Organisational Culture Profiler

The corporate culture of your organization

Based on your responses to the diagnostic questions, here is your organization profile.

Your profile

The horizontal axis in the profile relates to concern for people (on the left) to concern for results (right).
The vertical axis from hierarchical leadership (bottom) through to participative (top).

The net result of the way any one organization has developed its corporate culture over time, depending on its mission, founding entrepreneur, leadership style, its environment etc, often will have led to more emphasis on some values than others. In the extremes, the dominant competing values give rise to the four organization stereotypes but 'real' organizations usually display aspects of all stereotypes to greater or lesser extent.

Your profile describes the way things are done around the organization. You might want to reflect on:

- the gap between your current and ideal cultures, and thus the tensions that arise between your current and ideal cultures.
- what your current corporate culture means for other (corporate) cultures your organization interacts with (e.g. suppliers, customers etc).

The four quadrants represent the four different extreme types of corporate culture we distinguish. The coloured regions in each quadrant indicate the relative degree to which you have rated:
- the current situation in your organization and
- the ideal corporate culture.

The larger the quadrant, the more you adhere to that type of corporate culture. Click the buttons in each quadrant for a definition and explanation of each stereotype. Also tap or mouseover the graph to view the results of "Your new future organization".

Explanation underlying the Trompenaar's model of Corporate Culture

Culture is to the organization what personality is to the individual – a hidden yet unifying theme that provides meaning, direction and mobilization that can exert a decisive influence on the overall ability of the organization to deal with the challenges it faces.

Our interest here is in examining the interpretations employees give to their relationships with each other and with the organization as a whole. Thus we are all concerned with issues such as:

- How does one learn, change and resolve conflicts?
- How do we motivate and reward people in the different corporate images?
- How can we facilitate different functional areas with differing cultures work together effectively ~ such as research staff with marketing?

A corporate culture has a profound effect on organization effectiveness, because it influences how decisions are made, human resources are used and how the organization responds to the environment.

Trompenaars' 4 Corporate Cultures

Our model identifies four competing organizational cultures which are derived from two related dimensions:
- Task or Person (high formalization versus low formalization)
- Hierarchical or Egalitarian (high versus low centralization)

Combining these dimensions gives us four possible culture types.
Note that any single (real) organization (such as your own) is likely to show characteristics of more than one stereotype ~ but often with one that is dominant.

Corporate Culture Tensions

Many established models for corporate change tend to develop change strategies based on transforming the organization from the current to ideal culture. These models can be criticized for two principal and recurring reasons:
- they tend to underestimate the difficulty involved in achieving or sustaining the change, and
- they tend to discard the current situation in favor of a new future and thus throwing out the best of the what already exists.

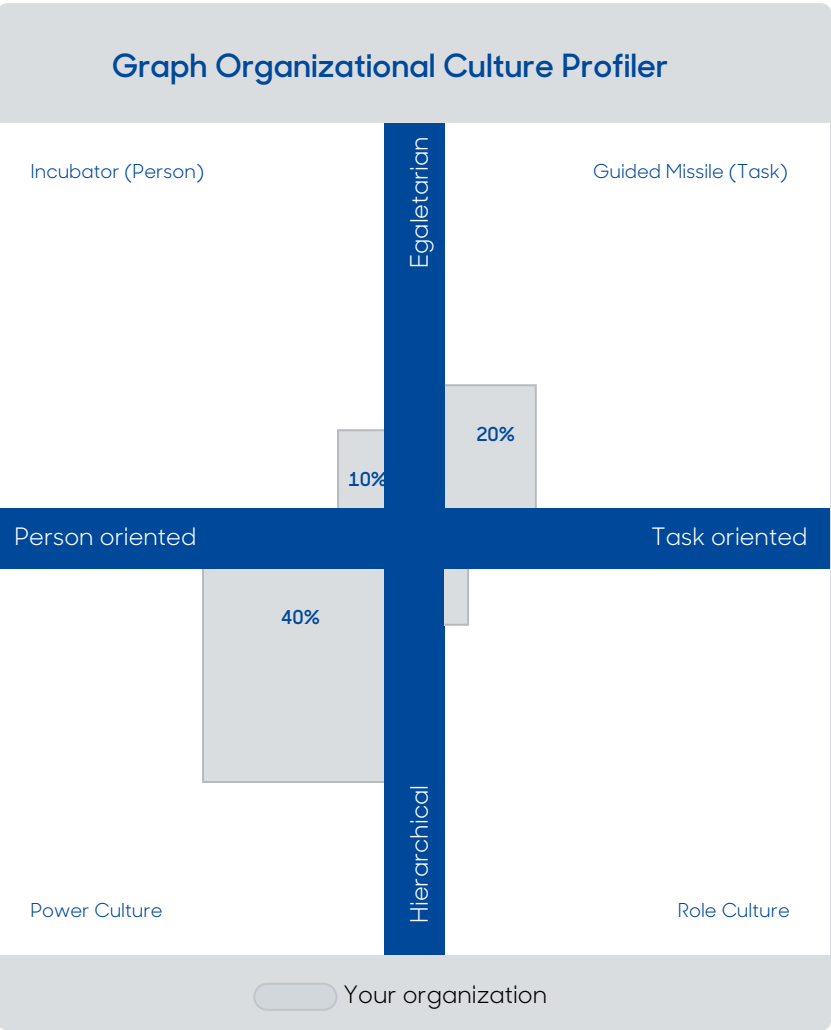## Corporate Culture Dilemmas

In contrast, our approach is to consider the tensions between these extremes. All organizations need stability and change tradition and innovation, public and private interest, planning and laissez-faire, order and freedom, growth and decay. The change problem from the 'current' to 'ideal' situation cannot be "solved" in the sense of simply being eliminated. These differences that generate tensions are the source of a series of dilemmas.

Managing change in our framework is about reconciling these dilemmas. In this way we can overcome the limitations of current change models because we are neither simply throwing away the past, nor seeking to change a well embedded resistant self-preserving corporate culture.
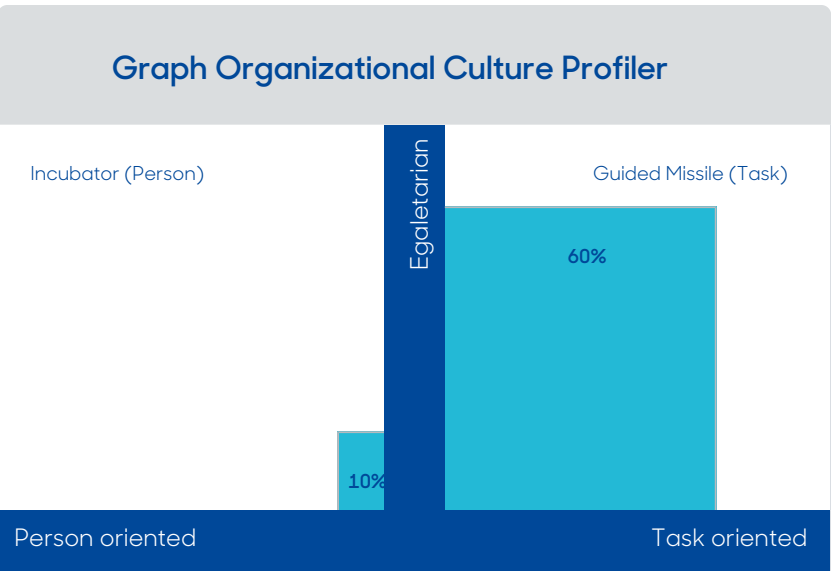
All organizations need consolidation and growth, long term and short term focus, tradition and innovation, planning and laissez-faire, order and freedom, stability and change, etc. Organizational culture is the result of the way the fight between these competing values manifests.

How things are done around the organization provides meaning and direction that can exert a decisive influence on the overall ability of the organization to deal with the challenges it faces – especially with a merger or acquisition.

Your organization

Graph Organizational Culture Profiler

Incubator (Person)

Guided Missile (Task)

Egaletarian

20%

10%

Person oriented

Task oriented

40%

Hierarchical

Power Culture

Role Culture

Your organization

Your future organization

Graph Organizational Culture Profiler

Incubator (Person)

Guided Missile (Task)

Egaletarian

60%

10%

Person oriented

Task oriented

Trompenaars Hampden-Turner
Connecting Viewpoints

Power Culture   Hierarchical   Role Culture

Your future organization

Overview

Working with others

Tensions

You will have now learnt about the differences between the current corporate culture of your organization and that of your intended future. Established models for change would then develop a change strategy based on transforming the culture of the acquired organization to that of the acquirer - or better performing culture. These models can be criticized for two principal and recurring reasons:

- they tend to underestimate the difficulty involved in achieving or sustaining the change and
- they tend to discard the current situation in favor of a new future and thus throwing out the best of the what already exists.

Dilemmas

In contrast, our approach is to consider the tensions between these extremes. All organizations need stability and change, tradition and innovation, public and private interest, planning and laissez-faire, order and freedom, growth and decay. The change problem from the old legacy organization to the new future cannot be "solved" in the sense of simply being eliminated. These differences that generate tensions are the source of a series of dilemmas.

Managing change in our methodology is about reconciling these dilemmas. In this way we can overcome the limitations of current change models because we are neither simply throwing away the past, nor seeking to change a well embedded resistant self-preserving corporate culture which made you successful in the past.

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Connecting Viewpoints