

Values: What is your Bank’s Corporate Culture?

Corporate Culture Assessment Answers

Count your "True" responses in each third of the quiz (questions 1- 5, 6-10, 11-15). The section in which you have answered "True" the most often corresponds to the culture type your organization most closely matches. If you have the same number of "True" responses in more than one section, your culture matches a combination of types. Below, find a list of primary advantages and potential pitfalls of each culture.

**For questions 1-5:**

If you had the most "True" responses in this set of questions, your company has a ***Deliberative/Traditional culture*.**

*Advantages:*

* This culture tends to be intellectual and thoughtful.
* People in this type of organization often consider issues carefully prior to making a change.
* The organization likely has many formal systems, yet flexibly forms and reforms teams in accordance with immediate client needs.
* This cultural type regularly hires groups of new employees, generating a valuable flow of diverse talent with fresh perspectives.
* Senior management communicates frequently to employees.

*Pitfalls:*

* Although plenty of communication usually flows from the top of this organizational type, management often does not indicate interest in feedback from all levels. Beyond making announcements from management, ask for regular feedback so you don't miss critical information and/or valuable innovations from your staff.
* Be careful that your organization doesn't discuss change for so long that you miss important opportunities to change for the better.
* Be aware of the cultural implications of fostering competition within a company. Internal competition may create resentment that drives costly turnover.

**For questions 6-10:**

If you had the most "True" responses in this set of questions, your company has an ***Established/Stable culture*.**

*Advantages:*

* This organization has most likely been around for a long time. These organizations tend to have solid institutional memories, so they are likely not to waste resources by repeatedly "reinventing the wheel".
* This type of company has processes in place to address most situations.
* Organizations of this type tend to cultivate employees by encouraging development through mentoring programs and/or formal training opportunities.
* This culture type is known for compensating its people relatively well.

*Pitfalls:*

* Typically, this type of organization struggles to handle conflict well, often becoming either conflict avoidant or "command and control." If your organization tends to be conflict avoidant, it may be time to address those problems that are out of hand, or that have been out of hand in the past.
* "Command and control" style leadership may yield feelings of disconnectedness among employees. Consider assessing employee morale immediately.
* Overall, this culture type tends to be wary of turnover, so take a careful look at your organization and consider whether it's holding on to people who might best be let go.
* While established systems can be a positive sign of organizational health, make sure your processes are focused toward addressing customer needs in a timely matter. If your processes impede rapid resolution of customer problems, rework them right away.

**For questions 11-15:**

If you had the most "True" responses in this set of questions, your company has an ***Urgent/Seat of the Pants culture*.**

*Advantages:*

* This culture type features a positive work environment, with tight bonds among employees.
* It is likely that an aspect of your organization's mission includes responding to crisis. People care deeply about the bank's mission and work hard to achieve the organization's goals.
* Employees who frequently hurry to beat the clock can create great results in a short time, provided that quality is a strong value in your organization.
* These organizations tend to have a flat structure that fosters communication and collaboration among employees and speeds the decision-making process.

*Pitfalls:*

* Caution: minimum rewards (both tangible and intangible) and minimum feedback are common to this culture type. Rewards and recognition are important not only to generate loyalty but also to foster collaboration.
* The constant rush to get things done quickly can lead to burnout and increase the ever-present danger of losing talent.
* Although this type of culture generally features frequent upward communication and grassroots change, top-down communication tends to be inadequate. Beyond staying accessible, take time to share important messages and expectations with your entire staff to keep them motivated and moving in the right direction.
* Making decisions under intense time pressure may lead to a reduction in the quality of your products or services.

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