

Exercise 2: What's the Right Organizational Culture For Me?

Instrument

For each of the seven statements, indicate your level of agreement or disagreement using the following scale:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Uncertain
- 4 = Agree
- 5 = Strongly agree

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| 1. I like the thrill and excitement from taking risks. | 1 | 2 | 3 | 4 | 5 |
| 2. I prefer managers who provide detailed and rational explanations for their decisions. | 1 | 2 | 3 | 4 | 5 |
| 3. If a person's job performance is inadequate, it's irrelevant how much effort he or she made. | 1 | 2 | 3 | 4 | 5 |
| 4. No person's needs should be compromised in order for a department to achieve its goals. | 1 | 2 | 3 | 4 | 5 |
| 5. I like being part of a team and having my performance assessed in terms of my contribution to the team. | 1 | 2 | 3 | 4 | 5 |
| 6. I like to work where there isn't a great deal of pressure and where people are essentially easygoing. | 1 | 2 | 3 | 4 | 5 |
| 7. I like things to be stable and predictable. | 1 | 2 | 3 | 4 | 5 |

Source: S.P. Robbins, *Organizational Behavior*, 8th ed. (Upper Saddle River, NJ: Prentice Hall, 1998), p. 617.

Scoring Key

To calculate your score, add up your responses. However, reverse your scores for items 2 and 7.

Analysis and Interpretation

This instrument taps the seven primary dimensions of an organization's culture: Innovation and risk taking; attention to detail; outcome orientation; people orientation; team orientation; aggressiveness; and stability.

Your total score will range between 7 and 35. Scores of 21 or lower indicate that you're more comfortable in a formal, mechanistic, rule-oriented, and structured culture. This is often associated with large corporations and government agencies. The lower your number, the stronger your preference for this type of culture. Scores above 22 indicate a preference for informal, humanistic, flexible, and innovative cultures, which are more likely to be found in high-tech companies, small businesses, research units, or advertising agencies. The higher your score above 22, the stronger your preference for these humanistic cultures.

Organizational cultures differ. So do individuals. The better you're able to match your personal preferences to an organization's culture, the more likely you are to find satisfaction in your work, the less likely you are to leave, and the greater the probability that you'll receive positive performance evaluations.

Questions:

- (1) Your score: _____
- (2) Does your score describe you? Explain.