

Assessing Your Organization's Culture

Adapted from the Competing Values Framework by Cameron and Quinn.

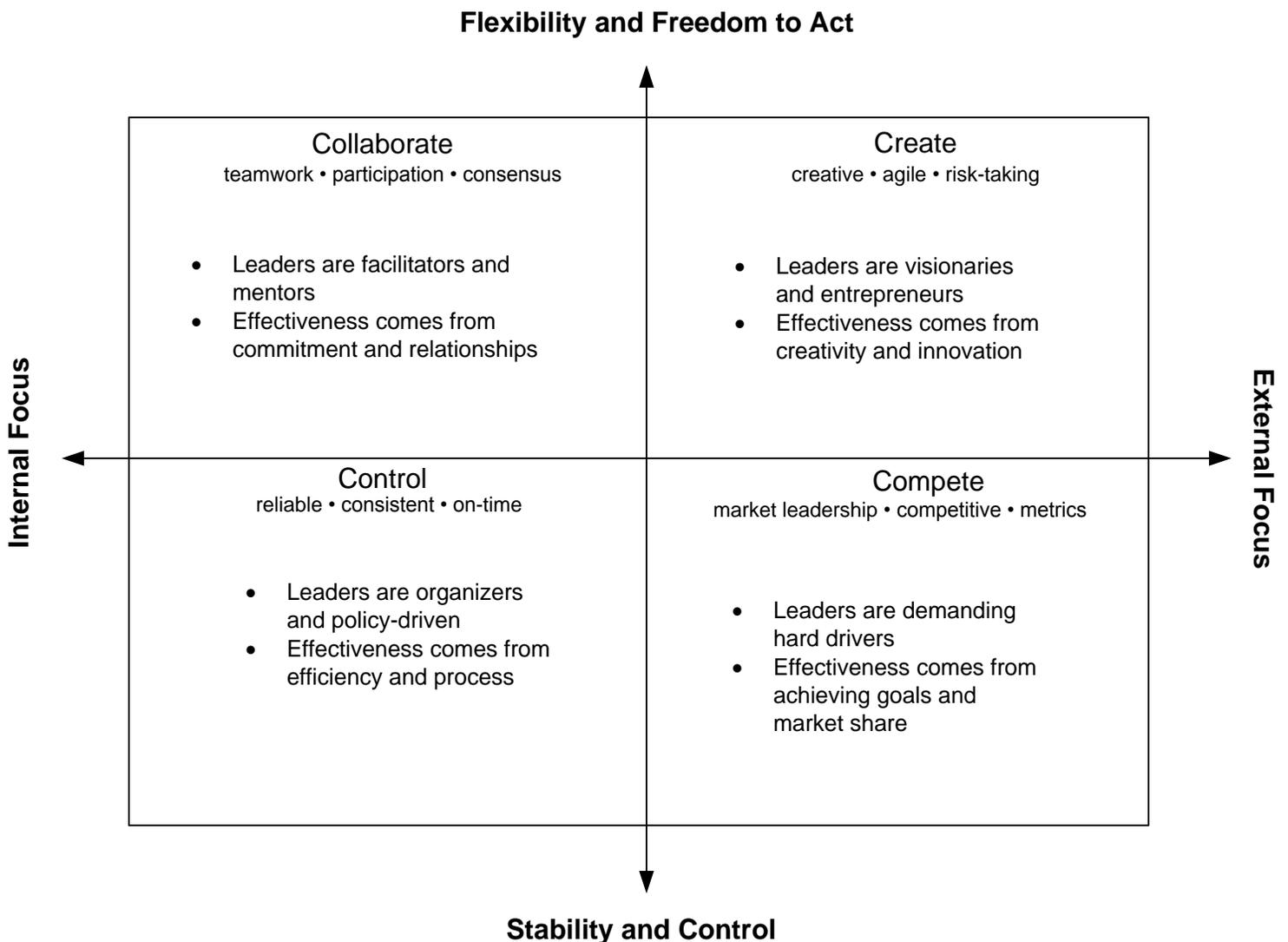
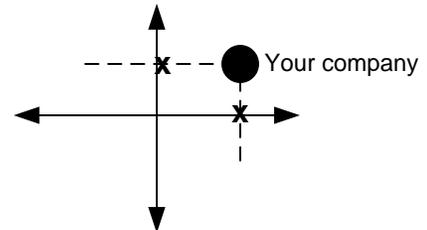
Instructions:

Begin with the vertical dimension (flexibility and freedom to act vs. stability and control) and place an "x" where you think your company falls on this dimension.

Next place an "x" along the second dimension where you think your company falls.

Then extend the lines as shown in the example to the right and place your company on the graph.

Answer the questions on the next page.



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Implications for Critical Thinking

1. Where did you place your company on the grid and why?

2. How do core values reflect the values or norms of different countries in which your company operates?

3. How do influences from the industry you work in affect how people think?

(For example, people who work in an engineering company are not going to share the same way of thinking as people who work in the consumer products industry.)

4. Are there influences from the discipline that affect how people think?

(People who work in different disciplines are trained to think differently. For example, if you talked with three people from finance, IT and marketing you might find that even though they work in the same company, they may have very different ways of approaching the same problem.)

5. How much emotion is tolerated and how it is interpreted?

6. To what extent can you freely question and challenge other people?

(For example, in an organization that is traditional, bureaucratic, hierarchical and highly process-oriented, people may be highly restricted in how they question people higher up in the organization or who work in other departments, how freely information is exchanged, or how easy it is to come up with a recommendation that differs from current policy – even if the policy doesn't make sense in a given situation).