Organisational Culture Survey: Exploring our results
What is culture?

‘The way we do things around here.’
Culture and climate

Observable levels (Conscious)

- Reaction
  How we react

- Behaviour
  What we do and say

Organisational culture
Shared basic assumptions, beliefs and norms.
Not good or bad rather dependent on the environment

Non-observable level (Conscious or unconscious)

- Thinking
  What is top of mind

- Mindset
  What we believe

- Core values
  What matters most

Climate and Engagement
Practices, patterns of behaviour and attitudinal reactions
Denison Organisational Culture Model

- **Adaptability**
  - Pattern, Trends, & Market
  - "Are we listening to the marketplace?"

- **Involvement**
  - Commitment, Ownership, & Responsibility
  - "Are our people aligned and engaged?"

- **Mission**
  - Direction, Purpose, & Blueprint
  - "Do we know where we are going?"

- **Consistency**
  - Systems, Structures, & Processes
  - "Does our system create leverage?"

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  - Systems, Structures, & Processes
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Understanding the results

This is one of the four key traits that impact business performance.

This is one of the three indices that measure behaviours for this trait. Each of the twelve indices consists of five survey items.

This is a percentile score. A percentile is the organisation’s score as a percentage benchmarked against the average of other organisations.

The profile is colored to show the quartile in which the percentile falls. This score, for example, falls in the third quartile.
These are the items as they appear on the survey.

The raw score has been reversed for this negatively worded item marked with an asterisk (*). In all cases, a higher score indicates a more favorable condition.

These are the four quartiles in which your percentiles may fall.

These are the benchmarked percentile scores for each line item.

The +/- symbols indicate that this item was one of the top five (+) or bottom five (-) scores on the survey.
These are the five items for which your organisation received the highest percentile scores. They are listed in order from highest to lowest score.

<table>
<thead>
<tr>
<th>Item</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>We often have trouble reaching agreement on key issues</td>
<td>92</td>
</tr>
<tr>
<td>Lots of things “fall between the cracks”</td>
<td>90</td>
</tr>
<tr>
<td>Problems often arise because we do not have the skills necessary to do</td>
<td>87</td>
</tr>
<tr>
<td>It is easy to coordinate projects across different parts of the organization</td>
<td>86</td>
</tr>
<tr>
<td>It is easy to reach consensus, even on difficult issues</td>
<td>86</td>
</tr>
</tbody>
</table>

These are the five items for which your organisation received the lowest percentile scores. They are listed in order from lowest to highest score.

<table>
<thead>
<tr>
<th>Item</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer input directly influences our decisions</td>
<td>6</td>
</tr>
<tr>
<td>Customer comments and recommendations often lead to changes</td>
<td>18</td>
</tr>
<tr>
<td>Authority is delegated so that people can act on their own</td>
<td>24</td>
</tr>
<tr>
<td>Our strategy leads other organizations to change the way they compete in the industry</td>
<td>42</td>
</tr>
<tr>
<td>The way things are done is very flexible and easy to change</td>
<td>41</td>
</tr>
</tbody>
</table>

The colors indicate the traits the items are attributed for easy identification of patterns and trends.

*The scores have been reversed for this negatively worded item. In all cases, a higher score indicates a more positive condition.*
These are the five items for which your organisation received the highest percentile scores. They are listed in order from highest to lowest score.

<table>
<thead>
<tr>
<th>Highest Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>92</td>
</tr>
<tr>
<td>85</td>
</tr>
<tr>
<td>81</td>
</tr>
<tr>
<td>80</td>
</tr>
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These are the five items for which your organisation received the lowest percentile scores. They are listed in order from lowest to highest score.

<table>
<thead>
<tr>
<th>Lowest Scores</th>
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<tbody>
<tr>
<td>56</td>
</tr>
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</tr>
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Culture factors

- Additional Culture Factors ask 5-6 questions focused on key areas:
  - Innovation
  - Organisational Trust
Open text options

Four open-ended questions:

1. Please identify 2 things that you would like to **preserve** about our university culture.

2. Please identify 2 things that you would like to **change** about our university culture.

3. What are your top 3 **expectations** of the university’s senior leaders? (Qualifier: Do these expectations relate to SMG, Local Managers or both?)

4. What are up to 3 **core values** that you believe should be on display in your workplace?
UniSA survey

- Survey conducted between Sept 15 & October 3 2014
- 70% of the invited population responded (2031 valid responses)
- 6220 open text responses across the four questions
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Unisa vs Education Benchmark

Creating Change
- The way things are done is very flexible and easy to change.
- We respond well to competitors and other changes in the business environment.
- New and improved ways to do work are continually adopted.
- Attempts to create change usually meet with resistance.
- Different parts of the university often cooperate to create change.

Customer Focus
- Customer comments and recommendations often lead to changes.
- Customer input directly influences our decisions.
- All staff have a deep understanding of customer wants and needs.
- The interests of the customer often get ignored in our decisions.
- We encourage direct contact with customers by our people.

Organisational Learning
- We view failure as an opportunity for learning and improvement.
- Innovation and risk-taking are encouraged and rewarded.
- Lots of things "fall between the cracks".
- Learning on the job is an important objective in our day-to-day work.
- We make certain that the "right hand knows what the left hand is doing".
UniSA vs Education Benchmark

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**Mission**

**Strategic Direction & Intent**
- There is a long-term purpose and direction.
- Our strategy leads other organisations to change the way they compete in the industry.
- There is a clear mission that gives meaning and direction to our work.
- There is a clear strategy for the future.
- Our strategic direction is unclear to me. *

**Goals & Objectives**
- There is widespread agreement about goals.
- Leaders set goals that are ambitious, but realistic.
- The leadership has “gone on record” about the objectives we are trying to meet.
- We continuously track our progress against our stated goals.
- People understand what needs to be done for us to succeed in the long run.

**Vision**
- We have a shared vision of what the organisation will be like in the future.
- Leaders have a long-term viewpoint.
- Short-term thinking often compromises our long-term vision. *
- Our vision creates excitement and motivation for our employees.
- We are able to meet short-term demands without compromising our long-term vision.
## UniSA vs Education Benchmark

### Education Benchmark

#### Highest Scores

<table>
<thead>
<tr>
<th>Score</th>
<th>Statement</th>
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<tbody>
<tr>
<td>53</td>
<td>We encourage direct contact with customers by our people.</td>
</tr>
<tr>
<td>52</td>
<td>All staff have a deep understanding of customer wants and needs.</td>
</tr>
<tr>
<td>51</td>
<td>Learning on the job is an important objective in our day-to-day work.</td>
</tr>
<tr>
<td>51</td>
<td>Problems often arise because we do not have the skills necessary to do the job. *</td>
</tr>
<tr>
<td>50</td>
<td>We have a shared vision of what the organisation will be like in the future.</td>
</tr>
</tbody>
</table>

#### Lowest Scores

<table>
<thead>
<tr>
<th>Score</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>The interests of the customer often get ignored in our decisions. *</td>
</tr>
<tr>
<td>27</td>
<td>Managers “practice what they preach”.</td>
</tr>
<tr>
<td>28</td>
<td>The capabilities of people are viewed as an important source of competitive advantage.</td>
</tr>
<tr>
<td>30</td>
<td>There is a “strong” culture.</td>
</tr>
<tr>
<td>30</td>
<td>When disagreements occur, we work hard to achieve “win-win” solutions.</td>
</tr>
</tbody>
</table>

### UniSA

#### Highest Scores

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<tr>
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<tbody>
<tr>
<td>65</td>
<td>There is a clear strategy for the future.</td>
</tr>
<tr>
<td>61</td>
<td>Learning on the job is an important objective in our day-to-day work.</td>
</tr>
<tr>
<td>60</td>
<td>We have a shared vision of what the organisation will be like in the future.</td>
</tr>
<tr>
<td>60</td>
<td>Our strategic direction is unclear to me. *</td>
</tr>
<tr>
<td>58</td>
<td>The leadership has “gone on record” about the objectives we are trying to meet.</td>
</tr>
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#### Lowest Scores

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>10</td>
<td>Ignoring core values will get you in trouble.</td>
</tr>
<tr>
<td>12</td>
<td>The interests of the customer often get ignored in our decisions. *</td>
</tr>
<tr>
<td>12</td>
<td>The way things are done is very flexible and easy to change.</td>
</tr>
<tr>
<td>16</td>
<td>Decisions are usually made at the level where the best information is available.</td>
</tr>
<tr>
<td>17</td>
<td>Teamwork is used to get work done, rather than hierarchy.</td>
</tr>
</tbody>
</table>
Things we want to preserve

- **positive work atmosphere**
- **Teamwork**
- **Student focus**
- **can do” attitude of people**
- **sense of belonging in UniSA**
Things to change

- Improve customer/student focus
- Stream-line decision-making and cut red tape
- Continue to invest in building staff capability
- More communication/ staff feedback to build trust
- Focus on teaching excellence and improving research outcomes.
Top expectations of University leaders

- Clear vision and planning that draws on and focuses our strengths
- Honesty, integrity, credibility
- Communication and clear directions for the future
Core values in the workplace

Representative comments for ethical practices:
“Academic integrity”
“Honesty, integrity, communication”
“Strong work ethic (integrity and pride with what we do)”
Next steps

• *Sharing the results with staff*

• *Taking a deep dive with our staff into:*
  
  – Identifying a small number of priorities for change that will have an impact on building a truly enterprising culture
  
  – Determining whether we are clear enough about our core values and what we need to do to make people best accountable to these
  
  – How we can develop more collaborative ways to work and to deliver quality services.

• *SMG will outline the University’s collective response drawing together the outcomes of these discussions as it has done previously with its three yearly staff climate survey.*
Questions

• what are the most important things that the survey is telling us about the culture in the local area, the division/portfolio and the university?

• what are two things we might focus on in either the local area, division/portfolio, and at university level that would improve or strengthen our workplace culture in light of these results?

• Which of these would have the biggest impact on helping us build an enterprising culture?

• Are we clear enough about core values? What do we need to do, locally and organisationally, to make people appropriately accountable for acting consistently with our values?

• the survey acknowledges a strong desire to deliver quality service to our students and other clients. What practical steps might we take to build trust particularly across work areas and improve collaborative services and outcomes?
QUESTIONS?