

4 Organizational Culture Questionnaire

RBE Worksheet 4 may be used in an anonymous survey or as a device to stimulate dialogue. People answering each question should consider the organizational culture extremes and select one number in the range from 1 to 9. The survey results will allow owners and managers to develop a profile of the enterprise.

<u>Poor</u>	1	2	3	4	5	6	7	8	9	<u>Good</u>
<p>Organization's core purpose and values are unclear or not embraced by its leaders and members; stimulating progress requires sacrificing the core purpose and values.</p>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Embrace Core Beliefs</div>									<p>Leaders and members alike understand and embrace the organization's core purpose and values and are adept at preserving them while stimulating progress.</p>

<u>Poor</u>	1	2	3	4	5	6	7	8	9	<u>Good</u>
<p>Leaders, members, and agents try to avoid responsibility for their decisions and actions; they are reluctant to hold others accountable for organizational standards.</p>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Accept Responsibility</div>									<p>Leaders, members, and agents hold themselves responsible—and others accountable—for organizational standards.</p>

<u>Poor</u>	1	2	3	4	5	6	7	8	9	<u>Good</u>
<p>Leaders discourage members from participating in organizational affairs, or members are uncomfortable with or reject the opportunity to participate in organizational affairs.</p>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Encourage Employee Participation</div>									<p>Leaders encourage members to participate in organizational affairs, and members welcome and accept the opportunity to do so.</p>

continued on the next page

<u>Poor</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>Good</u>
Knowledge isn't shared; leaders and members do not have the knowledge they need when they need it.	Share Knowledge									Knowledge is shared; leaders and members have the knowledge they need when they need it.

<u>Poor</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>Good</u>
Leaders and members avoid conflict and mistakes, even if made in good faith; they are afraid to deliver bad news.	View Conflict as Opportunity									Leaders and members see conflict and mistakes made in good faith as opportunities for learning and growth.

<u>Poor</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>Good</u>
Leaders and members do not trust one another and are polite, careful, closed, and guarded; they listen superficially but inwardly reject what others say; they are afraid to criticize or to be criticized.	Trust One Another									Leaders and members trust one another; they reveal to the group what they would be reluctant to reveal to others; they respect and use the responses they get; they can freely express negative reactions without fearing reprisal.