Organizational Culture Profile

The culture of your organization is reflected in the shared values and beliefs that guide the thinking and behavior of members. While the prevailing culture can be somewhat subtle and abstract, it nevertheless sets patterns for the activities of the organization and the personal styles exhibited by members. These styles can range from cooperative and Achievement-oriented in Constructive cultures to Competitive and Dependent in Defensive cultures.
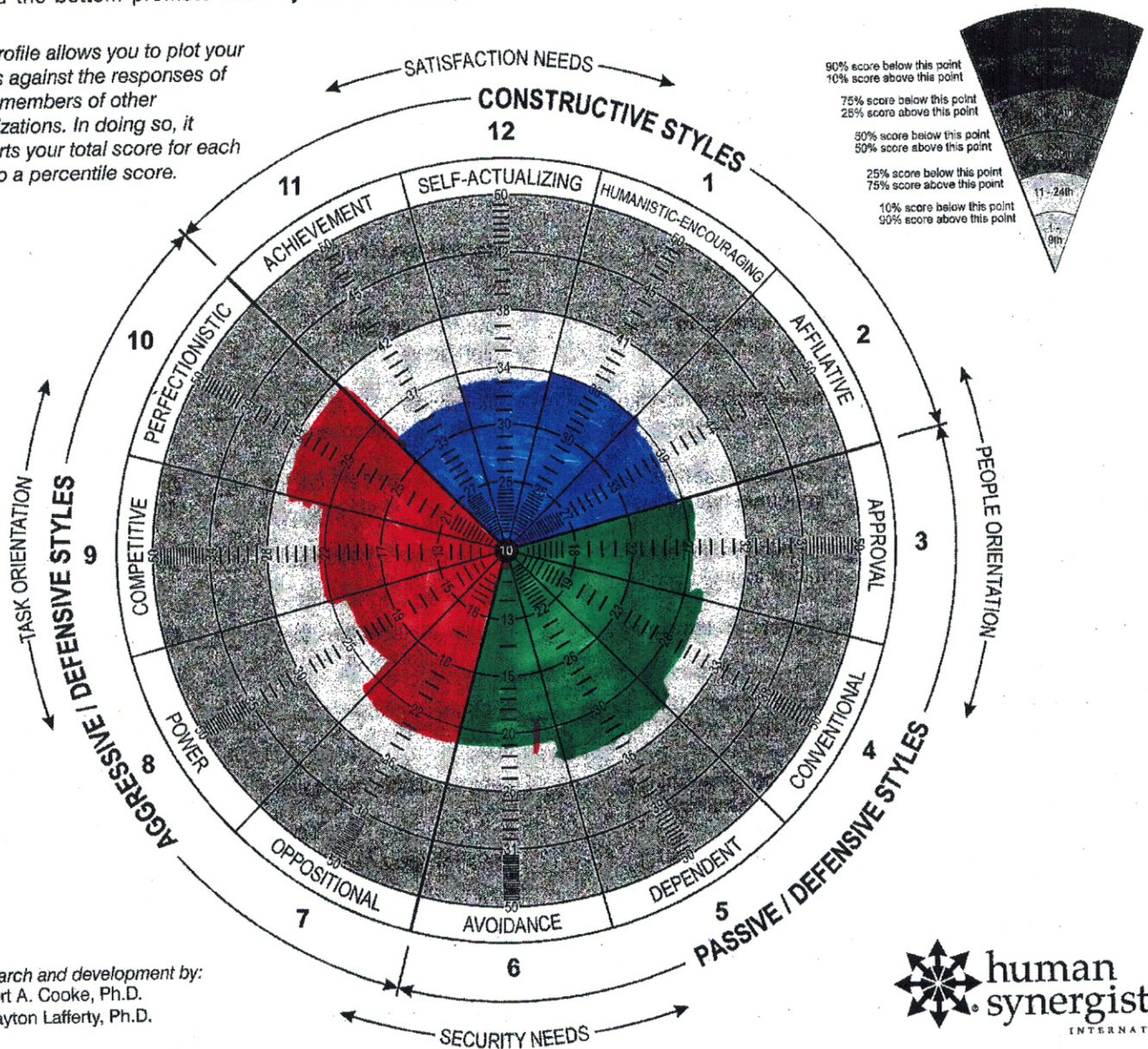
This inventory provides a point-in-time picture of the culture of your organization. It focuses on how members believe they should interact with one another in carrying out their work and meeting the expectations of their supervisors. Plotting your TOTAL scores on the **Cultural Profile** below provides you with a summary of your impressions of what's expected in your organization.

The cultural styles at the top of the profile promote the **satisfaction needs** of members and behaviors that enable them to fulfill those needs (e.g., needs for achievement and affiliation). The styles toward the bottom promote **security needs** and require self-

protective behaviors associated with those needs (e.g., acceptance, avoiding failure). The cultural styles on the right side of the profile promote expectations for **people-oriented** behaviors; those on the left are more **task-oriented.**

Based on these distinctions, your organization can be analyzed in terms of three general types of cultures. In organizations with **Constructive** cultures, members are encouraged to interact with others and approach tasks in ways that will help them meet their higher-order needs (11 o'clock through 2 o'clock). In those with **Passive/Defensive** cultures, members believe they must interact with others in defensive ways that will not threaten their own security (3 o'clock through 6 o'clock). In **Aggressive/Defensive** cultures, members are expected to approach their work in forceful ways to protect their status and position (7 o'clock through 10 o'clock). The behaviors promoted by these Defensive cultures are generally less effective than those encouraged by a Constructive culture.

This profile allows you to plot your scores against the responses of 5,685 members of other organizations. In doing so, it converts your total score for each style to a percentile score.

Research and development by:
Robert A. Cooke, Ph.D.
J. Clayton Lafferty, Ph.D.

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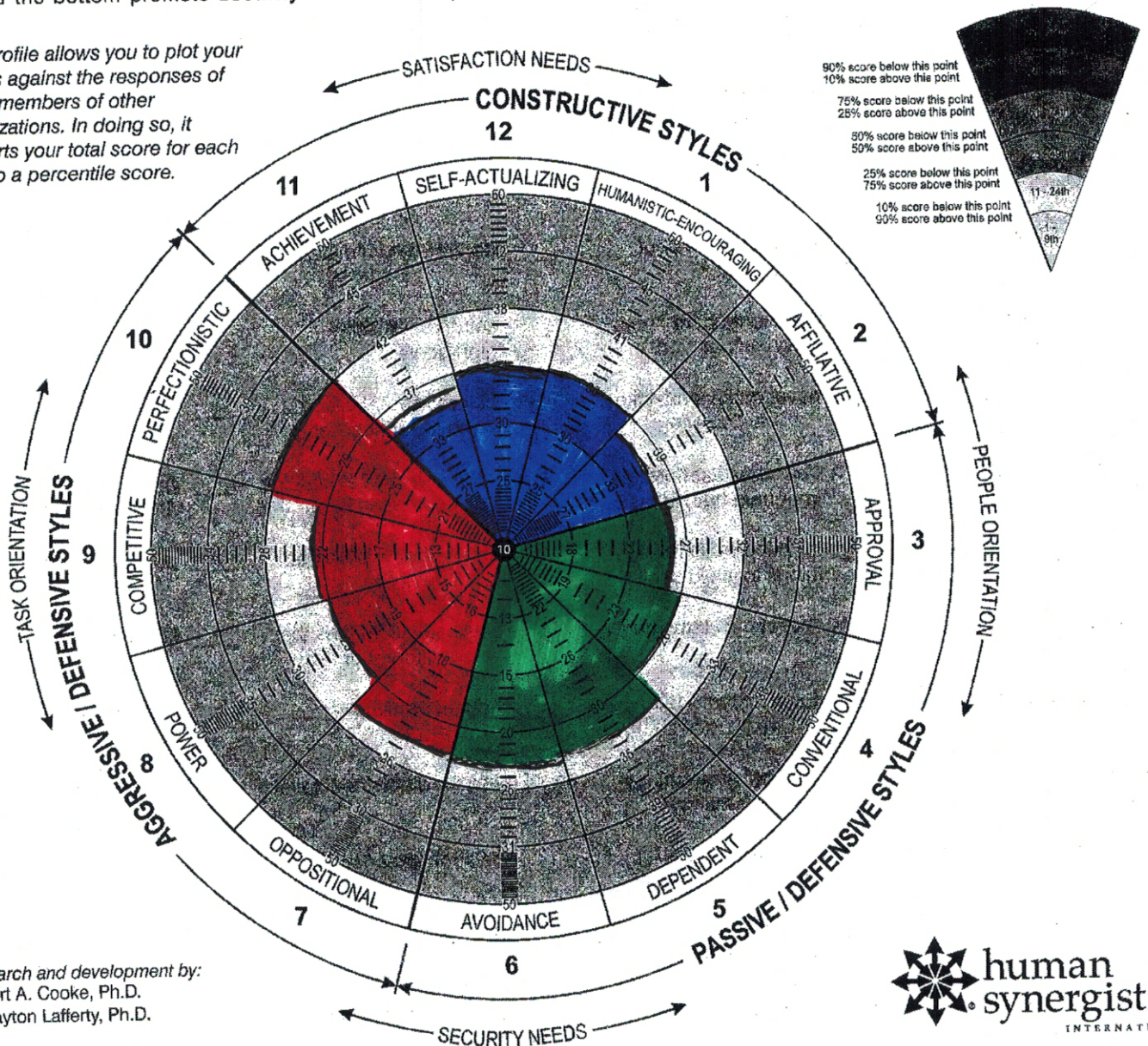
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The cultural styles at the top of the profile promote the **satisfaction needs** of members and behaviors that enable them to fulfill those needs (e.g., needs for achievement and affiliation). The styles toward the bottom promot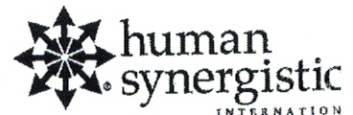e **security needs** and require self-protective behaviors associated with those needs (e.g., acceptance, avoiding failure). The cultural styles on the right side of the profile promote expectations for **people-oriented** behaviors; those on the left are more **task-oriented.**

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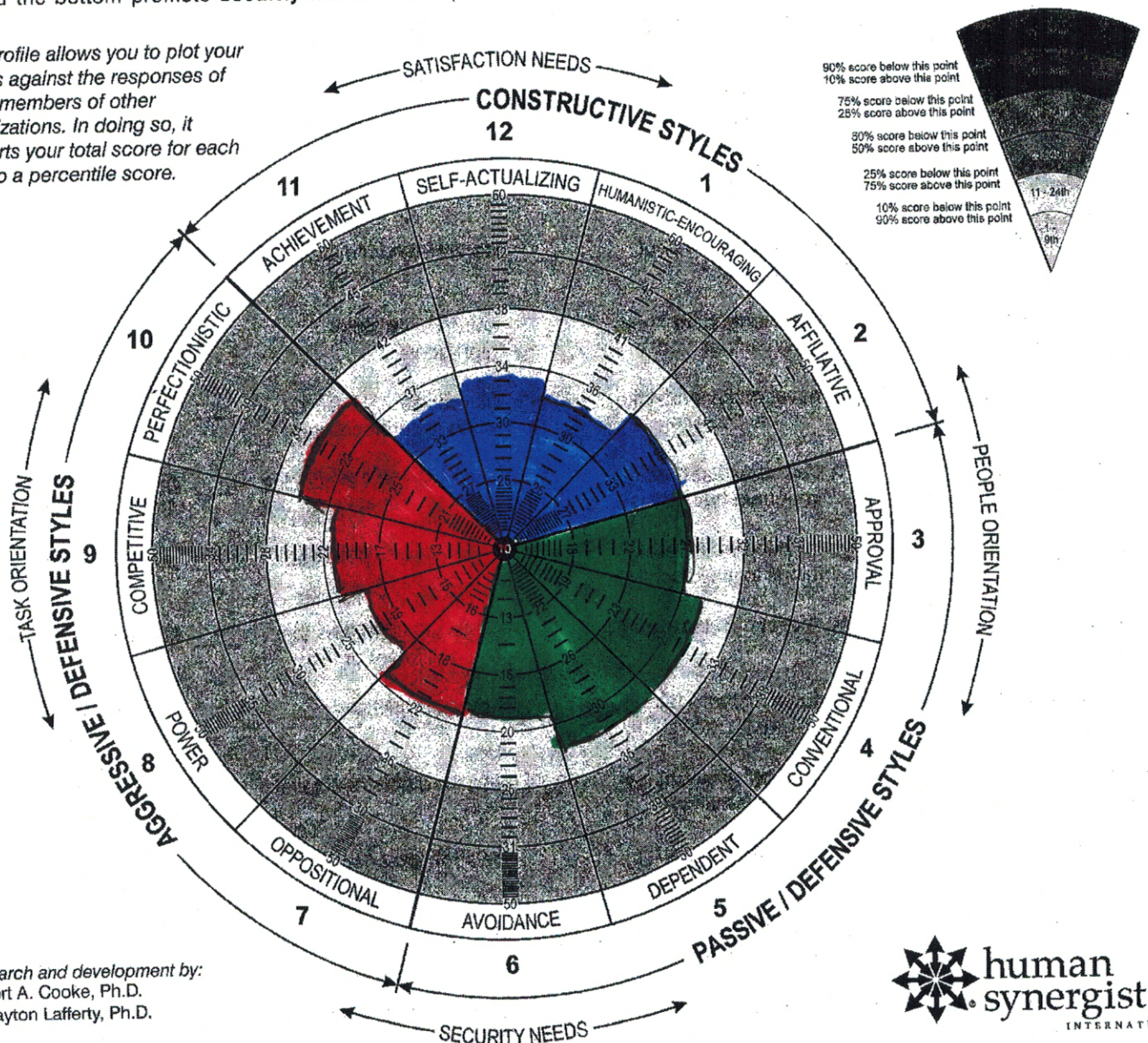
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