



# ORGANIZATION CULTURE DIAGNOSTIC SURVEY

**INSTRUCTIONS:** This questionnaire is part of a survey to assess the performance and culture of your organization and to help make improvements and solve organizational problems. Your cooperation is appreciated. Please complete the questionnaire carefully and thoughtfully. Inside you will find listed, several items that deal with organizational culture. You are sometimes asked to

make two evaluations for each item. First, you are asked about what is actually happening and then what should be happening. Record your assessment by circling (O) or placing an (X) on the appropriate response on the five-point scale. The meanings for each end of the scale change from time to time. *Ensure that you understand each scale before you proceed.*

## BASIC INFORMATION

Your Organization \_\_\_\_\_ Your Workgroup \_\_\_\_\_



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<i>The Following items ask two questions about behaviour. The first asks how time is being spent and the second asks how it should be spent.</i>		<b>Rating Scale</b>	
1. How much time <b>does</b> your manager or supervisor spend explaining how the organization is doing and where it is headed?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
2. How much time <b>should</b> your manager or supervisor spend explaining how the organization is doing and where it is headed?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
3. How much time <b>does</b> your manager or supervisor spend explaining the objectives of your work unit?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
4. How much time do you feel your manager or supervisor <b>should</b> spend explaining the objectives of your work unit?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
5. How much time <b>does</b> your manager or supervisor spend helping members of your work unit solve their job-related problems?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
6. How much time <b>should</b> your manager or supervisor spend helping members of your work unit solve their job-related problems	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
7. How much time <b>does</b> your manager or supervisor spend finding out what is an appropriate reward for doing your job?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
8. How much time <b>should</b> your manager or supervisor spend finding out what is an appropriate reward for doing your job?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
9. How much time <b>does</b> your manager or supervisor spend letting you know how you are doing?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
10. How much time <b>should</b> your manager or supervisor spend letting you know how you are doing?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
11. How much time <b>does</b> your manager or supervisor spend discussing how you can meet client needs?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>
12. How much time <b>should</b> your manager or supervisor spend discussing how you can meet client needs?	<i>No Time</i>	1 2 3 4 5	<i>Lots of Time</i>

*For the following questions please note that the words in the rating scale change frequently*

13. To what extent do you make a significant contribution to the success of the organization?	<i>Not Significant</i>	1 2 3 4 5	<i>Very Significant</i>
14. To what extent do you feel proud to work for the organization	<i>Not Proud</i>	1 2 3 4 5	<i>Very Proud</i>
15. If your organization were to fail, to what extent would you feel a personal loss?	<i>No Loss</i>	1 2 3 4 5	<i>A Great Loss</i>
16. To what extent do you feel personally responsible for the success or failure of the organization	<i>No Responsibility</i>	1 2 3 4 5	<i>Total Responsibility</i>
17. How well do you understand the objectives of your work unit?	<i>No Understanding</i>	1 2 3 4 5	<i>Complete Understanding</i>
18. How important is it for you to understand the objectives of your work unit?	<i>Not Important</i>	1 2 3 4 5	<i>Very Important</i>
19. To what extent do you see yourself making a significant contribution to the success of your work unit?	<i>No Contribution</i>	1 2 3 4 5	<i>Major Contribution</i>
20. To what extent would you feel proud if your work unit was singled out for praise?	<i>Not Proud</i>	1 2 3 4 5	<i>Very Proud</i>

21. To what extent would your manager or supervisor feel responsible if something went wrong on the job?	<i>Not Responsible</i>	1 2 3 4 5	<i>Total Responsibility</i>
22. When something goes wrong on the job, how interested is your manger or supervisor in hearing you explain your problem?	<i>No Interest</i>	1 2 3 4 5	<i>Very Interested</i>
23. How much ability does your manger or supervisor have to help solve a problem?	<i>No Ability</i>	1 2 3 4 5	<i>Lots of Ability</i>
24. To what extent are the rewards you receive tied to the quality of work that you do?	<i>No Extent</i>	1 2 3 4 5	<i>A High Extent</i>
25. If you do a good job, what are the chances that others in the organization will know about it?	<i>No Chance</i>	1 2 3 4 5	<i>A Good Chance</i>
26. In terms of rewards for good work, do you feel you are being fairly treated?	<i>Not Fairly</i>	1 2 3 4 5	<i>Very Fairly</i>
27. In terms of rewards for good work, do you feel you are being treated fairly by upper management?	<i>Not Fairly</i>	1 2 3 4 5	<i>Very Fairly</i>
28. To what extent does your manager or supervisor help you understand how well you are performing?	<i>No Extent</i>	1 2 3 4 5	<i>A High Extent</i>
29. To what extent does your manager or supervisory provide accurate information about your job performance?	<i>No Extent</i>	1 2 3 4 5	<i>A High Extent</i>
30. In terms of feedback from your manager or supervisor, how useful is it?	<i>Never Useful</i>	1 2 3 4 5	<i>Always Useful</i>
31. How would you describe the feedback you receive from your manager/supervisor?	<i>Never Useful</i>	1 2 3 4 5	<i>Always Useful</i>

*When answering the next questions keep in mind that your clients may be employees of the company (an internal client) or a customer of the company (an external client).*

32. How well do you understand the needs of your work unit clients?	<i>No Understanding</i>	1 2 3 4 5	<i>Complete Understanding</i>
33. How important is it that the organization or your work unit meets client needs?	<i>Not Important</i>	1 2 3 4 5	<i>Very Important</i>
34. To what extent do you believe that you provide services or products needed by your clients?	<i>No extent</i>	1 2 3 4 5	<i>A High extent</i>
35. To what extent do you feel the organization is committed to meeting client needs?	<i>No extent</i>	1 2 3 4 5	<i>A High extent</i>
36. To what extent do you understand why your job exists?	<i>No extent</i>	1 2 3 4 5	<i>A High extent</i>
37. How much emphasis does your manager or supervisor place on the importance of your job?	<i>No Emphasis</i>	1 2 3 4 5	<i>A Great Deal of Emphasis</i>
38. How likely is it that your co-workers would make the following statement: "It's common practice around her for employees to actively participate in setting work objectives"	<i>Not Likely</i>	1 2 3 4 5	<i>Very Likely</i>
39. How likely is it that your co-workers would make the following statement: "It's common practice in this organization for employees to receive feedback about how well they are doing."	<i>Not Likely</i>	1 2 3 4 5	<i>Very Likely</i>
40. How likely is it that your co-workers would make the following statement: "It's common practice in this organization for good performance to be recognized and rewarded."	<i>Not Likely</i>	1 2 3 4 5	<i>Very Likely</i>
41. How likely is it that your co-workers would make the following statement: "It's common practice in this organization for employees to receive managerial and organizational support when they need it."	<i>Not Likely</i>	1 2 3 4 5	<i>Very Likely</i>
42. How likely is it that your co-workers would make the following statement: "It's common practice in this organization for managers and supervisors to let people know how they can improve performance."	<i>Not Likely</i>	1 2 3 4 5	<i>Very Likely</i>

43. How likely is it that your co-workers would make the following statement: "It's common practice in this organization for managers and supervisors to let people know how they can improve their job performance."	<i>Not Likely</i>	1 2 3 4 5	<i>Very Likely</i>
44. How likely is it that your co-workers would make the following statement: "It's common practice in this organization for managers and supervisors to tell people the standards they use to evaluate job performance."	<i>Not Likely</i>	1 2 3 4 5	<i>Very Likely</i>
45. How satisfied are you with yourself on the job?	<i>Not Satisfied</i>	1 2 3 4 5	<i>Very Satisfied</i>
46. How satisfied are you with your current job?	<i>Not Satisfied</i>	1 2 3 4 5	<i>Very Satisfied</i>
47. How satisfied are you with the people you work with?	<i>Not Satisfied</i>	1 2 3 4 5	<i>Very Satisfied</i>
48. How satisfied are you with the way you are managed?	<i>Not Satisfied</i>	1 2 3 4 5	<i>Very Satisfied</i>

Thank you for your response. Please add any additional comments below.

