

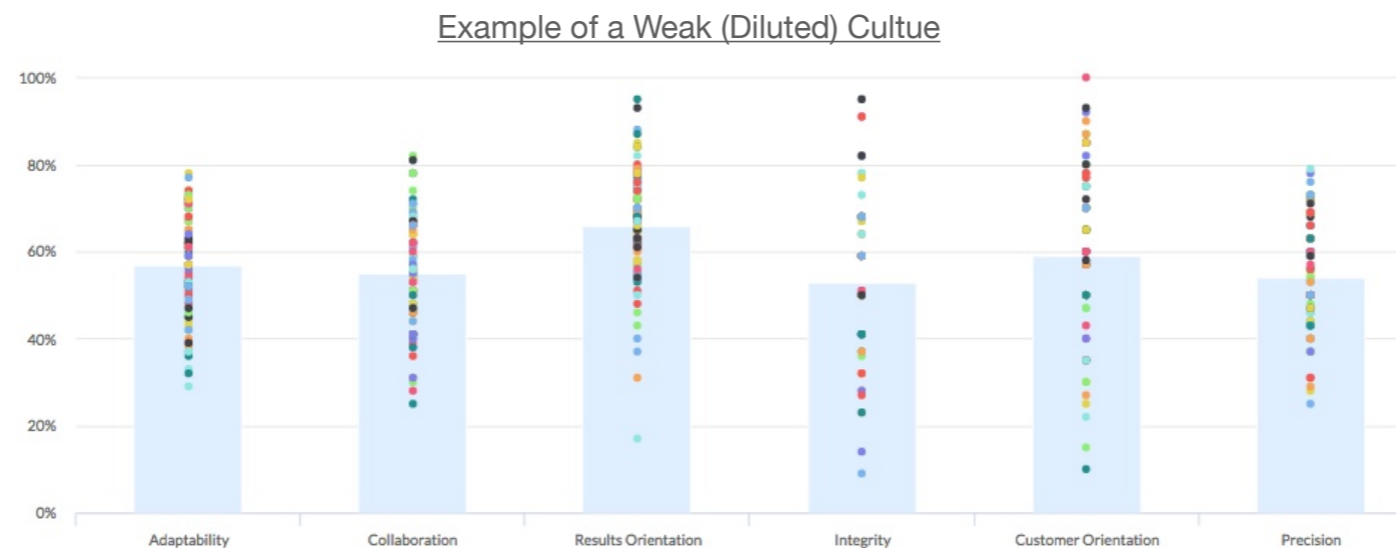
# GAMUT

## The Functional Design of Culture

Culture, from a functional perspective in organizations, is a “social control system” based on shared norms and values. From a psychological perspective, shared “normal” behavior can influence members’ focus of attention, shape interpretations of events, and guide attitudes and decisions.

A strong culture is one that is aligned around one or two values and a weak culture is one that is diluted across several values. From a functional perspective culture can and should be crafted to support a focus in order to guide members to collective action.

This definition was proposed by Charles O’Reilly, Jennifer Chatman and David Caldwell whose extensive research led to the Organization Culture Profile (OCP), the leading instrument for assessing individual and organizational culture fit. Their work summarizes thousands of value statements into “common language” terms that represent a mutually exclusive, collectively exhaustive (MECE) set of building blocks for designing and facilitating a functional culture



The organizational culture profile (OCP) can be used to assess person-organization fit, which is a significant factor in job satisfaction and organizational commitment, both of which affect company performance; and it is also useful to support culture change efforts, discover and distinguish subcultures, and evaluate organization alignment in mergers and acquisitions.

NOTE: The OCP has been revised several times, but the core concept of summarized MECE factors derived from the 54-question assessment remains valid and reliable. The set shown in this example was based on the 2014 revision that included these factors: adaptability; integrity; collaboration; customer-orientated; detail-oriented; results-oriented.