

ORGANIZATIONAL CULTURE IN SCANLON FIRMS

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Introduction

Joe Scanlon believed the primary task of management is to create conditions of genuine collaboration. He distained gimmicks and believed cooperation should be a way of life. What did he mean by a way of life?

One definition of “culture” is “the way of life for an entire society.” If we can understand a society or organization’s “culture” we can gain an insight into the way of life...values, norms, reward systems, etc. that are the heart of the society or organization. Culture is the vehicle through which individuals coordinate their activities to achieve common goals and expectations. It’s “*the way we do things here.*” Culture helps individuals understand how their behaviors/priorities fit within their organizations. Culture defines the norms of acceptable conduct.

How are the cultures of firms that practice Scanlon’s Principles similar or different from other firms? Do they display a “way of life” that is different? Can the differences be measured? Is it shared by other Scanlon Leaders?

Dr. Carl Frost wrote that the Scanlon Principles help organizations “change forever.”

What do Scanlon leaders aspire to change their organizations to? Can it be measured? Do top leadership teams share the same view of where they would like to take their organization? Is it

similar or different from the direction other companies are heading? Is there a shared standard of “cultural excellence” among great organizations? Do great organizations share a common vision for change?

To find answers to these questions, more than 60 Scanlon leaders in nine Scanlon Leadership Network (SLN) member firms participated in an applied research exercise to map their current organizational cultures and identify the cultures they desired for their organizations. Senior managers from SLN member firms mapped their firm's culture using a measurement instrument that was provided by the Hay Group, a global management consultancy active in the areas of performance management, organization effectiveness, and human resource management.

Hay had found that clients with similar strategies could have very different performance results. To explore why organizations obtain such different results, Hay interviewed executives in leading companies throughout the world and discussed the changing nature of work. Hay asked:

- What is your overriding strategic intent?
- How are you structured?
- What are your values?
- How is work organized?
- How are decisions made?
- How are resources allocated?
- What behaviors are encouraged?
- How much power do people have?
- How much risk are they allowed- and do they wish- to take?

- How are they selected and developed?
- How are they rewarded?

Through these intensive interviews Hay discovered four cultural prototypes. Hay maintains that all organizations are a hybrid of these four cultures. Hay used this research to develop a simple and effective way to measure the four cultures.

The Hay Group culture measurement instrument has been used in hundreds of organizations. It is described in the book *People, Performance, and Pay* by Flannery, Hofrichter and Platten. Hay was able to provide benchmark data to SLN members from thousands of leaders in many different industries. Of particular interest to SLN members was Hay's culture data on the firms in Fortune's "most admired" list. (Hay conducts the research that Fortune uses to generate the list each year and has obtained culture data from firms on the list).

The Hay Group was interested in studying SLN companies because Hay had identified a typical work culture profile associated with gainsharing practices and they wanted to see if the Scanlon cultures matched this predicted gainsharing culture.

The Hay Group's conceptual framework for culture is comprised of four operational dimensions (technology, reliability, customers, and flexibility) and four principal cultural models: the process culture, the time-based culture, the network culture, and the functional culture (see Figure 1).

Achieving Strategy Through People

Hay's Work Culture Paradigm

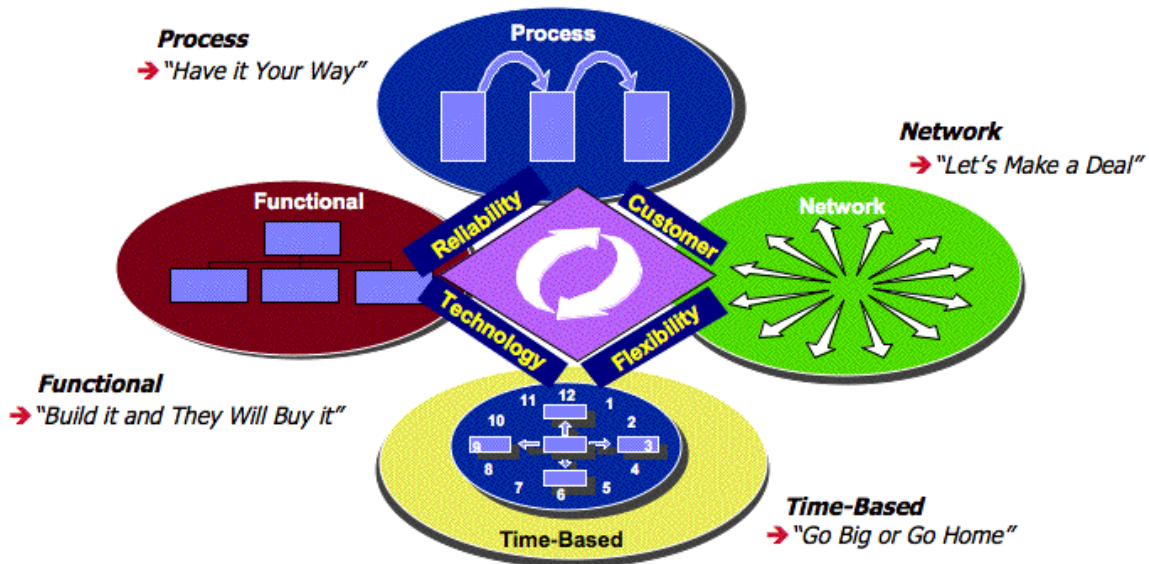


Figure 1: The Hay Group's Four Principal Organizational Culture Models

Source: Flannery, Hofrichter & Platten (1996)

These models show "how organizations are changing from the more traditional hierarchical functional model of work to other models to meet changing business needs" (Shields, 1999). The models "provide a way of characterizing the behaviors that are most important within an organization for supporting the business strategy and achieving the desired results" although few organizations are culturally pure (ibid).

Methodology for Measuring Culture

In the Hay Group's Target Culture Modeling procedure, each of 56 culture attributes is printed on a small card. Respondents model their firm's current and target culture by rank-ordering the cards from "this organization rewards, encourages, and supports the following Behaviors and Activities" along a continuum from "very frequently / to a great extent / in most parts of the organization" to "very infrequently / to a small extent / in few parts of the organization." Cards are rank-ordered in a forced distribution comprised of seven degrees of agreement, as shown in Figure 2.

Hay's Targeted Culture Modeling Process SM

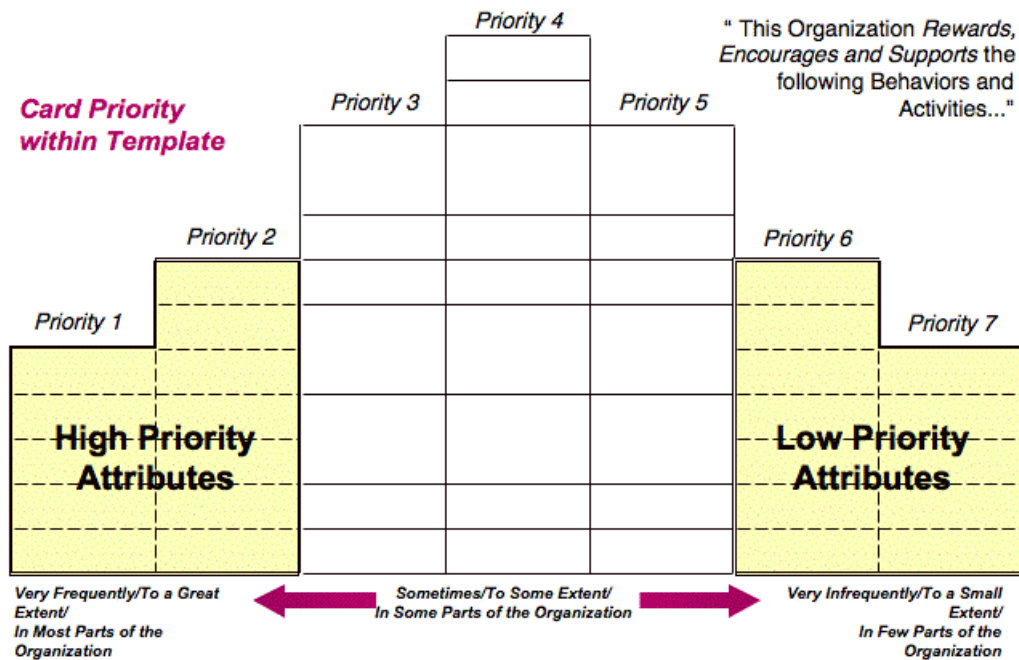


Figure 2: The Hay Organizational Culture Model Process

In the forced distribution, five statements best describe the culture in question and five statements are the least descriptive of the culture. The remaining statements are ranked in descending order in columns of seven, ten, twelve, ten, and seven statements respectively.¹ The statements that best describe the culture are scored +3. Statements in subsequent columns are scored +2, +1, 0, -1, -2, and -3 (see Figure 2).

The traditional form of business organization is the Functional model of work culture. It is characterized by administrative hierarchies that control the execution of standardized tasks with consistency, reliability, and efficiency. The five cultural attributes that are most encouraged, supported, and rewarded in the Functional model are:²

- 7. Being highly organized
- 8. Using proven methods to serve existing markets
- 18. Maintaining clear lines of authority and accountability
- 32. Limiting the downside of risk
- 45. Minimizing unpredictability of business results

According to the Hay Group, many Functional cultures are evolving into Process cultures, which are more flexible and more sensitive to customer satisfaction and product and service quality than Functional cultures. With this change in orientation comes an emphasis on cross-functional team performance around business processes, and location of planning, execution, and control

¹ The position of a statement in a column is not significant.

² Numbers refer to the items on the list of 56 cultural attributes in Table 1. The description of the Hay Group's four model cultures is from Flannery, Hofrichter & Platten (1996) and Shields (1999).

activities close to the customer. Today many manufacturing organizations are trying to become “lean” using methods developed by Toyota. Lean organizations display characteristics of the Hay Process culture. The five cultural attributes that are most encouraged, supported and rewarded in the Process model are:

4. Maximizing customer satisfaction
6. Demonstrating understanding of the customer’s point of view
13. Delivering reliably on commitments to customers
20. Continuously improving operations
46. Gaining the confidence of customers

Examples of firms that have moved to Process cultures in the past ten years are Cabot Corporation, Hallmark Cards, and Harvard Pilgrim Health Care (Flannery, Hofrichter & Platten, 1996).

However, two other models of organizational culture are emerging to replace Functional cultures: the Time-based model and the Network model. The Time-based model emphasizes agility in product and service innovation to capture market opportunities. Firms with Time-based cultures limit managerial hierarchies and develop capabilities around multifunctional individuals. Time-based firms strive to dominate markets in their high-profitability phases and move on to other opportunities when the markets mature (ibid.). The five cultural attributes that are most encouraged, supported and rewarded in Time-based cultures are:

- 9. Significantly decreasing cycle times
- 54. Developing new products or services
- 25. Maintaining a high sense of urgency
- 27. Capitalizing on windows of opportunity
- 42. Adapting quickly to changes in the business environment

The Network model emphasizes flexibility and responsiveness to customers. Like the Time-based culture, Network culture firms must match product innovation with market opportunities. However, in Network cultures, work is project-based and involves temporary alliances that bring together competencies from within and outside the firm. Managers in Network cultures are producers who coordinate venture projects based on talented individuals. The entertainment and construction industries provide a good illustration of Network culture (ibid.). The five cultural attributes that are most encouraged, supported and rewarded in Network cultures are:

- 54. Developing new products or services
- 27. Capitalizing on windows of opportunity
- 12. Establishing new ventures or new lines of business
- 41. Building strategic alliances with other organizations
- 33. Using resources outside the company to get things done

The Hay Group has also identified an ideal Gainsharing culture. The Gainsharing culture encourages continuous improvement, delegation of decision-making, and rewards for

performance. Behavior and activities that are most encouraged, supported and rewarded in the ideal Gainsharing culture are:

- 14. Being flexible in thinking and approach
- 20. Continuously improving operations
- 34. Capitalizing on creativity and innovation
- 36. Taking initiative
- 51. Pushing decision-making to the lowest levels

Results of the Culture Study

Results were analyzed using two distinct methodologies. The data were first analyzed by Hay and then by the author. Hay reported the Scanlon results by comparing them to their database using correlations and percentiles. I used a different analytical technique called “Q” which will be explained later.

Hay Results

There is a shared “way of life” or culture in Scanlon organizations. Hay found that current Scanlon cultures map 100% to the Process culture (see Figure 3).

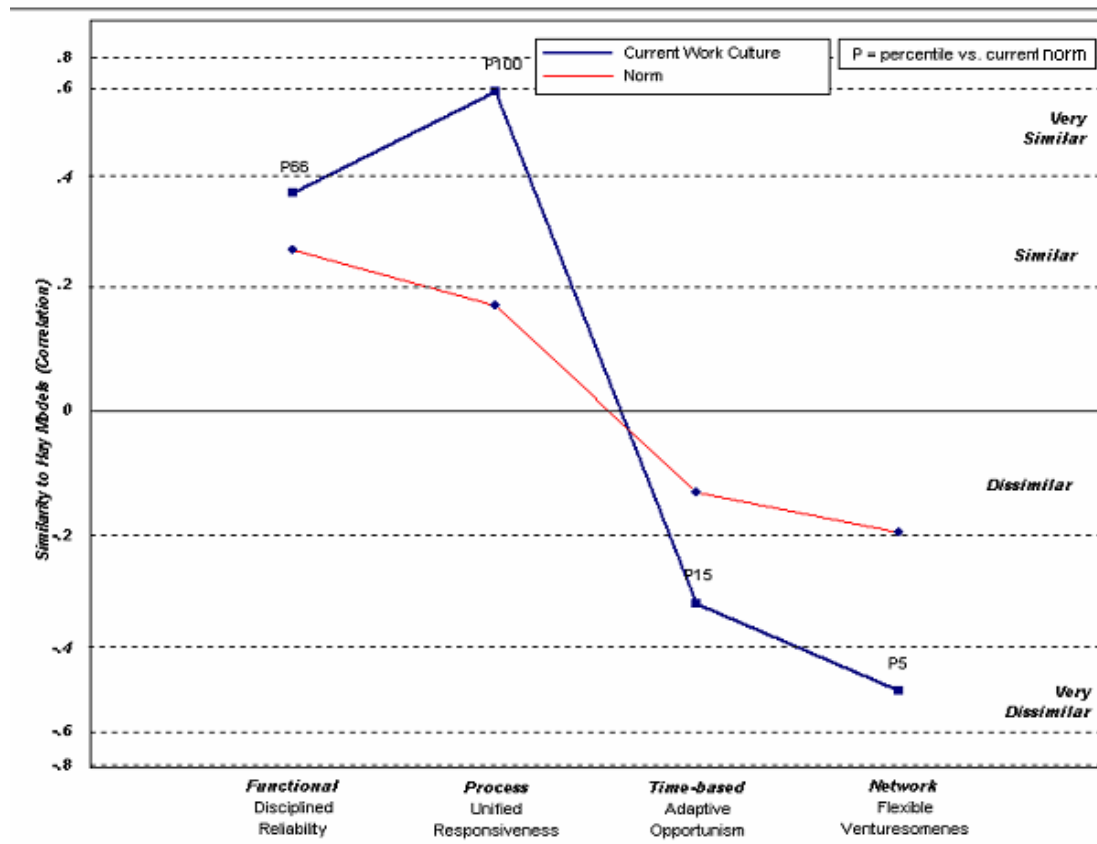


Figure 3: current Scanlon culture

Scanlon Leaders build Process cultures that reliably meet the needs of customers by sharing information, working together to solve problems and by investing in developing the competence of the entire workforce. Many are engaged in lean practices that use “value stream mapping” and other lean techniques to better align with the needs of their customers.

Scanlon organizations share elements of the Functional culture and less of the Time-based and Network cultures than the Hay norms. Most of the Scanlon organizations surveyed are engaged

in manufacturing. Historically, most were Traditional culture organizations. Often they embraced Scanlon as a way to change their culture in a more Process direction.

Scanlon Organizations currently share few elements of the Time-based or Network cultures.

Scanlon's focus is on building long term relationships with customers, investors and employees.

Time-based and Network cultures are not dependent on long term relationships. Group rewards and recognition are stressed in Scanlon/Process cultures as opposed to individual rewards and recognition in the Time-based and Network cultures.

Scanlon Leaders are remarkably similar to other business leaders in what they want their desired culture to be (see Figure 4).

Scanlon leaders do not see much future in the Traditional culture with its rigid structures and hierarchies. The future appears to belong to organizations with a Process culture with elements of the Time-based and Network cultures.

Today's leaders understand that the customer is king, but they need more flexibility and speed. Their challenge is to create cultures of flexibility and speed while serving their customers and earning the commitment of employees.

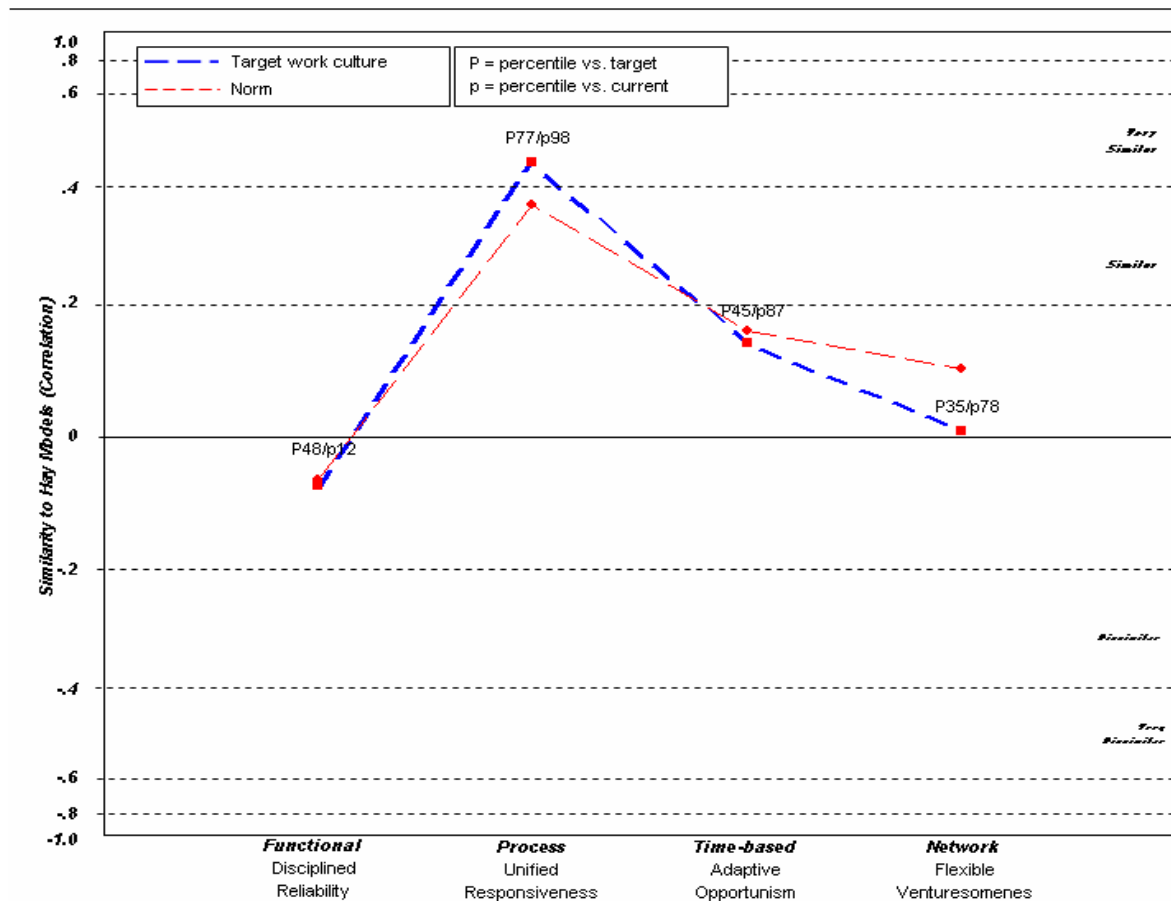


Figure 4: Scanlon desired culture

Scanlon Culture Compared to Most Admired Companies

Scanlon Leaders were compared to the “Most Admired Companies.” (The Most Admired Companies are Fortune 500 companies recognized by their peers as being the best). Hay has found that one of the distinguishing characteristics of the Most Admired Companies compared to their peers is that the top leaders in the Most Admired Companies have a high degree of consensus (99th percentile) on what their “culture” is. Most Admired Companies can be found with all four cultural preferences. Whatever the culture, the leaders see it the same. Scanlon leaders were in the 87th percentile. In average companies many leaders have blinders on. They

do not truly understand the culture of their organizations and they are not in agreement. Dr Frost taught Scanlon leaders to ask “what day is it?” This was his way of making sure they focused on reality. The cooperation between employees and their leaders and the communication that travels up and down Scanlon organizations (and the Most Admired Companies) helps leaders to truly understand the culture or “way of life” in their organizations.

Leaders of the Most Admired Companies and Scanlon leaders were remarkably similar in the attributes of their desired culture (see Figure 5).

Same Top 3 Target Attributes

Top Priorities in Target Culture

Target Attributes of the World's Most Admired vs Scanlon Companies	World's Most Admired	Scanlon Companies
	☞ Maximizing customer satisfaction	☞ Maximizing customer satisfaction
	☞ Encouraging teamwork	☞ Encouraging teamwork
	☞ Delivering reliably on commitments to customers	☞ Delivering reliably on commitments to customers
	☞ Rewarding superior performance	☞ Continuously improving operations
	☞ Gaining the confidence of customers	☞ Demonstrating understanding of customer's point of view

Figure 5: Top priorities of desired culture: Most Admired companies and Scanlon companies

The most admired company leaders were only in the 38th percentile on consensus for their target culture. Scanlon leaders were in the 98th percentile!

Q Analysis

The Hay Group's Targeted Culture Modeling procedure resembles Q-sorting but in the Q technique respondents' sorts are factor analyzed rather than aggregating them by averaging the scores. Q analysis identifies shared viewpoints among individuals.

The nine SLN members produced 61 "as is" (current culture) and 61 "to be" (desired culture) sorts. The author factor-analyzed the two sets of data separately using PCQ for Windows, a commercial software package for Q methodology. In each case, the simplest solution was a two-factor solution.³ In other words, Scanlon members see two distinct current cultures and two desired cultures. Scores defining each culture are provided in Table 1.

Of the two current cultural models that characterize the SLN member firms that participated in the culture study, one is a version of the Functional culture. Scores are provided in column A of Table 1. Ten SLN respondents from three firms loaded significantly on this factor. Activities and behavior that are most encouraged, supported and rewarded in the Scanlon version of Functional culture are:

2. Supporting the decisions of one's boss
26. Establishing clear job descriptions and requirements
37. Respecting the chain of command
50. Supporting top management decisions
55. Being loyal and committed to the company

³ The simplest factor solution is the one with the fewest factors in which the largest number of respondents load significantly on one factor only.

This Functional culture obviously values hierarchical control above everything else, including improved performance. It describes a command-and-control organization that is animated and directed entirely by senior management.

The second current Scanlon organizational culture is a version of the Process culture. Thirty-one respondents from six SLN firms loaded significantly on this factor. Complete scores are provided in column B of Table 1. The following cultural attributes are most supported, encouraged and rewarded in the Scanlon version of the Process culture:

- 4. Maximizing customer satisfaction
- 11. Maintaining existing customer accounts
- 13. Delivering reliably on commitments to customers
- 30. Responding to customer feedback
- 46. Gaining the confidence of customers

Clearly, the Scanlon version of the Process customer focuses primarily on customers. Some SLN firms have developed considerable customer-centricity. The Scanlon Process culture differs from the Process culture identified by the Hay Group in its greater emphasis on customer-centricity over cross-functional organizational structures.

SLN members identified two target organizational cultures. These are described in columns C and D of Table 1. One of the target cultures is a Scanlon version of the ideal Gainsharing culture

as described by the Hay Group. It also has some characteristics of a Time-based culture.

Nineteen SLN respondents from six firms loaded significantly on this factor. The following behaviors and activities are most supported, rewarded, and encouraged in the SLN version of the Gainsharing culture:

1. Encouraging teamwork
4. Maximizing customer satisfaction
13. Delivering reliably on commitments to customers
20. Continuously improving operations
34. Capitalizing on creativity and innovation

The second target SLN cultural model is unique. It does not correspond to any of the Hay Group's main organizational cultures or to the ideal Gainsharing culture either. I will call it a "Commando" cultural model because it seeks the benefits of teamwork and customer-centricity while retaining highly centralized executive decision making. Twenty-eight SLN respondents from six firms loaded significantly on this factor. The behaviors and activities that are most encouraged, supported and rewarded in the second SLN target culture are:

1. Encouraging teamwork
4. Maximizing customer satisfaction
6. Demonstrating understanding of the customer's point of view
13. Delivering reliably on commitments to customers
46. Gaining the confidence of customers

The main difference between the two SLN target cultures (Scanlon Gainsharing and Commando) has to do with responsibility for decision-making. The SLN target Gainsharing culture relies on employee empowerment and decentralized decision-making, while the Commando target culture centralizes decision-making at the top and favors employment security as an explicit goal. For example, the Scanlon Gainsharing culture does not reward “supporting the decisions of one’s boss” (statement no. 2 is scored -2), while the Commando model does (+2). The SLN Gainsharing culture pushes decisions to the lowest levels (statement 51 is scored +2) while the Commando culture retains central control (-3). The Commando culture model encourages employment security (statement no. 3: +2) and the Process model does not (-2). The Commando culture rewards superior performance (statement 23: +2) and is intolerant of well-meaning mistakes (statement 29: -2). Also, the Commando cultural model is indifferent to creativity and innovation (statement 34 is scored 0) and initiative (statement 36 is scored 0) while the SLN Process model values them highly (+3 and +2 respectively).

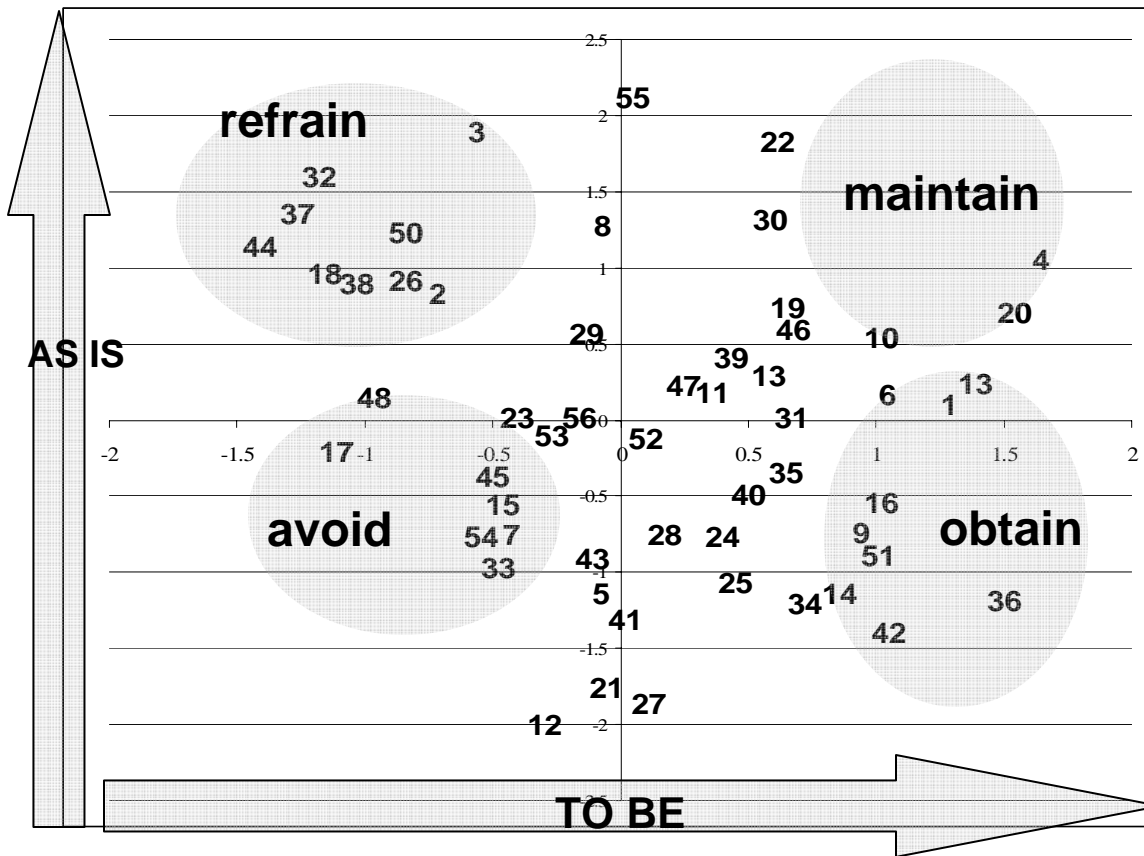
The SLN Commando cultural model seems to be saying that the key to competitiveness in the current business climate is a social contract between enlightened senior leadership and workers. According to this contract, if work is properly performed by work teams to produce continuously improved products for current customers, if employees are treated fairly, and if superior performance is rewarded, then the firm can compete and employment security can be provided. But execution of strategies must be disciplined and precise, without internal dissent. This may be how Scanlon leaders perceived their situation in 2004, when many manufacturers saw their customers moving to low-wage production locations, and many executives were wondering if

they would have to follow suit to stay in business. As shown earlier, most SLN firms consider that they have already moved toward a Process culture model. If the Process model does not provide sufficient capabilities to overcome the threats of rapid globalization, then which model does? Does a Commando organizational culture provide a foundation for a viable business model, or is it instead a tactical approach to ensuring social cohesion during a time of tension and uncertainty?

2. Culture Change: moving from one organizational culture to another

The Hay Group's Targeted Culture Modeling procedure provides a useful benchmark for changing specific behaviors and activities that constitute an organizational culture. The complementary procedure described here uses the Q-sort data provided by SLN members to systematically compare a current with a target culture and identify specific actions that organizational leaders need to take. I will illustrate the procedure with the case one of the Scanlon Leadership Network member firms, "ABC Co." According to the Q-sort data provided by five of ABC Co.'s senior managers, this firm needs to move from a current Functional culture to a target Gainsharing culture. Using normalized scores from the Q-sort, all 56 cultural attributes are arrayed on two dimensions in Figure 6: as-is (the current culture) is the vertical dimension and to-be (the desired culture) is the horizontal dimension. The resulting four quadrants identify the behaviors that are to be maintained, developed, eliminated, and avoided.

Figure 6: culture change roadmap for ABC Co.



Numbers in bold refer to items in the Hay Group’s work culture model as listed in Table 1.

The behaviors in the upper right quadrant are ones that are already strongly encouraged in the current culture and also desired in the target culture. They should therefore be **maintained**.

They are:

- 4. Maximizing customer satisfaction
- 20. Continuously improving operations
- 10. Providing employees with resources to satisfy customers

The behaviors in the lower right quadrant are not encouraged in the current culture, and they must be developed in the target culture. Therefore they must be **obtained**. They are:

- 36. Taking initiative
- 13. Delivering reliably on commitments to customers
- 1. Encouraging teamwork
- 42. Adapting quickly to changes in the business environment
- 51. Pushing decision-making to the lowest levels
- 9. Significantly decreasing cycle times
- 16. Selling successfully

These behaviors can be developed through rewards, recognition, training, teambuilding, and other organizational development initiatives.

The behaviors in the upper left quadrant are encouraged in the current culture but they are to be discouraged in the target culture. The firm must **refrain** from rewarding or encouraging them.

They are, notably,

- 32. Limiting the downside of risk
- 37. Respecting the chain of command
- 44. Quality checking subordinates' work
- 18. Maintaining clear lines of authority and accountability

- 38. Organizing jobs around capabilities of individuals
- 50. Supporting top management decisions
- 26. Establishing clear job descriptions and requirements
- 3. Providing secure employment
- 2. Supporting the decisions of one's boss

The behaviors in the lower left-hand quadrant are not encouraged in the current culture and are not desired in the target culture. Leaders must ensure that the firm **avoids** undue encouragement of these behaviors. They include:

- 7. Being highly organized
- 54. Developing new products or services
- 33. Using resources outside the company to get things done
- 17. Promoting one's point of view strongly

By identifying the work behaviors and organizational attributes to maintain, obtain, refrain from adopting, and avoid, leaders can provide a relatively high degree of clarity to organizational members, who otherwise might be unsure of how to interpret organizational changes that are expressed in high level statements about mission or strategic intent. In the case of ABC Co., it is clear that a customer-centric orientation is to be maintained and strengthened through new behaviors having to do with teamwork, initiative, and pro-active selling. At the same time, ABC Co. must unlearn a variety of hierarchical administrative behaviors, and it must not allow itself to

lose focus by being excessively organized, excessively concerned with individuals' issues, or excessively involved in production of novelty .

Conclusions

There is a shared “way of life” or culture among Scanlon Leaders. It maps with what the Hay Group has identified as a “Process” culture. Organizations with Process cultures compete by reliably meeting the needs of their customers. The emphasis is on long term relationships with investors, customers and employees. Employees are expected to know the needs of their customers. Teams and reward systems like gainsharing emphasize the group over the individual. Most large organizations in Hay’s database want to develop Process cultures. The Process culture focus on customers is also shared with “the Most Admired Companies.”

However, while leaders want the Process culture, they also are seeking the speed and flexibility inherent in the Time-based and Network cultures. The business press is full of examples of organizations that are outsourcing, insourcing, partnering, rewarding key champions, etc. - all elements of the Networking and Time-based cultures. Can elements of the Time-based and Networking culture be adopted without losing the core Process culture? That is a key challenge facing today’s Scanlon leaders. Some Scanlon leaders are also interested in a “Commando” cultural model that is rapid, team-based, management-led, and customer-centric.

Culture change is a significant management challenge. Culture mapping provides an effective way for leadership teams to describe their current and desired cultures. When culture can be

visualized and mapped, leaders have a valuable resource to build consensus on their current culture and on the specific actions they need to take to reach their desired culture.

Acknowledgement

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Table 1: The 56 attributes in the Hay Group's work culture model and their scores on 9 models of organizational culture

		A	B	C	D	E	F	G	H	I
1	Encouraging teamwork	+1	+2	+3	+3	-2	+3	0	-1	+2
2	Supporting the decisions of one's boss	+3	+1	-2	+2	-1	-3	0	-2	-3
3	Providing secure employment	+2	+2	-1	+2	+2	0	-2	-3	-2
4	Maximizing customer satisfaction	0	+3	+3	+3	+1	+3	-1	0	0
5	Experimenting with new management techniques	-1	-3	0	-1	-3	-1	-2	0	+1
6	Demonstrating understanding of the customer's point of view	-1	+2	+2	+3	0	+2	-1	+1	-1
7	Being highly organized	+1	-2	-1	+1	+3	0	+1	-1	-2
8	Using proven methods to serve existing markets	+2	+2	-1	0	+2	+1	0	-2	-1
9	Significantly decreasing cycle times	0	-2	+1	0	-3	-1	+3	0	+1
10	Providing employees with resources to satisfy customers	0	+1	+2	+2	0	+2	+1	-1	+1
11	Maintaining existing customer accounts	+2	+3	-1	+2	+3	+2	-1	+1	-1
12	Establishing new ventures or new lines of business	-3	-1	+1	-1	-2	0	+1	+2	0
13	Delivering reliably on commitments to customers	0	+3	+3	+3	+1	+3	-1	0	0
14	Being flexible and adaptive in thinking and approach	-2	1	+2	+1	-1	0	+1	+2	+3
15	Using limited resources effectively	+1	0	-1	0	+1	-3	+2	-2	0
16	Selling successfully	0	+1	+1	+1	+1	-1	0	+2	0
17	Promoting one's point of view strongly	+1	-3	-3	-3	-3	-2	-1	0	-3
18	Maintaining clear lines of authority and accountability	+2	-3	-3	+1	+2	0	-3	+1	-3
19	Establishing clear, well-documented work processes	+2	-1	0	+1	+3	+2	-2	-3	+1
20	Continuously improving operations	+1	+1	+3	+2	0	+3	-3	-1	+3
21	Attracting top talent	-2	-2	0	+1	+1	-2	+2	+3	0
22	Treating employees fairly and consistently	+1	+2	+1	+2	+2	+1	0	-2	+1
23	Rewarding superior performance	-1	0	0	+2	0	0	+2	+1	+1
24	Pioneering new ways of doing things	-3	-1	+2	-1	-1	0	+1	+2	+2
25	Maintaining a high sense of urgency	0	0	0	0	-2	-1	+3	0	-1
26	Establishing clear job descriptions and requirements	+3	-2	-2	+1	+1	-3	-1	-2	-2
27	Capitalizing on windows of opportunity	-2	+1	+1	0	-1	-2	+1	+3	0
28	Applying innovative technology to new situations	-3	0	0	-1	-1	-3	+2	+1	+1
29	Tolerating well-meaning mistakes	0	+1	0	-2	-1	+1	-3	0	+2
30	Responding to customer feedback	+1	+3	+1	+1	0	+2	-2	-1	0
31	Participating in training and continuing education	+1	0	0	0	0	+1	-1	-2	+2
32	Limiting the downside of risks	+2	1	-2	-2	+3	-1	-2	0	-2
33	Using resources outside the company to get things done	-1	-2	-1	-2	0	-2	+1	+3	-1
34	Capitalizing on creativity and innovation	-3	0	+3	0	-3	0	+1	+2	+3
35	Anticipating changes in the business environment	-1	0	0	0	+2	+1	+3	0	0

36	Taking initiative	-2	1	+2	0	-1	0	+2	+1	+3
37	Respecting the chain of command	+3	-1	-3	0	0	-2	-1	-3	-3
38	Organizing jobs around capabilities of individuals	0	0	-2	-2	-3	+1	0	+1	0
39	Increasing decision making speed	-1	0	+1	-1	0	+1	+2	-1	+1
40	Encouraging innovation	-2	1	+2	0	-1	0	+1	+2	+2
41	Building strategic alliances with other organizations	-1	-3	0	-1	-2	-3	0	+3	-1
42	Adapting quickly to changes in the business environment	-3	0	+1	0	0	-1	+2	+3	0
43	Taking action despite uncertainty	-2	0	0	-3	-1	-2	+3	+1	+1
44	Quality checking subordinates work	1	-1	-3	-2	+1	-2	-3	0	-2
45	Minimizing unpredictability of business results	0	-2	-2	-3	+3	-1	0	+1	-2
46	Gaining the confidence of customers	+2	+3	+1	+3	0	+3	-2	-1	-1
47	Encouraging expression of diverse viewpoints	-1	-1	0	-2	-2	+1	-1	0	+2
48	Being precise	1	-2	-3	-1	+2	0	-3	-1	-2
49	Acquiring cross-functional knowledge and skills	0	-1	-1	-2	-2	+2	0	-1	0
50	Supporting top management decisions	+3	+1	-2	+1	+1	-1	-2	0	-3
51	Pushing decision-making to the lowest levels	-1	-1	+2	-3	-1	+1	0	-2	+3
52	Minimizing human error	0	-1	-2	-1	+1	-1	0	-3	-1
53	Finding novel ways to capitalize on skills that people have	-1	-3	-1	-3	-2	0	-1	+1	+2
54	Developing new products or services	-2	+2	+1	-1	+1	0	+3	+2	-1
55	Being loyal and committed to the company	+3	+2	-1	+1	+2	+1	0	-3	+1
56	Achieving budgeted objectives	0	0	-1	-1	0	+2	+1	-1	-1

A: Scanlon Leadership Network “As-Is” Organizational Culture no. 1 (Functional culture)

B: Scanlon Leadership Network “As-Is” Organizational Culture no. 2 (Process culture)

C: Scanlon Leadership Network “To-Be” Organizational Culture no. 1 (Gainsharing culture)

D: Scanlon Leadership Network “To-Be” Organizational Culture no. 2 (Commando culture)

E: Hay Group Functional Organizational Culture

F: Hay Group Process Organizational Culture

G: Hay Group Time-Based Organizational Culture

H: Hay Group Network Organizational Culture

I: Hay Group Ideal Gainsharing Culture