Schneider Culture Assessment

For each question ask yourself, “When I boil it down and get to the heart of the matter, which of the four possible answers most accurately describes my actual experience in the organization?” Answer every question and select only one answer for each.

1. When all is said and done, the way we accomplish success in this organization is to:
   A. Get and keep control.
   B. Put collection of people together and build into team, charge them with fully utilizing one another as resources.
   C. Create and organization that has the highest level of competence and capitalize on that competence.
   D. Provide conditions whereby the people within the organization can develop and make valuable accomplishments.

2. What do we pay attention to primarily in our organization and how do we decide about things?
   A. We pay attention to WHAT MIGHT BE and we decide by relying on objective and detached analysis.
   B. We pay attention to WHAT IS and we decide by relying on what evolves from the hearts and minds of our people.
   C. We pay attention to WHAT MIGHT BE and we decide by relying on what evolves from the hearts and minds of our people.
   D. We pay attention to WHAT IS and we decide by relying on objective and detached analysis.

3. People with most power & influence in the organization:
   A. Are charismatic, can inspire others, and are good at motivating others to develop their potential.
   B. Have the title & position that gives right and authority to exercise power and influence.
   C. Are both contributors and team players, who are an essential part of team. People like working with them.
   D. Are experts or specialists who have most knowledge about something important.

4. In our organization success means:
   A. Synergy. By teaming up with one another and with our customers, we accomplish what we are after.
   B. Growth. Success means helping others fully realize their potential.
   C. Dominance. Success means having more than anyone else. Complete success would be for the organization to be the only game in town.
   D. Superiority. Success means that the organization is the best, offering superior value. The organization is the “state of the art” in all that it does.
5. In our organization leadership means:

A  Authority. Leaders are regulators and call the shots. They are commanding, firm, definitive. What they say goes.

B  Setting standards and working hard to get people to achieve more. Leaders are intense taskmasters who always challenge workers to be better.

C  Being a catalyst. Leaders cultivate people. They create conditions in which people are inspired to fulfill their own and others’ potential. At the same time, leaders build commitment to the organization.

D  Building team that works well together. Leaders are coaches. They behave first among equals”. They strive to represent the people in the organization.

6. When we worry about something in the organization, it is usually about:

A  Losing. We worry most about being also-rans or having our reputation harmed because we couldn’t deliver effectively.

B  Stagnation. We worry most about failing to progress, simply existing from day to day, or even going backwards.

C  Vulnerability. We worry most about being in a position where others have more power or market share than we do.

D  Lack of unity. We worry most about the team being broken up or alienating customers. We worry about a lack of trust among ourselves.

7. Our organization’s overall management style is best described as:


C  Democratic. Highly relational. Highly participative.

D  Prescriptive. Methodical, policy and procedure oriented

8. The essential role of the individual employee in the organization is to:

A  Collaborate. Be a team player.

B  Be an expert. To be the best in your specialty or area of technical expertise.

C  Perform according to policy and procedure. To meet job requirements of the job as outlined.

D  Be all you can be. To change, develop, and grow. Be committed to organization and its purposes.
9. What counts most in the organization is:
   A  Winning. Being recognized as the best competitor around.
   B  Not losing. Keeping what we've got.
   C  Evolving. Realizing greater potential. Fulfilling commitments.
   D  Accomplishing it together. Being able to say “we did it together”.

10. Which of the following best describes how you feel about working in your organization:
   A  This is a caring and spirited place. I feel supported.
   B  People are able to count on one another.
   C  Things are no nonsense and restrained.
   D  Things are rather intense. I feel like I have to be on my toes all the time.

11. What counts most in the organization is:
    A  Security
    B  Community
    C  Merit
    D  Fulfillment

12. Which of the following best describes the primary way decisions are made in the organization?
    A  Close attention to our concepts and standards. We emphasize the fit between our theoretical goals and extent to which we achieve them. Our decision-making process centers how systematically our conceptual goals are achieved.
    B  We pay close attention to our values. We emphasize the fit between our values and how close to realizing them. Our decision-making process centers on the congruence between values or purposes and what we have put into practice.
    C  We emphasize tapping into the experiences of one another. Our decision-making process centers on fully using our collective experiences and pushing for consensus.
    D  We emphasize what the organization needs. Our decision-making process centers on the objectives of the organization and what we need from each function within the organization.

13. Overall, life inside our organization is:
    A  Spontaneous, interactive and free and easy.
    B  Intellectually competitive, rigorous and intense.
    C  Objective, orderly and serious.
    D  Subjective, dedicated, and purposeful.
14. In general our attitude toward mistakes is:

A. We tend to minimize impact of mistakes and do not worry too much about them. People should be given a second chance.

B. Inevitable but we manage by picking up the pieces and making the necessary corrections before grow into bigger problems.

C. Nearly taboo. We don’t like them. A person who makes is looked down upon.

D. We pay attention to kind of mistake. If the mistake can be quickly fixed, we go ahead and fix it. If the mistake causes a function to get in trouble or cause the organization to become vulnerable, we marshal all of our resources to fix it as quickly as possible. Mistakes that affect the organization as a whole could get someone in trouble.

15. Concerning control, which of the following is most emphasized?

A. Concepts & ideas. We control everything that is critical to achieving or preserving our superiority in the marketplace.

B. Everything critical to keeping us working together in the organization and retaining close ties with our customers.

C. Just about everything. Getting & keeping control is central to what organization is and does.

D. As little as possible. We are put of by the notion of control. We prefer to leave things up to the commitment of good will of our people.

16. The essential nature of work in the organization emphasizes:

A. Functionalists. Individuals stay within their function. Specialties are subordinate to the service of functions.

B. Specialists. Individuals stay in their technical or other specialty. Functions are channeled into service of specialties.

C. Generalists. Individuals move in and out of numerous functions and specialties

D. All of the above. Individuals do all 3.

17. The people who primarily get promoted in the organization are:

A. Generalists. They must also be capable people who are easy to work with.

B. Those who have performed consistently well in their function for many years and have demonstrated they can seize authority and get things done.

C. Those who know most about their area of expertise and have demonstrated competence.

D. People who handle responsibility and want it. We don’t use word “promotion”.
18. The compensation system in the organization is most similar to which of the following?

A  We emphasize fair and equitable pay for all. We also emphasize the long-term perspective. We plow a lot of money back into the organization to ensure continued growth and success, so personal financial compensation tends to be secondary to other more important matters.

B  Our compensation is highly individual and incentive-oriented. Uniquely capable people who are recognized experts can make a lot of money.

C  Our compensation structure is highly structured. The larger your role and function in the organization the more money you make.

D  Our compensation is primarily tied to team effort. If the whole organization does well, we share wealth. If the whole organization does poorly, we all sacrifice.

19. Which of the following best describes our organization’s primary approach to dealing with customers?

A  Partnership. We team up with our customers. We want to be able to say, “we did it together”.

B  We emphasize uplifting and enriching out customers. We concentrate on realizing possibilities and potential of customer more fully.

C  We emphasize gaining the greatest market share that we can get. We would like to be the only game in town.

D  We emphasize superior value. We try to provide state-of-the-art goods or services to our customers.

20. Which phrase that describes our organization?

A  “We believe in what we are doing, we make a commitment and we realize unlimited potential.”

B  “We are the best at what we do.”

C  “We are biggest at what we do.”

D  “United we stand, divided we fall.”