The University of Texas at Tyler

CULTURE ASSESSMENT OUTCOMES

BY SUSAN FRANZEN, ASSISTANT VICE CHANCELLOR, ORGANIZATIONAL EFFECTIVENESS, UT SYSTEM

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Climate ▲

Culture

ssumptions

ttitudes

eliefs

alues

Patterns and Structures

"Psychological Contracts"

Climate

C ommunications

D ecision making

B ehaviors & roles

L eadership style

P rofessional development

P rocesses & structures

What's the "best" culture?

The "best" culture depends on the context.

Effective organizations are a blend of all four culture types and typically behave in flexible and contradictory ways.
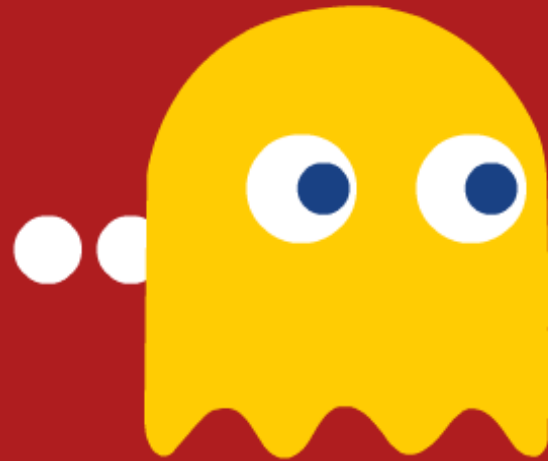
Low congruence (agreement) across a dimension is considered less effective.

A weak culture is less effective than a strong culture.

A strong culture will be more difficult to change, but it can be done if you use the right leverage points.
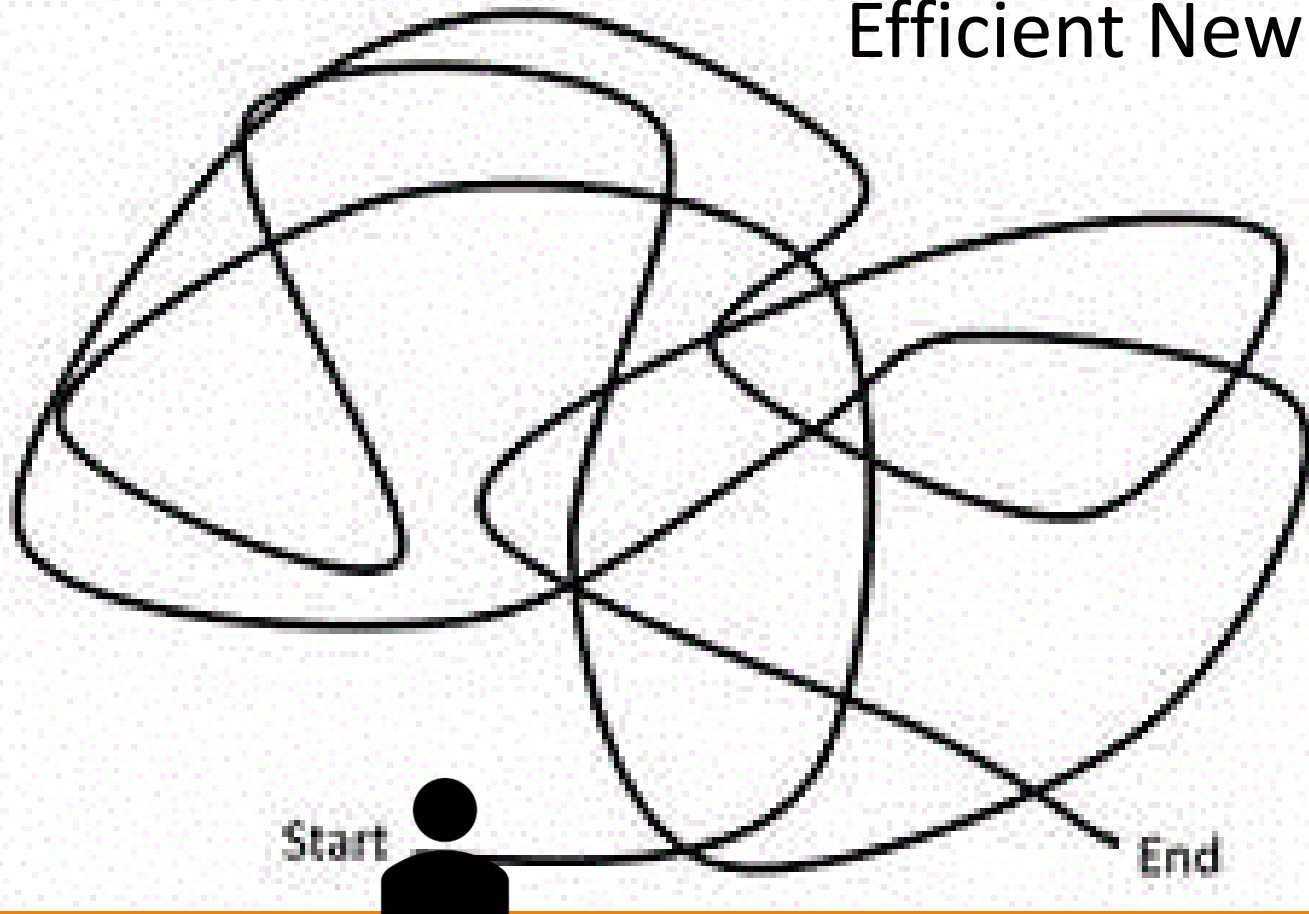
Culture   Eats   Strategy

Strategy & Culture

There is no "right" culture, but there is a **best** culture for your strategy.

To execute on your strategic plan, you must understand how the current culture works for and against you and your structures, patterns, and process must align.

Strategy & Culture Mismatch

Efficient New Process

"[CULTURE]
is a living entity –
and it is enriched or
undermined
cumulatively over time,
the product of
a thousand
small gestures."

Michael Eisner, Disney CEO, 1984-2005

Vision & Mission

We aspire to be the primary educational and economic driver of East Texas.

UT Tyler is committed to student success by providing a uniquely balanced student experience in an environment of innovative teaching and research shaped to serve and advance the educational, economic, technological, and public interests of East Texas and beyond.

UT Tyler Strategic Plan Pillars

I: Student Success

II: Student Engagement

III: Research and Scholarship

IV: Community Engagement

Source: UT Tyler Strategic Plan 2018-2023

The Culture Assessment

DEVELOPED BY KIM CAMERON AND ROBERT QUINN AT THE UNIVERSITY OF MICHIGAN SCHOOL OF BUSINESS ADMINISTRATION, BASED ON THE COMPETING VALUES FRAMEWORK (CVF)

HOSTED BY WWW.OCAI-ONLINE.COM

OCAI (Culture)

4 Quadrants	Clan (collaboration) Adhocracy (creativity) Market (competition) Hierarchy (control)
2 Dimensions	Flexibility vs. Control
Bases	**6 Aspects** Dominant Characteristics Organizational Leadership Management of Employees Organizational Glue Strategic Emphases Criteria of Success
Questions	24
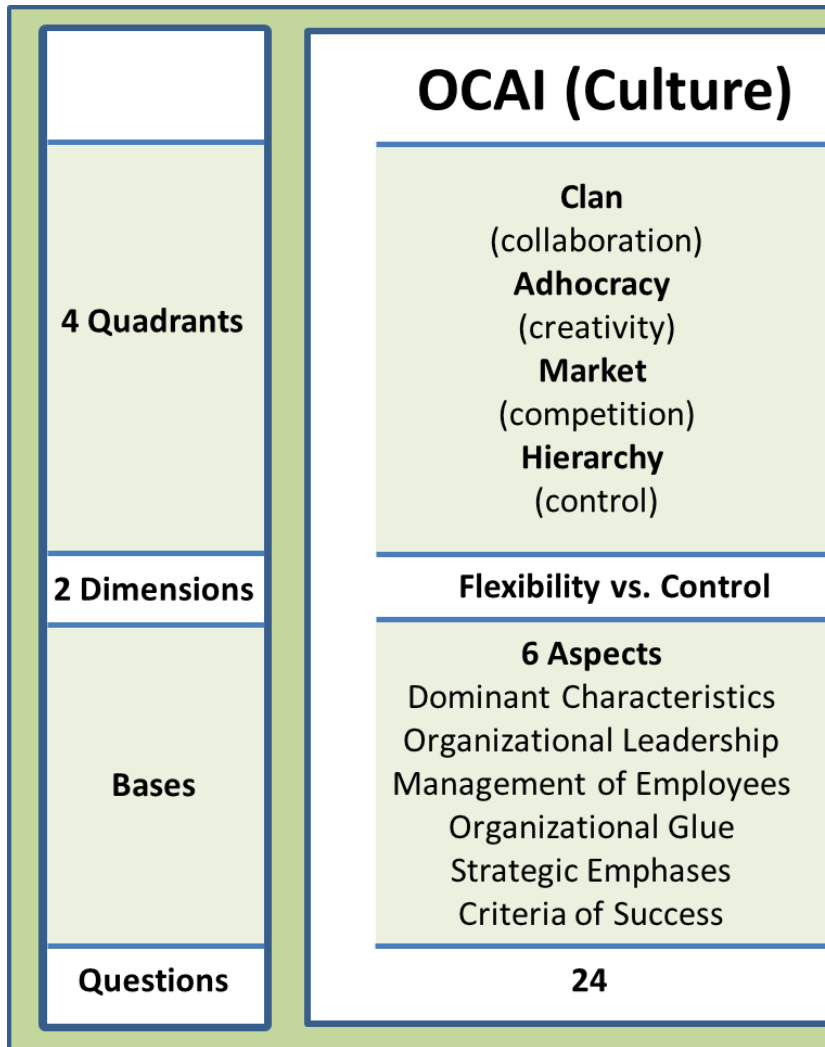
Quick, identifiable diagnosis

Enhanced cultural awareness

Consensus between current and preferred culture

Basis for tangible and visible change – and the momentum to accomplish and sustain those changes

Culture: Clan

Internal focus and flexibility

Friendly – feels like a family

Inspires loyalty, involvement, tradition, high commitment, solidarity

Based on developing human resources to their full potential

Leaders are viewed as parental, mentors

Culture: Adhocracy

External focus and flexibility

Dynamic, entrepreneurial, creative

Inspires risk taking, experimenting, innovation

Based on growth and creativity producing effectiveness

Leaders are viewed as innovators, entrepreneurs

Culture: Market

External focus and stability

Result orientated, competitive, focused on numbers

Inspires winning, success, reputation

Based on goal achievement, market share

Leaders are viewed as demanding, hard drivers

Culture: Hierarchy

Internal focus and stability

Structure, procedures, formal

Inspires efficiency and reliability

Based on efficiency, timeliness, and consistency

Leaders are viewed as coordinators and organizers

The OCAI profile shows

The dominant organizational culture

The difference between the current and preferred culture

How wide-spread the dominant culture is in the organization

Congruence (or agreement) across 6 cultural aspects

How the assessment is scored

The OCAI consists of six aspects, each with four alternatives:

- The A alternative represents clan culture
- The B alternative represents adhocracy culture
- The C alternative represents market culture
- The D alternative represents hierarchy culture

Divide 100 points among the four alternatives, depending on the extent to which each alternative is similar to your perception of your organization (current); repeat the process based on your preferences for your organization (preferred)

Scoring:

1. Add all the A responses and divide by 6; plot average in the clan quadrant

2. Add all the B responses and divide by 6; plot average in the adhocracy quadrant
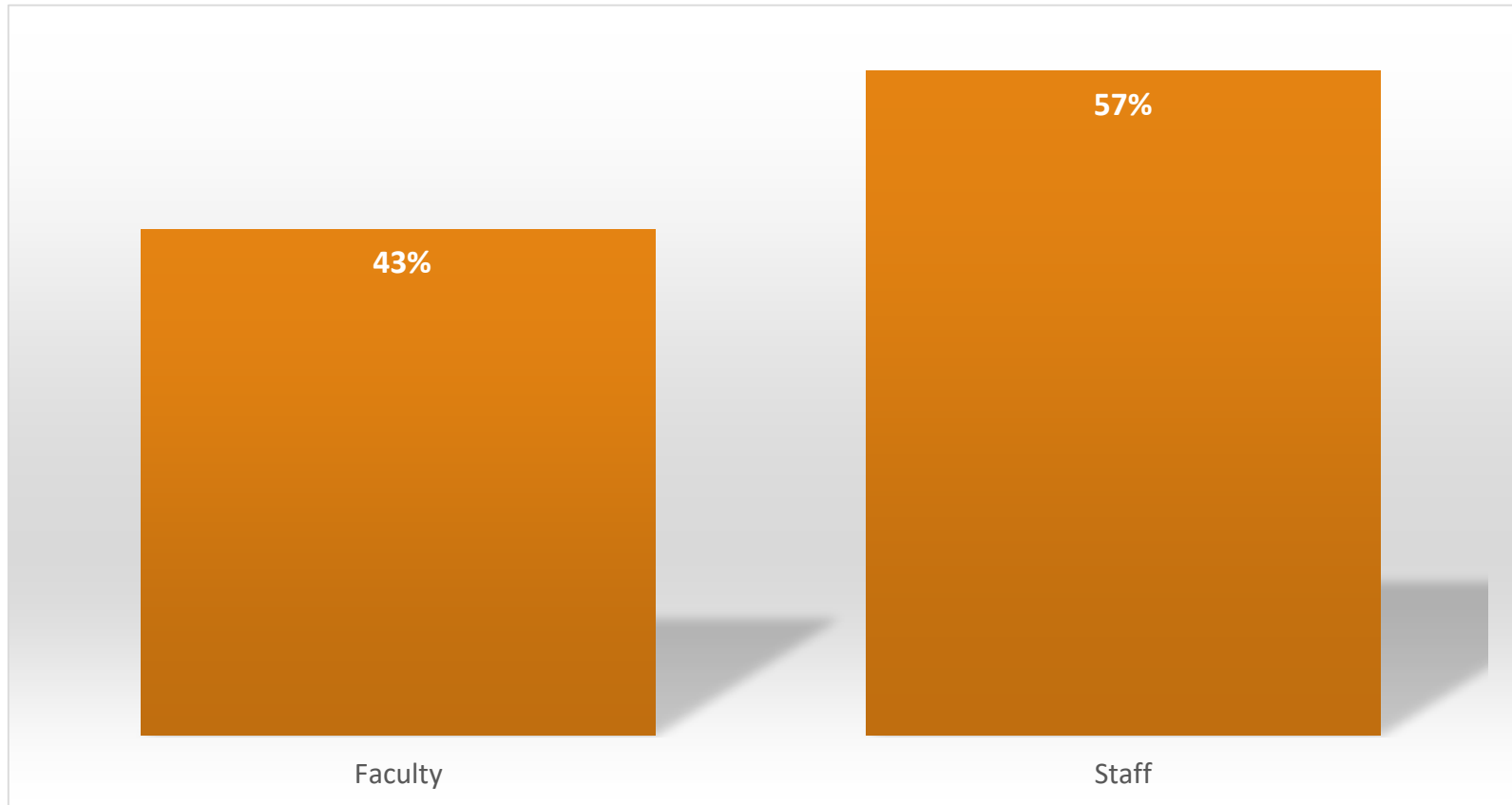
3. Repeat for C and D responses

The strength of the culture is determined by the number of points – the higher the score, the stronger the culture.
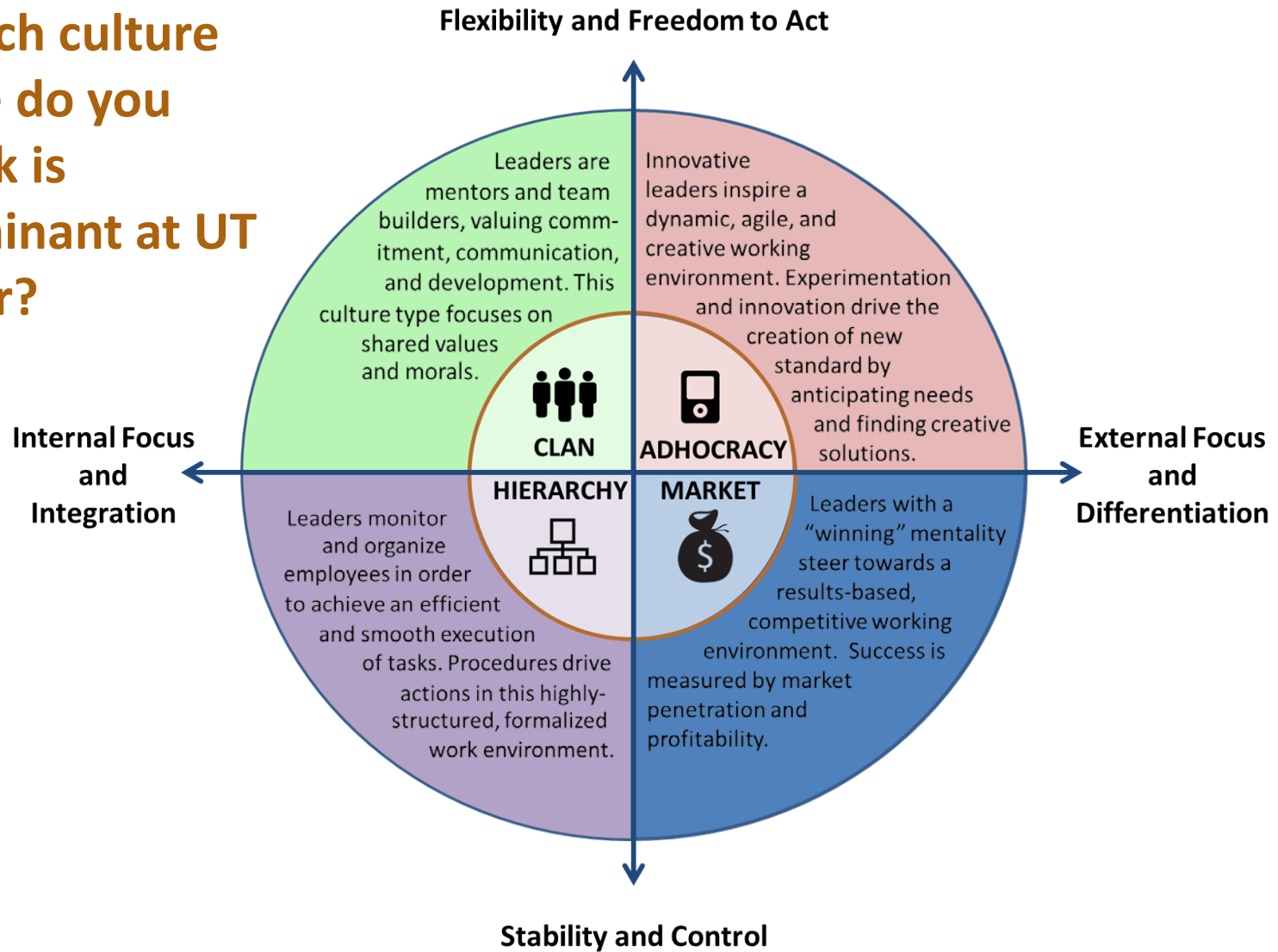
% response by group
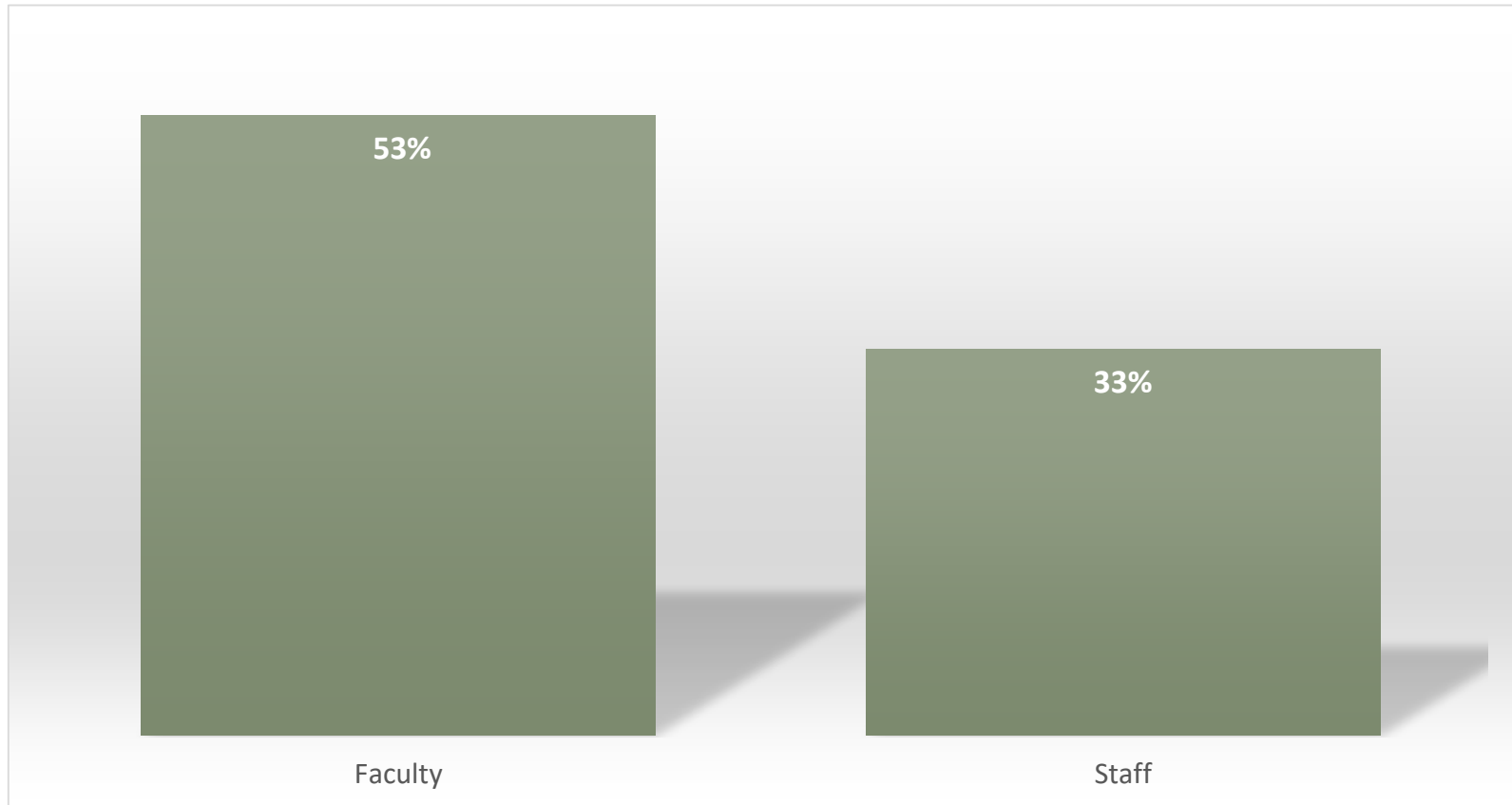
1082 Invitations sent • 430 responses received

Response rate by group

Faculty	Staff
43%	57%

1082 Invitations sent • 430 responses received

Which culture type do you think is dominant at UT Tyler?

Flexibility and Freedom to Act

Leaders are mentors and team builders, valuing commitment, communication, and development. This culture type focuses on shared values and morals.

CLAN

Innovative leaders inspire a dynamic, agile, and creative working environment. Experimentation and innovation drive the creation of new standard by anticipating needs and finding creative solutions.

ADHOCRACY

Internal Focus and Integration

External Focus and Differentiation

HIERARCHY

MARKET

Leaders monitor and organize employees in order to achieve an efficient and smooth execution of tasks. Procedures drive actions in this highly-structured, formalized work environment.

Leaders with a "winning" mentality steer towards a results-based, competitive working environment. Success is measured by market penetration and profitability.

Stability and Control

Total results for UT Tyler
(based on 40% aggregate response rate)
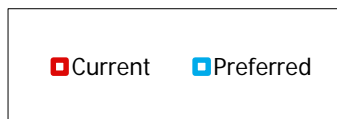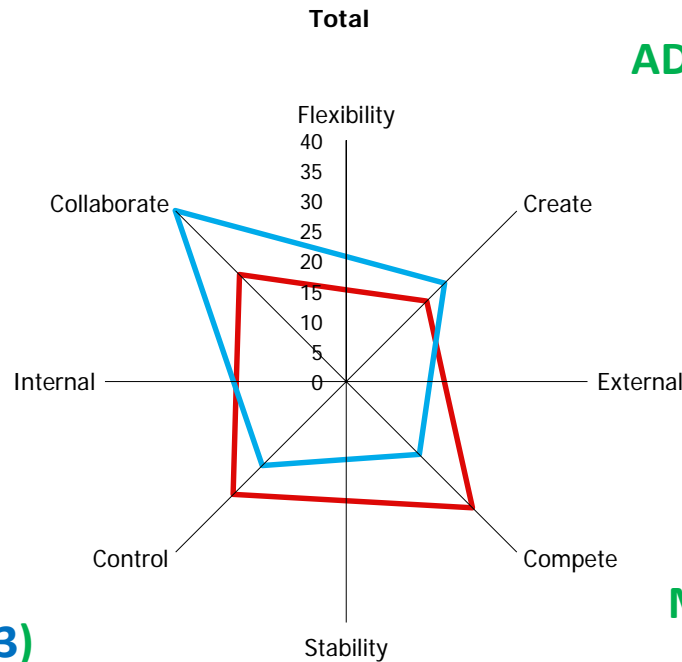
CLAN (3, 1)

ADHOCRACY (4, 2)

Faculty view current culture as slightly more hierarchical than staff

No significant differences in preferred culture between faculty and staff responses

Total

Flexibility

40
35
30
25
20
15
10
5
0

Collaborate

Create

Internal

External

Control

Compete

Stability

HIERARCHY (2, 3)

MARKET (1, 4)

□ Current   □ Preferred

(Culture mix order) – current
(Culture mix order) - preferred

Total culture mix (40% reporting)

❖ Clan: 25.06 – 40.12= **(15.06)**

❖ Adhocracy: 18.83 – 23.06 = (4.23)

❖ Market: 29.61 – 17.10 = **12.51**

❖ Hierarchy: 26.51 – 19.71 = 6.8

Current culture minus preferred culture

Congruence

❖Successful organizations typically have a congruent culture, resulting in fewer internal conflicts and contradictions.

❖Departments or divisions within an organization can differ from the overall culture.

❖The current organizational culture is <u>almost congruent</u> in that most of the six aspects indicate market culture as the leading culture type.

Six aspects typify the fundamentals of culture

Basic assumptions

- **Dominant characteristics:** the most observable aspects
- **Organizational glue:** what holds the people and the organization together; values, approaches, structures

Interaction patterns

- **Leadership:** how people perceive leadership; observable behaviors
- **Management of employees:** how people are managed by their immediate supervisors

Organizational direction

- **Strategic emphases:** how the mission is accomplished
- **Criteria of success:** how the organization defines success; how people are rewarded

Summary of the six aspects (overall)

	1. Dominant			2. Org Leader.			3. Management			4. Org Glue			5. Strat. Emph.			6. Criteria of Success		
	C	P	Var	C	P	Var	C	P	Var	C	P	Var	C	P	Var	C	P	Var
Clan	30.24	38.82	-8.58	23.96	39.47	-15.51	28.62	40.96	-12.34	24.07	40.67	-16.60	20.34	38.67	-18.33	23.11	42.15	-19.04
Adhocracy	14.72	25.19	-10.47	20.96	22.97	-2.01	16.73	24.56	-7.83	19.14	21.73	-2.59	23.12	24.37	-1.25	18.32	19.55	-1.23
Market	25.54	19.90	5.64	32.27	13.68	18.59	30.10	14.00	16.10	27.90	19.95	7.95	30.20	16.51	13.69	31.62	18.57	13.05
Hierarchy	29.51	16.09	13.42	22.81	23.87	-1.06	24.55	20.49	4.06	28.89	17.65	24.83	26.34	20.45	5.89	26.95	19.73	7.22

	Total		
	C	P	
Clan	25.06	40.12	-15.06
Adhocracy	18.83	23.06	-4.23
Market	29.61	17.10	12.51
Hierarchy	26.51	19.71	6.8

The current culture is almost congruent.
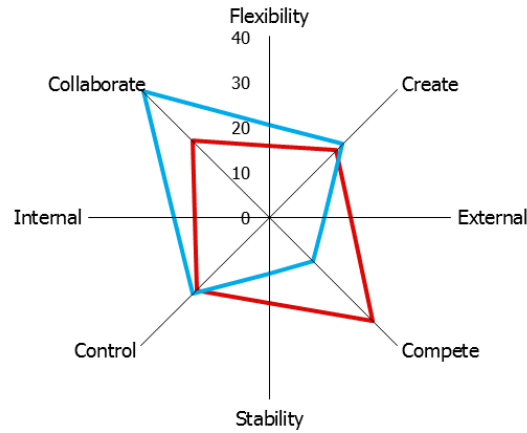Market is the leading culture type across 4 of the 6 aspects*.

Red indicates opportunity to decrease
Green indicates opportunity to increase

*More staff (58) responded than faculty and faculty rated hierarchy higher than market for 4 of the 6 aspects.
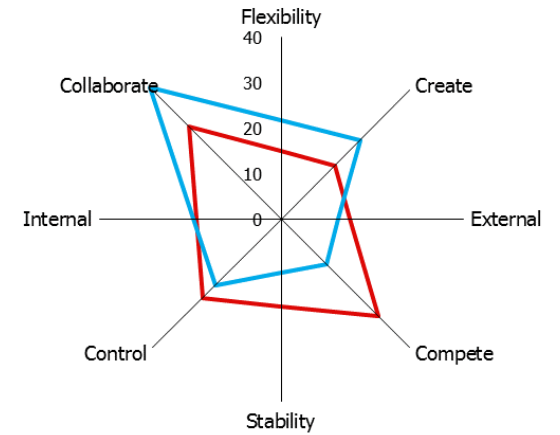
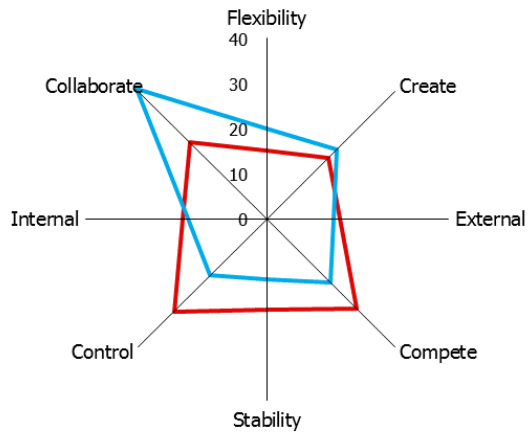**1. Dominant characteristics**
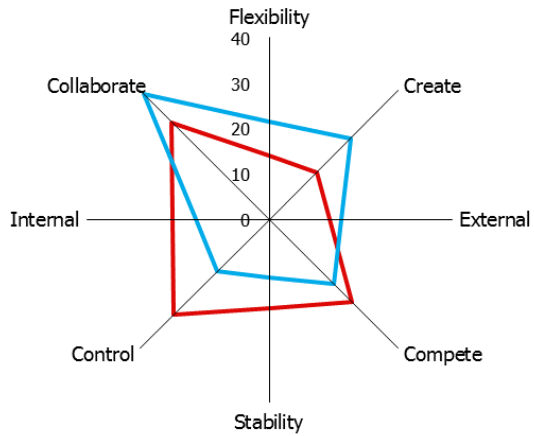
2. Organizational leadership
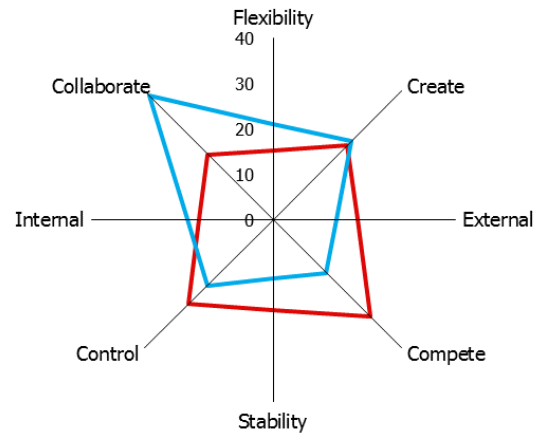
3. Management of employees
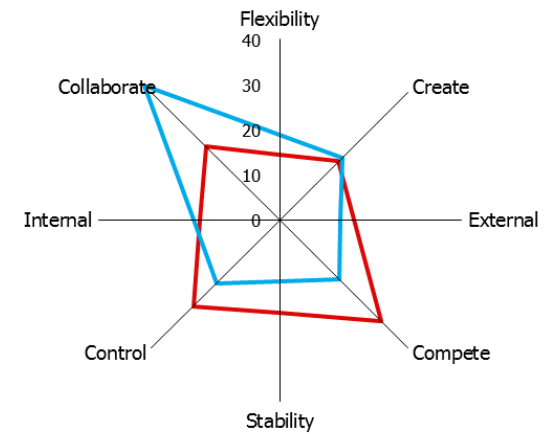
red indicates current culture; blue indicates preferred

4. Organization glue

5.Strategic emphases

6. Criteria of success

Organizational Stories

Clan

UT Tyler is a great place to work
Bright, friendly, supportive
Good team
Improved faculty and staff collaboration
Faculty and staff awards dinner

Adhocracy

Frequently changing directions

Fear of change and uncertainty
Adherence to processes vs. needs
Limited communication
Slow hiring processes

Internal competitiveness
Focused on external perceptions
Limited sharing of information
Produce workforce (market needs) or
foster knowledge (what is balance?)

Hierarchy

Market

The tipping point for change

Scientists at Rensselaer Polytechnic Institute have found that when just **10 percent of the population** holds an unshakable belief, their belief will always be adopted by the majority of the society.

An important aspect of the finding is that the percent of committed opinion holders required to shift majority opinion does not change significantly regardless of the type of network in which the opinion holders are working.

Each of the individuals in the models "talked" to each other about their opinion. If the listener held the same opinions as the speaker, it reinforced the listener's belief. If the opinion was different, the listener considered it and moved on to talk to another person. If that person also held this new belief, the listener then adopted that belief.

Source: https://news.rpi.edu/luwakkey/2902

Make the invisible visible

Everyone has a role to play

It is not HR's job to change the culture. It is an inclusive invitation for participation.

It's harder to "change" culture than it is to "shift" it.

Shifts can be accelerated when you intervene at the right leverage points.

Accelerate the shifts by reframing roles and assumptions, shifting boundaries and patterns, and renegotiating psychological contracts.

Next Steps

1. Define the best culture mix for UT Tyler
2. Begin "living" the preferred culture mix
3. Complete first round of workshops by DATE
4. Consolidate and synthesize workshop outcomes
5. Present and discuss consolidated outcomes by DATE
6. Revise outcomes, as needed
7. Develop and present plan by DATE

What the Plan Should Include

☑A description of the preferred culture – what it looks like, what it feels like – and how it aligns with the strategic plan.

☑Identification of structure, policies, and procedures that need to change to reflect the preferred culture (e.g. recruiting and hiring, purchasing, defined roles, reporting lines, performance evaluations, etc.)

☑Identification of preferred behaviors and recommended accountability measures.

"One of the most **CRITICAL** benchmarks of a recently recruited [leader, faculty, or staff member's] track record is **how well he or she fits into the new organization's culture.**"

"Although newly hired [leaders, faculty, or staff members] may have achieved stellar accomplishments with previous employers, and worked at the "right" companies, **their leadership styles, interpersonal skills, and decision-making processes may not mesh well at all with the way [this university operates]**."

-American Management Association

"…selecting the right person is one of the most important steps in ensuring a smooth transition. The [selection committee] must take a wide view of not only the needs [of the role], but also the culture of the institution."

Potential Discussions

THE UNIVERSITY OF TEXAS AT TYLER

Discussion I

Do the outcomes of the OCAI assessment reflect the "best" preferred culture mix for The University of Texas at Tyler?

Are there any discrepancies between the preferred culture mix (as assessed) and the culture mix required to achieve the university mission? What are they? Why do they exist?

Discussion II

How do the unique strengths of UT Tyler match the preferred culture mix?

Which events and specific examples match it?

Discussion III

Where do you experience a disconnect between the current UT Tyler and the newly defined preferred culture mix?

Which events and specific examples can you cite?

Discussion IV

Thinking of the preferred culture mix for the UT Tyler:

❖ What will we do MORE of?

❖ What will we CONTINUE to do?

❖ What will we do LESS of?

❖ What do we NOT WANT TO DO anymore?

Discussion V

❖What are the THREE most important changes we will make to shift to the preferred culture mix?

❖What should we do first?

❖What might hold us back?

❖How will we move past any obstacles or barriers?

Find the Culture Worksheet

What clues can you gather by looking at your institution as an outsider might?
Imagine you are encountering your institution for the first time. With fresh eyes, what seems to be important to the people here?

1. How do people **communicate**? Are there special words or sayings? Who can communicate with whom?

4. How do people **interact** with each other?

2. What do the people here **say is important**? What do leaders **say is important**?

5. How does **work get done**? What are the customs?

3. How are **decisions** made? Who makes them?

6. What or who gets **rewarded**?

What views or **attitudes** do the people here take for granted? What underlying **assumptions** are simply not questioned? What is **sacred**? What **patterns** are repeated and what outcomes do those patterns produce?

Based on your observations, what do you believe are the **values** of this institution? Does your answer align with #2 above?