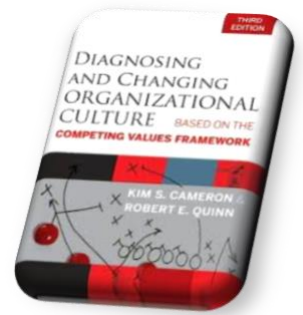


The following six questions ask you to identify the way you experience your organisation right now.

Please rate each of the statements by dividing 100 points between alternatives A, B, C, and D depending on how similar the description is to your organisation (i.e. 100 would indicate very similar and 0 would indicate not at all similar).

The total points for each question must equal 100. The assessment uses this method to better demonstrate how 'trade-offs' always exist in organisations and their available resources. That is, the response scale demonstrates the inherent 'trade-offs' required in any approach to culture change.



You may divide the 100 points in any way among the four alternatives in each question. Some alternatives may get zero points, for example. **Remember that the total must equal 100.**

1. DOMINANT CHARACTERISTICS

SCORE

- A. Our organisation is very investigative. A major concern is with fact finding. People are research oriented. _____
- B. Our organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks. _____
- C. Our organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves. _____
- D. Our organisation is a very controlled and structured place. Formal procedures generally govern what people do. _____

	Total	100
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2. ORGANISATIONAL LEADERSHIP

SCORE

- A. The leadership in our organisation is generally considered to exemplify a probing, fact-based focus. _____
- B. The leadership in our organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking. _____
- C. The leadership in our organisation is generally considered to exemplify mentoring, facilitating, and nurturing. _____
- D. The leadership in our organisation is generally considered to exemplify coordinating, organising, and smooth-running efficiency. _____

	Total	100
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3. MANAGEMENT OF EMPLOYEES

SCORE

- A. The management style in our organisation is characterised by the continuous scrutinisation of all operations and the examination of results. _____
- B. The management style in our organisation is characterised by individual risk-taking, innovation, freedom, and uniqueness. _____
- C. The management style in our organisation is characterised by teamwork, consensus, and participation. _____
- D. The management style in our organisation is characterised by security of employment, conformity, predictability, and stability in relationships. _____

Total 100

4. ORGANISATIONAL GLUE

SCORE

- A. The glue that holds our organisation together is the emphasis on constant assessment of information. Continuous evaluation is a common theme. _____
- B. The glue that holds our organisation together is commitment to innovation and development. There is an emphasis on being at the cutting edge. _____
- C. The glue that holds our organisation together is loyalty and mutual trust. Commitment by our people to the organisation runs high. _____
- D. The glue that holds our organisation together is formal rules and policies. Maintaining a smooth-running organisation is important. _____

Total 100

5. STRATEGIC EMPHASIS

SCORE

- A. Our organisation emphasises investigation and enquiry. Fact-based analysis to improve results is a dominant theme within our strategy. _____
- B. Our organisation emphasises acquiring new resources and creating new challenges. Trying new things and looking out for new opportunities is valued. _____
- C. Our organisation emphasises human development. High trust, openness, and encouraged participation persists. _____
- D. Our organisation emphasises permanence and stability. Efficiency, control and smooth operations are important. _____

Total 100

6. CRITERIA OF SUCCESS

SCORE

- A. Our organisation defines success on the basis of having a considered rationale for all activities. Access to data and logical deduction are highly prized. _____
- B. Our organisation defines success on the basis of having the most differential approach or the newest services. It is seen as a leader in its field and an innovator. _____
- C. Our organisation defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people. _____
- D. Our organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and planned service provision are seen as critical. _____

Total 100

Scoring Chart

Question	Score	Question	Score	Question	Score	Question	Score
1A		1B		1C		1D	
2A		2B		2C		2D	
3A		3B		3C		3D	
4A		4B		4C		4D	
5A		5B		5C		5D	
6A		6B		6C		6D	
Total		Total		Total		Total	
Average		Average		Average		Average	

To get the average score divide each total by 6. Please round your averages to whole numbers.

