

# Workplace Culture

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	Low				High
Immediate					
Family					
Entrepreneurial/Creative					
Achievement					
Bureaucratic					
Mission					

## YOUR RESULTS:

<b>Immediate</b>					
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You have a low preference score for working in an Immediate organisational culture, indicating that you:

- are generally not attracted by the prospect of working in a high risk and/or high reward culture
- may find you are suited to an anticipated steady flow of work
- are more comfortable with certainty
- prefer to be judged on your long term performance and contribution

## Tips

- If you are contemplating a career change, look out for cultures that suit your measured and more considered preferences at work.
- During your job search, enquire as to what extent this is the dominant culture. It could be that this is only part of the job and that the rest of your role is more suited to your preferences e.g. your workload only becomes unpredictable and more pressured around the time of quarterly deadlines. Is this ok or is it a deal breaker?
- Ask about the pace of work. Is it fast? Is there energy or a steady anticipation? If the former, ask how people manage their workloads and the impact on work-life balance.
- Consider where your job satisfaction will come from. What does success look like to you? Does this fit with the organisation's view of success?
- If this is the dominant culture of your workplace or team, consider ways in which you could reduce the uncertainty or manage the risks e.g. some Immediate cultures become one of fire-fighting because of external circumstances or leadership styles.

<b>Family</b>					
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You have a high preference score for working in a Family organisational culture, indicating that you:

- are likely to thrive on teamwork
- value a mentoring relationship with your manager and other senior staff
- are probably comfortable with sharing personal information and knowing people very well at work
- feel committed and loyal to the organisation

## Tips

- Consider the pros and cons of working in such a committed work place. Morale and support is high, but if you have been there a while, what are the drivers for leaving and furthering your career? Are you too loyal to leave such a close knit and nurturing organisation when it may be in your best interests to seek experience elsewhere?
- During your job search, enquire as to what provision there is for working in teams. Explore how work or projects are managed and organised.
- If your existing work is not providing a team oriented culture, consider how you might obtain this outside work e.g. clubs, societies- anything where there is close knit group atmosphere or is it a deal-breaker?
- If you are contemplating a career change or just starting your career, organisations like this are often great places to work and focus on personal development is high. However, it is important that you respect those in charge. Ask to meet them and ensure you share their values and would feel happy working for them as their influence on you will be huge.

<b>Entrepreneurial/Creative</b>					
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You have a high preference score for working in an Entrepreneurial/Creative organisational culture, indicating that you:

- thrive on change and variety at work

- enjoy the buzz of finding new ideas and solutions
- are probably comfortable with dealing with uncertainty and risk
- feel more engaged when working on something new and creative
- thrive on the creative development process
- are comfortable to be recognised for your ideas as much as your hard work

#### Tips

- Consider what sorts of skills and characteristics you may need to perform well in this type of culture e.g. creativity, perseverance and being comfortable with risk taking. Do you have these qualities and are they being underused where you currently are?
- During your job search, find out how innovation and creativity is nurtured in an organisation. Many large organisations seek to recruit innovative people, but don't always know how to support them within their existing performance frameworks and traditional cultures. Is there a sub-culture where you could exercise your creative talents?
- If your existing work does not require you to be creative, consider how else you can meet this need e.g. non-work activities, voluntary roles and personal projects.
- If you are contemplating a career change, explore where technology and commerce is heading so that you can consider the organisations which are ahead of the game and likely to need more creative people.
- When you visit the organisation, what's the buzz like? Is it sufficiently energising? Do you find yourself drawn into the activity? In which case it might be a good fit for you.
- If your visit leaves you flat, drained or bored, chances are there is not enough buzz for you.

#### Achievement

You have a mid preference score for working in an Achievement organisational culture, indicating that you:

- enjoy some competitive working, but winning isn't everything
- like setting achievable goals
- are comfortable working to targets, but also like to be recognised for hard work and commitment
- are open to challenges, such as persuading others

#### Tips

- Consider what sorts of skills and characteristics you may need to perform well in this type of culture e.g. competitive spirit or constantly striving to beat targets. To what extent do you have these skills and how can you make the most of them?
- During your job search, if you are thinking about a sales role, find out to what extent sales targets are the only criteria for success. It may be that account management or sales management is more suited to your skill set, particularly if you have good relationship building and leadership skills.
- If your existing work is lacking the level of challenge you prefer, then ask for more stretching targets or seek out a role where the ability to meet targets is valued e.g. the sales and marketing function, operations and customer facing positions. Or you could set targets for yourself.
- If you are contemplating a career change then consider what you would be happy to sell or persuade others to buy or partake in. Does it matter to you what the product or service is? Do you have any ethical concerns that may influence your choice of organisation?
- Can you get a sense of achievement within the culture by setting your own success criteria or do you feel a lack of recognition?

#### Bureaucratic

You have a mid preference score for working in a Bureaucratic organisational culture, indicating that you:

- are comfortable with working with process and procedures, but may also tolerate and enjoy some ambiguity
- like the formality and organisation, but may push back at the accepted norms on occasion
- are comfortable working within the rules, but may bend them on occasion to get something done
- are open to new ways of operating

#### Tips

- Consider the types of skills and characteristics you may need to perform well in this type of culture e.g. following due process and procedure. To what extent do you have these skills and enjoy using them? Do you wish for something a little more relaxed and less rule bound?
- During your job search, find out to what extent being organised and efficient is valued. Consider what other skills and talents you could offer in addition e.g. project management roles require a degree of flexibility, but within an organised framework.
- If your existing work is lacking the degree of organisation or flexibility you prefer, then consider a new role. Judge how much control you are likely to obtain by switching or changing roles. Highly bureaucratic organisations are unlikely to give you the degree of flexibility or informality you desire, unless they contain less formally organised sub-cultures. The need to adhere to the rules and regulations can differ between departments, for example, depending on the leadership style of the manager. So perhaps consider moving within an organisation before leaving it.
- If you are contemplating a career change then consider what qualities you could bring to either an organised culture or also to a more informal organisation. It is likely that both could benefit from your adaptable approach.

#### Mission

You have a high preference score for working in a Mission-focused organisational culture, indicating that you are likely to:

- prefer to work for a organisation with the same agenda as you

- enjoy working towards goals that you can relate to
- prefer to work with like-minded people who share the same aims and values
- want to make a difference to the lives of others
- have a positive association with your work

### Tips

- Consider how comfortable you would feel in this type of culture e.g. feeling strongly about issues; willing to donate time and effort in pursuit of a cause, often for a lower level of financial reward. It is likely you will consider it worth the investment?
- During your job search, find out what you could offer these types of organisations. How could you use your existing skills to help them achieve their overall aim? e.g. finance skills, fund raising, organisation or co-ordination of volunteers.
- If your existing work does not align sufficiently with your values or lacks a sense of purpose then consider non-work activities such as voluntary and charity work.
- If you are contemplating a career change, explore organisations that look for commitment to a cause. Ask yourself which ones are close to your heart? What transferable skills can you offer?
- If you are attracted to this kind of organisation are there things you could be doing to help secure work or employment in this area? e.g. experience of fund raising and voluntary work.

### ABOUT THIS ASSESSMENT:

Organisational culture is an interesting part of someone's career and job search. Deal and Kennedy (1982) defined organisational culture as "the way things get done around here". They created a model of culture that is based on how quickly the organisation receives feedback, the way members are rewarded, and the level of risks taken. Others such as Johnson and Scholes (1989) described organisational culture as a web, consisting of a number of elements that can be used to describe companies' cultures and which can also be changed to enable organisations to transform.

There are those that argue (Schein 1992) that organisational culture may be hard to change. If this is true, it makes sense to ensure that individuals find the right fit for themselves in organisations if they are to work at their best. This means finding the right kind of culture for you, or perhaps the right mix of cultural factors as there are often more than one or several subcultures. However, teams can operate differently and have their own unique cultural climate and also an organisation's culture can vary across the globe.

A strong culture is said to exist where staff are clearly aligned to organisational values. A healthy culture is said to be one where there is equal opportunity for each employee to realise their full potential within the company. Conversely, there can also be a weak culture where there is little alignment with organisational values and control comes from extensive rules, procedures and bureaucracy.

### In summary

- Organisations have a mix of cultures, but there is often a dominant one.
- Finding out your own preferences e.g. life/work balance, how you like to relate to colleagues, what is rewarded etc will help to determine the best fit or compatibility between you and an organisation
- The type of culture in an organisation determines the type of leadership, management practices, organisational strategy, success criteria and the "glue" that keeps people working together