

Organizational Culture Assessment

This survey is intended to assess organizational culture. By honestly answering the below questions, Bosch's leadership can identify our current culture and make recommendations that will match the future demands of the environment and the opportunities faced by Bosch.

Instructions:

- (1) Rate the questions by dividing 100 points among the four alternatives (in each section). Depending on the extent to which each alternative is similar to your own work environment. The higher the number, the more similar the statement is to your organization. Each column should total 100.
- (2) In the "Now" column, rate all questions (dividing 100 pts.) based upon on your work environment in its current state, not as you'd like it to be.
- (3) In the "Preferred" column, rate all questions (dividing 100 pts.) as you would prefer your work environment to be in five years.

1. Dominant Characteristics	Now	Preferred
A. The organization is a very personal place. It is like an extended family. People seem to share a lot about themselves.	27.205537	45.765549
B. The organization is a very dynamic and entrepreneurial place. People are willing to take risks.	20.319773	19.500259
C. The organization is very results oriented. A major concern is getting the job done. People are very competitive and achievement oriented.	22.602267	13.428663
D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.	29.872423	23.305529
Total	100	100

2. Organizational Leadership	Now	Preferred
A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	18.909961	16.976729
B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	28.653442	20.816710
C. The leadership in the organization is generally considered to exemplify no-nonsense, aggressive, results-oriented focus.	28.393440	17.124517
D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	24.043157	45.082044
Total	100	100

3. Management of Employees	Now	Preferred
A. The management style in the organization is characterized by teamwork, consensus, and participation.	11.109815	6.937991
B. The management style in the organization is characterized by individual risk taking, innovation, freedom and uniqueness.	26.386900	21.352992
C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	22.789464	9.185051
D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	39.713821	62.523966
Total	100	100

4. Organizational Glue	Now	Preferred
A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	26.477121	12.467160
B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	8.966510	19.385626
C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment.	27.783568	23.249659
D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	42.772805	44.297555
Total	100	100

5. Strategic Emphases	Now	Preferred
A. The organization emphasizes human development. High trust, openness, and participation persist.	10.308041	16.014051
B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	18.643098	11.234134
C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	11.691605	13.208483
D. The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	59.357256	59.543332
Total	100	100

6. Criteria of Success	Now	Preferred
A. The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.	9.623285	28.328669
B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	8.658861	17.307898
C. The organization defines success on the basis of winning the marketplace and outpacing the competition. Competitive market leadership is key.	32.782236	29.982369
D. The organization defines success on the basis of efficiency. dependable delivery, smooth scheduling, and low cost production are critical.	48.935618	24.384664
Total	100	100

Optional

Name: _____ Band _____

Business extension: _____

May we contact you, if necessary to collect future information? Yes or No