

## **Corporate culture and personality tests:**

### **Section A1: This section tests what the company is perceived to be by the reviewer**

From the statements below, select the statements that describe the characteristics of your company the best.

You may select as many in each group as are appropriate.

- a. Purchased or licensed technology
  - b. Proprietary technology developed in-house
  - c. Proprietary customer relationships
- 
- a. Slow response to Market Change
  - b. Quick response to Market Change
  - c. Quick response to Customer Demands
- 
- a. Innovation focused on process improvement
  - b. Innovation focused on constant product innovation
  - c. Innovation focused on developing new customers
- 
- a. Large investment in fixed assets
  - b. Large Investment in R&D
  - c. Large Investment in sales staff and training
- 
- a. "Team" people (no superstars)
  - b. "A" Level technical people – PhD's in the organization
  - c. Relationship-focused people
- 
- a. Lots of procedures
  - b. Flexible structures
  - c. Flexible, customer centered systems
- 
- a. Resistant to change in product structure
  - b. Relentlessly obsolete their own products
  - c. Lots of product variety, based on customer's demands
- 
- a. Can be quite bureaucratic
  - b. Avoid bureaucracy at all costs
  - c. Decentralized organization. Decisions made nearest to the customer

## **Section A2**

Check the one statements that best describes your company from each group of 3, (Pick just the best one)

- a. "When the market 'shakes out' the proper technology, we will acquire it, and deliver at lowest cost"
- b. "As soon as one of our products makes money, it is obsolete"
- c. "The customer is King"
  
- a. "We are the cost and quality leaders" in our industry
- b. "We are our own fiercest competitor"
- c. "Have it your way"
  
- a. "We need teams who can produce product reliably"
- b. "Our products are expensive, but our customers pay"
- c. "We want 100% market share for our product at our key customers"
  
- a. "Keep it simple."
- b. "Innovate!"
- c. "Customers for life"

**Section B: This section tests the “operating model”. This is how the company is actually organized and run, and what kinds of people are most influential.**

B1 Which statements best describe your operating model? (Pick just the best one)

- a. Focus on end-to-end process for product supply
- b. Focus on invention, product development, and market exploitation
- c. Focus on relationship management, customer solution development, and managing results
  
- a. Operations standardized, simplified, tightly controlled, centrally planned
- b. Loose business structure - entrepreneurial
- c. Decisions delegated to employees closest to the customer
  
- a. Management systems support reliable, high speed production
- b. Results driven management - New product success, does not punish experimentation
- c. Management systems geared toward results for carefully selected customers
  
- a. Culture abhors waste, rewards efficiency
- b. Culture is “future focused” - Out-of-the-box thinking
- c. Culture of "specific solutions", and deep lasting relationships

B2 Which statements best describe your Key people? (pick the best one only)

- a. Most valued employee is the "team", and people who fit in
  - b. Most valued employee are talented technical superstars
  - c. Most valued employee can affect change in customers' organization
- 
- a. Most cherished recognition - peer recognition
  - b. Most cherished recognition - being on the killer product team
  - c. Most cherished recognition - award from the customer
- 
- a. Rigid structure, centrally controlled with procedures and review.
  - b. Fluid structure, centered around product development projects
  - c. Loose structure, focused on customer issues
- 
- a. "Manufacturing and production" is king internally
  - b. "Research and engineering" is king internally
  - c. "Sales" is king internally
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- a. We usually promote internally
  - b. Recruiting top technical people is CEO's top job
  - c. We have salesmen who make a LOT of money.

B3 Select which statements best describe your organization. In this case, pick the one statement that "Best" describes

1. Corporate Culture
  - a. Disciplined teamwork - process focused - conformance "one size fits all" mindset
  - b. Concept, future driven - Attack, win - "Out of the box" mindset
  - c. Customer and field driven – Variation - "Have it your way" mindset
  
2. Set of Core Processes
  - a. Standardization - no frills assets - product delivery and basic service
  - b. Invention – commercialization - market exploitation - disjointed work procedures
  - c. Customer acquisition - solution development - flexible and responsive work procedures
  
3. Organization and business structure
  - a. Centralized functions - high skills at the core of the organization
  - b. Ad-hoc, organic, cellular - high skills in loose-knit structures
  - c. Entrepreneurial Client teams - high skills in the field

4. Management Systems
  - a. Command and control - profitability tracking by transaction - reward cost and quality
  - b. Decisive, risk oriented - reward individuals' innovative capacity - product life cycle profitability
  - c. Revenue driven - focus on share of customer's \$ - lifetime value of client analysis
  
5. Information Systems
  - a. Integrated transaction systems - mobile and remote technologies
  - b. Person to person communication systems - knowledge management - technologies that enable cooperation
  - c. Customer databases - knowledge built around expertise
  
6. Asset Base
  - a. Fixed assets - technical Specialists - proprietary production processes
  - b. Intellectual property and know-how - key technical people - product development process
  - c. Customer loyalty - key salesmen - use a lot of outsourcing

OK, now add them up:

**Section A1: (8)**

**A2: (4)**

# of a's \_\_\_\_\_

\_\_\_\_\_

# of b's \_\_\_\_\_

\_\_\_\_\_

# of c's \_\_\_\_\_

\_\_\_\_\_

**Section B1: (4)**

**B2: (5)**

**B3: (6)**

# of a's \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# of b's \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# of c's \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **Section C: Corporate Personality Tests: (DISC)**

From the statements below, select the statements that describe the characteristics of your company the best as it is today (not as you wish it to be). You may select as more than one in each group if appropriate.

Our decisions are focused on:

- a. Results – the bottom line is most important
- b. Involvement – all relevant people should have input
- c. Stability – let's not rush into bad decisions
- d. Analysis – let's be sure we have all the data

When we make a decision, our view tends to be

- a. Visionary
- b. Big Picture
- c. Smaller Issues
- d. Specific to current issues

Our speed to make a decision is

- a. Fast on Key issues
- b. Quick in general
- c. Indecisive and slow
- d. Methodical and slow

How much outside influence do we get in making a decision?

- a. Very little
- b. Some, from important stakeholders
- c. A lot
- d. Some, for fact gathering

Our meeting style is

- a. Quick and to the point
- b. Friendly, informal
- c. Reserved, yet friendly
- d. Controlled and stoic

In group discussions, it is common to have the group leader

- a. Controlling the discussion
- b. Influencing the discussion
- c. Trying to appease the participants
- d. Trying to inform the participants

In a decision making group, which is most usual

- a. Some anger and outbursts
- b. Some emotion and excitement
- c. Hidden emotions
- d. No emotions

When making a decision, we need

- a. Some information, focused on the issue
- b. Very little information
- c. Some general information
- d. A lot of detailed information

When people interact in our company, they are usually

- a. Direct and open, but to the point
- b. Open and talkative
- c. Reserved, beat around the bush
- d. Closed and select with shared information

When there is conflict in a group, the group tends to

- a. Be argumentative
- b. Verbalize - all opinions are valued
- c. Avoids conflict
- d. Argue points or facts

In our organization, the most influential people

- a. Create change
- b. Like change
- c. Accept change with hesitation
- d. Dislike change

When making a buying decision, we tend to

- a. Buy aggressively products that help business results
- b. Buy aggressively products that are new or cool
- c. Buy reluctantly products that help the team
- d. Buy reluctantly products that have good technology

## **Section D: Corporate Personality Tests: (HIFD)**

From the statements below, select the statements that describe the characteristics of your company the best as it is today (not as you wish it to be). You may select as more than one in each group if appropriate.

In our company, we are organized

- a. Functionally - with a clear chain of command
- b. Functionally – in a matrix structure
- c. Flexibly – as assigned by management
- d. Flexibly - around projects and products

Our organization and people are

- a. Very stable organization, high workforce turnover
- b. Frequently changed organization , high workforce turnover
- c. Frequently changed organization, with a low workforce turnover
- d. Very Stable organization with a low workforce turnover

When making a decision recommendation, we usually provide

- a. Lots of backup information, with a recommendation for action
- b. Lots of backup information, with several options identified
- c. Little backup information, with several options identified
- d. Little backup information, with a recommendation for action.

When a recommendation is made, it is usual for the decision maker to request

- a. More information
- b. Better summary
- c. Clearer recommendation
- d. Alternate options

Our organization's tolerance for risk is

- a. Moderately high
- b. Very Low
- c. Moderately low
- d. Very high

Our policies and procedures are

- a. Well documented and elaborate
- b. Extensive, but flexible
- c. Procedures?
- d. Minimal, but firm

## **Section E: Corporate Personality Tests: (PAC)**

From the statements below, select the statements that describe the characteristics of your company the best as it is today (not as you wish it to be). You may select as more than one in each group if appropriate.

Statements:

- a. In our company people are held accountable for results
- a. Critical measures of our performance are readily available
- a. We benchmark ourselves against well established best-practices
- a. If a person performs well, he/she is rewarded

- b. Incompetent people are tolerated in the organization
- b. Employees are fearful
- b. We change suppliers regularly
- b. Some of our customers are idiots
  
- c. We try to find a spot for low performers elsewhere in the company
- c. We have people working here who are related (same family or partners)
- c. It is OK for co-workers to have romantic liaisons (on their own time)
- c. We want everyone to “just do the best they can”
  
- d. Possessions (houses, cars, boats, planes) are discussed at work
- d. Our approach to business is different from our competitors
- d. We have people who “just won’t shut up” in meetings
- d. All decisions have to be approved by headquarters

## **Section F: Corporate Personality Tests: (VAK)**

From the statements below, select the statements that describe the characteristics of your company the best as it is today (not as you wish it to be). You may select as more than one in each group if appropriate.

In our company, important issues are communicated

- a. In writing
- b. Verbally
- c. In meetings

When we present information, it is usually in the form of

- a. Charts and graphs
- b. Tables of numbers
- c. Sharing hard information is unusual

When people in our company talk one-on-one, they often

- a. Use their hands to gesture a lot
- b. Keep their hands quiet
- c. Touch the listener occasionally

In meetings,

- a. Information is collected for a decision to be communicated later
- b. Decisions are made by talking out issues
- c. Discussion is long, but no decisions are made

When an important decision is communicated to the organization, it is usually done

- a. In a large group presentation by top management



- b. Via e-mail or the computer
- c. Via a well established grapevine, in advance of the official announcement

Measurables of performance are

- a. Simple, prominently displayed
- b. Complicated, difficult to access
- c. Rarely shared

Management communicates with satellite offices most effectively by

- a. Written correspondence
- b. Telephoning the office
- c. Traveling for a meeting

During lunch, many people

- a. Eat alone or at their desks
- b. Eat at work in small groups (2-3)
- c. Go out for lunch

Please pick the statements that you are most likely to hear

- a. Let's see what you have been working on
- b. I'd like you to come over and tell me what is new
- c. Let's have lunch and review your project.

OK, now add them up:

<b><u>Section</u></b>	<b>C: (12)</b>	<b>D: (6)</b>	<b>E: (4 ea )</b>	<b>F: (9 )</b>
# of a's _____	_____	_____	_____	_____
# of b's _____	_____	_____	_____	_____
# of c's _____	_____	_____	_____	_____
# of d's _____	_____	_____	_____	_____