Participative Learning

HRM & HOB

Organization Culture Assessment Instrument

Instructions

The purpose of the Organization Culture Assessment Instrument is to assess six key dimensions of organizational culture. In completing the instrument, you will be providing a picture of the fundamental assumptions on which your school or district operates and the values that characterize it. There are no right or wrong answers for these items, just as there is no right or wrong culture. Every organization will most likely be described by a different set of responses. Therefore, be as accurate as you can in responding to the items so that your resulting cultural diagnosis will be as precise as possible.

The OCAI consists of six items. Each item has four alternatives. Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your school/district. Give a higher number of points to the alternative that is most similar to your school/district. For example, on item 1, if you think alternative A is very similar to your school/district, alternatives B and C are somewhat similar, and alternative D is hardly similar at all, you might give 55 points to A, 20 points each to B and C, and 5 points to D. Just be sure that your total equals 100 for each item.

Note that the left-hand response column for the instrument is labeled "Now." These responses mean that you are rating your school/district as it is *currently*. Complete that rating first. When you have finished, think of your school/district as you think it *should be in five years* in order to be spectacularly successful. Complete the instrument again, this time responding to the items as if your school/district has achieved extraordinary success. Write these responses in the "Preferred" column. Your responses will produce two independent ratings of your school/district's culture--one as it currently exists and one as you wish it to be in five years.

When you have completed each of the six items for both the current culture and preferred future use the scoring sheet to tally your responses and the scoring graphic to map your responses.

The Organizational Culture Assessment Instrument

1. **Dominant Characteristics**	*Now*	*Preferred*
A. XIME is a very personal place. It is like an extended family. People seem to share a lot of themselves.	20	10
B. XIME is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	10	40
C. XIME is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	30	30
D. XIME is a very controlled and structured place. Formal procedures generally govern what people do.	40	20
Total	100	100

2. **Organizational Leadership**	*Now*	*Preferred*
A. The leadership at XIME is generally considered to exemplify mentoring, facilitating, or nurturing.	35	30
B. The leadership at XIME is generally considered to exemplify entrepreneurship, innovation, or risk-taking.	15	35
C. The leadership at XIME is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	20	15
D. The leadership at XIME is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	30	20
Total	100	100

3. **Management of Employees**	*Now*	*Preferred*
A. The management style at XIME is characterized by teamwork, consensus, and participation.	45	10
B. The management style at XIME is characterized by individual risk-taking, innovation,freedom, and uniqueness.	10	45
C. The management style at XIME is characterized by hard-driving competitiveness, high demands, and achievement.	20	25
D. The management style at XIME is characterized by security of employment, conformity, predictability, and stability in relationships.	25	20
Total	100	100

4. Organization Glue

	Now	Preferred
A. The glue that holds XIME together is loyalty, and mutual trust. Commitment to this organization runs high.	5	25
B. The glue that holds XIME together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	25	40
C. The glue that holds XIME together is the emphasis on achievement and goal accomplishment.	30	30
D. The glue that holds my XIME together is formal rules and policies. Maintaining a smooth-running organization is important.	40	5
Total	100	100

5. Strategic Emphasis

	Now	Preferred
A. My XIME emphasizes human development. High trust, openness, and participation persist.	8	8
B. My XIME emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	35	45
C. My XIME emphasizes competitive actions and achievement. Hitting achievement targets and producing high levels of growth is dominant.	45	35
D. My XIME emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	12	12
Total	100	100

6. Criteria of Success

	Now	Preferred
A. My XIME defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	25	25
B. My XIME defines success based on the prevalence of innovative and cutting edge instructional practices.	10	50
C. My XIME defines success on the basis test scores and value-added gains.	50	10
D. My XIME defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost practice are critical.	15	15
Total	100	100

...t for Scoring the OCAI

...cores

0	1A
35	2A
45	3A
5	4A
8	5A
25	6A
138	Sum (total of A responses)
23	Average (Sum divided by 6)

10	1B
15	2B
10	3B
25	4B
35	5B
10	6B
105	Sum (total of B responses)
17.5	Average (Sum divided by 6)

30	1C
20	2C
20	3C
35	4C
45	5C
50	6C
200	Sum (total of C responses)
33.33	Average (Sum divided by 6)

40	1D
30	2D
25	3D
40	4D
12	5D
15	6D
162	Sum (total of D responses)
27	Average (Sum divided by 6)

1. Plot the average of your A scores in the **Yellow** Quadrant.
2. Plot the average of your B scores in the **Green** Quadrant.
3. Plot the average of your C scores in the **Blue** Quadrant.
4. Plot the average of your D scores in the **Red** Quadrant.
5. Connect the dots with a solid line.

Organization Name XIME

"Preferred" Scores

20	1A
30	2A
10	3A
25	4A
8	5A
25	6A
108	Sum (total of A responses)
18	Average (Sum divided by 6)

40	1B
35	2B
45	3B
40	4B
45	5B
50	6B
255	Sum (total of B responses)
42.5	Average (Sum divided by 6)

30	1C
15	2C
25	3C
30	4C
35	5C
10	6C
145	Sum (total of C responses)
24.16	Average (Sum divided by 6)

20	1D
20	2D
20	3D
5	4D
12	5D
15	6D
92	Sum (total of D responses)
15.33	Average (Sum divided by 6)

1. Plot the average of your A scores in the **Yellow** Quadrant.
2. Plot the average of your B scores in the **Green** Quadrant.
3. Plot the average of your C scores in the **Blue** Quadrant.
4. Plot the average of your D scores in the **Red** Quadrant.
5. Connect the dots with a dashed line.

Conflict Management Styles Assessment

Please **CIRCLE ONE** response that best describes you. Be honest, this survey is designed to help you learn about your conflict management style. There are no right or wrong answers!

Name **Date**

	Rarely	Sometimes	Often	Always
1. I discuss issues with others to try to find solutions that meet everyone's needs.	1	2	3	4
2. I try to negotiate and use a give-and-take approach to problem situations.	1	2	3	4
3. I try to meet the expectations of others.	1	2	3	4
4. I would argue my case and insist on the advantages of my point of view.	1	2	3	4
5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.	1	2	3	4
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.	1	2	3	4
7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?	1	2	3	4
8. I prefer to compromise when solving problems and just move on.	1	2	3	4
9. I find conflicts exhilarating; I enjoy the battle of wits that usually follows.	1	2	3	4
10. Being in a disagreement with other people makes me feel uncomfortable and anxious.	1	2	3	4
11. I try to meet the wishes of my friends and family.	1	2	3	4
12. I can figure out what needs to be done and I am usually right.	1	2	3	4
13. To break deadlocks, I would meet people halfway.	1	2	3	4
14. I may not get what I want but it's a small price to pay for keeping the peace.	1	2	3	4
15. I avoid hard feelings by keeping my disagreements with others to myself.	1	2	3	4

The Blake and Mouton Managerial Grid

Leadership Self Assessment Questionnaire

Below is a list of statements about leadership behavior. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

never 0 1 sometimes 2 3 4 always 5

1. _____ I encourage my team to participate when it comes decision-making time and I try to implement their ideas and suggestions.
2. _____ Nothing is more important than accomplishing a goal or task.
3. _____ I closely monitor the schedule to ensure a task or project will be completed in time.
4. _____ I enjoy coaching people on new tasks and procedures.
5. _____ The more challenging a task is, the more I enjoy it.
6. _____ I encourage my employees to be creative about their job.
7. _____ When seeing a complex task through to completion, I ensure that every detail is accounted for.
8. _____ I find it easy to carry out several complicated tasks at the same time.
9. _____ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. _____ When correcting mistakes, I do not worry about jeopardizing relationships.
11. _____ I manage my time very efficiently.
12. _____ I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. _____ Breaking large projects into small manageable tasks is second nature to me.
14. _____ Nothing is more important than building a great team.
15. _____ I enjoy analyzing problems.
16. _____ I honor other people's boundaries.
17. _____ Counseling my employees to improve their performance or behavior is second nature to me.
18. _____ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

Creative Property of The Vision Council

Scoring :- After completing the questionnaire, transfer your answ... spaces below:

PEOPLE Questions: 1 4 6 9 10 12 14 16 17 Total

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

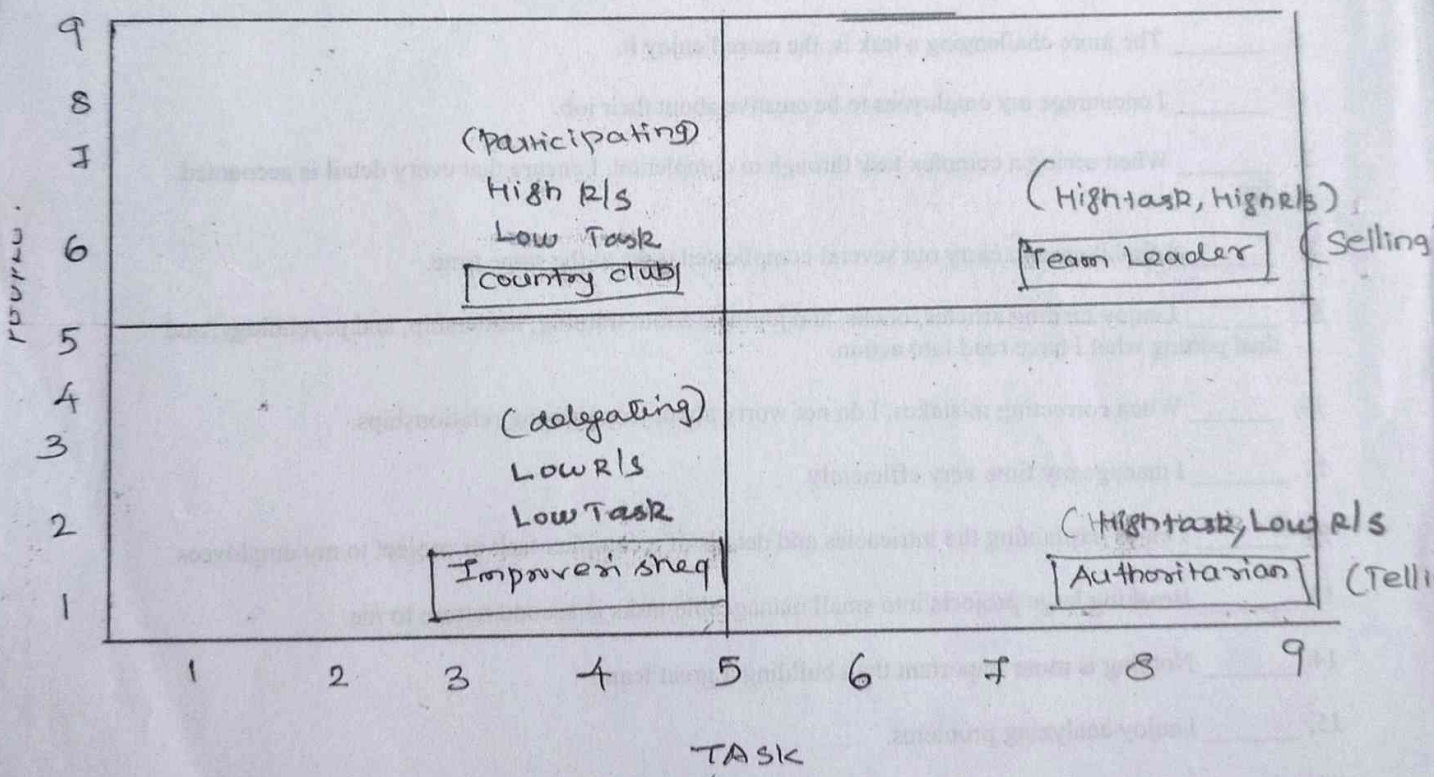
Multiply the Total by 0.2 to get your score =

TASK Questions: 2 3 5 7 8 11 13 15 18 Total

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Multiply the total by 0.2 to get your score =

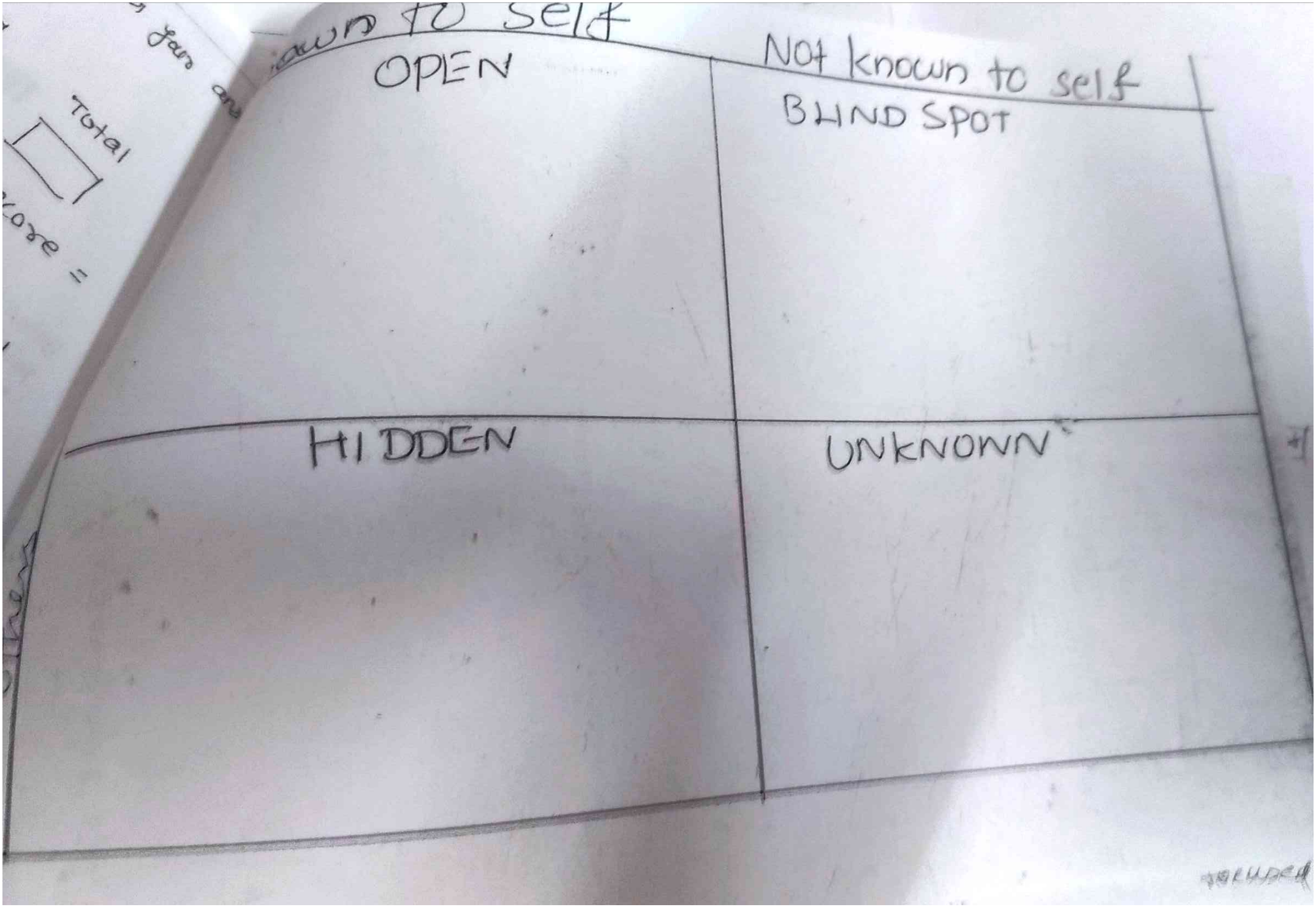
Put your scores on the graph given below. Then draw 2 lines



Results :-

Horizontal - people

vertical - Task


Known to self
Not known to self
OPEN
BLIND SPOT
HIDDEN
UNKNOWN
Total

Short Dark Triad (SD3)- *Paulhus & Jones (2014).*

Response Scale:
1 = Strongly Disagree:2 = Disagree:3 = Neither Agree nor Disagree:4 = Agree;5 = Strongly Agree

Section A: Machiavellianism (Strategic, political) → Results without loyalty [Manupulative, Lowinest]

1. It is wise to be cautious about revealing personal information. — 4
2. I use strategic thinking to influence others in my favor. — 2
3. Building alliances with influential people is important for success. — 2
4. Avoiding open conflict can be useful for future advantage. — 4
5. Keeping useful information for later leverage is smart. — 4
6. Timing is important when responding to unfair treatment. — 2
7. Some information is better kept hidden from others. — 4
8. I prioritize outcomes that benefit me personally. — 5
9. Most people can be influenced if approached correctly. — 4

$\frac{31}{9} = 3.4$

Section B: Narcissism (Confidence & visibility → leader focused, not team focused [Ego, poor listening]

10. I see myself as someone with strong leadership qualities. — 4
11. I believe I have unique abilities that set me apart from others. — 4
12. I enjoy associating with high-status or influential people. — 2
13. I feel confident when others recognize my achievements. — 4
14. I expect to receive the respect I deserve. — 4
15. I enjoy highlighting my accomplishments. — 4
16. I believe I have the potential to become very successful. — 2
17. I like being the center of attention in group settings. — 2
18. Praise from others makes me feel good about myself. — 4

$\frac{30}{9} = 3.3$

Section C: Psychopathy (Fearless & decisive) [Lack of empathy] performance over people

19. I enjoy challenging authority when it restricts me. 4
20. I am comfortable taking risks if there is something to gain. 4
21. When wronged, I feel strongly about getting even. (தவறுசெய்தால், பழிவாங்க விரும்பு வேன்) — 4
22. Others sometimes see me as impulsive. (நான் உணர்ச்சிவசப்பட வைனாய் உணர்கிறேன்) — 4
23. I can be tough or harsh when the situation demands it. 4.
24. People who cross me usually regret it. — 2.
25. I am not overly concerned about rules if they block my goals. — 2.
26. I prefer short-term excitement over long-term stability. — 2
27. I am willing to say whatever is necessary to achieve my objectives. — 2

$\frac{30}{9} = 3.3$

Scoring Sheet Step 1: Add your scores

- Machiavellianism (Items 1–9): _____ ÷ 9 = 3.4
- Narcissism (Items 10–18): _____ ÷ 9 = 3.3
- Psychopathy (Items 19–27): _____ ÷ 9 = 3.3

(Write the **mean score** for each trait.)

Interpretation Guide

Mean Score	What It Indicates
1.0 – 2.0	Low tendency
2.1 – 3.4	Moderate tendency
3.5 – 5.0	High tendency

Your highest score indicates your dominant tendency.

Reflection Questions

1. Which trait is highest for you?
2. How might this trait help you as a future manager?
3. In what situations could this trait become a problem?

Adapted for classroom use from the Short Dark Triad (SD3) scale by Paulhus & Jones (2014).