

Key takeaways from the 2018 Organizational Culture Assessment Instrument Survey for UT TYLER

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The Organizational Culture Assessment Instrument (OCAI) is based on the Competing Values Framework (CVF) and was developed by Kim Cameron and Robert Quinn at The University of Michigan School of Business Administration. They developed the CVF from a list of 39 indicators of organizational effectiveness and found that competition existed on two spectrums: 1) internal focus and integration versus external focus and differentiation and 2) stability and control versus flexibility and discretion.

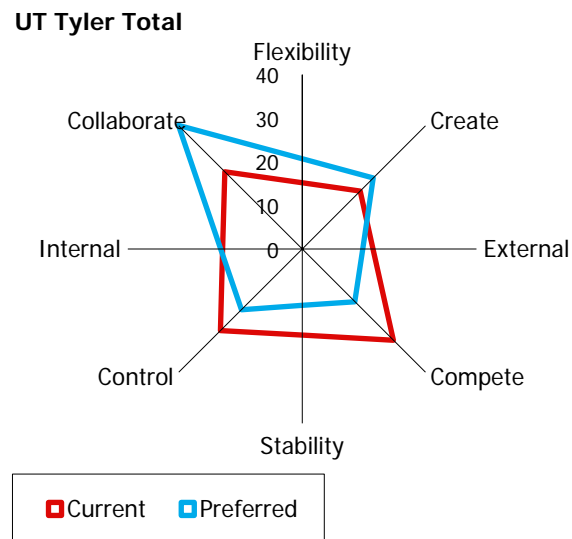
Answering the same 24 questions through both the lens of the current culture and a preferred culture, organizations receive a starting point for discussions about the best mix of culture to ensure execution of their strategic priorities. The preferred culture identified through the OCAI assessment should not be interpreted as the definitive mix until the results have been discussed within the framework of a strategic plan and the appropriate mix identified.

At UT Tyler, a comparison of faculty (186 respondents/53 percent of all faculty) and staff (244 respondents/33 percent of all staff) indicates very similar perspectives for both the current and the preferred culture mix. Staff view the current culture as slightly more competitive than faculty and both groups prefer more collaboration and creativity while reducing control and competition.

With a 40 percent response rate, the overall current culture at UT Tyler was defined as mostly competitive (Market) and control (Hierarchy) types, followed by collaborative (Clan) and creative (Adhocracy) types. The preferred culture was identified as Clan, Adhocracy, Market, and Hierarchy. There may be too much internal competition for the organization to be successful in collaborating to compete against external threats or it may be an indication of the organization's shift in strategy and faculty/staff desire to maintain status quo. Additional discussions should focus on the best mix of Clan and Market types to achieve the mission and strategic priorities.

In each of the six cultural aspects, a difference of 10 or more points between the current and preferred mix indicate a focus area for further discussion. Focus areas are underlined.

1. **Dominant Characteristics.** Currently viewed as Clan with a preference for even more collaboration, increased Adhocracy and decreases in Market and Hierarchy.
2. **Organizational Leadership.** Currently viewed as Market with a preference for less competition, increased Clan, Adhocracy, and Hierarchy. Competitiveness can drive excellence, but too much internal competition can strengthen silos and reduce communication as people compete for limited resources.



3. **Management.** Currently viewed as Market with a preference for less competition, increased Clan, Adhocracy, and decreased Hierarchy. Additional research is needed to determine if managers are defending their turf and inadvertently pitting staff or faculty against each other or if this is a desired shift towards new definitions of excellence.
4. **Organizational Glue.** Currently viewed as Hierarchy, with a preference for fewer controls, decreased Market, and increased Clan and Adhocracy. There may be opportunities to reduce or eliminate processes that exist because they always have but may no longer add value. Controls can serve as necessary anchors or may weigh down an organization if they are too heavy. Collaboration may be impeded by the need to follow processes and rules.
5. **Strategic Emphases.** Currently viewed as Market, with a preference for less competition, less Hierarchy, and increased Clan and Adhocracy. An externally competitive organization may be desired, but balance is key as an internally competitive focus may limit opportunities to successfully execute on strategy.
6. **Criteria of Success.** Currently viewed as Market, with a preference for less competition, less Hierarchy, and increased Clan and Adhocracy.

Definitions:

Clan (internal focus and flexibility) represents a friendly environment, often to the point of feeling like an extended family. This type inspires loyalty, involvement, and high levels of commitment. Strong Clan cultures are steeped in tradition and experience an “us vs. them” solidarity. People matter and their development is central to the organization. Leaders are viewed as mentors or parental figures.

Adhocracy (external focus and flexibility) represents a constantly changing, entrepreneurial, and creative environment. Risk taking experimenting, and innovation are strongly encouraged to drive growth and creativity. Leaders are viewed as entrepreneurial and innovative.

Market (external focus and stability) represents a results-oriented, competitive environment. Achieving the numbers and winning are viewed as success factors and reputation is closely defended. Careful attention is paid to market share and goal achievement, with less focus on how that occurs. Leaders are viewed as demanding drivers towards the goals.

Hierarchy (internal focus and stability) represents a more formal environment that thrives on structure, policies, and procedures. Efficiency, reliability, and standards are valued, as is efficiency, timeliness, and consistency. Leaders are viewed as coordinators and organizers.

Basic Assumptions are the observable and [sometimes] hidden aspects of the organizational culture.

1. **Dominant Characteristics** are the most observable.
2. **Organizational Glue** is what attracts people to the organization and why they stay. It's the organizational values, approaches, and structures.

Interaction Patterns are how people interact and communicate.

3. **Leadership** represents the observable behaviors of leaders and how leaders are perceived.
4. **Management of Employees** represents how people are managed by their direct supervisors

Organizational Direction addresses organizational focus and what/who gets rewarded.

5. **Strategic Emphases** represents how the mission is accomplished.
6. **Criteria of Success** indicates how the organization defines success and what behaviors or outcomes are rewarded.