

# Organizational Culture Inventory® (OCI®)

-  paper self-scored form
-  paper scan-form
-  internet data collection (IDC)
-  accreditation required\*

## ORGANIZATIONAL DEVELOPMENT

Identify your organization's culture and learn how to turn it into a competitive advantage



*The world's  
most widely  
used culture  
survey*

### WHAT IS THE OCI?

The *Organizational Culture Inventory*® (OCI®) is the most widely used and thoroughly researched tool for measuring organizational culture in the world. Developed by Drs. Robert A. Cooke and J. Clayton Lafferty, the OCI provides an assessment of the operating culture in terms of the behaviors that members believe are required to “fit in and meet expectations” within their organization.

Four of the behavioral norms measured by the OCI are Constructive and facilitate problem solving and decision making, teamwork, productivity, and long-term effectiveness. Eight of the behavioral norms are Defensive and detract from effective performance.

### HOW DOES THE OCI WORK?

The OCI can be administered in a group setting or on an individual basis. Results are plotted on the Human Synergistics Circumplex and reveal a person's individual normative beliefs (when the perspective of only one person is plotted) or the shared behavioral expectations that operate within the organization (when the perspectives of different people are combined). A special form of the OCI—the OCI Ideal—can be used to define the culture that will maximize performance and long-term effectiveness.

The OCI takes approximately 20 minutes to complete. Surveys can be self-scored or scored by HSI and the results presented in a report.

### APPLICATIONS

The OCI can be used to:

- Obtain reliable data on the behavioral norms of the organization and/or its sub-units
- Validate a need for cultural change on the part of participants
- Identify the areas where change needs to take place
- Develop a vision for culture change
- Create individual and organizational action plans for effecting cultural change
- Evaluate the impact of organizational change efforts

### WHO SHOULD USE THE OCI?

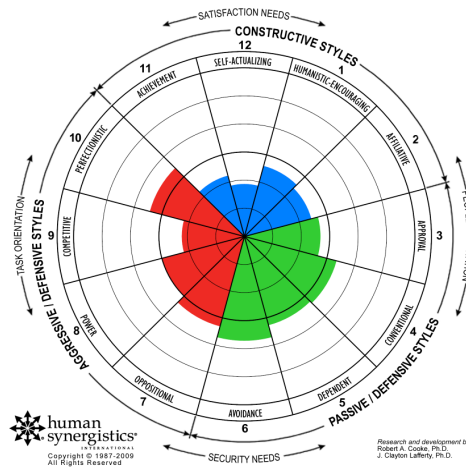
The OCI is appropriate for all types of organizations.

*\* Accreditation is required to purchase the OCI Detailed Report. OCI paper self-scored forms can be purchased without accreditation.*

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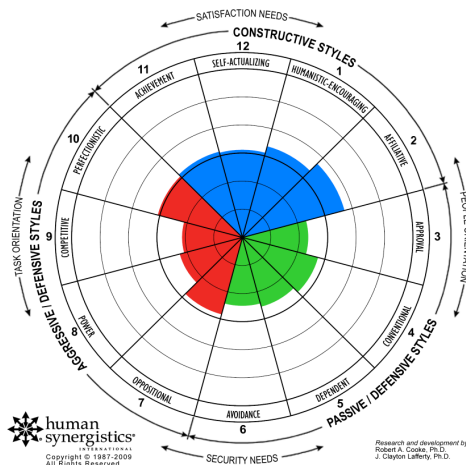
# Organizational Culture Inventory® (OCI®)

Figure 1: Ineffective Government Agency



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Figure 2: Effective Government Agency



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## OCI AND ORGANIZATIONAL EFFECTIVENESS

The OCI helps to explain why some organizations and their units are more effective than others, as illustrated by the profiles shown. The OCI profile to the left shows the culture of a government agency that was experiencing performance problems. The dominant extensions in the lower sectors of this profile indicate that members are expected to never make mistakes (Perfectionistic), shift responsibilities to others (Avoidance), and abide by rules even when it doesn't make sense to do so (Conventional). In contrast, the profile below shows the culture of a government agency that performs well and is highly regarded by its peers. The dominant extensions at the top of this profile indicate that, unlike in the first agency, members are expected to be Constructive, cooperate with others, and work together to solve problems.

## ACCREDITATION

The OCI Detailed Report requires accreditation from Human Synergetics before materials can be purchased. The Culture Accreditation Program is pre-approved for International Coach Federation (ICF) Continuing Coach Education (CCE) units and HR Certification Institute® recertification credit hours.



This program has been approved for 21 (HR (General)) recertification credit hours toward aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through the HR Certification Institute.

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