

OCA™ FACT SHEET

What is the OCA™?

Organisational culture is the foundation upon which an organisation's vision, mission, strategy, structure and principles are based; it makes up the organisation's uniqueness and identity. In order to remain competitive, an organisation needs to constantly evaluate its values and practices to ensure they are aligned with corporate strategy.

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

The OCA™ is an easy to use, psychometrically valid tool that measures perceived importance of key cultural values in an organisation and helps executives achieve a better understanding of their organisation's current culture so they can change intelligently.

What can the OCA™ do for my organisation?

For an organisation to succeed, executives need to understand its culture so they can assess and manage the "cultural fits" in terms of people, mergers and acquisitions and strategies.

The OCA™ provides a snapshot of your organisation's climate, represented in the collective experience of its members. It identifies the values which your organisation considers important, how these values are being lived out by different stakeholders, and whether there is alignment, or not. An organisation which preaches one thing and does another will face more fragmentation, frustrations and discontent as opposed to one where values—and by extension, meaning—and behaviours are aligned.

As such the OCA™ may be used to:

- Provide a comprehensive perspective on what is going on in your organisation, from different perspectives
- Assess whether there is a need to change as well as readiness to change
- Identify critical barriers to organisational effectiveness and performance
- Achieve alignment by removing detrimental behaviours and embedding generative ones
- Align values and behaviours to strategy
- Identify new values needed in the future to ensure organisational viability

Dimensions

The OCA™ is an easy to use, psychometrically-valid tool to help executives achieve a better understanding of their organisation's current culture so they can change, enhance and benefit from it. Specifically, it measures the perceived importance of key cultural values in an organisation and to what degree these values are being practised, or lived up to, within the organisation.

The OCA™ covers 12 dimensions of organisational culture that research with thousands of senior executives have shown to be the most salient:

- Competitiveness
- Social responsibility
- Client (stakeholder) orientation
- Change orientation
- Teamwork
- Fun
- Responsibility and accountability
- Trust
- Learning environment
- Result orientation
- Respect for the individual
- Entrepreneurship and innovation

Questionnaire structure

The OCA™ is intended to be taken anonymously and administered broadly to all members of the organisation. Depending on your needs and the scope of the OCA™, the survey can also be deployed with a targeted group of people. You may also define categories and sub-categories for a more nuanced look at differences in perceptions of values and practices across different groups within the organisation. It is also possible to identify a small group of senior executives whose responses will not be anonymous—for example, the Founder, CEO or Board of Directors. This permits the leadership team to integrate insights about the values and practices of the organisation’s “value leaders”.

What outcomes can I expect after taking the OCA™?

As a result of the OCA™ feedback process you will be able to:

- Use the feedback from the OCA™ to identify the cultural strengths and weaknesses within your organisation
- Engage in gap analysis to identify changes that the organisation can make to improve its culture
- Identify specific steps that senior management can take to facilitate organisational change
- Identify specific actions to take towards changing the organisational culture for the better

How can I interpret the outcomes?

The OCA™ is taken online and the scores are combined to provide a consolidated feedback report on the importance of your organisation’s cultural values and how they are actually being enacted in your organisation.

KDVI also offers an advisory service should assistance be required in the use of the instruments, understanding the reports and any other related questions that may arise. For more information, please send an e-mail to tools@kdvi.com.

Anonymous feedback and confidentiality

The OCA™ is designed so that respondents remain anonymous. All information and data is treated confidentially.

What type of OCA™ can I choose?

The OCA™ can be a “plain vanilla” version, or you may wish to add specific survey categories which you feel are of particular relevance to your organisation.

Apart from the basic demographic information (age, gender, nationality, position, organisation), the choice of other categories is yours, depending on the type of information which will be meaningful for your organisation. For example, this could include: department, region, internal and external stakeholders or board level members.

As mentioned before, the OCA™ is usually deployed anonymously and administered broadly across the entire organisation. Depending on your needs, the survey can also be administered to a targeted group of individuals, e.g. members of the senior executive team, senior or middle managers. As a guide, to ensure confidentiality, for a department of 10, a minimum 30% of the sample population would be needed. However, to ensure validity of the results, especially for small groups and teams, we recommend that the entire team of 10 should be surveyed in order to receive results that are representative of the target group. If you need assistance in determining how big your sample size should be, please contact us at tools@kdvi.com.

If survey categories/sub-categories are required, a maximum of 1 category and 6 subcategories are included in the price. Extra categories may be included at an additional cost.

Additional Services

Leadership Audit

Our leadership audits provide clients with an overview of salient organisational issues and challenges. Consisting of a set of in-depth interviews by KDVI Senior Associates with senior members of the management team and other key stakeholders, the Audit provides a rich picture and a detailed overview of the organisational climate—such as strategic challenges, leadership skills and capabilities, alignment or misalignment within the top leadership team, resistances to and receptiveness to change, critical challenges for the future, etc. We recommend an Audit to help clients plan a roadmap for development and change.

Additional OCA™ analysis

We also provide additional in-depth analysis of the OCA™ results by a qualified researcher. This includes identifying salient issues from the client's OCA™ feedback report and identifying organisational strengths and vital opportunities for improvement. We also link quantitative to qualitative results. These results will be delivered to the client in a pdf report.

Presentation of OCA™ analysis in person

In addition to conducting a deeper analysis of the client's OCA™ reports by a qualified researcher, we can also send present the findings to a select group of stakeholders in the organisation.

Assessment for intervention recommendations

Based on the results of the OCA™, we also offer intervention recommendations by a qualified KDVI Associate. This includes a deep understanding of where your company is, the specific leadership challenges you are currently facing and the steps needed to take the organisation to where it would like to be.



OCA™ workshop—Aligning values, behaviours and strategy

We also offer an OCA™ workshop focused on understanding organisational complexity, culture and values as well as leading change and transformation in organisations. Lead by a KDVI Associate with extensive experience in leading organisations, we debrief the results to a group of stakeholders focused on aligning values, practice and strategy, implications for your organisation and work together to create an action plan for organisational development and change at a larger scale.

Pricing

We understand that each organisation has different needs when implementing the OCA™. Please contact us at tools@kdvi.com to discuss your specific requirements.

Available Languages

The OCA™ is available in 7 languages: English, French, Russian, Spanish, Chinese, German and Dutch.

What services are available if I choose the OCA™?

- Full administration of the entire survey process from start to finish, including weekly progress reports and reminders to participants and observers at regular intervals.
- Helpdesk for participant queries by email to support@kdvi.com. There is normally a same day response to queries.
- Private and confidential dispatch of PDFs of reports by email at the end of the survey, followed by one set of printed reports and participant workbooks by DHL tracked delivery.
- Analysis and feedback on the report results on request.

Any other questions? Contact one of our advisors at tools@kdvi.com or the OCA™ webpage at <https://www.kdvi.com/tools/20-organisational-culture-audit>.

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