Overview current situation

Organization: A company
Department: Team

Date: 11 July, 2017
Count: 5

Group value profile

Has characteristics of:

1st		connection and harmony
2nd		autonomy and synergy
3rd		entrepreneurship & results

Group value profile bubbles: 50%, 35%, 5%

Culture profile

Culture profile bubbles: 35%, 17%, 17%

Has characteristics of:

1st		the community
2nd		the living room
3rd		the institute

Structure profile

Structure profile bubbles: 28%, 20%, 26%

Has characteristics of:

1st		the community
2nd		the institute
3rd		the winner
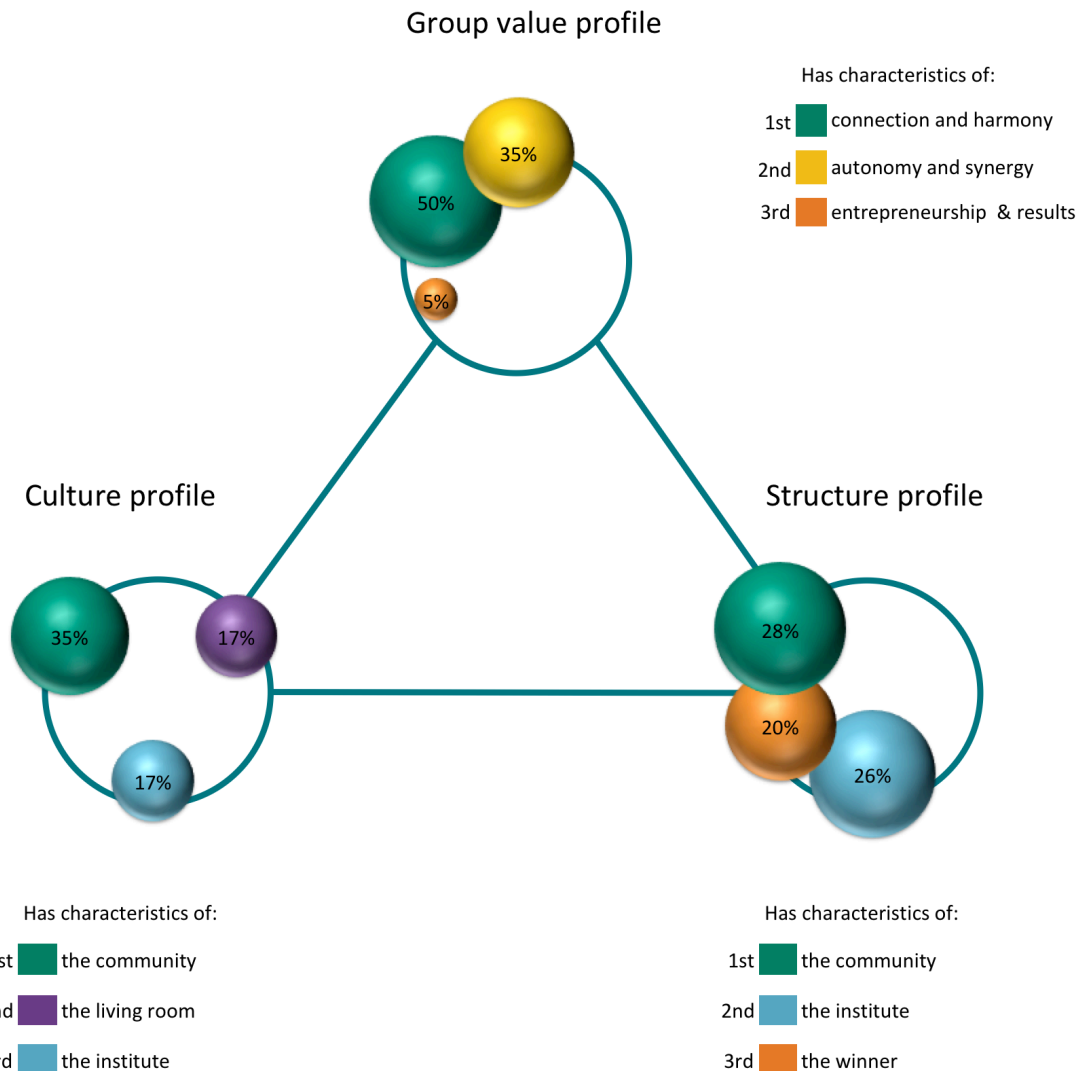
Please note: For clarity, only the 2 or 3 highest scores are displayed!

Comparison group values, culture profile and structure profile

Employees' values are not a close match with those of the current structures and culture. This means that they are likely to have difficulty in functioning within the culture and with coping with the structures.

The structures are more complex than the organizational culture. It is likely that the current structures cannot be used with maximum efficiency.

The group rejects the (distortions of the) value systems:

1st action and domination
Because of this, they will find it hard to work in cultures characterized by the arena. In the current culture however, the chances they come across these are low or non-existent.
It will probably also be difficult for people to work in cultures characterized by the arena. In the current structure however, the chances they come across these are low or non-existent.

2nd entrepreneurship & results
Because of this, they will find it hard to work in cultures characterized by the winner. In the current culture however, the chances they come across these are low or non-existent.
It will probably also be difficult for people to work in cultures characterized by the winner.
Because the current structure is indicated as such, there is probably:
Resistance to a structure where everything revolves around performance, and where work is characterized by competition. The rationale prevails, growth is the priority with everything, and there is little room for the human dimension.

3rd order and structure
Because of this, they will find it hard to work in cultures characterized by the institute. In the current culture however, the chances they come across these are low or non-existent.
It will probably also be difficult for people to work in cultures characterized by the institute.
Because the current structure is indicated as such, there is probably:
Resistance to a bureaucratic structure where everything revolves around rules and titles, everything is done strictly according to procedures, everything is controlled, and where work is routine and predictable.

ValueMatch

Culture profile

Current

35%

17%

17%

MATCH
6.4

(min=1, max=10)
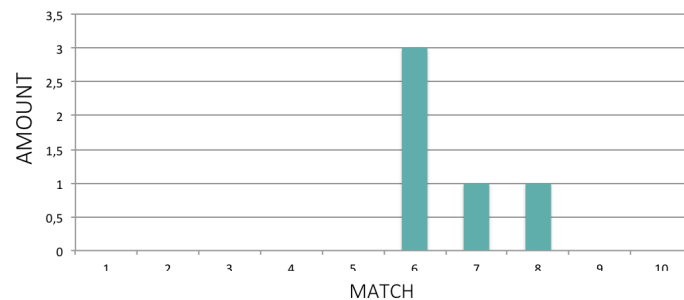
Desired

37%

23%

25%
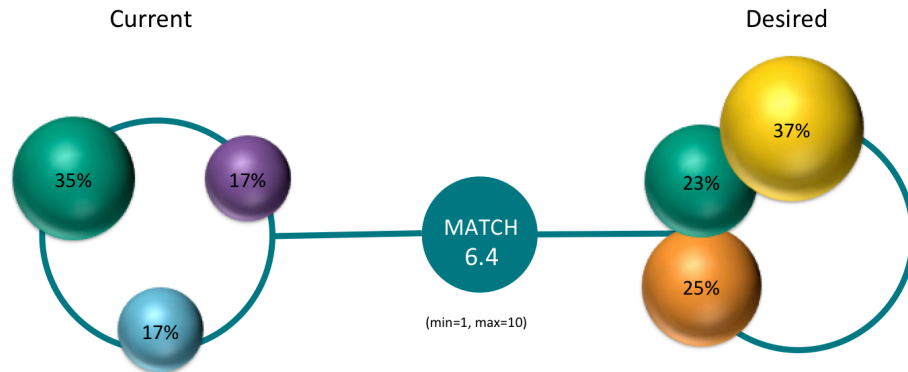
Has characteristics of:

1st — the community
2nd — the living room
3rd — the institute

Has characteristics of:

1st — self-management
2nd — the winner
3rd — the community

Please note: For clarity, only the 2 or 3 highest scores are displayed!

Match spread

Average match culture: 6.4
There is a small spread in the match between individual and culture.

Characteristics of current culture

1 We realize that everything is human work, and that this should be respected. Make efforts to communicate with us, and involve us in changes and decision-making. We demand that there is room for everybody to be different, otherwise we will not join in. Communicating with us is time consuming, and we can be slow in making decisions. We are not concerned if that makes you impatient; the fact is that participation takes time.

2 With us, there is a warm atmosphere. We form a close and loyal group, and cherish our traditions and the founders. It is important that employees feel at ease and at home, and that they care and look after each other. However, we do ask them to adapt to our habits. If they are unable to do this, then they're not part of the group and become the subject of gossip or are simply ignored. We're not big fans of change.

3 We trust the powers that be, and comply with rules and agreements. We want everything to run orderly and fairly, and expect everyone to perform their tasks in a disciplined and skillful way. We hate chaos and risks, and want to be informed in good time if anything changes in our environment. We can be inflexible, and are only interested in 'our own sort of people'.

Characteristics of desired culture

1 We have no management but work in self-managing teams where everyone is fully committed and shares accountability. The creation process is extremely dynamic, with unexpected twists. The joint mission is the primary concern, other aspects such as contracts, team composition, decision-making, etc. are secondary. What we change will not be attributable to one single party, and this is also irrelevant.

2 We believe there is always room for improvement, and enjoy helping to make this happen. Our image is important, and we surround ourselves with successful people. We are looking for new products and services that improve our market position. We demand that you perform well and know what you're doing in your work, and if necessary enforce it. Some people can't keep up with our pace and level, and shy away from our drive to perform. Not everyone can match our level.

3 See description above.

Compare personal values of the group with the desired culture

The group's wish for a culture with the characteristics of self-management matches the group's personal values well autonomy and synergy. This means that they are potentially able to function within this culture.

The group's wish for a culture with the characteristics of the winner does not match the group's personal values well. If the group wants to work within this culture, it may encounter the following challenges: Not talking about feelings and intuition, but being businesslike and professional. Being proactive and oriented towards your own goals, even if it destroys harmony. The result is more important than the process.

Structure profile

Current

28%

20%

26%

MATCH
6.5

(min=1, max=10)

Desired

37%

17%

29%

Has characteristics of:

1st ■ the community

2nd ■ the institute

3rd ■ the winner

Has characteristics of:

1st ■ the community

2nd ■ the winner

3rd ■ self-management

Please note: For clarity, only the 2 or 3 highest scores are displayed!
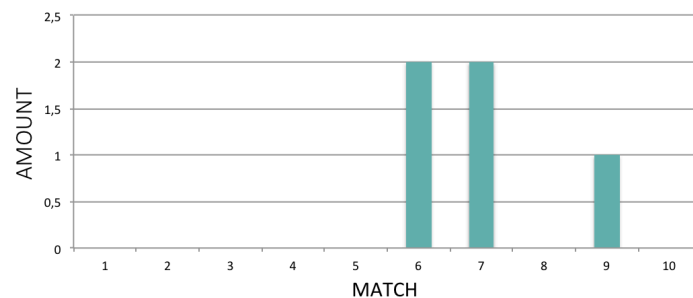
Match spread

Average match structure: 6.5

There is somewhat of a spread in the match between individual and structur

Characteristics of current structure

1 ■ In our organization, the development and welfare of employees is a priority. We involve everyone in the creative process so that everyone feels joint ownership. We solve problems by entering into dialogue with each other. In decision-making, everybody is respected and included as much as possible.

2 ■ Our organization strives to be reliable by optimizing work processes, deploying people and resources in the right place, and minimizing risks. We adhere to rules and guidelines. Our tasks are clearly defined, and we are continually assessed on our performance in this respect and the quality of our work. Sometimes, we appear to be bureaucratic and inflexible.

3 ■ Our organization is constantly looking for new solutions, and finds them by making proper analyses, tapping our creativity, taking advantage of opportunities and demonstrating entrepreneurship. We operate in a strategic way, and our decision-making is based on the best arguments. We assess the needs of our users, and aim to exceed their needs and expectations.

Characteristics of desired structure

1 ■ See description above.

2 ■ See description above.

3 ■ Our organization fulfills a co-creating role with us. It prefers an integrated approach, where we are expected to self-manage and have an attitude which transcends our own self-interest. Transparency and trust are fundamental elements which remove the need for layers of management. Our partnerships are almost fluid; they seem to be bound to each other like loose sand.
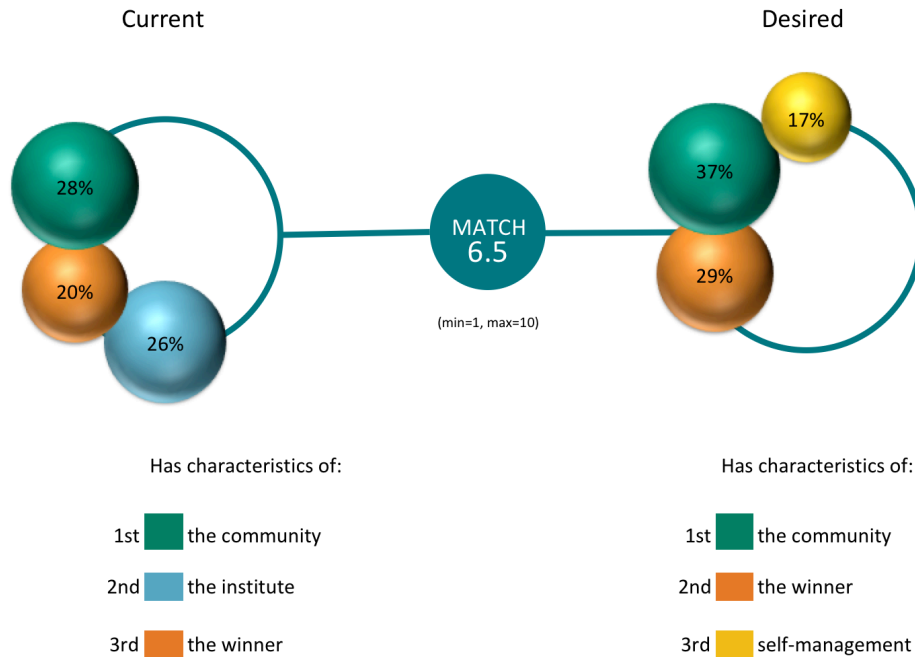
Compare personal values of the group with the desired structure

■ The group's wish for systems with the characteristics of the community matches the group's personal values well connection and harmony. This means that they are potentially able to function within these systems.

■ The group's wish for systems with the characteristics of the winner does not match the group's personal values well. If the group wants to work within these systems, it may encounter the following challenges: Not talking about feelings and intuition, but being businesslike and professional. Being proactive and oriented towards your own goals, even if it destroys harmony. The result is more important than the process.

Culture, main features

Organization: A company
Department: Team

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THEME	MATCH	QUESTION	CURRENT	Unanimity		DESIRED
6.2 LEADERSHIP	⚠ 5.9	1. Trusting vs. supervising Trusting and supervising in our organization means:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	4	6	56% wishes: everyone is completely trusted and not supervised. There are procedures in place so that everyone can participate and everything is transparent.
	⚠ 5.9	2. Responsibility I feel responsible for:	51% now believes: my work and positive interaction with my colleagues.	6	3	Opinions differ on how the desired situation should look.
	⚠ 5.9	3. Leadership The leader of our organization:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	3	6	51% wishes: embodies our culture, exercises authoritative individuality, and leaves control to us.
	8.2	4. Decision-making process Decisions are generally taken:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	4	4	Opinions differ on how the desired situation should look.
	⚠ 5.2	5. Crisis management Crisis in our organization means that we:	56% now believes: cut back on spending and/or focus on core activities.	6	8	62% wishes: take quick decisions, demonstrate strength, and/or quickly take the necessary measures.
5.7 ⚠ ATTITUDE	7.3	6. Humanity In our organization, employees are seen as:	51% now believes: unique, and essentially good. Motivated as long as there is unity and equality.	6	10	87% wishes: trustworthy and full of potential, and who can flourish in the right environment.
	⚠ 4.9	7. Work environment In our work environment:	51% now believes: we are informal with each other, and/or treat each other pragmatically.	6	6	47% wishes: we treat each other professionally.
	6.5	8. Social manners The daily interaction with colleagues is characterized by:	56% now believes: getting everyone involved and joining in, and/or taking into account each other's feelings and emotions.	6	8	62% wishes: professionalism, being successful, entrepreneurial drive and/or doing brilliantly.
	7.2	9. Attitude to learning Our organization encourages people to learn through:	47% now believes: complimenting them and/or getting them to acquire personal experience and/or to engage in dialogue with each other.	6	4	44% wishes: giving them plenty of space to choose their own pathway and/or co-create together.
	◆ 2.4	10. Dealing with conflict In our organization, conflicts are:	56% now believes: evaded. They are not openly discussed, but there is gossip.	6	10	87% wishes: solved by those involved. We see conflict as a natural part of the work that leads to growth.
7.2 PURPOSE & DIRECTION	8.3	11. Interaction with surroundings Our organization sees its surroundings as:	67% now believes: something that we can improve by caring for people and/or the environment.	8	8	62% wishes: stays that way
	⚠ 5.8	12. Meaning of success Success for our organization means:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	4	4	Opinions differ on how the desired situation should look.
	8.1	13. View of the future In our organization, the future is seen as something:	76% now believes: to which we contribute with our ideals, and/or where we remain positive with respect to each other.	8	6	60% wishes: stays that way
	7.5	14. Goal of the organization The goal of our organization is:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	3	4	Opinions differ on how the desired situation should look.
	6.4	15. Promotion Promotion in our organization:	67% now believes: is rare, if desired you can make your own work more flexible.	8	3	Opinions differ on how the desired situation should look.

ValueMatch

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Structure main features

THEME	MATCH	QUESTION	CURRENT	Unanimity		DESIRED
7.4	8.3	16. Flow of information Access to information is organized as follows:	51% now believes: Information is shared with everyone, but there are exceptions (such as taboos).	6	8	71% wishes: stays that way
	7.2	17. Job descriptions In our organization, jobs and roles:	56% now believes: are defined, but we try to view everyone as equals as far as possible. Titles are unimportant.	6	4	Opinions differ on how the desired situation should look.
LEADERSHIP	7.0	18. Management Managers are appointed and acquire control over people and resources on the basis of:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	1	4	44% wishes: a person's commitment and social skills. Managers are 'working forepersons' of teams with allocated responsibilities.
	6.8	19. Organizational structure The structure of our organization:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	4	4	Opinions differ on how the desired situation should look.
	8.4	20. Meeting structure Meetings and work sessions are:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	4	6	51% wishes: designed to coordinate practical matters and to arrange the assignment of tasks.
⚠ 5.9	8.4	21. Recruitment policy When we appoint somebody, we first examine whether the person:	51% now believes: fits with our culture and can make a meaningful contribution within the team.	6	6	51% wishes: stays that way
ATTITUDE	⚠ 4.7	22. Coaching & supervision Supervision in our organization takes place through:	47% now believes: minimal training and support; you have to be able to get to work as quickly as possible.	6	6	Opinions differ on how the desired situation should look.
	7.1	23. Disciplinary measures In my organization, people who fail:	47% now believes: are helped or coached. Dismissal is avoided as much as possible.	6	6	51% wishes: stays that way
6.4	7.3	24. Accountability Our organization is accountable to:	71% now believes: shareholders/owners on the basis of performance.	8	6	64% wishes: stays that way
PURPOSE & DIRECTION	⚠ 6.0	25. Responsibility for results Responsibility for our organization's results:	Opinions differ on the current situation. Despite this, the match is high, and little change is desired.	4	4	Opinions differ on how the desired situation should look.
	6.3	26. Planning & budgeting We plan and budget as follows:	44% now believes: Management plans and assigns tasks and budgets, we then propose a work plan.	3	6	47% wishes: The management sets the departments performance targets. The departments then negotiate the budget required.
	6.8	27. Remuneration Remuneration in our organization is set:	91% now believes: on the basis of defined roles, scales and/or years of service.	10	6	56% wishes: depending on responsibilities and performance, and/or your performance review.