

Assessing Sub-Cultural Norms

Based on the work of Schein (2004) and Bolman & Deal (2003), the inventory listed below has been developed to send out to organizational staff along with an explanation of the reason for the study and a note seeking permission for their information and ensuring confidentiality. In addition to the written questionnaire, a selected sample of staff from each sub-culture of employees can be asked eight additional questions to gather a deeper understanding of cultural assumptions.

Sample Cultural Analysis Inventory

Please take the next few minutes to circle **YES** or **NO** for each question.

1. Training opportunities aimed at advancement are available for everyone most of the time. YES NO
2. Equal opportunity for internal promotions and job reclassifications means equal opportunity for everyone. YES NO
3. Just about everyone thinks the organization values their individual contribution.
YES NO
4. A strict organization hierarchy prevents open communication between all levels.
YES NO
5. Just about everyone knows the organization will not tolerate harassment.
YES NO
6. Gender-neutral language is used in mass communications with employees.
YES NO

7. Employee suggestions for improvement are always addressed and responded to within a timely matter. YES NO
8. An unspoken code of conduct or the way someone should conduct them self at work is readily apparent. YES NO
9. There is a standard, acceptable work ethic within the organization. YES NO
10. You selected your organization because (answer yes or no to each):
- A. Of it's past performances. YES NO
 - B. It's commitment to employees. YES NO
 - C. They offered you a job. YES NO
11. In a division or department, everyone is generally included in the decision making process that affects the whole group. YES NO
12. You are generally supported in the decision making process by a supervisor.
YES NO
13. Conflict is considered healthy in the organization. YES NO
14. Organizational values are identifiable and apparent. YES NO
15. There is a feeling of teamwork or family (answer yes or no to each):
- A. Within your classification in the organization (i.e. clerical staff feel like family to each other). YES NO
 - B. Within your division/department. YES NO
 - C. Within the organization. YES NO
16. Each department contributes equally to the value of the organization.
YES NO

Please circle one: Male Female

Job Title: _____

Follow up personal interview questions:

1. How is success defined?
2. How is fairness defined? Who defines fairness?
3. How are employees integrated into the workforce?
4. Who typically contributes to the hiring process?
5. When you observe your surroundings in the office place, what do you see? What is the working atmosphere?
6. What are the espoused values in the department/organization?
7. How is the “way we do things around here” defined?
8. How did you come to learn about the organizational values or the “way things are done around here?”