Instrument

Part A – Defining Organizational Culture

Please indicate which of the following best represents your corporation. Do please FORCE RANK ORDER that which best represents it and followed by others. Rank 1 through to 4

Type 1 – Operator Culture

Statement	Rank
Based on human interaction and most line units learn those high levels of communication, trust and teamwork as essential to getting the work done efficiently. Learn that no matter how clearly the rules are specified of what is supposed to be done under different operational conditions, the world is to some degree unpredictable and one must be prepared to use one's own innovative skills to deal with them. The action of any organization is ultimately the action of people. The success of the enterprise therefore depends on people's knowledge, skill, learning ability and commitment. Rules and hierarchy often get in the way under unpredicted conditions. People become highly sensitive to the degree to which the production process is a system of interdependent functions all of which must work together in order to be efficient and effective. These points apply to all kinds of "production processes" whether we are talking about a sales function, a clerical group, a cockpit, or a service unit. The knowledge and skill required are "local" and are based on the Organization's core technology. No matter how carefully engineered the production process is or how carefully Rules and routines are specified, operators will have to deal with Unpredictable contingencies. Therefore operators have to have the capacity to learn and to deal with Surprises. Most operations involve inter-dependencies between separate elements of the Process hence operators must be able to work as a collaborative team in which Communication, openness, mutual trust and commitment are highly valued.	

Type 2 – Engineering Culture

Statement	Rank
People of all persuasions are attracted in the first place because as it is abstract and impersonal. Their education reinforces the view that problems have abstract solutions and those solutions can, in principle, be implemented in the real world with products and systems that are free of human foibles and errors. In the broadest sense, they are designers of products and systems that have utility, elegance, permanence, efficiency, safety, and maybe, as in the case of architecture, even aesthetic appeal. They are basically designed to require standard responses from their human operators, or, ideally, to have no human operators at all.	

Pro-actively optimistic, nature can and should be mastered: "that which is Possible should be done". Based on science and available technology. Stimulated by puzzles and problems to be overcome. Pragmatic oriented towards useful products and outcomes. Perfectionist oriented toward elegance, simplicity, and precision: "keep it Neat and simple". Preference for "people free" solutions, for working with "things". The ideal world is one of elegant machines and processes working in perfect Precision and harmony without human intervention. Preference for linear, simple cause and effect, quantitative thinking. absolutes view of reality. Attractive to people whose careers are oriented in "technical/functional Competence." and "pure challenge"

Type 3 – Executive Culture Global Community

Statement	Rank
Absolute focus on finances – without financial survival and growth there Are No returns to shareholders or to society. Financial survival is equivalent to perpetual war with one's Competitors. One cannot get reliable data from below because subordinates will tell one What they think one wants to hear: therefore as ceo one must trust one's own Judgement more and more (i.e. Lack of accurate feedback increases own sense of Rightness and omniscience). Organization and management are intrinsically hierarchical: the hierarchy Is the measure of status and success and the primary means of maintaining Control. Therefore the willingness to experiment and take risks extends only to those Things that permit one to stay in control. Because the organization is very large it becomes depersonalized and Abstract, and, therefore, has to be run by rules, routines (systems), and Rituals ("machine bureaucracy"). Personal relationships are a means to the end of motivation and control, they Are not ends in themselves (the inherent value of relationships and community Becomes lost as one rises in the hierarchy). The ideal world is one in which the organization performs like a well oiled Machine, needing only occasional maintenance and repair.	

Type 4 – Evolving Culture

Statement	Rank
The organization values history and tradition. The organization is built upon stories that lasts over time and that is believed and revered by people as important learning of the past. In the organization time is not an important consideration, as it is perceived to be relative to the tasks and is managed appropriately as long as basic human processes are followed. The organization emphasizes an appropriate management style that foster learning. The organization focuses on learning environments that involves brings together intellect, knowledge, systemic processes, personal mastery and role models. The climate is conducive and non threatening to share successes and failures and is not a performance consideration. The organization believes in creating effective structures and hierarchies that provides clarity to roles, responsibilities, tasks and actions. The organization has effective communication channels, with and without boundaries, people enjoy communicating in relation to business and tasks to be accomplished. A leadership and management that pays attention to high performance lead the organization. The organization believes in swift and effective communication, work long hours to conclude tasks, people live at work, identify with winning and use all resources at one's disposal to accomplish tasks. The organization emphasizes an appropriate management style that foster learning. The organization focuses on learning environments that involves brings together intellect, knowledge, systemic processes, personal mastery and role models.	

918

Part B – Defining Organizational Model - 1

Please indicate which of the following best represents your ORGIZATION CULTURE. Do please FORCE RANK ORDER that which best represents it and followed by others. Rank 1 through to 4

1. The Human Organization Culture

Statement	Rank
Driven by orientation to people, their actions, beliefs in the value of human good and concerns. Focus on making people productive through internal drivers with or without clarity on final goals and tasks. Action through policies, rewards, interactive processes, job design making people an important consideration in organizational issues. Long term organization growth, meaning profits, shareholder value meant people growth.	

2. The Learning Organizational Culture

Statement	Rank
Driven by organizational energy to learn, self develop, perpetuate individualization as they grow to compete. Focus on people productivity through learning drivers on what can be done should be done. Action through making knowledge an important performance parameter. Long term competitive advantage through focus on performance empowerment.	

3. The Institutional Organizational Culture

Statement	Rank
Driven by structural effectiveness, procedural clarity, defined end states and eventual success of people and the systems that lasts over time. Focus on institutional success on a holistic basis and dependent on people expertise. Action through making systems the critical consideration for organizational effectiveness. Long term orientation to building an enterprise that works through economics cycles without a major emphasis on revitalization or renewal.	

4. The Competing Organization Culture

Statement	Rank
Driven by the need for internal and external energy to compete and focus on results. To make people work to plan and have targets achieved as per plan. Focus on organizational vision, values, philosophy and performance and establish concrete direction and make all people, systems and processes work together. Action through making people subservient to systems and external stimuli. Long Term competitive advantage seen as dominance and measures that sustain organizational competitiveness.	

Part C – Defining Organizational Model - 2

Please indicate which of the following best represents your ORGANIZATION CULTURE. Do please FORCE RANK ORDER that which best represents it and followed by others. Rank 1 through to 4

5. The Voluntary Organizational Culture

Statement	Rank
Driven by conscious endeavor to support a cause that extends beyond commercial perspective in many situations. Focus through driving synergies of the people and process systems that integrate organizational goals to an end objective. Action orientation measured by appropriates planning, measured steps, building consensus and reasonable task orientation. Long term goals to build sustainable business models that can seamlessly move from one situation to another without a strong immediate task and performance pressure.	

6. The Intellectual Organizational Culture

Statement	Rank
Driven by the need to promote and perpetuate intellect as it determines individual and organizational means and tasks. Focus on delivery through advancement of learning, knowledge, skills but lacks need for attitudes and appropriate behavior to make things happen. Action driven by merciless meritocracy and rewards to processes and systems that goes beyond human dependence. Long Term sustainability only based on enhanced intellectual capital, innovation and newness of things done within and without the organization..	

7. The Mechanistic Organizational Culture

Statement	Rank
Driven by the successes, stories, rituals and processes that have proved in time that it works and should be followed mechanically. Focus on building internal architectures, systems and processes that drives individual and team performance. Action orientation is expected to be more an outcome given smooth working methods and competitive pressures built within the organizational framework. Long Term need to make teams work together to achieve group goals that achieves today;s performance and tomorrow's systems.	

8. The Performing Organizational Culture

Statement	Rank
Driven by business bottom line, performance, financial focus and the need to achieve tasks and goals established to be accomplished under any circumstance. Focus on driving results through structure, style, roles, and benchmarks as it impacts organizational effectiveness. Action to demonstrate what finally matters in the organization, the stakes involved and reward and punishment that follows post action. Long Term destination treated as an end in itself and pursuit of the goals set as non-negotiable and that it should be accepted and achieved by all internal stakeholders.	

Part D – Leadership Style Model - 1

Please indicate which of the following best represents your LEADERSHIP STYLE. Do please FORCE RANK ORDER that which best represents it and followed by others. Rank 1 through to 4

1. The People Strategist

Statement	Rank
Driven need to motivate and keep people in the right frame of mind to be productive and happy. Focus on creating people oriented systems that enable a culture that brings individuals, teams and organizations together. Action oriented to demonstrate by action that concern for people enables organizations to perform above expectation. Long Term orientation to delivering value through people development, individualized tasks, creating an environment that is self exhilarating.	

2. The Teacher

Statement	Rank
Driven by the need to make people, processes and systems learn from one another, interact to make a meaningful whole and are constantly seeking holistic behavior from organizational systems. Focus through clear policy perspectives and on delivering intellectual and performance value that sponsors native instincts, creative pursuits, feedback and review processes and encourages actions that facilitates results. Action oriented towards developing people competencies, ensures organizational competitiveness is appropriately managed by right people and makes organizational goals subservient to competency development. Long Term vision to build an organizational that can culturally sustain itself to teach, renew, learn, contribute in varying life cycles and has adequate organizational energy to grow with momentum.	

3. The Builder

Statement	Rank
Driven by encouraging things to be worked out, provides job clarity, coaches and rewards for performance. Focus on building for the future through institutional processes, demanding systems that connect organizational functions and works through structures that are streamlined, regulated and planned. Action oriented through appropriateness of actions driven by circumstance, enabling learning to be documented, creates knowledge sharing atmosphere, drives decisions through consensus and takes meaningful time to accomplish tasks. Long Term desire to make lasting organizations that can stream through economic and business life cycles and does not have the pressure to retain performance under all circumstance.	

4. The Visionary

Statement	Rank
Driven by vision, sharing strategic goals, communicates, shares values, distinctive concern for individual sensitivity and demonstrated by examples. Focus on competitiveness, some collaboration, business models that are appropriate and accepted by people and goals that have been worked to individual and organizational advantage. Action oriented to make people accept the overall good, establishes concreteness to tasks to be accomplished, yet merciless in search of meritocracy. Long Term priority to build organizational wealth, individual intellect, collective wisdom, sustainable business model and overall organizational effectiveness parameters.	

Part E – Leadership Style Model - 2

Please indicate which of the following best represents your LEADERSHIP STYLE. Do please FORCE RANK ORDER that which best represents it and followed by others. Rank 1 through to 4

5. The Manager

Statement	Rank
Driven by institutionalizing policies that provide clarity to goals, tasks and manages a team through maintaining status quo through conflicting circumstance and taking decisions that involve retaining established norms and practices. Focus on building loyalty through establishing people oriented systems that enable handling tasks that are individually focused. Action oriented to enable easy and smooth management of the organization, streamlines administrative processes, establishes a string back office operations organization and manages customer oriented roles through follow procedure route. Long Term desire to make organizational working built on strong fundamentals of bureaucracy, frameworks and management styles.	

6. The Scientist

Statement	Rank
Driven by the urge to create, make actions intellectually dominant, treats developmental processes a predominant organizational factor and is willing to compromise for nothing other than intellectual superiority in actions. Focus on attracting and nurturing talent, systems and processes that are of utility today and tomorrow, more tomorrow, and is willing to absorb the costs of human and organizational process costs as a necessary condition of managing the human mind. Action oriented to demonstrate merit and results supercedes all other performance factors, does not believe in means as an important consideration while acting upon information and manages rewards as a necessary evil in people management processes. Long Term desire to create a self propelling organization that has internal renewal capability to prod organizational performance, individual effectiveness and shareholder satisfaction.	

7. The Technocrat

Statement	Rank
Driven by engineering sciences, that technology provides solutions to complex organizational problems and believes in logic and rationality as desired attitudes. Focus on adding technical and functional values to business situations enables competency development that is vertical and incisive and promotes organizations to drive business through technological excellence. Action through individualized working, avoiding teams and consequent inefficiencies, meets deadlines under all circumstance and seeks the best. Long Term desire to make people processes subservient to technological processes and works towards eliminating elaborate actions that involve meetings, group work, communication forums and large scale explanation to actions.	

8. The Driver

Statement	Rank
Driven by a performance system that overrides all other considerations and makes individual targets an important element achieving results. Focus on priorities that are determined quickly, followed through decisively and ensure that different parts of the organization are focused on their own deliverables. Action oriented to provide criteria for success and failures and ensures it is adequately communicated and holds accountability on streamlined systemic norms. Long Term orientation to retain competitive advantage by providing profitability through consistent intervals and prefers revenue to growth.	

Part F – Defining Organizational Models on an Absolute Basis for the corporation

Please indicate which of the following type best represents your corporation. Do please FORCE RANK ORDER that which best represents it and followed by others. Rank 1 through to 8

• ORGANISATION TYPES		Rank
Type 1	**Competing Organization** High Performance, Swift and Effective Communication, concludes tasks, market focused, dominated by systems, high value for money orientation, ambitious, aggressive goal setting, directive and task oriented	
Type 2	**Learning Organization** Fosters learning, intellectually stimulating environments, high internal energy, and adaptability to individuals high, freedom to act, fair play in targets, time to develop, opportunity to apply, experiment, enabling the unknown	
Type 3	**Human Organization** Values history and tradition, builds upon its people strengths, acts through clarity in all its orientation, philosophy to make people productive, high resilience, mutual expectations matched, long lasting relationships, mutual respect in work cultures, work ethic	
Type 4	**Institutional Organization** Effective Structures, roles and responsibilities, elaborate communication channels, slow to react, defined end states, moderate goal setting, long lasting organization, ability to bounce back high	
Type 5	**Performing Organization** Bottom line paramount, financial focus primary objective, rigors of feedback high, low tolerance for failures, political climate, survival driven beyond values, inability to work in teams evident, non negotiable goals	
Type 6	**Intellectual Organization** Promotes and perpetuates intellect as an end in itself, limited space to learn as organizations evolve, best in class focus, content than process delivery mechanisms, organizational purpose beyond bottom line	
Type 7	**Voluntary Organization** Supports a purpose and cause beyond commercial purposes, drives people and process synergies, high resilience to economic up and down turns, long range planning, organizational strategy differentiates businesses and other purposes	
Type 8	**Mechanistic Organization** Conglomerate, multi business, geographic organizations, thick internal architectures, long hierarchies, open to change although long in time, stable goals, consistent methods, predictive approaches, systemic and role driven.	

Part G – Proving Null Hypothesis

Do please respond with an Agree or Disagree to the following questions. (10 Questions)

Sr. No.	Statement	Agree/ Disagree
1	There is no relationship between the leadership style of the CEO/leader and the culture of the organization.	
2	The CEO/Leader has no role to play in the culture of the company.	
3	Cultures exist on a mutually exclusive basis in all the companies. I.e. No Company will have one identifiable culture.	
4	The CEO/leaders do not directly influence the existence of any one/all of the three cultures in the company.	
5	There is no relationship between culture and different functions (Marketing/Production/ Finance/ Personnel/ Research/ IT etc) of the company.	
6	There is no definite management style(s) of the top that influences the culture of the organization.	
7	There is no difference in leadership styles that are available in the company.	
8	Leadership does not influence and direct the culture of an organization through HRM practices/ processes like hiring, training, performance appraisal, compensation, rewards and communication.	
9	The CEO/leader would not focus on monetary reward program for retention of high performers.	
10	Top management time is not spent on managing employee retention activities.	

Part H – Mapping Scenarios on Organization Culture, Models and leadership Styles

Please respond to all scenarios with an Agree or Disagree . (16 Scenarios)

Scenario	Statement	Agree/ Disagree
Scenario 1:	The leader influences the History and Tradition of the Organization	
Scenario 2:	Structure and Hierarchy Influence, Management Style, the Role of the CEO in building organization vision	
Scenario 3:	The Role of the CEO/leader in regard to strategy processes technology and people actions and leader's influence in the existence of specific types of cultures	
Scenario 4	Leadership Style as practiced by the management groups influences the culture.	
Scenario 5:	CEO/leader focus on performance, climate, communication, and HRM practices, on monetary reward programs and influence over high performers, and management attention on retaining high performers.	
Scenario 6:	There is a Role of the leader in building work processes, in managing people strategy issues, and organizational emphasis on competing and performing in a complex environment.	
Scenario 7:	Leader's emphasizes on building future leaders through mentoring, coaching and teaching, emphasis on team work	
Scenario 8:	There is a Role of the CEO/leader in enabling organization to restructure and right size.	
Scenario 9:	There is a Role of the CEO/leader in preparing the organization to change as required.	
Scenario 10:	Leader's has a role in sponsoring innovation, new ideas, take risks and implementing experiments.	
Scenario 11:	CEO/leader's has a role in enabling inters dependencies between functions, businesses, technologies and the organization as a whole.	
Scenario 12:	The Leader as a person is driven by Vision, values, beliefs and his dream	
Scenario13:	The Leader's emphasizes on the Individual and the Intellect, and a role in building individual and organizational knowledge	
Scenario 14:	The CEO/leader's has a role in emphasizing on culture aspects pertaining to empowerment, delegation, individual contribution, accountability and responsibility	

Scenario 15.	CEO/leader's has a role in actively participating in attracting, retaining and rewarding star talent and performers	
Scenario 16:	The Leader's has a role in helping the organization retain an open mind to an unknown environment	

Part I

Demographics

	Dempgraphic Profile of Sample Companies Studied		
	Company Profile	CEO Profile	Top Management Profile
Sample Company			
Consulting Firm	Global Multinational	Home Grown	Mostly Home Grown
	Over 1000 Employees	40 Years	Average Age - 42
	Multiple Functions	Multiple Funtional Exposure	Multiple Funtional Exposure
	19 years Old	Post Graduate	Post Graduates
Education Company	Indian Institution	Home Grown	Lateral Hires
	Over 2000 Employees	42 Years	Average Age - 45
	Multiple Funtions	Multiple Funtional Exposure	Generalists & Specialists
	17 Years Old	Post Graduate	Graduates & Post Graduates
Financial Services	Global MNC	Home Grown	Lateral Hires
	Over 1500 Employees	45 Years	Average Age - 42
	Multiple Functions	Multiple Funtional Exposure	Generalists & Specialists
	Over 50 Years	Post Graduate	Graduates & Post Graduates
Diversified Company	Indian MNC	Home Grown	Lateral Hires
	Over 10,000 Employees	48 Years	Average Age - 40
	Multiple Funtions	Multiple Funtional Exposyre	Generalists & Specialists
	Over 70 Years	Post Graduate	Graduates & Post Graduates
Intellectual Company	Global MNC	Home Grown	Lateral Hires
	Over 2500 Employees	36 Years	Average Age - 50
	Multiple Functions	Multiple Funtional Exposyre	Generalists & Specialists
	Over 25 Years	Post Graduate	Graduates & Post Graduates
Technology Company	Global MNC	Home Grown	Lateral Hires
	Over 1000 Employees	45 Years	Average Age - 35
	Multiple Functions	Multiple Funtional Exposyre	Generalists & Specialists
	Over 20 Years	Post Graduate	Graduates & Post Graduates

Thank You and with best wishes

Ganesh Shermon