A STUDY OF THE
ORGANIZATIONAL CULTURE OF
PANORAMA

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Abstract

The operating environment of the not-for-profit human services sector is changing and organizations that are part of it cannot afford to be complacent about performance. Strategic human resource issues such as organizational culture and its affect on performance are therefore becoming increasingly important.

This study describes the current organizational culture of Panorama, a residential program for people with intellectual disabilities and provides a detailed analysis of the behavioural norms, values and basic assumptions that form this culture.

Conclusions were drawn after addressing the major research question:

*What style of culture does Panorama have?*

The subsidiary research questions explored were:

*What are the positive aspects of Panorama's culture?*

*What are the negative aspects of Panorama's culture?*

*Is the culture of the leaders different to that of other employees?*

*What is Panorama's preferred culture?*

*What are the implications of the study's findings for the future of the program?*

Data was gathered using the *Organizational Culture Inventory (OCI)*, the *Organizational Culture Inventory – Preferred Culture (OCI – Preferred Culture)* and a focus group based on Schein's (1992) model for deciphering culture.

This study found that Panorama has a predominately negative style of culture. The *OCI* indicated that the overarching cultural style is Passive/Defensive (average percentile score in this sector 45%, section 4.2). Panorama has two primary styles of culture
Avoidance and Oppositional (scores of 65%, section 4.3) and a secondary style that is Conventional (score of 53%, section 4.3).

Dominate behavioural norms include “not getting involved”, “being non-committal”, “pushing decisions upward”, “laying low when things get tough”, “looking for mistakes” “questioning decisions made by others”, “pointing out flaws”, “being hard to impress”, “opposing new ideas”, “remaining aloof from the situation”, “fitting into the mould”, “not rocking the boat”, “making a good impression”, “conforming” and “treating rules as more important than people”.

Many of Panorama’s values and the observable artifacts relating to these values are negative (sections 4.5.3 an 4.5.4). Certain buildings are not valued, particularly those at the main site. Staff would also value more time to deal with client issues, including client paperwork, and to further develop clients’ skills. A number of negative values were articulated in relation to communication. High values are placed on black and white statements about events and gossip. Ceremonies and rites that test or display people’s “toughness” credentials, in particular the initiation rite of being assaulted by a client, are also highly valued.

Of the fourteen basic assumptions identified by the focus group thirteen were negative. Some describe clients as being people who are dependent and at times dangerous, who should be kept separate from the wider community for the protection of themselves and others. Other negative basic assumptions describe staff as only being credible when they have coped with difficult or challenging behaviours, and who are only considered competent when nothing goes wrong. The dominance of negative basic assumptions in Panorama’s current culture is a powerful force encouraging negative values and behavioural norms to flourish (sections 2.2, 4.5.1, 4.5.4, 4.5.5 and 4.5.6)

A number of positive behavioural norms of the Humanistic-Encouraging style are part of Panorama’s current culture (section 4.6.1). These are: “involving others in decisions affecting them”, “showing concern for the needs of others”, “giving positive rewards to others”, “resolving conflicts constructively” and “helping others grow and develop”. Positive thinking styles in the areas of satisfaction, customer service and personal commitment to customer service are also part of the culture.
The focus group identified a number of positive values (section 4.6.4). Good working conditions, equipment, technology and competent and hard working staff are valued. Good communication processes including communication between houses, documentation, up to date information, staff meetings and clear priorities are also valued. Providing clients with opportunities to grow and be independent, to live in a dignified way and to develop more mature behaviour as they grow older are also valued. However, the data also indicates that in a number of areas there is a gap between Panorama’s espoused values and the behavioural norms and artifacts of the culture. Therefore, the researcher concluded that a number of the positive values articulated describe the preferred rather than the current culture.

The study identified that Panorama’s culture has one positive basic assumption, that people with intellectual disabilities need support to participate in the community (section 4.6.5).

Data gathered using the OCI suggests that the culture of Panorama’s leaders is significantly different to that of employees. However, data gathered from other employees using the same instrument, and during the focus group, suggests that the differences between the two cultures may not be significant.

There is a significant gap between the current and preferred cultures. The OCI — Preferred Culture indicates that people would overwhelmingly prefer to be working in a Constructive style of culture with the average percentile scores for these styles being 89%. It is therefore interesting to note that of the ten behavioural norms that people would prefer to be more prevalent in the culture, only three are from the Constructive styles. These are “encouraging others”, “being concerned about their own growth” and “giving positive rewards to others”.

The quantitative and qualitative data gathered in this study indicates that there is a gap between Panorama’s current culture, the preferred culture and the cultures observed in high performing organizations (sections 2.5, 4.3, 4.5, 4.6 and 4.9). If these gaps are to be closed, then a change program may be necessary.
Finally, this study concluded that the OCI and OCI – Preferred Culture are suitable instruments for analyzing culture in the not-for-profit human services sector. In addition, further research is needed in a number of areas. Research is needed to determine whether Panorama’s style of culture, and its behavioural norms that are associated with poor performance, is common in the not-for-profit human services sector. The impact that the lack of resources available to address strategic issues, including cultural issues, has on service delivery in this sector could also be further investigated. Additional research could also be undertaken at Skyline. A more extensive study could be conducted to identify Skyline’s cultural style. At Panorama, research could be undertaken in three areas. In the short term the significance of differences between the culture of the leaders and other employees, and the reasons for these differences, could be investigated. Further research could also be undertaken to identify the reasons why espoused values are not translated into behavioural norms. In the medium term, this study could be repeated to evaluate the effectiveness of any actions taken to enhance the culture.
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Declaration

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university and that to the best of my knowledge and belief does not contain any material published or written by another person where due reference is not made in the text.

Victoria Baker-Smith
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CHAPTER ONE – RESEARCH SETTING

1.1 INTRODUCTION

This thesis is a descriptive study of the organizational culture of Panorama, a residential program for people with intellectual disabilities.

1.2 CONFIDENTIALITY

Pseudonyms will be used to protect the confidentiality of the organization studied. The auspicing organization will be called Skyline and the residential program will be called Panorama.

1.3 THE AUSPICING ORGANIZATION

The auspicing organization is a non-government provider of social services based in Melbourne. It will be referred to as Skyline in this thesis. Skyline employs approximately 700 people and has 3,000 volunteers (Skyline’s Research Manager, 1999). Its services include employment programs, recreational programs for special needs groups, residential services for people who are elderly or who have disabilities, youth programs, counselling and support services and programs for people facing homelessness. Skyline assists about 50,000 people annually (Skyline, 1999).

In 1999/2000 Skyline’s most important sources of funding were State Government Grants (60%) and Sale of Merchandise (25%) (Skyline, 2000, p 22). Skyline’s largest expense is salaries and related costs and these account for about 65% of expenditure (Skyline, 2000, p 22).

Skyline had an operating deficit in the 1999/2000 financial year. (Skyline, 2000, p 22). However, Skyline’s current financial position is basically sound, as reserves and assets are more than adequate to cover its accumulated deficit (Skyline, 2000, p 23).
1.3.1 Panorama

Panorama provides accommodation, training and support services for forty eight (48) adults with intellectual disabilities. Panorama operates from a number of sites. The main site is located outside of the Melbourne metropolitan area. The site has seven residences housing 28 clients. The site is very isolated, has no access to public transport and is not within walking distance of any services or facilities. Panorama also has four residences located in the outer suburbs in Melbourne. Twenty (20) clients live in these houses.

The aim of the program is to assist clients to live as independently as their abilities allow. The accommodation stream supports each individual to live effectively in a residential setting. This may involve assisting a person to cook, clean, bathe, or helping them to manage their behaviour appropriately and maintain positive relationships with other residents. A person’s support needs may change daily. The training and support program assists people to access educational opportunities such as TAFE courses and classes offered at neighbourhood houses, or to pursue recreational and leisure opportunities.

Panorama had an operating budget of $4.4 million in 1999/2000 (information provided verbally by management). The program’s main source of income is grants provided by the State Department of Human Services and the largest expense item is staff salaries. The program employs 85 staff, 78 of whom are providing care and support to clients (10 of whom also act as team leaders), and 7 who work in administration, co-ordination or management positions.

1.4 WORKPLACE CULTURE IN THE NOT-FOR-PROFIT HUMAN SERVICES SECTOR

Recently there have been a number of changes in the operating environment of the not-for-profit human services sector. These include:

- Increasing use of competitive tendering to replace grant in aid and submission processes to allocate funding for the delivery of human services;
• Monitoring of organizational performance against external standards;
• More stringent accountability and reporting requirements being incorporated into outcome based contracts between funders and service providers;
• Increasing competition from for profit service providers;
• Reductions in funding as governments seek to reduce spending (Lyons, 1995; Commonwealth Department of Treasury, 2000).

In this environment no organization can afford to be complacent about its performance. Traditional views of culture, such as, “the way we do things around here” (Deal and Kennedy, 1982, p 4) are often not appropriate and impact negatively on performance in the current climate. Organizational culture and its affect on performance is therefore an emerging issue of concern for the not-for-profit community services sector.

1.5 THE ISSUE OF WORKPLACE CULTURE AT SKYLINE

Organizational culture is an issue being openly discussed at Skyline. The views of Skyline’s leaders concerning the need to address the culture have been publicly stated in the 1998 annual report (Skyline, 1998, p 7).

Panorama’s manager believes that the culture of some workgroups impacts negatively on service delivery. He has found this to be a significant issue in areas where staff are attracted to jobs for lifestyle reasons. The culture of these groups is very resistant to changes that impact on lifestyle, and as a consequence, models of service delivery in certain areas are out of date. He does not perceive that all workgroups have a resistant culture and has stated that the cultures of some workgroups, particularly those in new program areas, are adaptable.

1.6 SIGNIFICANCE OF THE STUDY

This research contributes to the understanding of organizational culture and its implications for organizations operating in the not-for-profit human services sector.
This research has special significance for Panorama. By participating in this study, Panorama’s leaders now have information that assists them to understand the organization’s culture and the impact it will have on the program in the future.

This study will describe the current culture of Panorama. The behavioural norms, values, and basic assumptions that form the culture will be identified. The positive and negative aspects of the culture will also be identified. The study will determine whether the culture of the leaders is different to that of other employees because the culture modelled by leaders has a significant impact on the organization’s culture (Deal and Kennedy, 1982; Kotter and Heskett, 1992; Mainelli, 1992; Macdonald, 1994). Information about the preferred workplace culture of employees will also be collected. Finally, the implications of the culture on the future of the program will be discussed.

This information will enable Panorama’s leaders to take account of the impact of culture on organizational effectiveness and implement strategies that ensure the culture promotes effectiveness.

This study will also test the Organizational Culture Inventory and Organizational Culture Inventory – Preferred Culture in the not-for-profit human services sector. The instrument has been found to be both valid and reliable when used in many different industries and types of organizations. However, no published findings were found concerning its use in the Australian not-for-profit human services sector.

1.7 MAJOR RESEARCH QUESTION

The major research question of this study is:

What style of culture does Panorama have?
1.8 SUBSIDIARY RESEARCH QUESTIONS

The subsidiary research questions are:

*What are the positive aspects of Panorama's culture?*

*What are the negative aspects of Panorama’s culture?*

*Is the culture of the leaders different to that of other employees?*

*What is Panorama’s preferred culture?*

*What are the implications of the study’s findings for the future of the program?*

1.9 RATIONALE AND THEORETICAL FRAMEWORK

The theoretical framework on the following page forms the basis of this descriptive study.
Behavioural Norms

Values

Basic Assumptions

Current Culture

Culture of Leaders

Figure 1.1 - Theoretical Framework
1.10 **DELINEATION OF THE RESEARCH PROBLEM**

The variable of primary interest (dependent variable) has been identified as the current culture (Sekaran, 1992). Variables that influence the current culture (independent variables) have been identified as behavioural norms, values, and basic assumptions (Sekaran, 1992). The culture of the leadership group is considered to have a contingent affect (moderating variable) on the culture of the program (Sekaran, 1992).

1.11 **DEFINITION OF TERMS**

The following definitions will be used in this thesis:

**Organizational Culture:** *the commonly-held assumptions, beliefs, values and attitudes of the members of an organization which provide the guidelines, norms, or rules for the standards or patterns of behaviour and which lead to a common agreement on how to approach problems and make decisions* (Mackenzie, 1995, p 69).

**Behavioural Norms:** *The behaviors that all members understand are expected of them if they are to “fit in” and “survive” within their organization* (Human Synergistics, 1998, p2).

**Values:** *Beliefs about what outcomes should be desired or preferred* (Nystrom, 1993, p 43).

**Basic Assumptions:** *The concepts shared, and taken for granted, by a group that are used to solve its internal and external problems* (paraphrased from Schein, 1992, pp 11-12).

1.12 **SCOPE OF STUDY**

This study will describe the current culture of Panorama, discuss how this culture will impact upon the program’s future, and comment on how the culture could be enhanced.
The development and implementation of a comprehensive culture change program falls outside the scope of this study.

1.13 OUTLINE OF THESIS

This thesis will cover the following:

1) Chapter 2, a comprehensive literature review discussing important aspects of organizational culture will be presented;

2) Chapter 3, the methodology of this study is outlined;

3) Chapter 4, the findings of the quantitative and qualitative data gathering processes are reported;

4) Chapter 5, the results of the study are summarised and discussed, and conclusions drawn.

The next chapter provides an overview of important concepts outlined in literature discussing organizational culture.
CHAPTER TWO – LITERATURE REVIEW

2.1 INTRODUCTION

This chapter outlines important concepts of organizational culture covered by literature on this topic. This literature provided the theoretical framework to develop the research questions explored in this study.

2.2 ORGANIZATIONAL CULTURE

Organizational culture is a concept that is often observable but difficult to define and describe. Marvin Bower has described organizational culture as¹: "the way we do things around here" (Deal and Kennedy, 1982, p 4).

This definition focuses solely on the outcome of a culture and does not attempt to describe the elements that create a culture. Smircich attempts this in the following definition:

the specific collection of norms, standards and values that are shared by members of an organization and affect the way an organization does business (Smircich, 1983 in Hill and Jones, 1995, p 365).

Edgar Schein expands on this definition by recognising that culture is something which is taught and learned within groups and defines organizational culture as:

A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the

¹ Marvin Bower is a former Managing Director of McKinsey and Company.
correct way to perceive, think, and feel in relation to these problems (Schein, 1992, p 12).

Schein views basic assumptions as being the basis of an organization’s culture because it is these assumptions that direct member’s behaviour.

Mackenzie has proposed a working definition of culture, incorporating elements from each of these three definitions:

the commonly-held assumptions, beliefs, values and attitudes of the members of an organization which provide the guidelines, norms, or rules for the standards or patterns of behaviour and which lead to a common agreement on how to approach problems and make decisions (Mackenzie, 1995, p 69).

Common elements of these definitions are that organizational culture is something that is shared by a group of people. This group has common values, behaviours, norms and assumptions that affect the way they go about their work and solve their problems on a day-to-day basis.

2.3 CULTURE AND LEADERSHIP

Leadership has an important impact on an organization’s culture. Schein (1992, p1) views leadership and culture as being “two sides of the same coin”. He argues that:

Organizational cultures are created in part by leaders, and one of the most decisive functions of leadership is the creation, the management and sometimes even the destruction of culture (Schein, 1992, p 5).

Bate (1994) holds a similar view and argues that good cultural leadership succeeds in creating its own truth. Further, Labovitz and Rosansky (1997) claim that outstanding
leaders do not inherit a culture, rather they create a self aligning and self sustaining culture that distributes leadership and energy throughout the organization.

Leadership is an essential element of a cultural change process. Kotter and Heskett (1992) claim that leadership is the single most important factor distinguishing major cultural changes that have succeeded from those that have not. They found that leaders who brought about cultural changes had a proven track record as leaders, a reputation as being more than managers, an outsider's perspective of the organization and an insider's resources.

However, the complexity of a culture change process demands a range of skills rarely possessed by one person. For this reason, a number of writers argue that a team of leaders is required when implementing culture change programs. Studies undertaken by Pettigrew and Whipp (1991) found that British companies that had undergone successful cultural changes created a collective leadership function at the top of the organization. Bate (1994) suggests that a network of leaders is required to successfully implement cultural changes.

Many researchers stress the importance of leaders modelling the characteristics of the desired culture as employees are often convinced to change because of what they observe leaders doing rather than their rhetoric (Deal and Kennedy, 1982; Kotter and Heskett, 1992; Mainelli, 1992; Macdonald, 1994).

For this reason, successful cultural changes require the support of leaders at all levels of an organization. Mainelli (1992) suggests that, to achieve this, the most senior leader may need to clear the field of opponents in order to maintain unanimity of vision. Thandi (1993) counsels leaders to ensure that senior managers welcome changes for the better. Tamkin, Barber and Dench (1997) argue that the honesty, integrity and consistency of supervisors is critical to the change process because the relationship between a supervisor and employee has the greatest influence on an employee's interpretation of
change. In addition, research undertaken by Pettigrew and Whipp (1991) found that organizations that had undergone successful cultural changes had developed a sense of leadership and responsibility at lower levels of the organization.

2.4 CULTURE AND STRATEGY

Culture has a major impact on both strategy formulation and implementation.

Hennestad (1991) views the relationship between strategy and culture as being so closely related that he described an organization's culture as its "strategy in use" (Hennestad, in Bate, 1994, p 23). Nystrom (1993) suggests that cultures and strategies are in fact interchangeable substitutes as each is capable of providing employees with a sense of direction and purpose.

Culture has a strong influence over the strategies chosen by organizations. Leaders can become so immersed in a culture that they cannot see that action must be taken to improve the organization's performance or seize opportunities. This can occur because leaders' beliefs fundamentally affect their conception of the environment (Whipp, 1984, in Pettigrew and Whipp, 1991), or because they develop "schematic myopia", a cognitive and perceptual affliction where people cannot assess a situation and implement appropriate strategic actions (Harris 1990, in Bate 1994).

Culture can also undermine the achievement of strategies if they are incompatible with the current culture (Kotter and Heskett, 1992).

Literature written specifically for the non-profit sector advises leaders to be cautious about implementing strategic changes that require cultural change. Salipante and Golden-Biddle (1995) argue that non-profit organizations are established to meet community needs, which rarely change, even when environmental conditions change. In these circumstances, the missions of non-profit organizations remain valid. They urge
leaders of non-profit organizations to consider whether current practices will continue producing reliable, mission based performance, before implementing strategic changes.

2.5 **CULTURE AND PERFORMANCE**

Simmons (1993) argues that high performing organizations are created by initiating a major shift in organizational culture. He states that everyone in an organization must develop the ability to see the whole picture, and be determined to ensure that every activity of an organization goes well, if the organization is to achieve a high level of performance. Bringing about these changes in attitude, competence and work practices amounts to a significant change in culture.

Denison and Mishra (1995) and Kotter and Heskett (1992) have undertaken studies to investigate the link between organizational culture and performance in for profit organizations. In these studies, financial measures were used to determine levels of effectiveness.

Denison and Mishra found that organizations with the characteristics of employee involvement, consistency, adaptability and a sense of mission and long term vision, were more effective than those lacking these characteristics\(^2\). More details concerning this study and its findings can be found in Appendix One.

Kotter and Heskett (1992) conducted a series of studies investigating the relationship between culture and long term performance. They found that organizations with cultures that place equal emphasis on meeting the needs of employees, customers and stock holders, and which value leadership at all levels of the organization, will out perform organizations with cultures lacking these characteristics.

\(^2\) In this study Denison and Mishra defined consistency as the degree of normative integration of employees, and adaptability as the capacity for internal change in response to external conditions.
Similar to Denison and Mishra, Kotter and Heskett observed a relationship between the cultural trait of adaptability and the performance of organizations. Kotter and Heskett (1992) describe an adaptive culture as being risk taking, trusting, taking a proactive approach to organizational life, and having staff who support each other, share a feeling of confidence, are enthusiastic and receptive to change and innovation. Kotter and Heskett (1992) concluded that culture can exert an influence on both individual and organizational performance that is stronger than the influence of strategy, organizational structure, management systems, financial analysis tools and leadership.

Poor performing organizations also share a number of cultural characteristics and tend to be bureaucratic, place high emphasis on control and compliance, lack enthusiasm and are risk averse (Kotter and Heskett, 1992; Bate 1994).

Very few researchers have studied the relationship between organizational culture and performance in non-profit organizations. Research available identifies factors that enable non-profit organizations to remain in existence, not factors that lead to effective service delivery, and thus high performance.

Jeavons (1994) argues that non-profit organizations have an implicit social contract with society at large to serve the public good and not act in a self serving manner. He suggests that organizations must be trusted by society at large to carry out this social contract in order to continue receiving financial support from both individuals and governments. Jeavons believes that organizations maintain this trust by developing organizational cultures displaying the core values of integrity, openness, accountability, service and charity.

By contrast Wolfensberger (1989) claims that the culture of the human service system, and of society in general, leads to the provision of human services that are unproductive or counterproductive. The outcome of this system is clients who are dependent and impaired. Wolfensberger argues that this is the latent, or unstated and unconscious,
function of the system. Wolfensberger contends that the true function of human service structures in industrialised countries is not to meet client needs through the provision of effective services, but to provide employment to specially trained experts in a post agricultural, post industrial economy, where only ten to twenty percent of the population are employed producing tangible goods.

2.6 CHANGING CULTURE

Leaders may decide that a culture change program is needed to ensure an organization's long term survival. This is a complex task involving a number of stages.

2.6.1 Understanding the Current Culture

Leaders must understand the current culture and identify where it differs from the desired culture in order to implement a successful culture change program (Bate, 1994; Mainelli, 1992). Deciphering culture is a complex process and many organizations employ specialist consultants to work with organizational members and gather the required information. The full support of an organization's leaders is vital to the success of this process.

A number of approaches to understanding culture have been developed and there is no one correct method. It is important for leaders to assess whether the approach chosen will achieve organizational objectives and be compatible with the organization's style of operation.

Surveys can be used to gather data and a number are commercially available. These include the Organizational Beliefs Questionnaire and the Corporate Culture Survey that are designed to assess corporate values, and the Organizational Culture Inventory and the Culture Gap Survey that focus on behavioural norms (Xenikou and Furnham, 1996).
Processes that gather qualitative data, for example, interviews with employees or group activities, should supplement surveys.

Edgar Schein (1992) has developed a method for gathering qualitative information about culture. This method involves having a small group of employees explore the culture within the context of a problem facing the organization. A facilitator guides the group through a series of discussions to identify the organization's artifacts, espoused values and basic assumptions. Finally the group decides which of the basic assumptions will help, and which will hinder, solving the problem. Schein contends that managers can develop a more positive culture by nurturing the driving assumptions that help to solve the problem.

Chritchley (1993) provides the following example of processes followed by a large service organization to understand its culture. A number of senior executives were asked to relate their personal story of their involvement in the organization. This highlighted key events impacting on the organizational culture and increased the executive's awareness of how they emotionally experienced the culture.

A series of group discussions involving people representing different aspects of the organization were also convened. Participants were asked to highlight critical or typical incidents, describe the behaviours observed during these incidents and how they experienced them. This revealed fundamental aspects of the culture, for example, patterns of behaviour, and the meaning that people attached to the ways in which the incidents were dealt with.

Finally, the senior management team met for a day to review the findings. All of the team had been involved in the early stages of the project and people were enabled to acknowledge publicly what had been discussed privately. The group acknowledged aspects of their culture that detracted from the company's performance and implemented an appropriate change program.
2.6.2 Defining the Desired Culture

The organization’s leaders must identify the behavioural norms, values, and basic assumptions required to achieve organizational strategies. That is, they must describe the desired culture (Schiemann, in Thandi, 1993; Mainelli, 1992). This is a difficult task, however, it is crucial as it establishes the ultimate goals of a culture change program. The leaders must then identify where the desired culture differs from the current culture. Many organizations engage specialist consultants to assist with this process.

2.6.3 Moving to the Desired Culture

Culture change programs involve re-aligning an organization’s policies, processes and practices with the desired culture (Mainelli, 1992).

Recruitment and Selection

Recruitment and selection involves attracting and choosing people for jobs who will enable the organization to achieve strategic and cultural objectives. Schneider and Rentsch (1988), suggest that organizations must attract, select and retain people who have a pre-disposition to behave in ways that are compatible with the desired culture, because the culture is determined by the behaviour of individuals and their interpretation of the organization. In addition, Thandi (1993) stresses the importance of hiring people whose values are consistent with those of the organization.

When developing job descriptions, it is important to define the duties and activities of a job in relation to the organization’s strategy, and person specifications which clearly define behaviours and attitudes that are compatible with the desired culture (Nankervis, Compton, McCarthy, 1993). Incorporating cultural information into position documentation sends clear messages to applicants about the organization’s expectations.
and allows them to make choices concerning whether their competencies and style of operating are compatible with these expectations.

Selection criteria must also be compatible with the organization’s strategy and help to develop the desired culture. Interview questions which gather information about an applicant’s past work behaviour and current attitudes can also assist when determining whether the applicant’s style supports the desired culture (Kramar, McGraw, Schuler, 1997). Confirmation of applicant’s claims concerning past behaviour can also be sought from referees.

Selection of individuals who operate in ways compatible with the behavioural norms, values, and basic assumptions of the desired culture will help to spread this culture throughout the organization. This is particularly important when selecting people for leadership positions as the modelling of culturally appropriate behaviour by senior staff is fundamental to establishing and maintaining desirable organizational cultures (Kotter and Heskett, 1992; Schein, 1992; Bate, 1994; Whiteley, 1995).

Performance Appraisal Systems

Performance appraisal systems assess how well an individual is performing on the job. They provide information concerning how individual employees can continue developing, examples of how performance is improving and identify people who have the potential to be promoted (Kramar, McGraw, Schuler, 1997). In addition, they offer opportunities for supervisors to give feedback about people’s performance, for people to suggest ways that the organization can help them improve their performance and for both parties to agree on a number of performance and development goals (Kramar, McGraw, Schuler, 1997). An organization’s leaders may choose to set targets requiring each individual, in partnership with their supervisor, to negotiate a minimum number of goals related to developing culturally compatible behaviours.
Organizations can evaluate how effectively the appraisal system is influencing the organization's culture by reviewing appraisal documentation and determining how frequently performance and development goals, and feedback on performance, is linked to cultural objectives.

**Reward Systems**

Reward systems include the monetary and non-monetary ways in which organizations reward employees for their contributions to the organization. Reward systems include:

- formal rewards including pay and benefits;
- intrinsic rewards such as opportunities for self-expression and fulfilment;
- the recognition system, that is the type of behaviour that is approved of and recognised by peer group praise, or promotion (Hard, 1992).

Reward systems have a strong impact on an organization's culture (Lawler, 1990) and can be used to encourage desired behaviours when changes are being implemented (Schneider and Rentsch, 1988; Whiteley, 1995). Cornish and Adams (1993, p 155) argue that:

...pay strategies must be congruent with the changes the organization seeks to implement and consistent with the values being promoted. It is pointless to seek to encourage particular behaviours, while implicitly and/or explicitly rewarding different behaviours.

In addition, Mainelli (1992) found that aligning terms and conditions of employment to new cultural values helps to both drive and support change. He argues that appraisal systems, bonus and incentive schemes, policy statements, remuneration and promotion policies must all be reviewed and re-aligned when culture change programs are implemented.
For example, if co-operative teamwork has been identified as a behaviour necessary to achieving business objectives then the pay system must reward team attainment not individual achievements (Cornish and Adams, 1993). Promotion and non-financial recognition systems must also reward the desired behaviours. A services company offering advertising, PR and media services wished to capitalise on its capability of providing multi-disciplinary promotional services by increasing the cross-selling of these services. Initially this strategy was not successful because people were recognised and promoted according to their volume of personal sales. It was not until the managing director began celebrating each multi-disciplinary sale, and made it clear that only people committed to a multi-disciplinary approach to working would be promoted, that people’s behaviour changed and the volume of multi-disciplinary sales increased (Hard, 1992).

**Training and Development**

Induction training is the formal process of familiarising new employees to the organization and socializing them into their new working environment (Nankervis, Compton, McCarthy, 1993; Kramar, McGraw, Schuler, 1997). Thus, induction programs provide an ideal opportunity to clearly communicate cultural expectations. In addition, these programs can influence how people go about their jobs and how well they do them (Schneider and Rentsch, 1988). Both factors have a significant impact on an organization’s culture.

Training programs are often provided during culture change programs to educate people about changes, the organization’s expectations, and to assist people to develop the skills and knowledge needed in the new environment. Deal and Kennedy (1982) state that culture change should be thought of as a skill building process and that training programs provide a vehicle for assisting people to develop the skills needed to carry through the changes. They suggest that training in management processes such as planning, and
contract and project management, provide opportunities for teaching the values, behaviour and language of the new culture.

Feedback systems, including coaching sessions and performance appraisals, are central to communicating the expectations of the new culture. Both appraisers and appraisees may require training to ensure these processes are conducted in ways that enhance this culture. These programs must stress the importance of setting performance and development goals compatible with the behavioural norms, values, and basic assumptions of the desired culture. For example, if the organization is pursuing an innovation strategy, then the goals set must encourage creative thinking and initiative rather than compliance.

In addition, this training must stress the importance of assessing performance within the context of the organization’s desired culture. Participants need to understand the importance of discussing not only what was achieved, but also how it was achieved, during both coaching sessions and performance appraisal interviews (Grant, 1998).

However, Bate (1994) suggests that taking an indoctrinative approach to cultural change through the use of formal training programs may not achieve the desired objectives. He argues that formal training programs usually take a teaching rather than a learning approach, and that the protracted socialisation process that provides a bridge between concepts and actions, and develops new meaning in the participant’s personal realities, is missing. Therefore relying solely on formal training to bring about cultural changes may lead to disappointing results.

2.7 Evaluating the Effect of Culture Change Efforts

Changing an organization’s culture is a difficult and costly process. The process must be evaluated to ensure that the benefits outweigh the costs, and the program’s goals are achieved. Before embarking on change programs an organization’s leaders must
determine the behavioural norms, values, and basic assumptions of the desired culture and the organizational results that will be affected by these changes. They must then determine the indicators that will be used to measure the changes in cultural characteristics and organizational results, and how these measurements will be taken (Wilkerson and Kellogg, 1992).

It would also be wise to undertake a cost benefit analysis to determine whether the benefits of undertaking the program outweigh the costs. This involves estimating the full cost of a program and the benefits or improvements in business results that are expected to occur as a result of the program. Improvements in organizational results may include:

- Improvements in the quality of products and services
- Increases in customer satisfaction
- Improved productivity
- Reductions in the rate of staff turnover
- Reductions in absenteeism
- Reductions in the number of staff grievances
- Improved job satisfaction
- Increase in market penetration
- Increase in sales
- Increase in profits
- Improved return on assets
- Improvements in the debt to equity ratio (Kirkpatrick, 1996; Campbell, 1995).

A cost benefit analysis is more straightforward in cases where the benefits of a program can be easily quantified. In instances where these benefits cannot be easily quantified, leaders should estimate the anticipated operational savings, and provide a confidence rating on a scale of 0-100 that the program will be responsible for the savings (Campbell, 1995). The following formula is used to calculate the cost benefit ratio (Campbell, 1995, p 19):
Cost benefit ratio = \frac{\text{Projected full cost of program}}{\text{Predicted program benefits}}

If the cost benefit ratio is less than 1.0 the program will add value to the organization because the benefits will exceed the costs (Campbell, 1995).

After the program is implemented, data concerning the frequency with which desired behaviours are being demonstrated can be gathered from performance appraisal documentation, employee satisfaction surveys, customer satisfaction surveys, and the company's reward system.

The effectiveness of the training components of the program can be determined by establishing evaluation systems that measure the impact of the training on behaviour and business results (Kirkpatrick, 1996).

Finally, the effectiveness of the total program, and progression towards achieving its goals, can be evaluated by gathering and comparing pre and post program data (Wilkerson and Kellogg, 1992). Pre-program data will be gathered when the organization's culture is being deciphered. Cultural analysis surveys can be re-administered every few years, and the results compared to previous surveys, to identify successful aspects of the program and areas requiring improvements to bring about the desired changes (Wilkerson and Kellogg, 1992).

2.8 CONCLUSION

An organization's culture impacts upon strategy formulation and implementation, and its overall performance. Where an organization's culture is incompatible with its strategy or objectives, or where its behavioural norms, values and basic assumptions contribute to poor performance, culture change programs can be implemented.
Successful culture change programs require the full support of an organization’s leaders who must model the behavioural norms, values and basic assumptions of the desired culture.

Specialist consultants can assist organizations to decipher the existing culture and define the desired culture. In addition, recruitment and selection systems, performance appraisal systems, reward systems and training programs, must be reviewed and if necessary amended, to ensure they reinforce the characteristics of the desired culture.

Culture change is a difficult, and often expensive, process. A cost benefit analysis should be conducted before commencing the program to ensure it will add value to the organization. After implementation, the program should be evaluated at regular intervals to ensure its goals are being achieved.

The literature reviewed shows that an organization’s culture (independent variable) is a result of the collective behavioural norms, values and basic assumptions of its members (dependent variables), and is strongly influenced by the culture of its leaders (moderating variable) (section 1.9). The methodology of this study will be outlined in detail in the next chapter.
CHAPTER THREE - METHODOLOGY

3.1 INTRODUCTION

This chapter explains the methodology used in this study.

3.2 OVERVIEW

This is a descriptive study utilising both quantitative and qualitative data gathering methods to identify the behavioural norms, values, and basic assumptions forming the culture of Panorama.

3.3 RESEARCH DESIGN

The variable of primary interest (dependent variable) is the current culture (Sekaran, 1992). Variables that influence the current culture (independent variables) are the behavioural norms, values, and basic assumptions of Panorama’s staff (Sekaran, 1992). The culture of the leadership group is considered to have a contingent affect (moderating variable) on the culture of the program (Sekaran, 1992).

3.4 POPULATION

The population for this study is the staff of Panorama. The population has the following profile.
Table 3.1 - Panorama's Staff Profile

<table>
<thead>
<tr>
<th>Work role</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers and Co-ordinators</td>
<td>4</td>
</tr>
<tr>
<td>Team Leaders</td>
<td>10</td>
</tr>
<tr>
<td>Administrators</td>
<td>3</td>
</tr>
<tr>
<td>Casuals</td>
<td>21</td>
</tr>
<tr>
<td>Direct Care Staff/Day</td>
<td>47</td>
</tr>
<tr>
<td>Program Instructors</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
</tr>
</tbody>
</table>

The selection of subjects is discussed below.

### 3.5 INSTRUMENTATION

Data for this study was gathered using two commercially available culture surveys, and a focus group.

#### 3.5.1 Surveys

Quantitative data was gathered using the *Organizational Culture Inventory (OCI)* and the *Organizational Culture Inventory - Preferred Culture* (copyrights held by Human Synergistics). The first survey gathers information about an organization’s current culture, and the second about its preferred culture. Copies of both surveys can be found in Appendix Two.

The *OCI* and *OCI - Preferred Culture* measure culture in terms of three styles that are broken into twelve interrelated sets of norms and expectations as follows (Human Synergistics, 1997).
Constructive Styles:
- Achievement
- Self-actualizing
- Humanistic-encouraging
- Affiliative

Passive/Defensive styles:
- Approval
- Conventional
- Dependent
- Avoidance

Aggressive/Defensive styles:
- Oppositional
- Power
- Competitive
- Perfectionistic

Constructive cultural styles are considered to be positive. Aspects of aggressive/defensive and passive/defensive styles can also be positive when counterbalanced by constructive styles. For example, an Oppositional style that is balanced by a constructive style such as Humanistic-Encouraging can be positive. However, when aggressive/defensive and passive/defensive styles are dominant they are considered negative. More information about these cultural norms can be found in Appendix Three.

The Organizational Culture Inventory and Organizational Culture Inventory – Preferred Culture were used because research studies have shown these instrument to be both valid and reliable, that is the survey does measure the concepts it is designed to
measure, and measures those concepts consistently (Sekaran, 1992; Xenikou and Furnham, 1996; Human Synergistics, 1997). The OCI has 96 standard questions.

Selection of Subjects

Due to the small size of the population, all of Panorama’s employees were asked to complete the OCI to ensure sufficient data was gathered to provide true estimates of the group’s cultural characteristics (precision), and a true description of the culture (confidence) (Sekaran, 1992). The sample for this survey was therefore identical to the population.

The OCI Preferred Culture survey was administered to ten people because research has shown that preferred cultural profiles tend to be the same across all industries, therefore it was not considered necessary to survey the whole population to gain a true picture of the preferred culture (Human Synergistics, 1997). A disproportionate stratified random sampling technique was used and more information about how subjects were chosen can be found in Appendix Four (Sekaran, 1992).

Instructions to Subjects

Two different letters provided instructions to subjects. One letter was sent to subjects completing only the OCI and the other to subjects completing both the OCI and the OCI - Preferred Culture. Copies of both letters can be found in Appendix Five.

Data Collection and Recording

Surveys and letters providing instructions to subjects were distributed by mail. Panorama’s managers considered this to be the only feasible distribution method given the geographically dispersed workplaces and that the majority of staff work shifts.

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1 An additional 39 questions, written specifically for the organization, can also be included in the survey. Only the standard questions were used in this study.
Participants were asked to return completed surveys to the researcher in the postage paid envelope provided. Only eighteen OCl's were returned by the original closing date of 14 February 2000. Staff who had not completed surveys were followed up by house coordinators and the collection date was extended to 14 March 2000, by which time 30 OCl's and 5 OCI - Preferred Culture surveys were returned. Thus, the response rates were 35% for the OCI and 50% for the OCI - Preferred Culture. Completed surveys were held by the researcher until the final return date and then sent as a batch to Human Synergistics for processing. No one from Panorama or the auspicing organization saw completed survey forms.

Data Processing

The data gathered from both surveys was optically scanned and scored by Human Synergistics, and provided in raw and graphical form to the researcher. Human Synergistics did not provide any analysis or interpretation of the findings.

Data Analysis

Participants had a choice of five responses for each of the questions on both the OCI and OCI Preferred Culture surveys. The responses and the scores are identical for both surveys and can be seen in Table 3.2 below.

Table 3.2 - Responses and Scores OCI and OCI Pref. Culture Surveys

<table>
<thead>
<tr>
<th>Responses</th>
<th>Not at All</th>
<th>To a Slight Extent</th>
<th>To a Moderate Extent</th>
<th>To a Great Extent</th>
<th>To a Very Great Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scores</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
The scores for each person's response to each question were summed and then averaged, following recommended procedures, to arrive at an organizational score for each question. For each of the twelve cultural styles there are eight questions designed to determine the prevalence of behaviours associated with that particular style. The average scores for questions relating to a cultural style are summed to give a score for that style. These scores are converted to a percentile score and plotted onto a circumplex, an example of which can be seen in Figure 3.1. Percentile scores were developed through research undertaken to develop norms. This involved administering the OCI in organizations that were identified by Human Synergistics as performing well, and creating percentile scores for the norm base group (Human Synergistics, 1997, p 11).

![Figure 3.1 - A Circumplex](image)

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Converting raw scores to a percentile scores allows an organization to compare its culture with cultures in other organizations. A score that falls below the 50th percentile band is low compared to other organizations while a score above this percentile band is relatively high (Human Synergistics, 1998, p 10).

In terms of behavioural expectations, scores below the 50th percentile indicate a weak expectation, and those above represent strong expectations, with the strength of the expectation increasing as the score moves closer to the outer edge of the Circumplex (Human Synergistics, 1998, p 10).

The overarching cultural style of an organization is identified by calculating which of the three segments of the circumplex (Constructive, Passive/Defensive or Passive/Aggressive) has the highest average percentile score. More details about the culture are obtained by identifying the primary and secondary styles from the twelve available choices (listed in section 3.5.1). The primary style describes the predominant way that people are expected to think and behave (Human Synergistics, 1998). The secondary style works in conjunction with the primary style, or is resorted to when people cannot enact the behaviours of the primary style (Human Synergistics, 1998). Primary and secondary styles are determined by identifying the styles with the highest percentile scores. These will be the styles that appear closest to the outer edge when plotted on a circumplex. Percentile scores will be referred to as “scores” and shown in percentages throughout this thesis.

The raw data and circumplexes were analysed to identify:

- the current style of culture and its associated behavioural norms;
- differences between the cultures of the leaders and other employees;
- the preferred culture;
- issues that could be addressed to enhance the culture;
- issues requiring further investigation.
3.5.2 Focus Group

Qualitative data was gathered from a focus group of twelve people. The group explored the underlying assumptions of Panorama’s culture using a model developed by Edgar Schein (1992) (section 2.6). A facilitator guides the group as they explore their culture by identifying and discussing its observable characteristics, that is its artifacts, consider the organization’s espoused values and whether these fully explain why people behave the way they do, and articulate basic assumptions that are the basis of the organization’s culture (Schein, 1992). In this study the researcher took on the role of the facilitator.

Selection of Subjects

Schein (1992) suggests that people participating in these focus groups be a mixture of leaders, people in non-management positions and “culture carriers”. These requirements were discussed with Panorama’s Manager, who briefed the program co-ordinators and team leaders and asked them to select people to attend the focus group.

The group included nine people working directly with clients, one team leader (who, as well as supervising staff also works directly with clients) and Panorama’s Manager. The group met for six and a half hours, including meal breaks.

Data Collection and Recording

Schein suggests that the underlying assumptions of a culture should be explored within the context of solving a problem facing a group. The problem addressed was that of ensuring that information in client profiles is kept up to date and relevant.

The context of the focus group was established by having Panorama’s Manager explain the problem to the group. The researcher then gave a short lecture on organizational culture.
The group was then asked to describe its artifacts. The artifacts discussed were language, dress codes, products and services, equipment and technology, how time is used, myths and stories told, and ceremonies and rites within the organization. The group’s responses were recorded on butcher’s paper that was hung on the walls around the room.

The group then identified its espoused values. Each category of artifacts was reviewed and the group was asked, “Why are things done this way?”. Again, the group’s responses were recorded on butcher’s paper.

The lists of values were hung around the room and the group was asked to consider whether they fully explain why things are done in particular ways, or whether other, more deeply held, assumptions direct people’s everyday behaviour. After reflecting on these issues, the group identified a number of assumptions that are part of Panorama’s culture.

Next the group reviewed the list of assumptions and determined those that would aid and those that would hinder solving the problem of keeping client profiles up to date and relevant. The group’s responses were recorded on butcher’s paper. The group then discussed actions that could be taken to ensure that the assumption that will help to solve the problem becomes more prevalent in the culture.

**Data Processing and Analysis**

Only six and a half hours, including meal breaks, was available to run the focus group. Due to the limited time available the group focused primarily on providing data.

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2 In Schein’s model focus groups usually review the organization’s values as espoused in mission statements, plans, values statements etc. The group was asked to bring copies of documents explaining both Panorama’s and Skyline’s values. Only one person brought this information. The person who came prepared was a new employee, who brought the following documents: Occupational Health and Safety Policy, Induction Day WorkCover/Return to Work, Policy on Computer Security, Sexual Harassment Policy, Complaints and Grievance Procedure, Disciplinary Policy and Procedures, Affirmative Action/Equal Employment Opportunity Policy, History of Skyline. All other participants said they were not aware of values statements made by either Skyline or Panorama. The group was therefore asked to articulate its values.
Information and ideas were discussed and the artifacts, espoused values and assumptions, that the group believe describe its culture, were recorded.

The researcher decided that the limited time available for discussion should be used to develop a better understanding of the identified basic assumptions given their power to influence an organization's culture (Schein, 1992). Decisions concerning whether an assumption is positive or negative were made by the focus group using the criterion of whether the assumption aids or hinders solving the problem of keeping information in client profiles up to date and relevant. The tone and manner in which issues were discussed by the focus group provided the researcher with sufficient information to categorize artifacts and values as positive or negative, immediately after the workshop.

3.6 LIMITATIONS

A limitation of this research design is that the time available to run the focus group was very limited (six and a half hours including meal breaks). This meant that the group did not have time to determine which of its artifacts and values are positive and which are negative, to review the data to determine whether the espoused values and basic assumptions are compatible, and to ensure that all basic assumptions had been identified. A further limitation is that the researcher spent a relatively short amount of time at Panorama and some of the subtle nuances of the culture many not have been identified.

In addition, there are further limitations concerning the generalization of this study's findings across other programs in the auspicing organization and the not-for-profit human services sector, as only one program in one organization was studied.
CHAPTER FOUR - FINDINGS

4.1 INTRODUCTION

The findings of the Organizational Culture Inventory (OCI), Organizational Culture Inventory – Preferred Culture (OCI – Preferred Culture) and focus group will be presented in this chapter.

The chapter is structured in the following manner:

- The results of the OCI for the whole organization are reported in sections 4.2 to 4.5.2;
- The findings of the focus group are presented in sections 4.5.3 to 4.6.6;
- The results of the OCI for the leaders’ culture are reported in section 4.7;
- The findings of the OCI – Preferred Culture are presented in section 4.9.

Data gathered in this study can be found in Appendix Six.

Positive findings of research are normally presented before negative findings. However, the data indicates that the negative aspects of Panorama’s culture are so dominant that these must be understood in order to develop insights into the culture’s positive characteristics.

4.2 OVERARCHING CULTURAL STYLE

Panorama has an overarching cultural style that is Passive/Defensive. The average percentile score in this segment of the circumplex is 45%, compared to 36% in the Aggressive/Defensive cluster and 28% in the Constructive cluster.

In Passive/Defensive cultures people interact in ways that do not threaten their own security (Human Synergistics, 1998). Pleasing others, avoiding conflicts and
subjugating personal beliefs and views to rules and procedures, are behavioural norms observed in this type of culture (Human Synergistics, 1998).

4.3 PRIMARY AND SECONDARY STYLES

Panorama has two primary cultural styles, Avoidance, and Oppositional. Both have scores of 65%. The secondary cultural style is Conventional, having a score of 53%. These results can be seen on the circumplex in Figure 4.1.
Figure 4.1 - Panorama: Current Culture Circumplex

N = 30

Research and Development by
Robert A. Cooke, Ph. D.
J. Clayton Lafferty, Ph. D.
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4.4  **CONSISTENCY OF THE CULTURE**

This culture is very consistent throughout the organization. Scores for the primary and secondary styles for most work roles and work sites are equal to or greater than scores for the same items for Panorama as a whole. The exceptions are the leadership group for all items, and the Adult Training Support Service (ATSS) program for the Oppositional style¹.

The specific behavioural norms that form Panorama’s culture will be described below in the sections outlining the positive and negative aspects of the culture.

4.5  **NEGATIVE ASPECTS OF THE CULTURE**

4.5.1  Negative Behavioural Norms

*Avoidance Style*

The Avoidance style is a negative aspect of the culture. One of the strongest behavioural norms contributing to this style is “not getting involved”. Thirty percent (30%) of respondents reported a high expectation that they behave in this way (17% “to a great extent”, 13% “to a very great extent”). The behavioural norm of being “non-committal” also appears to be strong within the culture with 24% of respondents stating that this is a strong expectation. Overall 71% of respondents report that this is an expectation within the culture (47% “to a moderate extent”, 7% “to a great extent”, 17% “to a very great extent”).

“Pushing decisions upward” is another negative behavioural norm that is contributing to the Avoidance culture. Seventeen percent (17%) of participants believe this is a strong expectation within the culture (7% “to a great extent”, 10% “to a very great extent”). Finally the norm of “laying low when things get tough” is another negative aspect of the

¹ For the purposes of this study, Leaders were defined as Managers and Co-ordinators.
culture with 16% of participants reporting that there is a great or very great expectation for them to behave in this way.

**Areas Where The Avoidance Culture is Strongest**

The Avoidance culture is strongest in houses at Panorama’s main site and amongst Direct Care Workers at all sites. Houses at the main site have a score of 90% for this style, and the Direct Care Workers a score of 84%, compared to a score of 65% for all sites and all workers.

**Oppositional Style**

A negative behavioural norm having a major impact on the Oppositional style of culture is “looking for mistakes”. Thirty four percent (34%) of respondents believe they are expected to behave in this way (24% “to a moderate extent”, and 10% “to a great extent”).

The expectation that people will question decisions made by others is also a contributor to the Oppositional style, with 30% of people reporting this an issue (17% “to a moderate extent”, 10% “to a great extent” and 3% “to a very great extent”). Other negative behavioural norms falling within the Oppositional style are “pointing out flaws” and “being hard to impress”; with 24% of people reporting that there is a moderate expectation for them to display these behaviours. “Opposing new ideas” and “remaining aloof from the situation”, are other negative factors influencing the culture, with 23% of participants stating they are expected to behave in this way, to at least a moderate extent.

**Areas Where the Oppositional Culture is Strongest**

The Oppositional style of culture is strongest amongst Direct Care Workers, Casuals and people working at suburban houses. The overall percentile score for the Oppositional culture was 65% while the score for Direct Care Workers was 75%, for Casuals 75% and at the suburban residences 90%.
Conventional Style

The behavioural norm having the biggest impact within the Conventional style of culture is “fitting into the mould”. Fifty three percent (53%) of people believe they are required to behave this way (33% “to a moderate extent”, 17% “to a great extent” and 3% “to a very great extent”). The results of the OCI show that four other behavioural norms are making a major contribution to this culture with 43% of respondents reporting there is a moderate expectation for them to behave in the following ways:

- “not rock the boat”;
- “make a good impression”;
- “conform”;
- “treat rules as more important than people”.

Areas Where the Conventional Style of Culture is Strongest

One work group and one work site had lower scores for the Conventional style than the overall organizational score. These were the managers/co-ordinators and suburban houses respectively. The overall score in this sector was 53%, while scores for each work group and work site were:

- Managers/co-ordinators - 10%;
- Suburban residences - 47%;
- Team Leaders - 65%;
- Direct Care Workers - 75%;
- Casuals - 75%;
- ATSS - 75%;
- Main Site Homes - 87%.
4.5.2 Negative Thinking Styles

**Role Clarity**

Fifty three percent of staff (53%) reported that they have a very clear understanding of what is expected of them on the job (33% “to a great extent”, 20% “to a very great extent”). However, 40% of staff state they often receive inconsistent messages about what is expected (27% “to a great extent”, 13% “to a very great extent”).

This appears to be a particular issue at the main site houses with only 40% of people stating that they have a very clear understanding of what is expected (30% “to a great extent”, 10% “to a very great extent”) and 50% stating that they receive inconsistent messages regarding expectations to a great or very great extent (30% “to a great extent”, 20% “to a very great extent”). Lack of role clarity also appears to be an issue for casual staff with only 33% of people stating they clearly understand what is expected of them (33% “to a great extent”). Finally, inconsistent messages are also an issue at the suburban houses, with 50% of people working at these sites stating they experience this (33% “to a great extent”, 17% “to a very great extent”).

**Role Conflict**

Some participants are experiencing role conflict in their daily working life. While over half the respondents feel they “fit in” to the organization (53% total, 17% “to a moderate extent”, 33% “to a great extent”, 20% “to a very great extent”), almost one quarter report there is a strong expectation for them to think and behave differently when working (23% total, 13% “to a great extent”, 10% “to a very great extent”).

Casual staff and people working in houses at the main site appear to be experiencing greater role conflict than other workers. No casual staff, and only 30% of people working in the houses at the main site, stated that they fit into the organization to a great or very great extent (main site residences, 20% “to a great extent”, 10% “to a very great extent”).
4.5.3 Negative Artifacts

Buildings and Architecture

While the buildings and architecture at the main site have atmosphere, the houses are in need of repair and are, in many ways, inappropriate for clients. Issues raised included:

- Stairs are inappropriate for clients with mobility difficulties;
- Toilets are not appropriately located;
- Kitchens are too small;
- Bathroom facilities are inadequate;
- Some houses share laundries which is not considered hygienic;
- Connecting doors between houses reduce the privacy of residents;
- Repairs are slow to occur.

One group member commented “When you drive onto the property you think ‘how serene’. When you go into the houses you think ‘yuk’”.

Equipment and Technology

The furniture and equipment at the main site is worn out and needs replacing. In some cases where equipment has been installed to facilitate client care, for example, hoists in bathrooms, it cannot be used because staff have not been trained in its use.

Staff also reported that some houses have more than one level, but there is only one telephone in the house. There are no connections to install additional telephones, or move telephones between levels. The group considered this to be a safety issue as they may not be able to get to a telephone and call for help if there is an emergency.
The group reported that computers and Internet facilities are not available in houses at the main site. These facilities are available at houses at suburban sites, but access is restricted.

**Dress Codes**

Dress codes for clients at the main site were considered to be a negative aspect of the culture. It was stated that some clients are not appropriately dressed and that the quality of their clothing is often poor. Sometimes male clients do not want to shave particularly at the weekends and they look unkempt. However, a number of staff insist that clients wear appropriate clothes, look neat and tidy and if male, shave, before leaving the property.

**Products and Services**

Some aspects of the services provided were considered to be of a poor standard. An area of concern is client information, particularly medical information, that is not kept up to date. The problem of out of date client profiles has been recognized and was discussed by the focus group. Another area of concern is that Individualized Program Plans (IPPs) are not kept up to date. A new format for these plans was recently introduced, and when this research was carried out, some staff did not know how to use the format. In addition, information about the clients currently living at each address is out of date. This had led to situations where casual staff tried to find clients who no longer lived in the house.

The group stated that records are out of date because staff do not have the time or equipment (computers) needed to complete paper work. Inefficient systems that store client information in different places also contribute to the difficulties that new or casual staff experience when locating information needed to do their job.

Another negative aspect of the services provided is that the environment at the main site does not lend itself to ensuring that clients face the natural consequences of their
actions. Nor are the services offered always meeting the needs of clients. For example, an ATSS that is attended by many clients during the day, is run at the main site. However, when clients get bored they wander home. They are therefore under-stimulated during the day and this leads to behaviour problems at night. The group commented that activities offered to clients on week days are inappropriate. People of working age are offered recreational opportunities, not work, so there is no difference between week days and the weekend. Clients become bored and this causes behaviour problems.

Finally, the lack of choices for clients was commented on. One group member stated that some residents had lived in the same rooms for years and questioned whether this lack of choice was good for clients. Another commented that even when clients are offered choices, for example, concerning the recreational activities they would prefer, their choices were not always honoured.

Language

The group reported that communication between staff and clients in different programs and houses is poor. They believe there are insufficient opportunities for people working in other areas to meet each other and talk. The result is a lack of connectedness between different program areas, and an “us and them” attitude exists between the main site and suburban programs.

The group also reported that it could be very difficult to communicate with clients who are not able to speak. In addition, they reported that some staff are disrespectful to clients and use inappropriate language such as swearing and taking an aggressive tone. This was considered unacceptable. However, there are a number of positive aspects of communication between clients and staff and these are discussed in section 4.6.3.

Some group members stated that communication between people working in their house is poor. It also appears that these teams do not have mechanisms for solving problems and resolving conflict. In part, conflicts are occurring because of the perception of
some staff that other team members are not performing all of their required duties, and
that there are no consequences for behaving in this way².

In addition, the group considers that existing communication systems are inadequate.
There is no induction program, there is no system for introducing new staff and
residents to people working and living in other houses, and poor record keeping makes
it difficult for new staff members to understand the organization, its clients, and how to
become a part of the team.

**Myths and Stories**

Myths and stories told to new staff members tend to be negative. These include stories
from the organization's history about staff at the main site congregating together during
working hours to smoke dope, and of senior staff sleeping together and asking clients to
bring them breakfast in bed in the morning. There are also stories that, in the past,
clients were dragged through the dam as punishment for misbehaving. Other stories
about the main site include visits by UFOs and of sacred and mysterious occurrences at
night. One of the suburban houses also has its own negative story. This house is
reputed to be inhabited by ghosts because it is built on a site where there was a
murder/suicide.

New staff members are also told about very difficult and unpleasant situations involving
clients. These include stories about clients misbehaving, staff members being assaulted
and the client who howled at the moon. Often they contain details of how existing staff
members coped with the situations.

Other stories tell who is mingling with whom and who should and should not be
included in the conversation circle so as to avoid getting into trouble with management.

---

² Information concerning lack of opportunities to solve problems and conflicts and lack of consequences
for not performing a job correctly, was obtained during informal discussions with staff on 15 May 2000.
These informal discussions took place when the focus group that was scheduled for that day had to be
cancelled due to the small number of attendees. These issues were touched on but not explored during the
focus group.
Some stories were recalled with a touch of sadness. One staff member recalls that in the past the program manager would say over the intercom on Friday afternoons “Have a great weekend”. She stated that staff morale was higher in those days.

_Ceremonies and Rites_

The initiation to become part of the team at Panorama is being assaulted by a client. One new staff member said that after being hit for the first time she thought, “Good now I am one of them”. People present at the workshop also reported that situations are allowed to develop where clients almost assault a staff member. Other staff members laugh at the victim. It was stated that some of the laughter is empathetic and some is nasty.

The group commented that there is no formal initiation such as of an induction or orientation program\(^3\).

Gossip is considered one of the ceremonies of the organization and being included in the gossip circle is a sign of being “one of us”.

### 4.5.4 Negative Values

The group articulated a number of negative values that are part of Panorama’s culture. These have been grouped into the same categories as artifacts.

_Buildings and Architecture_

We don’t value:

- The buildings on the main site;

---

\(^3\) This is no longer the case. New staff members receive induction training from both the auspicing organization and Panorama.
• The building from which the suburban ATSS is run.

**Equipment and Technology**

• We would value equipment and technology at the main site – if we had it

**Use of Time**

We would value more time to:

• Discuss the day’s events with other staff members;
• Finish paperwork;
• Make day to day activities more enjoyable rather than a chore;
• Prepare the house before clients come home;
• Learn and implement new client skills;
• More quality time with clients.

Other values articulated in relation to time were:

• We would value the opportunity to teach clients new skills and consolidate existing skills;

And

• We have a value conflict between taking one client to appointments and being away from the others.

**Language**

We value:
• Black and white statements about events;
• The communication we get - when it happens.

**Myths and Stories**

Gossip is valued because:

• It’s amusing;
• It’s exciting;
• Watching people’s reactions to gossip helps to overcome boredom;
• It’s a conversation starter;
• We like hearing what people have to say;
• It creates a sense of power for the teller;
• It lets people know that the teller has worked at Panorama for a long time;
• The teller can say “I’m better because I’ve handled more difficulties”;
• It provides an opportunity to display our “toughness” credentials;
• It scares people;
• It makes new people reluctant to suggest new ways of doing things;
• It provides a chance to play games;
• It creates a new reality, a reality that is different to the reality of dealing with clients. Sometimes people believe that stories told are the reality.

**Ceremonies and Rites**

We value:

• Bragging about difficult situations we have handled;
• Pretending everything is all right when it’s not;
• Childish initiations;
• Everyone having the same initiation, then we can see how he or she reacts. If someone reacts better than me my self esteem will go down. If I handled a similar situation better, I have bragging rights;
• People with the attitude “That’s life – deal with it”;
• People being on the job no matter what happens to them.

### 4.5.5 Negative Basic Assumptions

Three other statements were made during the values section of the workshop that are basic assumptions. These were:

- Until you’ve coped with clients’ difficult or challenging behaviours you don’t have credibility;
- Until you’ve been assaulted by a client you don’t have credibility;
- A staff member is only competent when nothing goes wrong and they don’t need help.

### 4.5.6 Negative Basic Assumptions Articulated And Reviewed By The Group

The group considered that the following basic assumptions would hinder resolving the problem of keeping client profiles up to date and relevant:

- People who have intellectual disabilities shouldn’t live in the community;
- It’s not safe for people who have intellectual disabilities to live in the community;
- People who have intellectual disabilities are only safe when they live in an institution;
- People who have intellectual disabilities are happier when they live in big communities with other people like them;
- People who have intellectual disabilities who are living in the community create guilt;
- Ignorance in the community, *(about people who have intellectual disabilities)*, is bliss;
- People who have intellectual disabilities need to be protected;
- People who have intellectual disabilities who have high level needs can be taken into the community with a minimum level of support and there will be no

---

4 The words in italics were inserted by the researcher.
consequences for themselves, other clients, the workers and other people in the community;

- People who have intellectual disabilities do not have to face the consequences of their actions;
- People who have intellectual disabilities do not face the same physical, mental and emotional issues as people who do not have disabilities.

4.6 **POSITIVE ASPECTS OF THE CULTURE**

4.6.1 Positive Behavioural Norms

*Humanistic Encouraging Style*

The Humanistic-Encouraging style of operating is one of the positive aspects of Panorama’s culture. However, at present it is overpowered by the more dominant negative cultural styles, Avoidance, Oppositional and Conventional. A behavioural norm contributing to the Humanistic-Encouraging style is the expectation that supervisors will involve subordinates in decisions affecting them. Sixty seven percent (67%) of respondents reported that this is part of their working life (39% “to a moderate extent”, 21% “to a great extent”, 7% “to a very great extent”). Other positive behavioural norms that are part of Panorama’s culture, and that contribute to the Humanistic-Encouraging style are:

- “Show concern for the needs of others” (62% overall, 34% “to a moderate extent”, 28% “to a great extent”);
- “Give positive rewards to others” (50% overall, 10% “to a moderate extent”, 33% “to a great extent”, 7% “to a very great extent”);
- “Resolve conflicts constructively” (49% overall, 33% “to a moderate extent”, 13% “to a great extent”, 3% “to a very great extent”);
- “Help others grow and develop” (49% overall, 43%, “to a moderate extent”, 3% “to a great extent”, 3% “to a very great extent”).
Areas Where the Humanistic-Encouraging Style of Culture is Strongest

The Humanistic-Encouraging Style of culture is strongest amongst Leaders and the ATSS program. The overall score for the Humanistic-Encouraging style of culture was 45%, while both managers and co-ordinators, and ATSS, had a score of 65%.

4.6.2 Positive Thinking Styles

Satisfaction

The majority of respondents are satisfied working at Panorama. Fifty one percent (51%) responded that they are very satisfied working for the organization (34% “to a great extent”, 17% “to a very great extent”), 57% have a strong expectation that they will be working at the organization in two years time (30% “to a great extent”, 27% “to a very great extent”), and 50% would strongly recommend the organization as a good place to work (40% “to a great extent”, 10% “to a very great extent”).

There are, however, some pockets of dissatisfaction at Panorama with only 28% of team leaders (14% “to a great extent”, 14% “to a very great extent”), 33% of casuals (33% “to a very great extent”) and 20% of people working in the residences at the main site (20% “to a great extent”) reporting that they are very satisfied working for the organization.

Customer Service

Thinking concerning customer service is mixed but is, overall, positive. Fifty percent (50%) of participants believe that the organization responds effectively to the changing needs of its clients, however, only 17% of staff hold this view strongly (33% “to a moderate extent”, 10% “to a great extent”, 7% “to a very great extent”). In addition, fifty five percent (55%) of participants think the organization has a reputation for superior customer service, however, only 21% reported thinking this “to a great extent”
and no one chose the response “to a very great extent” (34% “to a moderate extent”, 21% “to a great extent”, 0% “to a very great extent”).

Finally, 74% of participants expect to get repeat business from customers, with 47% of respondents having a strong expectation, and an additional 27% having a moderate expectation that this will be the case (27% “to a moderate extent”, 30%, “to a great extent”, 17% “to a very great extent”). However, the thinking of the Leadership group regarding customer service varies significantly to that of other employees. Forty percent (40%) of this group believes that Panorama responds very effectively to the changing needs of its customers (20% “to a great extent”, 20% “to a very great extent”), 60% strongly believe that the organization will get repeat business (20% “to a great extent”, 40% “to a very great extent”) and 40% strongly believe that the organization has a reputation for superior customer service (40% “to a great extent”).

**Personal Commitment to Customer Service**

Panorama’s staff have a strong personal commitment to providing quality customer service. Ninety three percent (93%) report they would go out of their way to make sure that clients feel good about services provided, with 83% reporting they would do this to a great or very great extent (10% “to a moderate extent”, 40% “to a great extent”, 43% “to a very great extent”). Sixty Six percent (66%) of people would recommend the organization’s services to potential clients. However, 30% would be moderate in their recommendations (30% “to a moderate extent”, 23% “to a great extent”, 13% “to a very great extent”).

There is an extremely high personal commitment to customer service at the suburban residences with 100% of respondents stating they would go out of their way to ensure that a client feels good about services offered (33% “to a great extent”, 67% “to a very great extent”).
4.6.3 Positive Artifacts

*Buildings, Architecture, Equipment and Technology*

The group observed that the purpose built residences in the suburbs enable staff to provide appropriate, high quality services to clients. In addition, suburban residences have access to computers and the Internet and these resources facilitate communication between other sites, and the completion of paper work.

*Products and Services*

The group observed that some staff are now stepping back and allowing clients to take responsibility for their own behaviour and this was considered to be a positive aspect of the culture as clients are being treated in the same way as adults who do not have disabilities. However, staff are not responding consistently.

In addition, it was observed that Panorama's services deliver positive outcomes for clients. Clients who recently moved into houses run by Panorama are reported to appear happier, more relaxed and to have improved behaviour.

*Dress Codes*

The neat casual clothes worn by staff are considered a positive aspect of the culture and to be appropriate for the type of work performed.

*Use of Time*

The way that time is used at Panorama is considered a positive aspect of the culture. The group described time as being used productively for direct client work. In some residences, time is managed by having routines. Weekend routines include recreational activities. The group pointed out that routines must give way when a client displays
challenging behaviours, as these situations must be responded to immediately to prevent them escalating.

Stories told about how time was managed in the past suggest there has been a change in the culture. Previously some of the food eaten by residents was grown at the main site. At this time Panorama followed a Steiner program. Under this program, the cycle of the moon determined when certain activities such as planting and harvesting were undertaken. Thus, routines were determined by nature not people. However, this is no longer the case.

**Language**

A positive aspect of the culture is the good relationship between staff and clients. A new staff member observed that existing staff communicate effectively with clients. He also commented that staff appear to understand clients and know them well.

A number of the focus group members stated that staff working in their house understood each other and communicated well. This view was not shared by all participants (see section 4.5.3).

**Myths and Stories**

Positive stories are told about the sense of pride that clients had in the past when they grew their own food and baked their own bread. Clients no longer do these things so the sense of pride is lost.

**4.6.4 Positive Values**

The group made the following positive value statements.
Buildings and Architecture

We value:

- Atmosphere;
- Good working conditions.

Equipment and Technology

We value:

- The equipment and technology we have, we think we could get more out of it (suburban residences);
- Our cars.

Language

We value:

- Good communication processes;
- Good communication between houses and amongst programs;
- Promoting communication between programs;
- Seamless communication;
- The need for documentation;
- Up to date information;
- Staff meetings (in the programs where they are held);
- Clear priorities.

The group made the following neutral values statements in relation to language.

We value:

- The messages of body language more than verbal messages;
• Verbal messages more than written messages.

Staff Issues

We value:

• Recognition of people dealing with difficult client situations;
• The experience of existing staff members;
• Results, the length of service doesn’t matter;
• People who use the systems correctly;
• People who leave things clean and tidy;
• People who do their share of the housework and client care;
• People who are independent and take responsibility;
• People who complete the job;
• Training;
• Administration time (team leaders).

The following positive values were stated negatively:

We would value (if we had it):

• Support after dealing with difficult situations;
• Recognition of our efforts (from supervisors and managers).

Client Issues

We value:

• Our clients being involved in purposeful and meaningful activities;
• Good quality realistic Independent Program Plans;
• Client independence and growth;
• Providing clients with opportunities;
• Creating an environment for clients to live a dignified life;
• Helping people to create and take pride in their homes and gardens;
• Sensible house routines that allow one to one time with clients;
• Parent input;
• Client’s behaviour maturing as they grow older and parents and staff who support this value.

4.6.5 Positive Basic Assumptions

The criterion for determining if an assumption was positive was whether it would aid or hinder solving the problem of keeping information in client profiles up to date and relevant. Only the following assumption met this criterion:

• Many people who have intellectual disabilities need support to participate in the community.

The following assumption was judged to be neither positive nor negative:

• People with intellectual disabilities need to be protected.

4.6.6 Recommendation of Focus Group - Actions to Enable the Positive Basic Assumption to Become a Stronger Part of the Culture

The group believes that the positive basic assumption will become a stronger part of Panorama’s culture if facilities are made available, and systems are developed, to enable staff to complete client profiles with a minimum of effort.

In addition, they suggested that creating a stronger sense of teamwork and trust amongst staff would help to achieve this objective. The group described a strong team as being one that:

• Has happy clients;
• Has harmony;
• Communicates;
• Shares and accepts ideas;
• Can reach a consensus when people have different ideas;
• Is united;
• Has fun;
• Everyone does their job;
• There are consequences for not doing the job;
• Gives each other encouragement and praise;
• Has members who take the time to find out what each person’s talents are and allocates tasks to take advantage of their talents;
• Can rely on each other to help out in difficult situations;
• Has members who trust each other.

The group said that trust could be developed by:
• Team training or team bonding programs;
• Confronting gossip immediately;
• Parties or social activities where people could meet and talk with each other in a relaxed atmosphere;
• Providing opportunities for people to discuss work issues without fear of being ridiculed or reprimanded, or that issues will be taken out of context and gossiped about;
• Following through on agreed plans;
• Ensuring that both management and staff meet required deadlines;
• Recognition of staff effort by Management;
• Behaving towards other people as you would like them to behave towards you.

4.7 **Culture of the Leaders Compared to Other Employees**

The OCI indicates that the culture of the leaders is more positive than the culture of non-leaders. For the purposes of this study, leaders were defined as managers and co-ordinators. The results can be seen in Figure 4.2.
Figure 4.2 - Panorama: Culture of Leaders Overlaid on Culture of Non-Leaders

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Overall leaders have a Constructive style of culture with an average score in this cluster of 58%. This compares with a score of 24% for non-leaders (note: this is different to the overall culture which includes leaders' scores). The overall style of culture for non-leaders is Passive/Defensive with an average score of 56%. Leaders have an average score of 12% in this cluster. Aggressive/Defensive behavioural norms are also less prevalent in the leaders’ culture, with leaders having an average score of 23% in this cluster, and non-leaders a score of 40%.

The primary and secondary styles of culture for leaders and non-leaders fall within different cultural clusters. The primary and secondary styles of the leaders’ culture are both within the Constructive cluster. The primary style, Humanistic-Encouraging, has a score of 65% and is closely followed by the secondary style of Affiliative with a score of 63%\(^5\). By contrast the primary style of culture for non-leaders, Avoidance, has a score of 75%, and falls within the Passive/Defensive cluster. The two secondary styles for non-leaders (scores of 65%) are defensive, with Conventional falling in the Passive/Defensive cluster and Oppositional, falling in the Aggressive/Defensive cluster\(^6\). In addition, when these results are compared to those of the overall culture, it can be seen that the leaders’ culture has a positive influence on Panorama’s culture. These scores are compared in Table 4.1. Scores in the passive/aggressive and passive/defensive sectors of the circumplex for the overall culture (leaders’ results included) are lower than the same items for culture of non-leaders.

\(^5\) The score for all other employees in the Humanistic-Encouraging style was 45%, and for the Affiliative style 15%.
\(^6\) The comparative scores for leaders were Avoidance 23%, Conventional 10% and Oppositional 50%.
Table 4.1 - Comparison of Overall and Non-Leaders’ Culture

<table>
<thead>
<tr>
<th>Style</th>
<th>Percentile Scores – Overall Culture (Leaders’ scores included)</th>
<th>Percentile Scores – Non-leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>** Constructive Styles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievement</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Self-Actualising</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>Humanistic-Encouraging</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>Affiliative</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>** Passive/Defensive Styles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval</td>
<td>25%</td>
<td>35%</td>
</tr>
<tr>
<td>Conventional</td>
<td>53%</td>
<td>65%</td>
</tr>
<tr>
<td>Dependent</td>
<td>38%</td>
<td>48%</td>
</tr>
<tr>
<td>Avoidance</td>
<td>65%</td>
<td>75%</td>
</tr>
<tr>
<td>** Aggressive/Defensive Styles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oppositional</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>Power</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Competitive</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Perfectionistic</td>
<td>22%</td>
<td>35%</td>
</tr>
</tbody>
</table>

There is no single outstanding behavioural norm that contributes to leaders having a primary style of culture that is Humanistic-Encouraging. In fact, for six out of the eight items measuring this style of culture, 40% of leaders stated there was at least a moderate expectation to display Humanistic-Encouraging behaviours. The six items scoring 40% were:

- “Involve subordinates in decisions affecting them”;
- “Resolve conflicts constructively”;
- “Be supportive of others”;
- “Help others to grow and develop”;
- “Give positive rewards to others”;
- “Help others think for themselves”.

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The behavioural norm contributing most strongly to the Affiliative culture of the leaders is “motivating others with warm friendliness”. Eighty Percent of participants stated there is a strong expectation for them to behave in this way (60% “to a great extent”, 20% “to a very great extent”). Other behavioural expectations that are part of the Affiliative culture of the Leadership group include:

- “Think in terms of group satisfaction” (60% “to a moderate extent”);
- “Use good human relations skills” (40% “to a moderate extent”);
- “Be tactful” (20%, “to a moderate extent”, 20%, “to a great extent”)

4.8 LEADERSHIP ISSUES IDENTIFIED BY THE FOCUS GROUP

4.8.1 Artifacts

The focus group made the following observations about leadership at Panorama:

- There is a lack of vision and mission;
- There is no plan;
- There is no clear direction concerning how services are delivered;
- There are no clear objectives for the different program areas;
- Staff do not have sufficient information concerning how they should handle non-routine situations;
- Better communication is needed between program areas;
- Program leaders place different values on Individualized Program Plans. There is a question of whether Individualized Program Plans or organizational programs should be developed first.

4.8.2 Values

The group identified the following values as impacting on the practice of leadership at Panorama:
• We don’t value the long term;
• We value making do;
• We value reactive behaviours but not long term planning that stops crises from happening;
• We value protecting clients over communicating with them;
• We don’t value the rights of other people to be treated with respect and dignity.

4.9 PREFERRED CULTURE

Information about the culture that Panorama’s staff would prefer to be part of was gathered using the OCI – Preferred Culture survey. The results are illustrated in Figure 4.3. The preferred culture is significantly different to the actual culture. In Figure 4.4 the preferred culture (yellow) is overlaid onto a circumplex of the actual culture.
Figure 4.3 – Panorama: Preferred Culture Circumplex

N = 5

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Figure 4.4 – Panorama: Preferred Culture Overlaid on Actual Culture Circumplex

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It can be seen in Figure 4.4 that people would overwhelmingly prefer to be working in a Constructive culture. The average scores for the preferred culture were 89% in the Constructive cluster, 7% in the Passive/Defensive cluster, and 23% in the Aggressive/Defensive cluster. This compares to 28%, 45% and 36% respectively in the actual culture.

People would prefer that the primary style of culture is Humanistic-Encouraging and this style had a score of 99% in the preferred culture survey. The preferred secondary style is Affiliative with a score of 90%. The two other Constructive styles, Self-Actualising and Achievement are also highly preferred and received scores of 85% and 83% respectively.

These scores are vastly different to those in the actual culture where the following scores were attained: Humanistic-Encouraging 45%, Affiliative, 25%, Self-Actualising, 22%, and Achievement, 20%.

It is also interesting to note that while the actual culture is Passive/Defensive, people would prefer that Passive/Defensive behaviours were almost non-existent in the preferred culture. In the actual culture Passive/Defensive styles received the following scores: Avoidance, 65%, Conventional, 53%, Dependent, 38%, Approval 25%, while in the preferred culture the scores were Avoidance, 7%, Conventional, 9%, Dependent, 4%, Approval 6%.

Interestingly, the score for the Oppositional style was the same for both the actual and preferred culture (65%). However, for other Aggressive/Defensive styles, scores in the preferred culture are far lower than for those in the actual culture. Comparative scores are, for the actual culture: Power, 35%, Competitive, 23%, Perfectionistic, 22%, and for the preferred culture, Power 14%, Competitive, 3% and Perfectionistic, 9%.

The types of behaviours that are observed in Constructive cultures, and that we would expect that people would like to become stronger within Panorama’s culture are listed in Table 4.2 below.
### Table 4.2 - Behavioural Norms of Constructive Cultures

<table>
<thead>
<tr>
<th>Achievement Style</th>
<th>Self Actualizing Style</th>
<th>Humanistic-Encouraging Style</th>
<th>Affiliative Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work to achieve self-set goals</td>
<td>Emphasize quality over quantity</td>
<td>Show concern for the needs of others</td>
<td>Co-operate with others</td>
</tr>
<tr>
<td>Explore alternatives before acting</td>
<td>Be concerned about their own growth</td>
<td>Involve others in decisions affecting them</td>
<td>Deal with others in a friendly, pleasant way</td>
</tr>
<tr>
<td>Take on challenging tasks</td>
<td>Resist conformity</td>
<td>Resolve conflicts constructively</td>
<td>Think in terms of the group’s satisfaction</td>
</tr>
<tr>
<td>Set moderately difficult goals</td>
<td>Be spontaneous</td>
<td>Be supportive of others</td>
<td>Show concern for people</td>
</tr>
<tr>
<td>Pursue a standard of excellence</td>
<td>Do even simple tasks well</td>
<td>Help others to grow and develop</td>
<td>Use good human relations skills</td>
</tr>
<tr>
<td>Work for the sense of accomplishment</td>
<td>Communicate ideas</td>
<td>Be a good listener</td>
<td>Treat people as more important than things</td>
</tr>
<tr>
<td>Think ahead and plan</td>
<td>Be open about self</td>
<td>Give positive rewards to others</td>
<td>Share feelings and thoughts</td>
</tr>
<tr>
<td>Take moderate risks</td>
<td>Maintain their personal integrity</td>
<td>Take time with people</td>
<td>Motivate others with friendliness</td>
</tr>
<tr>
<td>Openly show enthusiasm</td>
<td>Enjoy their work</td>
<td>Encourage others</td>
<td>Be open, warm</td>
</tr>
<tr>
<td>Know the business</td>
<td>Think in unique and independent ways</td>
<td>Help others think for themselves</td>
<td>Be tactful</td>
</tr>
</tbody>
</table>

The top ten behavioural norms with the greatest difference between the average scores on the OCI and OCI - Preferred Culture are ranked in Table 4.3 below. It is interesting to note that only three are associated with Constructive cultural styles.
Table 4.3 – Ten Behavioural Norms With Greatest Difference Between OCI Actual Culture and OCI Preferred Culture

<table>
<thead>
<tr>
<th>Rank</th>
<th>Behavioural Norm</th>
<th>Average Score Current Culture</th>
<th>Average Score Preferred Culture</th>
<th>Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Not “rock the boat”</td>
<td>2.93</td>
<td>1.20</td>
<td>Conventional</td>
</tr>
<tr>
<td>2</td>
<td>Point out flaws</td>
<td>2.76</td>
<td>4.40</td>
<td>Oppositional</td>
</tr>
<tr>
<td>3</td>
<td>Encourage others</td>
<td>3.40</td>
<td>5.00</td>
<td>Humanistic-Encouraging</td>
</tr>
<tr>
<td>4</td>
<td>Avoid confrontations</td>
<td>3.17</td>
<td>1.60</td>
<td>Conventional</td>
</tr>
<tr>
<td>5</td>
<td>Be concerned about their own growth</td>
<td>2.43</td>
<td>4.00</td>
<td>Self-Actualising</td>
</tr>
<tr>
<td>6</td>
<td>Fit into the “mould”</td>
<td>2.97</td>
<td>1.40</td>
<td>Conventional</td>
</tr>
<tr>
<td>7</td>
<td>Give positive rewards to others</td>
<td>3.27</td>
<td>4.80</td>
<td>Humanistic-Encouraging</td>
</tr>
<tr>
<td>8</td>
<td>Accept goals without questioning them</td>
<td>2.70</td>
<td>1.20</td>
<td>Dependent</td>
</tr>
<tr>
<td>9</td>
<td>Conform</td>
<td>3.10</td>
<td>1.60</td>
<td>Conventional</td>
</tr>
<tr>
<td>10</td>
<td>Follow orders... even when they’re wrong</td>
<td>2.48</td>
<td>1.00</td>
<td>Dependent</td>
</tr>
</tbody>
</table>
CHAPTER FIVE - DISCUSSION

5.1 INTRODUCTION

This chapter discusses the findings of the research into Panorama's culture in relation to the questions outlined in Chapter One.

The findings for each research question are summarized in section 5.2.

Section 5.3 presents conclusions about Panorama's current culture (the research problem). Section 5.3.1 discusses the negative aspects of the culture and their implications for performance. Positive aspects of the culture and their performance implications are discussed in section 5.3.2. This is followed by a discussion about Panorama's preferred culture in section 5.3.3. Section 5.3.4 discusses the leaders' culture and its organizational impacts. The implications of the study's findings for the future of the program are discussed in section 5.3.5.

Finally, limitations of the study are outlined in section 5.4 and conclusions concerning the study's contribution to the body of knowledge are presented in section 5.5.

5.2 SUMMARY OF FINDINGS

What style of culture does Panorama have?

The OCI indicated that Panorama has an overarching Passive/Defensive style of culture with an average percentile score of 45% in this sector of the circumplex (section 4.2). The organization has two primary cultural styles, Avoidance and Oppositional (scores of 65%) and a secondary cultural style that is Conventional (score of 53%) (section 4.3).
What are the negative aspects of Panorama’s culture?

This study identified that Panorama’s culture is dominated by negative behavioural norms, values and assumptions.

The predominant behavioural norms are:

**Avoidance Style:**
- Not getting involved;
- Being non-committal;
- Pushing decisions upward;
- Laying low when things get tough.

**Oppositional Style:**
- Looking for mistakes;
- Questioning decisions made by others;
- Pointing out flaws;
- Being hard to impress;
- Opposing new ideas;
- Remaining aloof from the situation.

**Conventional Style:**
- Fitting into the mould;
- Not rocking the boat;
- Making a good impression;
- Conforming;
- Treating rules as more important than people.
Likewise many of Panorama’s values, and the observable artifacts relating to these values, are negative (sections 4.5.3 and 4.5.4). In summary, the building from which the suburban Adult Training Support Service is run, and buildings at the main site, are not valued. Equipment and technology at the main site would be valued, if it was available. Staff would value more time to perform certain tasks such as paperwork and to discuss the day’s events with other staff. They would also value more time to learn and implement new client skills, to teach clients new skills, and to ensure that time spent with clients is high quality and enjoyable.

A number of negative values and artifacts relating to communication were also identified. Black and white statements about events are valued. So is communication received “when it happens”. Gossip is highly valued at Panorama. Ceremonies and rites provide a mechanism for communicating the organization’s values including bragging about difficult situations staff have handled, the value placed on pretending everything is all right, people having the attitude “That’s life – deal with it” and being at work regardless of what happens. One of the important ceremonies at Panorama is the initiation rite of being assaulted by a client. People’s self esteem is based on how well they handle this situation compared to other staff members.

Of the fourteen basic assumptions identified by this study, thirteen are negative (sections 4.5.5 and 4.5.6). Negative assumptions fall into two categories, staff issues and client issues. Negative basic assumptions concerning clients describe people who are dependent, do not have to face the consequences of their actions, and do not have the same physical, mental and emotional needs as people who do not have disabilities. In addition, clients can at times be dangerous and for the protection of both themselves and other people, they need to live separately from the wider community. Basic assumptions relating to staff are that staff do not have credibility unless they have been assaulted by, or coped with difficult or challenging behaviours of clients. In addition, staff members are considered competent when nothing goes wrong and they don’t need help.
The dominance of negative basic assumptions in Panorama's current culture is a powerful force encouraging negative values and behavioural norms to flourish (sections 2.2, 4.5.1, 4.5.4, 4.5.5 and 4.5.6) (Schein, 1992). The negative behavioural norms and artifacts that are part of this culture are associated with poor organizational performance (Denison and Mishra, 1995; Kotter and Heskett, 1992) (sections 2.5, 4.5.1 and 4.5.3).

What are the positive aspects of Panorama's culture?

This study identified that the following positive behavioural norms of the Humanistic-Encouraging style (section 4.6.1) are part of Panorama's current culture:

- Involving others in decisions affecting them;
- Showing concern for the needs of others;
- Giving positive rewards to others;
- Resolving conflicts constructively;
- Helping others grow and develop.

Positive thinking styles were also identified in the areas of satisfaction, customer service and personal commitment to customer service. At least fifty percent of staff are satisfied working for the organization (51%), have a strong expectation that they will be working there in two years time (57%) and would strongly recommend the organization as a good place to work (50%) (section 4.6.2). At least fifty percent of staff believe that the organization responds effectively to the changing needs of its clients (50%), has a reputation for superior customer service (57%) and will get repeat business from customers (74%) (section 4.6.2). Personal commitment to customer services is extremely high in the organization with 93% of people stating they would go out of their way to make sure a client feels good about services.

The focus group identified a number positive values (section 4.6.4). Good working conditions and the equipment and technology available is valued. Good communication processes, including communication between houses and programs, documentation, up
to date information, staff meetings and clear priorities, are also valued. Competent, experienced, hardworking, responsible staff are valued as is training and administration time. Providing clients with opportunities to grow and be independent, to live in a dignified way and to develop more mature behaviour as they grow older, is valued. Sensible house routines and parent input are valued as part of the process of providing these opportunities. However, the data also indicates that in a number of areas there is a gap between Panorama's espoused values and the behavioural norms and artifacts of its culture. For this reason the researcher believes that a number of the positive values describe the preferred culture not the current culture. In addition, the data gathered about values indicates that some positive cultural changes, including managing time through routines, and allowing clients to face the consequences of their actions (which increases their independence), are occurring at Panorama.

The study identified that Panorama's culture has one positive basic assumption, that people with intellectual disabilities need support to participate in the community (section 4.6.5).

At present the positive aspects of Panorama's culture are outweighed by its negative aspects.

**Is the culture of the leaders different to that of other employees?**

Data gathered from the leaders using the *OCI* suggests that the culture of Panorama's leaders is significantly different to that of other employees. This data indicates that the leaders believe they have a Constructive culture with a primary style that is Humanistic-Encouraging. This is illustrated in Figure 4.2. However, data gathered from other employees using the same instrument, and during the focus group, indicates that there may not be a substantial difference between the culture of the leaders and that of other employees (Figures 4.1 and 4.2 and sections 4.5 to 4.8). Further research is needed to determine the extent of, and reasons for, any difference that is identified.
What is Panorama’s Preferred Culture?

This study found that the preferred culture is very positive and significantly different to the current culture (section 4.9). The OCI Preferred Culture scores indicate that people would overwhelmingly prefer to be working in a Constructive style of culture, with the average scores in this cluster being 89%. Currently behavioural norms of the constructive styles are relatively weak and the norms of the Passive/Defensive styles are dominant. However, given the stated preference for a Constructive style of culture and its associated behavioural norms, it is interesting to note that only three out of the ten behavioural norms that people would prefer to be more prevalent in the culture are from the Constructive cluster. These three are “encouraging others”, “being concerned about their own growth” and “giving positive rewards to others”.

What are the implications of the study’s findings for the future of the program?

Quantitative and qualitative data gathered in this study indicates a gap between Panorama’s current culture, the preferred culture identified through the OCI – Preferred Culture study and the cultures observed in high performing organizations (sections 2.5, 4.3, 4.5, 4.6 and 4.9).

If these gaps are to be closed, then a culture change program may be necessary.

5.3 CONCLUSIONS ABOUT PANORAMA’S CURRENT CULTURE

This section discusses Panorama’s current culture and the implication of this culture for the future of the program.

1 The reader is referred to Table 4.1 for a summary of the behavioural norms of the Constructive styles and Appendix Three for a summary of the behavioural norms of all cultural styles.
5.3.1 Negative Aspects of the Culture

A number of negative behavioural norms, values and basic assumptions that are part of Panorama’s culture were identified when answering the question “What are the negative aspects of Panorama’s culture?”. This section discusses these findings and their performance implications.

**Negative Behavioural Norms**

The behavioural norms that are part of Panorama’s Avoidance culture, “not getting involved”, being “non-committal” “laying low when things get tough”, and “pushing decisions upward” imply that staff lack enthusiasm and are unwilling to take risks. Both Kotter and Heskett (1992) and Bate (1994) have observed these behavioural norms in poor performing organizations. These norms contrast with those of high performing organizations where people display leadership regardless of their position, are enthusiastic, involved in their work and take a proactive approach to organizational life (Denison and Mishra, 1995; Kotter and Heskett, 1992).

Likewise the behavioural norms of Panorama’s Oppositional style, “looking for mistakes”, “pointing out flaws”, “questioning decisions made by others” and “opposing new ideas” contrast sharply with adaptable behaviours that are observed in performance enhancing cultures. These behaviours include sharing a feeling of confidence, being enthusiastic about, and receptive to, change, and a willingness to innovate (Kotter and Heskett, 1992; Denison and Mishra, 1995).

The behavioural norms that are part of Panorama’s Conventional style are also observed in the cultures of organizations that perform poorly. While it is the norm for people at Panorama to “fit into the mould”, “not rock the boat”, “conform” and “make a good impression” people working in organizations with cultures observed in high performing organizations are adaptable, take risks, trust their fellow workers and take a proactive approach to organizational life (Denison and Mishra, 1995; Kotter and Heskett, 1992). A further similarity between Panorama’s culture and those of organizations with poor
performance is the tendency to “treat rules as more important than people”. This implies that bureaucracy, control and compliance are a feature of the culture. Again, these are characteristics observed in the cultures of organizations that perform poorly (Kotter and Heskett, 1992; Bate, 1994).

Finally, given that the dominant behavioural norms of Panorama’s culture are associated with poor performance, the fact that over half of the respondents feel that they “fit in” at Panorama, may be viewed as a negative. However, further research would need to be undertaken before definitive statements could be made concerning whether the factors that help people to “fit in” to the organization are having a positive or negative impact on the culture.

**Negative Values**

The researcher will confine the discussion on negative values and artifacts to those relating to communication because:

1) Communication values are having a significant impact on the culture;
2) Many of the issues concerning buildings and equipment will be addressed when Panorama moves from the main site over the next two years;
3) The researcher does not have sufficient information about expectations placed on staff to comment on values concerning the use of time.

Currently Panorama’s cultural expectations are powerfully communicated through informal mechanisms including myths and stories, unofficial ceremonies and rites, and gossip.

Panorama’s stories describe a culture that is negative and encourages poor performance. The stories focus on the self serving behaviour of former senior managers, or violence (section 4.5.3). Stories focusing on self serving behaviour describe a way of operating that breaks the organization’s implicit contract with society to serve the public good and this was found by Jeavons (1994) to be unacceptable. Stories focusing on violence
create a feeling of unease and fear that is the antithesis of the shared feeling of confidence found in high performing organizations (Kotter and Heskett, 1992).

The unofficial rite of passage, that is, being assaulted by a client, is also very negative (4.5.3). However, the rite clearly communicates the value placed on toughness within the current culture (section 4.5.4). The fact that staff do not intervene to protect their co-workers, allow situations to develop to see how the person being assaulted reacts, and may even laugh at their misfortune, is also extremely negative. This behaviour powerfully communicates the norms of the Avoidance style to new staff, particularly the norms of "not getting involved", "being non-committal" and "laying low when things get tough". (sections 4.5.1.). In addition, this behaviour illustrates people's concern to protect their own security within this passive-defensive culture (Human Synergistics, 1998). Furthermore, it displays a lack of involvement with, and support for, other staff members and is a further indication of a culture that encourages poor performance (Denison and Mishra, 1995; Kotter and Heskett, 1992).

In addition, the focus group stated that people's self esteem is based on comparisons of their own and other people's reactions to an assault (section 4.5.4). This raises the question of whether this situation has developed because of a lack of official mechanisms for acknowledging achievements.

The high value placed on maintaining the illusion that things are going well for both the organization, and the people who work in it, are further examples of cultural characteristics associated with poor performance. People are valued for pretending that everything is all right when it is not, for being on the job regardless of what happens, for taking a "That's life – deal with it" approach and are only considered competent when nothing goes wrong and they don't need help (section 4.5.4). Closely related to this is the expectation that people will "fit into the mould" and "not rock the boat" (section 4.5.1). These characteristics are the hallmarks of poorly performing organizations with cultures that emphasize control and compliance (Kotter and Heskett, 1992; Bate 1994).
There are also no formal mechanisms to encourage communication between staff working in different areas (see section 4.5.3). Gossip, which is highly valued at Panorama, fills this gap. The values statements made about gossip highlight a number of organizational problems. Firstly, the use of gossip to create a new reality, to overcome boredom and to amuse and excite, indicates that some staff do not have job satisfaction, even though 51% reported being satisfied working for the organization (sections 4.5.4 and 4.6.2). Secondly, gossip is being used to create barriers between staff by scaring people, thus creating a sense of power for the teller through bragging about the difficult situations handled and providing a medium to display toughness credentials (section 4.5.4). This type of behaviour, and the behavioural norms of “being hard to impress, “remaining aloof from the situation” “looking for mistakes” and “questioning decisions made by others” (section 4.5.1), contrast strongly with the trusting and supportive behaviours evident in the cultures of high performing organizations (Kotter and Heskett, 1992). Finally, gossip is a vehicle for perpetuating the current culture (“the way we do things around here”) because “It makes new people reluctant to suggest new ways of doing things” (section 4.5.4) (Deal and Kennedy, 1982, p 4).

At present Panorama does not have either formal or informal mechanisms for dealing with conflict that occurs as a normal part of working life. The unresolved problems and conflicts that were reported to exist in some workgroups (section 4.5.3) are symptomatic of passive-defensive cultures where people are expected to please others and avoid conflicts (Human Synergistics, 1998). People’s desire to change the expectation that they avoid confrontations (see Table 4.2) implies that there may be significant levels of unresolved conflict in some sections of the organization. The data indicates however, that in some areas there is an expectation that conflicts should be resolved constructively with 49% of OCI respondents stating that they are expected to do this to at least a moderate extent.

Formal systems have been established for some types of communication. An example is the system for recording and storing client information. Up to date client records are essential for providing continuity of care because they inform staff working on different
shifts about clients' requirements. However, the system's objectives are not being achieved because records are not kept up to date. There appears to be a number of reasons for this including systems issues (eg no computer equipment in houses at the main site, section 4.5.3), an attitude amongst staff that record keeping is not an essential task of client care (don't have time to complete paper work, section 4.5.3) and the relatively low value placed on written communication within the current culture (section 4.6.4).

In addition, the focus group stated that the communication they receive is valued. This implies that communication initiatives are likely to be well received (section 4.6.4). Staff indicated that they have a preference for communication that is:

- Clear (we value black and white statements about events, section 4.5.4);
- Up to date (section 4.6.4);
- Face to face (The messages of body language are valued more than verbal messages, which are valued more than written messages) (section 4.6.4).

The implication is that Panorama's leaders can most effectively communicate the behavioural norms, values and basic assumptions of the desired culture by modelling them. This accords with research indicating that during times of cultural change, employees are convinced to change because of what they observe leaders doing, not because of what they are saying (Deal and Kennedy, 1982; Kotter and Heskett, 1992; Mainelli, 1992; Macdonald, 1994).

**Negative Basic Assumptions**

Panorama's basic assumptions concerning its clients and staff are the basis of its current culture (Schein, 1992).

The basic assumptions viewing Panorama's clients as dependent, and sometimes dangerous, people who should be kept apart from the wider community for the protection of both the community and clients, accord with Wolfensberger's conclusions.
about the human services system (1989). These types of assumptions support his view that the unstated and unconscious function of the human services system, is to create a culture that produces unproductive services and dependent clients, in order to create employment for the experts who work with them (section 2.5).

Assumptions that staff do not have credibility until they have coped with difficult or dangerous situations involving clients also reinforce the current culture (section 4.5.5). The initiation rite of being assaulted by a client, and reports that dangerous situations are allowed to escalate to see how staff directly involved react, are behavioural outcomes of this assumption (section 4.5.3). The initiation reinforces the culture by solving problems of internal integration and sends clear messages to new staff members that toughness is highly valued, keeping up appearances is vital and support from other staff members should not be expected (sections 4.5.3 and 4.5.4) (Schein, 1992).

The norms of the Avoidance, Oppositional and Conventional styles that are prevalent in Panorama’s culture are the behavioural outcomes of these assumptions (reported in section 4.5.1, summarized in section 5.2 and discussed in detail in section 5.3.1). The consequence is an overarching style of culture that is passive defensive (section 4.2).

The implication is that Panorama’s culture will not change unless the assumptions on which it is based cease to be part of it (Schein, 1992).

5.3.2 Positive Aspects of the Culture

A number of positive behavioural norms, values, basic assumptions and thinking styles were identified when answering the question “What are the positive aspects of Panorama’s culture?”. This section discusses these findings, and the implications for performance.
Positive Behavioural Norms

The behavioural norms of “involving others in decisions affecting them”, “showing concern for the needs of others”, “giving positive rewards to others”, “resolving conflicts constructively” and “helping others grow and develop”, that are part of Panorama’s Humanistic-Encouraging style of culture, are compatible with the cultural characteristics of employee involvement, trust and support that are observed in high performance cultures (Denison and Mishra, 1995; Kotter and Heskett, 1992).

However, the behavioural norms of the Humanistic-Encouraging style are far less prevalent in the culture than those of the Avoidance, Oppositional and Conventional styles. The difference is very significant with the Avoidance and Oppositional styles both scoring 65%, and the Humanistic-Encouraging style having a 20% lower score of 45%. In fact, this score falls below the 50% percentile, indicating that there is a relatively weak expectation that people behave in this way (Human Synergistics, 1998). It is interesting to note that a human services organization has such a low score for this style, and that scores for other constructive styles were even lower.

Positive Thinking Styles

This study identified positive thinking styles in the areas of satisfaction, customer service and personal commitment to customer service.

More than 50% of staff are satisfied working for the organization (section 4.6.2) and 50% of staff would recommend Panorama as a good place for people like themselves to work (section 4.6.2). This indicates that approximately half of the workforce feels comfortable in the current culture and implies that there may be some resistance to initiatives that change it.

While approximately half of the respondents believe that the organization responds effectively to the changing needs of its clients and that Panorama has a reputation for superior customer service, half of the respondents stated that this is not the case.
Furthermore, of those who believe the organization is responsive, 33% reported that the organization responds to changing customer needs "to a moderate extent". These responses imply that there may be opportunities to improve services by re-evaluating the needs of customers and, where necessary, re-aligning services to meet current needs.

A high percentage of staff (93%) would go out of their way to ensure clients feel good about services. This very high degree of commitment to meeting clients' needs is a positive characteristic on which cultural enhancements can be based.

*Positive Values*

The ability of staff to communicate effectively with Panorama's clients is an aspect of the culture that can be built to bring about positive cultural changes (section 4.6.3). The reported efforts of staff to identify clients' needs is an example of their commitment to providing quality services (section 4.6.2 and 4.6.3). Furthermore, it shows that staff have skills that can be built on to overcome the communication problems discussed in the previous section.

The attempts by some staff to stop protecting clients and allowing them to face the consequences of their actions indicates that in certain areas of the organization there is a move away from the negative style of culture that creates dependent clients (Wolfensberger, 1989). It is also an example of how a positive behavioural norm of "helping others grow and develop" (section 4.6.1) translates into daily working life.

Managing time through routines developed by people rather than in response to nature, is an example of how Panorama's culture has changed over the last decade. The group considered this to be a positive change as client needs are used as the criteria for determining how time is managed (section 4.6.3). The group also commented that client needs were met most effectively when houses established routines but that this was not standard practice in all houses.
Positive Basic Assumption

This study found that Panorama has one positive basic assumption, that is, people with intellectual disabilities need support to participate in the community.

This positive basic assumption describes a way of thinking that is outward looking, where clients are supported in order to participate in the community. Participation in the community implies that clients have a life outside of, and in some ways independent from, Panorama. Thus the way of thinking that is needed to shift the culture away from viewing clients as being dependent and needing to be kept apart from the community, is there to be nurtured in the current culture (Schein, 1992).

5.3.3 Is the Culture of the Leaders Different to That of Other Employees?

The leaders’ response to the OCI suggests that their culture is different to that of other employees. Panorama’s leaders believe they have a Constructive culture with a primary style that is Humanistic-Encouraging and a secondary style that is Affiliative. This is illustrated in Figure 4.2. (The behavioural norms of the Humanistic-Encouraging and Affiliative styles can be found in Appendix Three).

Given the findings of the OCI in respect to the leaders’ culture, and that the behavioural norms, values and assumptions modelled by leaders have a significant impact on an organization’s culture, it is reasonable to expect that the Humanistic-Encouraging style and the Affiliative style would be strong within Panorama’s overall culture (Schein, 1992; Bate, 1994; Labovitz and Rosansky, 1997; Deal and Kennedy, 1982; Kotter and Heskett 1992; Mainelli, 1992; Macdonald, 1994. A comparison of Figures 4.1 and 4.2 indicate that the leaders’ culture is having a positive influence over the organization’s culture. Panorama’s overall culture (Figure 4.1) is more positive than the culture of employees who are not leaders (Figure 4.2). However, the Humanistic-Encouraging and Affiliative styles (primary and secondary styles of the leaders) are relatively weak in the overall culture (Figure 4.1). The Humanistic-Encouraging style is the fourth strongest (score of 45%) and the Affiliative style is the equal seventh (score of 25%)
indicating that the behavioural norms of these styles are relatively weak within the overall culture.

Furthermore, statements made by the focus group contrast strongly with the leaders' perception of their culture. The focus group stated that leaders do not value the rights of other people to be treated with respect or dignity and that protecting clients is valued more than communicating with them (section 4.8.2). These behaviours are very different to the behaviours observed in Humanistic-Encouraging and Affiliative styles of culture.

The low level of Humanistic-Encouraging and Affiliative behavioural norms in Panorama’s culture and the comments of the focus group suggest that the picture of the leaders’ culture generated from the OCI has limitations (Figure 4.2 and Appendix Three). There are several reasons for this. Firstly, relying on one data source to form conclusions has limitations because of the biases associated with all methods of data collection (Sekaran, 1992). Secondly, in subsequent discussions with the leadership group, one leader stated that they answered questions on the OCI from the perspective of what they would prefer the culture to be, rather than what it currently is. This may have skewed the data given that the leaders’ cultural profile was developed using responses from only five people².

**Culture and Strategy**

An important issue to emerge from this study is that staff report they lack direction.

At the time this research was conducted, Panorama did not have a mission, vision, objectives or documented operational plan³. This approach to strategy contrasts sharply with that of high performing organizations where a sense of mission and long term vision is very evident (Denison and Mishra, 1995).

² This is the total number of Managers and Co-ordinators employed at Panorama.
³ This is no longer the case. Strategic and operational plans have been developed and implemented.
This lack of strategy provides an example of how culture influences strategy. There is no value placed on the long term in Panorama’s current culture (section 4.8.2). Consequently the leaders who were part of this culture appear to have developed “schematic myopia” and did not set strategic goals to ensure the organization would continue providing appropriate services and remain viable (Harris, in Bate 1994).

Finally, consistency is a key characteristic of high performing cultures (Denison and Mishra, 1995), however, at Panorama a significant number of staff (40%) are receiving inconsistent messages concerning what is expected of them in their daily working life. This implies that policies and procedures may need to be reviewed to ensure consistency and that a training or communication program may be needed to communicate expectations to staff.

5.3.4 Preferred Culture

A comparison of the results of the OCI and OCI – Preferred Culture indicates that there is a clear gap between the current culture and the culture people would prefer to work in. The OCI Preferred Culture scores indicate that people would overwhelmingly prefer to be working in a Constructive style of culture, with the average scores in this cluster being 89%. Currently behavioural norms of the constructive styles are relatively weak and the norms of the Passive/Defensive styles are dominant.

It is interesting to note, given the stated preference for a Constructive style of culture and its associated behavioural norms, that only three out of the ten norms that people want to be more prevalent in the culture, are from the Constructive cluster. These three are “encouraging others”, “being concerned about their own growth” and “giving positive rewards to others” (Table 4.2).

The OCI – Preferred Culture indicated that people would prefer that the expectation that they “point out flaws” (Oppositional style) became stronger in the culture (Table 4.2).

4 The reader is referred to Table 4.1 for a summary of the behavioural norms of the Constructive styles and Appendix Three for a summary of the behavioural norms of all styles.
4.2). They would also prefer that the expectation that they “not rock the boat” and “avoid confrontations” be reduced (Conventional style) (Table 4.2). These behaviours are not normally associated with a Constructive, high performing cultures. However, these findings imply that there is a significant level of unresolved conflict in the organization. These conflicts must be addressed in order to develop a more positive culture (Human Synergistics, 1998).

It is also clear that people would prefer to be less dependent in their working life. This is indicated by the fact that people would prefer that the expectations of accepting “goals without questioning them” and following “orders even when they are wrong” become less strong. Closely related to this is peoples’ desire that the expectation of fitting “into the mould” be reduced. These behaviours are observed in poorly performing organizations that value control and compliance (Kotter and Heskett, 1992; Bate 1994).

**Values of the Preferred Culture**

Discussions about positive values expressed in relation to staff and client issues have been included in this section rather than section 5.3.2, as they are either not translated into observable behaviours, or conflict with basic assumptions. These values are therefore considered to describe the preferred rather than the actual culture.

There is a discrepancy between espoused values concerning communication and the reality. The focus group stated that communication systems are valued, yet few systems have been established and those that exist do not achieve their objectives (section 4.5.3). Closing the gap between the espoused values and reality of communication at Panorama would greatly improve the culture and actions that can be taken to achieve this have already been outlined in section 5.3.1. While some of the factors that contribute to the gap between the espoused values and reality have been identified in this study, further research is needed to identify other factors that may be contributing to this problem.
The positive values outlined in section 4.6.4 describe people who are involved in their work, take responsibility for their actions and support each other. They provide a stark contrast to the current behavioural norms. In the current culture people avoid getting involved, avoid making decisions, and oppose rather than support each other (section 4.5.1).

These positive values are, however, consistent with the organization’s preferred style of culture, Humanistic-Encouraging. In this style people “show concern for the needs of others”, are “supportive”, give each other “positive rewards” and are encouraged to “think for themselves” (Human Synergistics, 1998). These are also behaviours associated with high performance (Denison and Mishra, 1995; Kotter and Heskett, 1992). Given this, nurturing the preferred culture until it becomes the actual culture will benefit the organization by developing a more positive, performance enhancing culture. Efforts to nurture the preferred culture are likely to be well received by many employees, given the stated preference for, and value placed on, working this way.

Values expressed in relation to clients emphasize independence, growth and opportunity. However, there are indications that services are not delivered in ways that allow these values to be realized. For example, client profiles and Independent Program Plans (IPP) are not kept up to date (section 4.5.3). These profiles and plans document the actions to be taken and the services to be provided that enable clients to live as independently as possible. When they are not kept up to date the services provided to clients may not achieve the objectives of appropriate levels of client independence. In addition, the lack of meaningful daytime activities offered to clients provides further evidence that these values are not being translated into service outcomes (section 4.5.3).

There appear to be two important factors contributing to the fact that espoused values are not translated into observable behaviours or artifacts. These are the isolation of the main site and the negative basic assumptions that view clients as being dependent (Schein, 1992; Sections 1.3.1 and 4.5.6). Efforts to improve client services, and to translate espoused values into observable outcomes, are likely to fail while Panorama
continues to provide services at the main site and the negative basic assumptions remain dominant within the culture (Schein, 1992). The first issue will be resolved when all clients are moved into suburban houses over the next two years. The second can be resolved by encouraging the positive basic assumption of the culture.

5.4 What Are The Implications Of The Study’s Findings For The Future Of The Program?

In order to answer the question “What are the implications of the study’s findings for the future of the program?” quantitative and qualitative data were gathered about Panorama’s current and preferred cultures. This was used to develop an understanding of the current culture and assess its implications for the future. This is the first step taken when an organization’s leaders believe the culture is impacting negatively on outcomes and a change program may be necessary (Bate, 1994; Mainelli, 1992).

The data indicates that Panorama’s culture is predominately negative and has many characteristics observed in the cultures of poorly performing organizations. In addition, there is a distinct gap between the current culture and the culture that people would prefer to be working in. If Panorama is to develop a culture with characteristics associated with high performance, and that is more closely aligned with the preferred culture, then a culture change program may be needed.

Issues identified by this study, that it would be beneficial to consider if a change program is implemented, are discussed below.

Culture and Leadership

Culture change programs begin with leaders. Leaders create culture (Schein, 1992; Bate, 1994; Labovitz and Rosansky, 1997). They have a responsibility to define the desired culture of the organization as part of the strategic management process. Lack of

5 In this study, Panorama’s leaders were defined as managers and co-ordinators.
strategic direction was identified as an issue in this study (section 4.8.1), however, strategic and operational plans have been developed and implemented since the research was carried out. This should lead to an improvement in performance as a shared sense of mission and vision are a key elements of the cultures of high performing organizations (Denison and Mishra, 1995).

Leaders also have a responsibility to ensure the culture is compatible with strategic directions. This is essential as a culture that is incompatible with strategic directions has the potential to exert a stronger influence over performance than the formal management system (Kotter and Heskett, 1992). Failure to address cultural issues as part of the planning process may result in the current culture remaining the “strategy in use” (Hennestad in Bate, 1994, p 23).

This study can assist Panorama’s leaders to define a desired culture by providing them with information about both the current and preferred cultures. Cultural enhancements can be based on the norms and values of the preferred culture and the positive behaviours, values, thinking styles and assumption of the current culture.

**Communicating and Reinforcing Cultural Expectations**

Cultures are communicated most effectively when the desired behavioural norms, values and basic assumptions are modelled by leaders (Deal and Kennedy, 1982; Kotter and Heskett, 1992; Mainelli, 1992; Macdonald, 1994). The desired culture must be modelled by leaders at all levels of the organization. The honesty, integrity and consistency of supervisors is critical to any change process because the relationship between a supervisor and employee has the greatest influence on an employee’s interpretation of change (Tamkin, Barber and Dench, 1997).

It is challenging for leaders to rely on modelling as a primary form of communication. However, this is a challenge that Panorama’s leaders are advised to consider, as the data indicates that staff and leaders may have different perceptions of the behaviours currently modelled by leaders (discussed previously in this section). In addition, staff
indicated that they place a higher value on the messages they observe than, those that are spoken or written (section 4.6.4).

Nevertheless, it is important to ensure that written policies, procedures and plans are compatible with, and consistently communicate, the desired culture because consistency is a cultural characteristic of high performing organizations (Mainelli, 1992; Denison and Mishra, 1995). A review of policies procedures and plans should be considered as part of any change program implemented because inconsistent expectations were identified as an issue by this study (section 4.5.2). As part of this review, it is recommended that consideration be given to implementing client focused routines in all houses, ensuring all staff allow clients to face the consequences of their actions (unless very dangerous) and providing all clients with meaningful activities, in order to nurture positive aspects of the culture.

Cultural expectations are also communicated through an organization’s human resource management system. The system includes recruitment and selection processes, job descriptions, performance appraisal and reward systems, and training and development opportunities provided to staff. Culture can also be reinforced through these mechanisms. The human resource management system may need to be reviewed as part of a cultural change program to ensure it is consistent with the desired culture.

If Panorama implements this review consideration should be given to the following:

- Nurturing desirable aspects of the current culture, such as the behavioural norms of the Humanistic-Encouraging style (also preferred style of culture) and the positive basic assumption, by stating that these are behavioural expectations on job descriptions, and during performance appraisal interviews and training programs (particularly induction and orientation programs);

- Using the formal induction and orientation programs to provide an official, and positive, rite of passage to replace the unofficial ceremony of being assaulted by a client;
• Providing appropriate rewards and recognition for people who behave in ways compatible with the desired culture, for example, those who keep client records up to date, people who consistently work in ways that encourage client independence and those who think and act strategically.

Staff Issues

The trusting and supportive environments that are observed in high performing organizations cannot develop in workplaces where staff do not have opportunities to communicate and develop trusting relationships, or where there is unresolved conflict (Kotter and Heskett, 1992). These issues were found to be of concern to staff at Panorama and should be addressed if a change program is implemented.

Staff indicated that communication between different houses and programs is poor because people lack opportunities to meet others from other workgroups (section 4.5.3). However, gossip is highly valued but has a negative impact on the culture (sections 4.5.4). Consideration should be given to providing opportunities for staff from different areas to meet together and communicate in positive ways. As trusting relationships develop the negative effects of gossip are likely to diminish.

Staff also reported that communication in some work groups is poor and in some areas there are high levels of unresolved conflict (section 4.5.3). These high levels of conflict may be due in part to strong expectations that people “not rock the boat”, “avoid confrontations” “accept goals without questioning them”, “follow orders even when they are wrong”, “fit into the mould” and not “point out flaws”. These expectations are concerning to staff and they have indicated they would prefer them to be less strong in the culture (section 4.9). Consideration should be given to the follow suggestions for addressing these issues:
• Reducing expectations that staff behave in the ways outlined in the previous paragraph while simultaneously encouraging them to confront issues and resolve them in positive ways;

• Ensuring staff have the skills needed to positively resolve conflicts and problems by providing appropriate training programs;

• Implementing staff meetings in all workgroups to facilitate communication and provide a forum for problem solving and conflict resolution (some workgroups do not hold these meetings).

**Client Records**

The poor standard of client record keeping has been recognized as a problem by Panorama, hence this was the organizational issue discussed by the focus group. This study found the issue has a cultural dimension. The system relies on information being recorded in writing and written communication is not highly valued in the current culture (section 4.6.4). Attempts to address the problem will therefore impact on the culture by elevating the importance placed on written communication, and may meet with some resistance (section 4.6.4) (Kotter and Heskett, 1992).

Strengthening the positive basic assumption within the culture will help to overcome resistance because accurate records are essential for assisting clients to live independently. In addition, rewarding people who diligently keep client records up to date would encourage behaviour changes and facilitate the cultural transition (Schneider and Rentsch, 1988; Whiteley, 1995).

**General Comments**

If a culture change program is implemented, positive characteristics of Panorama’s current culture should be nurtured so they become stronger (Schein, 1992). Nurturing involves clearly communicating expectations through policies and procedures.
documents, the human resource management system, and rewarding people for meeting the expectations, as explained in *Communicating and Reinforcing Cultural Expectations*. Negative aspects of the culture should be left to die a natural death caused by lack of attention.

Particular attention should be given to nurturing the positive basic assumption that people who have intellectual disabilities need support to participate in the community (section 4.6.5). Encouraging staff to continually assess services, and the way in which they are provided, against the criterion of whether their actions increase clients' independence and participation in the community, (either directly or indirectly), will reinforce this positive aspect of the culture. Implementing policies and procedures to ensure all staff allow clients to take responsibility for their own behaviour, is another aspect of the culture that can be built on to promote client independence and strengthen the positive basic assumption (section 4.6.3)6. In addition, the focus group suggested ways to nurture the positive basic assumption and it is recommended that their suggestions be considered if a change program is implemented (section 4.6.6).

The high degree of personal commitment to providing quality services and the reported efforts of staff to communicate with clients and ensure their needs are understood, are positive aspects of the current culture that should be acknowledged and encouraged (sections 4.6.2 and 4.6.3).

Finally, nurturing the behavioural norms of the Humanistic-Encouraging style, which is the organization’s preferred culture, will also enhance the culture. While these behavioural norms are a part of the current culture, at present they are overpowered by negative behavioural norms and will require a great deal of encouragement in order to thrive.

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6 The focus group reported that staff are not acting consistently with regard to this issue.
5.5 LIMITATIONS

This study has a number of limitations.

The limited time available to run the focus group (six and a half hours) left insufficient time for the group to review data concerning its artifacts and values. Consequently the researcher categorized artifacts and values as positive or negative. A deeper understanding of the culture may have been arrived at if the focus group had had the opportunity to review and discuss the data, and perform this task. In addition, the researcher has spent a very limited amount of time at Panorama and some subtle aspects of the culture may not have been identified.

Finally, only one program in one not-for-profit human services organization was studied. While the study provides useful information for the auspicing organization and sector, the findings cannot be generalized to other programs and organizations.

5.6 IMPLICATIONS FOR THE BODY OF KNOWLEDGE

This study has found that many of the basic assumptions of Panorama’s culture are incompatible with the organization’s stated values and compatible with its behavioural norms. These findings confirm Schein’s (1992) conclusions that basic assumptions are the foundation of an organization’s culture and highlight the importance of undertaking research to identify these assumptions when seeking to understand culture.

This study also found that Panorama’s style of culture is negative and that many of the organization’s behavioural norms are associated with poor performance. Further research is needed to determine whether similar cultural styles and behavioural norms are common throughout the not-for-profit human services sector, and to assess the implications for performance and service delivery.

The OCI and OCI – Preferred Culture were found to be suitable instruments for analyzing culture in the not-for-profit human services sector. The graphical
presentation of information is of particular benefit because operational managers are able to easily understand research findings presented in this way. This is important in a sector that has few resources to employ specialist human resource practitioners to analyze, interpret and report research findings, and to address strategic issues such as the impact of culture on organizational performance and service delivery.

The OCI's ability to identify sub cultures can greatly benefit researchers and managers seeking to understand an organization's culture and address the operational implications. Sub-cultural differences highlighted by the OCI can be further investigated to verify and assess their significance and determine the reasons for their existence. Thus, factors that create the culture are identified. These factors must be understood in order to address the operational impacts of a culture.

Further research is needed to assess the impact that the lack of resources available to address strategic issues, including cultural issues, has on service delivery in the not-for-profit human services sector. Particular attention should be given to determining whether this sector can continue providing effective services in an increasingly competitive and demanding environment if these issues are not addressed.

Additional research could be conducted at Skyline in a number of areas. A more extensive study could be undertaken to identify Skyline's cultural style. At Panorama, further research could be conducted in three areas. In the short term an investigation to determine whether the culture of leaders differs significantly to that of other employees, and the reasons for any differences, would be beneficial. This research may identify additional ways to enhance the culture. Further research is also needed to determine why a number of Panorama's positive espoused values are not translated into behavioural outcomes. Finally, in the medium term, say three to five years, it would be beneficial to repeat this study to evaluate the effectiveness of actions taken to enhance the culture.
REFERENCES


Panorama’s Program Manager. 1996. *Presentation to Skyline’s Annual General Meeting*, Skyline, Melbourne.

Panorama’s Program Manager. 1999. Interview conducted 1 April 1999.


Skyline. *Do Care - People Caring for People*, Skyline, Melbourne.

Skyline. *Friends for Older People*, Skyline, Melbourne.


Skyline. *Men... Need to Talk? We'll Listen*, Skyline, Melbourne.


Denison and Mishra completed comprehensive case studies of five organizations during the initial stage of their investigation. As a result of this research, they developed hypotheses that the following cultural characteristics have a positive impact on the effectiveness of organizations:

- Employee involvement
- Consistency (the degree of normative integration of employees)
- Adaptability (the capacity for internal change in response to external conditions)
- Sense of mission and long term vision

Their hypotheses were tested by surveying top executives in 764 companies and gathering information to measure the relationship between the four culture traits and measures of organizational effectiveness. These included subjective measures such as asking the respondents to compare their own organization’s effectiveness to similar organizations in the same industry, and the non-subjective measures of return on assets and sales growth.

The study concluded that culture influences the effectiveness of an organization and that:

- Involvement and adaptability were strong predictors of growth;
- Consistency and mission were predictors of profitability;
- All four traits were significant predictors of other effectiveness criteria including quality, employee satisfaction and overall performance;
- All four characteristics were strong predictors of subjectively rated effectiveness criteria for all organizations regardless of their size;
- The four traits were only strong predictors for return on assets and sales growth of larger firms.

1 The five organizations studied were Medtronic, which produces cardiac pacemakers, People Express Airlines, Detroit Edison, a power company, Procter and Gamble, a consumer products producer and the Texas Commerce Brancshares bank.
Kotter and Heskett (1992) conducted a series of studies investigating the relationship between culture and long term performance. Kotter and Heskett hypothesised that organizations with cultures that place equal emphasis on meeting the needs of employees, customers and stock holders and value leadership at all levels of the organization, will out perform organizations with cultures lacking these characteristics. They tested this hypothesis by comparing the financial performance of organizations with these cultural characteristics (group one), to organizations that do not (group two), over a twelve year period. The results of this comparison are outlined in Table 1:

Table Appendix1.1 - Comparison of Performance Group One and Group Two Cos

<table>
<thead>
<tr>
<th>Business Results</th>
<th>Group One</th>
<th>Group Two</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average increase in revenue</td>
<td>682%</td>
<td>166%</td>
</tr>
<tr>
<td>Increase in workforce</td>
<td>282%</td>
<td>36%</td>
</tr>
<tr>
<td>Increase in stock prices</td>
<td>901%</td>
<td>74%</td>
</tr>
<tr>
<td>Improvement in net income</td>
<td>756%</td>
<td>1%</td>
</tr>
</tbody>
</table>

(Kotter and Heskett, 1992, p 11).

Thus organizations with these cultural characteristics consistently outperform organizations that do not. Kotter and Heskett concluded that culture has a very significant impact on the performance of an organization.

Similar to Denison and Mishra, Kotter and Heskett also found a relationship between the cultural trait of adaptability and the performance of organizations. Kotter and Heskett (1992) describe an adaptive culture as being risk taking, trusting, taking a proactive approach to organizational life, and having staff who support each other, share a feeling of confidence, are enthusiastic and receptive to change and innovation.
Kotter and Heskett (1992) concluded that culture can exert an influence on both individual and organizational performance which is stronger than the influence of strategy, organizational structure, management systems, financial analysis tools and leadership.
Organisational Culture Inventory

OCI

Strengthening Organisations
Through
Individual Effectiveness
Organisational Culture Inventory

Every organisation has its own culture and set of expectations for its members. For example, some organisations are “competitive” and members feel that they must out-perform one another; other organisations are “cooperative” and members are more likely to feel they should work together as a team.

This inventory presents a list of 96 statements which describe some of the behaviours and “personal styles” that might be expected or implicitly required of members of organisations. Please read each statement and indicate the extent to which the behaviour described helps people to “fit in” and meet expectations in your organisation.

When responding to the statements, you might find it helpful to consider the behaviours expected by, and rewarded by, people in higher positions. Please keep in mind that all the statements refer to the way people within your organisation are expected to deal with one another rather than with people external to the organisation.

Instructions:

Please think about what it takes for you and people like yourself (eg, your co-workers, people in similar positions) to “fit in” and meet expectations in your organisation. Then, using the response options below, indicate the extent to which each of the behaviours listed on the following pages is expected.

(Use a PENCIL to fill in the appropriate circle when answering).

1. Not at all
2. To a slight extent
3. To a moderate extent
4. To a great extent
5. To a very great extent

Your answers are confidential. They will be computer scored, combined with the responses of others, and summarised in group profiles to be used exclusively for organisational change and development purposes. No individual responses will be reported.

Important directions for marking answers:

1. Please USE PENCIL (The computer reads pencil marks only).
2. DO NOT use ink or ballpoint pens.
3. Please make heavy black marks.
4. Please erase cleanly any answers you wish to change.
5. Please make no stray marks on the answer sheet.
6. Please make only one response per question.
**To what extent are people expected or implicitly required to...?**

<table>
<thead>
<tr>
<th>Behavior</th>
<th>1: Not at all</th>
<th>2: To a slight extent</th>
<th>3: To a moderate extent</th>
<th>4: To a great extent</th>
<th>5: To a very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Point out flaws</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Show concern for the needs of others</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Involve subordinates in decisions affecting them</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Resolve conflicts constructively</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Be supportive of others</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Do things for the approval of others</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Go along with others</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Win against others</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Work to achieve self-set goals</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Accept goals without questioning them</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Never challenge superiors</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Do what is expected</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Oppose new ideas</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Help others to grow and develop</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Give positive rewards to others</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Agree with everyone</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Stay conscious of fashion</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Make sure they are accepted by others</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Be seen and noticed</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Explore alternatives before acting</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Take on challenging tasks</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Be a good follower</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Please those in positions of authority</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Be hard to impress</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

*Please move on to next column*
To what extent are people expected or implicitly required to...?

| Cooperate with others | Deal with others in a friendly, pleasant way | Think in terms of the group's satisfaction | Personally take care of every detail | Not "rock the boat" | Avoid confrontations | Make a "good impression" | Conform | Be non-committal | Make "popular" rather than necessary decisions | Take few chances | Emphasise quality over quantity | Use good human relations skills | Treat people as more important than things | Use the authority of their position | Never make a mistake | Treat rules as more important than ideas | Lie low when things get tough | Never be the one blamed for problems | Be concerned about their own growth | Resist conformity | Motivate others with friendliness | Be open, warm | Stay on the offensive | Build up their power base | Personally run everything | Set unrealistically high goals | Be precise...even when it's unnecessary | Keep on top of everything | Always follow policies and practices | Cast aside solutions that seem different or risky | Not get involved | Wait for others to act first | Be spontaneous | Be tactful | Act forceful | Play "politics" to gain influence | Be hard, tough | Maintain unquestioned authority | Do things perfectly | Appear competent and independent | Persist, endure | Fit into the "mould" | Push decisions upward | Be open about self | Enjoy their work | Think in unique and independent ways | Maintain their personal integrity |
|-----------------------|---------------------------------------------|---------------------------------------------|----------------------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------------------------------|-------------------|-------------------|----------------------|----------------------|----------------------|--------------------|-------------------|-----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

Please move on to next column
The following questions focus on your organisation and how you feel about working there.

1. Do you clearly know what is expected of you as a member of this organisation? [1-5]
2. Do you receive inconsistent messages regarding what is expected? [1-5]
3. Do you feel you comfortably "fit in" as a member of this organisation? [1-5]
4. Does your job require you to think and behave differently than would otherwise be the case? [1-5]
5. Would you personally go out of your way to make sure a customer/client feels good about the service you've provided? [1-5]
6. Are you satisfied being a member of this organisation? [1-5]
7. Does the organisation respond effectively to the changing needs of its customers/clients? [1-5]
8. Do you expect to be with this organisation two years from now? [1-5]
9. Do you believe the organisation will get repeat business from its present customers/clients? [1-5]
10. Does your organisation have a reputation for superior customer service? [1-5]
11. Would you recommend this organisation to someone like yourself as a good place to work? [1-5]
12. Would you recommend this organisation to potential customers/clients seeking the products or services it offers? [1-5]

If you received a supplementary survey, please use the space below to record your responses. If you did not receive a supplementary survey, please go on to the next page.

More questions on the next page: please continue
Please respond to the items on this page. The information you provide will be used to identify trends across groups (and to support our ongoing research effort). Your responses will be treated with the strictest confidentiality. Select only one response per question. If two or more responses seem relevant, fill in the most appropriate response (please do not tick).

**AGE**
- Under 20
- 20 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 or over

**SEX**
- Female
- Male

**SALARY (Annual)**
- $15,000 or Less
- $15,001 to $20,000
- $20,001 to $30,000
- $30,001 to $45,000
- $45,001 to $60,000
- $60,001 to $75,000
- $75,001 to $90,000
- $90,001 Plus

**EDUCATION (fill in highest level)**
- High School
- Some Post Secondary
- Associate's/Technical Degree
- Bachelor's Degree
- Some Graduate Work
- Master's Degree
- Doctoral Degree
- Other

**NATIONALITY**
- American (US)
- Australian
- British
- Chinese
- Filipino
- Hong Kong
- Indian
- Indonesian
- Japanese
- Korean
- Malayan
- Malay
- Philippine
- Polynesian
- Sudanese
- Thai
- Other

**LOCATION**
- Australia
- China
- Hong Kong
- Indonesia
- Japan
- India
- Malaysia
- New Zealand
- Philippines
- Singapore
- South Korea
- Taiwan
- Thailand
- Other

**ETHNIC GROUP**
- Aboriginal and/or Torres Strait Islander
- Caucasian
- Chinese
- Indian
- Indonesian
- Japanese
- Javanese
- Korean
- Maori
- Malay
- Philippine
- Polynesian
- Sudanese
- Thai
- Other

**ORGANISATIONAL LEVEL**
- Non-management
- Line management
- Middle management
- Senior management
- Executive/Senior Vice President
- CEO/President
- Owner

**YEARS WITH ORGANISATION**
- Less than 6 months
- 6 months to 1 year
- 1 to 2 years
- 2 to 4 years
- 4 to 6 years
- 6 to 10 years
- 10 to 15 years
- more than 15 years
Thank you for completing the OCI.

Please return your completed inventory as instructed.

If you have any questions about this inventory please call Human Synergistics:

Australia       61-2-9281 5999
New Zealand     64-4-385 6888
Organisational Culture Inventory - Preferred Culture

Every organisation has its own culture and set of expectations for its members. As people interact with co-workers and experience activities on the job, they become familiar with the beliefs, values and behaviours that are expected of members to fit into the organisation. This is known as the actual or current organisational culture.

Rather than assessing what is currently expected in your organisation, this inventory focuses on what you think the referred or “best place to work” culture might be. Therefore when responding to this inventory, think in terms of whether the behaviours listed would enhance members’ motivation and satisfaction, maximise the contributions of diverse groups and promote the achievement of organisational goals. Concentrate on what the “ideal” or preferred culture would be, not what is expected right now.

Instructions:

Please think about the behaviours that ideally should be expected and encouraged in your organisation to maximise its effectiveness. Then, using the response options below, indicate the extent to which the behaviours listed on the following pages should be expected in the preferred culture.

Use a PENCIL to fill in the appropriate circle when answering.

1. Not at all
2. To a slight extent
3. To a moderate extent
4. To a great extent
5. To a very great extent

Your answers are confidential. They will be computer scored, combined with the responses of others, and summarised in group profiles to be used exclusively for organisational change and development purposes. No individual responses will be reported.

Important directions for marking answers:

1. Please USE PENCIL (The computer reads pencil marks only).
2. DO NOT use ink or ballpoint pens.
3. Please make heavy black marks.
4. Please erase cleanly any answers you wish to change.
5. Please make no stray marks on the answer sheet.
6. Please make only one response per question.

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Research and development by Robert A Cooke, PhD and J Clayton Lafferty, PhD.
In your preferred culture, to what extent should people be expected to...?

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Not at all</th>
<th>Some of the time</th>
<th>Frequently</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>point out flaws</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>show concern for the needs of others</td>
<td></td>
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<tr>
<td>involve subordinates in decisions affecting them</td>
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<td></td>
<td></td>
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<tr>
<td>resolve conflicts constructively</td>
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<td></td>
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<tr>
<td>be supportive of others</td>
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<tr>
<td>do things for the approval of others</td>
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<tr>
<td>go along with others</td>
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<tr>
<td>win against others</td>
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<tr>
<td>work to achieve self-set goals</td>
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<tr>
<td>accept goals without questioning them</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>never challenge superiors</td>
<td></td>
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<td></td>
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<tr>
<td>do what is expected</td>
<td></td>
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<tr>
<td>oppose new ideas</td>
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<tr>
<td>help others to grow and develop</td>
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<tr>
<td>give positive rewards to others</td>
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<tr>
<td>agree with everyone</td>
<td></td>
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<tr>
<td>stay conscious of fashion</td>
<td></td>
<td></td>
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<tr>
<td>make sure they are accepted by others</td>
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<tr>
<td>be seen and noticed</td>
<td></td>
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</tr>
<tr>
<td>explore alternatives before acting</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>take on challenging tasks</td>
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<tr>
<td>be a good follower</td>
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<tr>
<td>please those in positions of authority</td>
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<tr>
<td>be hard to impress</td>
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<tr>
<td>look for mistakes</td>
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</tr>
<tr>
<td>oppose things indirectly</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>encourage others</td>
<td></td>
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<tr>
<td>back up those with the most authority</td>
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<tr>
<td>switch priorities to please others</td>
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<td></td>
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<tr>
<td>compete rather than cooperate</td>
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<tr>
<td>never appear to lose</td>
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<tr>
<td>set moderately difficult goals</td>
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<td></td>
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<tr>
<td>pursue a standard of excellence</td>
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<tr>
<td>work for the sense of accomplishment</td>
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<tr>
<td>follow orders...even when they're wrong</td>
<td></td>
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<tr>
<td>check decisions with superiors</td>
<td></td>
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<tr>
<td>question decisions made by others</td>
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<tr>
<td>remain aloof from the situation</td>
<td></td>
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<tr>
<td>refuse to accept criticism</td>
<td></td>
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<tr>
<td>help others think for themselves</td>
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<tr>
<td>be liked by everyone</td>
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<td></td>
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<tr>
<td>out-perform their peers</td>
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<tr>
<td>be a “winner”</td>
<td></td>
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<tr>
<td>maintain an image of superiority</td>
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<tr>
<td>turn the job into a contest</td>
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<tr>
<td>think ahead and plan</td>
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<td></td>
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<tr>
<td>take moderate risks</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>willingly obey orders</td>
<td></td>
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</tbody>
</table>
In your preferred culture, to what extent should you cooperate with others, deal with others in a friendly, pleasant way, think in terms of the group's satisfaction, personally take care of every detail, not "rock the boat," avoid confrontations, make a "good impression," conform, be non-committal, make "popular" rather than necessary decisions, take few chances, emphasise quality over quantity, use good human relations skills, treat people as more important than things, use the authority of their position, never make a mistake, treat rules as more important than ideas, lie low when things get tough, never be the one blamed for problems, be concerned about their own growth, resist conformity, motivate others with friendliness, be open, warm, stay on the offensive, build up their power base, personally run everything, set unrealistically high goals, be precise...even when it's unnecessary, keep on top of everything, always follow policies and practices, cast aside solutions that seem different or risky, not get involved, wait for others to act first, be spontaneous, be tactful, act forceful, play "politics" to gain influence, be hard, tough, maintain unquestioned authority, do things perfectly, appear competent and independent, persist, endure, fit into the "mould," push decisions upward, be open about self, enjoy their work, think in unique and independent ways, maintain their personal integrity.
Please respond to the following questions in terms of the type of culture and set of expectations that you just described as preferred for your organisation.

**To what extent would this type of culture...**

<table>
<thead>
<tr>
<th>Question</th>
<th>1. None at all</th>
<th>2. To a slight extent</th>
<th>3. To a moderate extent</th>
<th>4. To a great extent</th>
<th>5. To a very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>...enable you to develop your capabilities and maximise your contributions to the organisation?</td>
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<td>...enhance the quality of products/services offered by your organisation?</td>
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<td>...require people like yourself to work more efficiently and effectively?</td>
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<tr>
<td>...require members to develop better teamwork, communication and interpersonal skills?</td>
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<tr>
<td>...be consistent with the mission, philosophy and/or values of the organisation - as you understand them?</td>
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<tr>
<td>...be practicable and realistic for an organisation in the same industry (and operating in the same environment) as yours?</td>
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</tbody>
</table>

**And to what extent would movement toward this type of culture...**

<table>
<thead>
<tr>
<th>Question</th>
<th>1. None at all</th>
<th>2. To a slight extent</th>
<th>3. To a moderate extent</th>
<th>4. To a great extent</th>
<th>5. To a very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>...be feasible and attainable in your organisation?</td>
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<tr>
<td>...be supported by top-level management?</td>
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<td>...be supported by middle management?</td>
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<td>...be supported by non-managerial personnel?</td>
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<tr>
<td>...increase your commitment to the organisation?</td>
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</tr>
</tbody>
</table>

If you received a supplementary survey, please use the space below to record your responses.

If you did not receive a supplementary survey, please go on to the next page.

More questions on the next page: please continue... ⇒

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Research and development by Robert A Cooke, PhD and J Clayton Lafferty, PhD.
Please respond to the items on this page. The information you provide will be used to identify trends across groups (and to support our ongoing research effort). Your responses will be treated with the strictest confidentiality. Select only one response per question. If two or more responses seem relevant, fill in the most appropriate response (please do not tick).

AGE
○ Under 20
○ 20 - 29
○ 30 - 39
○ 40 - 49
○ 50 - 59
○ 60 or over

SEX
○ Female
○ Male

LOCATION
○ Australia
○ China
○ Hong Kong
○ Indonesia
○ Japan
○ India
○ Malaysia
○ New Zealand
○ Philippines
○ Singapore
○ South Korea
○ Taiwan
○ Thailand
○ Other

EDUCATION (fill in highest level)
○ High School
○ Some Post Secondary
○ Associate's/Technical Degree
○ Bachelor's Degree
○ Some Graduate Work
○ Master's Degree
○ Doctoral Degree
○ Other

ETHNIC GROUP
○ Caucasian
○ Chinese
○ Indian
○ Indonesian
○ Japanese
○ Javanese
○ Korean
○ Maori
○ Malay
○ Philippine
○ Polynesian
○ Sudanese
○ Thai
○ Other

NATIONALITY
○ American (US)
○ Australian
○ British
○ Chinese
○ Filipino
○ Hong Kong
○ Indian
○ Indonesian
○ Japanese
○ Korean
○ Malaysian
○ New Zealander
○ Singaporean
○ Taiwanese
○ Thai
○ Other

PROFESSION/OCCUPATION
○ Accounting
○ Advertising
○ Administrative staff
○ Assembly line
○ Consulting
○ Data processing
○ Direct labour (not assembly line)
○ Education
○ Engineering
○ Finance
○ Law
○ Management (general)
○ Management Information Systems
○ Marketing
○ Medicine
○ Nursing
○ Personnel/Training
○ Production
○ Public Relations
○ Purchasing
○ Research/Development
○ Sales
○ Secretarial/Clerical
○ Skilled trade
○ Social work/Psychology
○ Strategy/Policy
○ Student
○ Other

ORGANISATIONAL LEVEL
○ Non-management
○ Line management
○ Middle management
○ Senior management
○ Executive/Senior Vice President
○ CEO/President
○ Owner

YEARS WITH ORGANISATION
○ Less than 6 months
○ 6 months to 1 year
○ 1 to 2 years
○ 2 to 4 years
○ 4 to 6 years
○ 6 to 10 years
○ 10 to 15 years
○ more than 15 years

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Research and development by Robert A Cooke, PhD and J Clayton Lafferty, PhD.
Thank you for completing the Preferred OCI.

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If you have any questions about this inventory please call Human Synergistics:

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APPENDIX THREE

EXPLANATION OF OCI CULTURAL STYLES

Human Synergistics has defined three clusters of cultural styles, Constructive, Passive/Defensive and Aggressive/Defensive. Each of these is broken into four distinct styles giving a total of twelve cultural styles. Descriptions of these styles and their associated behavioural norms follow.

Constructive Cultures

In constructive cultures people are encouraged to interact with others and approach tasks in ways that enable them to realize their higher order satisfaction needs (Human Synergistics, 1998). The four constructive styles are, Achievement, Self-Actualizing, Humanistic-Encouraging and Affiliative.

Achievement

Organizations with Achievement cultures do things well (Human Synergistics, 1998). These cultures value people who set and achieve their own, realistic, goals that are designed to improve their performance. This is the most task-oriented of the four Constructive styles. Achievement cultures are effective because problems are solved appropriately, clients are served well and both the staff, and organization as a whole, have a healthy approach to work. Behavioural norms of this style are:

- Work to achieve self-set goals;
- Explore alternatives before acting;
- Take on challenging tasks;
- Set moderately difficult goals;
- Pursue a standard of excellence;
- Work for the sense of accomplishment;
- Think ahead and plan;
• Take moderate risks;
• Openly show enthusiasm;
• Know the business (Human Synergistics, 1998).

**Self-Actualizing**

Strong characteristics of self-actualizing cultures are that they value creativity, quality over quantity, and both task accomplishment and personal growth and development (Human Synergistics, 1998). This style encourages lateral thinking and is found in organizations that tend to be innovative, produce high quality goods and services and attract and retain outstanding employees. The behavioural norms of this style are:

• Emphasize quality over quantity;
• Be concerned about their own growth;
• Resist conformity;
• Be spontaneous;
• Do even simple tasks well;
• Communicate ideas;
• Be open about self;
• Maintain their personal integrity;
• Enjoy their work;
• Think in unique and independent ways (Human Synergistics, 1998).

**Humanistic-Encouraging**

Organizations with Humanistic-Encouraging cultures are managed in participative and person-centered ways (Human Synergistics, 1998). People who are part of these cultures are expected to be helpful and open to influence from other people. Humanistic-Encouraging cultures emphasize developing the knowledge and skills of other people. As the skills of those being coached improve, the coaches also improve their own understanding through “cognitive restructuring”. These cultures are effective and provide opportunities for staff to develop and be involved. People working in these
organizations report high levels of satisfaction and commitment to the organization. Humanistic-Encouraging cultures are effective for harnessing the potential of existing staff. The behavioural norms associated with this style are:

- Show concern for the needs of others;
- Involve others in decisions affecting them;
- Resolve conflicts constructively;
- Be supportive of others;
- Help others to grow and develop;
- Be a good listener;
- Give positive rewards to others;
- Take time with people;
- Encourage others;
- Help others think for themselves (Human Synergistics, 1998).

**Affiliative**

In Affiliative cultures positive interpersonal relationships are a high priority. People are expected to be sensitive to the satisfaction of their work group and be open and friendly. In Affiliative cultures people are encouraged to show honesty and commitment in communications and actions (Human Synergistics, 1998). The norms of this style are becoming increasingly important as organizations are placing greater emphasis on teamwork and self-management and as interdependence between tasks increases. Behavioural norms observed in Affiliative cultures are:

- Co-operate with others;
- Deal with others in a friendly, pleasant way;
- Think in terms of the group’s satisfaction;
- Show concern for people;
- Use good human relations skills;
- Treat people as more important than things,
• Share feelings and thoughts;
• Motivate others with friendliness;
• Be open, warm;
• Be tactful (Human Synergistics, 1998).

**Passive/Defensive Cultures**

In organizations with Passive/Defensive cultures there is an expectation that people interact with others in ways that will not threaten their own security (Human Synergistics, 1998). The cultural styles in the Passive/Defensive cluster are Approval, Conventional, Dependent, and Avoidance.

**Approval**

Agreeing with, gaining the approval of and being liked by others are characteristics observed in Approval cultures (Human Synergistics, 1998). In this culture interpersonal relationships are pleasant at a superficial level, and conflicts are avoided. In Approval cultures people reach consensus in order to be accepted but lack personal commitment to the decision. Organizational effectiveness can be affected because people do not express opinions or ideas and are reluctant to differ. Behavioural norms associated with this style are:

• Stay on people’s good side;
• Be a “nice guy”;
• Do things for the approval of others;
• “Go along” with others;
• Agree with everyone;
• Stay conscious of fashion;
• Make sure they are accepted by others;
• Back up those with the most authority;
• Switch priorities to please others;
• Be liked by everyone (Human Synergistics, 1998).
**Conventional**

People working in a Conventional culture are expected to conform, follow the rules and make a good impression (Human Synergistics, 1998). These cultures are conservative, traditional and bureaucratically controlled. Conventional cultures emphasize the importance of rules, procedures and traditions which staff are expected to follow regardless of their relevance, appropriateness or effectiveness. This culture encourages people to be followers and discourages them from innovating, taking risks and being responsible for their own actions. The following behavioural norms are observed in Conventional Cultures:

- Not “rock the boat”;
- Avoid confrontations;
- Make a “good impression”;
- Conform;
- Treat rules as more important than ideas;
- Tell people different things to avoid conflict;
- Accept the status quo;
- Always follow policies and practices;
- Cast aside solutions that seem different or risky;
- Fit into the “mould” (Human Synergistics, 1998).

**Dependent**

Organizations with Dependent cultures are hierarchically controlled (Human Synergistics, 1998). Decisions are made centrally in a non-participative manner. Consequently, people do as they are told and clear decisions with superiors. Organizations with Dependent cultures perform poorly due to lack of initiative, flexibility and the slow processes for making decisions. People working in Dependent cultures are very concerned to maintain their security with superiors. The behavioural norms of this style are:
• Accept goals without questioning them;
• Be predictable;
• Never challenge superiors;
• Do what is expected;
• Be a good follower;
• Ask everybody what they think before acting;
• Please those in positions of authority;
• Follow orders even when they’re wrong;
• Check decisions with superiors;
• Willingly obey orders (Human Synergistics, 1998).

Avoidance

In Avoidance cultures people are not rewarded for their successes but are punished for their mistakes (Human Synergistics, 1998). Consequently in organizations with this style of culture people avoid being blamed for mistakes and shift responsibilities to others. This style has been described in the following way:

Working in an Avoidance culture may be likened to working in a mine field – those who move are more likely to get hurt than those who do nothing. Consequently, such organizations are unlikely to move in new directions, learn from mistakes, or adapt to changes in their competitive environments (Human Synergistics, 1998).

Of the twelve styles, Avoidance cultures are the most security oriented. The behavioural norms associated with this style are:

• Be non-committal;
• Make “popular” rather than necessary decisions;
• Take few chances;
• Shift responsibilities to others;
• Put things off;
• "Lay low" when things get tough;
• Never be the one blamed for problems;
• Not get involved;
• Wait for others to act first;
• Push decisions upward (Human Synergistics, 1998).

Aggressive/Defensive Cultures


**Oppositional**

In organization's with Oppositional cultures, confrontation prevails and negativism is rewarded. (Human Synergistics, 1998). Opposing other people's ideas and making safe, ineffectual decisions are behavioural norms associated with this style. When combined with a constructive style such as Humanistic-Encouraging, oppositional behavioural norms can be positive. However, when Oppositional norms are dominant or combined with other defensive norms, people ten to become de-motivated because of the negative reactions to new ideas. Consequently Oppositional norms encourage Avoidance norms over the long term. The norms of the Oppositional style are:

• Point out flaws;
• Stay detached and perfectly objective;
• Oppose new ideas;
• Be hard to impress;
• Look for mistakes;
• Oppose things indirectly;
• Question decisions made by others;
• Remain aloof from the situation;
• Refuse to accept criticism;
• Play the role of the "loyal opposition" (Human Synergistics, 1998).

Power

In Power cultures there is an expectation that people should take charge, control those reporting to them and accept the demands of superiors (Human Synergistics, 1998). These cultures are non-participative and tend to occur at higher levels in the organization. Consequently people who are not in management or supervisory positions tend to develop a Dependent style of culture, hold back information and reduce their contributions to the minimal acceptable level (Human Synergistics, 1998). The behavioural norms observed in this style are:

• Never relinquish control;
• Demand loyalty;
• Use the authority of their position;
• Stay on the offensive;
• Build up their power base;
• Personally run everything;
• Act forceful;
• Plan "politics" to gain influence;
• Be hard, tough;
• Maintain unquestioned authority (Human Synergistics, 1998).

Competitive

Winning is highly valued in a Competitive cultures (Human Synergistics, 1998). People in these cultures work against their peers in order to be noticed and are rewarded for outperforming one another. Competition can be motivating for some people, however, when cultures become too competitive they can reduce co-operation, create an
expectation of performance that is too high or too low and encourage people to be good at the “wrong things”. Behavioural norms that characterize this style are:

- Win against others;
- Always try to be right;
- Be seen and noticed;
- Compete rather than co-operate;
- Be the centre of attention;
- Never appear to lose;
- Out-perform their peers;
- Be a “winner”
- Maintain an image of superiority;
- Turn the job into a contest (Human Synergistics, 1998).

**Perfectionistic**

In Perfectionist cultures there is an expectation that mistakes must be avoided, everything must be kept track of and that people will work long hours to attain narrowly-defined objectives (Human Synergistics, 1998). People tend to lose sight of the goal in cultures that are overly Perfectionistic. Perfectionistic cultures share the task and goal focus observed in Competitive and Achievement cultures. However, this culture differs from Achievement cultures, where goals are based on the individual’s performance and Competitive cultures, where goals are set in relation to the performance of others, in that people seek to achieve goals that are “unrealistic, unnecessarily difficult and potentially irrelevant” (Human Synergistics, 1998). Behavioural norms observed in Perfectionistic cultures are:

- Personally take care of every detail;
- Work long, hard hours;
- Never make a mistake;
- Set unrealistically high goals;
- Be precise even when it's unnecessary;
• Keep on top of everything;
• Do things perfectly;
• View work as more important than anything else;
• Appear competent and independent;
• Persist and endure (Human Synergistics, 1998).
APPENDIX FOUR

Before administering the OCI - Preferred Culture survey Panorama’s staff were grouped according to their work group. The work role of each staff member was identified within these work groups. From these lists separate lists were generated for Managers and Co-ordinators, Team Leaders and Administrators.

It was important to ensure adequate numbers of people within each work role were chosen to complete the OCI – Preferred Culture, and that work groups were not over or under represented within the sample. Therefore, a disproportionate stratified random sampling technique was used to select subjects (Sekaran, 1992).

The staff profile and numbers of people chosen to complete the OCI - Preferred Culture are outlined in Table Appendix 4.1 below:

<table>
<thead>
<tr>
<th>Work role</th>
<th>Total Number of Employees</th>
<th>Percentage of Employees</th>
<th>Number Completing OCI - Preferred Culture</th>
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<tr>
<td>Managers and Co-ordinators</td>
<td>4</td>
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<tr>
<td>Team Leaders</td>
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<td>Casuals</td>
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<tr>
<td>Direct Care Workers/Day Program</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Instructors</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Totals</td>
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<td>100.00%</td>
<td>10</td>
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It was decided that high quality information about a preferred culture could be obtained from team leaders because of the bridging role they play between management and other employees. It was also thought that casual staff, who do not always have a high level of
contact with the organisation, may not be able to provide information of the same quality as other employees. It was therefore decided to survey two team leaders and only one casual even though, in a statistical sense, this means that casual staff are under represented in the sample.

Subjects were selected in the following manner:

The second person on the Managers and Co-ordinators, and Administrators lists were chosen to complete the survey. The first and eighth people on the Team Leaders list were chosen to complete the survey so as to avoid over representation from any one program area.

Subjects representing casuals, direct care workers and day program instructors were chosen from their work group lists, and every sixth person was chosen to complete the survey.
APPENDIX FIVE

Instructions to Participants Completing the Organizational Culture Inventory

48 Ann Street
WILLIAMSTOWN VIC 3016

25 January 2000

Dear Participant

Thank you for completing the Organisational Culture Inventory (OCI). This survey will gather data to help Panorama review its performance and prepare for the future.

You will notice that each survey has a unique code on the back cover. This identifies each person completing the OCI, so if people don’t return the survey, I can follow them up. I am the only person who knows what the codes mean and they will not be seen by anyone at Panorama or Skyline. I have done this to protect the confidentiality of each person’s response. Please be assured that your individual response will not be reported. Only data that has been combined with the responses of other people will be released.

It is important that the survey is completed correctly, otherwise it may not be possible to use the data. Please follow this procedure:

1) Read the information on the inside cover of your OCI survey;
2) Read each question and decide how much you are EXPECTED to act that way. When answering this question, think in terms of what is expected at your worksite. If you believe there is a conflict between what the organisation says is expected, and what you believe is really expected, then answer the question in terms of what you believe is really expected;
3) Look at the response options in the questionnaire, fill in the number of your choice next to each item;
4) Answer all items;
5) Work down the columns;
6) Press firmly with PENCIL only. The forms will be optically scanned and the scanner cannot read forms completed in pen;
7) Answer all questions on the survey.
8) Answer the questions on the very last page concerning age, etc. You will notice that I have entered a code in the code box. This code identifies your worksite.
Please return your completed form in the reply paid envelope attached by 14 February 2000.

Thank you for being part of the project and I look forward to receiving your response.

Yours sincerely

VICTORIA BAKER-SMITH
Instructions to Participants Completing the Organizational Culture Inventory and Organizational Culture Inventory – Preferred Culture

48 Ann Street
WILLIAMSTOWN VIC 3016

25 January 2000

Dear Participant

Thank you for completing the Organisational Culture Inventory (OCI) and the Organisational Culture Inventory - Preferred Culture surveys. These surveys will gather data to help Panorama review its performance and prepare for the future. All staff members will be completing the OCI. Only ten people will be completing the OCI - Preferred Culture and you are one of the ten people selected by the researcher.

You will notice that both surveys have a unique code on the back covers. These identify each person completing the surveys, so if people don't return them, I can follow up. I am the only person who knows what the codes mean and they will not be seen by anyone at Panorama or Skyline. I have done this to protect the confidentiality of each person's response. Please be assured that your individual response will not be reported. Only data that has been combined with the responses of other people will be released.

It is important that the surveys are completed correctly, otherwise it may not be possible to use the data. Please follow the procedures outlined below.

Organisational Culture Inventory

1) Read the information on the inside cover of your OCI survey;
2) Read each question and decide how much you are EXPECTED to act that way. When answering this question, think in terms of what is expected at your worksite. If you believe there is a conflict between what the organisation says is expected, and what you believe is really expected, then answer the question in terms of what you believe is really expected;
3) Look at the response options in the questionnaire, fill in the number of your choice next to each item;
4) Answer all items;
5) Work down the columns;
6) Press firmly with PENCIL only. The forms will be optically scanned and the scanner cannot read forms completed in pen;
7) Answer all questions on the survey.
8) Answer the questions on the very last page concerning age, etc. You will notice that I have entered a code in the code box. This code identifies your worksite.

Organisational Culture Inventory - Preferred Culture

Follow the same procedure outlined above, except for point 2). Instead you should use the following procedure for point 2):

2) Read each question and think about the working environment you WOULD LIKE to have at your worksite.

Please return your completed forms in the reply paid envelope attached by 14 February 2000.

Thank you for being part of the project and I look forward to receiving your response.

Yours sincerely

VICTORIA BAKER-SMITH
APPENDIX SIX

The tables and circumplexes in this appendix present the raw data gathered using the *Organizational Culture Inventory* and *Organizational Inventory Preferred Culture* and were generated by Human Synergistics after they had optically scanned the surveys.

*Table Appendix 6.1 – Percentile Scores for All Styles – Panorama’s Total Workforce*

March 2000
N = 30

Tables Provided by Human Synergistics

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**Passive/Defensive Items**

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**Aggressive/Defensive Items**

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Table Appendix 6.2 - Percentile Scores for All Styles - Panorama's Leaders
(Managers and Co-ordinators)

March 2000
N = 5

Tables Provided by Human Synergistics

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Table Appendix 6.3 - Percentile Scores for All Styles - Panorama's Team Leaders (Supervisors)

March 2000
N = 7

Tables Provided by Human Synergistics

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Table Appendix 6.4 – Percentile Scores for All Styles – Panorama’s Direct Care Workers

March 2000
N = 14
Tables Provided by Human Synergistics

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Table Appendix 6.5 – Percentile Scores for All Styles – Panorama’s Casual Workers

March 2000
N = 3

Tables Provided by Human Synergistics

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Table Appendix 6.6 – Percentile Scores For All Styles – Panorama’s Non-Leadership Employees

March 2000
N = 25
Tables Provided by Human Synergistics

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Table Appendix 6.7 – Percentile Scores for All Styles – Panorama’s Suburban Houses

March 2000
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Tables Provided by Human Synergistics

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Table Appendix 6.8 – Percentile Scores For All Styles – Panorama’s Main Site Houses

March 2000
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Tables Provided by Human Synergistics

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<td>65%</td>
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<tr>
<td>Power</td>
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<td>14%</td>
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<tr>
<td>Competitive</td>
<td>40%</td>
<td>3%</td>
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<tr>
<td>Perfectionistic</td>
<td>70%</td>
<td>9%</td>
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Table Appendix 6.9 – Percentile Scores for All Styles – Panorama’s Adult Training Support Service

March 2000
N = 5

Tables Provided by Human Synergistics

Constructive Items

<table>
<thead>
<tr>
<th>Style</th>
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<th>Preferred</th>
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<tbody>
<tr>
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<td>Self-Actualising</td>
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<td>85%</td>
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<td>Humanistic-Encouraging</td>
<td>65%</td>
<td>99%</td>
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<tr>
<td>Affiliative</td>
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<td>90%</td>
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Passive/Defensive Items

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<tr>
<td>Conventional</td>
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<td>Dependent</td>
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<td>Avoidance</td>
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<td>7%</td>
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Aggressive/Defensive Items

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Figure Appendix 6. 1 - Panorama's Actual Culture - All Employees

March 2000
N = 30

Research and Development by
Robert A. Cooke, Ph. D.
J. Clayton Lafferty, Ph. D.
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Figure Appendix 6.2 - Panorama's Preferred Culture

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J. Clayton Lafferty, Ph. D.
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Figure Appendix 6.3 – Actual Culture – Panorama’s Team Leaders
(Supervisors)

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N = 7

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Figure Appendix 6.4 - Actual Culture Circumplex - Panorama's Direct Care Workers

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N = 14

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Figure Appendix 6.5- Actual Culture - Panorama's Casual Workers

March 2000
N = 3

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Figure Appendix 6.6 - Panorama's Suburban Houses

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N = 6

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Figure Appendix 6.7 - Actual Culture - Panorama's Main Site Houses

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N = 10

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Figure Appendix 6.8 - Actual Culture - Panorama's Leaders

(Managers and Co-ordinators)

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N = 5

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Figure Appendix 6.9 – Actual Culture – Panorama’s Adult Training Support Service

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N = 5

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Figure Appendix 6.10 – Actual Culture of Panorama's Leaders Overlaid on the Actual Culture of Non-Leadership Employees

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Figure Appendix 6.11 - Panorama's Preferred Culture Overlaid on the Actual Culture

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ARTRIFACTS

- Had to read lots of policy documents
- Observations
- Understanding clients, communicating with them
- Mix of core and agency staff - agency staff not committed
- House set in ways
- Knew clients well
- Had a lot of support from management and team
- Felt comfortable expressing own views more with management than staff
- Took a while to get trust of other team members
- Main site - most inappropriate - clients ageing, steps, hills, falling down - homely
- Suburban house, purpose built so suitable but not homely - signs re hygiene
- Repairs are slow
- Sharing laundries in houses - not hygienic

Language

- Staff understand each other well in house, communicate well
- Staff to clients - some are respectful some aren’t
- Some staff swear and are aggressive - other staff find this inappropriate
- Clients are asked opinions but don’t always get to do what they say they want - not always listened to
- Hard to communicate with non-verbal clients
- Not good communication between programmes and clients
- No records kept of past
- Organization run from people’s heads
- No orientation to Panorama’s programmes or property

Language Continued

- Don’t know people working in other houses and programs
• People aren’t introduced to people working in other houses at the main site
• Us and them, main site and suburban houses
• Not enough opportunities for people working in other areas to meet each other and talk with each other
• No connectedness
• Lack of instructions in non-routine situations
• No profiles of clients for staff to refer to
• No communication channels
  ▪ No regular meetings
  ▪ Didn’t have documentation:
    o Profiles
    o Any profiles given at T200 inaccurate
    o Main site profiles out of date
  ▪ Lack of medical information
  ▪ No plan
  ▪ No vision/mission
  ▪ No orientation information

Dress Codes

• Staff appropriate
• Clients at the main site not appropriately dressed

Page 4 (Butcher’s Paper)

Dress Codes Continued

• Main site residents often poor quality clothing

• Staff clothes
  ▪ Casual
  ▪ Neat
  ▪ Clean
  ▪ Boots at the main site because of terrain
  ▪ Sometimes dress is inappropriate eg sandals that are not safe
• Sometimes clients unkempt and unshaven
  ▪ Some staff insist on clients shaving and changing before going out

Products and Services

• Poor
• Client information not up to date – casual staff looking for clients who had moved
• IPP (Individualized program plans)
  ▪ Not up to date
  ▪ New format for IPP not much information on how to complete them
  ▪ Need in-service
• Things drift because no one is asked or told to do something so it doesn’t happen
Products and Services Continued

- Insufficient time to complete paper work
- Information in different places – needs to be put in the one spot so that new people could find it easily
- Lack of efficient system to complete paper work
- Clients in suburban house have improved since moving into new houses – same in some main site houses
  - Happier
  - More relaxed
  - Better behaviour
- Staff taking responsibility for stepping back so that clients have to take responsibility for own behaviour
  - Needs staff to respond consistently
  - Needs a system to make it work
- Residents have lived in same rooms for years. Is the lack of choice good
- Environment doesn’t lend itself to natural consequences. If you’re bored at Adult Training Support Service can wander home

Page 6 (Butcher’s Paper)

Products and Services

- Under stimulation during day leads to behaviour problems at night
- Inappropriate activities during the week for age
  - Eg work age people don’t get to work, they only have recreational opportunities
- Comes down to how much program leader values IPP
  - Do you develop the IPPs or programs first?
- Lack of clear direction of how services are delivered
- Clear objectives needed for different programme areas
  - Better communication needed between different programme areas

Equipment/Technology

- Main site – none
- Suburban houses have computers and internet
- Residences equipped with bathrooms to assist with showering/bathing. Not needed in some houses
- Main site hoists in bathroom but training needed
- Toilets not in appropriate positions for people who are wobbly on feet
Equipment/Technology Continued

• Phones on different levels in the house and have to go up and down stairs to answer them or make calls
  ▪ No connections to move phone to different levels
• Suburban residences – phone system kept breaking down – had to be replaced
• No power on either site, phone system goes down
• Special seat belts needed for some clients who can undo seat belts, slow response to requests
• All furniture and equipment needs revamping at the main site
• At the main site the kitchens are small
• At the main site the toilets and bathrooms are inadequate
• Access to email and the internet are very restricted where they are available

How is Time Used?

• Working
• Productively
• Direct client work
• Some houses have routines some don’t
• Try and break routine at weekend
• Got to respond to challenging behaviours as soon as they happen regardless of routine

Myths Stories

• Client misbehaviours
• When residents are moving from the main site and where to
• Who is mingling with whom
• Staff used to congregate in one room and smoke dope
  ▪ Hangover from when the main site was viewed as a kind of hippy commune
• Two workers used to sleep together and get clients to bring them breakfast in bed

Myths and Stories Continued

• Client who howled at the moon
• Plant seeds at certain times of the month by the moon’s cycle. Harvest by the moon’s cycle
• Some clients dominated whole house
• Clients being dragged through dam for punishment
• Clients baked their own bread
• More morale in the past (9 years ago)
CEO would say over the intercom on Friday’s “Have a great weekend”
- One house in the suburbs is built on a site where there was a murder/suicide – stories that ghosts live there
- UFOs
- Sacred occurrences at night

**Ceremonies and Rites**

- Don’t say anything to that supervisor, she’s sleeping with CEO
- Gossip
- If you are short and wear glasses you will be a target of a fist

Page 10 (Butcher’s Paper)

**Ceremonies and Rites Continued**

- Almost allowing clients to assault staff
  - Other staff laughing
  - Some is empathetic, some is nasty
- Smoking outside and gossiping and creating gossip stories
- Lack of induction programme lead to fear in the past

Page 11 (Butcher’s Paper)

**VALUES**

**Myths and Stories - Values**

- Gossip
- Amusement
- Scare people
- Exciting
- Some people think they are reality
- Start conversation
- I’ve been here a long time
- I’m better because I’ve handled more difficulties
- Give teller sense of power
- Game playing
- Status
- Boredom – make up stories to get reaction
- Don’t want new people to suggest new ways
- Talking selves out of reality of being with clients
- What other people say
- Value recognition of person dealing with difficulties
Myths and Stories Continued - Values

- Would value support after dealing with difficult situations
- Would value recognition
- Value toughness
- Value existing staff members experience
- Value results – length of service doesn’t matter

Ceremonies and Rites - Values

- We value bragging about difficult situations we have handled
- Until you’ve been assaulted you don’t have credibility
  - One staff member said after being hit for first time “I thought “Oh good, now I’m one of them”
- Until you’ve coped with difficult or challenging behaviour you don’t have credibility
- Value of pretending everything is alright when not
- Only competent when nothing goes wrong and don’t need help
- Value childish initiations
- Value everyone having same initiation - you can see how person reacts. If they do better (than you did) your self esteem goes down. If I handle it better, I have bragging rights.

Ceremonies and Rites Continued - Values

- That’s life – deal with it.
- We value people being on the job not matter what happens to them.

Language - Values

- We value black and white statements about events
- We value the messages of body language more than verbal messages
- We value seamless communication
- We value open communication within houses and amongst programmes
- We value verbal messages more than written messages
- We value communication we get when it happens
- We don’t value the long term
- We value making do
- We value reactive behaviours but not long term planning that stops the crisis from happening
Language Continued - Values

- Clients are not ready for the challenge of knowing what is going on
- We value protecting clients over communicating with them
- We don’t value the rights of other people to be treated with respect and dignity
- We value good communication processes
- We value the need for documentation

Buildings and Architecture - Values

- We don’t value the main site buildings
- We don’t value the suburban building where the Adult Training Support Service is run
- We value atmosphere
- We value good working conditions
- We feel satisfied helping people to create and take pride in their homes and gardens

Buildings and Architecture Continued - Values

- We value people who do their share of the housework/client care

Equipment and Technology – Values

- We would value it if we had it (technology at main site)
- We value what we have, we think we could get more out of it (technology at suburbs)
- We value our cars (moved from page 16)

Products and Services

- We value sufficient time to complete paperwork
- We value completing job
- We value up to date information
- We value client independence and growth
- We value providing clients with opportunities
- We value creating an environment for clients to live a dignified life
- We value parent input
- We value clients behaviour maturing as they grow older
- We value parents and staff who support that value
• We value devoted staff
• We value the support we receive from other people we work with

Page 17 (Butcher's Paper)

Products and Services - Continued - Values

• We value people who use the systems correctly
• We value people who leave things clean and tidy
• Value good communication between programmes
• We promote communication between programmes
• We value people who are independent and take responsibility
• We value training
• We value purposesful and meaningful activities
• We value good quality, realistic IPPs

How is Time Used? - Values

• We would value more time to finish paperwork
• We would value more time to discuss the days events with other staff
• We would value more time to prepare the house before clients come home
• Team leaders value their administration time

Page 18 (Butcher's Paper)

How is Time Used? – Continued – Values

• We value sensible house routines that allow more one on one time with staff
• We value staff meetings (suburban Adult Training Support Service)
• We would value more time to learn and implement new client skills
• We would value the opportunity to teach clients new skills and consolidate existing skills
• We would value time to make day to day activities more enjoyable rather than chore
• We would value more quality time
• We have a value conflict between taking one client to appointments and being away from the others
• We value clear priorities
ASSUMPTIONS

Issue being addressed:

- Keeping client profiles up to date and relevant.

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<tbody>
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<td>Hinder</td>
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<tr>
<td>• It’s not safe for people with intellectual disabilities to live in the community</td>
<td>Hinder</td>
</tr>
<tr>
<td>• People with intellectual disabilities are only safe when they live in an institution</td>
<td>Hinder</td>
</tr>
<tr>
<td>• People with intellectual disabilities are happier when they live in big communities with other people like them</td>
<td>Hinder</td>
</tr>
<tr>
<td>• People with intellectual disabilities who are living in the community create guilt</td>
<td>Hinder</td>
</tr>
<tr>
<td>• Ignorance in the community is bliss</td>
<td>Hinder</td>
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<tr>
<td>• People who work with people with intellectual disabilities are saints</td>
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</tr>
<tr>
<td>• People with intellectual disabilities need to be protected</td>
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Assumptions Continued

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<tr>
<td>• Many people who have intellectual disabilities need support to participate in the community</td>
<td>Aid</td>
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<tr>
<td>• Assumption that people with high level needs can be taken into the community with a minimum level of support and there will be no consequences for themselves, other clients, the worker and other people in the community</td>
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<tr>
<td>• People who have an intellectual disability do not have to face the consequences of their actions</td>
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</tr>
<tr>
<td>• People who have intellectual disabilities do not face the same physical, mental and emotional issues as people who do not have disabilities</td>
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Assumptions Continued

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<th>Assumption</th>
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</thead>
<tbody>
<tr>
<td>• If it doesn’t affect me she’ll be right</td>
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</tr>
<tr>
<td>• Assumption that people who have worked with clients for a long time don’t want to try new ways of working or to implement changes</td>
<td>Hinder</td>
</tr>
<tr>
<td>• My idea is better than everyone else’s and I don’t have to work in with other people</td>
<td>Hinder</td>
</tr>
<tr>
<td>• Just change it regardless</td>
<td>Hinder</td>
</tr>
<tr>
<td>• If it’s not in my job description I don’t have to do it</td>
<td>Hinder</td>
</tr>
</tbody>
</table>

How Can the Assumption That “Many people who have intellectual disabilities need support to participate in the community” become a stronger part of our culture.

- Facilities to do profiles
- Team work – everyone has to work together. If one person lags everyone else will lag.
- Harmony
- Unitedness
- Compromising
- Enjoyment
- Happy clients
- Everyone is doing job
- Must be consequences for not doing job
- Work together
  - Follow through ideas
  - Listen to other ideas
  - Discussing ideas at staff meetings and coming to consensus
  - Not one person against another
- Trust

- Team training/team bonding. Two houses or programmes could do programme.
- Two houses or programme do team bonding programme
- Games to make people communicate
- Began with birthday game – have to tell people when your birthday is without talking
- Hoolahoop game – where hollahoops taken over everyone one in team but only one person can touch them
Page 23 (Butcher’s Paper)

- Confronting gossip immediately
- Party/social activity to get people to talk in relaxed manner
- Need a new system to incorporate new way of profiling in with other duties
- Need clear statements of priorities
- Management and staff have to meet required deadlines
- Profiling has to be fitted into working day
- Lack of recognition of staff contribution big issue

Page 24 (Butcher’s Paper)

Trust

- Know and have confidence in someone
- Can talk about issues without it being taken out of context or gossiped about
- Can rely on people to continue what has been started – follow through

- To build trust
  - Need to get to know people
  - Confide
  - Talk
  - Need to get to point where you can feel you can say the things you need to say without being ridiculed or reprimanded
  - Example must behave the same way as you want other people to behave towards you
  - Team leaders have to trust people in order to be able to delegate

Page 25 (Butcher’s Paper)

A Fantastic Team

- Gets on
- Communicates – shares and accepts ideas
  - Don’t always start with same idea but discuss and agree on ideas
- Have fun – dance with video hits
  - Painting resident’s nails
  - Decoupage with residents
  - Join in with things that clients enjoy
  - Staff and clients relax and have fun
  - Dress up and play act with clients
  - Christmas parties and discos at the main site
- Team members give each other encouragement and praise

Page 26 (Butcher’s Paper)

- Team members find out who is good at doing what and tasks are allocated to take advantage of gifts
- At the main site – can rely on people in other houses to help in difficult situations
- Trust is built by sharing life’s experiences
- Invite people from different houses for a cuppa or for tea
- People must want culture to change