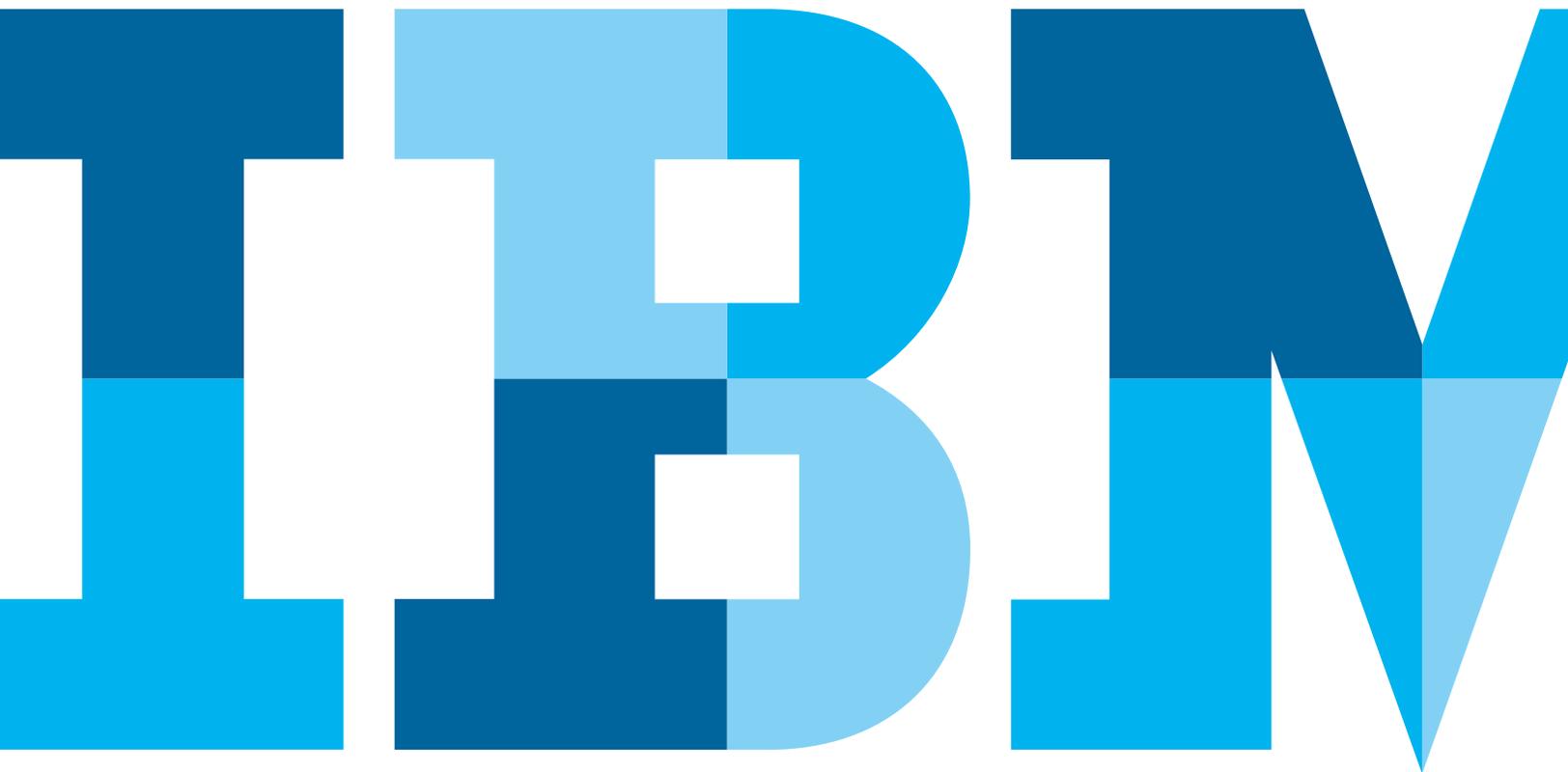


An assessment breakthrough that will change the way you think about your workforce

Identifying organizational culture can drive business performance



Almost everyone, at some point or another, has taken a personal assessment. The moments that follow the results of a personal assessment are eye-opening, insightful and help explain personal behaviors. Many times the results make us nod in agreement and comment to ourselves, “That is why I do that.”

What if you could give your organization, as a whole, a personal assessment that made you nod in agreement and comment, “That is why retention is low,” or “That is why our top performers excel.”

What if your organization could gain the same insight into its culture that we can gain from a personal assessment? It can, with the IBM® Kenexa Cultural Indicator™.

IBM is pleased to unveil the newest in its extensive array of survey and assessment tools. The IBM Kenexa Cultural Indicator assesses an organization’s internal culture – helping leadership drive performance and align employees, managers, departments and locations with the overall company strategy. It is a means to uncover the insights behind an organization’s identity – enabling it to transform values and strengths into specific strategies that help drive overall performance.

The IBM Kenexa Cultural Indicator

The purpose of the IBM Kenexa Cultural Indicator is to assess and analyze an organization’s culture and express that culture in a way that provides a deep understanding and simple communication around its complexity. When used with existing sources of data, it gives context and understanding to the organization’s culture. Existing company data might include sourcing data, new hire information, employee engagement surveys and recently conducted one-on-one interviews and focus groups conducted with top performers, stakeholders and the executive team.

The IBM Kenexa Cultural Indicator uses archetypes to express the organization’s culture. Carl Jung first derived the psychology of archetypes and Dr. Carol Pearson initially applied these archetypes to organizations. The theory of archetypes asserts that organizations, like people, have a set of archetypes that influence actions, motivations and personalities. Achieving an understanding and balance of these archetypes is important for continued growth and well-being. The archetypal wheel (see *Figure 1*) parallels this premise, focusing on how the alignment and business development can support and help organizations achieve this balance.

A well-balanced organization focuses on all four orientations: Stability/Structure, People/Belonging, Results/Mastery and Learning/Freedom. First, organizations must build and maintain structures that make them stable and safe. Second, they must offer an atmosphere where people feel they belong, are loyal to the organization and truly care about each other. Third, they must produce a product or a service that they feel good about and can sell in a cost-effective, timely manner. Finally, they need to learn from the industry, from themselves and from the mistakes they have made to grow into their own, unique organization.

A balanced organization not only achieves great results, but it also empowers and aligns its workers to show innovation and pride in the work they do – driving the company forward.

A unique approach

The IBM Kenexa Cultural Indicator is a cutting-edge tool used to define a culture and fill a growing need within human capital management that advances strategic recruitment and retention practices. This approach both complements and differs from other common approaches that merely define the characteristics or traits a person must embody at the

organization to be successful. An assessment might help ensure that a candidate is a self-starter, can work well under pressure and is deadline oriented – in effect, explaining what a candidate should possess to be successful. By defining the culture with the IBM Kenexa Cultural Indicator, an organization can understand why these characteristics are important in their culture – bringing the assessment full circle.

For example, we might assess a poorly designed chair, pointing out that it lacks the needed traits of a successful chair, including four even legs that are solid and upright. The IBM Kenexa Cultural Indicator would then explain that the chair is a rocking chair used by a young mother late at night to comfort a crying child. The story behind the assessment fills in needed information and inspires action based on the archetypes involved.

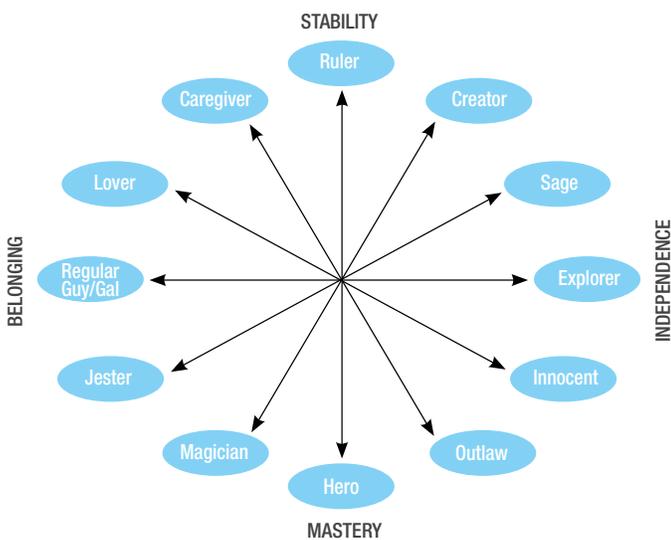


Figure 1: Archetypes

A cultural diagnosis

Knowing which archetypes are present in an organization, as well as those that are lacking, helps define an organization and helps leaders identify with the unwritten and unspoken values of the organization's culture. The hard data about a company, the rational facts, give the basic information – facts that one could find in an annual report or on a website, facts that make up the bare bones of a organization's culture. The emotional truths of an organization, those unspoken or even unknown values, beliefs and customs held by the members, add flesh to those bones, but still do not give the whole picture. The IBM Kenexa Cultural Indicator adds the skin, the eyes and the hair, providing the rest of the picture and giving an identity or personality to the entity.

Each archetype encompasses certain values and strengths, weaknesses and traps. For example, the Explorer organization values individuality, independence, self-actualization, new experiences, growth and change. Its strengths consist of being on the forefront of theory, being proactive and staying current in regards to customer and client needs, and providing a good environment for self-starters. Explorer weaknesses include being chaotic, anarchistic and abandoning employees who do not take initiative (see *Figure 2* for complete descriptions).

The IBM Kenexa Cultural Indicator reveals the hidden truths about an organization, defining not only the culture, but also the strengths and weaknesses of the organization, internal values, archetypes of the leadership and executive level teams, and strengths and weaknesses of departments within the organization. Knowing this, an organization's leadership can make the decision to align appropriately. For instance, the leadership team's values might be misaligned with the organization's values, or the organization's values might be misaligned with the organizational strengths. By uncovering the hidden truths, decisions can be made that will help executive management move the organization in the appropriate direction.

Archetype	Definition
Caregiver	A caregiver organization provides service to humanity, takes care of people and provides products and services that help others.
Ruler	The ruler organization believes in power, and works to establish processes and tools that give it the support it needs to govern. The ultimate goal of the ruler is to create the perfect system.
Creator	The creator organization thrives on creative expression, imagination and art. Creator organizations can appreciate the beauty of a well-designed process as easily as the aesthetic beauty of a modern building or new luxury car.
Innocent	The innocent organization focuses on keeping workers safe and respecting tradition. An idealist often has a vision for creating a better world. The organization typically offers products or services in a cheerful way and consistently strives to protect its customers.
Sage	The sage organization focuses on the pursuit or spread of knowledge, often from the inside out. These organizations are typically research labs, universities and planning arms of organizations.
Explorer	The explorer organization is outwardly focused and constantly looking for new ideas, new products and places to expand. It achieves growth most often through acquisition, either of new business, new products or from external thought leaders.
Revolutionary	The revolutionary organization dedicates itself to doing things differently, and breaking common tradition and practices. This type of organization will do things its own way just to be unique.
Magician	The magician organization works to help people change attitudes or trains of thought; it typically produces products that are transformational and will enable them to be more successful.
Hero	The hero organization admires courageous and confident people who consistently produce results. It needs a cause to champion, a challenge to overcome or a burden to shoulder.
Lover	The lover organization wants people to have more love or intimate friendships in their lives. The focus of this organization is inward and centers on keeping each other happy and engaged.
Jester	The jester organization has a playful attitude, and typically believes in always enjoying itself. It thinks that better results are produced when the work is fun.
Everyperson	The everyperson organization believes that the value of work comes from not letting one another down and finds that an environment where people feel they belong is most productive. Consensus building, fairness and equality are the hallmarks of an everyperson organization.

Figure 2: Archetype definitions

The IBM team recently worked with a Fortune 500 insurance company. The company had a severe financial crisis that came to a head in 2001. New leadership, which exhibited a strong Hero archetype, joined the organization. Just as a Hero needs a cause to champion or challenge to conquer, this company adopted a cause to turn around the failing company. “The Turnaround” succeeded within five years and had become a rallying cry and a great source of pride for the company

employees. However, evidence of trouble began to creep into the company’s annual engagement survey and other communication channels. “The Turnaround” was becoming ancient history and employees were reverting to their previous Ruler culture – and falling into all its traps. A Ruler is about creating the perfect system, or kingdom, often focusing on rules and processes more than results.

After the engagement survey explained the what for the company, the IBM Kenexa Cultural Indicator helped the insurance company explain the why. The company had a decision to make for itself, “should we find a cause to reinvigorate our Hero culture, or become the best Ruler culture possible, addressing the weaknesses and traps involved?”

Knowing the hidden truths that make up an organization’s culture gives executives the opportunity to weave these values into processes, structures and business practices. Recognizing these archetypes help employees, maximize communication to stakeholders regarding the company’s values and mission, leverage the strengths within to achieve optimal performance and provide the opportunity to overcome apparent weaknesses.

A defined culture can be used to leverage large initiatives, analyze mergers and acquisitions, engage current employees, recruit top performers that fit the culture, minimize expenses associated with recruitment and retention, and provide direction for future growth and success.

The IBM Kenexa Cultural Indicator executive report

The IBM Kenexa Cultural Indicator online survey consists of approximately 96 questions and takes respondents between 10 and 15 minutes to complete. The number of respondents for sampling varies depending on the organization’s needs.

Once the survey portion is complete, the IBM team presents the organization with a detailed report and recommendations for moving forward. The report helps define the values, strengths and weaknesses of the organization, but it also helps analyze the organization’s cultural balance and provides thorough insight into the culture, allowing for educated recommendations on preservation or transformation.

There is no common set of outcomes of the IBM Kenexa Cultural Indicator. Results, actions and recommendations vary depending on where the organization currently sits, where it wants to be and what the IBM Kenexa Cultural Indicator reveals about the hidden truths and stories that lie within its walls.

Recently, a biotech firm discovered its culture still reflected the founding values and personality when it utilized the IBM Kenexa Cultural Indicator, aligning with the Sage and Hero archetypes. From there, it was about preserving the culture through awareness, internal communication, targeted messaging and unique design.

An IBM healthcare client discovered that the financial hardships it had encountered in the previous years had forced the Rulers and Heroes within the organization to dominate the Caregivers that were so vital to its success. The results of the IBM Kenexa Cultural Indicator that diagnosed this issue became a great topic of discussion for executives and line management. Instead of forcing Caregivers into a Rulers role, the company needed to achieve an organizational balance between the three archetypes (Rulers, Heroes and Caregivers), letting the caregivers worry most about what they do best – caring for the patients. This organization is developing a strategy and messaging campaign based on the IBM Kenexa Cultural Indicator recommendations as it tries to transform its culture into one that breeds engagement, success and longevity.

The IBM Kenexa Cultural Indicator is a starting point and foundation upon which employment branding and cultural management is built. It is critical to the success of an internal campaign; it adds the big picture to widely used assessment and survey practices and provides an organization with not only a detailed analysis of its culture, but enables it to move forward with a strategic, well-grounded plan that helps ensure success from the inside out.

Reference

Pearson, C., & Hammer, A. (2004). OTCI™ manual. *A guide for interpreting the organizational and team culture indicator™ instrument*. Gainesville, FL: Center for Applications of Psychological Type, Inc.

For more information

To learn how to build a smarter workforce, visit: ibm.com/social-business



© Copyright IBM Corporation 2014

IBM Corporation
Software Group
Route 100
Somers, NY 10589

Produced in the United States of America
January 2014

IBM, the IBM logo and ibm.com are trademarks of International Business Machines Corporation in the United States, other countries or both. If these and other IBM trademarked terms are marked on their first occurrence in this information with a trademark symbol (® or TM), these symbols indicate U.S. registered or common law trademarks owned by IBM at the time this information was published. Such trademarks may also be registered or common law trademarks in other countries. Other product, company or service names may be trademarks or service marks of others. A current list of IBM trademarks is available at “Copyright and trademark information” at: ibm.com/legal/copytrade.shtml

The content in this document (including currency OR pricing references which exclude applicable taxes) is current as of the initial date of publication and may be changed by IBM at any time. Not all offerings are available in every country in which IBM operates.

The performance data discussed herein is presented as derived under specific operating conditions. Actual results may vary. THE INFORMATION IN THIS DOCUMENT IS PROVIDED “AS IS” WITHOUT ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING WITHOUT ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY OR CONDITION OF NONINFRINGEMENT. IBM products are warranted according to the terms and conditions of the agreements under which they are provided.



Please Recycle