

## Organizational Culture Profile (OCP)

(Chatman & Jehn, 1991; O'Reilly, et. al., 1991).

Culture is represented by seven distinct values



*Adapted from information in O'Reilly, C. A., III, Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, 34, 487–516.*

## **Innovative Cultures**

Companies that have **innovative cultures** are flexible, adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy and titles and other status distinctions tend to be downplayed.

## **Aggressive Cultures**

Companies with **aggressive cultures** value competitiveness and outperforming competitors; by emphasizing this, they often fall short in corporate social responsibility.

## **Outcome-Oriented Cultures**

**Outcome-oriented cultures** are those that emphasize achievement, results, and action as important values. Outcome-oriented cultures hold employees as well as managers accountable for success and use systems that reward employee and group output. In these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture.

## **Stable Cultures**

**Stable cultures** are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and constant levels of output (Westrum, 2004). These cultures prevent quick action and, as a result, may be a misfit to a changing and dynamic environment. Public sector institutions may be viewed as stable cultures.

## **People-Oriented Cultures**

**People-oriented cultures** value fairness, supportiveness, and respecting individual rights. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity.

## **Team-Oriented Cultures**

Companies with a **team-oriented culture** are collaborative and emphasize cooperation among employees such as team-oriented culture by cross-training its employees so that they are capable of helping one another when needed.

### **Detail-Oriented Cultures**

Organizations with a **detail-oriented culture** are characterized as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others.

### **Strength of Culture**

A **strong culture** is one that is shared by organizational members, that is, a culture in which most employees in the organization show consensus regarding the values of the company. The stronger a company's culture, the more likely it is to affect the way employees think and behave. It is important to realize that a strong culture may act as an asset or a liability for the organization, depending on the types of values that are shared. A strong culture may also be a liability during a merger because of culture clash.

- . Think about an organization you are familiar with. On the basis of the dimensions of OCP, how would you characterize its culture?
- . Out of the culture dimensions described, which dimension do you think would lead to higher levels of employee satisfaction and retention? Which one would be related to company performance?
- . What are pros and cons of an outcome-oriented culture?
- . When bureaucracies were first invented, they were considered quite innovative. Do you think that different cultures are more or less effective at different points in time and in different industries? Why or why not?
- . Can you imagine an effective use of subcultures within an organization?