

ANEXO III

INSTRUMENTO DE AVALIAÇÃO

DA CULTURA ORGANIZACIONAL

The Organizational Culture Assessment Instrument¹

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1. DOMINANT CHARACTERISTICS

- A. The organization is a very special place. It is like an extended family. People seem to share a lot of themselves.
- B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
- C. The organization is very production oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.
- D. The organization is a very formalized and structured place. Bureaucratic procedures generally govern what people do.

2. ORGANIZATIONAL LEADERS

- A. The leaders of the organization are generally considered to be mentors, facilitators, or parent figures.
- B. The leaders of the organization are generally considered to be entrepreneurs, innovators, or risk takers.
- C. The leaders of the organization are generally considered to be hard-drivers, producers, or competitors.
- D. The leaders of the organization are generally considered to be coordinators, organizers, or efficiency experts.

¹ Appendix of "A Process for Changing Organizational Culture" - Kim Cameron, University of Michigan Business School, to be published in Michael Driver (Ed.), The Handbook of Organizational Development, 2004

3. MANAGEMENT OF EMPLOYEES

- A. The management style in the organization is characterized by teamwork, consensus and participation.
- B. The management style in the organization is characterized by individual risk-taking, innovation, flexibility, and uniqueness.
- C. The management style in the organization is characterized by hard-driving competitiveness, goal directedness, and achievement.
- D. The management style in the organization is characterized by careful monitoring of performance, longevity in position, and predictability.

4. ORGANIZATION GLUE

- A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
- B. The glue that holds the organization together is orientation toward innovation and development. There is an emphasis on being on the cutting edge.
- C. The glue that holds the organization together is the emphasis on production and goal accomplishment. Marketplace aggressiveness is a common theme.
- D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth running organization is important.

5. STRATEGIC EMPHASES

- A. The organization emphasizes human development. High trust, openness and participation persist.
- B. The organization emphasizes acquiring new resources and meeting new challenges. Trying new things and prospecting for new opportunities are valued.
- C. The organization emphasizes competitive actions and achievement. Measurement targets and objectives are dominant.
- D. The organization emphasizes permanence and stability. Efficient, smooth operations are important.

6. CRITERIA OF SUCCESS

- A. The organization defines success on the basis of development of human resources, teamwork, and concern for people.
- B. The organization defines success on the basis of having the most unique or the newest products. It is a product leader and innovator.
- C. The organization defines success on the basis of market penetration and market share. Competitive market leadership is key.
- D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low cost production are critical.