

## Training Workshop – Module Overview

The “**Organizational Culture Inventory® (OCI)**” is part of Innesskirk’s innovative Multi-Level Performance Improvement System. The system is based on extensive research, used by more than 5 million people world-wide and boasts more than 20 years data and history. The system includes multiple organizational behavior analysis tools for individuals, teams and organizations which reinforce and complement each other. The OCI measures the ideal and current operating culture of the organization and is often combined with the Organizational Effectiveness Inventory (OEI) which assists with the change effort, indicating most effective change levers and outcomes.

Managing culture is among the most important — and most difficult — challenges facing organizational leaders. The **OCI** measures both actual and ideal values and norms. Participants identify the ideal culture for the organization and then identify what the actual culture is in the organization. The results are presented in a comprehensive feedback report that tells the story of how an organization’s culture really works. Based on members’ responses, it describes how the current culture evolved, where ideal culture and current operating culture are disconnected, as well as the impact of the current operating culture on outcomes. This is achieved through delivery of online measurement surveys and questionnaires throughout the organization. The resulting gap analysis is used to plan and implement a culture transformation.

This workshop introduces the tools and language which allow individuals to become aware of current actual behavior which shapes the culture and offers development options to create a more constructive engagement focused culture. All based on participants’ own description of the organization’s current and ideal culture.

Pre-workshop online measurement surveys, tutorial sessions, case studies, practical exercises, presentations and syndicate work make this a proactive, hands-on course.

## Workshop Objectives – Delegates Will Be Able To...

- Understand how behavior styles and personal interpretation influence behavior, culture and ultimately performance
- Understand and recognize 12 behavior styles, categorized as constructive, passive defensive and aggressive defensive
- Define an ideal culture for their organization and understand the gap between the ideal and current operating culture
- Plan and implement a transformational change plan to start the journey towards their ideal organizational culture
- Set a clearly measured benchmark which can be used to track the effect of change efforts and improvements

## Workshop Agenda – Day One

### WELCOME

#### Introduction And Course Objectives

Agenda begins with the introduction of course objectives, materials, methodology and pedagogy. Instructor will include the introduction of delegates through icebreaker activity.

#### The OCI Instrument

Segment introduces the measurement instrument, Ideal and current operational culture. Focus on explanation of the measuring instruments used and profiles created.

#### Behavior And Organizational Culture

Segment focuses on the relationship between leader behavior and organizational culture, interpretation of leader behavior and impact on the operating culture. Discussion of research samples of typical operating cultures and relationship to effectiveness.

#### Circumplex Interpretation

Interpretation of the Circumplex, what the **OCI** measures, norming and percentiles, higher order and lower order needs, task and people orientation, constructive and defensive behavior.

### LUNCH

#### The 12 Behavior Styles

Segment describes each of the twelve organizational behavior styles in depth. Examples, role-plays and practical exercises ensure clear understanding of each of these behavior styles. Sample profiles are analyzed together.

#### Description Of Ideal Culture

Discussion of the actual measured ideal culture. Interpretation of the data received regarding ideal culture. Culture and engagement are also discussed.

### CLOSING

Review the main points of interest of the day, identify possible work-projects and preview day two.



## Workshop Agenda – Day Two

### WELCOME

#### OCI – The Current Operational Culture

Segment reviews learning from Day One, revealing the current operational culture measured. Sample profiles of common situations and common differences.

#### Comparing Ideal And Current Culture

Analysis of identified 'gaps' addressing: evaluating, understanding and interpreting the identified gaps. Discussions regarding awareness, acceptance and actions to be taken are encouraged.

#### Levers For Change

How to achieve values, vision, mission, philosophy, and goals through the development of a constructive culture are discussed. Leadership requirements, team development and individual responsibility are compared and differences noted, in order to promote understanding.

### LUNCH

#### Building A Cultural Transformation Plan

Case studies examples of changes in an organization's systems, structures, technologies, and skills/qualities necessary to align with organizational strategy. Understanding the journey, possible outcomes, common profiles and outcomes in terms of organizational culture are reviewed; along with transformation research examples.

#### Relation of OCI To Other Measurement Instruments

OCI is focused on measuring the overall organizational culture, unlike other instruments which are based on individuals and teams. Commonalities, differences and the most effective use of the outcomes are explored in order to develop more effective change management tracking.

#### Identification Of IMPACT™ Project

Delegates are assigned to groups and asked to create a personal development plan and identify a project which will require the use of the new knowledge and information acquired during the workshop. This will allow the delegates to transfer the new knowledge into skills and effective work habits.

### CLOSING

Review the main points of interest for the course, deliver course administration such as – evaluation, action plan and deliver delegate certificates.

## Post Workshop –

### IMPACT™ Program

**IMPACT™ Project** – Delegates identify a work related project during the last hour of the training that will be used as a measurable indicator of successful application and implementation of the training content.

**IMPACT™ Coaching** – The delegates participate in custom-designed coaching sessions to facilitate the completion of their **IMPACT™ Project**. Delegates document the project's life cycle and all related issues in the provided coaching booklet.

## Do You Have Specific Requirements?

### Tailoring For In-Company Delivery

Innesskirk is able to customize this workshop to adapt the content to meet your specific training objectives.

For more information about our In-Company specialized workshop services, email us at [info@innesskirk.com](mailto:info@innesskirk.com) to discuss your specific requirements further.



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