Week 5- Organizational Culture Assessment

Elton Caruth

MSOL, Nyack College

LDG700: Organizational Culture and Team Building

Professor Dr. Underwood

23 August 2021

The relationship between organizational culture and performance of an organization has been an area of a growing research interest since the 1970s. The Organizational Culture Assessment Instrument OCAI developed by Cameron and Quinn is a validated research method to assess organizational culture.

Using the OCAI to assess my organization in the six aspects, which includes, Dominant characteristics, Organizational leadership, Management of employees, Organization glue, Strategic emphases, and Criteria of success, I was able to identify the current culture, while also mapping out the desired culture. Scoring the six aspects reveals a profile of the current culture as control culture, that is, hierarchy culture. However, the OCAI also showed many characteristics of collaborate culture (clan culture) existed. This is in line to what Quinn and Cameron found that most organizations have developed a dominant culture style, but also said that, "organization rarely has only one culture type. Often, the culture profile is a mix of the four organizational culture types" (Quinn and Cameron).

The type of norms and behaviors I think that would create a stronger culture to support a stronger performing organization is to increase the dominant characteristics, where the organization is viewed as "a very personal place, similar to an extended family, where people can share a lot of themselves" from a very "controlled and structured place" where formal procedures generally govern that people do.

However, given the operational context of my organization (military), this is one area that may be the most difficult to change. In my opinion, this control and structure create conformity, and the organization is able to influence members to its desired culture. The culture in the military is centered around two main principles; discipline and teamwork. That is, members are

expected to perform their jobs under any circumstances, and can work cohesively to accomplished any task.

Leadership was another noteworthy aspect of the OCAI, as expected, when leadership was assessed, "the leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing". According to the U.S Army definition of leadership, "Leadership is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization" (Army Leadership, DOD, 2012). An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within superior leaders' intent and purpose, and in the organization's best interests.

Last, the criteria of success was also one aspect of the OCAI that caught my attention. The results showed that "The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people." This was expected as my organization values its members above all other resources. People are always first, and the organization is committed to the welfare of all members.