

# Organizational Culture Inventory®/ Organizational Effectiveness Inventory® (OCI®/OEI)



ORGANIZATIONAL DEVELOPMENT

## Is your organization’s culture an asset or a liability?



Combine the world’s most widely-used culture survey with the OEI to map cultural transformation

### WHAT IS THE OCI/OEI?

The *Organizational Culture Inventory*® (OCI®), developed by Drs. Robert A. Cooke and J. Clayton Lafferty, and *Organizational Effectiveness Inventory*® (OEI, developed by Cooke) provide invaluable data for planning, guiding, and monitoring organizational change and development initiatives.

The **OCI** is designed to assess an organization’s **current** operating culture by asking members about how they *are expected* to think and behave when carrying out tasks, interacting with one another, and solving problems. Their responses are aggregated and profiled on a Circumplex that portrays the organization’s culture in terms of norms for twelve different yet interrelated behavioral styles associated with three general types of cultures: Constructive, Passive/Defensive, and Aggressive/Defensive.

The interpretation of the organization’s current culture profile is facilitated by the **OCI-Ideal**, which leaders and other members of the organization can complete to create their own value-based ideal profile for comparison purposes. This version of the OCI asks respondents to answer in terms of the extent to which the styles *should be* expected to maximize effectiveness. The organization can use either their aggregated responses or, alternatively, our Historical Ideal Profile (based on the aggregated responses of members of a wide variety of organizations) to identify culture gaps or disconnects.

The **OEI** provides complementary data on the climate of the organization based on members’ attitudes toward and perceptions of their work environment. The feedback it provides on outcomes brings to light the impact of current norms on effectiveness and the possible need for cultural change.

The performance indicators measured by the inventory include:

- individual-level outcomes such as member satisfaction, stress, and intention to stay;
- group-level outcomes such as teamwork and coordination between groups; and
- organizational level outcomes such as adaptability and quality of products/services.

The OEI also provides feedback on internal factors and conditions that our research has shown can drive cultural norms and performance. The organization’s results along these measures can be used for identifying potential levers for changing norms, closing culture gaps between the ideal (values) and the current culture (norms), and ultimately improving performance with respect to the above and other important outcomes. The causal factors assessed include:

- systems such human resource practices around rewards and punishment;
- structures such as employee involvement and empowerment;
- job design such as task significance and variety;
- members’ skills/qualities with respect to leading and communicating.

Consultants and leaders can compare their organization’s scores along these causal factors and performance indicators to those of a thousand other organizations and units as well as to those of a subset of organizations with Constructive cultures. Factors along which their scores are low are those that warrant attention for discussion and development.

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The OCI/OEI Interactive Report (Sample Results for illustrative purposes only)



## WHAT DOES THE OCI/OEI FEEDBACK INCLUDE?

The OCI/OEI feedback tells the story of how an organization's culture *really* works. The feedback describes what is driving and reinforcing the current culture (via causal factors), where disconnects exist between values (ideal culture) and norms (current operating culture), and the impact of the current operating culture on performance-related outcomes. In addition to the OCI/OEI Feedback Report (PDF), PowerPoints, and Subgroup Reports, you'll also receive:

- **The OCI/OEI Interactive Report (NEW)**, which enables practitioners to easily navigate through and take a deeper dive into the data. With a few clicks, you can quickly access descriptive results by departments and levels to understand subcultures and guide constructive change.
- **The OCI/OEI Prescriptive Feedback Report (NEW)**, which includes an action plan based on prescriptive analytics and AI that highlights the most powerful culture norms and levers for change. It provides data-based recommendations for achieving your organization's goals.

## APPLICATIONS

Organizations around the globe have relied on the OCI/OEI to successfully improve their cultures, employee engagement, and effectiveness with respect to quality, safety, reliability, DEI, merger integrations, digital transformation, agile implementation, and other critical outcomes.

The OCI/OEI can be used to:

- Provide members with a language and framework for understanding and having productive conversations about their organization's culture
- Determine whether the current culture contributes to or detracts from effectiveness
- Identify specific Constructive norms to increase and Defensive norms to decrease for:
  - o improving outcomes at the individual, team, and organizational levels (e.g., engagement, cooperation, quality)
  - o facilitating strategy execution and the implementation of new technologies and other innovations
  - o transferring the subcultures of high-performance units to less effective units

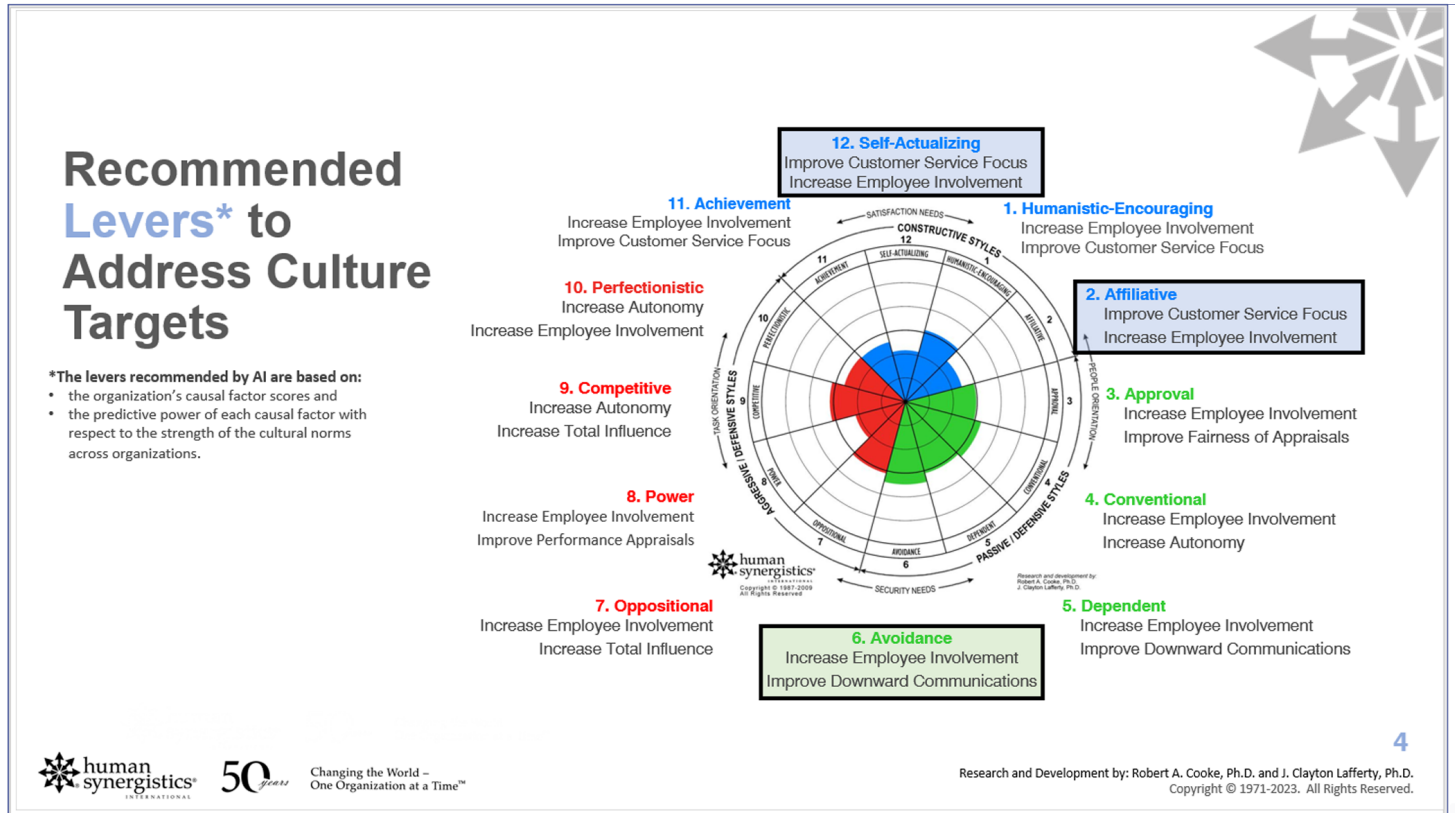
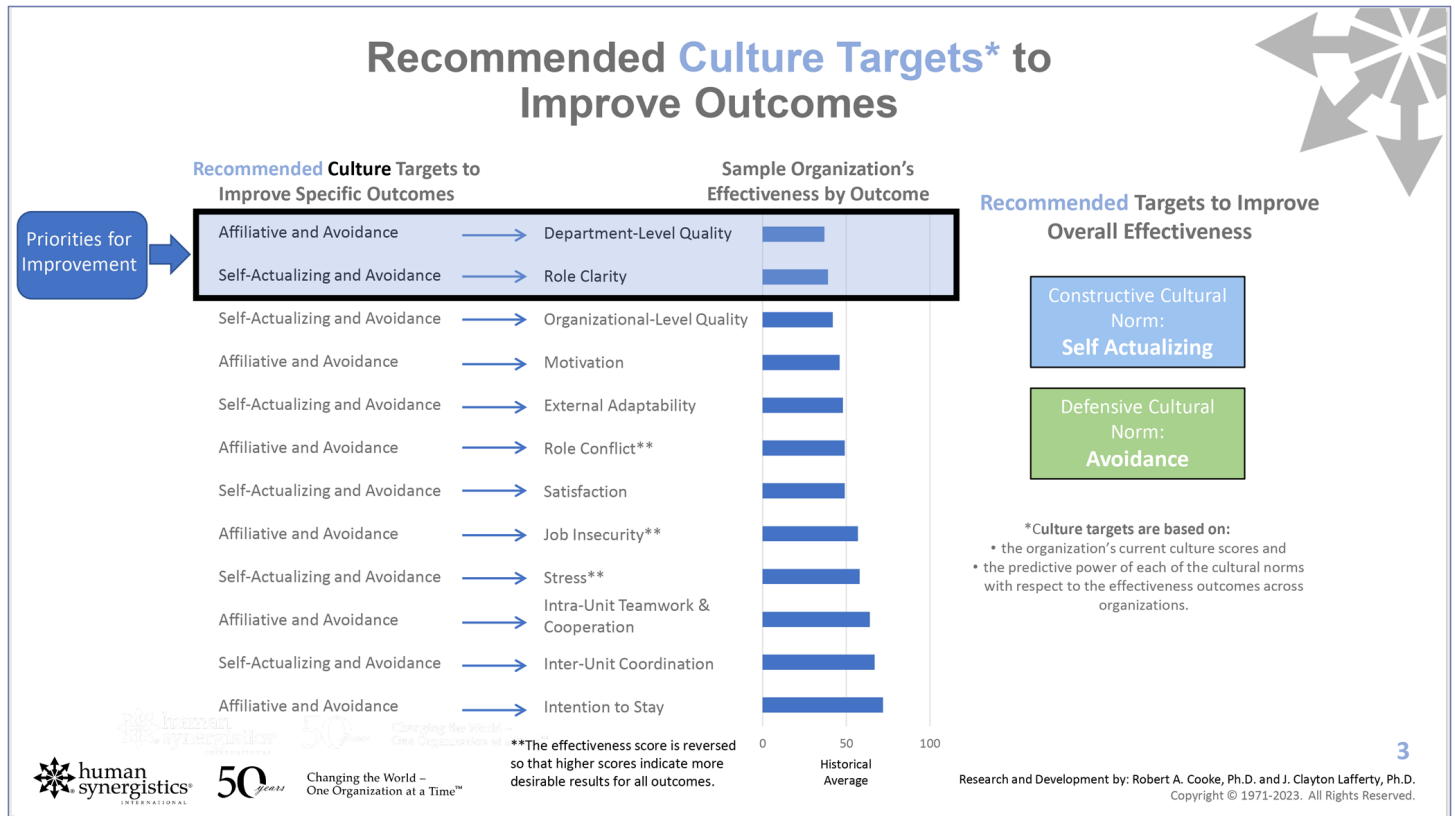
- Select levers (e.g., structures, systems) to move from Defensive to Constructive styles (and to align the day-to-day operating culture with mission, vision, and values)
- Monitor the implementation and impact of change and development initiatives

Finally, the high reliability and validity of the OCI and OEI have been documented in numerous peer-reviewed journal articles and doctoral dissertations. Therefore, they can be used with confidence for basic research to increase our understanding of organizations as well as applied research to solve problems or identify factors leading to effectiveness within or across industries.

## WHO SHOULD USE THE OCI/OEI?

The OCI/OEI is appropriate for all types of organizations.

The OCI/OEI Prescriptive Feedback Report (Sample Results for illustrative purposes only)



The OCI/OEI Prescriptive Feedback Report (Sample Results for illustrative purposes only)

