



# THE SIX INSTITUTIONAL CULTURES INVENTORY

**The Center for Personal and Organizational Assessment**

**The Professional School of Psychology**

## **The Six Institutional Cultures Inventory**

This Institutional Cultures Inventory documents an individual's opinion of how other members of their institution perceive that institution's cultures. Complete the twelve statements based on what you believe members of this institution now think, feel or believe about the organization. Place a check in the boxes beside two items for each statement. The items are randomly arranged.

Most people in this institution think that this institution exists:

1. \_\_\_\_ To create and maintain a distinctive, high-quality product or service.
2. \_\_\_\_ To serve the underserved populations in our society.
3. \_\_\_\_ To honor and preserve fundamental values in this institution and in our community and society.
4. \_\_\_\_ To provide meaningful and secure employment for all members of this institution.
5. \_\_\_\_ To provide the owners (and stockholders if any) with a fair return on their investment.
6. \_\_\_\_ To work at the cutting edge of our field or industry, making effective use of emerging technologies and global information bases.

Most people in this institution think that this institution should ensure:

7. \_\_\_\_ The welfare of all its employees. Their rights are fundamental.
- 8 \_\_\_\_ The offering of products and/or services that are truly of use (and marketable) to our customers.
- 9 \_\_\_\_ That we are at the cutting edge of our field—whether it be design and production of new products or delivery of distinctive, innovative services.
- 10 \_\_\_\_ The creation of products and/or services that anticipate the emerging needs and interests of our current and potential customers.
11. \_\_\_\_ That we are connected to a much broader network and are not confined by the existing boundaries of our own institution.
12. \_\_\_\_ That we are aligned in our current values and practices with the established mission of this institution and preserve this institution's reputation. Integrity and a "good name" are critical.

Most people in this institution believe that

- 13. \_\_\_\_\_ Performance at all levels can be measured in an accurate and fair manner.
- 14. \_\_\_\_\_ Knowledge should be shared and used by everyone in this institution.
- 15. \_\_\_\_\_ The hard work and dedication of its employees can make the chaos in our world orderly.
- 16. \_\_\_\_\_ The disadvantaged in our society should be given the opportunity of employment (with appropriate support) in this institution.
- 17. \_\_\_\_\_ It is myopic to view only this institution's perspective when the world is expanding exponentially.
- 18. \_\_\_\_\_ A reasonable institution will give all its employees opportunity: the freedom and accompanying support to realize their dreams and ambitions.

Most people in this institution believe that

- 19. \_\_\_\_\_ Meaning resides in the institution's traditions, and in the work performed in alignment with its values.
- 20. \_\_\_\_\_ Everyone has an equal right to achieve their life goals through employment in this institution.
- 21. \_\_\_\_\_ Everyone in the institution should be given the chance to become more knowledgeable and skillful in their current (and potentially future) role and occupation.
- 22. \_\_\_\_\_ Members of this institution should be (and are being) honored and supported for the knowledge and skills they possess and engage.
- 23. \_\_\_\_\_ Institutional size, levels of productivity and profitability are primary measures of success in this institution.
- 24. \_\_\_\_\_ The whole world should be the "campus" for this institution.

Most people in this institution believe that

- 25. \_\_\_\_\_ Members of this institution should be encouraged (and provided with support) to study and train for whatever they need so that they might expand knowledge and skills in their current and anticipated area(s) of work.
- 26. \_\_\_\_\_ Collaboration between departments in this institution will consolidate knowledge and increase the benefits to the people this institution serves. There should be no room for “silos” in this institution.
- 27. \_\_\_\_\_ Current and potential employees should be required to demonstrate and document their competencies in the performance of work for which they are being hired or to which they are being promoted.
- 28. \_\_\_\_\_ All members of this institution are best supervised on a personal and face-to-face basis. There is no room for indirect and absentee supervision.
- 29. \_\_\_\_\_ Open access to all positions in this institution results in equitable services and diversity of perspectives.
- 30. \_\_\_\_\_ Reality is co-constructed and varies from individual to individual, so alternative perspectives must be appreciated. We live in a wide-open world and must retain an open mind.

Most people in this institution value

- 31. \_\_\_\_\_ Fair bargaining between management and employees in this institution.
- 32. \_\_\_\_\_ The development and dissemination of knowledge in specific areas of specialization among members of this institution. We need people who have mastered their job, rather than being generalists.
- 33. \_\_\_\_\_ Its involvement with global networks of knowledge-creation despite the challenges of our complex, chaotic world.
- 34. \_\_\_\_\_ Systematic institutional planning founded in thoughtful institutional research.
- 35. \_\_\_\_\_ The identification and appreciation of its distinct history, founding principles, regularly scheduled celebrations and observation of holidays.
- 36. \_\_\_\_\_ Accountability to this institution's formal authority and fiduciary responsibilities through standards, supervision, and outcomes.

Most people in this institution tend to trust in

- 37. \_\_\_\_\_ The inherent desire of everyone in this institution to further their own learning and the learning of others.
- 38 \_\_\_\_\_ The ability of long-established systems and procedures to instill this institution's distinct values and perspectives.
- 39 \_\_\_\_\_ The dominance of rationality in the institution.
- 40 \_\_\_\_\_ The capacity of this institution's leaders to define and measure its goals clearly and objectively.
- 41. \_\_\_\_\_ The ability of this institution's leaders to make sense of the fragmentation and ambiguity that is prevalent in our world.
- 42. \_\_\_\_\_ The development of procedures to support the equitable distribution of resources and benefits to those employed in this institution.

Most people in this institution value

- 43. \_\_\_\_\_ Financial responsibility.
- 44. \_\_\_\_\_ Personal openness and service to others.
- 45. \_\_\_\_\_ Expert knowledge and skilled craftsmanship.
- 46. \_\_\_\_\_ Constructive confrontation among constituencies of this institution with interests that are inherently in opposition.
- 47. \_\_\_\_\_ The predictability and frequency of face to face, in-person interactions among members of this institution. We try to be a close and caring community.
- 48 \_\_\_\_\_ An openness to the recruitment of part time employees, contract workers and those brought in to work on specific projects. We are an "open" organization.

Most people in this institution find meaning primarily in

- 49 \_\_\_\_\_ This institution's unique mission and history of accomplishments.
- 50 \_\_\_\_\_ The expansion of knowledge sources and information networks leading to the continuing learning of all employees of this institution.
- 51. \_\_\_\_\_ The honoring and promotion of cultural, social, and economic diversity in this institution.
- 52. \_\_\_\_\_ The exceptional expertise and skills exhibited by employee in all (or many) departments in this institution. •,
- 53. \_\_\_\_\_ The organization, implementation and evaluation of work that is directed toward specified institutional goals and purposes. . '
- 54. \_\_\_\_\_ The creation of programs and activities that further the growth of all members of this community.

Most people in this institution are particularly interested in

- 55. \_\_\_\_ Collaboration-working together with other people in this institution.
- 56. \_\_\_\_ The preservation of individual rights for all members of this institution. We should be a site of justice and mutual respect.
- 57. \_\_\_\_ The accessibility of this institution's products and/or services to all deserving citizens.
- 58 \_\_\_\_ Ways they can keep up with the latest technological innovations as they access resources outside this institution.
- 59 \_\_\_\_ Autonomy—being able to work in this institution without extensive outside interference.
- 60 \_\_\_\_ Meaningful, trustworthy relationships with fellow workers—being a site of character and continuity.

Most people in this institution DO NOT want

- 61. \_\_\_\_ This to become a second-rate institution.
- 62. \_\_\_\_ This institution to become a site of indifference or alienation.
- 63. \_\_\_\_ Administrative/managerial anarchy or ineffectiveness in this institution.
- 64. \_\_\_\_ To restrict what it means to be a part of this institution—just because there are also affiliations with other institutions or with no institution (working as sub-contractor, consultant, etc.).
- 65. \_\_\_\_ Stagnation of ideas and absence of innovation in this institution.
- 66. \_\_\_\_ Arbitrary authority to reign supreme in this institution.

People in this institution most fear

- 67. \_\_\_\_ Being controlled by the administration/upper-level management of this institution.
- 68 \_\_\_\_ A lack of clear lines of authority and control inside this institution.
- 69 \_\_\_\_ That its leaders will lack knowledge about the distinctive expertise to be found among many members of the institution, and that they will fail to support the engagement of this expertise.
- 70 \_\_\_\_ Being cut off from contact with people outside this institution. Living and working in a “bubble.”
- 71. \_\_\_\_ Being cut off from contact with other people inside this institution. Losing the sense of community.
- 72. \_\_\_\_ The inability or unwillingness of its leaders to enact strategies for institutional improvement that are proven elsewhere.

**THANK YOU FOR COMPLETING THIS INVENTORY**