

# Culture Questionnaire

## self-assessment questionnaire

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Below are two questionnaires, each containing the same set of two statements, which represent opposite points of view or opinions.

You are asked to score each pair by circling the most appropriate number for each pair. If your opinion favours the right hand statement, your score should be 4 or 5. If your opinion favours the left hand statement, your score should be 1 or 2. You should score '3' if you have no strong opinion for either statement, or if you think there is a balanced mixture of both statements.

The first questionnaire (A) asks about how your service area is now. For service area think of your own team or business unit.

The second questionnaire (B) asks you to score according to how you would like your service area to be.

## A: How it is now...

traditional	1	2	3	4	5	contemporary
job focused						customer focused
rule based						results based
hierarchical						collaborative
influence is top down						influence is two-way
task/activity driven						outcomes driven
routine driven						project driven
reactive						proactive
operationally focused						ops & strategy focused
pay due to grade						pay due to performance
tolerance of poor performance						poor performance unacceptable
promotion as reward for old job						promotion as best person for new job
salary as entitlement						salary as earned
management by authority						management by agreement
job close to job description						job varies a lot from job description
high job demarcation						multiskilling
highly specialised staff						generalists
comfort with specialism						comfort with flexibility

traditional	1	2	3	4	5	contemporary
grade matters						talent matters
risk avoidance						risk management
not innovative						innovative
formal						informal
low discretion at front line						high discretion at front line
budgetary control						resource management
attendance crucial						results crucial
restrictive work environment						empowering work environment
'i'm driven by events'						'i drive events'
time focused						priority focused
uncomfortable with change						comfortable with change
closed communication						open communication
respect for authority						respect for ability
staff work for manager						staff work with manager
work groups						work teams
weak performance measurement						strong performance measurement
product/service led						market/customer led
negativity/blame dominates						positivity/can do dominates
most avoid responsibility						most take responsibility

## B: How you would like it to be...

traditional	1	2	3	4	5	contemporary
job focused						customer focused
rule based						results based
hierarchical						collaborative
influence is top down						influence is two-way
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