

Unit 2: Interpretation Guide for Culture Self-Assessment

The lecture for this topic discussed what is known as “The Competing Values Framework” for classifying an organization’s culture. Using this framework, cultures are classified according to the degree to which they emphasize flexibility and discretion over stability and control and the degree to which they have an internal focus on integration versus an external focus on differentiation.

The four resulting types of culture can be classified as Clan, Adhocracy, Market, and Hierarchy as described below:

Clan Culture: The thrust of a Clan culture is to collaborate using means that involve development of cohesion, participation, communication, and empowerment to pursue end goals of morale, people development, and commitment to the organization.

Adhocracy Culture: The thrust of an Adhocracy culture is to create using means that involve adaptability, creativity, and agility to pursue end goals of innovation, growth, and cutting-edge output.

Market Culture: The thrust of a Market culture is to compete using means that involve customer focus, productivity, and competitiveness to pursue end goals of market share, profitability, and goal achievement.

Hierarchy Culture: The thrust of a Hierarchy culture is to control using means that involve capable processes, consistency, process control, and measurement to pursue end goals of efficiency, timeliness, and smooth functioning.

The purpose of this self-assessment is to identify the degree to which you prefer each of the four types of cultures. There is no one correct type of culture for an organization and there is no one best type of culture to prefer. As discussed in lecture, successful cultures are those that are shared by organizational members and that help an organization achieve its strategic objectives. It is important to note, however, that organizational members tend to be most satisfied with and motivated by cultures that are aligned with their own cultural preferences. Given that, your self-assessment results can help you identify cultures in which you are most and least likely to be satisfied and motivated.

As you look at your self-assessment results, first determine whether you have a score that is substantially higher for one type of culture than for the others. If so, that is clearly your cultural preference. If you become a member of an organization that has that type of culture, you are likely to quickly and strongly appreciate and respect that culture. You will feel “at home.” On the other hand, if you have a strong preferred culture but become a member of an organization with a significantly different type of culture, you are likely to quickly and strongly become dissatisfied with that culture and feel culturally alienated.

Some of you will not have a strong cultural preference. If that is the case for you, it is likely that you can do okay in a wide range of cultures but unlikely that an organization's culture will strongly engage you.

As you look at your scores, consider the following:

Clan Culture

Score of 4 – 7	=	Low Clan Preference
Score of 8 – 16	=	Medium Clan Preference
Score of 17 – 20	=	High Clan Preference

Adhocracy Culture

Score of 4 – 7	=	Low Adhocracy Preference
Score of 8 – 16	=	Medium Adhocracy Preference
Score of 17 – 20	=	High Adhocracy Preference

Market Culture

Score of 4 – 7	=	Low Market Preference
Score of 8 – 16	=	Medium Market Preference
Score of 17 – 20	=	High Market Preference

Hierarchy Culture

Score of 4 – 7	=	Low Hierarchy Preference
Score of 8 – 16	=	Medium Hierarchy Preference
Score of 17 – 20	=	High Hierarchy Preference