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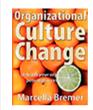
# **OCAI** results

# Your profile:

	NOW	PREFERRED
CLAN	25.00	19.17
ADHOCRACY	25.00	23.33
MARKET	25.00	27.50
HIERARCHY	25.00	30.00

## **Organizational Culture** Change

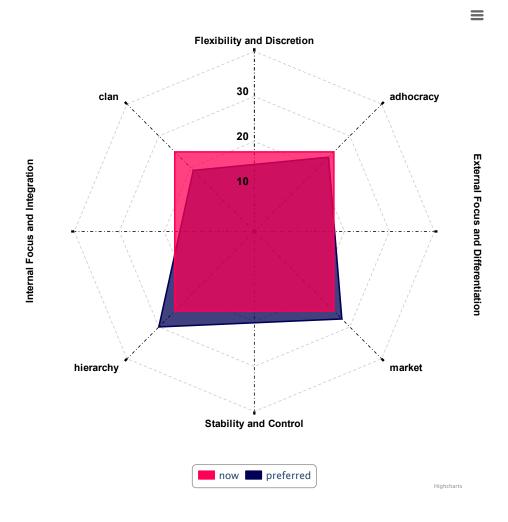
by Marcella Bremer



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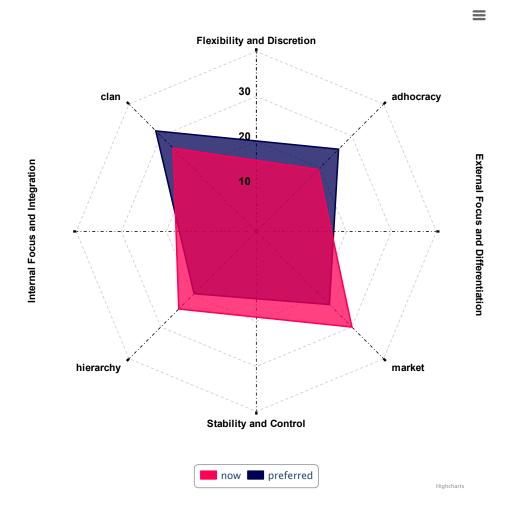
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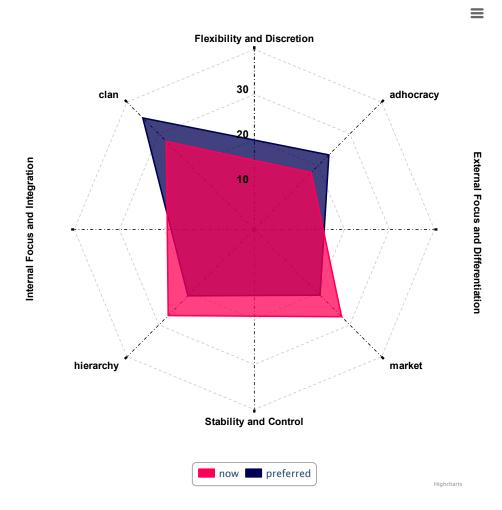
# Manufacturing (4486 participants)

	NOW	PREFERRED
CLAN	26.12	31.58
ADHOCRACY	19.46	25.84
MARKET	30.04	22.97
HIERARCHY	24.36	19.57



# United States (27162 participants)

	NOW	PREFERRED
CLAN	27.64	35.04
ADHOCRACY	17.88	23.43
MARKET	27.42	20.65
HIERARCHY	27.05	20.85



# **General Guidelines of Interpretation**

Your profile shows your personal assessment of the current and preferred culture in your organization. Your colleague from the same section can have a different profile if he or she assessed certain characteristics differently.

Organizational culture is measured more reliably when more people from an organization complete the test. You can jointly choose to buy OCAI Pro, and you'll receive a comprehensive report with collective profiles, including an OCAI work kit with a manual and PowerPoint sheets to work with the test results in a workshop on organizational culture.

Your personal profile must still be interpreted. What does this outcome mean, and what can you do with it?

#### 1. Observe and analyze your profile

What is the current culture (pink), and what is the preferred culture (blue)? Do you recognize this profile? What specific observations support the current culture, and what specific behavior would fit in with the desired culture? Why is this desirable?

If you see large or striking differences between the current and preferred situation, this means changes are desirable. The profile indicates the direction.

Your assessment, for example, indicates that you experience hierarchy culture but would like to start working more like a clan culture. What would that mean? Is more concern necessary for the staff? How exactly? What would you achieve when you emphasize clan culture?

#### 2. Compare your profile

It is interesting to compare your profile with the average profile in your sector. What differences and similarities are visible?

Is your work more market oriented than that in other organizations? Do you attract the right people to fit in with the organizational culture? Does this culture support the goals of the organization? How are other organizations in your sector performing? What challenges do we all meet? What type of culture do we need to succeed?

#### 3. Get your colleagues involved

Discuss your profile with colleagues or plan a team meeting. Do they recognize the profile? Is there agreement on the preferred culture? In a team meeting or workshop, you could define what actions are necessary to achieve the preferred culture. To develop concrete actions, you need to decide what do more and what to do less. What precisely should be done to change the direction of the preferred culture?

Key success factors to changing culture include agreeing on the preferred culture and objectives, commitment by senior officials, and changing the mental models that govern daily behavior. You need to define tangible and measurable actions and behavior to start moving to the preferred culture.

### OCAI: the first step

Since culture is usually obvious (people are not so aware), describing it is usually not so easy, and changing culture is even harder. The strength of the OCAI assessment is in the typology of your culture so that you can start to see and describe it. It is a first step. OCAI enables you to actually start changing; what direction are we taking?

### **OCAI:** using the results

If you don't know where you are going, any road will get you there. Lewis Carroll

Make sure that you know where your organization is going! The OCAI is a rapid and practical tool to define your starting point, as well as your eventual goal. One important aim of taking the test is to launch the change. The OCAI assessment will stimulate awareness and momentum; people will become aware of how things are, and they will start thinking and talking about what would be best for the future.

You can use the results of the assessment to reach consensus and create a specific plan for changing your organizational culture so that it supports future performance. In an OCAI workshop, the global typology of the OCAI is fine-tuned to the situation in your own organization.

If you choose to do OCAI Pro, you receive a complete OCAI Preparation Kit in order to start and monitor the assessment. You will also get an OCAI Work Kit that will help you fully use and benefit from the results. It contains a manual, road map, and a complete PowerPoint presentation for a one or two day OCAI workshop in your organization. This workshop helps your organization or team's culture to actually change!

Do you want to achieve more? Use <u>OCAI Pro</u> or <u>OCAI Enterprise</u> in your organization! Includes the OCAI Work Kit and the free white paper "Positive Energizers".

Learn more on how to facilitate corporate culture change? Sign in for the <u>Culture Change Video</u> <u>Training</u> and enhance your professional knowledge online!

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