

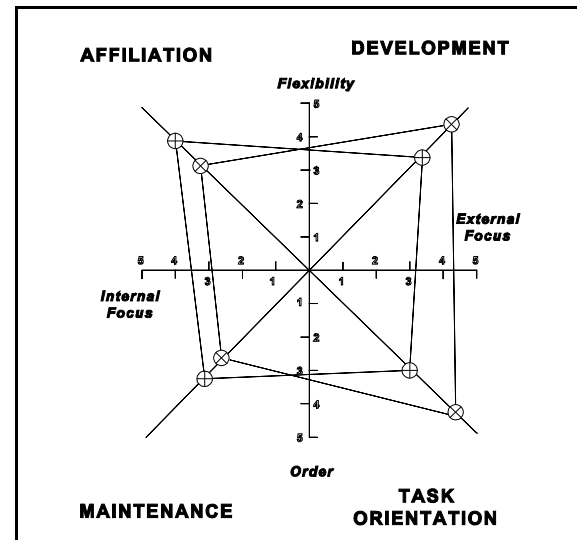
CULTURE SURVEY

Sustainable and enduring behaviour change is only possible where there has been a change in the culture of the organisation. Culture is resistant to change and change is normally blocked by culture.

Successful organisations have developed something special that supersedes corporate strategy, market presence, or technological advantages. So says Robert Quinn, an academic and researcher of organizational effectiveness at the University of Michigan. He goes on to state that these organisations have created a unique organisational culture. A factor that empirical research has demonstrated to be of importance in enhancing organisational performance.

In addition to having important effects on organisations, the impact of organisational culture on individuals (employee morale, commitment, productivity, physical health, and emotional well-being) is also well-documented

<i>human relations</i> PERSONAL AFFILIATION Internally Focussed Person Oriented Affiliation Process Participative Group/Teamwork	<i>open systems</i> DEVELOPMENT Growth/Expansive Entrepreneurial Adaptable Innovative Open System Loose/Flexible
Closed/Predictable Consolidated Controlled Stable Equilibrium Uniform Efficient MAINTENANCE <i>internal process</i>	Profit Driven Decisive Productive Results Oriented Achievement Pragmatic Competitive TASK ORIENTATION <i>rational goal</i>



Clearly there is a lot to be gained by "measuring" culture. One theoretical basis for the analysis and measurement is found in the *Competing Values Framework* (Quinn, 1988) whereby it is suggested that the strategic, interpersonal and institutional aspects of organisational life are connected to different patterns of shared values, assumptions and interpretations - the culture of an organisation.

The quaternary charts that result from the administering the survey provides relative scores in terms of the internal process, open systems, human relations and rational goal models. Successful managers are those who manage the contradictions and incongruencies between the models.

The dimensions reflect the competing demands of change (*Development*) and stability (*Maintenance*) and the conflicting demands created by the internal organisation (*Personal*) and the external environment (*Task Orientation*). The factors identified as central to organisational effectiveness are:

- Means versus ends
- Control versus flexibility

To effect change in behaviours, practices and culture it is clearly not enough to simply measure the culture; there must be activity that uses this intelligence to shape the culture, to strengthen or move it into areas that support the organisations mission or goals.

The pictorial representation of the culture is a powerful tool in assisting the change process. Management and staff are able to appreciate the relationship between size and shape of the plot and the dynamics of the organisation. These insights can have a profound impact on changing and understanding the culture.

- Gryphon concentrates on culture rather than climate because of the established link to behaviour and that culture is a powerful determinant of organisational success
- Designed to drive and monitor change, correct strategic directions, identify weaknesses, provide staff with a voice, and provide the foundation for activity to improve morale, instill values, increase productivity, overcome communication blockages, etc.
- Visual depiction of the organisational culture makes the process more understandable
- Measurements and analysis at the corporate, regional, department, team and individual level
- Offers comparative analyses (trend and benchmarks)
- Range of additional dimensions available depending on the survey purpose and activity current at the time.
- Analysis software available for further analyses
- Competitively priced
- Timescale varies from between 6 and 12 weeks elapsed time

Organisations such as the Epworth Hospital, Kingston City Council, Armaguard, Laminex and Latrobe Regional Hospital have all used this survey programme to enhance their organisational performance.

For more information on **Culture Surveying**, costs, software, analysis time, implications for leadership, etc or for assistance in changing culture, team facilitation or **MBTI** accredited administration call Col Barling on 0407 766 996 or 9878 6595.

Associated survey based services available include **HR Audit** (maps staff perceptions of the core processes like recruitment, payroll, occupational health and safety, values, mission, teams & relationships, leadership, etc), **IT Audit** (strategic planning, business continuity, networking, access, security, support, training, etc) and **Stakeholder Satisfaction Survey** (medical officer, patient satisfaction, staff and community perceptions).

