The University of Texas at Tyler

CULTURE ASSESSMENT OUTCOMES

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

MARCH 21, 2019
Does anyone know where we keep the unwritten rules?
Culture

Assumptions

Attitudes

Beliefs

Values

Patterns and Structures

“Psychological Contracts”
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)

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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: 43%
- Staff: 57%

1082 Invitations sent • 430 responses received
Which culture type do you think is dominant at UT Tyler?
Total results for UT Tyler
(based on 40% aggregate response rate)

CLAN (3, 1)
Faculty view current culture as slightly more hierarchical than staff

HIERARCHY (2, 3)

ADHOCRACY (4, 2)
No significant differences in preferred culture between faculty and staff responses

MARKET (1, 4)
(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 almost congruent 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)

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<td>C</td>
<td>P</td>
<td>Var</td>
<td>C</td>
<td>P</td>
<td>Var</td>
</tr>
<tr>
<td>Market</td>
<td>25.54</td>
<td>19.90</td>
<td>5.64</td>
<td>32.27</td>
<td>13.68</td>
<td>18.59</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>29.51</td>
<td>16.09</td>
<td>13.42</td>
<td>22.81</td>
<td>23.87</td>
<td>-1.06</td>
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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.
red indicates current culture; blue indicates preferred
### Organizational Stories

<table>
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<th>Clan</th>
<th>Adhocracy</th>
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<tr>
<td>UT Tyler is a great place to work</td>
<td>Frequently changing directions</td>
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<td>Bright, friendly, supportive</td>
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<tr>
<td>Good team</td>
<td></td>
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<td>Improved faculty and staff collaboration</td>
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<td>Faculty and staff awards dinner</td>
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<th>Hierarchy</th>
<th>Market</th>
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<tr>
<td>Fear of change and uncertainty</td>
<td>Internal competitiveness</td>
</tr>
<tr>
<td>Adherence to processes vs. needs</td>
<td>Focused on external perceptions</td>
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<tr>
<td>Limited communication</td>
<td>Limited sharing of information</td>
</tr>
<tr>
<td>Slow hiring processes</td>
<td>Produce workforce (market needs) or</td>
</tr>
<tr>
<td></td>
<td>foster knowledge (what is balance?)</td>
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**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

**Hierarchy**

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

**Market**

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

<table>
<thead>
<tr>
<th>1. How do people <strong>communicate</strong>? Are there special words or sayings? Who can communicate with whom?</th>
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<tbody>
<tr>
<td>2. What do the people here <strong>say is important</strong>? What do leaders <strong>say is important</strong>?</td>
</tr>
<tr>
<td>3. How are <strong>decisions</strong> made? Who makes them?</td>
</tr>
<tr>
<td>4. How do people <strong>interact</strong> with each other?</td>
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<tr>
<td>5. How does <strong>work get done</strong>? What are the customs?</td>
</tr>
<tr>
<td>6. What or who gets <strong>rewarded</strong>?</td>
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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?
THANK YOU!