

Company Culture Spectrum

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FOR TEAMS, MANAGERS OR LEADERS

Measurement of company culture to determine the value added for the company objectives

Culture is a resource. It helps to fill gaps of “undefined” issues & “missing” actions in a strategy or organisation. It also adds value.

The defining adjective of company culture results from the observed most dominant company culture aspects, e.g. a dominance culture, an innovating culture, an honesty culture, a getting-things-done culture, a quality culture, a lazy culture, a laissez-fair culture, a no-rules culture etc.

5S ← 5 Shapers of company culture:

	MORE EFFORT		LESS EFFORT
A. Structure & Setup			
1.	Global	●●●●●	Local
2.	Long-term	●●●●●	Short-term
3.	Measurement based	●●●●●	Power based
4.	Cooperation	●●●●●	Silos
5.	Team building	●●●●●	Hierarchy building
6.	Flat structure	●●●●●	Hierarchy
7.	Democratic	●●●●●	Autocratic
8.	Role based	●●●●●	Function based
9.	Project (change) oriented	●●●●●	Process (conserve) oriented
B. Support			
1.	Strategic	●●●●●	Operational
2.	Goals orientation	●●●●●	Means orientation
3.	Org. goals achieving	●●●●●	Personal goals achieving
4.	Opportunity minded	●●●●●	Risk aversion
5.	Supportive	●●●●●	Demanding
6.	Ownership	●●●●●	Avoidance
7.	Innovation	●●●●●	Administration
8.	Fast decisions	●●●●●	Slow decisions
9.	Trust	●●●●●	Control
10.	No rules	●●●●●	Bureaucracy
11.	Pull	●●●●●	Push

Culture may or may not be homogeneous, depending on how it is shaped by the **5S***. Culture needs to be developed such that it is believed to add the largest value for achieving the company objectives.

* 5S see concept card[©] Culture

C. Signals & Statements

1.	Env. / societal / sust. resp.	●●●●●	Shareholder value
2.	Rewarding	●●●●●	Taking
3.	Incentivizing / sharing	●●●●●	Exploiting
4.	Team orientation	●●●●●	Individualism / Egoism
5.	Discussion based decisions	●●●●●	Individual based decision
6.	Budgetary freedom	●●●●●	Strict control
7.	Bottom-up	●●●●●	Top-down
8.	Agile / flexible	●●●●●	Rigid / Inflexible
9.	Capacity aware	●●●●●	Capacity ignorant
10.	Generosity	●●●●●	Tight fisted
11.	Fault tolerant	●●●●●	Threatening
12.	Fair	●●●●●	Unfair

D. Systems & Technology

1.	Customer focus	●●●●●	Internal focus
2.	Quality	●●●●●	Quantity
3.	Service orientation	●●●●●	Request orientation
4.	Feedback inviting	●●●●●	Feedback uninterested
5.	Technology embracing	●●●●●	Technology resistant
6.	Information transparency	●●●●●	Information sharing hierarchy
7.	Data based	●●●●●	Emotion / conviction based
8.	Change welcoming	●●●●●	Change dismissing
9.	People orientation	●●●●●	Work orientation
10.	Equality	●●●●●	Superiority & Subordination
11.	Security	●●●●●	Uncertainty

E. Skills & Competence

1.	Leadership	●●●●●	Disciplinarian
2.	Knowledge based	●●●●●	Seniority based
3.	Convincing	●●●●●	Commanding
4.	Motivating	●●●●●	Demotivating
5.	Appreciative	●●●●●	Expecting
6.	Expertise	●●●●●	Average
7.	Loyalty	●●●●●	Anxiety
8.	Open	●●●●●	Closed