Leadership Forward Group, LLC

MICHIGAN STATE
UNIVERSITY
EXTENSION

Organizational Culture Survey Results
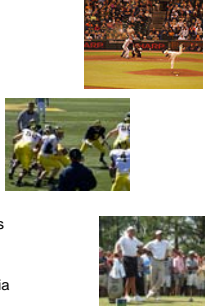
Michigan Local Government
Benchmarking Consortium

Participant Question

- What brought you to this workshop?
- =================================
- What about these cultural areas are useful to you?
- Of these cultural areas which are relevant and useful to you?
- How does knowledge about these cultural areas help you evolve your organization?

What is an Organizational Culture? Definition

"The specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization." Wikipedia

"In sociology and anthropology, the way of life of a particular society or group of people, including patterns of thought, beliefs, behavior, customs, traditions, rituals, dress, and language, as well as art, music, and literature. Archaeologists use the word to mean the surviving objects or artifacts that provide evidence of a social grouping."
Hutchinson Encyclopedia

Value Proposition

- *If an organization can identify its cultural constraints and dissonance then it can remove social system barriers leading to improved employee optimization, business practices, and overall organizational performance*

The Effects of Organizational Culture on Business

- What happens when the structure no longer support the required activities?
  - Downsizing and reorganization.
  - Employees who know where things are, know who to talk with and, know how to get things done exit and leave the organization inadvertently stranded
  - Situations change, ideas change, however organizations practices do not respond to those changes

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The Effects of Organizational Culture on Municipalities

- Situations change, ideas change, however organizations practices do not respond to those changes
- Employees who know or think they know how to improve the organization attempt to implement change and find that they are defeated by known conventions

Result

If leadership does not orchestrate systemic change, the organization's culture will at best remain stagnant loosing the curve on performance and productivity

Evaluation Process

- Intent *(purpose)*
  - □ *Identify municipality social strengths that help achieve the organization's vision/mission*
  - □ *Identify challenges that constrain its fulfillment (performance)*

- Measure *cultural constraints and dissonance* within an organization that leads to performance limitations

Evaluation Tool

- Tool created
  - □ Demographic information
  - □ Organizational Design (Organizational Structure)
  - □ Knowledge Management (Intellectual Capital)
  - □ Strategic Direction (Employee's Awareness and Alignment)

- Proofed by the Executive Committee
- Distributed to all members

Evaluation Tool

- Survey Instructions
  - □ This cultural benchmark study will explore four separate cultural areas. When responding to the survey questions please make sure that specific names are not used. The survey will reflect a profile of municipalities and key factors that help optimize how your organizations work. Please answer the following questions to the best of your ability.

Descriptive Findings*

Number of survey respondents [94]		Gender [94]
Township (33)		Female 42
County Commission (6)		Male 40
City 1 (32)	City 2 (15)	Undeclared 12
City 3 (8)	City Misc (7)	**Age**
		Mean 45.74
Position [81]		Median 44
Employee 45		Range 28 - 71
Supervisor 10		
Manager 26		**Length of service**
		Mean 14.2
		Median 10
		Range 1 month – 38 yrs

*notes: some people did not respond to the categories.

Organizational Design Findings

- Organizations are starting to incorporate a work service fashion with some still taking a traditional management approach
- Customer Service
  - □ Use:
    - 63% of the respondents report that their organizations use a customer service model
    - 30% said they did not use a customer service model
    - 7% did not know
  - □ Knowledge of results :
  - □ 61% of those responding appear to know if their model is effective
    - Might be a reflection of management not sharing results with staff

Organizational Design Findings

- Organizational operations
  - Overall – 37% of organizations are starting to incorporate a work process fashion with some still taking a traditional management approach
  - 16% don't know
- Structure
  - 4 layers of mgt
  - 3-1 employee to supervisor ratio
  - 3 persons within respondents departments

Organizational Design Findings

- Work Processes Effectiveness
  - 46% management interacting with employees to improve processes
  - 17% incorporating lean technologies
  - Organizations appear to be focusing on efficiencies. We do not know whether or not they are working with effectiveness

onal Design Findings

- Work Processes Continuous Process Improvement (CPI)
  - All Organizations are looking at their processes
  - 30% of staffs reported awareness of their CPI process
  - Suggests may be doing the same things expecting different results.
  - Staff reductions lead to just doing the tasks not necessarily looking at process improvement.
  - 31% report working with teams to increase efficiencies

Organizational Design Findings

- Computers
  - Used by most respondents (87%) over 50% of time
  - Computers viewed as aiding work by 84%
- Access to Leadership
  - Leaders are basically accessible

Knowledge Management/ Intellectual Capital Findings

- Value of Employees
  - 80% report training provided to improve skills
  - 77% report training provided for new skill training
  - Training provided by
    - Vendors (31%)
    - Department and peers (23%)
    - Other internal personnel (35%)
  - Organization highly values their employees
  - Within the work unit
    - 44% foster cooperative behavior
    - 47% foster cross organizational cooperation

Knowledge Management/ Intellectual Capital Findings

- Job descriptions
  - 94% of employees have job descriptions
  - 62% state the job description is relevant
  - 25% state the job description is not relevant
  - 50% of the job descriptions as written are accurate

Strategic Direction

- Vision and/or Mission
  - 60% state Organization have one
    - Organization has had one for 4 years
    - Over 1/2 of the employees (60%) know their organization's vision
      - Almost 1/3 do not
  - Under 50% have department vision
  - 57% believe the work they do is aligned with the vision/mission

Strategic Direction

- Organizational Planning
  - All but one organization plans annually
  - Planning conducted by
    - 25% Set by governing body
    - 37% done by formal planning processes
    - 19% done by leader

Strategic Direction

- Measures
  - 25% budget compliance
  - 37% Employee performance
    - Review infrequent
  - 13% Key Performance Indicators
  - 18% don't know

Strategic Direction

- Succession Planning
  - Very limited succession planning
  - Very little employee development planning
  - Support of professional growth
    - Over 50% of the of the respondents report organizations support
    - 44% not support
    - 63% of respondents report organizations help fund growth

Organizational Culture

- Espoused Values
  - All of the organizations report having guiding principles
  - 46% of the respondents report knowing these guiding principles
  - 20% do not
  - 34% don't know
  - 34% report their leaders follow the values
  - 14% do not follow the values
  - 22% don't know if they do or don't

Organizational Culture

- Decision Making
  - Employees are somewhat involved in administrative decision making
  - Employees are somewhat involved in department decision making
  - Most important leader decision making traits
    - Preparing employees for the future
    - Being approachable
    - Fix problems without blame
    - Being calm and focused
    - Keeping their word
    - Understands business and the use of resources

Organizational Culture

- Management/Union Relationship
  - 28% are working in a collaborative fashion
- Work environment
  - Work is focus without much fun
  - Employees are somewhat prideful about their work
  - Accountability
    - 55% have accountability process
    - 20% do not know

Organizational Culture

- Recognition
  - 66% recognize success
  - 32% do not
  - 43% recognize people individually
  - 56% recognize people publically
  - 28% recognize often
  - 56% not often
  - 16% never

Meta Note

15-25% of the respondents appear not aware or well informed about "what is going on." Implication is management not providing feedback

Impact of the Cultural Initiative

VALUE PROPOSITION

If an organization can identify its cultural constraints and dissonance, then it can remove social system barriers leading to improvement in employee optimization, business practices, and overall organizational performance

Participant Questions

- What is it about these cultural areas you find useful?
- Which of these cultural areas are relevant to you?
- How might knowledge about these cultural areas help you evolve your organization?

If you have any questions or comments please feel free to contact us at:

info@leadershipforwardgroup.com