

**KETS DE VRIES  
INSTITUTE**

**OCA<sup>TM</sup>**

Organisational Culture Audit

**Confidential**

Sample Feedback Report

Feedback Report

24 November 2016 to 31 August 2017

# About the OCA™

What an organisation strives to be and what executives think they endorse may be different from the beliefs and values that are actually being played out. It is therefore critical to find out what those beliefs and values really are before deciding what they should be.

**The Organisational Culture Audit (OCA™)** is designed to give you a comprehensive diagnostic of your current corporate culture as well as a detailed understanding of the culture you are aiming at, by examining employees' perceptions of the organisation's current practices and the values they consider important.

The OCA™ covers 12 dimensions of organisational culture that research and interviews with large numbers of senior executives have shown to be the most salient in high-performing global organisations:

- Change
- Client/Stakeholder orientation
- Competitiveness
- Entrepreneurship
- Fun
- Learning environment
- Respect for the individual
- Responsibility & accountability
- Result orientation
- Social responsibility
- Teamwork
- Trust

No two organisations are alike, and the OCA™ is meant to identify the unique and critical values that form the foundation of your organisation. It is individualised to highlight the values that are perceived to be the most important to your organisation, as well as the discrepancies between those values and your current organisational practices.

## Understanding the Report

The OCA™ report is divided into the following sections:

### Section 1: Overall Organisational View

This section presents an overall view of your organisation's values and practice, and shows the gaps between the level of importance your organisation gives to each value, and the actual practice related to that value.

### Section 2: Your Organisation's Priorities: Which Values Matter Most?

This section presents the ranking of values, in order of highest to lowest importance, based on the forced ranking question in Part 2 of the OCA™ questionnaire.

### Section 3: Action Plan

Section 3 is a consolidation of information presented in Sections 1 and 2 of the OCA™ report. It presents the gaps from Section 1 in order of the ranking of the values from Section 2. This will allow you to identify which gaps are significant according to the level of importance accorded to a particular value.

### Section 4: Highest and Lowest Rated Practice Questions

This section presents the 10 highest rated and 10 lowest rated practice questions. It also presents the 10 practice questions with the largest gaps.

### Section 5: Participant Comments

This final section lists all the written comments by respondents.

The report also contains a number of appendices which offer a more detailed look at the results. A complete list of OCA™ practice questions is also available in the appendix.

# Understanding the Dimensions

## **Change orientation**

How comfortable organisational members are with change and how well they manage both internal and external demands for change.

## **Client/stakeholder orientation**

Whether the organisation develops a real understanding of client issues and is able to foresee and/or adapt to clients' needs.

## **Competitiveness**

The degree to which the organisation strives to outperform its competitors and takes its competitors seriously.

## **Entrepreneurship & innovation**

Whether creativity and innovation are encouraged at all levels of the organisation and resources are made available to promote this process.

## **Fun**

Whether the organisation encourages people to be playful and to enjoy their work – a powerful antecedent to creativity.

## **Learning environment**

The degree to which the organisation encourages members to engage in ongoing learning, develop new knowledge and skills sets and mentor and coach colleagues.

## **Respect for the individual**

The degree to which individual members of the organisation have the right to express themselves freely, as long as they meet performance targets and how flexible the organisation is in accommodating individual needs.

## **Responsibility & accountability**

Whether the people in the organisation act as owners who take responsibility for their own projects and remain accountable for their decisions and actions.

## **Result orientation**

Whether the organisation places a high degree of importance on results, analyses mistakes in order to learn from them and has high performance expectations for all its members.

## **Social responsibility**

How much effort the organisation makes to respond to the needs of its environment and act as a responsible social citizen.

## **Teamwork**

The degree to which the organisation achieves individual and organisational success through teamwork and collaboration.

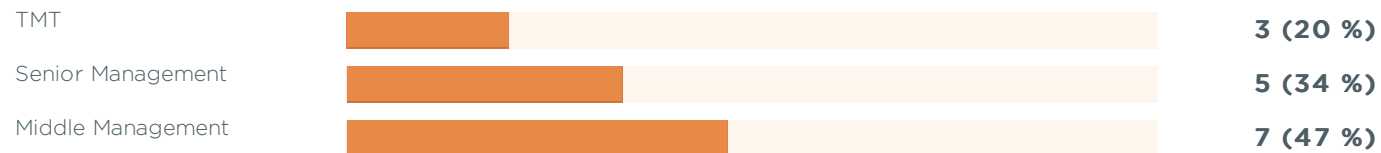
## **Trust**

How much attention the organisation devotes to building trust by encouraging communication at all levels and creating an environment of openness, honesty, integrity, fairness and mutual respect.

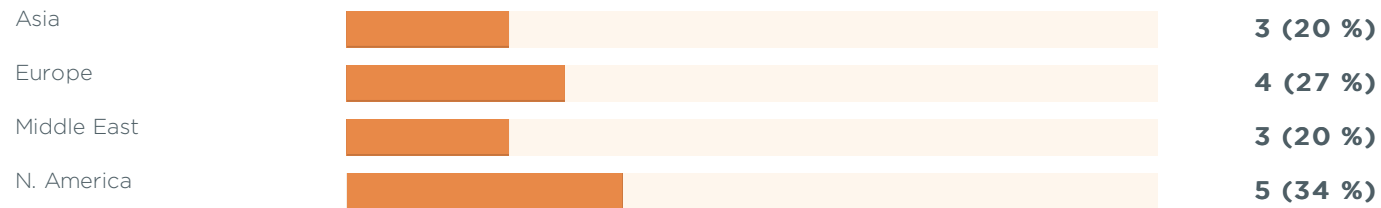
# Survey Categories

Number of Responses (Percentage)

## Level



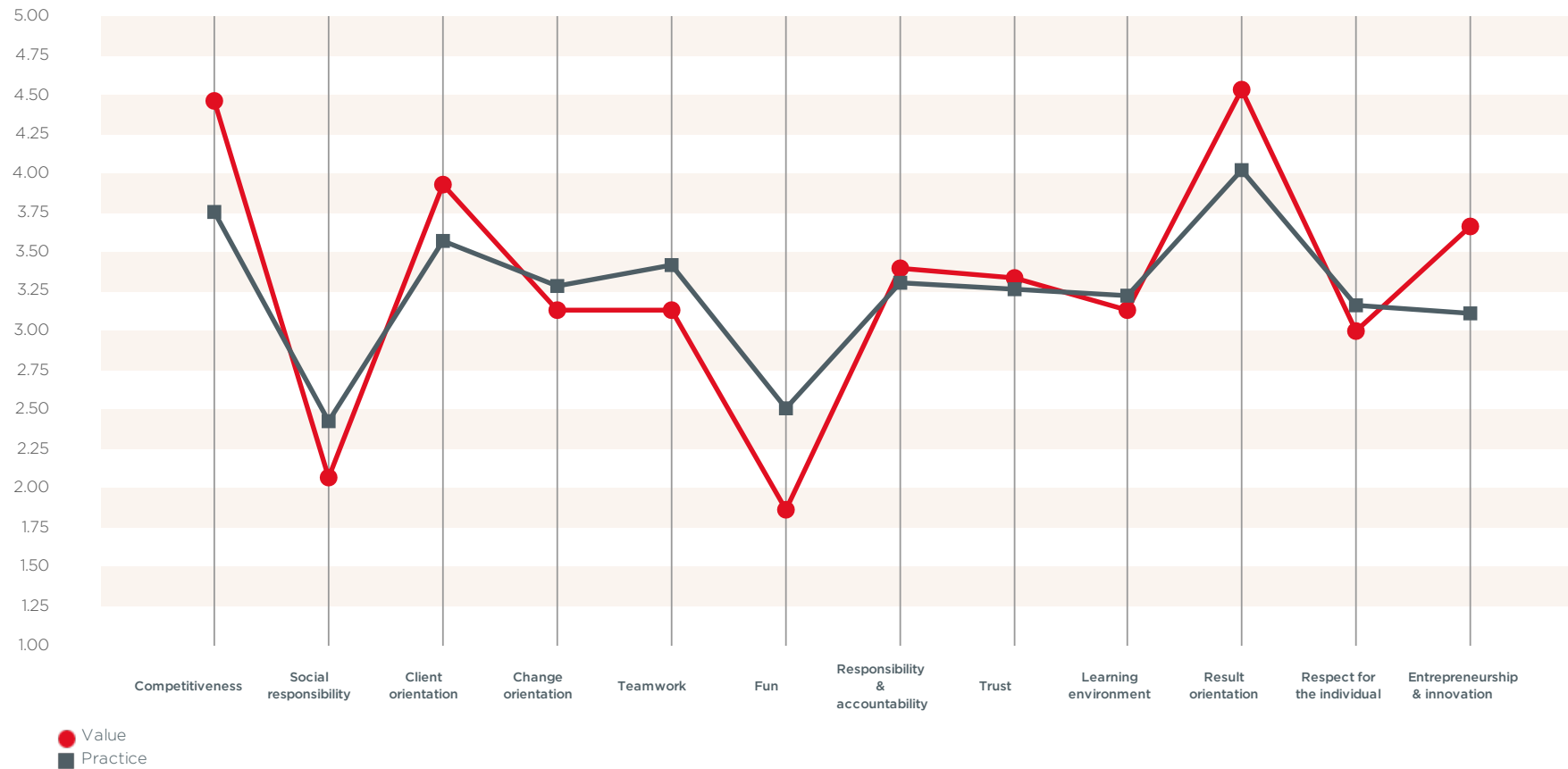
## Region



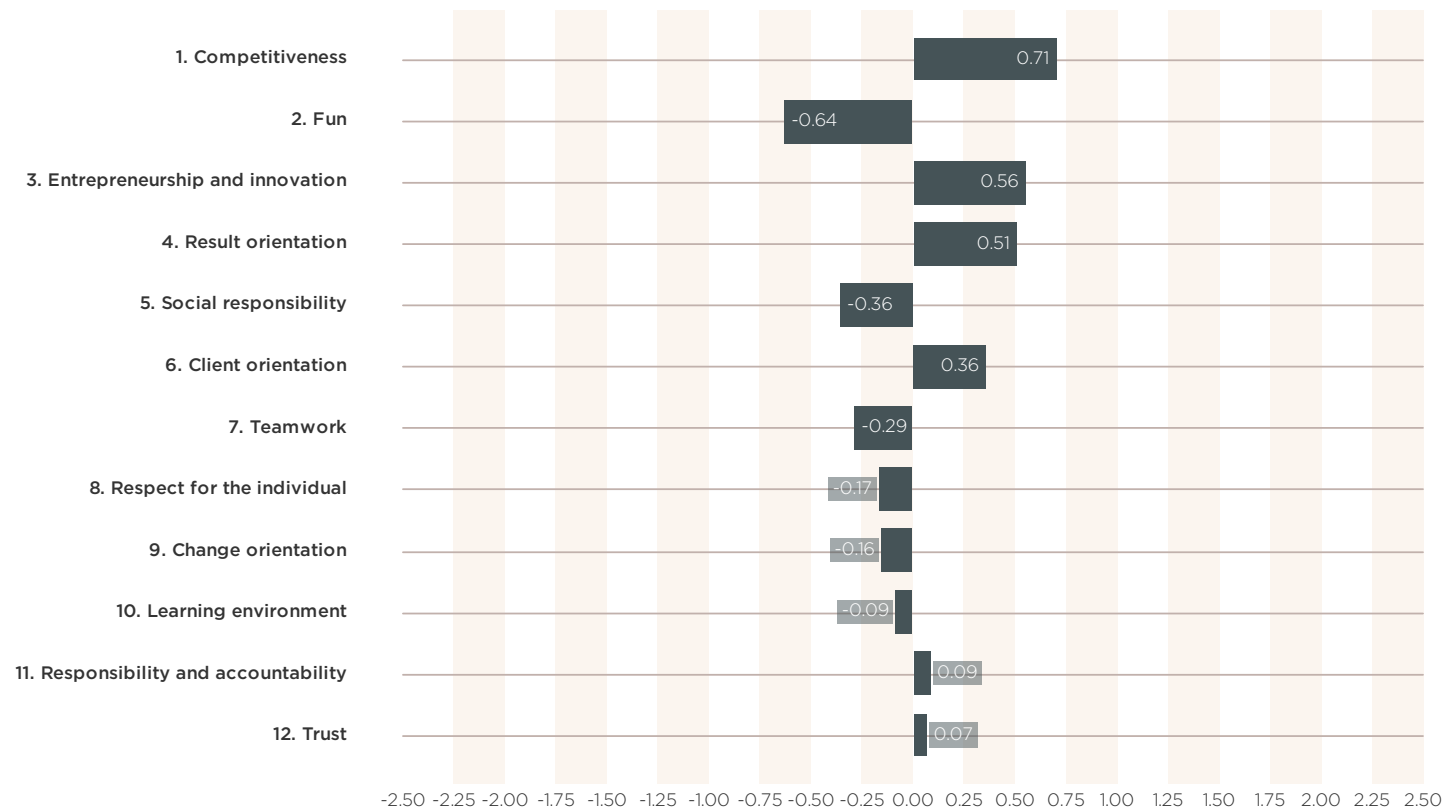
# SECTION 1

## Overall Organisational View

# Overall Organisational View: Values vs Practice (N=15)



# Overall Organisational View: Gap Analysis, in order of largest to smallest gap



	Val.	Prac.	Gap
1.	4.47	3.75	0.71
2.	1.87	2.51	-0.64
3.	3.67	3.11	0.56
4.	4.53	4.02	0.51
5.	2.07	2.43	-0.36
6.	3.93	3.58	0.36
7.	3.13	3.42	-0.29
8.	3.00	3.17	-0.17
9.	3.13	3.29	-0.16
10.	3.13	3.22	-0.09
11.	3.40	3.31	0.09
12.	3.33	3.27	0.07

A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

# SECTION 2

Your Organisation's Priorities: Which Values Matter Most?



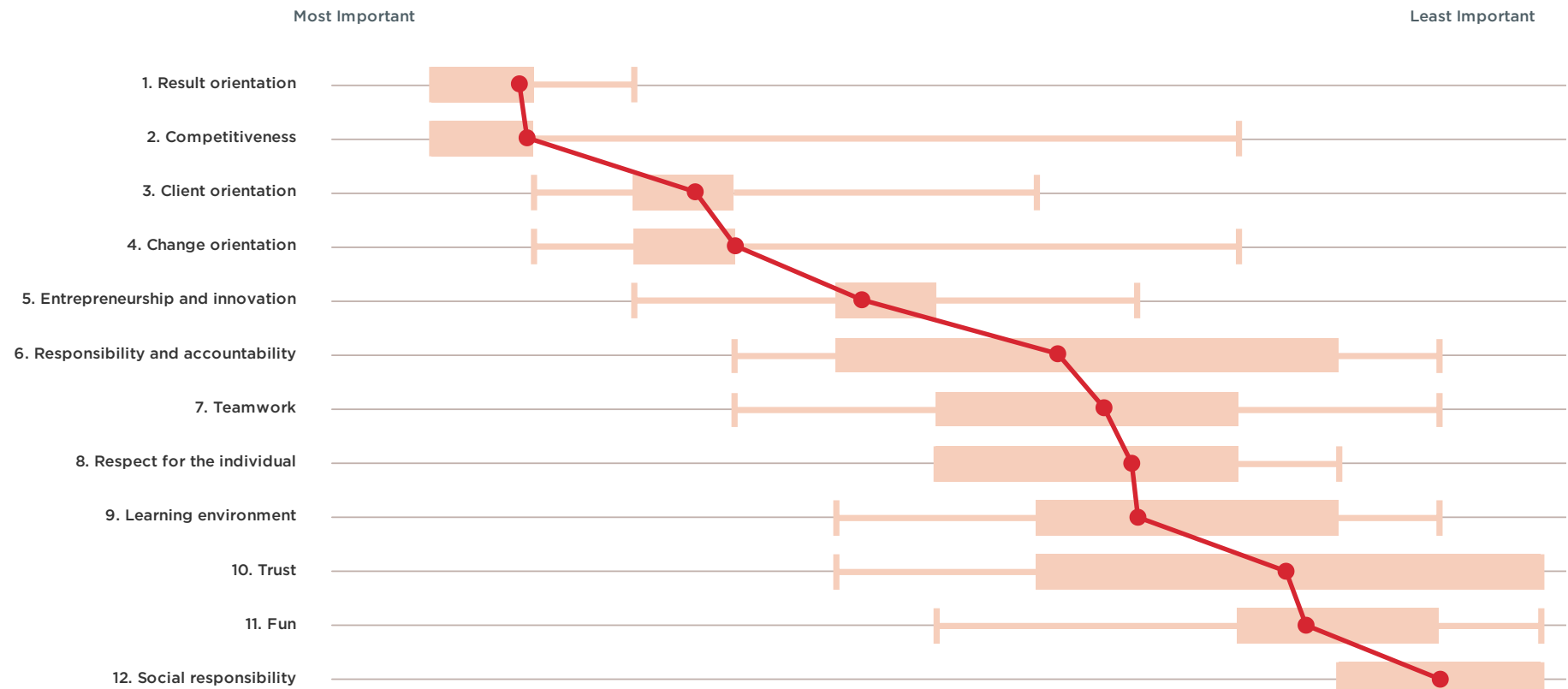
# Ranking of Values, in Order of Most to Least Important

## Most important

- 1 Result orientation
- 2 Competitiveness
- 3 Client orientation
- 4 Change orientation
- 5 Entrepreneurship and innovation
- 6 Responsibility and accountability
- 7 Teamwork
- 8 Respect for the individual
- 9 Learning environment
- 10 Trust
- 11 Fun
- 12 Social responsibility

## Least important

# Ranking of Values: Spread of Responses

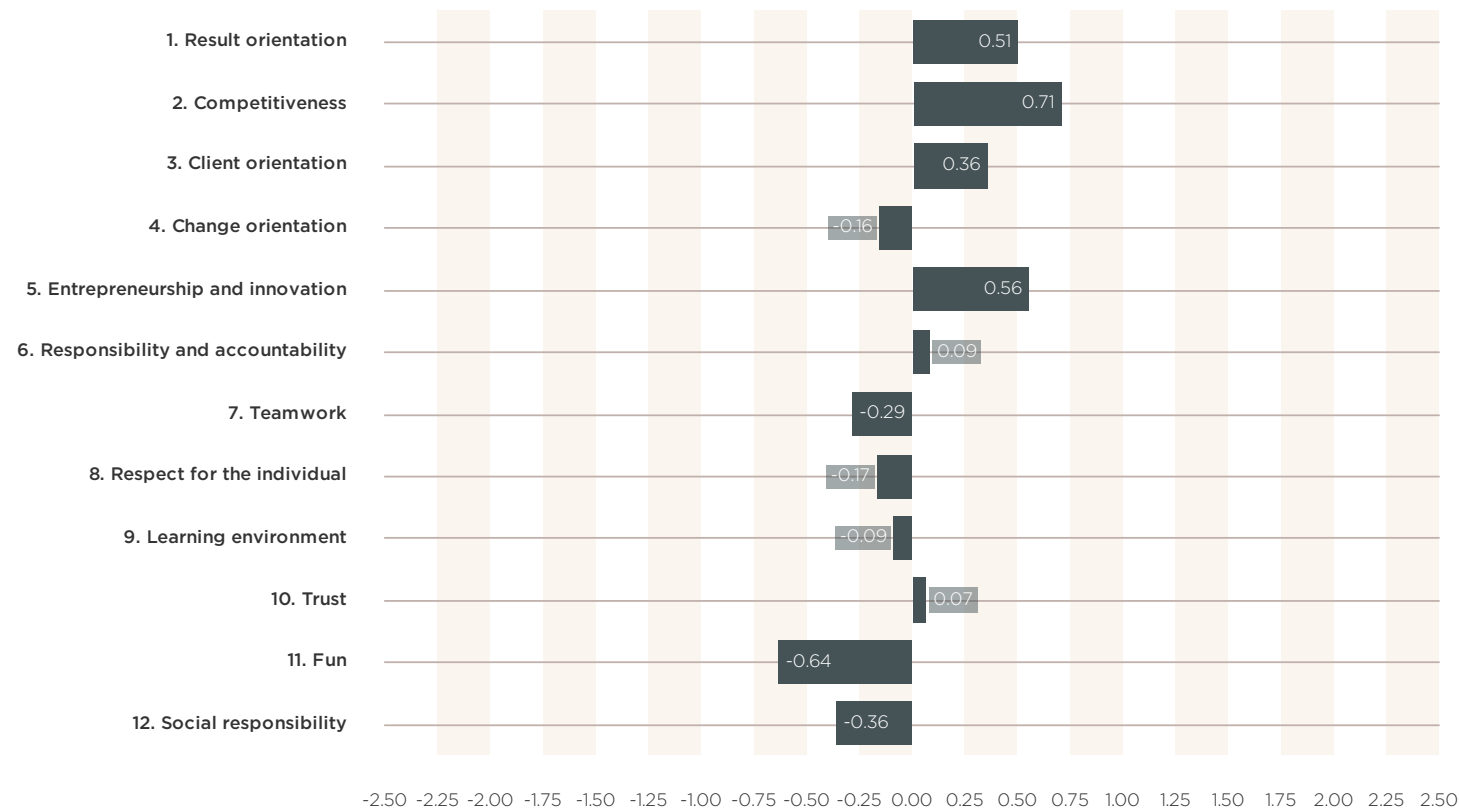


This chart presents the spread of data points. The red dot represents the average score or median. The shaded box represents where 50% of the responses lie. The anchors represent the highest and lowest scores.

# SECTION 3

## The Action Plan

# Gap Analysis, with Values ranked in order of Most to Least Important



The dimensions have been ordered from most to least important, in order to prioritise action planning.

# SECTION 4

## Highest and Lowest Rated Practice Items

## Highest Rated Practice Questions

Dimension	Survey Question	Practice
Result orientation	40. Obtaining targeted results is a top priority in our organisation.	4.13
Result orientation	58. In our organisation, the people who perform best earn the highest rewards.	4.13
Competitiveness	37. Our organisation is passionate about staying competitive.	4.07
Result orientation	45. Our organisation is 'results oriented'.	4.07
Result orientation	57. Results are important to our organisation.	4.07
Result orientation	63. People in the organisation know what results are expected of them.	4.00
Competitiveness	51. We put our highest priority on capturing market share.	3.80
Competitiveness	68. We gather information about what our competitors are doing on a regular basis.	3.80
Competitiveness	14. We are very good at anticipating what our competition will do.	3.73
Result orientation	27. It is clear to people in our organisation what our performance measures are.	3.73

## Lowest Rated Practice Questions

Dimension	Survey Question	Practice
Social responsibility	4. Our organisation is very proactive in the protection of the environment in which it operates.	2.13
Social responsibility	6. We inform the communities where we are located about what our organisation is doing.	2.40
Fun	11. We find many ways to make our organisation an enjoyable place to work.	2.40
Social responsibility	21. Our organisation encourages employees' individual efforts to contribute to the local community (volunteering, organising events for the community, etc).	2.40
Fun	24. We have informal gatherings to celebrate life events (birthdays, successes, holidays, etc).	2.47
Fun	18. We enjoy doing what we do.	2.53
Fun	31. People outside our organisation tell us that it seems like a fun place to work.	2.53
Social responsibility	35. We have a strong sense of responsibility to the communities in which we operate.	2.53
Fun	71. Our organisation is a place where people can be playful.	2.53
Fun	29. We often have fun with our colleagues.	2.60

## Questions with the Largest Gaps

Dimension	Survey Question	Value	Practice	Gap
Competitiveness	1. We always inform each other of what our competitors are doing.	4.47	3.53	0.93
Entrepreneurship and innovation	72. Our organisation encourages creativity.	3.67	2.73	0.93
Result orientation	27. It is clear to people in our organisation what our performance measures are.	4.53	3.73	0.80
Competitiveness	13. We analyse our competitors' strengths and weaknesses on a regular basis.	4.47	3.67	0.80
Competitiveness	30. We make a great effort to assure that our products and/ or services are the best in their markets.	4.47	3.67	0.80
Competitiveness	14. We are very good at anticipating what our competition will do.	4.47	3.73	0.73
Fun	29. We often have fun with our colleagues.	1.87	2.60	-0.73
Competitiveness	51. We put our highest priority on capturing market share.	4.47	3.80	0.67
Competitiveness	68. We gather information about what our competitors are doing on a regular basis.	4.47	3.80	0.67
Fun	18. We enjoy doing what we do.	1.87	2.53	-0.67



# SECTION 5

## Participant Comments

# Values to be maintained

Which core values are being fully lived out/practised in your organisation and clearly drive the performance of your company?  
Please address **at least 3 values**.

Core Value	Why is it important?
<b>Competitiveness</b> (11 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Client orientation</b> (6 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Result orientation</b> (2 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Entrepreneurship and innovation</b> (2 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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# Values requiring alignment

Which core values require **better alignment?** (i.e. there is a gap between the desired value and what is being practised in the organisation). What are the **key barriers** preventing alignment of values and practices? What **solutions** can you propose to overcome these barriers?

Value to be developed	Barriers to alignment	Proposed Solution
<b>Entrepreneurship and innovation</b> (6 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Teamwork</b> (5 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Trust</b> (5 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Respect for the individual</b> (4 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Learning environment</b> (1 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
<b>Responsibility and accountability</b> (1 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
<b>Change orientation</b> (1 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.

# Behaviours/Practices to be eliminated

What key behaviours/practices need to be **eliminated** in order to improve your organisation's culture and performance?

Related Value	Barriers/Practices to be eliminated	How does this behaviour hold your organisation back?
<b>Trust</b> (11 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Competitiveness</b> (2 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Teamwork</b> (2 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<b>Respect for the individual</b> (2 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
<b>Responsibility and accountability</b> (1 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
<b>Entrepreneurship and innovation</b> (1 Comments)	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Lorem ipsum dolor sit amet, consectetur adipiscing elit.

# Incorporating new values

What **new values** (not currently part of your organisation's core values) are needed for the success of your company, now and in the future?  
Explain how these values can enhance the performance culture in your company.

New value needed	How will it improve your company's performance?
<p><b>Respect for the individual</b> (7 Comments)</p>	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<p><b>Entrepreneurship and innovation</b> (4 Comments)</p>	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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<p><b>Teamwork</b> (3 Comments)</p>	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
<p><b>Responsibility and accountability</b> (3 Comments)</p>	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
<p><b>Fun</b> (2 Comments)</p>	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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**Change orientation**  
(1 Comments)

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## Additional Comments

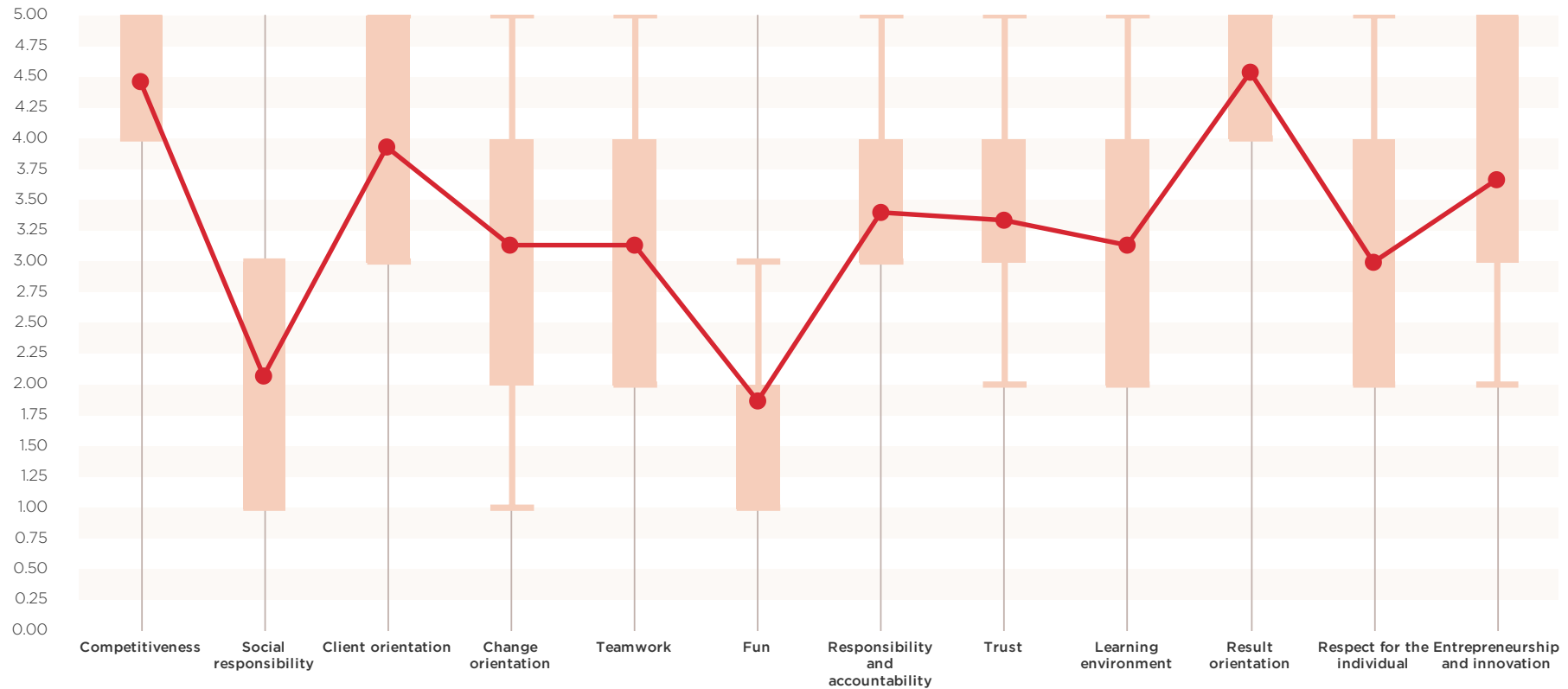
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# APPENDIX A

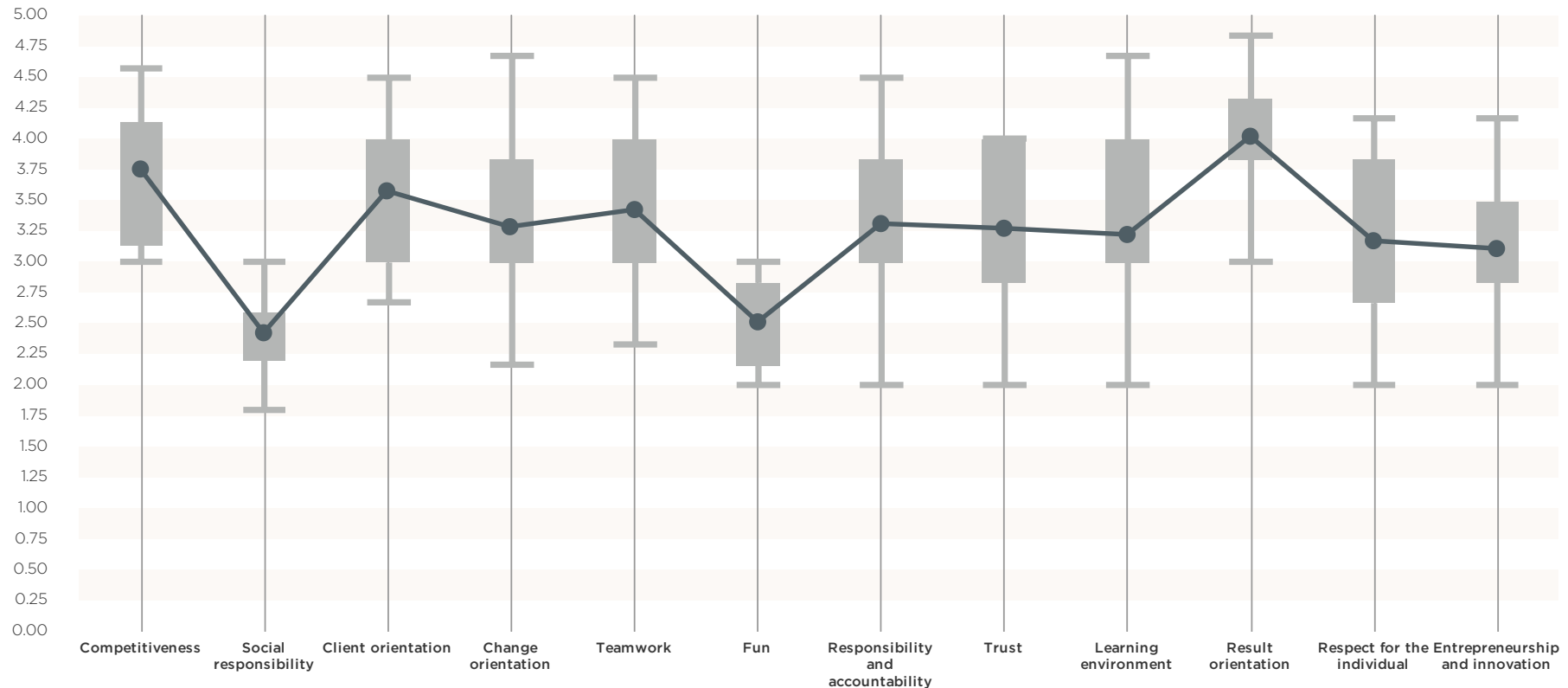
## Overall Organisational View: Other Charts

# Overall Organisational View: Values spread



This chart presents the spread of data points. The red dot represents the average score or median. The shaded box represents where 50% of the responses lie. The anchors represents the highest and lowest scores.

# Overall Organisational View: Practice spread

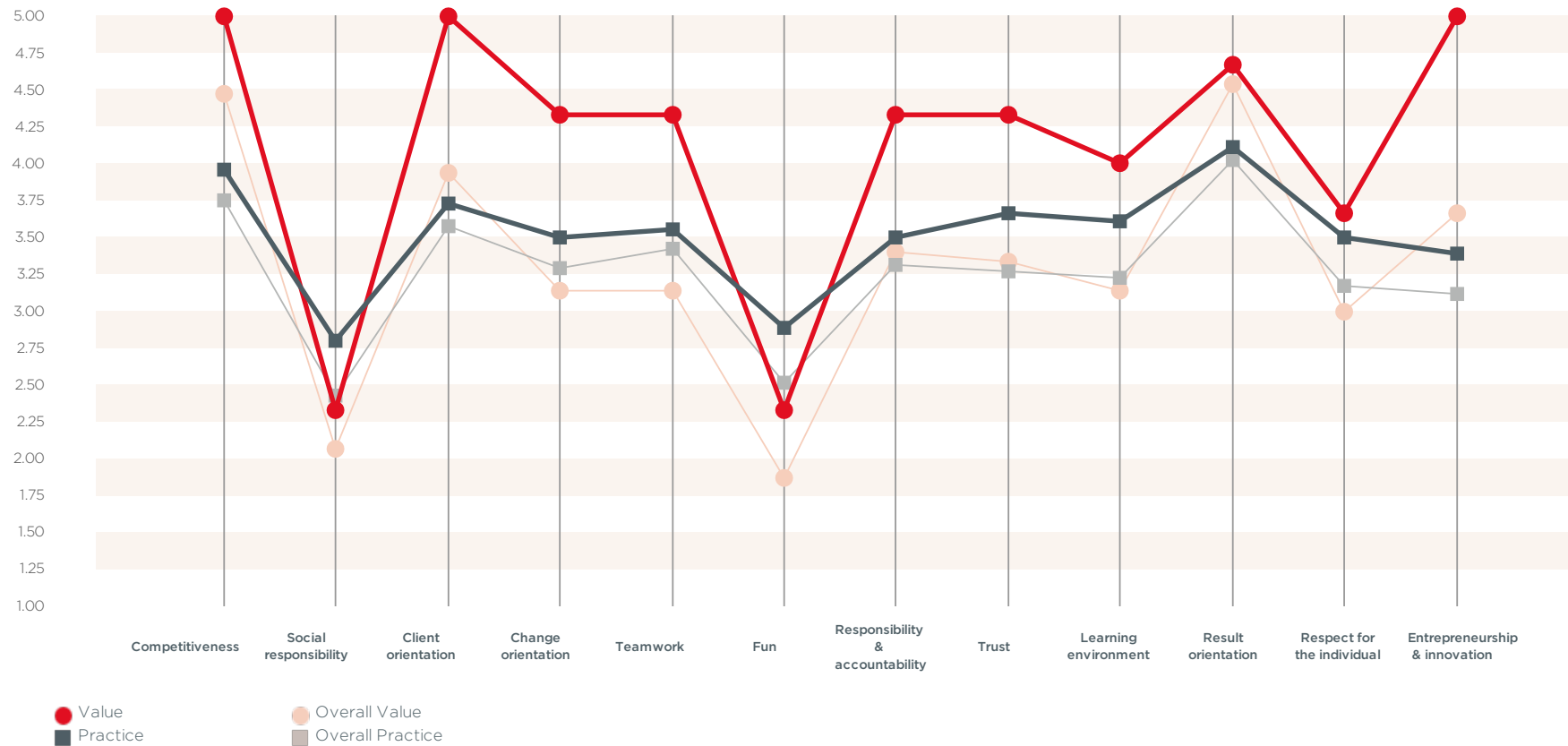


This chart presents the spread of data points. The red dot represents the average score or median. The shaded box represents where 50% of the responses lie. The anchors represents the highest and lowest scores.

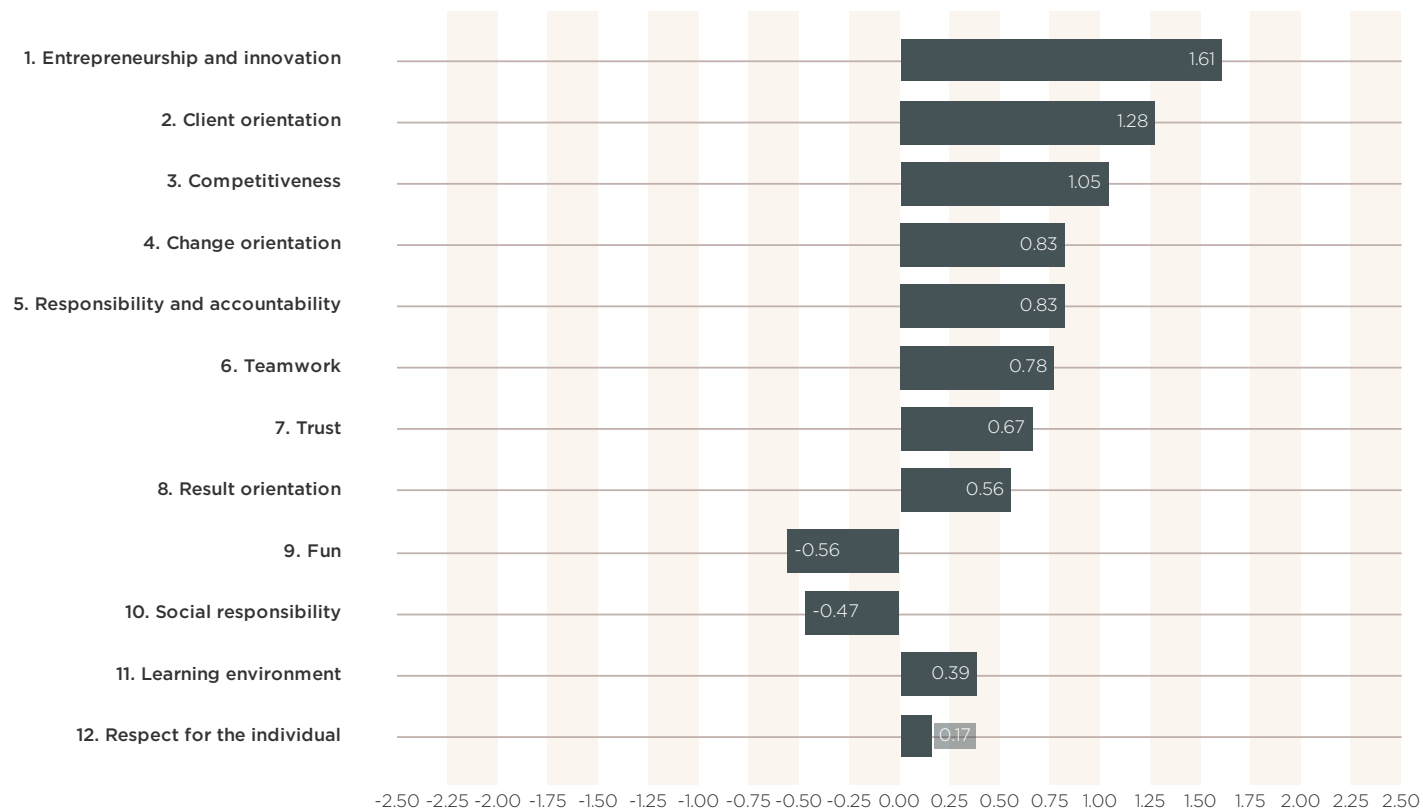
# APPENDIX B

## Value vs Practice Charts by Categories

# Level - TMT (N=3)



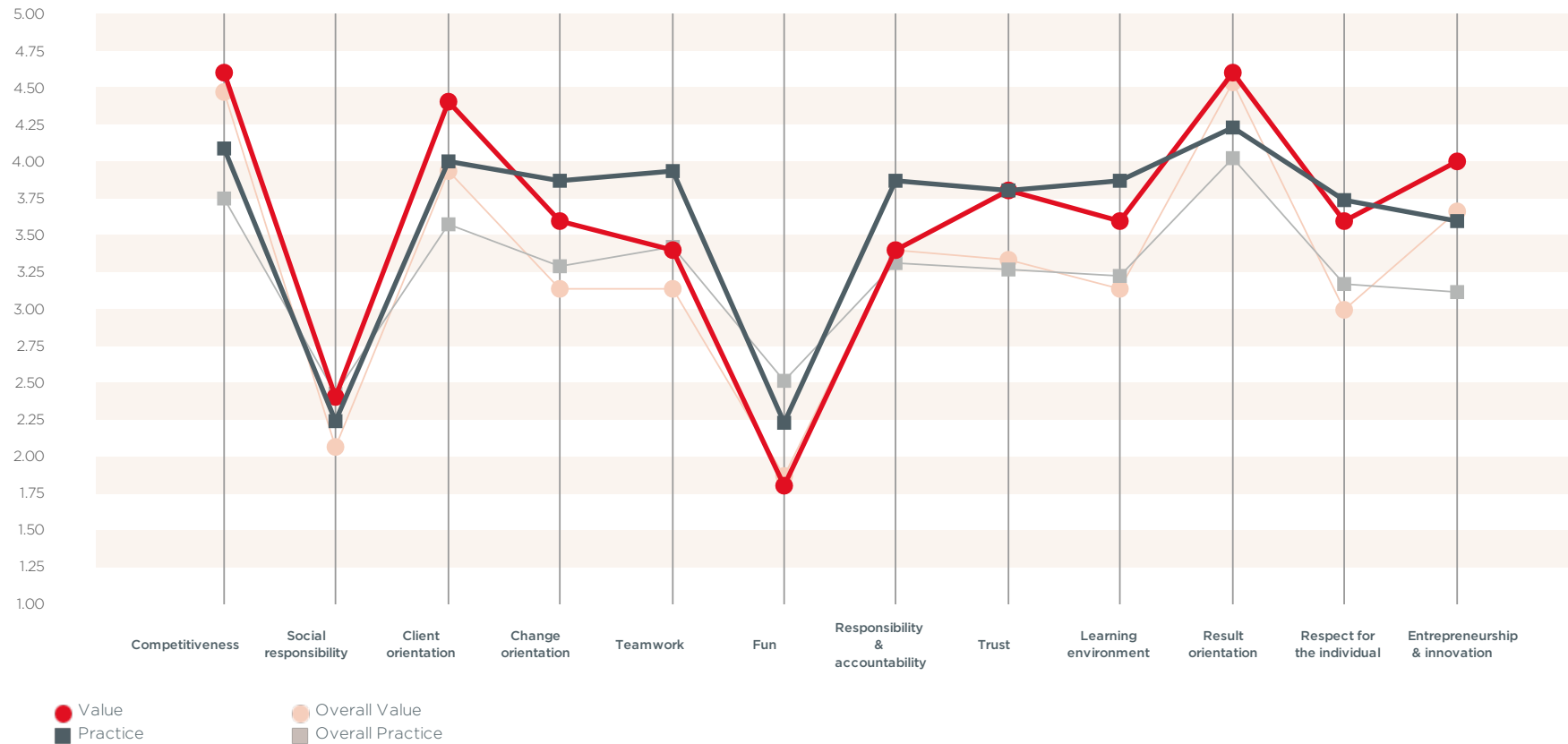
# Level - TMT Gap Analysis



	Val.	Prac.	Gap
1.	5.00	3.39	1.61
2.	5.00	3.72	1.28
3.	5.00	3.95	1.05
4.	4.33	3.50	0.83
5.	4.33	3.50	0.83
6.	4.33	3.56	0.78
7.	4.33	3.67	0.67
8.	4.67	4.11	0.56
9.	2.33	2.89	-0.56
10.	2.33	2.80	-0.47
11.	4.00	3.61	0.39
12.	3.67	3.50	0.17

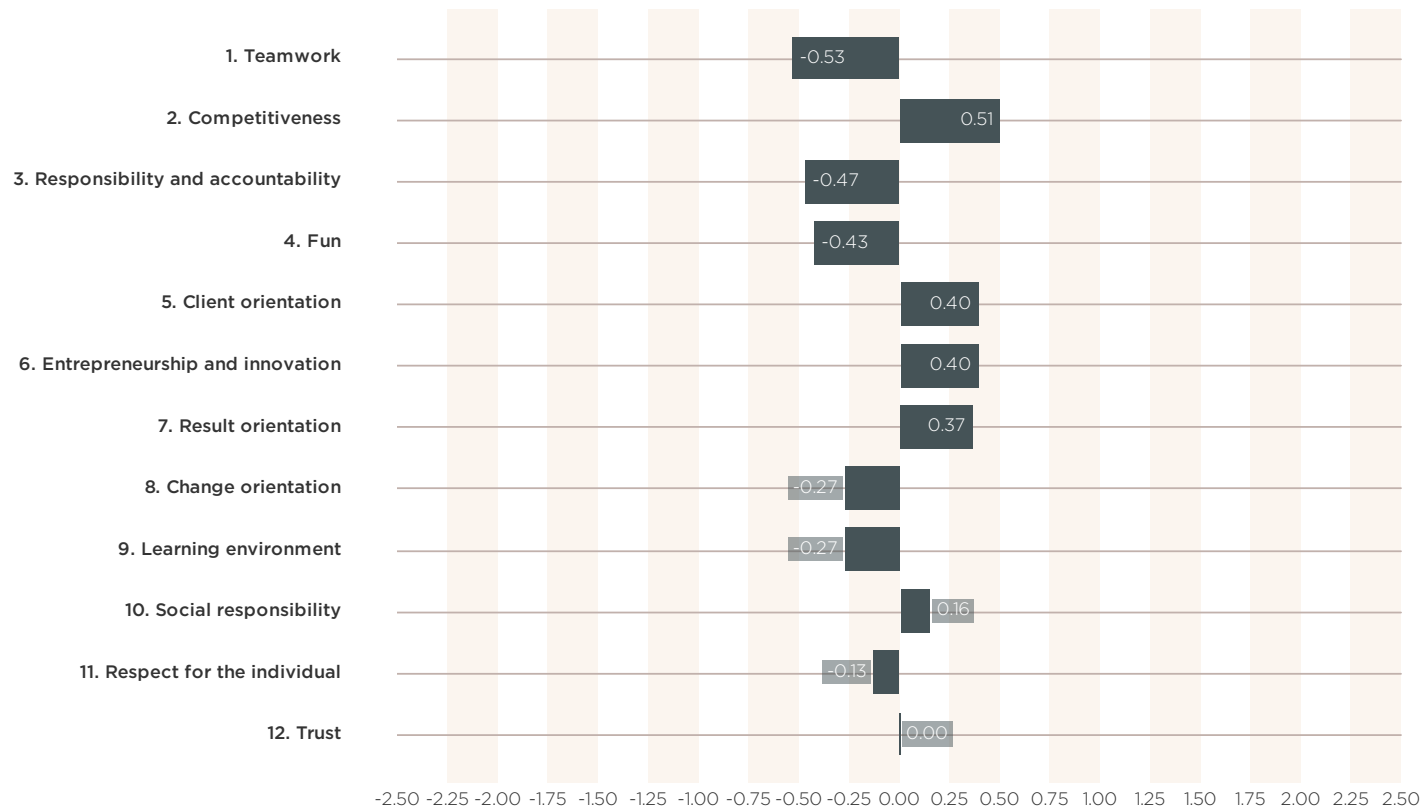
A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

# Level - Senior Management (N=5)





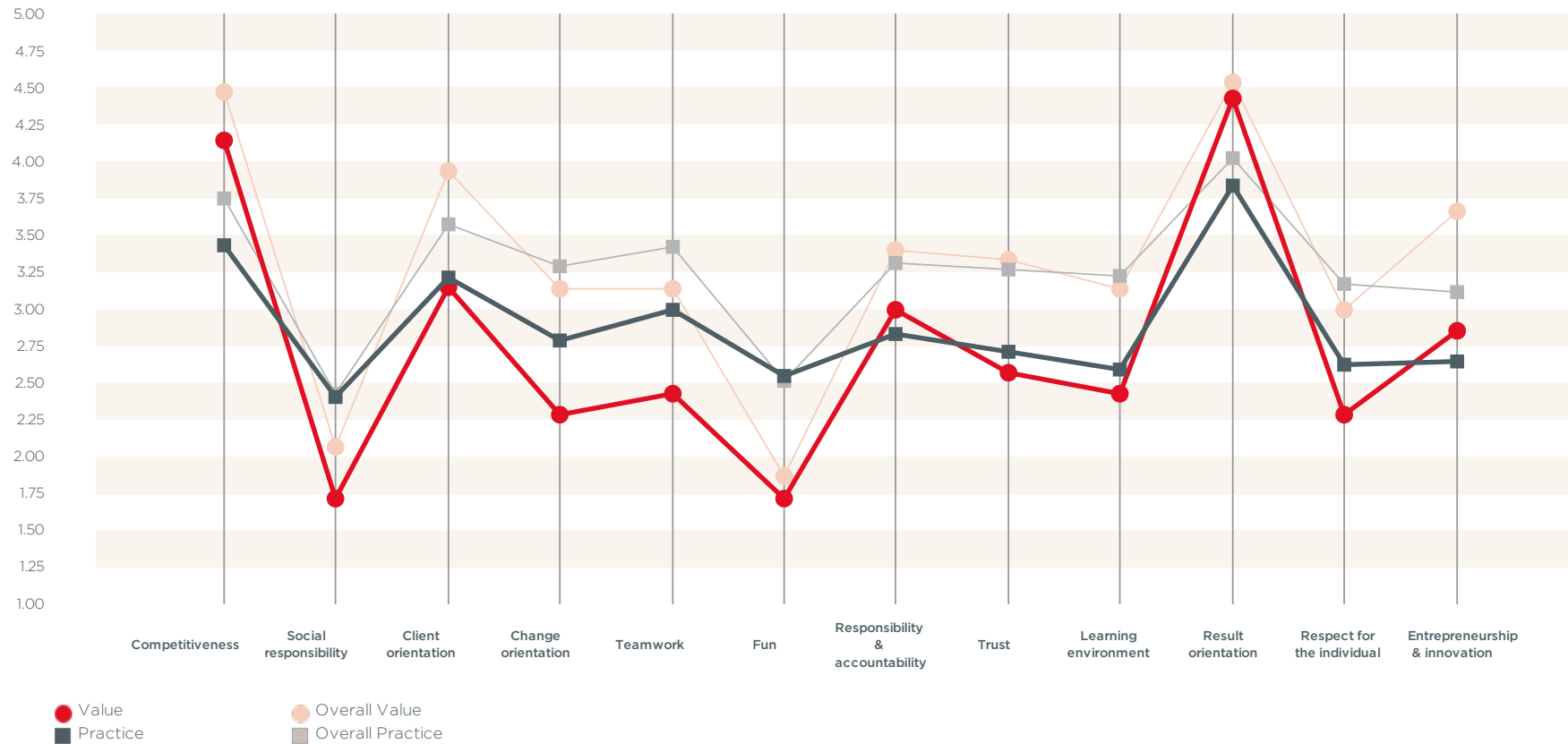
# Level - Senior Management Gap Analysis



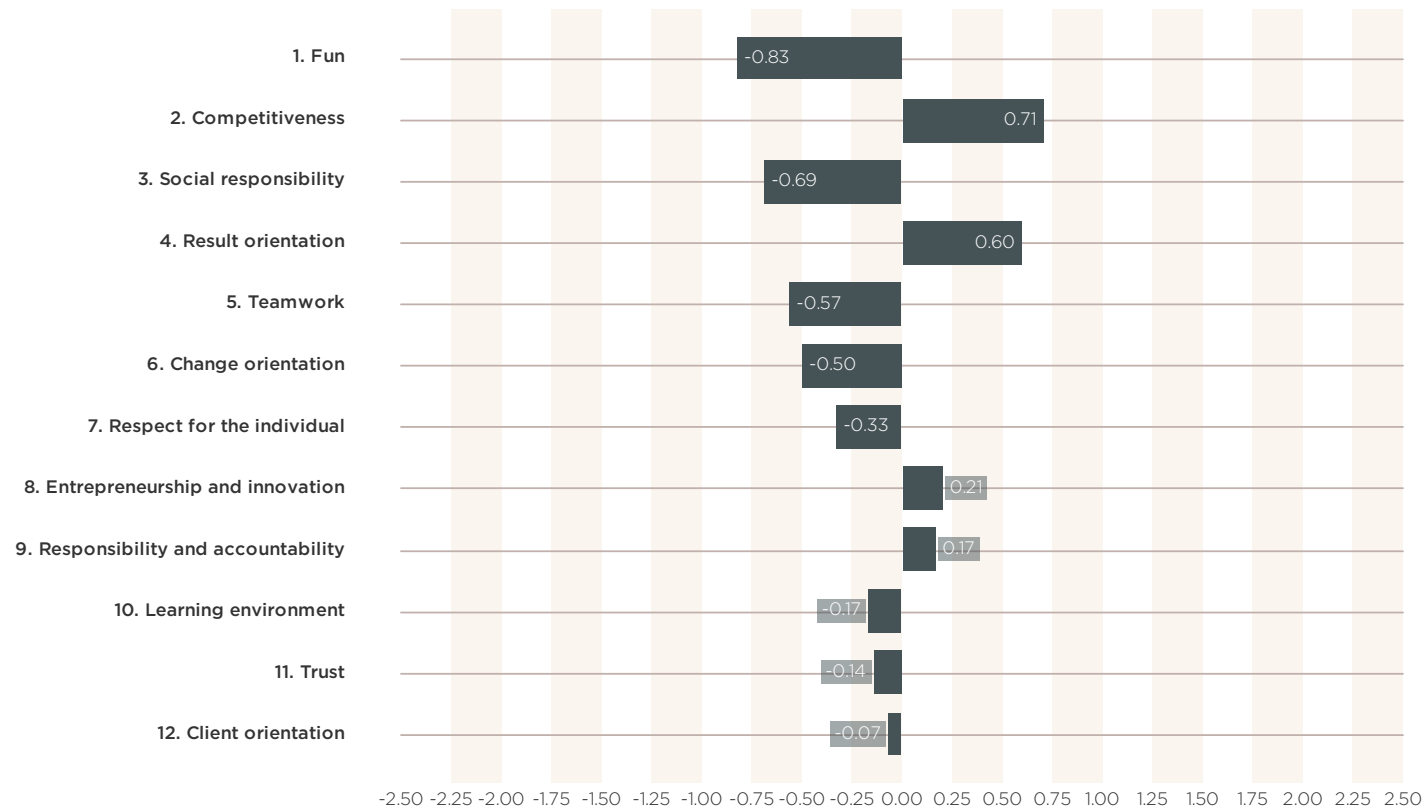
	Val.	Prac.	Gap
1.	3.40	3.93	-0.53
2.	4.60	4.09	0.51
3.	3.40	3.87	-0.47
4.	1.80	2.23	-0.43
5.	4.40	4.00	0.40
6.	4.00	3.60	0.40
7.	4.60	4.23	0.37
8.	3.60	3.87	-0.27
9.	3.60	3.87	-0.27
10.	2.40	2.24	0.16
11.	3.60	3.73	-0.13
12.	3.80	3.80	0.00

A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

# Level - Middle Management (N=7)



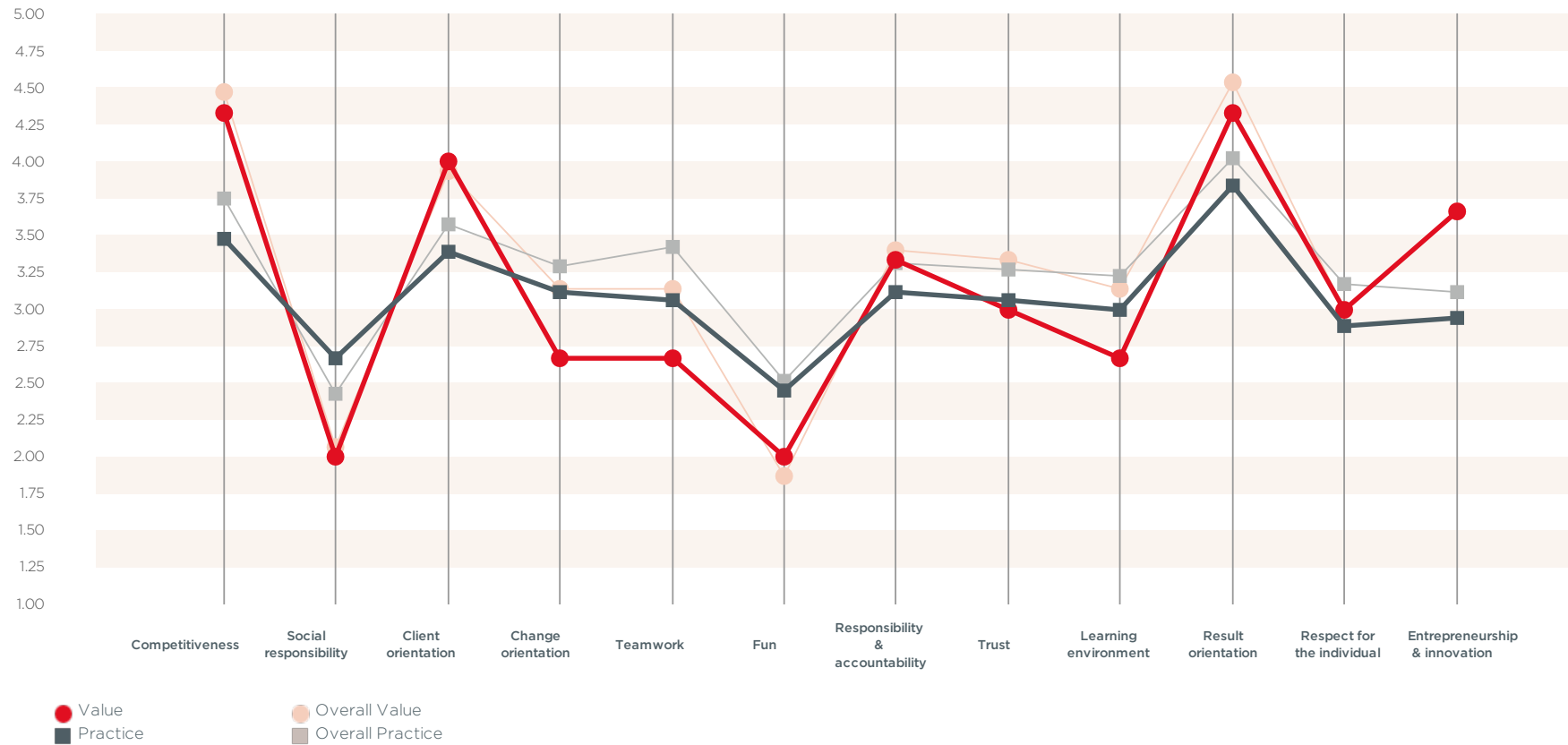
# Level - Middle Management Gap Analysis



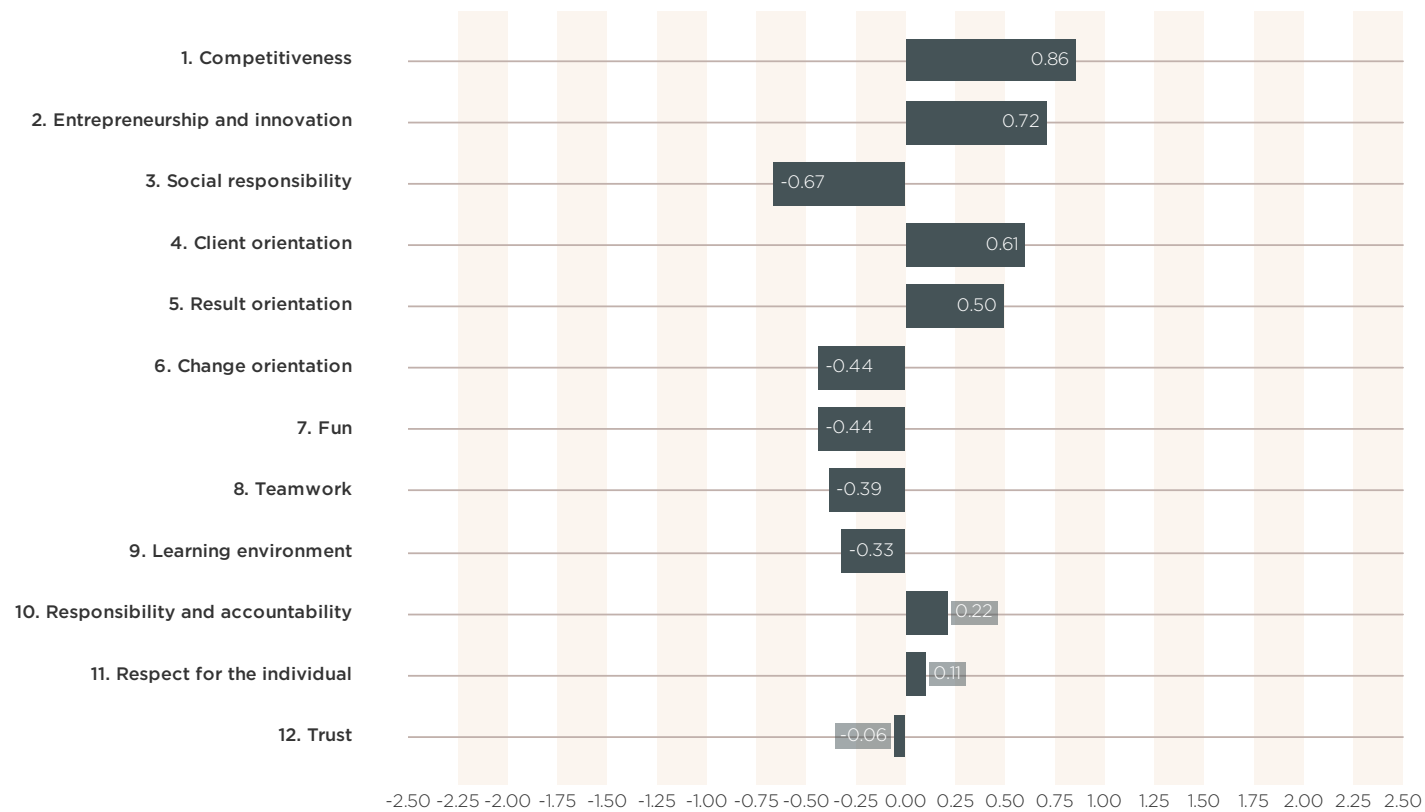
	Val.	Prac.	Gap
1.	1.71	2.55	-0.83
2.	4.14	3.43	0.71
3.	1.71	2.40	-0.69
4.	4.43	3.83	0.60
5.	2.43	3.00	-0.57
6.	2.29	2.79	-0.50
7.	2.29	2.62	-0.33
8.	2.86	2.64	0.21
9.	2.43	2.60	-0.17
10.	3.00	2.83	0.17
11.	2.57	2.71	-0.14
12.	3.14	3.21	-0.07

A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

## Region - Asia (N=3)



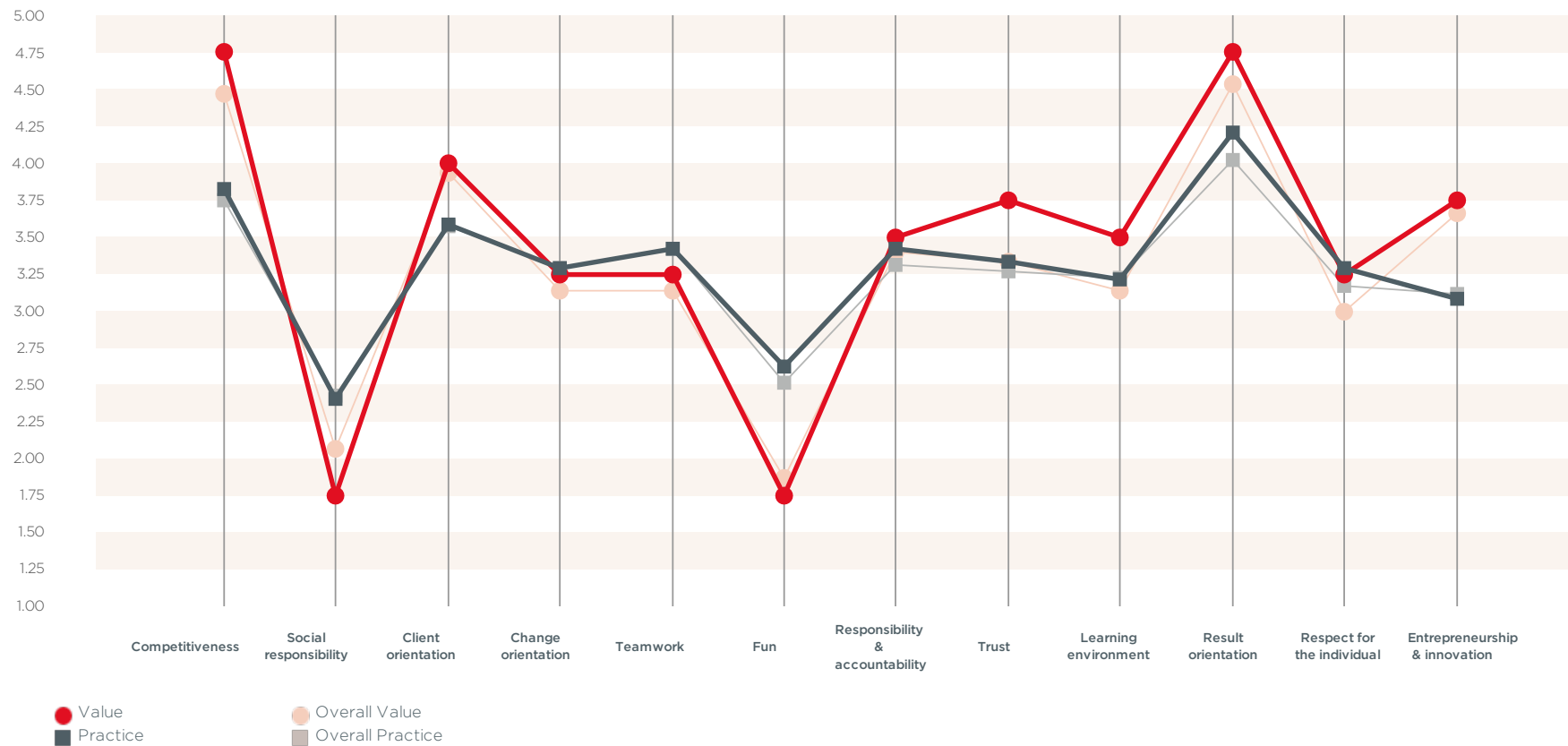
# Region - Asia Gap Analysis



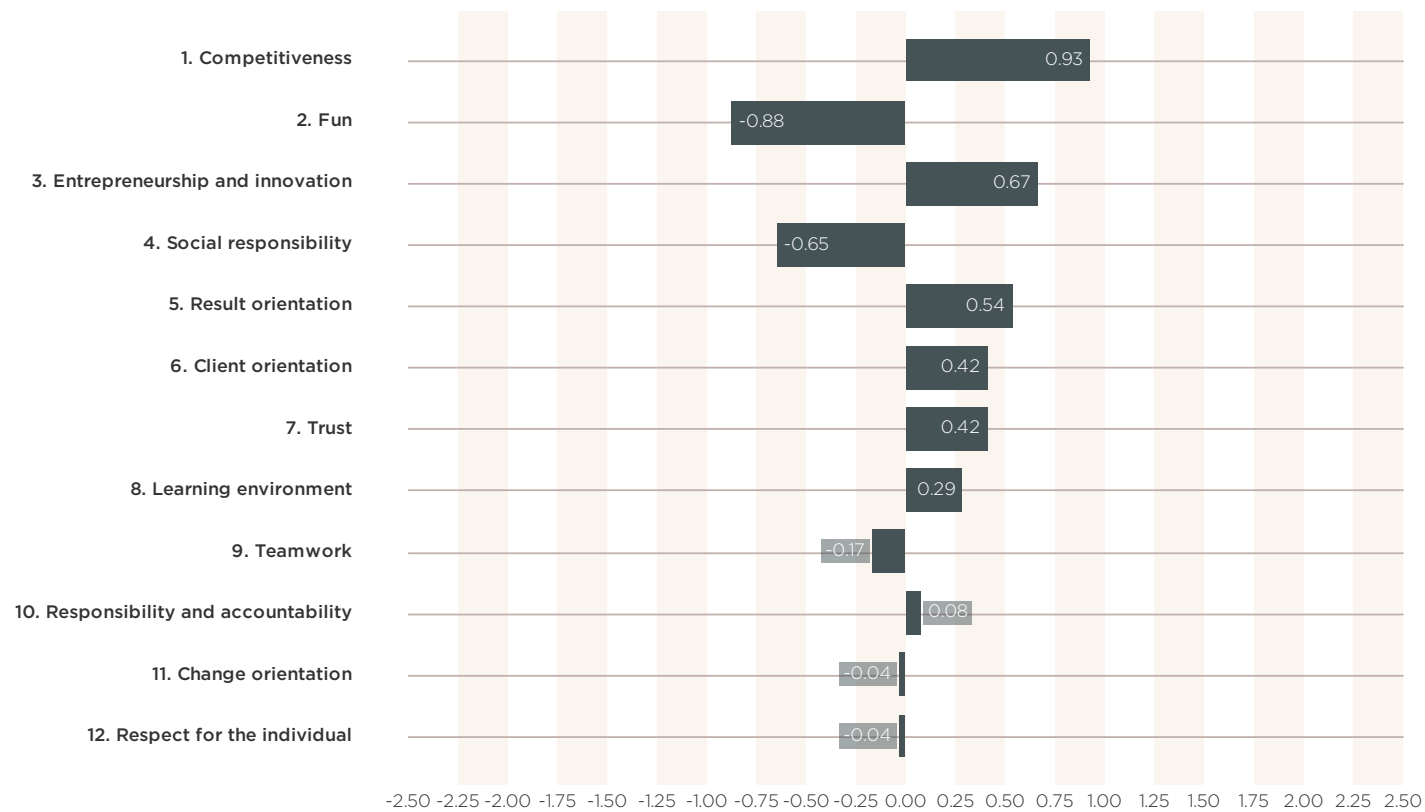
	Val.	Prac.	Gap
1.	4.33	3.48	0.86
2.	3.67	2.94	0.72
3.	2.00	2.67	-0.67
4.	4.00	3.39	0.61
5.	4.33	3.83	0.50
6.	2.00	2.44	-0.44
7.	2.67	3.11	-0.44
8.	2.67	3.06	-0.39
9.	2.67	3.00	-0.33
10.	3.33	3.11	0.22
11.	3.00	2.89	0.11
12.	3.00	3.06	-0.06

A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

## Region - Europe (N=4)



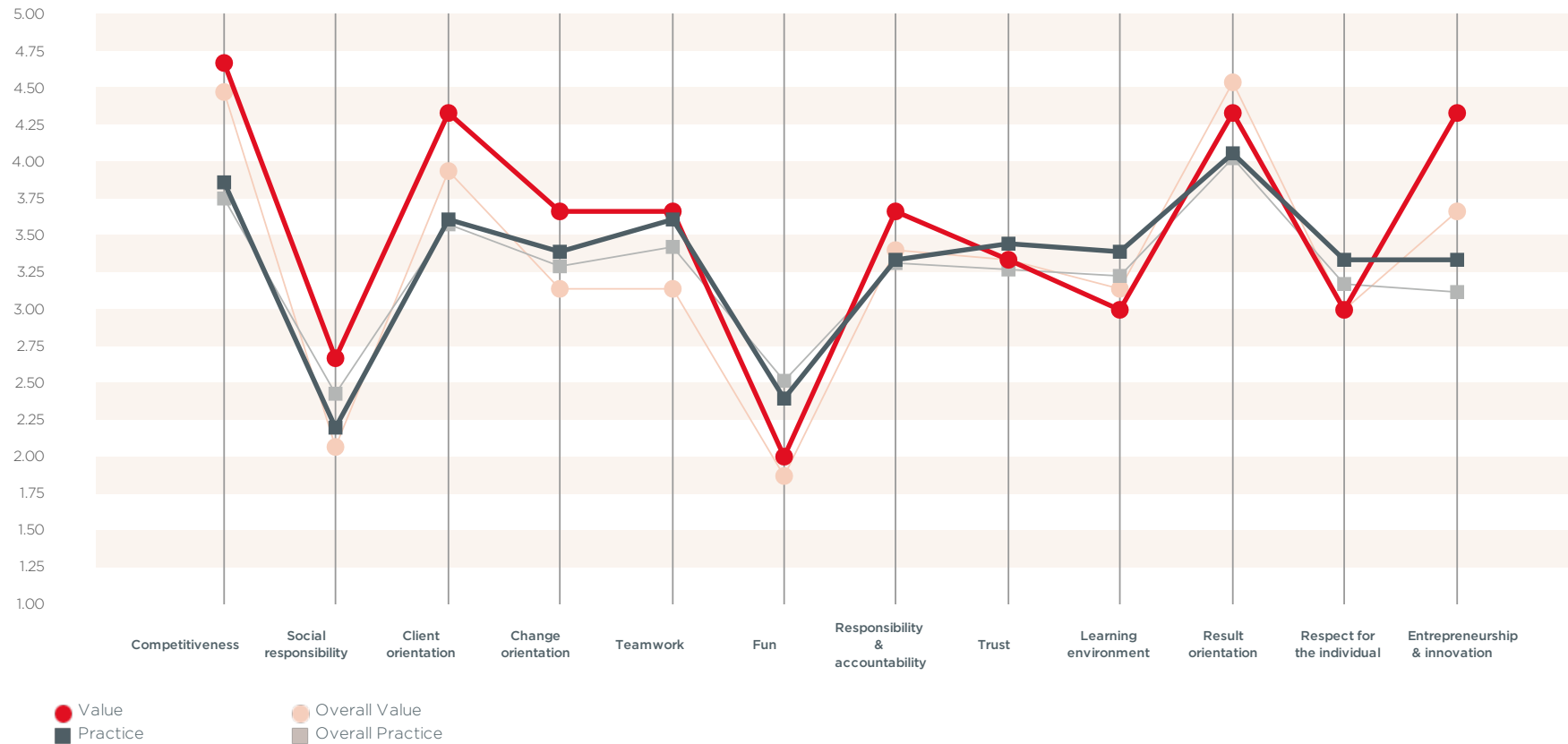
# Region - Europe Gap Analysis



	Val.	Prac.	Gap
1.	4.75	3.82	0.93
2.	1.75	2.62	-0.88
3.	3.75	3.08	0.67
4.	1.75	2.40	-0.65
5.	4.75	4.21	0.54
6.	3.75	3.33	0.42
7.	4.00	3.58	0.42
8.	3.50	3.21	0.29
9.	3.25	3.42	-0.17
10.	3.50	3.42	0.08
11.	3.25	3.29	-0.04
12.	3.25	3.29	-0.04

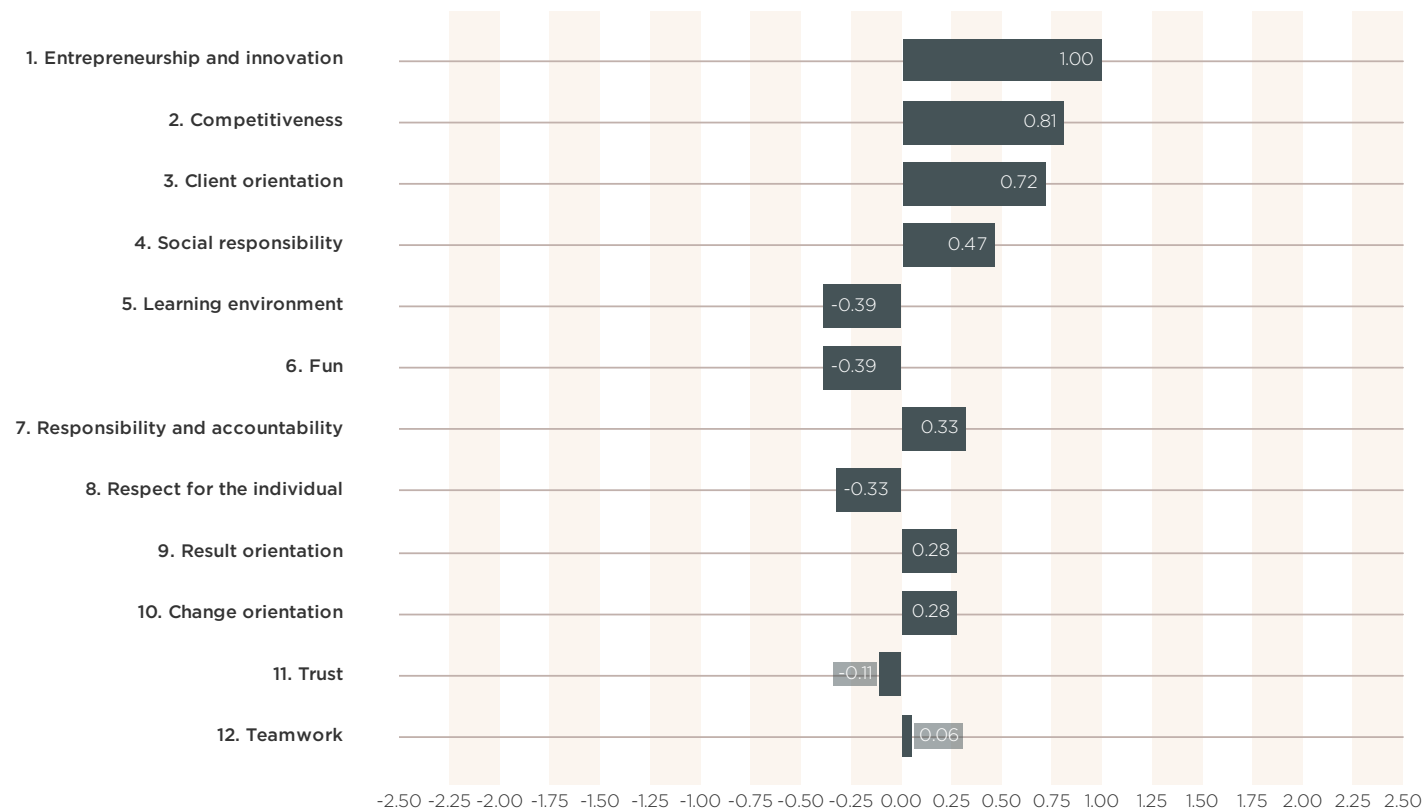
A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

## Region - Middle East (N=3)





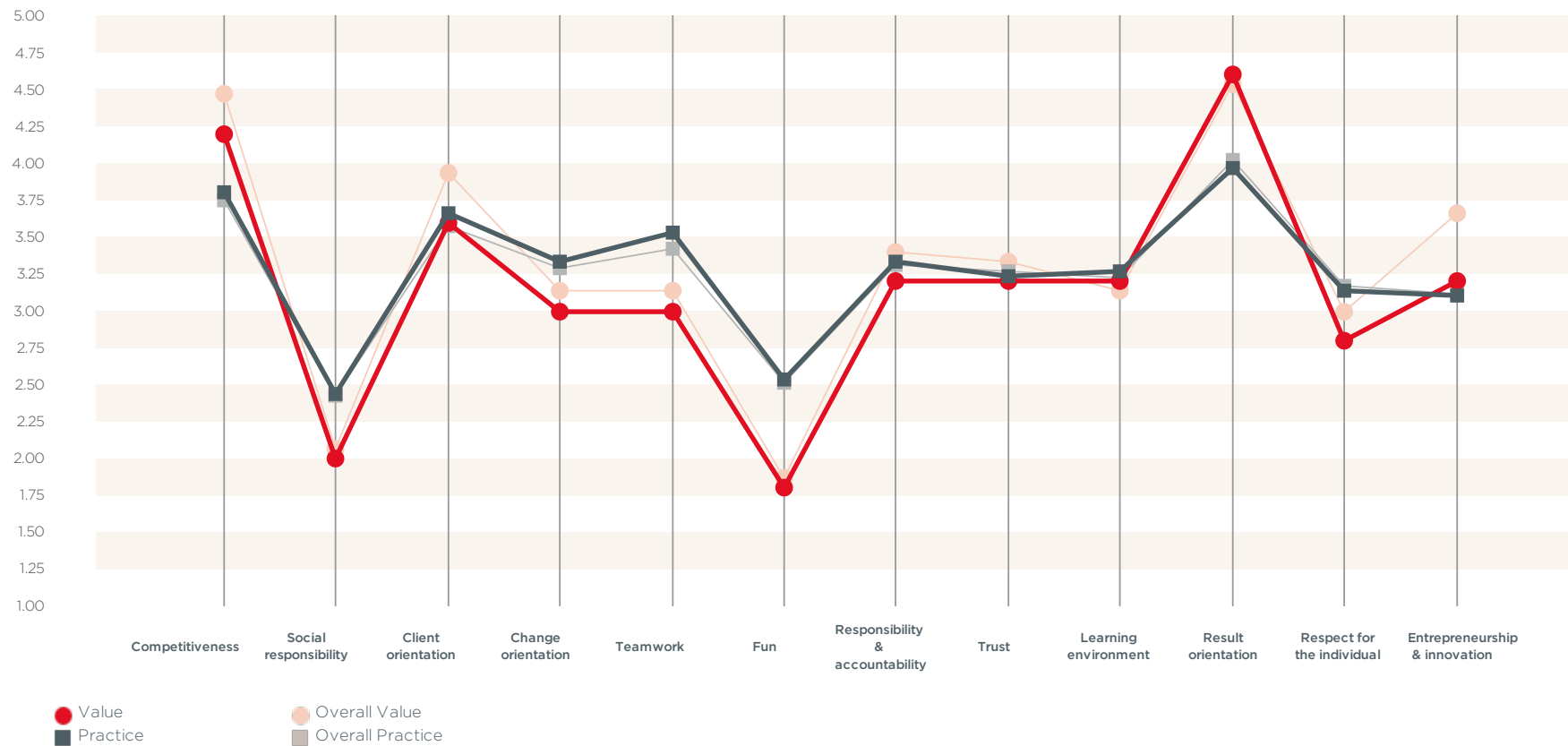
# Region - Middle East Gap Analysis



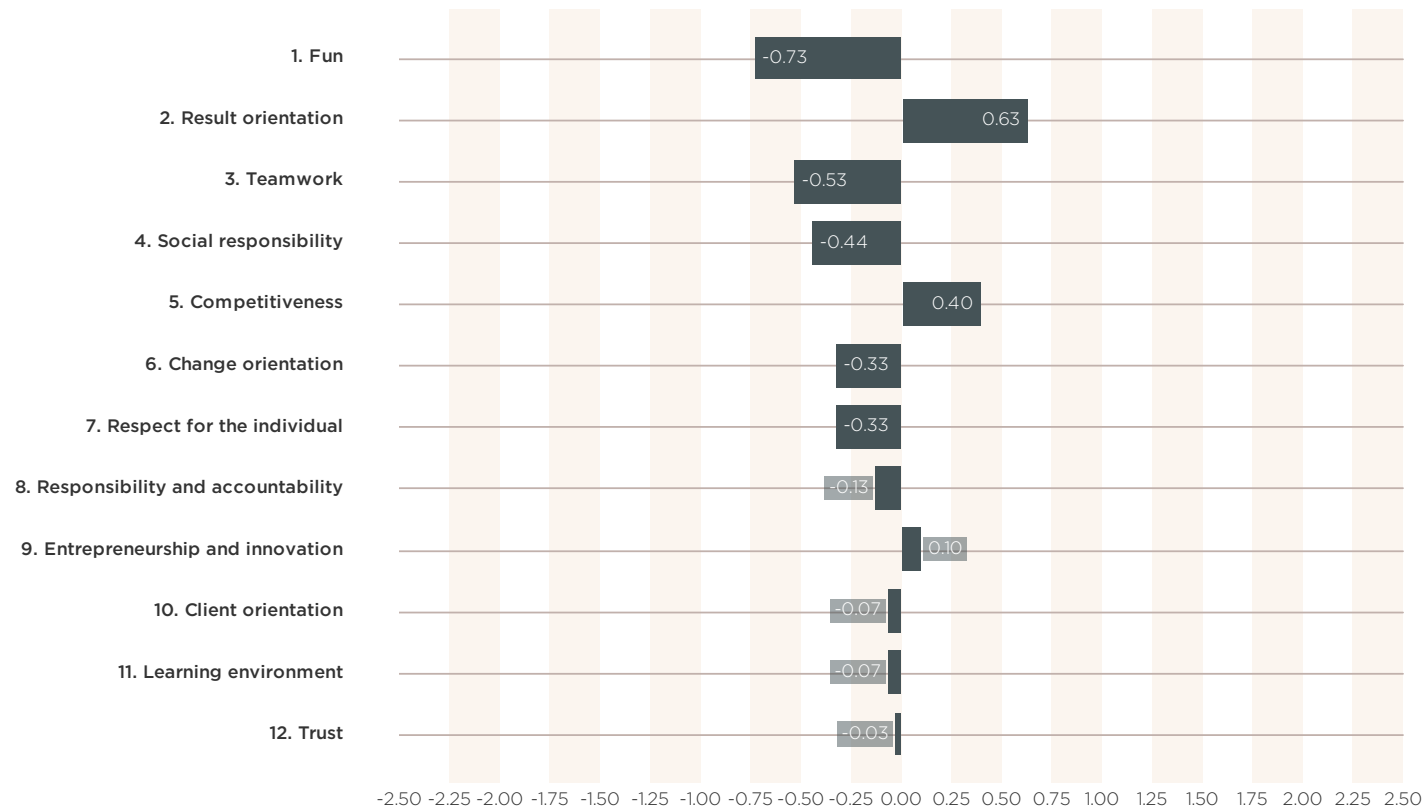
	Val.	Prac.	Gap
1.	4.33	3.33	1.00
2.	4.67	3.86	0.81
3.	4.33	3.61	0.72
4.	2.67	2.20	0.47
5.	3.00	3.39	-0.39
6.	2.00	2.39	-0.39
7.	3.00	3.33	-0.33
8.	3.67	3.33	0.33
9.	4.33	4.06	0.28
10.	3.67	3.39	0.28
11.	3.33	3.44	-0.11
12.	3.67	3.61	0.06

A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

## Region - N. America (N=5)



# Region - N. America Gap Analysis



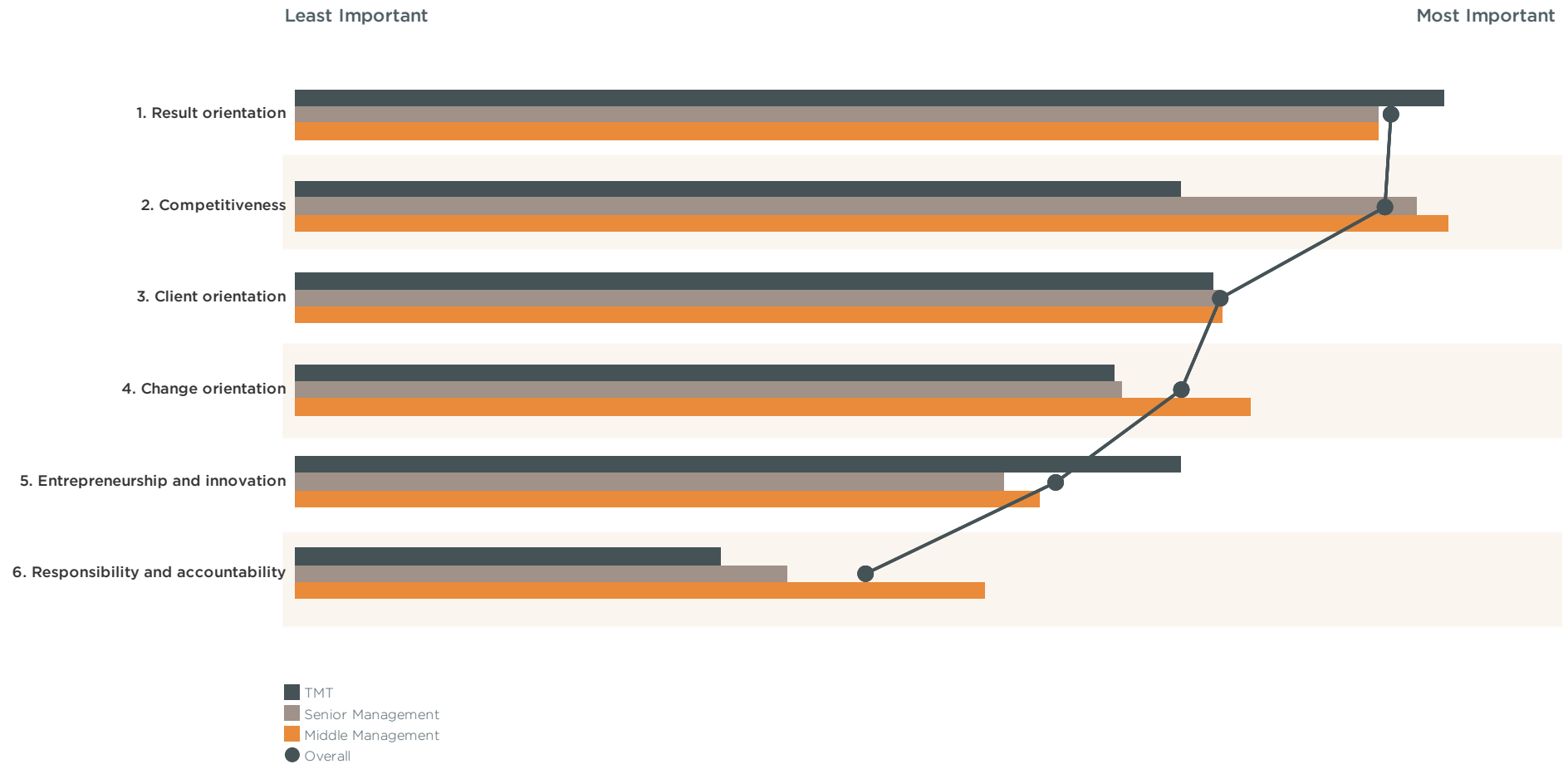
	Val.	Prac.	Gap
1.	1.80	2.53	-0.73
2.	4.60	3.97	0.63
3.	3.00	3.53	-0.53
4.	2.00	2.44	-0.44
5.	4.20	3.80	0.40
6.	2.80	3.13	-0.33
7.	3.00	3.33	-0.33
8.	3.20	3.33	-0.13
9.	3.20	3.10	0.10
10.	3.20	3.27	-0.07
11.	3.60	3.67	-0.07
12.	3.20	3.23	-0.03

A negative gap means that, within your organisation, the dimension is practised at a level higher than the value accorded to it.

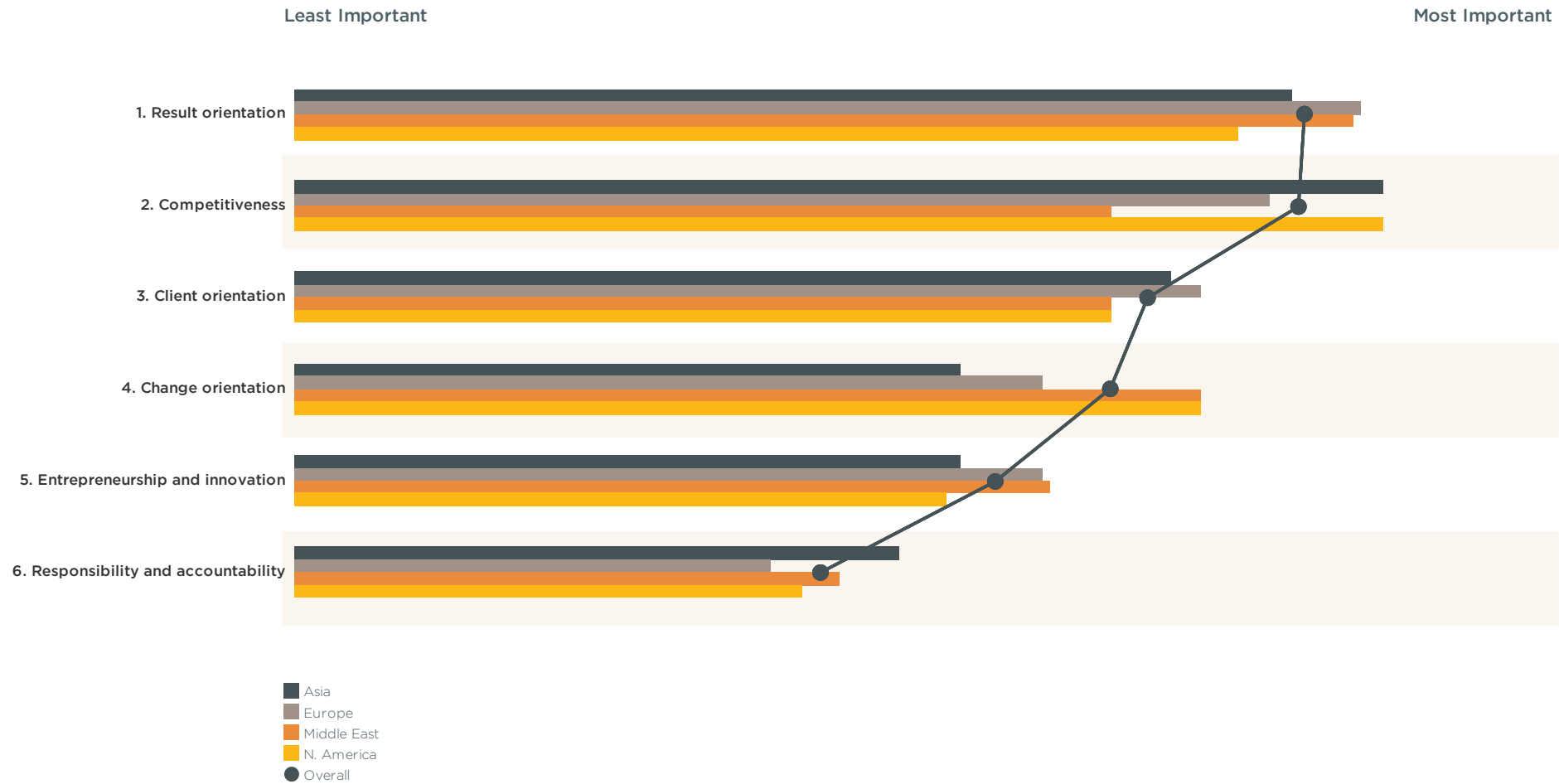
# APPENDIX C

## Ranking of Values by Categories

# Ranking of Top Six Values by Level



# Ranking of Top Six Values by Region



# APPENDIX D

## OCA Survey Practice Items

# OCA™ Survey Practice Items

## Competitiveness

- 1. We always inform each other of what our competitors are doing.
- 13. We analyse our competitors' strengths and weaknesses on a regular basis.
- 14. We are very good at anticipating what our competition will do.
- 30. We make a great effort to assure that our products and/ or services are the best in their markets.
- 37. Our organisation is passionate about staying competitive.
- 51. We put our highest priority on capturing market share.
- 68. We gather information about what our competitors are doing on a regular basis.

## Client orientation

- 2. Our clients' (or customers', or end users') needs are our highest priority.
- 7. We actively gather information to help us anticipate our clients' needs.
- 10. We ask our clients for feedback on a regular basis.
- 12. We spend a lot of time working on client-related issues.
- 15. We have a high level of understanding of our customers' (or clients') needs and behaviours.
- 66. We always do our best to respond to our clients' requests.

## Teamwork

- 8. We work in teams most of the time.
- 23. The atmosphere in our organisation is very collaborative.
- 28. People in our organisation work well with one another.
- 49. In our organisation, individual achievement depends strongly on the success of the team.
- 52. In our organisation, people like to work in teams.
- 53. People in our organisation feel that they are a part of a team.

## Social responsibility

- 4. Our organisation is very proactive in the protection of the environment in which it operates.
- 6. We inform the communities where we are located about what our organisation is doing.
- 19. We do everything possible to develop our organisation in a socially responsible way.
- 21. Our organisation encourages employees' individual efforts to contribute to the local community (volunteering, organising events for the community, etc).
- 35. We have a strong sense of responsibility to the communities in which we operate.

## Change orientation

- 3. People in our organisation are very adaptable.
- 5. When actions for change have been agreed upon, our organisation quickly implements them.
- 17. People in our organisation constantly look for changes that will improve performance.
- 20. Change initiatives in our organisation are welcomed.
- 56. We always look for ways to improve the way our organisation functions internally and deals with the external environment.
- 60. People are always open to making changes in the organisation.

## Fun

- 11. We find many ways to make our organisation an enjoyable place to work.
- 18. We enjoy doing what we do.
- 24. We have informal gatherings to celebrate life events (birthdays, successes, holidays, etc).
- 29. We often have fun with our colleagues.
- 31. People outside our organisation tell us that it seems like a fun place to work.
- 71. Our organisation is a place where people can be playful.



# OCA™ Survey Practice Items

## Responsibility and accountability

- 9. All of us take our work responsibilities very seriously.
- 22. Employees in our organisation have a strong sense of individual responsibility.
- 36. People behave as if they were the owners of this organisation.
- 38. In our organisation, people act as responsible organisational citizens.
- 41. In our organisation, people feel responsible and accountable for their actions.
- 47. We are fully committed to our organisation's goals.

## Learning environment

- 33. Our organisation invests time and effort to develop employees' professional knowledge and skills.
- 39. We are encouraged to learn and develop new knowledge and skills.
- 50. Our organisation provides formal opportunities for continuous learning and development.
- 54. Our organisation ensures that leadership development training is available for people at all levels.
- 55. Learning is encouraged in our organisation.
- 61. Our organisation provides many resources for learning.

## Respect for the individual

- 25. People can be themselves in our organisation.
- 42. In our organisation, we treat each other fairly and equitably.
- 59. We are flexible in accommodating the varying needs of individuals.
- 62. Our organisation treats its people with respect.
- 64. The best interests of the people in our organisation are a part of our general objectives.
- 67. In general, we try very hard to minimise any negative impact of organisational actions on our employees.

## Trust

- 16. There is an atmosphere of trust in our organisation.
- 26. People feel free to take a stand on controversial organisational issues, without fear of retribution.
- 44. Open and frank communication is encouraged in our organisation.
- 48. We can state our opinions freely in our organisation.
- 69. We can count on our leaders to respect confidentiality.
- 70. We trust our colleagues and co-workers.

## Result orientation

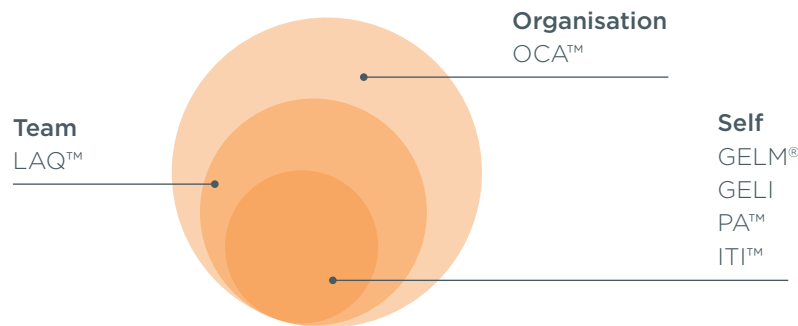
- 27. It is clear to people in our organisation what our performance measures are.
- 40. Obtaining targeted results is a top priority in our organisation.
- 45. Our organisation is 'results oriented'.
- 57. Results are important to our organisation.
- 58. In our organisation, the people who perform best earn the highest rewards.
- 63. People in the organisation know what results are expected of them.

## Entrepreneurship and innovation

- 32. Our organisation rewards creativity.
- 34. Our organisation provides the resources to pursue new ideas.
- 43. We are successful at commercialising our innovative projects.
- 46. People in our organisation scout broadly for sources of innovation.
- 65. We actively share innovative ideas with one another.
- 72. Our organisation encourages creativity.

# KDVI Family of Leadership Development Instruments

**The Organisational Culture Audit** is part of a family of leadership development instruments developed over the last decade by Manfred Kets de Vries. These instruments apply different lenses to examine organisational leadership, from individual (personality, individual leadership skills, to motivations and drivers) to teams (leadership roles and role constellations) to organisational (culture). Collectively, they provide a systemic view of leadership effectiveness within the organisation.



## Individual

### **The Global Executive Leadership Mirror (GELM®)**

The GELM® is an in-depth 360° feedback development tool to measure specific leadership behaviours and provide feedback across four main levels: Self, Teams, Organisation and Networks. It also includes life indicators such as life stressors and well-being resources, and perceived performance to add further insight into an executive's behaviours at work.

### **The Global Executive Leadership Inventory (GELI)**

The GELI is an in-depth 360° feedback development tool for identifying and understanding one's leadership strengths and weaknesses and to explore steps needed to improve one's leadership competencies.

### **The Personality Audit (PA™)**

The PA™ is a 360° feedback instrument to help participants understand their motives for what they do through looking at their key personality traits. It can be used towards an action plan for personal growth and development.

### **The Inner Theatre Inventory (ITI™)**

The ITI™ is a 360° feedback assessment which identifies the drivers in an individual's inner theatre, consisting of the values, beliefs, and attitudes that guide their behaviour. Through the ITI™, individuals can identify the life anchors that drive them, develop greater self-awareness, and develop a lifestyle more congruent with their values and belief systems.

## Team

### **The Leadership Archetype Questionnaire (LAQ™)**

The LAQ™ is a 360° feedback assessment designed to help the participants identify his/her salient leadership behaviour through eight leadership archetypes. The assessment of leadership archetypes can help towards identifying an individual's role within a team as well as the roles needed to ensure capable executive leadership in a team.

## Organisation

### **The Organisational Culture Audit (OCA™)**

Organisational culture is the foundation upon which an organisation's vision, mission, strategy, and structure are based; it makes up the organisation's uniqueness and identity. The OCA™ provides a comprehensive diagnostic of the current corporate culture as well as a detailed understanding of the culture an organisation are aiming at, by examining employee's perceptions of the organisation's current practices and the values they consider important, and whether they are aligned with corporate strategy.

[www.kdvi.com](http://www.kdvi.com)