

Organization Culture Questionnaire

For each of the seven organization culture dimensions described, place an (a) above the number that indicates your assessment of the organization's actual position on that dimension and an (i) above the number that indicates your choice of where the organization should ideally be on this dimension.

- 1. Conformity.** The feeling that there are many externally imposed constraints in the organization; the degree to which members feel that there are many rules, procedures, policies, and practices to which they have to conform rather than being able to do their work as they see fit.

Conformity is not characteristic of this organization.

1	2	3	4	5	6	7	8	9	10

Conformity is very characteristic of this organization.

- 2. Responsibility.** Members of the organization are given personal responsibility to achieve their part of the organization's goals; the degree to which members feel that they can make decisions and solve problems without checking with superiors each step of the way.

No responsibility is given in the organization.

1	2	3	4	5	6	7	8	9	10

There is a great emphasis on personal responsibility in the organization.

- 3. Standards.** The emphasis the organization places on quality performance and outstanding production, including the degree to which the member feels the organization is setting challenging goals for itself and communicating these goal commitments to members.

Standards are very low or nonexistent in the organization.

1	2	3	4	5	6	7	8	9	10

High challenging standards are set in the organization.

- 4. Rewards.** The degree to which members feel that they are being recognized and rewarded for good work rather than being ignored, criticized, or punished when something goes wrong.

Members are ignored, punished, or criticized.

1	2	3	4	5	6	7	8	9	10

Members are recognized and rewarded positively.

- 5. Organizational clarity.** The feeling among members that things are well organized and that goals are clearly defined rather than being disorderly, confused, or chaotic.

The organization is disorderly, confused, and chaotic.

1	2	3	4	5	6	7	8	9	10

The organization is well organized with clearly defined goals.

6. *Warmth and support.* The feeling that friendliness is a valued norm in the organization, that members trust one another and offer support to one another. The feeling that good relationships prevail in the work environment.

There is no warmth and support in the organization.

1	2	3	4	5	6	7	8	9	10

Warmth and support are very characteristic of the organization.

7. *Leadership.* The willingness of organization members to accept leadership and direction from qualified others. As needs for leadership arise, members feel free to take leadership roles and are rewarded for successful leadership. Leadership is based on expertise. The organization is not dominated by, or dependent on, one or two individuals.

Leadership is not rewarded; members are dominated or dependent and resist leadership attempts.

1	2	3	4	5	6	7	8	9	10

Members accept and reward leadership based on expertise.

8. What are the dominant values of this organization?

9. What are some of the behavioral norms of the organization that an outsider or a newcomer would quickly notice?

10. How do the leaders of the organization reinforce these values and norms?

11. How are newcomers socialized in this organization?

12. Does this culture help or hinder the organization in terms of performance?

13. What do you want to learn about organizational culture and socialization?

14. What are the significant learning points from the readings?