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Assessing Organisational Culture in a Group Context Using the Organisational Culture Profile

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Land Operations Division
Defence Science and Technology Organisation

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ABSTRACT

The aims of this paper are twofold: first to describe a workshop approach designed to explore cultural characteristics of organisations in support of strategic planning; second, outline the development of the Organisational Culture Profile (OCP) to support such planning in a group context. A workshop was held to assist in exploring possible cultural changes required to support the aspirations of the logistics community within the Australian Defence Organisation. The OCP used in conjunction with data captured from group discussions provides: a snap shot of the extant logistics culture; a means of getting relevant stakeholders to reflect on those cultural attributes that would best support organisational aspirations; and a means of identifying gaps to inform the development of intervention strategies. Reflection on the group completion of the OCP suggests it will be of use in other Defence contexts, including enhancing understanding of the cultural changes that may be required to support the Hardened and Networked Army.

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Assessing Organisational Culture in a Group Context Using the Organisational Culture Profile

Executive Summary

The use of the Organisational Culture Profile (OCP) in a group context represents a novel extension to the quantitative approach employed by O'Reilly et al. (1991) for measuring culture.¹ The authors undertook a review of the relevant literature and were unable to find any reported examples of the OCP being used in this way. This paper reports on the development and application of the OCP for use in a workshop designed to explore cultural characteristics of organisations in support of strategic planning. Some of the strengths associated with group completion of the OCP and other features of the workshop included:

- Group completion of the OCP supported collective discussion in a way that was consistent with the social nature of culture. Culture is manifested through shared values, beliefs, and norms which shape or inform behaviour. Collection of data about culture via the usual individual administration of the OCP removes any opportunity for a social phenomenon to be discussed in a social context.
- The group based completion of the OCP led to participants discussing and justifying their reasons for placing a value statement in a particular category, thus providing context for making sense of the allocation and meanings participants ascribed to the value statements. It is only through interaction provided by the group setting that this is able to occur.
- Both individual administration and group completion of the OCP can highlight areas of consensus and difference, but only in a group context can such differences be explored and discussed with personnel embedded within the same organisation.
- The elicitation of cultural descriptions of the current and future Defence logistics system and subsequent gap analysis provided a fresh approach to supporting strategic planning. Perceptions of the approach and its utility in supporting the development of the Defence Logistics Transformation Plan suggest that such an approach would be of use in support strategic planning in other contexts.

Weaknesses associated with the workshop and group completion of the OCP included:

- Both individual administration and group completion of the OCP can be a frustrating undertaking for participants. This is due to use of the Q-sort method, which forces people to limit how many value statements can be allocated to outlying categories. This was made more problematic by the perception that there were more value statements that were 'positive' than 'negative'. One way of addressing the constraints imposed by the Q-sort method is to convert the OCP value statements into a series of Likert-type questions that could then be administered via a survey instrument. Such an approach has been employed in other Defence research. Sarros et al. (2005) also describe the development of such

¹ O'Reilly, C. A., III, Chatman, J., & Caldwell, D. F. (1991) People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit, *Academy of Management Journal*, 34(3), 487.

an instrument². Whilst such approaches generate efficiency gains, the richness of information is significantly reduced.

- The emphasis on achieving consensus may inhibit the airing of contrary views from less dominant participants. However, there are a variety of group facilitation techniques that can assist in minimising such effects, such as encouraging people to reflect on the extent to which they have contributed to the discussions.

Other considerations:

- The workshop approach described in this paper would lend itself to being used to support change management initiatives that have a cultural component, for example the Hardened and Networked Army.

² Sarros, J. C., Gray, J., Densten, I. L., & Cooper, B. (2005) The Organizational Culture Profile revisited and revised: An Australian perspective, *Australian Journal of Management*, 30(1), 159-182.

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Glossary

ADF	Australian Defence Force
ADO	Australian Defence Organisation
DLTP	Defence Logistics Transformation Plan
DSTO	Defence Science and Technology Organisation
FJLC	Future Joint Logistics Concept
HNA	Hardened and Networked Army
JLC	Joint Logistics Command
OCP	Organisational Cultural Profile
SLB	Strategic Logistics Branch

1. Introduction

The Defence Science and Technology Organisation (DSTO) was asked to provide advice on organisational learning strategies to assist in the process of creating the Hardened and Networked Army (HNA). There is recognition that the realisation of the HNA will require changes in culture, educational practice, organisational structures and equipment. In light of these changes, this report examines the development, application and utility of a workshop approach designed to explore cultural characteristics of organisations in support of strategic planning.

DSTO is supporting the development of the Defence Logistics Transformation Plan (DLTP) for Strategic Logistics Branch (SLB) of Joint Logistics Command (JLC). This DLTP will build upon the Future Joint Logistics Concept 2025 (FJLC 2025) and aims to direct the transformation of Defence Logistics from the current 'as is' system to the future 'to be' system (2025).

The FJLC 2025 has been developed as a response to the perceived challenges presented by a complex, lethal, and uncertain security environment, demands associated with new technological advances, funding pressures, and future demographic concerns in relation to recruitment and retention.

In reply to these challenges and demands, the FJLC 2025 highlights the need for the Australian Defence Organisation's (ADO) logistics capability, or system, to be less hierarchical, more agile and adaptive, able to sustain multiple and contiguous expeditionary operations, and be self sufficient for operations close to Australia. Above all, in order to meet these challenges and demands changes in organisational culture may need to occur.

An important part of supporting the transformation plan is the analysis of the FJLC 2025 in order to determine its strengths and weaknesses and further develop its major themes. A three-day workshop was held with key stakeholders to address this issue. As part of this workshop, half a day was set aside to explore the cultural implications of the FJLC 2025 with logisticians from the Australian Army, Navy and Air Force.

The aim of this half day workshop was to assist in answering the following questions:

- What is culture?
 - How is organisational culture maintained/sustained in Defence?
- What is the nature of the current logistics culture?
- What desirable cultural attributes will support the FJLC 2025?
- What are the cultural changes required to assist with the transformation to the FJLC 2025?
- How might these changes be realised?

In this report the multi-stage workshop approach is described. The process through which the cultural descriptions of the current and future Defence logistics system is discussed. This discussion is followed by a description of the gap analysis, and subsequent interventions identified by participants to address the gaps. The report concludes with

some reflections on the strengths and weaknesses of the workshop approach and of the group-based completion of the Organisational Culture Profile (OCP).

2. Workshop approach

2.1 A multi-stage approach

In order to explore the cultural ramifications of achieving the aspirations of the FJLC 2025 an multi-stage approach was employed. These stages included:

1. **Complete cultural attributes questionnaire** – As part of a familiarisation exercise for workshop activities, invited participants were sent a questionnaire and asked to complete it and bring it along to the workshop. The questionnaire asked people to identify the six least and six most characteristic cultural attributes or value statements for the current logistics system and future logistics system (Appendix A).
2. **Establish context** – Participants spent 15 minutes identifying a range of contextual constraints and enablers they believed would be present in 2025 (i.e. future warfighting concepts; possible strategic context; demographic influences on makeup of Defence personnel etc).
3. **Define culture and associated influences** – In order to establish a foundation for later discussion, participants were asked to individually come up with definitions of culture. Following this, the group considered the various components of their definitions, such as values, beliefs, and rituals. Finally, participants identified what things the ADO currently does to generate or maintain these components. The rationale for this was to identify the various social and organisational factors that support the generation and maintenance of culture in the ADO. These factors then served as potential mechanisms for generating cultural change.
4. **Develop a cultural description of the current ADF logistics system** – Participants were divided into two syndicates. They undertook a process of identifying the least and most characteristic cultural attributes for the current logistics system. The process employed was based on the OCP which involved a sorting task that forced respondents to allocate characteristics to fit a distribution¹. In the approach adopted in this study participants allocated 36 attributes from least to most characteristic.
5. **Develop a cultural description of the future ADF logistics system** – Participants then repeated the process outlined in stage 4 in order to identify the least and most characteristic cultural attributes for the future logistics system. They were asked to identify characteristics which would best support the aspirations of the FJLC 2025.

¹ O'Reilly, C. A., III, Chatman, J., & Caldwell, D. F. (1991) People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit, *Academy of Management Journal*, 34(3), 487.

6. **Gap analysis and identification of possible interventions – syndicates** - Participants were presented with the seven least and seven most characteristic attributes from the total set of 36 for both the current and future systems. Those attributes that were in common between the current and future systems were flagged for further discussion.

Participants were asked to consider the sorts of interventions that would assist in addressing the gaps between existing cultural attributes, and the implications these may have for transitioning to the cultural attributes needed to better support the aspirations of the FJLC 2025. The goal of this exercise was to identify those cultural attributes that were considered most in need of change. The gaps identified were:

- Current ('as is') least characteristic vs future ('to be') most characteristic
- Current most characteristic vs future least characteristic

In addition, the most characteristic attributes from the current and future ADF logistics systems were compared. Common attributes were seen as representing cultural strengths to be built upon.

Further details of times allocated to each step and use of Microsoft Excel to store the data are contained in Appendix B.

This paper focuses on the final three stages - development of cultural descriptions of the current and future ADF logistics system as derived by utilising the OCP and subsequent gap analysis.

2.2 Cultural description of the current and future ADF logistics system

Participants were divided into two syndicates. They undertook a process of identifying the least and most characteristic cultural attributes for the current logistics system, then the future logistics system through the use of the OCP. Some of the discussions were recorded and transcribed.

2.2.1 Organisational Culture Profile

O'Reilly et al. (1991)² developed the OCP to provide a quantitative profile comparison approach to assessing person-organisation fit in terms of organisational culture. The culture of an organisation can be assessed by looking at those values which are significant to an individual's self concept or identity, as well as reflecting and being relevant to the central values of an organisation. The OCP is an attempt to understand culture by means of quantitative methods, and more specifically is designed to provide a quantitative assessment of the effects of organisational culture on individual behaviour.

The OCP contains 54 value statements written on cards that are viewed as being generic descriptors of individual and organisational values (O'Reilly, 1991) (see Appendix C). During interviews participants were asked to sort the 54 value statements on a normal distribution from least to most characteristic of their organisation. This process involved respondents sorting the values into 9 categories, forcing them to place fewer items in outlying categories and more items in middle categories. The category pattern for 54 items

² Op Cit.

was 2-4-6-9-12-9-6-4-2, which means for example that only 2 value statements could be identified as least characteristic. This approach is referred to as the Q-sort method. Participants were then asked to repeat the process but for their ideal organisation. The initial sort for their organisation was then compared with the sort for their ideal organisation providing an assessment of person-organisation fit. This person-organisation fit was found to be predictive of organisational commitment and job satisfaction a year after being assessed, and was predictive of staff turnover after two years.

2.2.2 Use of Organisational Culture Profile in the ADO

The decision to employ the OCP was initially driven by a need to assess organisational culture within the ADO by means of a questionnaire. This involved developing a modified form of the Q-sort where by questionnaire respondents were asked to identify the six least and six most characteristic cultural attributes for the current and future logistics system. (For an example of this refer to Appendix A.)³ After being asked to explore the cultural implications of the FJLC 2025 it was then felt that the OCP might be usefully employed in a group context to assist in identifying cultural gaps.

Due to time constraints it was decided that the number of cultural attributes needed to be reduced. This was achieved by including attributes that loaded strongly on the factors identified in O'Reilly et al (1991), by removing those attributes that were viewed as having similar meaning, and removing items that were considered inappropriate for a Defence context. Thus the number of attributes was reduced from 54 to 36 with a category pattern of 1-2-4-6-10-6-4-2-1 (see Appendix C).

The original approach of sorting cards with value statements written on them was considered impractical in a group context. Instead the 'card sort' was administered via an excel spreadsheet projected onto a wall so that all participants could see it and partake in the allocation process. Participants were invited to firstly undertake a crude sort of the value statements into three broad categories from least to most characteristic of the ADF Logistics system. They were then asked to refine this selection so that it accorded with the category pattern of 1-2-4-6-10-6-4-2-1.

The process forced respondents to allocate the 36 value statements from least to most characteristic on a distribution. For example, syndicate 1 arrived at the allocations for the current 'as is' ADF logistics system shown in Table 1.

³ In later research the questionnaire no longer used this modified form of the Q-sort and instead employed a 5-point Likert scale response for each value statement.

Table 1 Cultural attributes sort for the current ADF logistics system

Least Characteristic				
1	high pay for good performance			
2	risk taking	take advantage of opportunities		
4	being reflective	confronting conflict directly	emphasising a single culture	stability
6 10 6	Value statements within this range have not been included since they were not considered illustrative of the organisation, nor useful in undertaking a gap analysis			
4	being team oriented	being analytical	working in collaboration	working long hours
2	high expectations for performance	being competitive		
1	security of employment			
Most Characteristic				

After completing the attribute allocation process for the current logistics system, syndicate 1 members were then asked to repeat the process for the future logistics system, the results of which are summarised in Table 2.

Table 2 Cultural attributes sort for the future ADF logistics system

Least Characteristic				
1	being aggressive			
2	being competitive	working long hours		
4	being careful	fairness	tolerance	being analytical
6 10 6	value statements within this range have not been included since they were not considered illustrative of the organisation, nor useful in undertaking a gap analysis			
4	predictability	flexibility	being innovative	being results oriented
2	having high expectations for performance	being quick to take advantage of opportunities		
1	adaptability			
Most Characteristic				

The process provides participants with a 'cultural snapshot' of their current organisation.

2.3 Gap analysis

After the identification of the seven least and seven most characteristic attributes for both the current and future systems, a gap analysis was undertaken. Those attributes that were common between the current and future ADF logistics systems were organised and colour coded as can be seen in Figure 1. Two different gaps were identified. Current least characteristic attributes versus future most characteristic (in **red**), and current most characteristic versus future least characteristic (in **orange**). In addition, current and future most characteristic attributes were compared and items in common were viewed as needing to be maintained (in **blue**). In this sense, the gap analysis highlights in a readily digestible manner trajectories for organisational change, or in other words those attributes perceived by participants as requiring modification or alteration for future contexts, as well as existing strengths to be built upon.

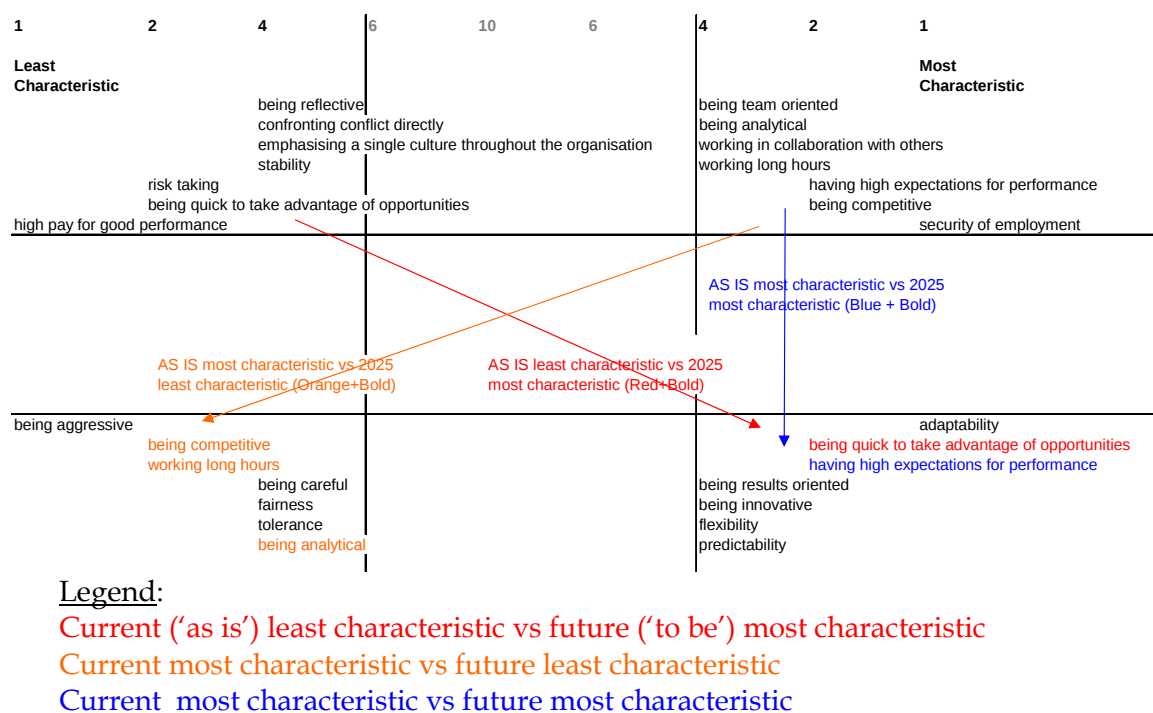


Figure 1 Gaps identified for Syndicate 1

The most significant areas requiring cultural change are coloured coded in **red** and **orange** in Figure 1. For example, the attribute in red '**being quick to take advantage of opportunities**' is not currently a feature of the logistics system but was judged by members of syndicate 1 as needing to be present in 2025 to support the aspirations of the FJLC. Attributes in orange '**working long hours**', '**being competitive**', '**being analytical**' are currently a feature of the logistics system, but will need to be much less prevalent in the future logistics system culture.

The participants identified the value statement '**having high expectations for performance**' as being most characteristic in both the current and future systems. This attribute represent a strength that can be built upon in support of the transformation toward the FJLC.

2.4 Possible interventions

After considering the gaps – highlighted in orange and red – respondents identified a range of interventions they felt would facilitate the transition from the current culture to the desired future culture. A few examples are provided below.

- It was recognised that new technologies present opportunities to reduce the costs of doing logistics business by making processes more efficient and less manpower intensive. But it was also noted that technologies often have the unwanted effect of increasing workload especially when incorporated without consideration for extant practice. To reduce the chances of this requires a fuller appreciation of how the technology will impact on the outcomes they are being introduced to support, and modifying the extant processes as appropriate to ensure that people are working smarter not harder.
- Greater uncertainty requires greater adaptability achieved by single vision or direction but recognising the cultural, organisational, and functional differences. The metaphor of a 'dog sled team' needing to all pull in the same direction but made up of 'dogs' with unique qualities and capabilities was used to communicate this idea. A further implication of this is that processes to support a particular function or organisation also need to be changeable or able to be adapted.
- To become more adaptable and able to take advantage of opportunities, such as new technological capabilities, a breakdown in bureaucracy (relating to the coordination overhead associated with working across components) is required, supported by single ownership of a subsystem (capability, process, technology etc.) at the appropriate level. This appropriateness would need to be judged in terms of its ability to maintain flexibility and responsiveness.

3. Reflections on approach

The use of the OCP in a group context represents a novel extension to the quantitative approach employed by O'Reilly et al. (1991). The authors undertook a review of the relevant literature and were unable to find any reported examples of the OCP being used in this way.⁴ Strengths associated with group completion of the OCP and other features of the workshop included:

- Group completion of the OCP supported collective discussion in a way that was consistent with the social nature of culture. Culture is manifested through shared values, beliefs, and norms which shape or inform behaviour. Collection of data about

⁴ The authors searched using Google, Google scholar, Scopus and ISI Web of Knowledge to determine if the OCP had been used in a group context. Search terms included 'organizational culture profile' and 'group administration'(or 'group admin'). The following search terms were used to search within papers (using Web of Knowledge) that cited O'Reilly et al. (1991): group admin*, group context, group, and organizational culture profile. Search returns were reviewed and no papers were found that accorded with our application of the OCP.

culture via the usual individual administration of the OCP removes any opportunity for a social phenomenon to be discussed in a social context.

- The collection of both quantitative and qualitative data. While the value statements were still sorted by the group into categories providing quantitative data, the allocation of these value statements by the group generated discussion and debate as to the least and most characteristic features of their organisation.
- The group-based completion of the OCP led to participants discussing and justifying their reasons for placing a value statement in a particular category, thus providing context for making sense of the allocation and meanings participants ascribed to the value statements. It is only through interaction provided by the group setting that this is able to occur.
- Both individual administration and group completion of the OCP can highlight areas of consensus and difference, but only in a group context can such differences be explored and discussed with personnel embedded within the same organisation.
- The elicitation of cultural descriptions of the current and future ADF logistics system and subsequent gap analysis provided a fresh approach to supporting strategic planning. Perceptions of the approach and its utility in supporting the development of the DLTP suggest that such an approach would be of use in support strategic planning in other contexts.
- The benefits of using the OCP to support strategic planning were amplified by the participation of affected stakeholders.
- The approach used in this workshop provided a simple and effective means of eliciting information about organisational culture in a way that could immediately inform preliminary exploration of its implications for achieving strategic aspirations. If the OCP had been administered to individuals then this would have introduced a considerable delay between elicitation of the culture and subsequent identification of interventions. This is because the individual profiles would need to be aggregated in some way then presented back to stakeholders.
- There is a diversity of sub-cultures represented in the ADO. People belong to multiple cultures such as Service, Corps, trade or discipline. Each of these cultures is underpinned by a shared set of beliefs, values, traditions and rituals, shaped by indoctrination and shared experiences. Participants were therefore carefully selected in order to have representatives from these sub-cultures. A failure to engage the diversity of sub-cultures puts at risk the implementation of strategic plans.

Weaknesses associated with group completion of the OCP included:

- Both individual administration and group completion of the OCP can be a frustrating undertaking for participants. This is due to use of the Q-sort method, which forces people to limit how many value statements can be allocated to outlying categories. This was made more problematic by the perception that there were more value statements that were 'positive' than 'negative'. One way of addressing the constraints imposed by the Q-sort method is to convert the OCP value statements into a series of Likert-type questions that could then be administered via a survey instrument. Such an approach was employed as part of the survey component of Task ARM 04/013 'Social learning in the Army' that followed on from this work. Sarros et al. (2005) also

describe the development of such an instrument⁵. Whilst such approaches generate efficiency gains, the richness of information is significantly reduced.

- Group completion introduces additional frustrations by having to negotiate and accommodate differences of opinion.
- The emphasis on achieving consensus (i.e., as a group, participants were required to 'agree' upon which attributes should be allocated to various categories) may inhibit the airing of contrary views from less dominant participants. However, there are a variety of group facilitation techniques that can assist in minimising such effects, such as encouraging people to reflect on the extent to which they have contributed to the discussions.
- Approximately 90 minutes was allocated to complete both the current (60 min) and future (30 min) cultural profiles. Even with only 36 value statements, the 90 minutes proved barely adequate to enable a thorough run through of the process. To allow greater familiarisation with the process for participants, and the greater exploration of participants' views regarding their justification for allocating values to certain categories, 120 minutes would be required.

Other considerations:

- Both questionnaire and group based OCP data was collected. This provided a means of triangulating across methods and data sets. Strong correspondence between the data sets for the current culture was found (see Appendix D). This strengthens the validity of findings.
- Another way of increasing the confidence in the data elicited is to get more than one group to undertake the same task. In this workshop two syndicates were employed. Each syndicate developed profiles for the current and future logistics system without any communication with the other syndicate. There was reasonable correspondence between the syndicates, for example, both syndicates identified high pay for good performance and emphasising a single culture throughout the organisation as being least characteristic of the current ADF logistics system (see Appendix D, Table 4 for further details).
- The methodology described in this paper would lend itself to being used to support change management initiatives that have a cultural component.

4. Conclusion

The aims of this paper were twofold: first to describe a workshop approach designed to explore cultural characteristics of organisations in support of strategic planning in preparation for its application in support of ARM 04/013 data collection activities; second, outline the development of the OCP for use in a group context. The OCP together with the other stages used in the workshop provided useful insights into some of the culture

⁵ Sarros, J. C., Gray, J., Densten, I. L., & Cooper, B. (2005) The Organizational Culture Profile revisited and revised: An Australian perspective, *Australian Journal of Management*, 30(1), 159-182.

change challenges that will need to be addressed to support the implementation of the DLTP. The OCP in conjunction with data captured from group discussions provided: an indicative snap shot of the extant culture; a means of getting relevant stakeholders to reflect on those cultural attributes that would best support organisational aspirations; and a means of identifying gaps to inform the development of intervention strategies. Reflection on the group completion of the OCP suggests it will be of use in other Defence contexts, including enhancing understanding of the cultural changes that may be required to support the aspirations of the HNA.

5. Acknowledgements

The authors would like to express their thanks to those ADO personnel who gave their time in participating in this study. Additional thanks goes to Dr Lin Zhang and his team for providing us with access to logistics personnel and also recognising the potential value of this new workshop approach and application of the OCP. Finally, we would like to thank our colleague, Christina Stothard, for her contribution to the development of the cultural attributes questionnaire.

Appendix A: Information sheet, consent form and questionnaire

INFORMATION SHEET

FJLC 2025 Workshop February 2006

Dear Participant,

As part of a workshop, to which you have been invited, concerning FJLC 2025 you are asked to take part in completing a questionnaire in relation to this workshop. Part of the workshop involves exploring cultural issues as they relate to the future ADF Logistics system. Further work in relation to cultural issues will be progressed at the workshop and the completing of the attached forms will assist in preparation for the workshop and also provide the research team with helpful data to analyse the logistics culture. Additionally the data may be used to support publication of research papers whilst ensuring that confidentiality is maintained.

It would be appreciated if you could take the time to assist in this project, by firstly completing the consent form provided, and then the survey that touches upon certain aspects of this topic. It is anticipated that this survey will take no more than 25 minutes of your time to complete.

Your participation in completing the survey is voluntary, however it should provide you with some background and will assist you with the cultural issues to be discussed at the workshop.

Be assured that any information provided will be treated in the strictest confidence and that participants will not be individually identifiable in resulting reports, publications or other related research. Any data retained will be securely stored at DSTO. After the workshop, access will be limited to the DSTO research team and other DSTO research personnel if there is a demonstrated need to know.

Should you have any complaints or concerns about the manner in which the study or the data collection activities in the workshop are conducted, please do not hesitate to contact the researchers in person:

Further enquiries can be directed to:

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Mr Bruce Vandeppeer Ph (08) 8259 6406
Email: bruce.vandeppeer@dsto.defence.gov.au

CONSENT for participation in Survey for FJLC 2025 Workshop

I..... give my consent to participate in the project mentioned above on the following basis:

I have received the information sheet in relation to the workshop.

I understand that:

- participation in the study is entirely voluntary and there is no obligation to take part in the study;
- had I chosen not to participate there would be no detriment to my career; and
- I may withdraw at any time with no detriment to my career.

I am co-operating in this project on condition that:

- the information I provide will be kept confidential;
- the information will be used only for this project and associated projects and for the purposes outlined to me; and
- the research results will be made available to me at my request and any published reports of this study will preserve my anonymity.

I have been given a copy of the information sheet to keep.

Should I have any complaints or concerns about the manner in which this project is conducted I will contact the researchers in person,

Mrs Christina Stothard
LOD DSTO Edinburgh
PO Box 1500
Edinburgh SA 5111

Ph 08 8259 4851

.....
[Signature]

.....
[Date]

Acknowledged: Researcher.....

[Signature]

[Date]

PART A: Demographics

Name:

Age:

Gender: ☐ Female ☐ Male

Current rank: _____

Current posting (eg SO2, DGFLW) _____

Time spent at current posting _____

Years of Service: _____

NOTE THAT ORIGINAL HAD PAGE BREAK TO ALLOW SEPARATION OF PART A
FROM REMAINDER.

PART B: Attitudes toward workgroup

The second section of this survey is a series of statements that represent possible feelings that individuals might have about the workgroup for which they work. With respect to your own feelings about your workgroup, please indicate the degree of your agreement or disagreement with each of the statements by circling only one number on the 1 to 5 scale. 'Workgroup' means those you have to work with as part of your current posting, this does not mean the Army or ADF/ADO more broadly.

To what extent do you agree with the following?

	Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree
I am willing to put in a great deal of effort beyond that normally expected in order to help my workgroup to be successful.	1	2	3	4	5
I talk up my workgroup to my friends as a great place to work.	1	2	3	4	5
I feel very little loyalty to my workgroup.	1	2	3	4	5
I would accept almost any type of job in order to keep working for my workgroup.	1	2	3	4	5
I find that my values align with the values of my workgroup.	1	2	3	4	5
I am proud to tell others that I am part of my workgroup.	1	2	3	4	5
My workgroup really inspires the very best of me in the way of job performance.	1	2	3	4	5
Often, I find it difficult to agree with my workgroup's policies on important matters relating to its employees.	1	2	3	4	5
I really care about the fate of my workgroup.	1	2	3	4	5
For me, my workgroup is the best of all workgroups to be working in.	1	2	3	4	5
Becoming a member of my workgroup has been a negative experience.	1	2	3	4	5
It would take very little change in my present circumstances to cause me to leave work.	1	2	3	4	5

Comments: _____

PART C: Beliefs about learning and knowledge

The third section of this survey contains a series of statements that represent possible beliefs that individuals might have about knowledge and learning in the workplace. With respect to your own beliefs, please indicate your level of agreement or disagreement with each of the statements by circling only one number on the 1 to 5 scale.

	Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree
To get on, it is best not to ask too many questions.	1	2	3	4	5
Sometimes you just have to accept answers from an expert even though you don't understand them.	1	2	3	4	5
Often, even advice from experts should be questioned.	1	2	3	4	5
Everyone needs to learn how to learn.	1	2	3	4	5
The really smart people don't have to work hard to do well.	1	2	3	4	5
If you are ever going to be able to understand something it will make sense the first time you hear or read it.	1	2	3	4	5
Failure is tolerated in my workgroup as long as the individual learns from the experience.	1	2	3	4	5
The pressure of time makes reflection and evaluation of work activities difficult.	1	2	3	4	5
I often feel that my learning has not prepared me for the work situation in which I find myself.	1	2	3	4	5

Comments:

Part D: Current culture of ADF Logistics

*The fourth section of this survey contains a list of descriptors that represent possible values or attributes that individuals might associate with ADF Logistics. Please select the 6 descriptors that you believe are least characteristic of ADF Logistics and the 6 that are most characteristic. Insert an 'X' in the appropriate box next to the descriptor. After completing this section you should have selected **12 different** descriptors in total.*

Least Characteristics

*(Select 6 only)
(place 'X' in box)*

Most Characteristic

*(Select 6 only)
(place 'X' in box)*

high pay for good performance
being supportive
being careful
confronting conflict directly
being results oriented
being competitive
emphasising a single culture throughout the organisation
being quick to take advantage of opportunities
being innovative
security of employment
having a clear guiding philosophy
risk taking
sharing information freely
decisiveness
paying attention to detail
being precise
fairness
stability
taking initiative
being aggressive
flexibility
adaptability
being team oriented
tolerance
opportunities for professional growth
being people oriented
having a good reputation
offers praise for good performance
having high expectations for performance
being analytical
not being constrained by rules
working in collaboration with others
a willingness to experiment
working long hours
predictability
being reflective

Comments:

Part E: Culture of ADF Logistics 2025

*The final section of this survey contains a list of descriptors that represent possible values or attributes that individuals might associate with ADF Logistics in 2025. When completing this section please select the 6 descriptors that you believe will be least characteristic of ADF Logistics 2025 and the 6 that will be the most characteristic. Insert an 'X' in the appropriate box next to the descriptor. After completing this section you should have selected **12 different** descriptors in total.*

Least Characteristics

(Select 6 only)

(place 'X' in box)

Most Characteristic

(Select 6 only)

(place 'X' in box)

high pay for good performance
 being supportive
 being careful
 confronting conflict directly
 being results oriented
 being competitive
 emphasising a single culture throughout the organisation
 being quick to take advantage of opportunities
 being innovative
 security of employment
 having a clear guiding philosophy
 risk taking
 sharing information freely
 decisiveness
 paying attention to detail
 being precise
 fairness
 stability
 taking initiative
 being aggressive
 flexibility
 adaptability
 being team oriented
 tolerance
 opportunities for professional growth
 being people oriented
 having a good reputation
 offers praise for good performance
 having high expectations for performance
 being analytical
 not being constrained by rules
 working in collaboration with others
 a willingness to experiment
 working long hours
 predictability
 being reflective

Comments:

Appendix B: Culture workshop methodology in support of JTW 04/212

Aim:

The aim of this workshop is to identify from the perspective of key logistics stakeholders what cultural changes are required to transform to FJLC 2025.

A culture survey would be sent out to participants, and perhaps to a wider sample of logistics stakeholders prior to the workshop. The set of questions would ask respondents to identify particular cultural attributes that are most or least characteristic of the ADF/ADO as it currently is, and those cultural attributes they believe the ADF/ADO will need to exhibit in order to facilitate the achievement of aspirations outlined in future warfighting and associated doctrine (e.g. Force 2020, FJLC 2025) (see Appendix A)

Things to do prior to starting

It will be important to perform the following actions to ensure we reduce the risks of losing data, and to provide us with data to support our analyses

- Synchronise the times on the laptops and voice recorders with the watches of the observers and facilitators
- Set auto-recover save to 5 minutes
- Open up the Read only Excel file named 'Group card sort starting template.xls'.
- Save the file with a new name 'Group card sort Logistics group [insert group no. here] 20 Feb 06'
- Open up the Read only Word file named 'Group card sort data capture.doc'
- Save the file with a new name 'Group card sort data capture Logistics group [insert no.] 20 Feb 06'
- Quickly test the tape recorder. Then press record once the session starts.
- **For steps 4 and 5 of the methodology** Get the observers to remind you every 5 minutes to perform the following actions designed to provide a record over time of changes to the allocation of attributes
 - i. Press ALT + PRINT SCR (will capture the image on the screen in excel)
 - ii. Open the Word file - named above - (if already open you can easily switch between applications by doing the following ALT + TAB (to cycle around a number of apps simply continue to hold down ALT and press TAB more than once until you get to the application you want.)
 - iii. Press ALT + SHIFT + T - this will automatically insert the time into the word document.
 - iv. Then press CTRL + V - this is a shortcut for pasting info into an application. In this case it will paste the captured screen image from step 'i' into the word document.
 - v. Press ALT + TAB (once only) to return to the application you were previously using. I.e, MS Excel.
- At the end of each session do one or more of the following as appropriate:
 - do a final save on the Excel and Word documents, then transfer them across to your USB thumbdrive.
 - Transfer the data collected on the voice recorder across to the hard drive of the laptop.

Methodology for workshop:

1. Introductions/Admin (15 minutes)

2. Context setting – whole group (15 minutes)

In order to facilitate the difficult task of speculating on the nature of the Defence context in 2025 subject matter experts could be invited to talk on such issues as, the conduct of warfighting (i.e. future warfighting concepts); possible strategic context; demographic influences on makeup of Defence personnel etc.

3. Define culture and associated influences – whole group (30 minutes)

This will get participants involved and interested first up and to serve as a foundation for the rest of the day.

- o Get participants to individually come up with definitions of culture.
- o Following this, get the group to consider the various components of their definitions, such as values, beliefs, rituals etc. If necessary provides prompts and suggestions, but don't take over.
- o Then get participants to identify what things the ADF/their service/social group/work groups currently do to generate/maintain these components. (The reason for doing this is to move beyond trite comments about the need for culture change and get at the various social and organisational factors that support the generation and maintenance of culture. These factors or organisational interventions will then serve as potential mechanisms for generating cultural change within the ADF/service/workgroup)

4. Develop a cultural description of the current ('as is') ADF logistics system – small groups⁶ (45 -60 minutes)

Undertake a group based administration of the culture card sort (36 attribute descriptors) for the 'as is' logistics system (upon which the above questionnaire is based)

The starting point for this will be to get workshop participants to allocate the list of 36 attributes.⁷

The participants will usually do a first pass that will result in more attributes in the least and most columns than they are allowed. In the second pass the participants need to reduce the no. of attributes to 7 least and 7 most and to reach consensus as a group in doing so.

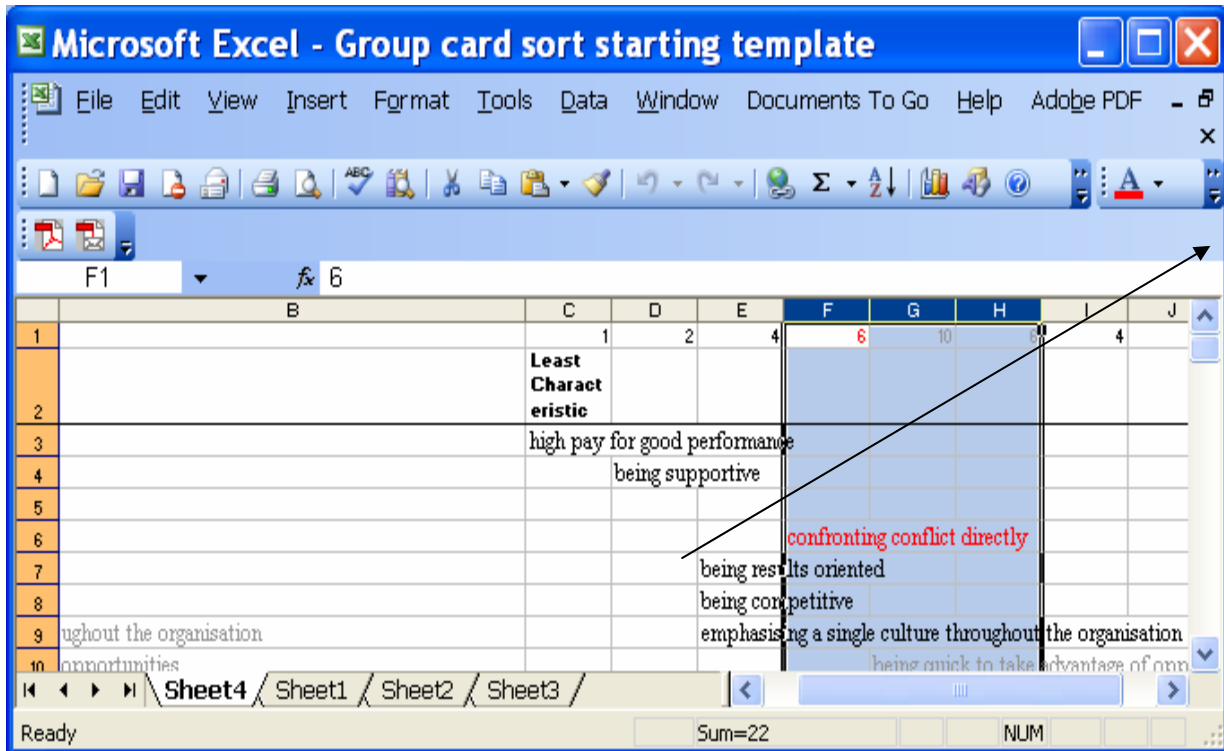
When using Excel please try and do the following:

- When dragging and dropping attributes from the master list across to the least-most distribution keep on the same row.

⁶ Will form 2 to 3 groups, aim for even numbers. Number people off 1 through 3 then assign.

⁷ Alternatively, the questionnaire responses could be aggregated to provide a rough initial allocation of attributes along the dimension 'least characteristics – most characteristic'. Workshop participants would then have the task of refining this initial rough allocation.

- Once a first pass has been done highlight the text in the centre columns (6, 10, 6) using 40% - grey. This will help participants to differentiate the attributes. It will also make it easier to identify which attributes were moved in the second pass.
- See screenshot below for guidance.



5. Develop a cultural description of the future (to be) ADF logistics system- small groups (30 minutes)

Undertake a group-based administration of the culture card sort for the 'to be' logistics system (upon which the above questionnaire is based) – refer to excel spreadsheet.

Follow the same process as for step 4.

6. Undertake a gap analysis between the distribution of attributes developed for the 'as is' and 'to be' and identify possible interventions – small groups (45 minutes total)

Prior to starting the session do the following:

- Consolidate the 7 least and most by dragging them to the bottom of the AS – IS list. For the TO-BE list you will drag the 7 least and most attributes to the top of the TO-BE list. By doing this it will make the job of identifying gaps that much easier.
- Only colour code the identified gaps using the attributes listed in the TO-BE distribution. - see below for colours to use.

a) Gap analysis – small groups (5-10 minutes)

Once the cards have been sorted we will need to come to a further prioritisation of the issues in terms of how they affect the transformation to the FJLC 2025 The idea here is to

identify those cultural attributes that are most in need of being changed. The following comparisons would be undertaken.

- o **'as is' least characteristic vs 2025 most characteristic (Red+Bold)**
- o **'as is' most characteristic vs 2025 least characteristic (Orange+Bold)**
- o **'as is' most characteristic vs 2025 most characteristic (Blue + Bold)**

b) Identification of possible interventions – small groups (20 minutes)

Once identified, these would then be investigated further to identify the sorts of organisational/social factors and interventions that could be employed to facilitate the desired changes (Many of these would have been identified in step 3 above).

c) Presentation of gaps and interventions to whole group – whole group (15 minutes)

Appendix C: 54 and 36 value statements

Original 54 value statements

high pay for good performance
being demanding
being supportive
being careful
an emphasis on quality
confronting conflict directly
enthusiasm for the job
being results oriented
being competitive
emphasising a single culture throughout the organisation
achievement orientation
being quick to take advantage of opportunities
being calm
being innovative
fitting in
security of employment
taking individual responsibility
having a clear guiding philosophy
risk taking
low level of conflict
sharing information freely
being socially responsible
decisiveness
being highly organised
paying attention to detail
being precise
developing friends at work
fairness
stability
taking initiative
being aggressive
flexibility
adaptability
respect for the individual's rights
being team oriented
tolerance
being easy going
opportunities for professional growth
being people oriented
informality
having a good reputation
offers praise for good performance
having high expectations for performance
being analytical
not being constrained by rules
autonomy
being distinctive
action orientation
working in collaboration with others
a willingness to experiment
being rule oriented
working long hours
predictability
being reflective

Reduced set of 36 value statements

high pay for good performance

being supportive
being careful

confronting conflict directly

being results oriented
being competitive
emphasising a single culture throughout the organisation

being quick to take advantage of opportunities

being innovative

security of employment

having a clear guiding philosophy
risk taking

sharing information freely

decisiveness

paying attention to detail
being precise

fairness
stability
taking initiative
being aggressive
flexibility
adaptability

being team oriented
tolerance

opportunities for professional growth
being people oriented

having a good reputation
offers praise for good performance
having high expectations for performance
being analytical
not being constrained by rules

working in collaboration with others
a willingness to experiment

working long hours
predictability

Appendix D: Correlation between the cultural attributes questionnaire and syndicate results

Before conducting the workshop, invited participants were sent a questionnaire, which asked them to identify the six least and six most characteristic cultural attributes for the current and future logistics system. Six people provided completed responses. Table 3 lists the highest frequency attributes.

Table 3 Summary of questionnaire responses

Current ADF Logistics System			
Least Characteristic	Frequency	Most Characteristic	Frequency
High pay for good performance	6	Security of employment	5
Emphasising a single culture throughout the organisation	6	Working long hours	5
Being quick to take advantage of opportunities	6	Predictability	5
Not being constrained by rules	5	Being results oriented	4
Having a clear guiding philosophy	3	Paying attention to detail	4
Risk taking	3	Flexibility	3
		Stability	3
		Having high expectations for performance	3
Future ADF Logistics System			
Least Characteristic	Frequency	Most Characteristic	Frequency
Security of employment	4	Emphasising a single culture throughout the organisation	4
Predictability	4	Adaptability	4
High pay for good performance	3	High pay for good performance	3
Being aggressive	3	Being results oriented	3
Being reflective	3	Being innovative	3
		Being people oriented	3

When the two syndicate responses are considered (see Table 4) there is a high degree of correlation in the results between the individual questionnaire responses and the syndicate responses for the current system. All of the least characteristic attributes are included in the selections made by the two syndicates, and all of the most characteristic attributes with the exception of predictability and stability are included.

Table 4 Cultural description of current ADF Logistics System (rank ordered)

Current ADF Logistics System			
Syndicate 1		Syndicate 2	
Least	Most	Least	Most
High pay for good performance ⁸	Security of employment	Emphasising a single culture throughout the organisation	Being results oriented
Risk taking	Having high expectations for performance	Confronting conflict directly	Flexibility
Being quick to take advantage of opportunities	Being competitive	Stability	Being team oriented
Being reflective	Being team oriented	High pay for good performance	Paying attention to detail
Confronting conflict directly	Being analytical	Being competitive	Having high expectations for performance
Emphasising a single culture throughout the organisation	Working in collaboration with others	Offers praise for good performance	Adaptability
Stability	Working long hours	Not being constrained by rules	Working in collaboration with others

Conversely, there was a much lower degree of correlation when considering the future (see Table 5). For example, three of the five least characteristic attributes from the individual responses listed in Table 3 above were not included in the syndicate results (see Table 5); these were predictability, high pay for good performance and being reflective. With regard to the most characteristic attributes, high pay for good performance, being innovative and being people oriented were selected by individuals but were not included in the syndicate responses.

⁸ Value statements highlighted in bold were in common across the two syndicate groups.

Table 5 Cultural description of Future ADF Logistics System and gap analysis (rank ordered)

Future ADF Logistics System			
Syndicate 1		Syndicate 2	
Least	Most	Least	Most
Being aggressive	Adaptability	Tolerance	Emphasising a single culture throughout the organisation
Being competitive	Being quick to take advantage of opportunities	Being aggressive	Having a clear guiding philosophy
Working long hours	Having high expectations for performance	Working long hours	Sharing information freely
Being careful	Being results oriented	Security of employment	Being results oriented
Fairness	Being innovative	Fairness	Being innovative
Tolerance	Flexibility⁹	Offers praise for good performance	Being precise
Being analytical	Predictability	Not being constrained by rules	Being team oriented

⁹ Flexibility was not identified as one of the seven least characteristic attributes. However, it was close to being considered for inclusion and was therefore discussed as one of the gaps.

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19. ABSTRACT The aims of this paper are twofold: first to describe a workshop approach designed to explore cultural characteristics of organisations in support of strategic planning; second, outline the development of the Organisational Culture Profile (OCP) to support such planning in a group context. A workshop was held to assist in exploring possible cultural changes required to support the aspirations of the logistics community within the Australian Defence Organisation. The OCP used in conjunction with data captured from group discussions provides: a snap shot of the extant logistics culture; a means of getting relevant stakeholders to reflect on those cultural attributes that would best support organisational aspirations; and a means of identifying gaps to inform the development of intervention strategies. Reflection on the group completion of the OCP suggests it will be of use in other Defence contexts, including enhancing understanding of the cultural changes that may be required to support the Hardened and Networked Army.					