

TRUE ALIGNMENT®



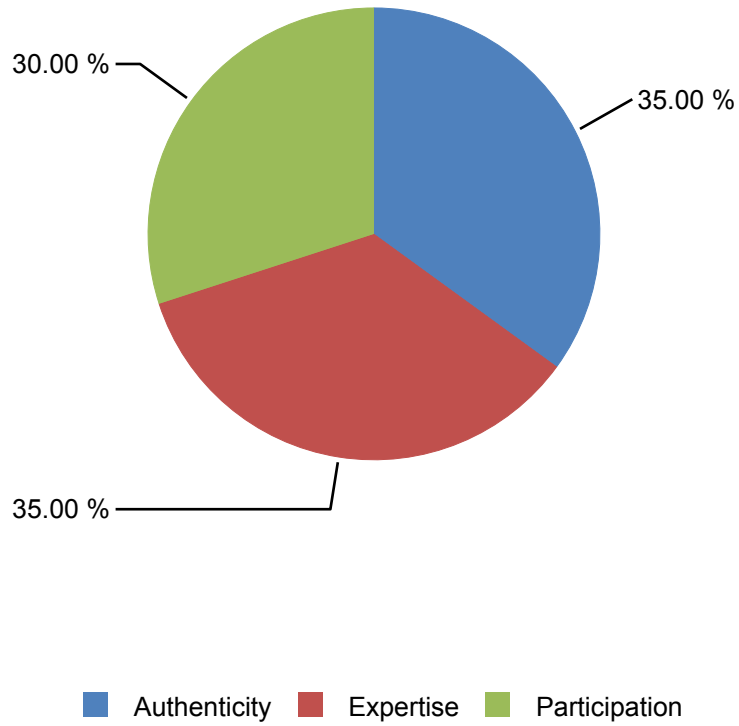
CULTURE SURVEY

For Company Name 1

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Organizational Culture

Overall Summary



CULTURE ORIENTATION / TYPES

Through the strategic application of three dimensions of culture, the True Alignment model delivers a systematic blueprint for aligning internal behavior: how the people in your organization engage with one another – to external behavior: how they engage your customers.

Participation Culture



“We’re all in this together.” Participation cultures often refer to themselves as family-like and pride themselves on being inclusive and close knit, including the level of attention and inclusion of the customer.

Much of the influence that motivates members of the culture comes from a high level of involvement. Power and Influence is gained through participation and involvement. Those that are considered most aligned with the culture are typically seen as amiable, friendly, and outgoing. Planning and goal setting is accomplished through involvement and sharing. Large group processes that involve everyone are most likely to result in success. Problem solving is a shared process and is teamwork-driven. When someone, or the team, has an issue that needs to be resolved, or a challenge to be confronted, it is best served by getting the team together.

Decision making is also a shared process that is group-driven. Often, leaders in participation cultures look to the team to make decisions. At the very least, he or she will typically ask for input from the team. Disagreement generally leads to collaboration and shared problem solving. Often, a participation culture’s members will work toward finding out what outcome best serves the best interest of the team and accommodating a shared point of view. Among the approaches to incentive and reward, those that best align to and reinforce group and team contribution are shared reward, equity, team recognition, and social celebrations. Often, social celebrations will have a greater positive affect than shared monetary rewards.

When it comes to hiring, group involvement in the interviewing and decision-making process are keys to success. Often the primary concern is finding the best team players that offer the best interpersonal fit with the other members of the team. Role definition in the participation culture usually centers on being a team player and the ability to work well with one’s fellow teammates. Getting along is important, as is the ability to work cross functionally. When it comes to development, when a member of the team goes off for training, they are generally expected to share their information and learning with others. Cross-functional teams of consistent membership work directly with the customers they serve and they spend time with them. Through a natural extension of the culture, the customer is often the center of focus or considered “one of us”.

Teamwork is all about involvement and looking out for one another and the communication is informal and free flowing. More often than not, the structures of participation preference cultures consist of relatively flat hierarchies. To support interaction and informal communication, participation cultures will generally show partiality to open workspaces and environments.

Among others, the core values that participation cultures often use to define their culture include: teamwork, sense of family, collaboration, listening, community, respect for the individual, equality, cooperation, fairness, collaboration, diversity, and inclusiveness.



In an expertise culture, the key motivation of employees is for the employee to become an expert, building his or her capabilities in their discipline or specialty, and being as competent as possible. Delivering a high level of trust in the competency of its product or service is at the core of its relationship to the customer.

Power and influence is derived by achieving one's status as ranking among the best, at the top of one's peer group. The better one performs, the more they are challenged and given the opportunity to advance. Teams are built by assembling a collective of the best talent available. In expertise cultures, the term "individual contributor" is often used, conveying the practice of focusing on individual goals and outcomes.

Those that demonstrate the highest level of expertise primarily do the planning and goal setting. Membership in committees and ad-hoc teams is usually earned and typically decided by those with already established competency. For the process of planning and goal setting for an entire company, functional experts do the work of defining their particular set of goals and plans, and then come together to agree on the companywide plan and outcomes. Expertise cultures work best when individuals are change champions and teams are change initiators.

When it comes to problem solving, in an expertise culture, the best and brightest people are relied on to solve problems. This often results in people that are the "go-to" resources that enjoy the reputation of creating solutions and answers to the most pressing or difficult problems. When it comes to problem solving, expertise cultures typically like to engage only the people that need to be involved. For the most part, members of expertise cultures avoid meetings. After all, unless there is a personal benefit, going to meetings is a waste of time and keeps them from getting their work done.

Decision making is generally top-down or content specific. At its best, decisions are left to those with the greatest degree of knowledge, expertise and know-how. When managing conflict, expertise cultures typically like a good argument. That is, that people like to challenge each other's positions creating an environment that promotes digging deeper into a problem and applying logic and data to come to the best outcome. An argument is a position based on fact, logic and sound reasoning and is not intended to be emotional.

The primary approach to incentive and reward in an expertise culture is individual recognition and reward. This includes the approaches of pay-for-performance, competency-based pay and status, promotion and rank, as well as tying reward to the direct outcomes of the employee's efforts. Individual recognition for one's aptitude and accomplishments are sources of motivation. Hiring in expertise cultures is generally competency focused. The process itself typically reinforces finding and hiring the person with the best skill, knowledge and aptitude for the job. Quite often the message a newcomer gets is "Welcome. Show us what you can do."

Role definition is highly oriented to the leveraging of abilities, skills and know-how. For this reason, often times expertise cultures organize into functional areas and teams, thereby allowing for the predictable application of specialties and increased efficiency. Customer interface is generally left to those that demonstrate that specific competency and most expertise cultures organize functionally to meet the product and service requirements that are considered to be the most important. The basic principle is to put those that have the highest level of customer management proficiency in roles that best respond to the customer's needs.

Teamwork can best be described as having a functional or project focus. The main emphasis is on bringing together individual competency to leverage group performance. More and more, expertise culture organizations are adapting and applying variations of project, program, and ad hoc teaming. Unplanned and impromptu teaming is an aspect of high performing companies that generally translates into greater speed, collaboration, information sharing and the culture values of agility and empowerment that we so often hear about. Typically, it also results in higher levels of transparency and trust cross the different parts of the company. Expertise cultures most often structure in ways that emphasize the coming together of functionality and hierarchy.

The aligned values of expertise cultures often include challenging, expertise, analytical, innovative, excellence, world-class, preeminent, solutions-oriented, leading edge, high performing, entrepreneurial, fast-paced, unique, mastery, teamwork, professionalism and personal excellence.



In authenticity cultures, power and influence is gained by demonstrating a commitment to the values and higher ideals of the organization and its mission. Typically, the goal is to provide the customer with intrinsic value that demonstrates a sense of caring for and desire to help them physically and psychologically reach their potential.

Those that interact with others in charismatic and inspiring ways often have the greatest influence. It is not as much about being the best and the brightest or the friendliest, it is about being genuine and authentic and engaging others. Being optimistic and positive, as well as showing compassion and empathy, generally result in the ability to have an effect on others.

Planning and goal setting is centered on the values and beliefs of what is possible and that which best delivers to the cause. Participation in planning is most often group-based and there is a sense of community in how people come together to agree on goals. A shared sense of purpose and organic process is not an unusual way for an authenticity culture to strategize. Problem solving is focused on the intention of the group and often involves open dialogue as to what solutions may work. Subjective and intuitive approaches are considered, and are often given as much or more attention than more analytical based ideas. Group members expect one another to be open to sharing and hearing each other's ideas, thereby promoting creativity and provoking each other to think imaginatively. In an authenticity culture, employees are welcome to contribute insights and ideas, regardless how "out of the box" they may appear to be.

Decision making is often influenced by ethical and moral considerations and filtering decisions through the lens of whether a decision aligns with what the right thing to do is. How a decision aligns to the core values and beliefs of the group is often more important than its measurable financial or performance outcome. Finding alignment between the two often offers the best alternative. In an authenticity culture, disagreements and conflicts are usually dealt with openly. While individuals will typically be rigid in protecting the company's values and ideals and its definition of what the right thing to do is, members of authenticity cultures will often pride themselves on being self aware and showing flexibility. In the end, outcomes to conflict are generally those that further develop the relationships of those involved, including increased intimacy and trust. There is a great degree of emphasis placed on employees being genuine and honest. Open expression of thoughts and feelings are expected. On the other hand, employees that are perceived as disingenuous or withholding will typically find themselves in jeopardy.

In authenticity cultures, incentives and rewards are often intrinsic and members are more motivated by the purpose and values of the company. Another form of reward that is typical of an authenticity culture is the opportunity for personal development and self-actualization. In light of the greater degree to which the culture honors self-expression and openness, the opportunity for personal growth and the pursuit of one's professional and personal passions are great motivators. Hiring is highly intentional and decisions are primarily made on the basis of how perspective employees connect to the company's purpose and culture. In working with one another, this means being caring and considerate, and building relationships that are open and honest.

These same qualities show in how authenticity cultures approach role definition. There is a sense of individual empowerment that conveys people to pursue that which best satisfies the immediate fulfillment of the company's purpose. When it comes to customer interface, the same ethos applies. Customers are to be connected with and cared for. In an authenticity culture this means that regardless of an employee's position or role, everyone is empowered to provide service. Though typically not overly structured, teamwork comes fairly naturally to authenticity cultures. The key motivation for teamwork is the shared ideals and values of the team's members. Individual teams are often empowered to take responsibility for their own planning and goal setting. Among others, the aligned values that are common to authenticity cultures include inspiring, values-driven, caring, values-centered, integrity, truth, transparency, generosity, creative, uplifting, self-expression, actualizing, spirituality, positive, realizing, optimistic, faith, and love.

	EXPERTISE	PARTICIPATION	AUTHENTICITY
POWER & INFLUENCE	Individual competency and skills, expertise, authority, ranking	Participation, inclusion, affiliation, involvement, importance	Demonstrating commitment to higher ideals, inspiring, affection, openness, optimism
ROLE DEFINITION	Competency & expertise-driven, "individual contributor", functional role	Team player, cross-functional, group process, information sharing	Personal growth, empowerment, self-actualizing, personal interest, values-driven
PLANNING & GOAL SETTING	Functional, expertise driven, competency & knowledge focused	Group planning, bottom-up, brainstorming, shared planning approaches, common interest	Value-centered, possibility-focused, organic, personal & group empowerment
PROBLEM-SOLVING	Analytical, efficiency & effectiveness-driven, functional expertise, reliance on best & brightest	Shared process, participation, "We're all in this together", brainstorming, involve everyone	Intentional, open dialogue, provoking creativity & imagination, possibility focused
DECISION-MAKING	Top-down or content-driven, single-person or small group	Group-driven process, consensus building, high involvement, collaboration-driven	Ethical, moral-driven, open dialogue, subjective & qualitative, intuitive, empowerment
REWARD, COMPENSATION & CELEBRATION	Meritocratic, status & rank, competition-based, individual contribution	Group, shared reward, "all for one, one for all", equity, social celebration	Intrinsic, personal development-oriented, emotional, peer-related
CUSTOMER INTERFACE	Specific competency efficiency-driven, functional, efficient, delivery of expertise & problem-solving	Relationship-based, team interface, customer is "one of us", connection	Personal empowerment, trust, customers are cared for, ideal related
HIRING	Competency-focused, follow policy & procedure, experts hire experts, job aptitude	Group interview & hiring, focus on interpersonal fit, team-player skills	Highly intentional, connectivity to purpose, values and belief-driven, honesty

	EXPERTISE	PARTICIPATION	AUTHENTICITY
CONFLICT MANAGEMENT	Fact and logic based, good argument, data-driven, authority oriented	Consensus-driven, collaborative, shared problem solving, group interest	Openness, ethics, values-driven, possibility focus, personal & group awareness, intimacy
ALIGNED VALUES & MOTIVATIONS	Challenging, being best, accountability, solutions focused, role status, quality, competency, entrepreneurial	Teamwork, family, listening, community, inclusiveness, collaboration, cooperation, belonging	Intention, affection, openness, accountability to values & beliefs, idealistic pursuit, actualizing, values-driven
STRUCTURE	Hierarchy, functional grouping, efficiency focused, leverage competency	Relatively flat, cross-functional, team-oriented, connected, shared leadership	Individual empowerment, fluid, organic
TEAMWORK	Functional, project, or program focused, ad-hoc, intentional, expertise-driven team player roles	Involvement, looking out for one another, cross-functional, information sharing	Natural, organic, shared ideals, individual and group empowerment

Response Summary

1 Cultural Orientation In our organization, the most common way to get personal success is by:

33.33%	Participation	Being a team player and working together well with others.
33.33%	Expertise	Showing the ability to get the job done and making an individual contribution.
33.33%	Authenticity	Exploring and exercising one's personal passion and commitment.

2 Cultural Orientation When planning and setting goals we:

33.33%	Expertise	Rely on leaders and those with the greatest expertise to make plans and set goals.
66.67%	Authenticity	Encourage individuals to contribute when they want or need to, and by exploring possibilities.
0%	Participation	Make sure that people are included, have their input heard, and we focus on building consensus.

3 Cultural Orientation Typically, problems get solved by:

66.67%	Participation	People teaming, brainstorming, and collaboratively working together.
33.33%	Authenticity	Individuals being creative and exploring their ideas.
0%	Expertise	Relying on the expertise of individuals with specific skills and knowledge.

4 Cultural Orientation To get recognition, it is most important:

0%	Authenticity	To act in alignment to core values and beliefs.
33.33%	Expertise	To be a competent and contributing individual.
66.67%	Participation	To get along well with others and be a team player.