

# Cultural Alignment™



Organizational culture is the set of shared values, beliefs, and customary ways of thinking that shape and guide the behavior of an organization's members. The Pacific Institute's *Cultural Alignment* process provides measurement of the following integral areas:

- **Your Current Culture** – what is “expected” of members in the organization or, more technically, the behavioral norms and expectations associated with your organization;
- **Your Ideal Culture** – what “should be” expected from members in the organization, to create the best possible (i.e., most effective) organization; and
- **Levers for Change** – what can be done to move your culture from its current state to your *ideal* state.

In general terms, there are two types of cultures:

- **Constructive cultures** reward and expect employees to take initiative and personal accountability for performance. These cultures lead to more adaptive and successful organizations.
- **Defensive cultures** reward and expect employees to maintain the status quo, play politics to gain influence, and compete rather than cooperate internally. In a nutshell, defensive cultures create unnecessary overhead and inferior customer service, ultimately leading to dwindling return on investment and long-term decline in financial performance.

## Are You Creating the Organizational Culture You Envision?

In order to grow to any vision, first you must understand where you are. The *Cultural Alignment* process provides, with pinpoint accuracy, the current cultural information that leadership needs to move toward the organization's future success.

## Measurement is the Starting Point of Cultural Alignment

To measure culture, The Pacific Institute utilizes Human Synergistics® International's *Organizational Culture Inventory*® (OCI). This is a widely used, highly respected, and statistically valid culture measurement instrument. Beyond measuring the current and vision culture of an organization, we also provide insight into how the current culture is impacting the performance of the organization and its members, as well as identifying key systems and processes that are preventing your organization from realizing its vision.

## The Results of Cultural Alignment

The measurement portion of *Cultural Alignment* enables you to take a revealing, detailed look at which behaviors are rewarded by your organization. It uncovers a significant part of the story behind the levels of motivation, satisfaction and productivity within your organization, by measuring the perceived current situation against each participant's optimal view. If the culture cannot be aligned, the organization has very little chance of successfully reaching its goals and objectives. Today looks like yesterday, and tomorrow will look exactly like today.



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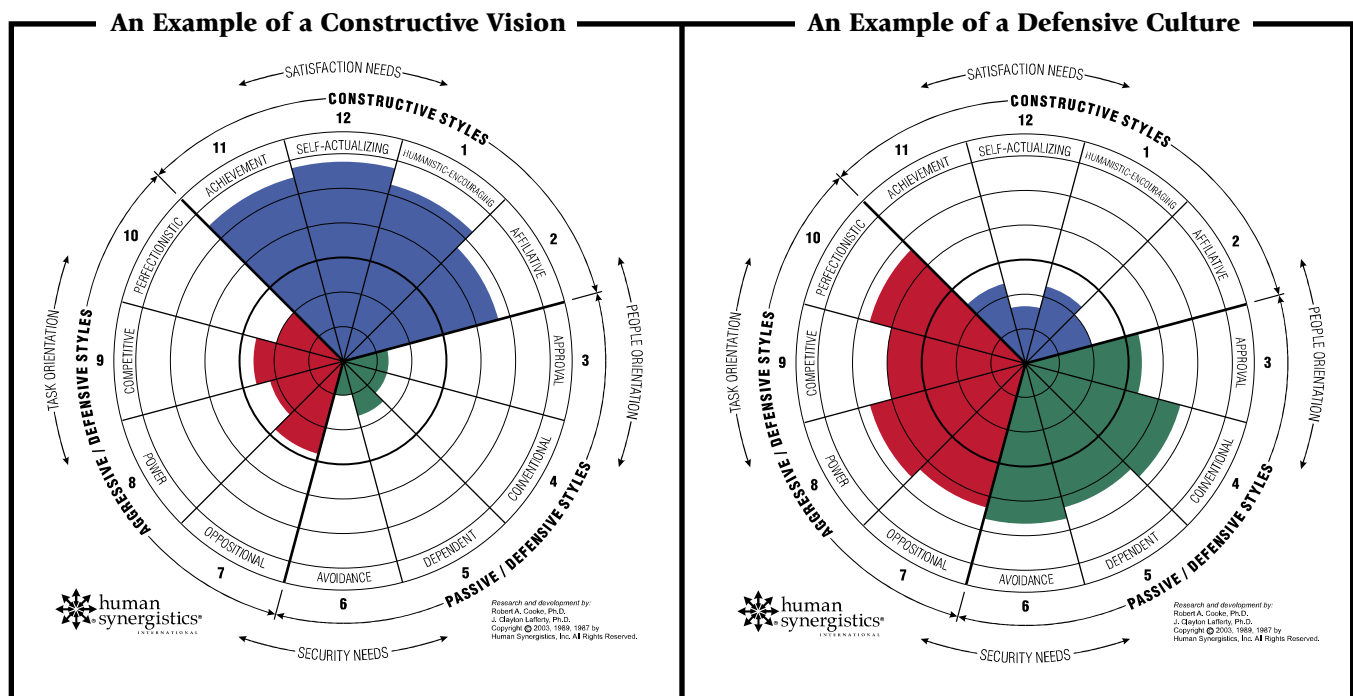
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The *Organizational Culture Inventory*® measures culture along 12 behavioral styles that might be implicitly or explicitly required for people to “fit in” and meet expectations in the organization. These 12 styles are grouped into three general dimensions, and then broken down further into four traits or behaviors that correlate to the general dimension.

- **Constructive Styles:** encourage members to interact with others in ways that will help them meet their needs for growth and satisfaction.
- **Passive/Defensive Styles:** encourage members to interact with each other in ways that will not threaten their security.
- **Aggressive/Defensive Styles:** encourage members to approach tasks in forceful ways to protect their status and security.



The Pacific Institute’s *Cultural Alignment*™ process is a critical step in creating a custom engagement that is aligned to the specific needs of your organization’s current reality and goals. This alignment allows us to promote amazing change in our client organizations:

- A heavy equipment manufacturing firm **improved their ROA by 40% and increased net profit by 230% – in one year.**
- A large multi-national, Africa-based corporation’s purchasing and logistics department **saved over \$240 million in a two-year period.**
- A supermarket chain **increased sales by 8%, net profit by 15% and its stock price grew by 284% in a two-year period.**

## Change is Inevitable. Growth is Optional – and Culture Drives Growth.

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