

Culture Debrief – Iowa Famils



What Is Culture?

ACCOMPLISHED

Culture is the spoken and unspoken ways things are accomplished in a group.

ACTION

Vision and mission in action.

BEHAVIORS

Group and individual behaviors that facilitate or restrict progress towards a goal.



HOW the work is
ACCOMPLISHED

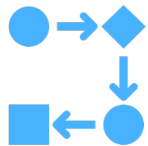
Why Measure Culture?



Determine blind spots in group behaviors.
What behavioral expectations are getting in our way of success?



Drive overall group effectiveness and goal accomplishments.

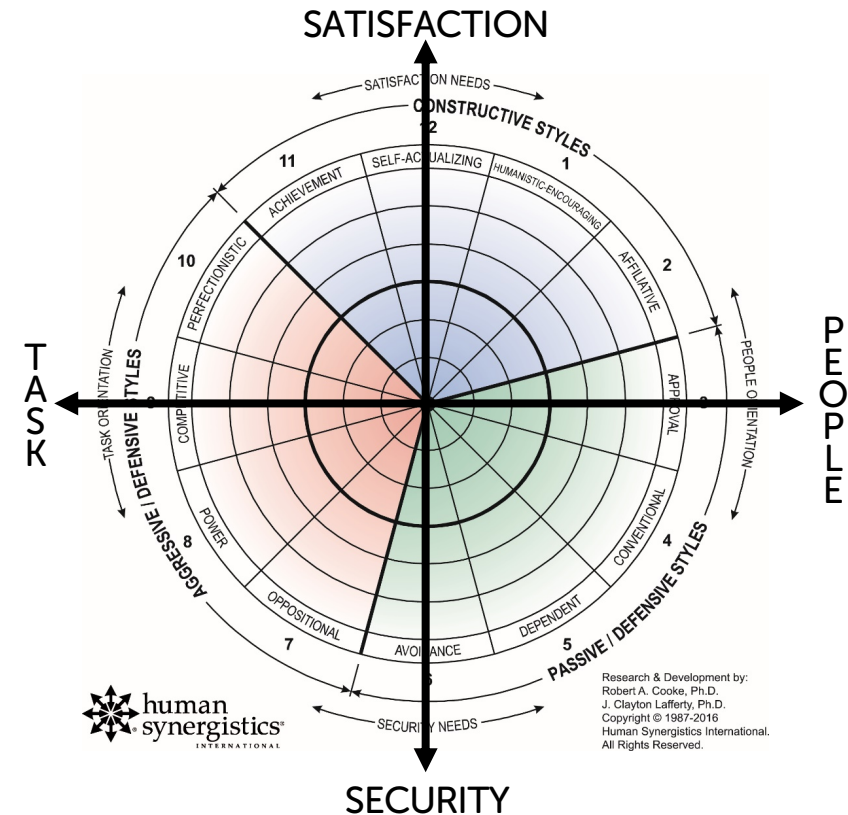


Set a road map for **how** the work gets accomplished with increased effectiveness.

The Circumplex

Highly visual and consistent throughout the Integrated Diagnostic System.

It breaks the factors underlying performance down into 12 ways or “styles” of thinking, behaving, and interacting.



The General Clusters of Behavior



Constructive

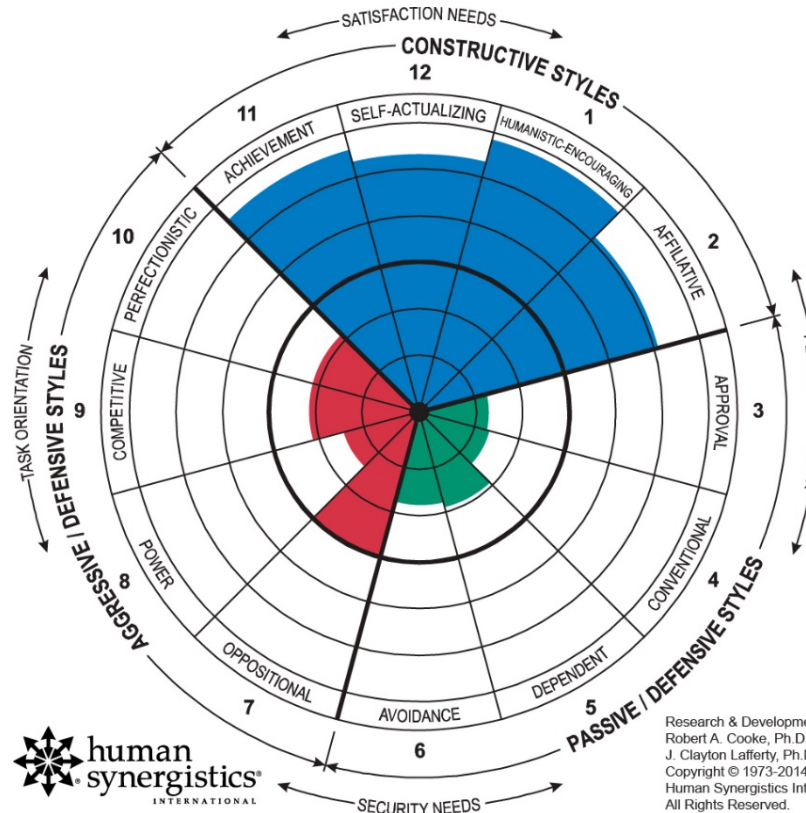
Cultures promote effective goal setting and achievement, growth and learning, and teamwork and collaboration.

Passive/Defensive

Cultures lead to conformity, rigidity, and lack of team member accountability and initiative.

Aggressive/Defensive

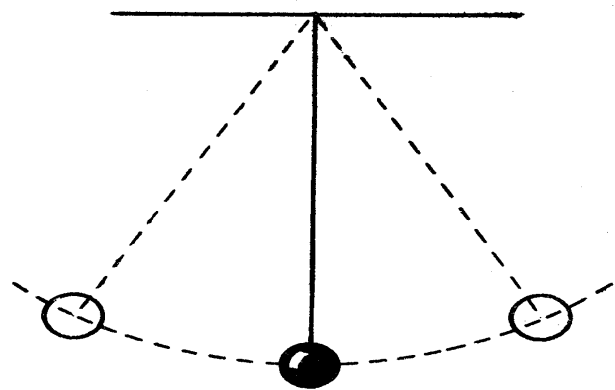
Cultures lead to internal competition, management by exception, and short-term emphasis as opposed to long-term effectiveness.



Research & Development by:
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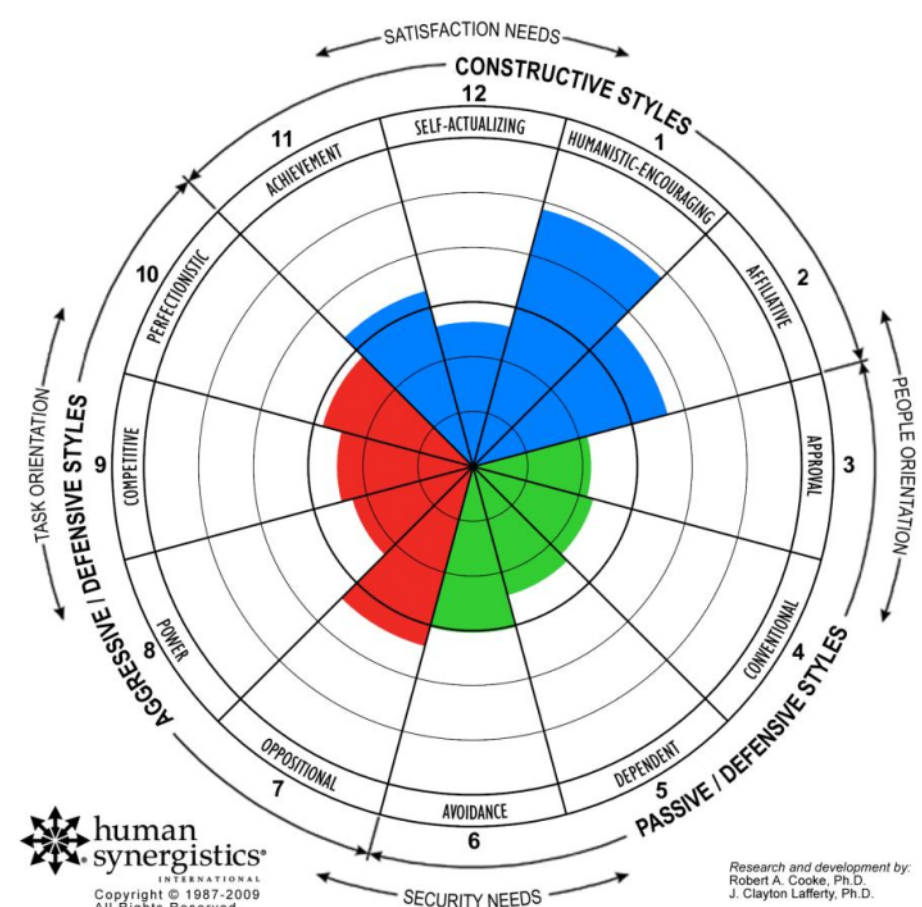
The Culture Balancing Act



<u>Aggressive/Defensive</u>	<u>Constructive</u>	<u>Passive/Defensive</u>
Micro-managing and management by exception	Setting Expectations and Holding Accountable	Not addressing poor performance
Always disagreeing to avoid changing practices or appear incompetent	Debating ideas to arrive at a visionary solution	Agreeing with the first idea/avoiding debate
Not communicating anything to stay 'in power'	Communicating 'why', what you know, and what you don't know	"I'm just the messenger!" or "this came down from leadership..."
"I don't agree so I'm not doing it.", "You don't understand what it is I do."	Seeking clarification from your boss and constructively discussing disagreements	"Okay Boss" "Pocket-veto (Saying yes, and purposely doing nothing)"

Current Culture

All Respondents
N=23

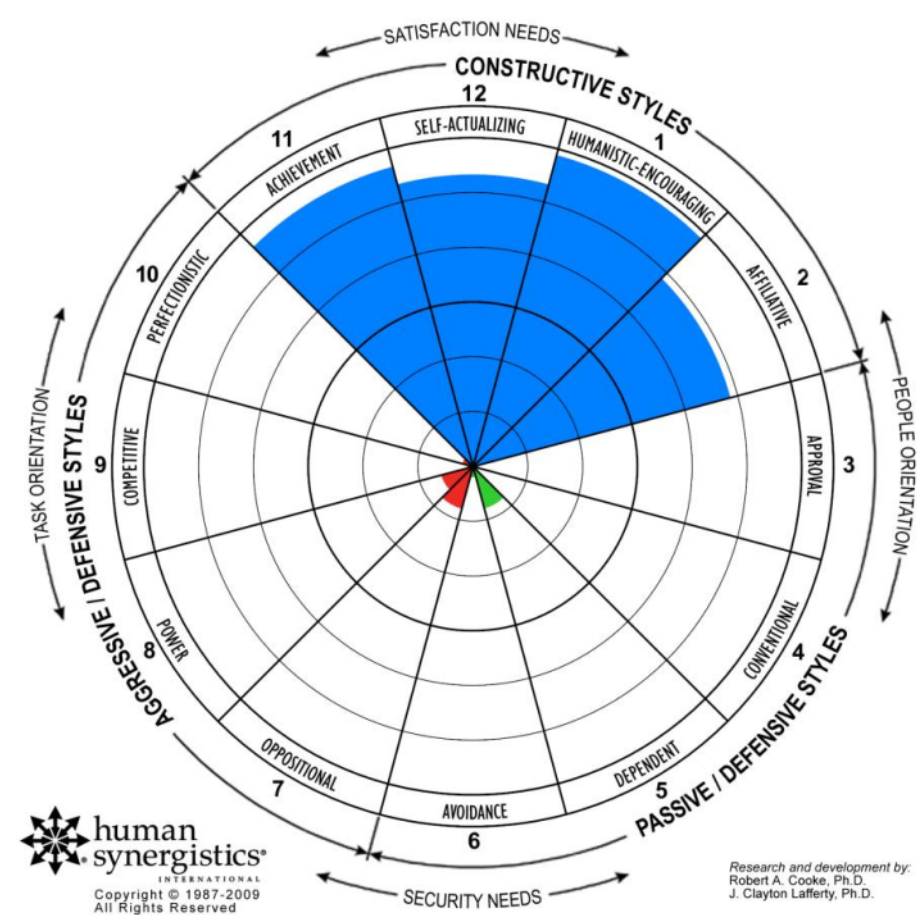


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Ideal Culture

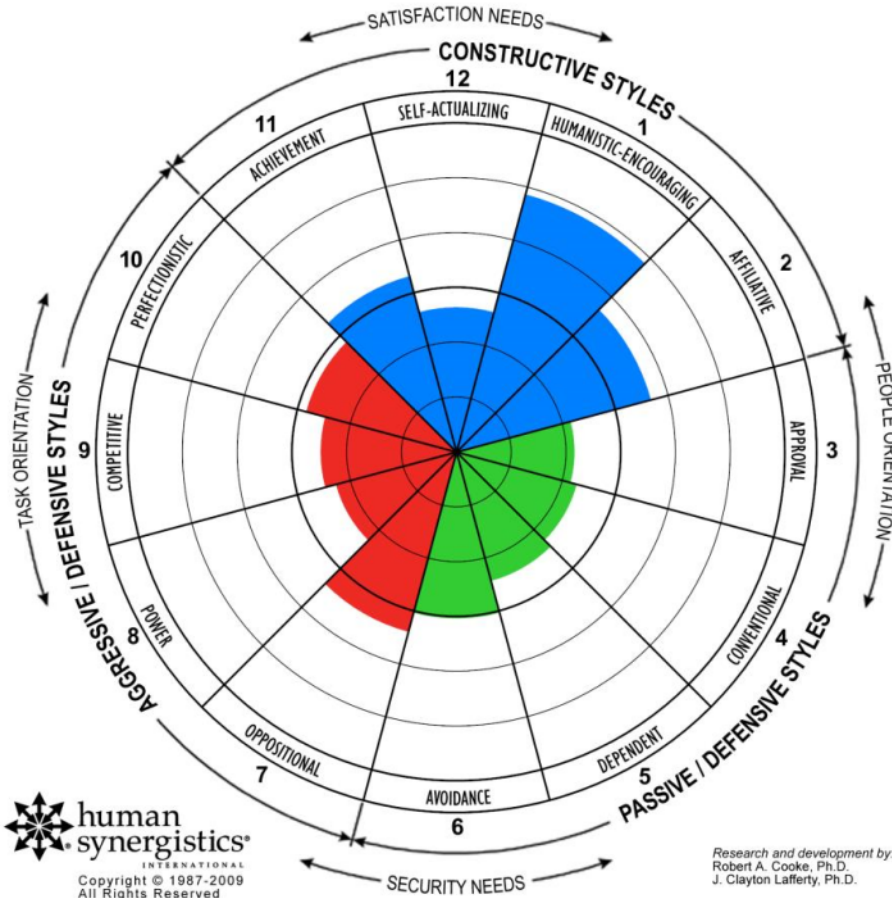
All Respondents
N=14



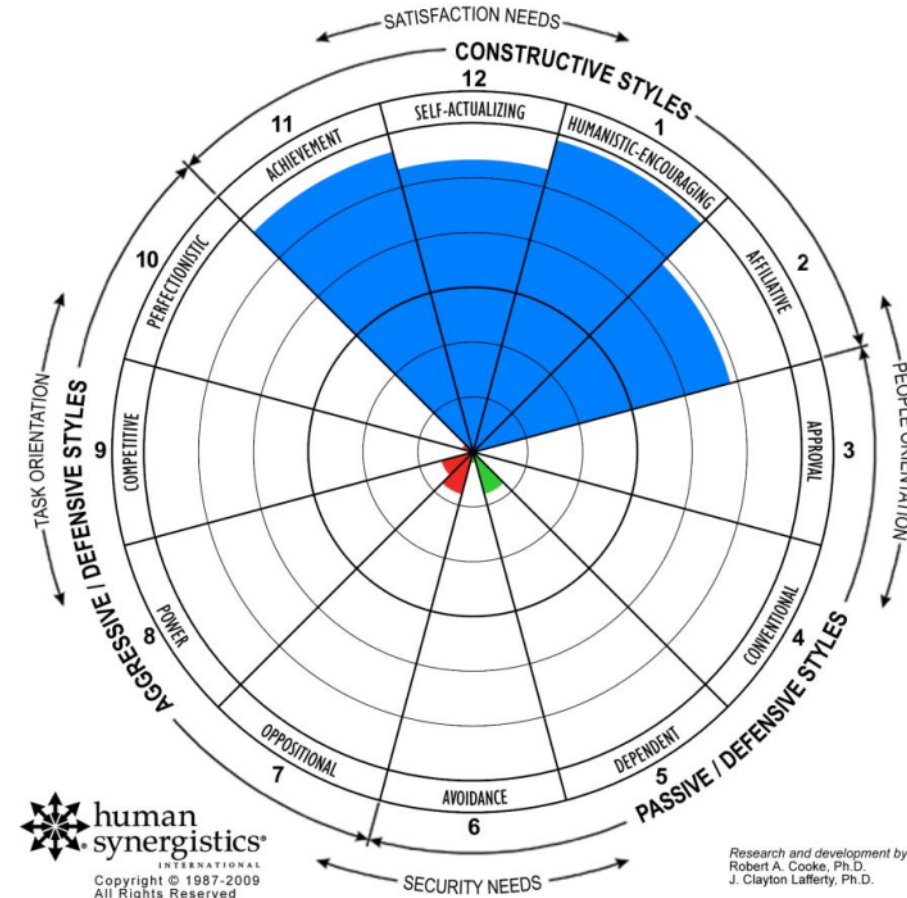
Current Culture versus Ideal Culture



Current Culture
N=23

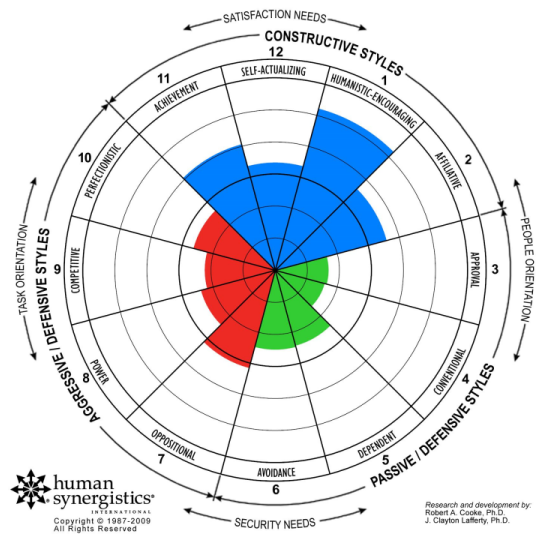


Ideal Culture
N=14

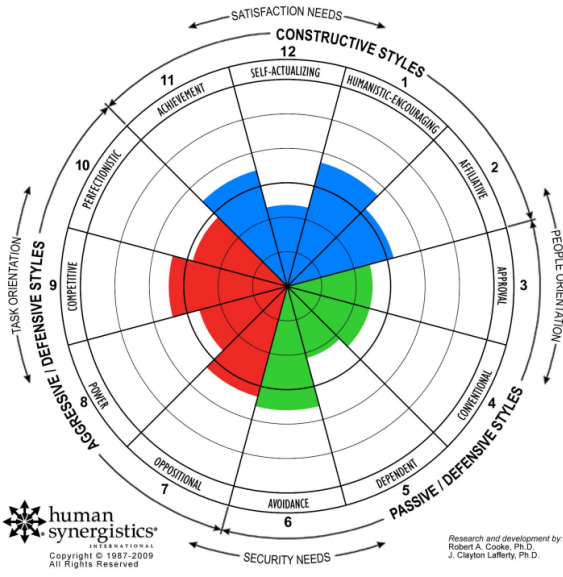


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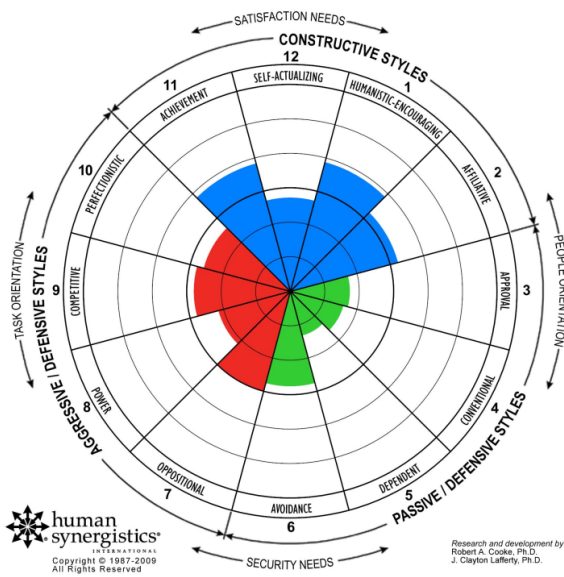
Subgroup Analysis (Current)



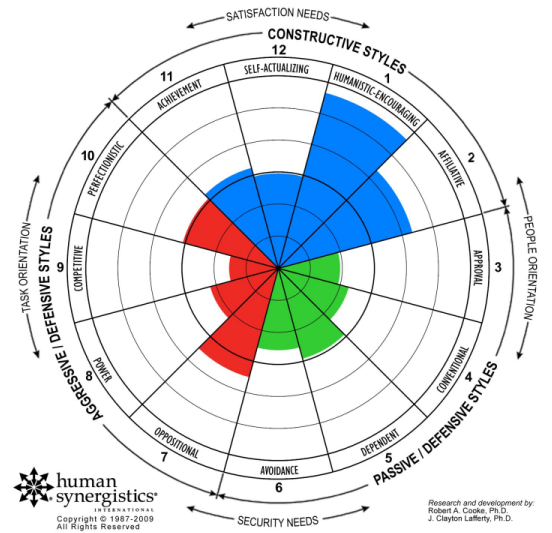
DHS



Vision Council



Providers



Non- Vision Council

Style 1: Humanistic-Encouraging



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
help others think for themselves	3.70	4.50	-0.80
involve others in decisions affecting them	3.78	4.57	-0.79
resolve conflicts constructively	4.22	4.86	-0.64
help others to grow and develop	4.00	4.57	-0.57
give positive rewards to others	3.57	4.07	-0.51
take time with people	3.91	4.36	-0.44
be a good listener	4.35	4.71	-0.37
encourage others	4.04	4.36	-0.31
be supportive of others	4.22	4.43	-0.21
show concern for the needs of others	4.43	4.57	-0.14

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

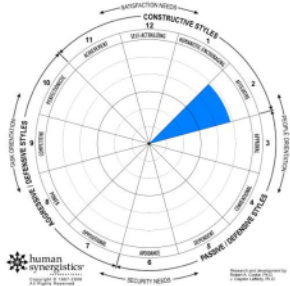
Style 2: Affiliative



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
treat people as more important than things	4.17	4.71	-0.54
share feelings and thoughts	3.39	3.93	-0.54
cooperate with others	4.30	4.71	-0.41
deal with others in a friendly, pleasant way	4.22	4.57	-0.35
use good human relations skills	4.30	4.64	-0.34
be open, warm	3.91	4.14	-0.23
motivate others with friendliness	3.78	4.00	-0.22
think in terms of the group's satisfaction	3.22	3.43	-0.21
be tactful	4.00	4.14	-0.14
show concern for people	4.48	4.50	-0.02

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Style 11: Achievement



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
explore alternatives before acting	3.43	4.36	-0.92
pursue a standard of excellence	4.04	4.79	-0.74
take moderate risks	3.48	4.21	-0.74
openly show enthusiasm	3.52	4.07	-0.55
take on challenging tasks	4.04	4.50	-0.46
work for the sense of accomplishment	3.74	4.14	-0.40
think ahead and plan	4.26	4.64	-0.38
know the business	4.26	4.64	-0.38
work to achieve self-set goals	3.26	3.57	-0.31
set moderately difficult goals	3.35	3.57	-0.22

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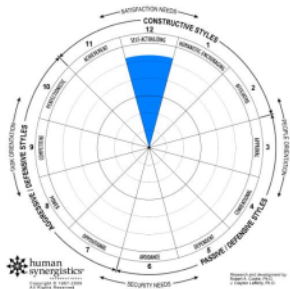
Style 12: Self-Actualizing



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
think in unique and independent ways	3.26	4.43	-1.17
communicate ideas	3.96	4.71	-0.76
enjoy their work	3.39	4.14	-0.75
emphasize quality over quantity	3.26	4.00	-0.74
maintain their personal integrity	4.13	4.71	-0.58
be concerned about their own growth	3.26	3.79	-0.52
be open about self	3.00	3.50	-0.50
do even simple tasks well	3.78	4.21	-0.43
resist conformity	2.04	2.43	-0.39
be spontaneous	2.70	2.71	-0.02

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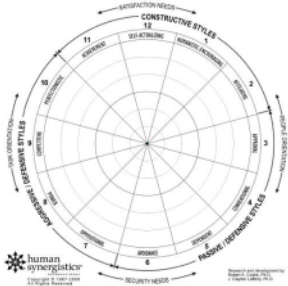
Style 3: Approval



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
switch priorities to please others	2.39	1.36	1.03
do things for the approval of others	2.83	1.86	0.97
back up those with the most authority	3.00	2.14	0.86
"go along" with others	2.70	1.86	0.84
stay on people's good side	3.26	2.43	0.83
be liked by everyone	2.30	1.64	0.66
agree with everyone	1.91	1.43	0.48
be a "nice guy"	2.96	2.50	0.46
make sure they are accepted by others	2.30	2.00	0.30
stay conscious of fashion	1.52	1.36	0.16

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Gap = (Current - Ideal)

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Style 4: Conventional



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
treat rules as more important than ideas	2.83	1.50	1.33
fit into the "mold"	2.65	1.64	1.01
make a "good impression"	3.39	2.43	0.96
accept the status quo	2.26	1.36	0.90
conform	2.39	1.57	0.82
tell people different things to avoid conflict	1.78	1.00	0.78
avoid confrontations	2.35	1.57	0.78
not "rock the boat"	2.26	1.50	0.76
cast aside solutions that seem different or risky	2.30	1.57	0.73
always follow policies and practices	3.65	3.14	0.51

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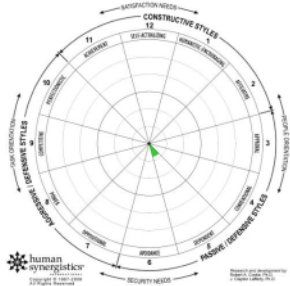
Style 5: Dependent



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
willingly obey orders	3.09	2.14	0.94
follow orders...even when they're wrong	2.22	1.36	0.86
please those in positions of authority	2.65	1.86	0.80
never challenge superiors	2.39	1.86	0.53
accept goals without questioning them	2.43	2.00	0.43
do what is expected	4.00	3.64	0.36
check decisions with superiors	3.35	3.07	0.28
be predictable	3.26	3.07	0.19
be a good follower	2.87	2.79	0.08
ask everybody what they think before acting	2.70	3.07	-0.38

1 = Not at all; 5 = To a very great extent

$Gap = (Current - Ideal)$

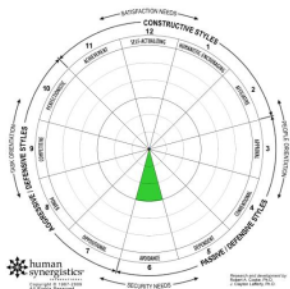
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Style 6: Avoidance



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
never be the one blamed for problems	2.13	1.07	1.06
"lay low" when things get tough	2.13	1.21	0.92
put things off	1.78	1.00	0.78
wait for others to act first	1.96	1.21	0.74
make "popular" rather than necessary decisions	1.78	1.14	0.64
take few chances	2.04	1.43	0.61
be non-committal	1.83	1.29	0.54
not get involved	1.61	1.21	0.39
push decisions upward	2.96	2.64	0.31
shift responsibilities to others	2.13	1.86	0.27

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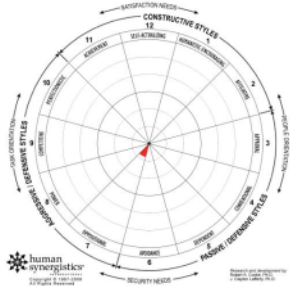
Style 7: Oppositional



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
look for mistakes	2.87	2.07	0.80
point out flaws	3.04	2.36	0.69
oppose things indirectly	1.96	1.29	0.67
remain aloof from the situation	1.96	1.29	0.67
be hard to impress	1.87	1.29	0.58
oppose new ideas	1.91	1.43	0.48
refuse to accept criticism	1.61	1.21	0.39
play the role of the "loyal opposition"	1.96	1.64	0.31
stay detached and perfectly objective	2.83	2.57	0.25
question decisions made by others	2.61	2.79	-0.18

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$Gap = (Current - Ideal)$

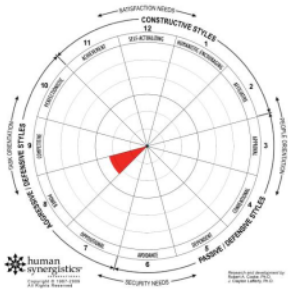
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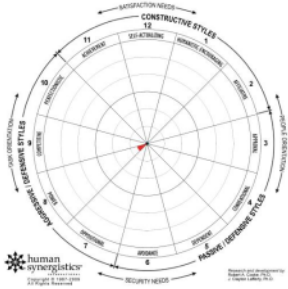
Style 8: Power



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
personally run everything	2.22	1.43	0.79
maintain unquestioned authority	1.96	1.29	0.67
play "politics" to gain influence	2.30	1.64	0.66
never relinquish control	2.26	1.64	0.62
act forceful	2.39	1.86	0.53
demand loyalty	2.39	1.93	0.46
build up their power base	2.17	1.71	0.46
be hard, tough	2.17	1.71	0.46
stay on the offensive	2.48	2.36	0.12
use the authority of their position	2.57	2.50	0.07

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Gap = (Current - Ideal)

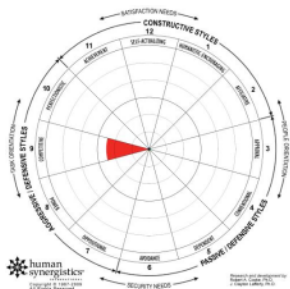
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Style 9: Competitive



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
maintain an image of superiority	2.22	1.00	1.22
never appear to lose	2.00	1.07	0.93
always try to be right	2.35	1.43	0.92
be a "winner"	2.26	1.43	0.83
compete rather than cooperate	2.09	1.29	0.80
win against others	1.87	1.21	0.66
be the center of attention	1.65	1.00	0.65
be seen and noticed	2.43	2.07	0.36
turn the job into a contest	1.78	1.43	0.35
out-perform their peers	2.09	1.79	0.30

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$Gap = (Current - Ideal)$

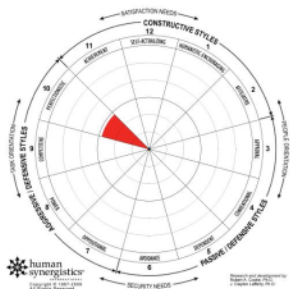
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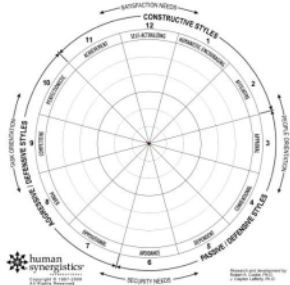
Style 10: Perfectionistic



Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
work long, hard hours	3.74	2.57	1.17
view work as more important than anything else	2.26	1.21	1.05
never make a mistake	2.13	1.14	0.99
set unrealistically high goals	2.30	1.36	0.95
do things perfectly	1.96	1.21	0.74
personally take care of every detail	2.65	1.93	0.72
be precise... even when it's unnecessary	2.30	1.79	0.52
keep on top of everything	3.39	3.00	0.39
appear competent and independent	3.87	3.50	0.37
persist, endure	3.96	4.00	-0.04

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