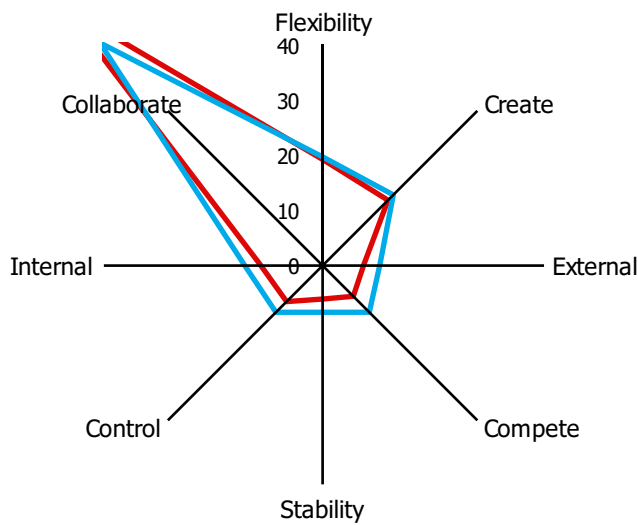
Congruence on the six aspects means that strategy, style of leadership, reward system, management of employees and organizational characteristics are based on the same values, and fall into the same culture quadrant.

Research shows that successful organizations often have a congruent culture. They experience fewer inner conflicts and contradictions. Cultural incongruence will often stimulate an awareness of the necessity of change. It will take a lot of time and debate; it leads to differences in values, views, targets and strategies.

Sometimes the incongruence specifically occurs between different departments or people. It may be interesting to assess these separately.

# Dominant Characteristics

## 1. Dominant characteristics



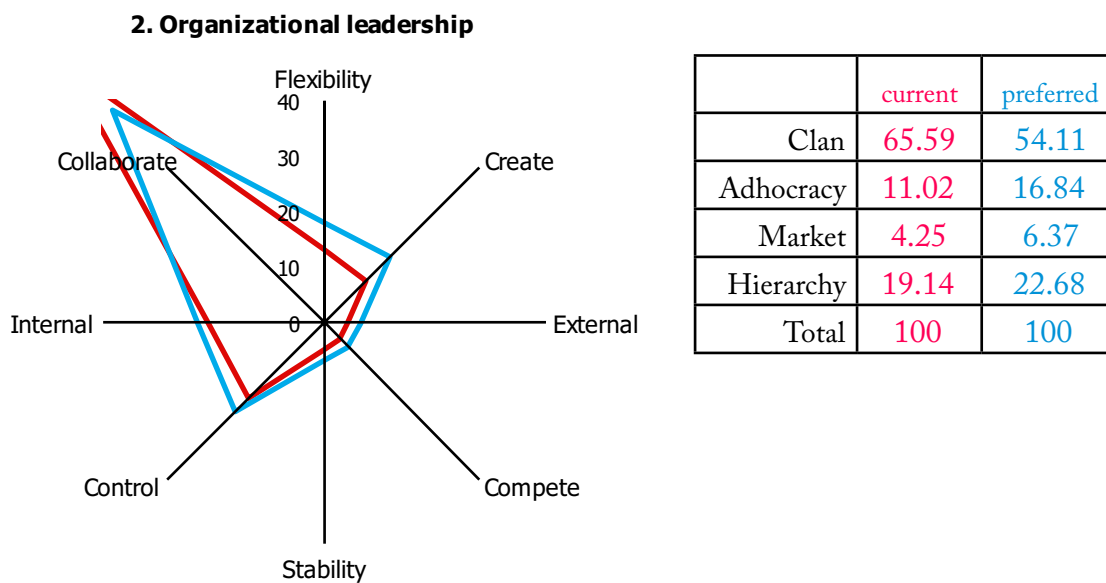
	current	preferred
Clan	66.17	57.30
Adhocracy	16.78	18.25
Market	7.87	12.30
Hierarchy	9.17	12.14
Total	100	100

For this aspect, clan culture scores highest: 66.17 points. The dominant characteristics are like an extended family where people share a lot of themselves. The other culture types respectively scored as follows: adhocracy culture (16.78 points), hierarchy culture (9.17 points) and market culture (7.87 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Clan culture requires further attention with a decrease of 8.87 points. Market culture, hierarchy culture and adhocracy culture change with +4.43 points, +2.97 points and +1.47 points respectively.

# Organizational Leadership



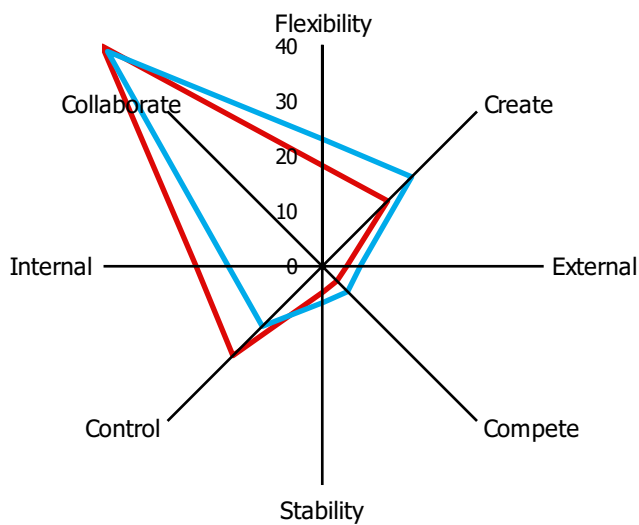
How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be mentors and parent figures (clan culture: 65.59 points). And they have more qualities: coordinators and organizers (hierarchy culture: 19.14 points). They are also considered to be innovators and risk takers (adhocracy culture: 11.02 points). Leaders are least considered to be hard drivers, producers and competitors (market culture: 4.25 points).

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 54.11 points. With a decrease of 11.48 points compared to the current culture, this is definitely a point of interest. Adhocracy culture increases with 5.82 points which requires attention and hierarchy culture increases with 3.54 points. Market culture increases with 2.12 points.

# Management of Employees

## 3. Management of employees



	current	preferred
Clan	56.43	55.32
Adhocracy	16.84	22.78
Market	3.90	6.51
Hierarchy	22.83	15.40
Total	100	100

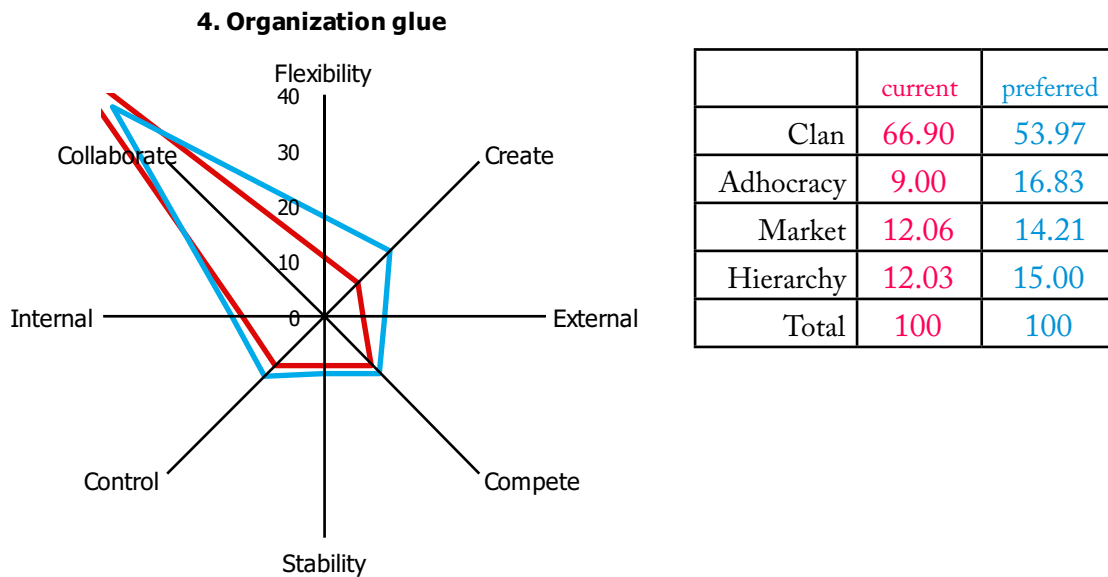
Teamwork, consensus and participation are important: management of employees match the clan culture with 56.43 points.

Secondly we see hierarchy culture (22.83 points): security of employment, conformity, predictability and stability in relationships. Individual risk taking, innovation, freedom and uniqueness score 16.84 points (adhocracy culture). Hard-driving competitiveness, high demands and achievement are least prevalent, market culture scores 3.90 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both hierarchy culture and adhocracy culture require further attention with a decrease of 7.43 points and an increase of 5.94 points. Market culture increases with 2.61 points and clan culture decreases with 1.11 points.

# Organization Glue



The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high (clan culture: 66.90 points).

Next we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes: market culture scores 12.06 points.

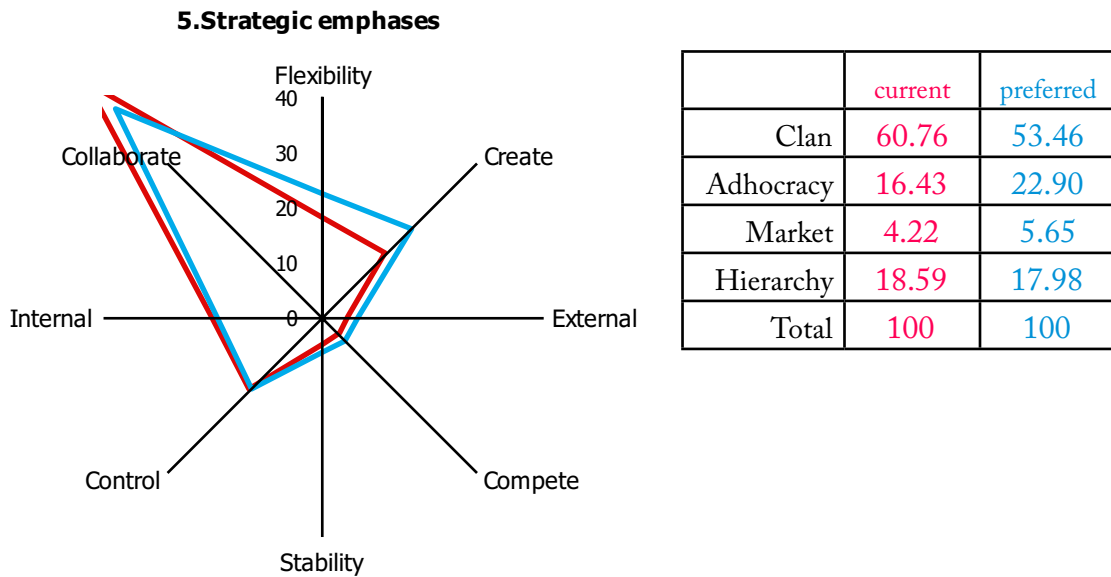
Third we see formal rules and policies. Maintaining a smooth-running organization is important (hierarchy culture: 12.03 points).

Finally we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 9.00 points.

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 53.97 points. With a decrease of 12.93 points compared to the current culture, this is definitely a point of interest. Adhocracy culture increases with 7.83 points which requires attention and hierarchy culture increases with 2.97 points. Market culture increases with 2.15 points.



# Strategic Emphases



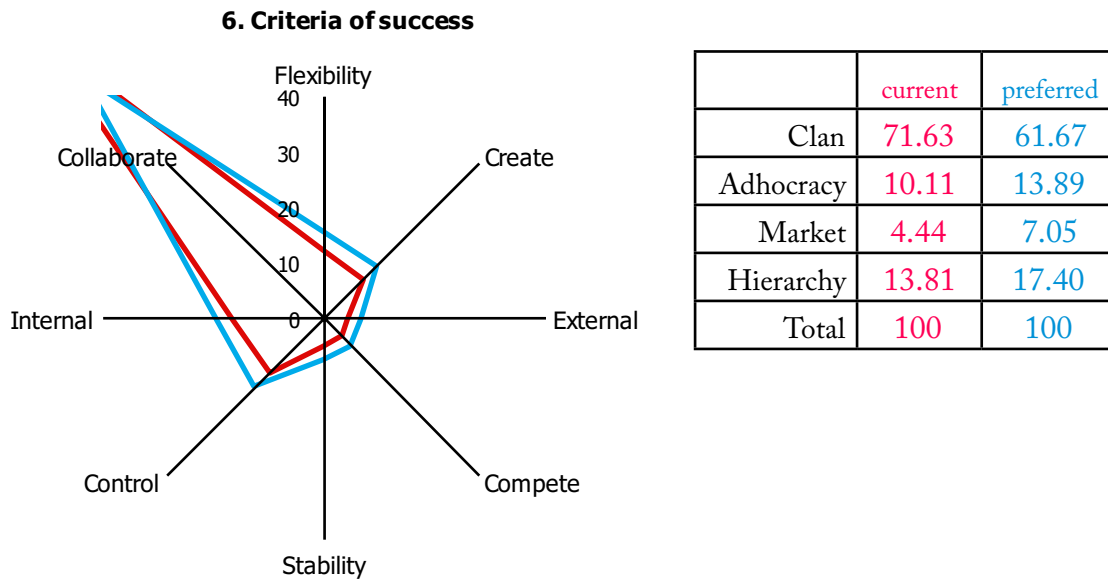
The organization emphasizes human development. High trust, openness, and participation persist. These are strategic emphases according to clan culture (60.76 points).

Second with 18.59 points we find hierarchy culture. Emphases are on permanence and stability. Efficiency, control and smooth operations are important.

Third we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 16.43 points). Finally we see competitive actions and achievement. Attaining targets and winning in the marketplace are dominant (market culture: 4.22 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

# Criteria of Success



Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of development of human resources, teamwork, employee commitment and concern for people (clan culture: 71.63 points).

Additionally, success is determined based on efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 13.81 points).

Next, the organization values having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 10.11 points).

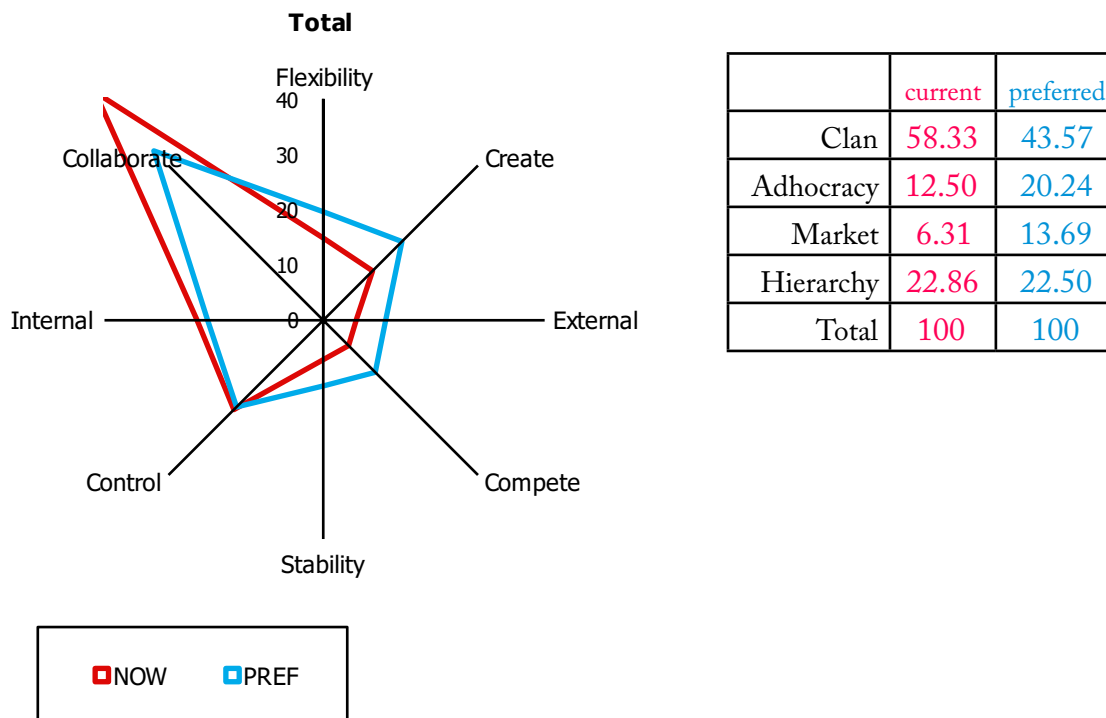
Finally, the organization is considered successful based on winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 4.44 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

# Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is reasonably congruent. Less than 6 of the 24 differences (5) are larger than or equal to 5 compared to the average culture. In all aspects clan culture is the dominant culture type.

## Results Board member



Above you will find a diagram or profile of Board member (7 participants). The culture profile is a mix of the four cultural 'archetypes'. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduce the following:

### The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment: is the environment complex, how flexible should the organization be in order to respond effectively to a changing situation? If a culture is strong, changes will require more efforts.

#### In this case we see the following:

The dominant culture is the type that scored highest, in this case clan culture (58.33 points): a very pleasant place to work where people share a lot of themselves and

commitment is high. Followed by hierarchy culture (22.86 points): structure, procedures, efficiency and predictability. Third is adhocracy culture (12.50 points): a dynamic, entrepreneurial, and creative place to work. The market culture is present as well (6.31 points): results-oriented, production, goals and targets and competition.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on a people-friendly working environment where coworkers and teamwork are important.

## Discrepancy between present and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Differences of over 10 points are especially relevant and should induce the company to take action. This discrepancy yields important information about any desired changes; which direction should the organization move in?

NB As Kim Cameron stated in an interview, if the difference is less than 10 points, this doesn't mean no action is required.

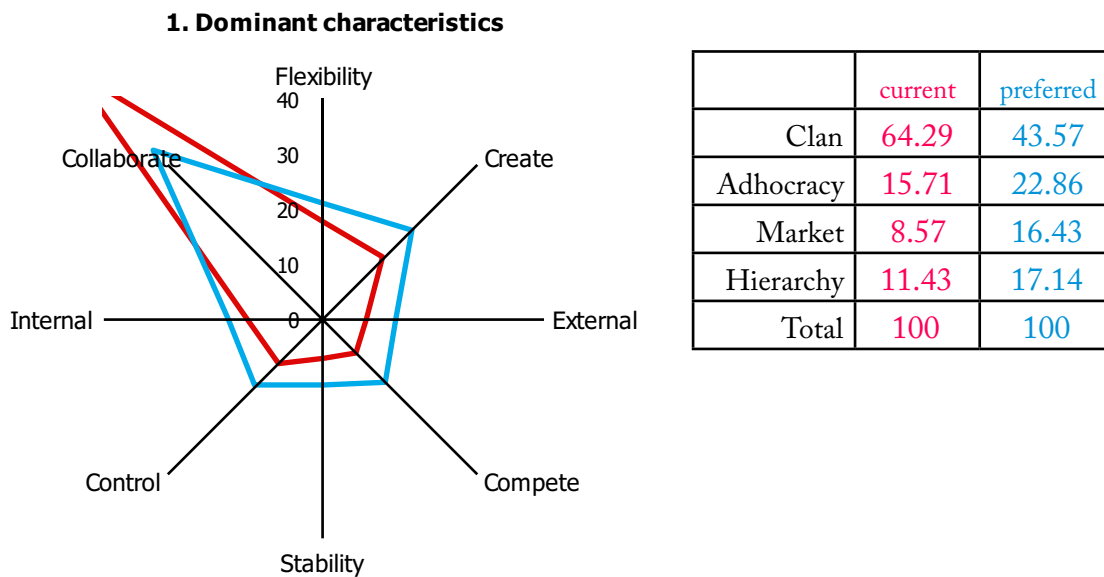
### **In this case we see:**

The largest desired difference can be seen in clan culture, with a decrease of 14.76 points: the focus on people could be considerably less. Subsequently adhocracy culture with an increase of 7.74 points could be more focused on innovation. Market culture increases with 7.38 points and hierarchy culture decreases with 0.36 points.

The dominant culture in the preferred situation remains clan culture, followed by hierarchy culture, adhocracy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is valid for clan culture (-14.76 points).

# Dominant Characteristics

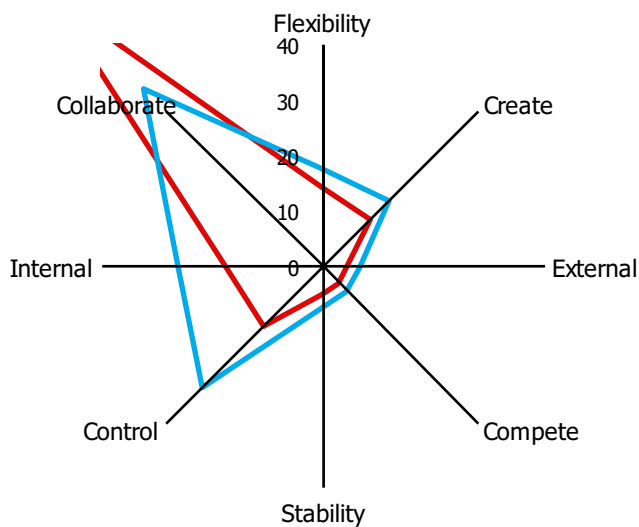


For this aspect, clan culture scores highest: 64.29 points. The dominant characteristics are like an extended family where people share a lot of themselves. The other culture types respectively scored as follows: adhocracy culture (15.71 points), hierarchy culture (11.43 points) and market culture (8.57 points).

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 43.57 points. With a decrease of 20.72 points compared to the current culture, this is definitely a point of interest. Market culture increases with 7.86 points which requires attention and adhocracy culture increases with 7.15 points, this also requires attention. Hierarchy culture increases with 5.71 points, this also requires attention.

# Organizational Leadership

## 2. Organizational leadership



	current	preferred
Clan	68.57	45.71
Adhocracy	12.14	17.14
Market	4.29	6.43
Hierarchy	15.00	30.71
Total	100	100

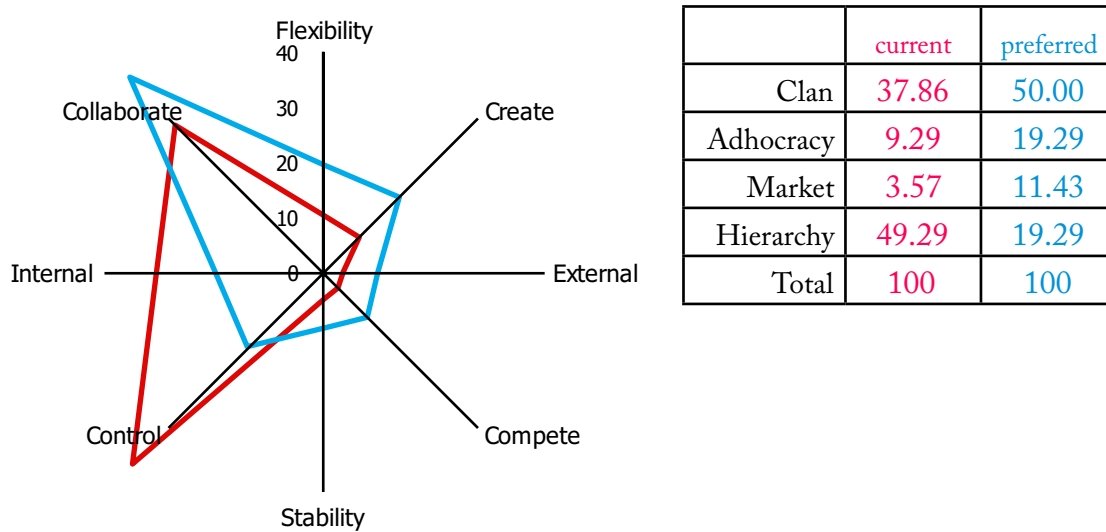
How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be mentors and parent figures (clan culture: 68.57 points). And they have more qualities: coordinators and organizers (hierarchy culture: 15.00 points). They are also considered to be innovators and risk takers (adhocracy culture: 12.14 points). Leaders are least considered to be hard drivers, producers and competitors (market culture: 4.29 points).

Both in clan culture and in hierarchy culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (-22.86 and +15.71 points respectively). Adhocracy culture increases with 5.00 points, this also requires attention. Market culture increases with 2.14 points.

# Management of Employees

## 3. Management of employees



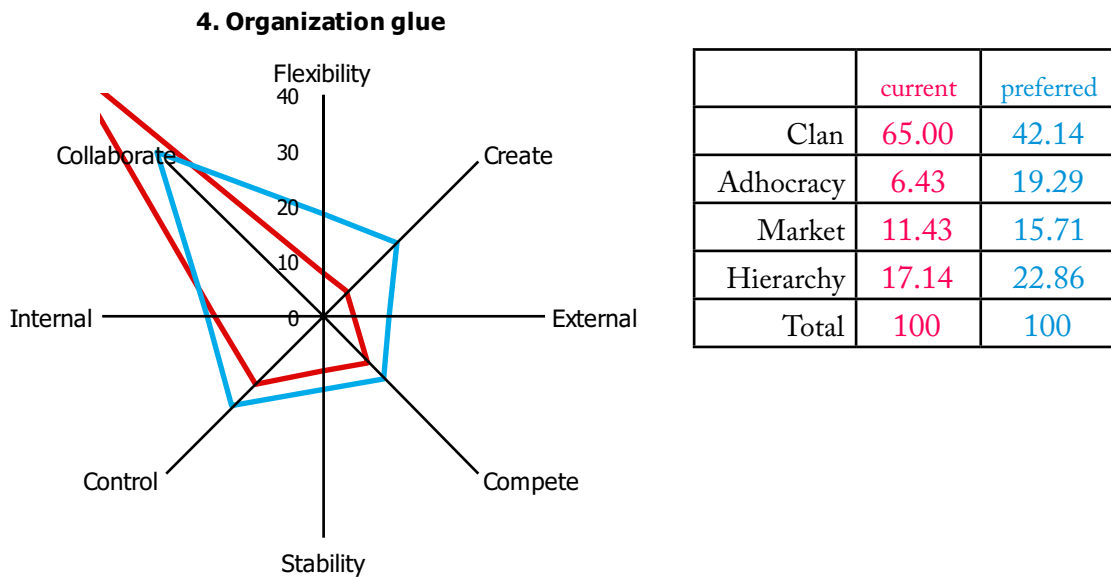
Security of employment, conformity, predictability and stability in relationships are important: management of employees match the hierarchy culture with 49.29 points.

Secondly we see clan culture (37.86 points): teamwork, consensus and participation. Individual risk taking, innovation, freedom and uniqueness score 9.29 points (adhocracy culture). Hard-driving competitiveness, high demands and achievement are least prevalent, market culture scores 3.57 points.

The point difference between the current and the preferred situation is greater than, or equal to, 10 in three out of four culture types. A new mix of culture types is highly desirable. Hierarchy culture decreases with 30.00 points, clan culture increases with 12.14 points and adhocracy culture increases with 10.00 points. Market culture increases with 7.86 points, this also requires attention.



# Organization Glue



The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high (clan culture: 65.00 points).

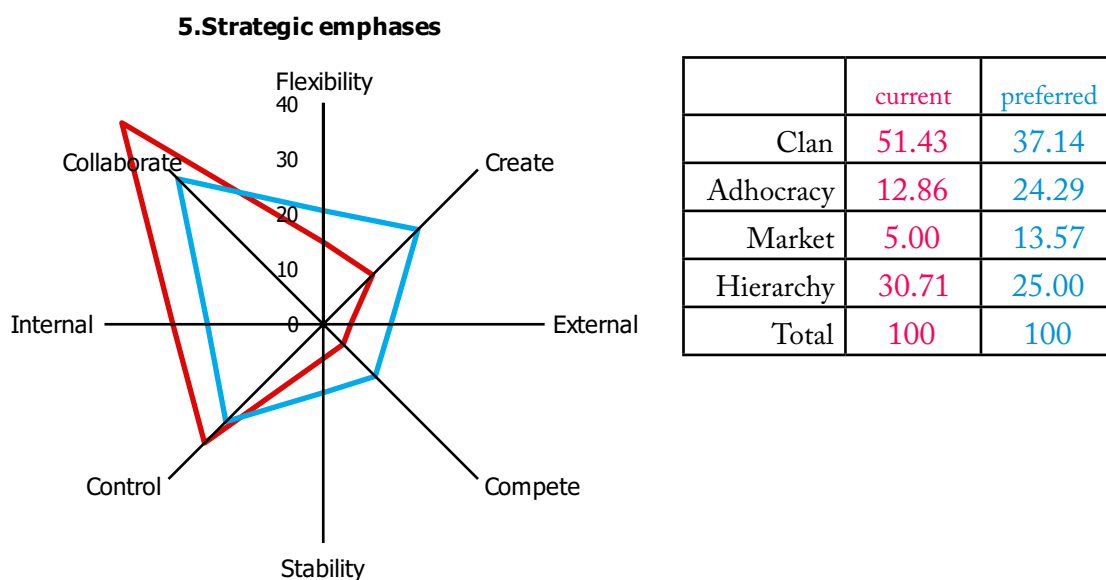
Next we see formal rules and policies. Maintaining a smooth-running organization is important: hierarchy culture scores 17.14 points.

Third we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes (market culture: 11.43 points).

Finally we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 6.43 points.

Both in clan culture and in adhocracy culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (-22.86 and +12.86 points respectively). Hierarchy culture increases with 5.72 points, this also requires attention. Market culture increases with 4.28 points.

## Strategic Emphases



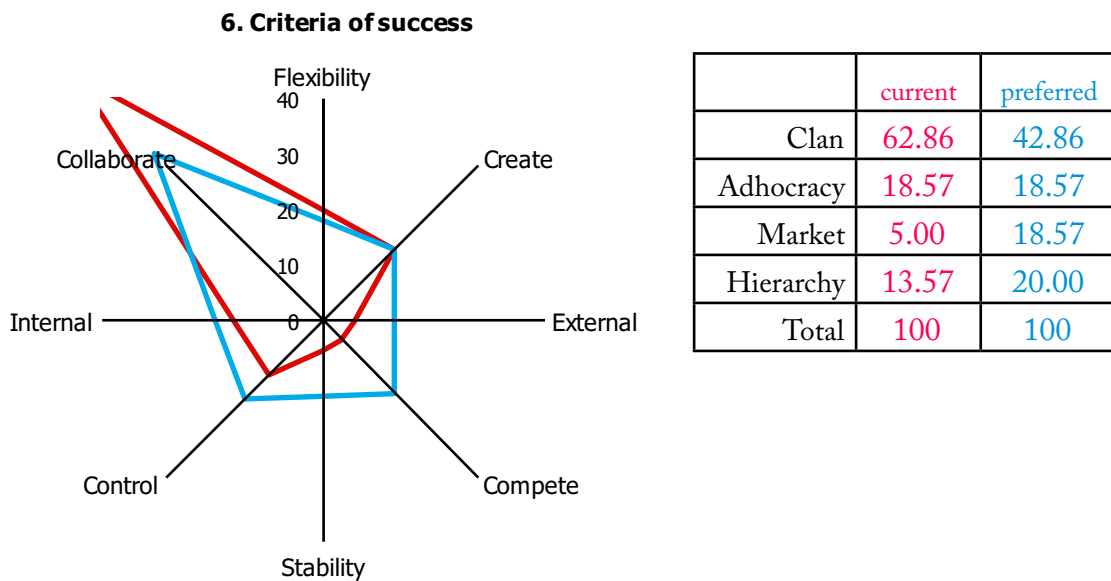
The organization emphasizes human development. High trust, openness, and participation persist. These are strategic emphases according to clan culture (51.43 points).

Second with 30.71 points we find hierarchy culture. Emphases are on permanence and stability. Efficiency, control and smooth operations are important.

Third we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 12.86 points). Finally we see competitive actions and achievement. Attaining targets and winning in the marketplace are dominant (market culture: 5.00 points).

Both in clan culture and in adhocracy culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (-14.29 and +11.43 points respectively). Market culture increases with 8.57 points, this also requires attention. Hierarchy culture decreases with 5.71 points, this also requires attention.

# Criteria of Success



Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of development of human resources, teamwork, employee commitment and concern for people (clan culture: 62.86 points).

Additionally, success is determined based on having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 18.57 points).

Next, the organization values efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 13.57 points).

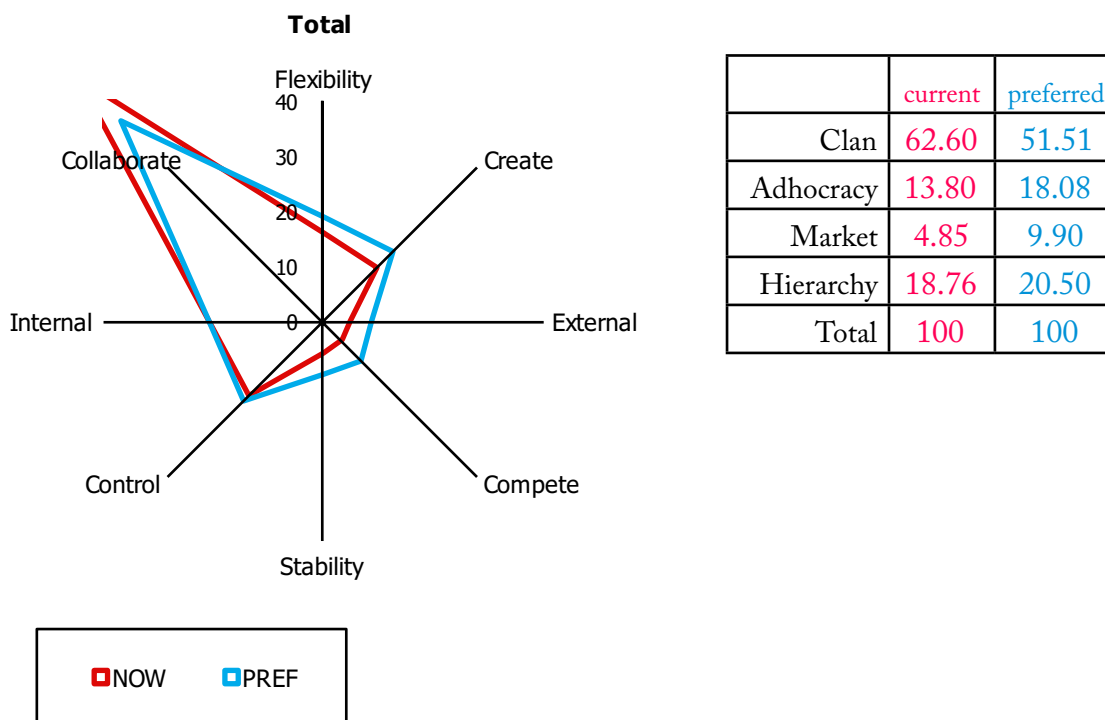
Finally, the organization is considered successful based on winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 5.00 points).

Both in clan culture and in market culture the point difference between the current and the preferred situation is greater than, or equal to, 10 (-20.00 and +13.57 points respectively). Hierarchy culture increases with 6.43 points, this also requires attention. Adhocracy culture remains the same.

# Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is not very congruent. 14 out of 24 differences are larger than or equal to 5 compared to the average culture, of which 4 are larger than or equal to 10. For example hierarchy culture at management of employees deviates with 26.43 points and clan culture at management of employees deviates with 20.47 points which requires attention. In most aspects (5) clan culture is the dominant culture type.

## Results Faculty or staff



Above you will find a diagram or profile of Faculty or staff (14 participants). The culture profile is a mix of the four cultural 'archetypes'. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduce the following:

### The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment: is the environment complex, how flexible should the organization be in order to respond effectively to a changing situation? If a culture is strong, changes will require more efforts.

#### In this case we see the following:

The dominant culture is the type that scored highest, in this case clan culture (62.60 points): a very pleasant place to work where people share a lot of themselves and

commitment is high. Followed by hierarchy culture (18.76 points): structure, procedures, efficiency and predictability. Third is adhocracy culture (13.80 points): a dynamic, entrepreneurial, and creative place to work. The market culture is present as well (4.85 points): results-oriented, production, goals and targets and competition.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on a people-friendly working environment where coworkers and teamwork are important.

## Discrepancy between present and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Differences of over 10 points are especially relevant and should induce the company to take action. This discrepancy yields important information about any desired changes; which direction should the organization move in?

NB As Kim Cameron stated in an interview, if the difference is less than 10 points, this doesn't mean no action is required.

### **In this case we see:**

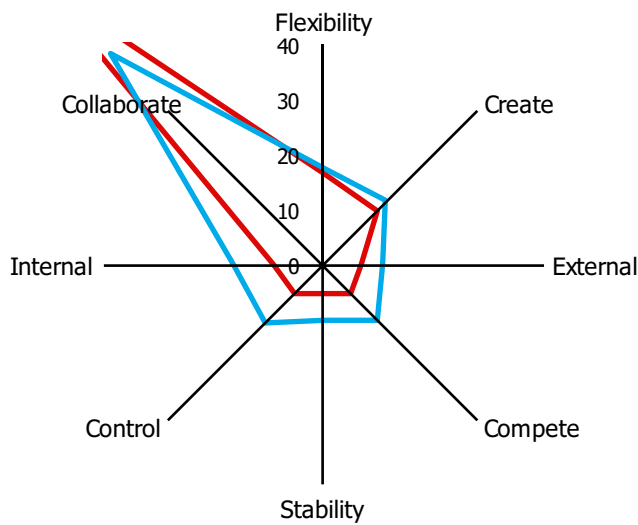
The largest desired difference can be seen in clan culture, with a decrease of 11.09 points: the focus on people could be considerably less. Subsequently market culture with an increase of 5.05 points could be more focused on results and competition. Adhocracy culture increases with 4.28 points and hierarchy culture increases with 1.74 points.

The dominant culture in the preferred situation remains clan culture, followed by hierarchy culture, adhocracy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is valid for clan culture (-11.09 points).

# Dominant Characteristics

## 1. Dominant characteristics

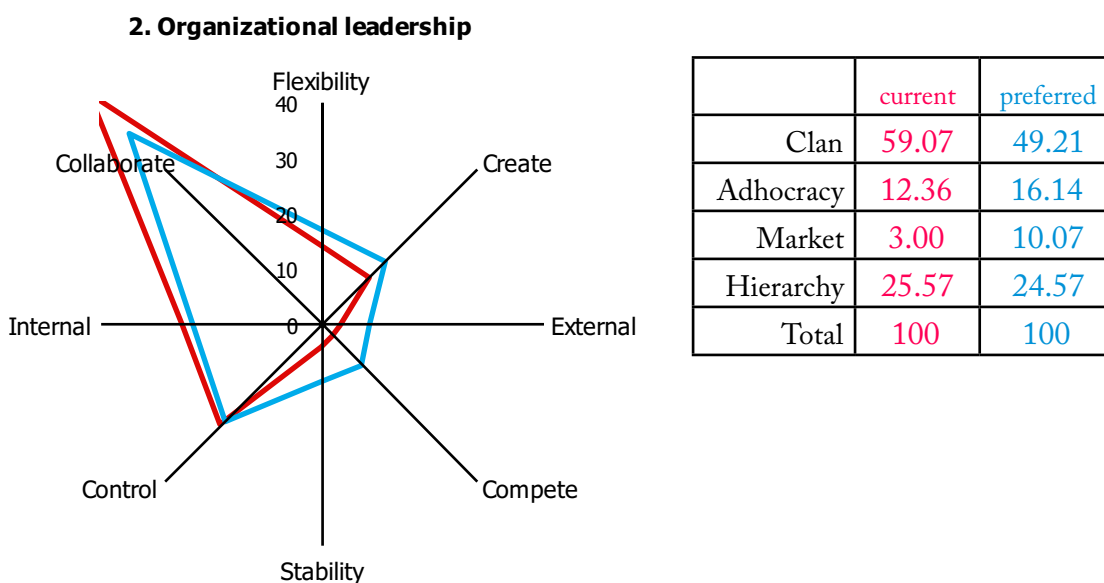


	current	preferred
Clan	71.50	54.64
Adhocracy	14.14	16.43
Market	7.36	14.29
Hierarchy	7.00	14.64
Total	100	100

For this aspect, clan culture scores highest: 71.50 points. The dominant characteristics are like an extended family where people share a lot of themselves. The other culture types respectively scored as follows: adhocracy culture (14.14 points), market culture (7.36 points) and hierarchy culture (7.00 points).

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 54.64 points. With a decrease of 16.86 points compared to the current culture, this is definitely a point of interest. Hierarchy culture increases with 7.64 points which requires attention and market culture increases with 6.93 points, this also requires attention. Adhocracy culture increases with 2.29 points.

# Organizational Leadership



How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be mentors and parent figures (clan culture: 59.07 points). And they have more qualities: coordinators and organizers (hierarchy culture: 25.57 points). They are also considered to be innovators and risk takers (adhocracy culture: 12.36 points). Leaders are least considered to be hard drivers, producers and competitors (market culture: 3.00 points).

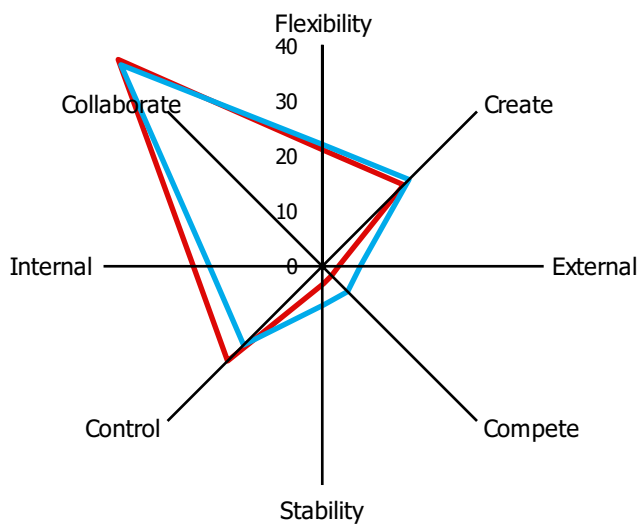
The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both clan culture and market culture require further attention with a decrease of 9.86 points and an increase of 7.07 points. Adhocracy culture increases with 3.78 points and hierarchy culture decreases with 1.00 points.



# Management of Employees

## 3. Management of employees



	current	preferred
Clan	52.71	51.43
Adhocracy	20.57	22.14
Market	2.57	6.43
Hierarchy	24.14	20.00
Total	100	100

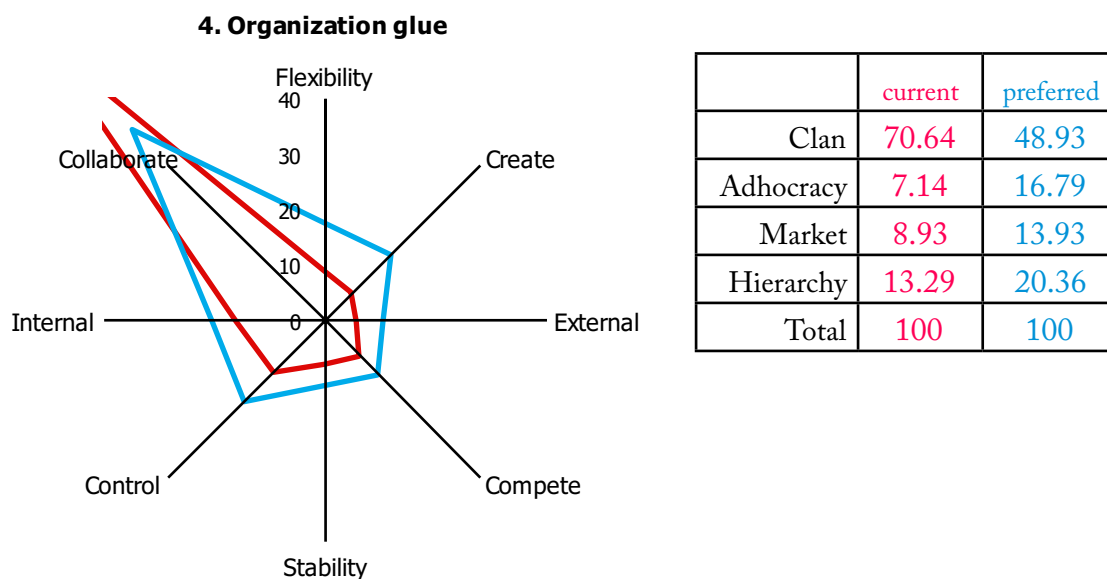
Teamwork, consensus and participation are important: management of employees match the clan culture with 52.71 points.

Secondly we see hierarchy culture (24.14 points): security of employment, conformity, predictability and stability in relationships. Individual risk taking, innovation, freedom and uniqueness score 20.57 points (adhocracy culture). Hard-driving competitiveness, high demands and achievement are least prevalent, market culture scores 2.57 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Changes are -4.14, +3.86, +1.57 and -1.28 points respectively for hierarchy culture, market culture, adhocracy culture and clan culture.

# Organization Glue



The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high (clan culture: 70.64 points).

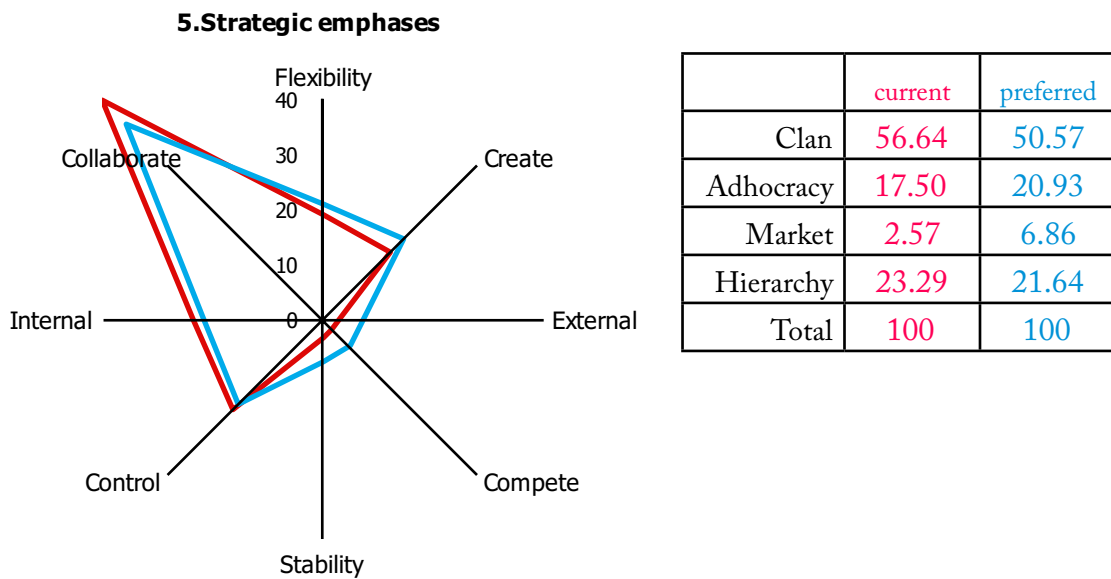
Next we see formal rules and policies. Maintaining a smooth-running organization is important: hierarchy culture scores 13.29 points.

Third we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes (market culture: 8.93 points).

Finally we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 7.14 points.

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 48.93 points. With a decrease of 21.71 points compared to the current culture, this is definitely a point of interest. Adhocracy culture increases with 9.65 points which requires attention and hierarchy culture increases with 7.07 points, this also requires attention. Market culture increases with 5.00 points, this also requires attention.

# Strategic Emphases



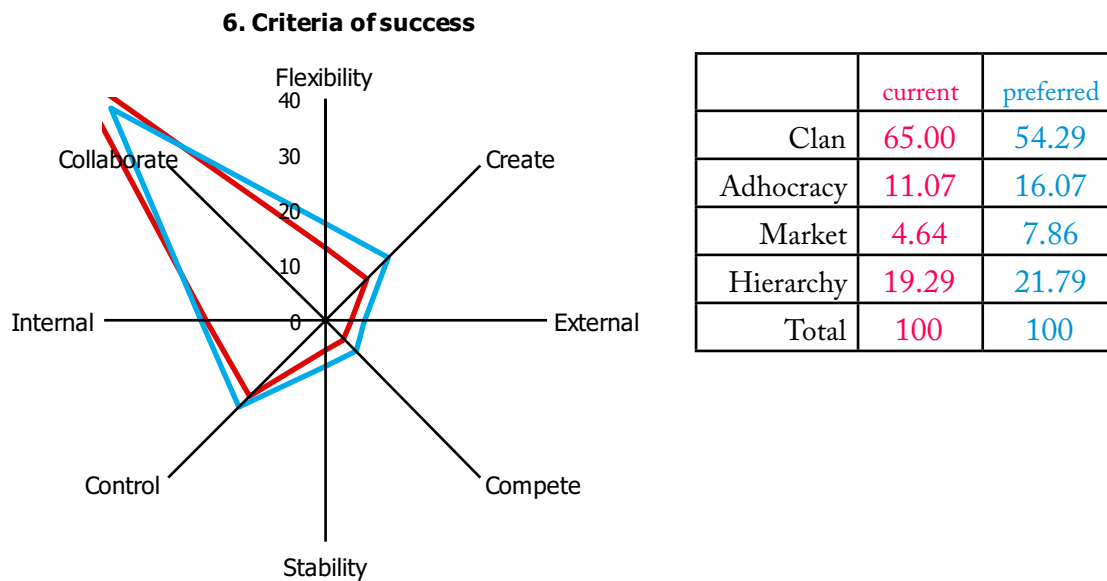
The organization emphasizes human development. High trust, openness, and participation persist. These are strategic emphases according to clan culture (56.64 points).

Second with 23.29 points we find hierarchy culture. Emphases are on permanence and stability. Efficiency, control and smooth operations are important.

Third we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 17.50 points). Finally we see competitive actions and achievement. Attaining targets and winning in the marketplace are dominant (market culture: 2.57 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

# Criteria of Success



Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of development of human resources, teamwork, employee commitment and concern for people (clan culture: 65.00 points).

Additionally, success is determined based on efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 19.29 points).

Next, the organization values having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 11.07 points).

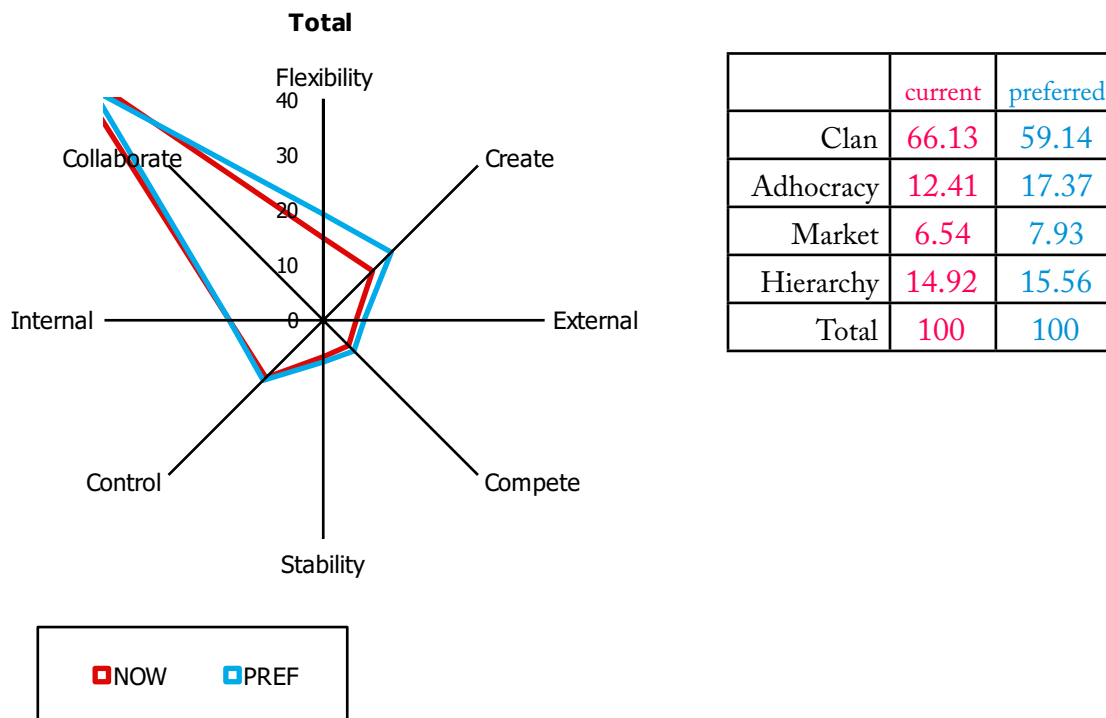
Finally, the organization is considered successful based on winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 4.64 points).

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 54.29 points. With a decrease of 10.71 points compared to the current culture, this is definitely a point of interest. Adhocracy culture increases with 5.00 points which requires attention and market culture increases with 3.22 points. Hierarchy culture increases with 2.50 points.

# Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is not very congruent. 10 out of 24 differences are larger than or equal to 5 compared to the average culture, of which 1 is larger than or equal to 10. For example hierarchy culture at dominant characteristics deviates with 11.76 points which requires attention. In all aspects clan culture is the dominant culture type.

## Results Parent



Above you will find a diagram or profile of Parent (33 participants). The culture profile is a mix of the four cultural 'archetypes'. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduce the following:

### The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment: is the environment complex, how flexible should the organization be in order to respond effectively to a changing situation? If a culture is strong, changes will require more efforts.

#### In this case we see the following:

The dominant culture is the type that scored highest, in this case clan culture (66.13 points): a very pleasant place to work where people share a lot of themselves and commitment is high. Followed by hierarchy culture (14.92 points): structure, procedures,

efficiency and predictability. Third is adhocracy culture (12.41 points): a dynamic, entrepreneurial, and creative place to work. The market culture is present as well (6.54 points): results-oriented, production, goals and targets and competition.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on a people-friendly working environment where coworkers and teamwork are important.

## Discrepancy between present and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Differences of over 10 points are especially relevant and should induce the company to take action. This discrepancy yields important information about any desired changes; which direction should the organization move in?

NB As Kim Cameron stated in an interview, if the difference is less than 10 points, this doesn't mean no action is required.

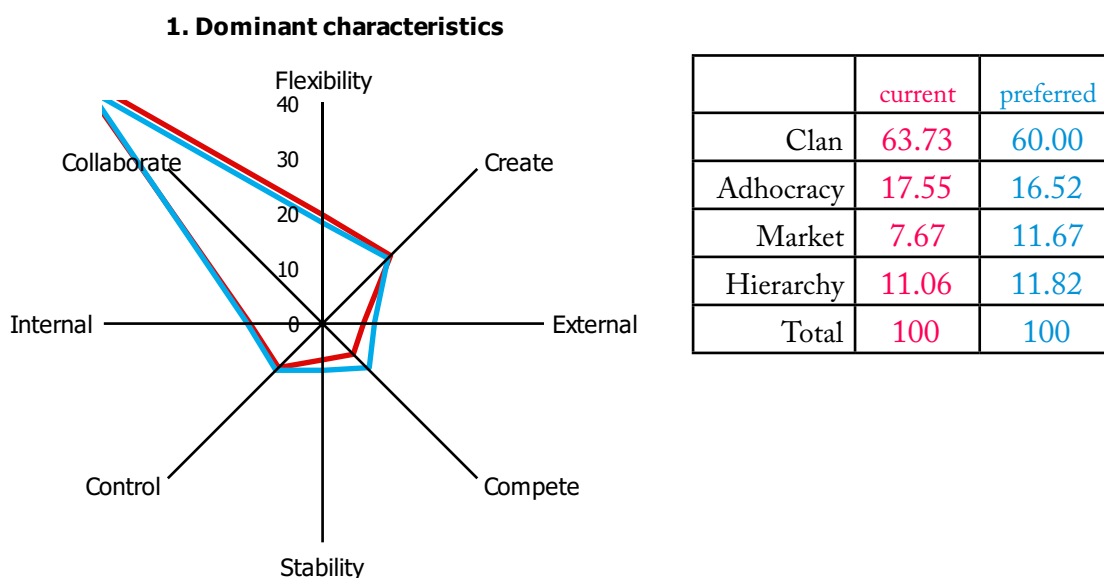
### **In this case we see:**

The largest desired difference can be seen in clan culture, with a decrease of 6.99 points: the focus on people could be a little less. Subsequently adhocracy culture with an increase of 4.96 points could be more focused on innovation. Market culture increases with 1.39 points and hierarchy culture increases with 0.64 points.

The dominant culture in the preferred situation remains clan culture, followed by adhocracy culture, hierarchy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is not valid here.

# Dominant Characteristics



For this aspect, clan culture scores highest: 63.73 points. The dominant characteristics are like an extended family where people share a lot of themselves. The other culture types respectively scored as follows: adhocracy culture (17.55 points), hierarchy culture (11.06 points) and market culture (7.67 points).

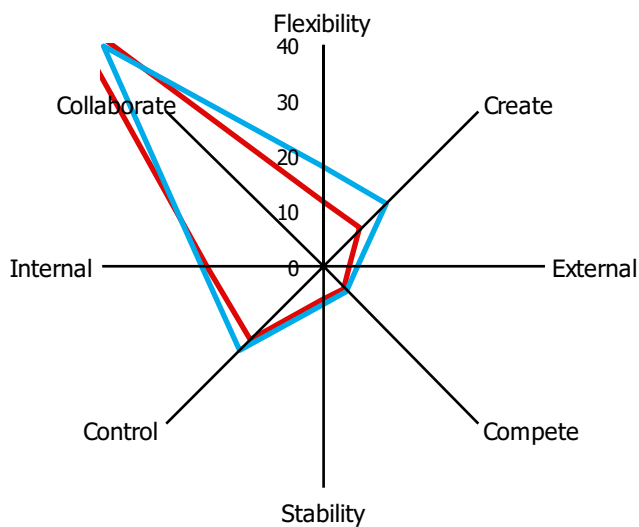
The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Changes are +4.00, -3.73, -1.03 and +0.76 points respectively for market culture, clan culture, adhocracy culture and hierarchy culture.



# Organizational Leadership

## 2. Organizational leadership



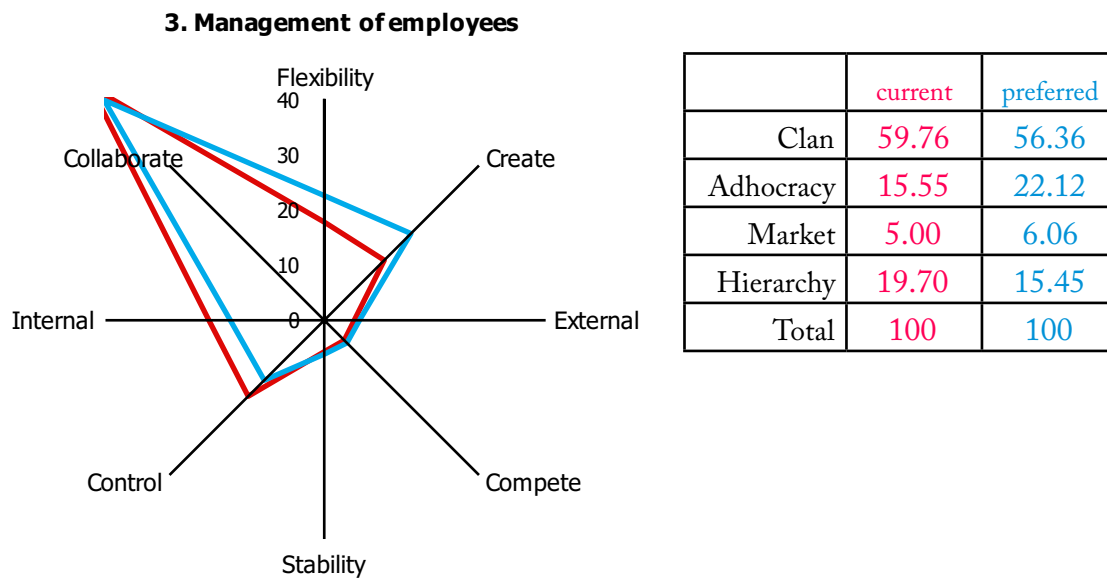
	current	preferred
Clan	66.21	56.21
Adhocracy	9.88	16.52
Market	5.33	6.21
Hierarchy	18.58	21.06
Total	100	100

How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be mentors and parent figures (clan culture: 66.21 points). And they have more qualities: coordinators and organizers (hierarchy culture: 18.58 points). They are also considered to be innovators and risk takers (adhocracy culture: 9.88 points). Leaders are least considered to be hard drivers, producers and competitors (market culture: 5.33 points).

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 56.21 points. With a decrease of 10.00 points compared to the current culture, this is definitely a point of interest. Adhocracy culture increases with 6.64 points which requires attention and hierarchy culture increases with 2.48 points. Market culture increases with 0.88 points.

# Management of Employees



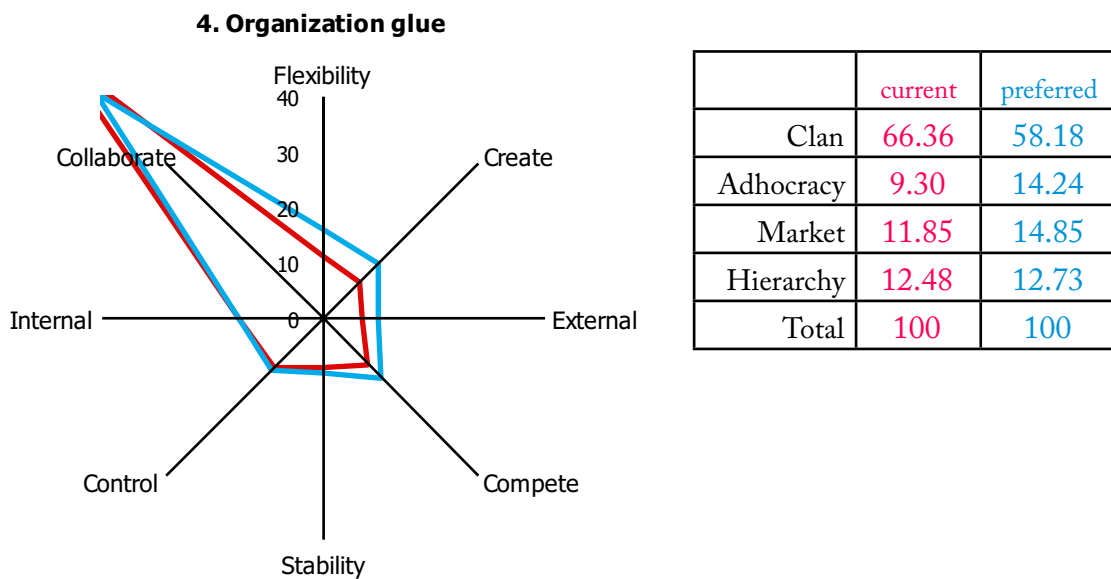
Teamwork, consensus and participation are important: management of employees match the clan culture with 59.76 points.

Secondly we see hierarchy culture (19.70 points): security of employment, conformity, predictability and stability in relationships. Individual risk taking, innovation, freedom and uniqueness score 15.55 points (adhocracy culture). Hard-driving competitiveness, high demands and achievement are least prevalent, market culture scores 5.00 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Adhocracy culture requires further attention with an increase of 6.57 points. Hierarchy culture, clan culture and market culture change with -4.25 points, -3.40 points and +1.06 points respectively.

# Organization Glue



The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high (clan culture: 66.36 points).

Next we see formal rules and policies. Maintaining a smooth-running organization is important: hierarchy culture scores 12.48 points.

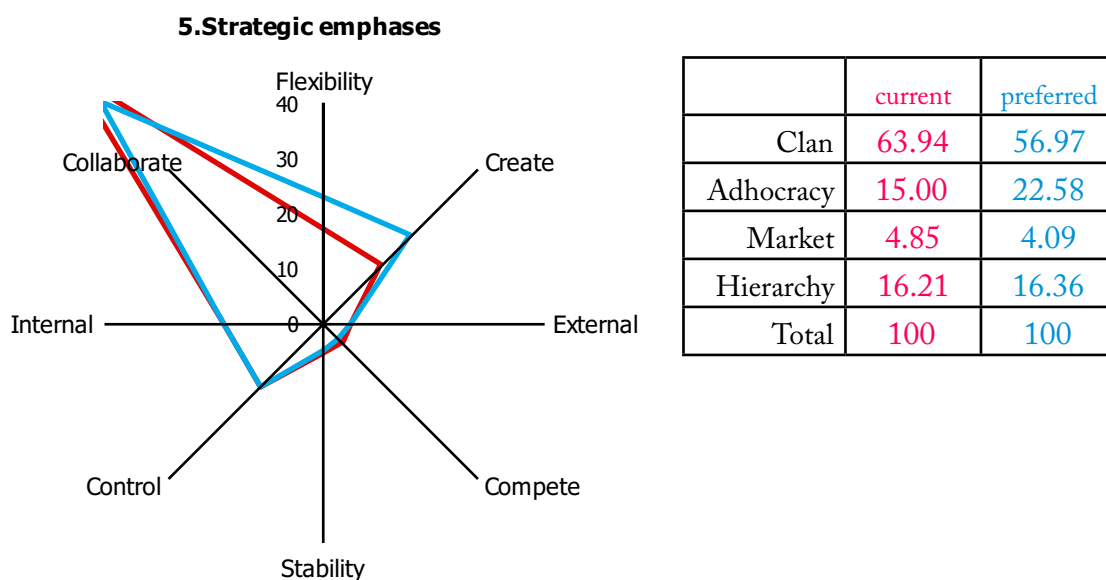
Third we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes (market culture: 11.85 points).

Finally we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 9.30 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Clan culture requires further attention with a decrease of 8.18 points. Adhocracy culture, market culture and hierarchy culture change with +4.94 points, +3.00 points and +0.25 points respectively.

## Strategic Emphases



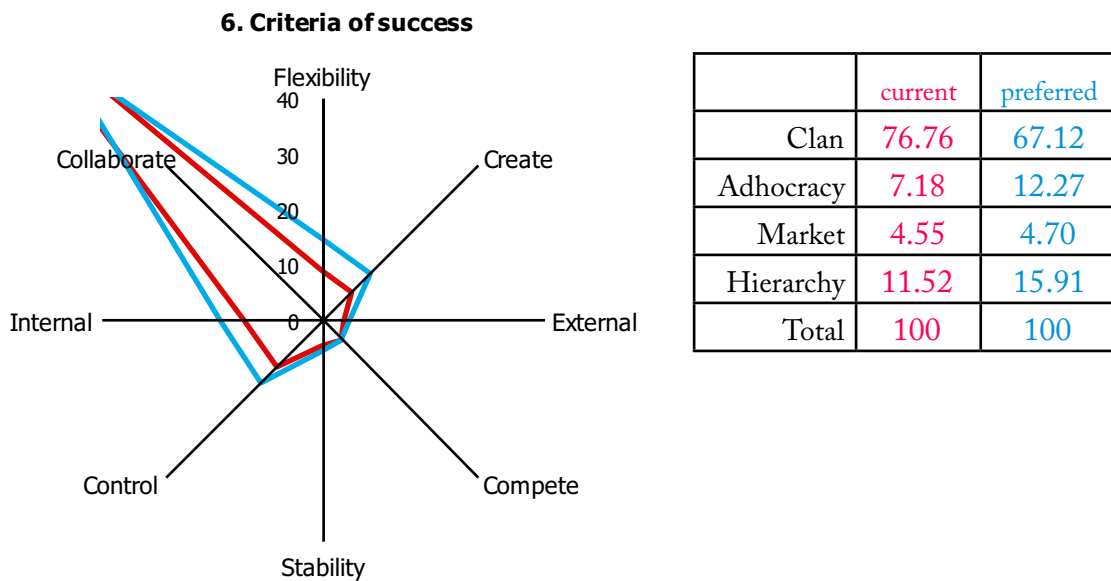
The organization emphasizes human development. High trust, openness, and participation persist. These are strategic emphases according to clan culture (63.94 points).

Second with 16.21 points we find hierarchy culture. Emphases are on permanence and stability. Efficiency, control and smooth operations are important.

Third we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 15.00 points). Finally we see competitive actions and achievement. Attaining targets and winning in the marketplace are dominant (market culture: 4.85 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

# Criteria of Success



Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of development of human resources, teamwork, employee commitment and concern for people (clan culture: 76.76 points).

Additionally, success is determined based on efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 11.52 points).

Next, the organization values having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 7.18 points).

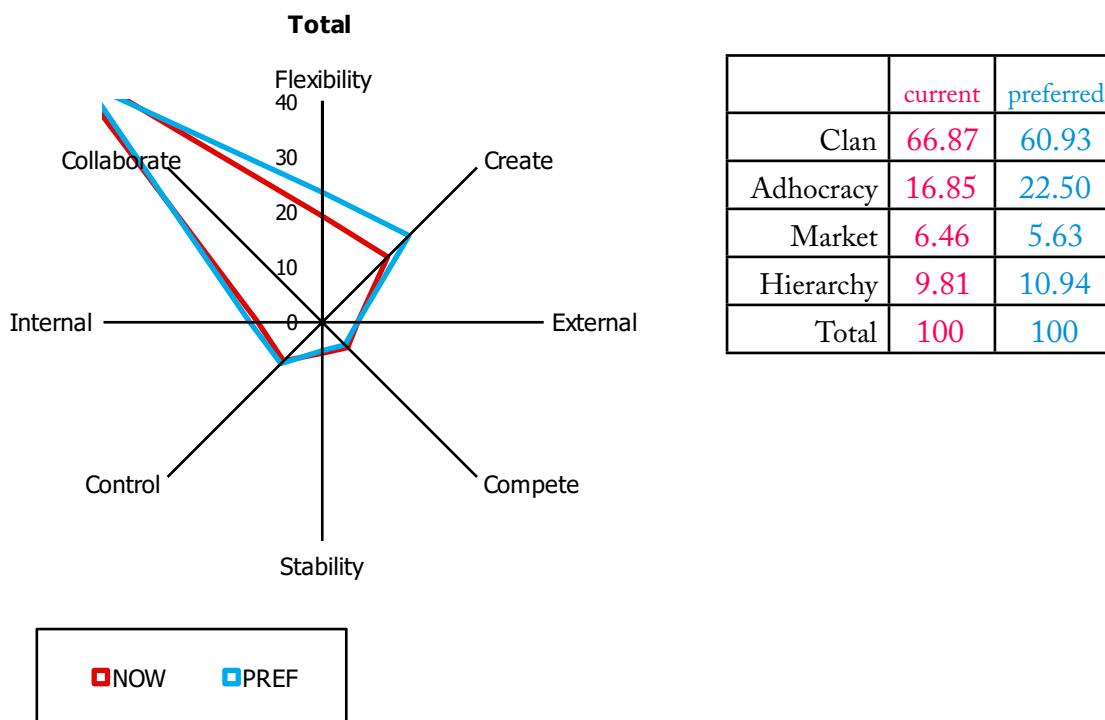
Finally, the organization is considered successful based on winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 4.55 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

# Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is reasonably congruent. Less than 6 of the 24 differences (5) are larger than or equal to 5 compared to the average culture, of which 1 is larger than or equal to 10. For example clan culture at criteria of success deviates with 10.63 points which requires attention. In all aspects clan culture is the dominant culture type.

## Results Other



Above you will find a diagram or profile of Other (9 participants). The culture profile is a mix of the four cultural 'archetypes'. The red lines represent the current culture and the blue lines represent the preferred culture. From this we can deduce the following:

### The dominant culture

The strength of your culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment: is the environment complex, how flexible should the organization be in order to respond effectively to a changing situation? If a culture is strong, changes will require more efforts.

#### In this case we see the following:

The dominant culture is the type that scored highest, in this case clan culture (66.87 points): a very pleasant place to work where people share a lot of themselves and commitment is high. Followed by adhocracy culture (16.85 points): a dynamic, entre-

preneurial, and creative place to work. Third is hierarchy culture (9.81 points): structure, procedures, efficiency and predictability. The market culture is present as well (6.46 points): results-oriented, production, goals and targets and competition.

Conclusion: apparently there is a mixture of cultures where an evident emphasis is placed on a people-friendly working environment where coworkers and teamwork are important.

## Discrepancy between present and preferred culture

Look at the difference between the current and the preferred culture. Red represents the current culture, blue represents the preferred culture. Differences of over 10 points are especially relevant and should induce the company to take action. This discrepancy yields important information about any desired changes; which direction should the organization move in?

NB As Kim Cameron stated in an interview, if the difference is less than 10 points, this doesn't mean no action is required.

### **In this case we see:**

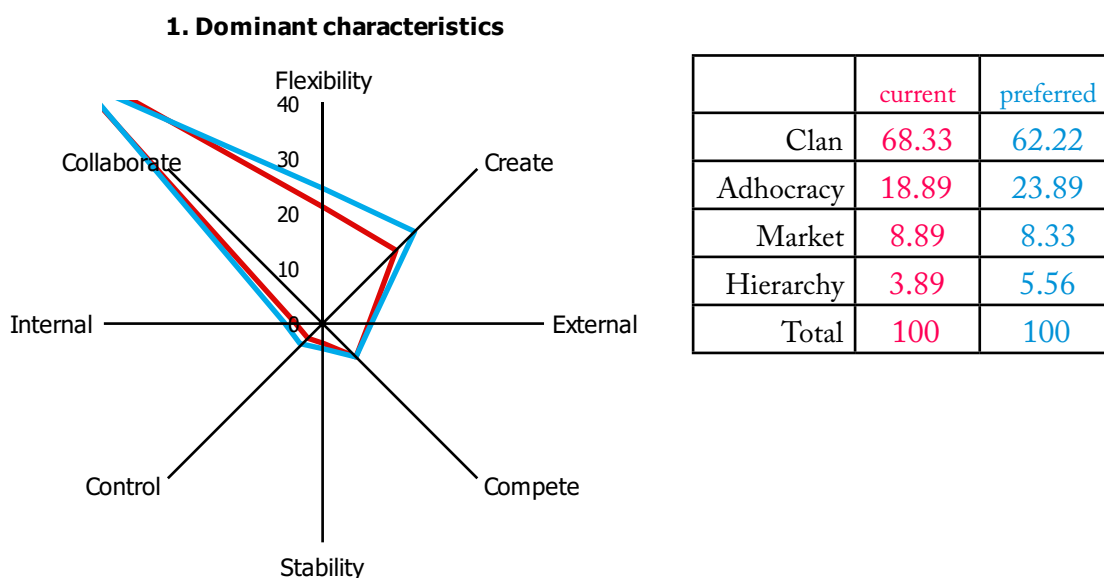
The largest desired difference can be seen in clan culture, with a decrease of 5.94 points: the focus on people could be a little less. Subsequently adhocracy culture with an increase of 5.65 points could be more focused on innovation. Hierarchy culture increases with 1.13 points and market culture decreases with 0.83 points.

The dominant culture in the preferred situation remains clan culture, followed by adhocracy culture, hierarchy culture, and market culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is not valid here.



# Dominant Characteristics

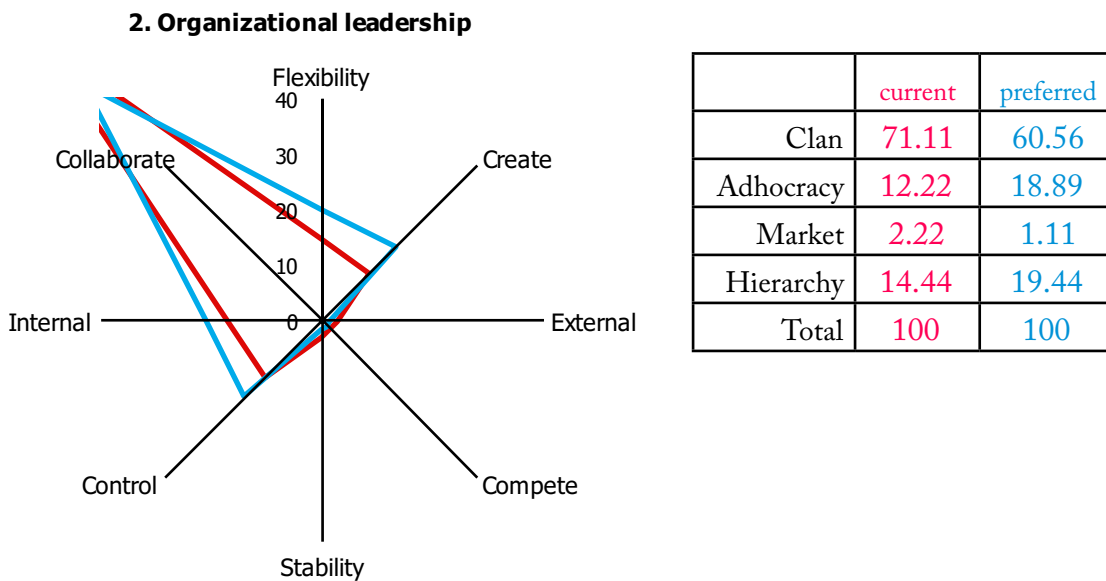


For this aspect, clan culture scores highest: 68.33 points. The dominant characteristics are like an extended family where people share a lot of themselves. The other culture types respectively scored as follows: adhocracy culture (18.89 points), market culture (8.89 points) and hierarchy culture (3.89 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both clan culture and adhocracy culture require further attention with a decrease of 6.11 points and an increase of 5.00 points. Hierarchy culture increases with 1.67 points and market culture decreases with 0.56 points.

# Organizational Leadership

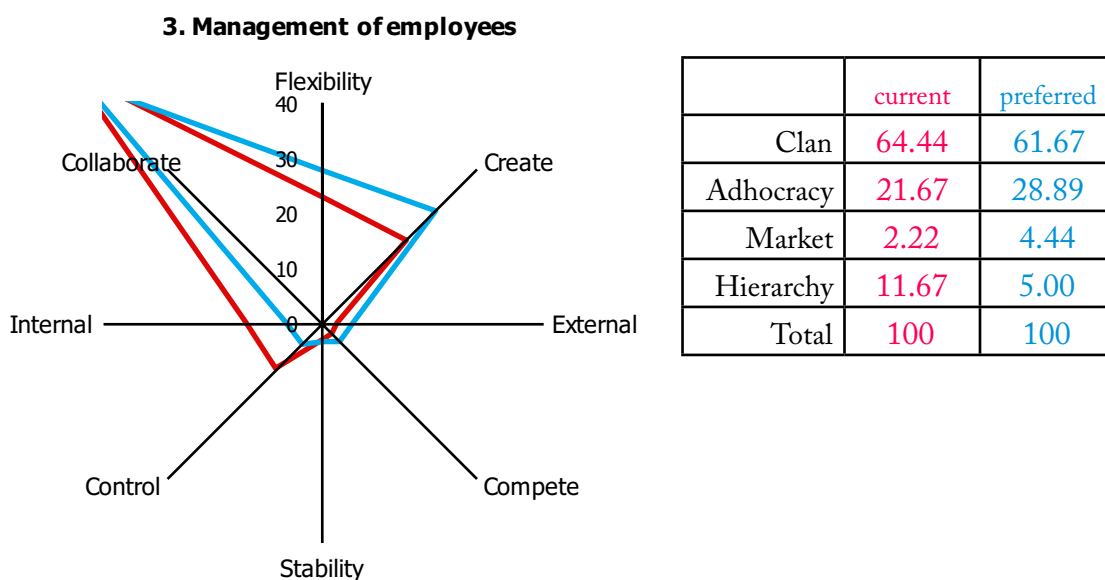


How do employees perceive the leaders or head of the organization, how do they behave?

The leaders are considered to be mentors and parent figures (clan culture: 71.11 points). And they have more qualities: coordinators and organizers (hierarchy culture: 14.44 points). They are also considered to be innovators and risk takers (adhocracy culture: 12.22 points). Leaders are least considered to be hard drivers, producers and competitors (market culture: 2.22 points).

Most prominent: clan culture should decrease considerably, as indicated by the preferred cultural situation. Clan culture would score 60.56 points. With a decrease of 10.55 points compared to the current culture, this is definitely a point of interest. Adhocracy culture increases with 6.67 points which requires attention and hierarchy culture increases with 5.00 points, this also requires attention. Market culture decreases with 1.11 points.

# Management of Employees



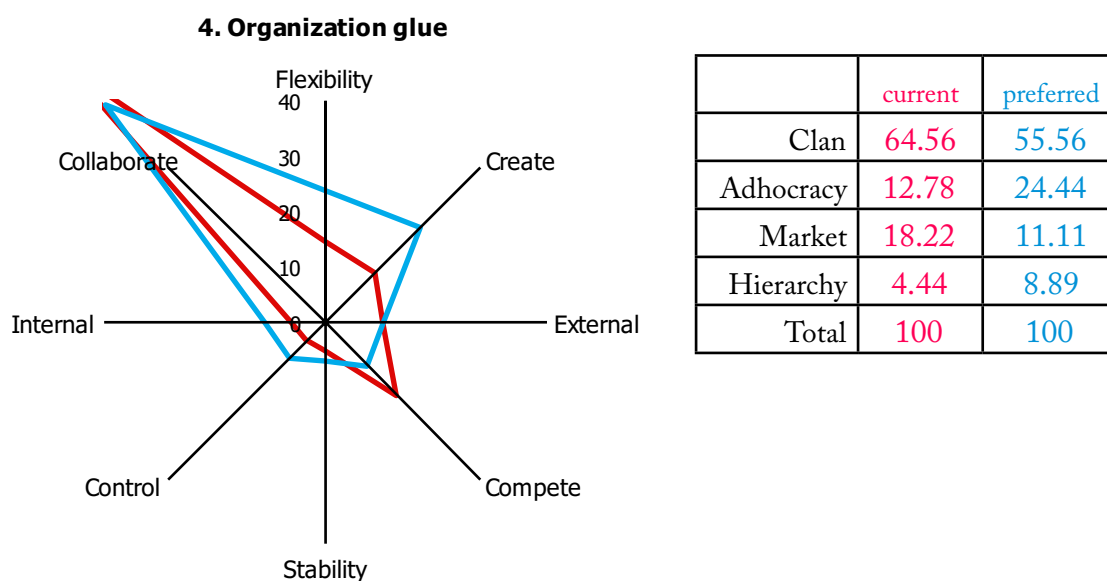
Teamwork, consensus and participation are important: management of employees match the clan culture with 64.44 points.

Secondly we see adhocracy culture (21.67 points): individual risk taking, innovation, freedom and uniqueness. Security of employment, conformity, predictability and stability in relationships score 11.67 points (hierarchy culture). Hard-driving competitiveness, high demands and achievement are least prevalent, market culture scores 2.22 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both adhocracy culture and hierarchy culture require further attention with an increase of 7.22 points and a decrease of 6.67 points. Clan culture decreases with 2.77 points and market culture increases with 2.22 points.

# Organization Glue



The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high (clan culture: 64.56 points).

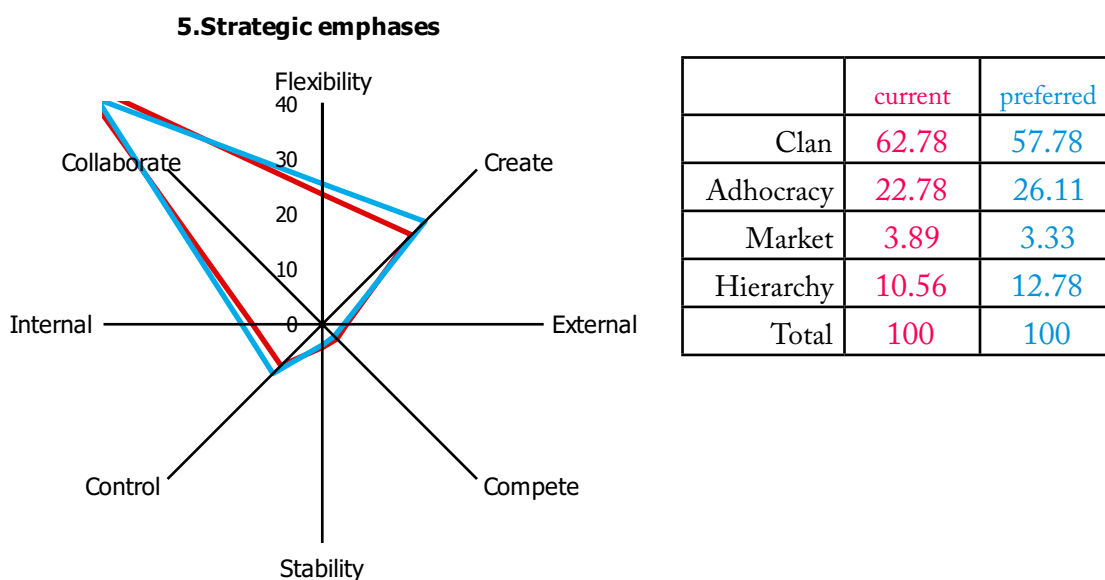
Next we see an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes: market culture scores 18.22 points.

Third we see commitment to innovation and development. There is an emphasis on being on the cutting edge (adhocracy culture: 12.78 points).

Finally we see formal rules and policies. Maintaining a smooth-running organization is important: hierarchy culture scores 4.44 points.

Most prominent: adhocracy culture should increase considerably, as indicated by the preferred cultural situation. Adhocracy culture would score 24.44 points. With an increase of 11.66 points compared to the current culture, this is definitely a point of interest. Clan culture decreases with 9.00 points which requires attention and market culture decreases with 7.11 points, this also requires attention. Hierarchy culture increases with 4.45 points.

# Strategic Emphases



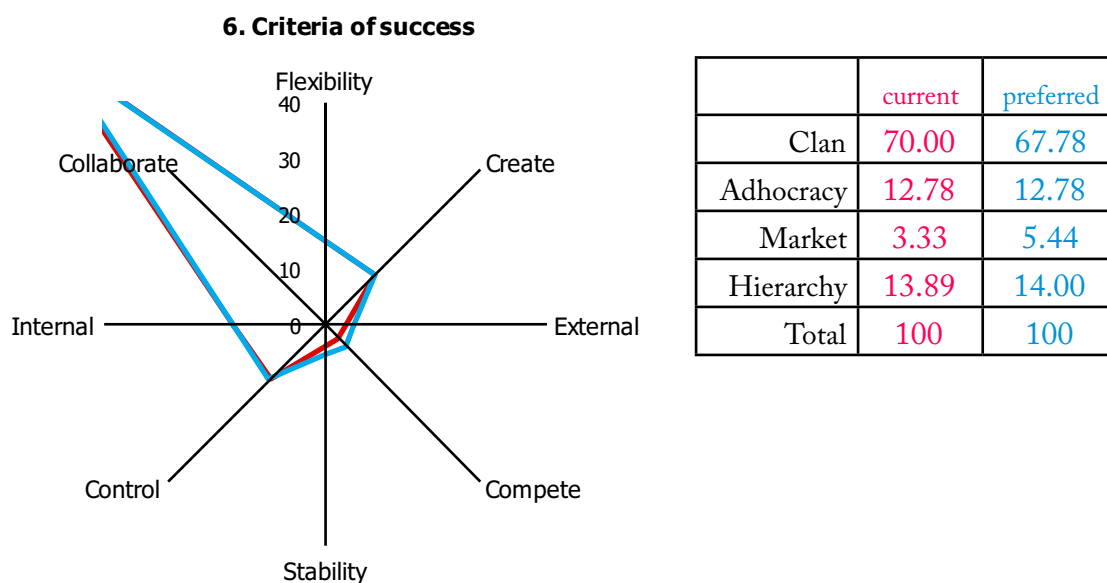
The organization emphasizes human development. High trust, openness, and participation persist. These are strategic emphases according to clan culture (62.78 points).

Second with 22.78 points we find adhocracy culture. Emphases are on acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.

Third we see permanence and stability. Efficiency, control and smooth operations are important (hierarchy culture: 10.56 points). Finally we see competitive actions and achievement. Attaining targets and winning in the marketplace are dominant (market culture: 3.89 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

## Criteria of Success



Finally, the criteria of success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?

The organization defines success on the basis of development of human resources, teamwork, employee commitment and concern for people (clan culture: 70.00 points).

Additionally, success is determined based on efficiency. Dependable delivery, smooth scheduling and low-cost production are critical (hierarchy culture: 13.89 points).

Next, the organization values having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 12.78 points).

Finally, the organization is considered successful based on winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 3.33 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

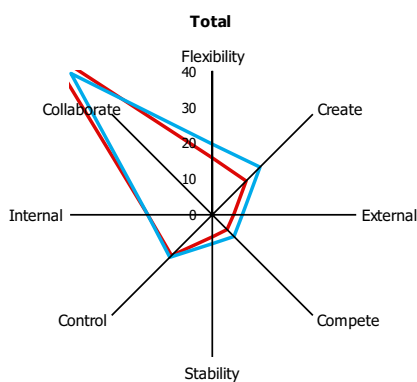
# Congruence

In conclusion, after closely studying all six aspects, we could postulate that the current working culture is reasonably congruent. Less than 6 of the 24 differences (4) are larger than or equal to 5 compared to the average culture, of which 1 is larger than or equal to 10. For example market culture at organization glue deviates with 11.76 points which requires attention. In all aspects clan culture is the dominant culture type.

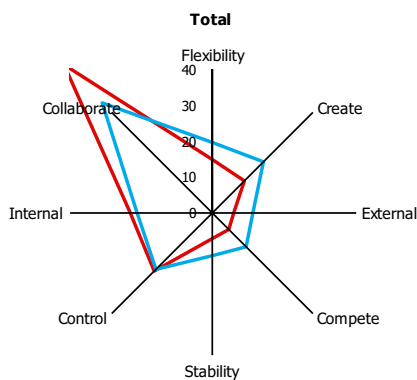
# Comparison of the results

Different profiles are being compared:

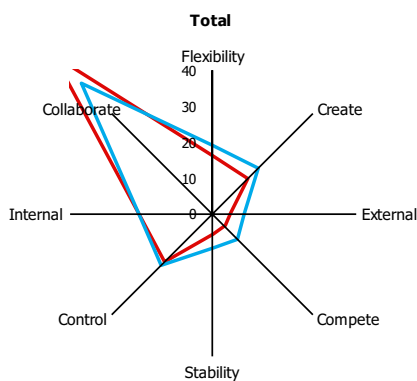
- ◆ Board member (7 participants)
- ◆ Faculty or staff (14 participants)
- ◆ Parent (33 participants)
- ◆ Other (9 participants)



Total	current	preferred
Clan	64.58	55.97
Adhocracy	13.36	18.58
Market	6.13	8.68
Hierarchy	15.93	16.77
Total	100	100

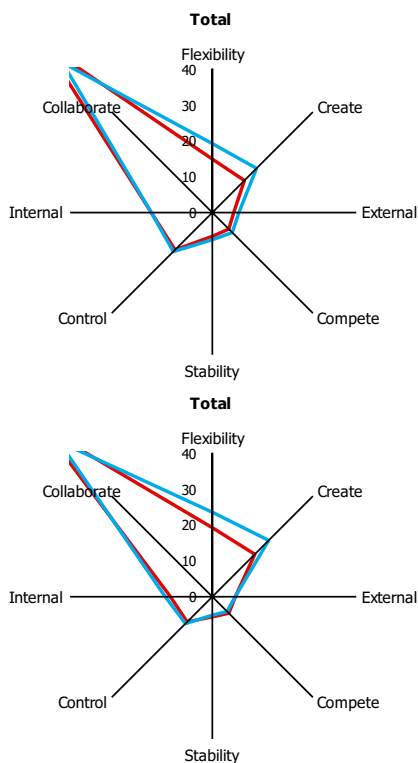


Board member	current	preferred
Clan	58.33	43.57
Adhocracy	12.50	20.24
Market	6.31	13.69
Hierarchy	22.86	22.50
Total	100	100



Faculty or staff	current	preferred
Clan	62.60	51.51
Adhocracy	13.80	18.08
Market	4.85	9.90
Hierarchy	18.76	20.50
Total	100	100





Parent	current	preferred
Clan	66.13	59.14
Adhocracy	12.41	17.37
Market	6.54	7.93
Hierarchy	14.92	15.56
Total	100	100

Other	current	preferred
Clan	66.87	60.93
Adhocracy	16.85	22.50
Market	6.46	5.63
Hierarchy	9.81	10.94
Total	100	100

## Different amount of participants

Before comparing the results it is important to emphasize that the below statements are not statistically substantiated because the total amount of participants is too low (except for the total average profile). Besides that the sample sizes of the different profiles are not equal. The statements are therefore indicative.

## Current situation

The current culture of New School of Lancaster shows a very clear preference for clan culture. The second culture type is hierarchy culture followed by adhocracy culture. In last place we find market culture. All sub profiles show a similar graph.

Notable differences compared to the average profile are:

- ◆ A relatively low clan culture as well as a relatively high hierarchy culture in the Board member profile
- ◆ A relatively high adhocracy culture as well as a relatively low hierarchy culture in the Other profile

## Preferred culture

In the preferred situation we see increases in adhocracy, market, and hierarchy culture at the expense of clan culture. Clan culture remains the dominant culture type.

Notable differences compared to the average profile are:

- ◆ A relatively low clan culture as well as relatively high market and hierarchy cultures in the Board member profile
- ◆ A relatively low clan culture as well as a relatively high hierarchy culture in the Faculty or staff profile
- ◆ A relatively low hierarchy culture as well as relatively high clan and adhocracy cultures in the Other profile

We can look at the difference between current and preferred culture as desire for change or level of satisfaction. In which case we see:

- ◆ Board member with 30.24 points
- ◆ Faculty or staff with 22.16 points
- ◆ Parent with 13.98 points
- ◆ Other with 13.55 points

## Follow-up

The results provide an interesting starting-point for the discussion how to proceed. Moreover it is important to reach consensus about the current situation, what works, what doesn't and what is to be improved. Next the preferred situation can be matched with reality and all developments within New School of Lancaster and adjusted if needed. This will provide a sound basis to move from current to preferred situation.

Check the OCAI work kit schedules to work out and confirm the results.

# Appendix: OCAI-questionnaire

## Dominant Characteristics

- A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.
- B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
- C. The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented.
- D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.

## Organizational Leadership

- A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.
- B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.
- C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.
- D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.

## Management of Employees

- A. The management style in the organization is characterized by teamwork, consensus, and participation.
- B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.
- C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.
- D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.

## Organization Glue

- A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
- B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.
- C. The glue that holds the organization together is an emphasis on achievement and goal accomplishment.
- D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.

## Strategic Emphases

- A. The organization emphasizes human development. High trust, openness, and participation persist.
- B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.
- C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.
- D. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.

## Criteria of Success

- A. The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.
- B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.
- C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.
- D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.

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