OCAI

Assign 100 credits to each criteria in both current and ideal columns and divide your opinion across all four areas. For example : 1A ‘currently’ giving 20 out of 100, 1B – 50, 1C – 20 1D – 10. Then repeat for the ideal column. You are mapping where you feel the organization is right now and where you would ideally prefer it to be. Do this for all criteria 1-6 and then transfer the scores to the scoring section. The average score total is divided by 6. You can then draw this onto the profile map using different colours for current and ideal so you can clearly see the difference.

Competing Values framework

Cameron and Quinn 2006

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| **1 Dominant Characteristics** | | Current | Ideal |
| 1A | The Organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves. |  |  |
| 1B | The Organisation is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks |  |  |
| 1C | The Organisation is very results oriented. A major concern is in getting the job done. People are very competitive and achievement oriented. |  |  |
| 1D | The organisation is a very controlled and structured place. Formal procedures generally govern what people do. |  |  |
| **2 Organisational Leadership** | | Current | Ideal |
| 2A | The leadership in the organisation is generally considered to exemplify mentoring, facilitating or nurturing. |  |  |
| 2B | The leadership in the organisation is generally considered to exemplify entrepreneurship, innovating and risk taking. |  |  |
| 2C | The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results oriented focus. |  |  |
| 2D | The leadership in the organisation is generally considered to exemplify a  Coordinating, organising or smooth running efficiency. |  |  |
| **3 Management of Employees** | | Current | Ideal |
| 3A | The management style in the organisation is characterised by teamwork, consensus and participation |  |  |
| 3B | The management style in the organisation is characterised by individual risk taking, innovation, freedom and uniqueness . |  |  |
| 3C | The management style in the organisation is characterised by hard-driving competitiveness, high demands and achievement, |  |  |
| 3D | The management style in the organisation is characterised by security of employment, conformity, predictability and stability in relationships. |  |  |
| **4 Organisation Glue** | | Current | Ideal |
| 4A | The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high. |  |  |
| 4B | The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge. |  |  |
| 4C | The glue that holds the organisation together is the emphasis on achievement and goal accomplishment. |  |  |
| 4D | The glue that holds the organisation together is formal rules and policies. Maintaining a smooth running organisation is important. |  |  |
| **5 Strategic emphasis** | | Current | Ideal |
| 5A | The organisation emphasizes human development. High trust, openness and participation persist. |  |  |
| 5B | The organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. |  |  |
| 5C | The organisation emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. |  |  |
| 5D | The organisation emphasizes permanence and stability. Efficiency, control and smooth operations are important. |  |  |
| **6 Criteria of success** | | Current | Ideal |
| 6A | The organisation defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people. |  |  |
| 6B | The organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator. |  |  |
| 6C | The organisation defines success on the basis of winning in the market place and outpacing the competition. Competitive market leadership is key. |  |  |
| 6D | The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low cost production are critical. |  |  |

Scoring



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| --- | --- |
| CLAN CULTURE  A very friendly place to work where people share a lot of themselves. Like an extended family the leaders are considered to be mentors and maybe even parent figures. The organisation is held together by loyalty and tradition. Commitment is high. The organisation emphasises the long term benefit of human resource development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organisation places a premium on teamwork, participation and consensus | ADHOCRACY CULTURE  A dynamic and creative place to work. People stick their necks out and take risks. The leaders are considered to be innovators and risk takers. The glue that holds the organisation together is commitment to experimentation and innovation. The emphasis is being on the leading edge. The organisations long term focus is on growth and acquiring new resources. Success means gaining new products / services. The organisation encourages individual initiative and freedom. |
| HIERARCHY CULTURE  A formalised and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organisers who are efficiency minded. Maintaining a smooth running organisation is critical. Formal rules and polices hold the organisation together. The long term concern is stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability. | MARKET CULTURE  A results orientated organisation. The major concern is getting the job done. People are competitive and goal driven. The leaders are hard drivers and competitive. They are tough and demanding. The glue that holds the organisation together is an emphasis on winning. Reputation and success are common concerns. The long term focus is on competitive actions and achievement of measurable goals and targets. Success is determined in terms of market share. Competitive pricing and market leadership are important. |

The organisational profile

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| --- | --- |
| Clan  50……  40……  30……  20……  10…… | Adhocracy  50……  40……  30……  20.…..  10…… |
| 10……  20……  30……  40……  50……  Hierarchy | 10……  20……  30……  40……  50……  Market |