

Internal Assessment Survey

Participation

253 staff participated¹ in the survey, and 5 commissioners.

Culture

We adapted the OCAI Model to assess what type of organizational culture Metro currently has, and what type we would prefer.

The Four Culture Types

The Clan Culture (A)

This working environment is a sociable one. People have a lot in common, and it's like one big family. The executives are seen as mentors or maybe even as father figures. The organization is held together by commitment and tradition. There is great involvement. The organization emphasizes durable Human Resource development and connects fellow workers by morals. Success is identified within the framework of addressing the needs of the clients and caring for the people. The organization encourages teamwork, participation, and consensus.

Leader Type: facilitator, mentor, team builder

Value Drivers: Commitment, communication, development

Theory of Effectiveness: Human Resource development and involvement are effective

Quality Improvement Strategy: Empowerment, team building, employee participation, Human Resource development, open communication

The Adhocracy Culture (B)

This is an energetic and creative working environment. Employees take risks. Leaders are innovators and risk takers. Experiments and innovation are the bonding materials within the organization. Prominence is emphasized. The long-term goal is to grow and create new resources. The availability of new products or services is seen as an achievement. The organization encourages individual ingenuity and freedom.

Leader Type: Innovator, entrepreneur, visionary

Value Drivers: Innovative outputs, change, agility

Theory of Effectiveness: Innovativeness, vision, and new resources are effective

Management Theory: Surprise and delight, creating new standards, anticipating needs, continuous improvement, finding creative solutions

The Market Culture (C)

This is a results-based organization that highlights completing work and getting things done. People are competitive and concentrated on goals. Leaders are hard drivers, producers, and competitors at the same time. They are tough and have high expectations. The importance of winning keeps the organization together. Reputation and success are the most important. Long-term focus is on rival activities and reaching goals. Market penetration and stock are the definitions of success. Competitive prices and market leadership are key. The organizational style is based on competition.

Leader Type: Hard driver, rival, producer

Value Drivers: Market share, goal achievement, profitability

Theory of Effectiveness: Aggressively competing and customer focus are effective

Quality Improvement Strategy: Measuring client preferences, improving productivity, creating external partnerships, improving competitiveness, getting customers and suppliers to participate

The Hierarchy Culture (D)

This is a formalized and structured work environment. Procedures decide what people do. Leaders are proud of their

¹ We received 330 responses to the survey, however 73 did not answer any questions.

efficiency-based coordination. Keeping the organization functioning effortlessly is most crucial. Formal rules and policy keep the organization together. The lasting goals are stability and results, paired with the efficient and smooth execution of tasks. Trustful delivery, smooth planning, and low costs are the characterization of success. The personnel management has to guarantee work and values predictability.

Leader Type: Coordinator, monitor, organizer

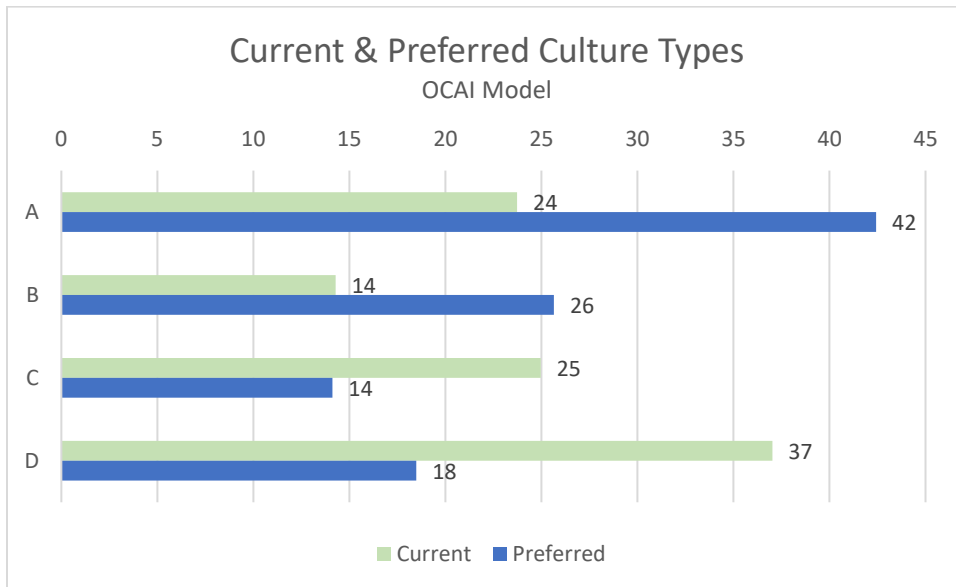
Value Drivers: Efficiency, timeliness, consistency, and uniformity

Theory of Effectiveness: Control and efficiency with capable processes are effective

Quality Improvement Strategy: Error detection, measurement, process control, systematic problem solving, quality tools

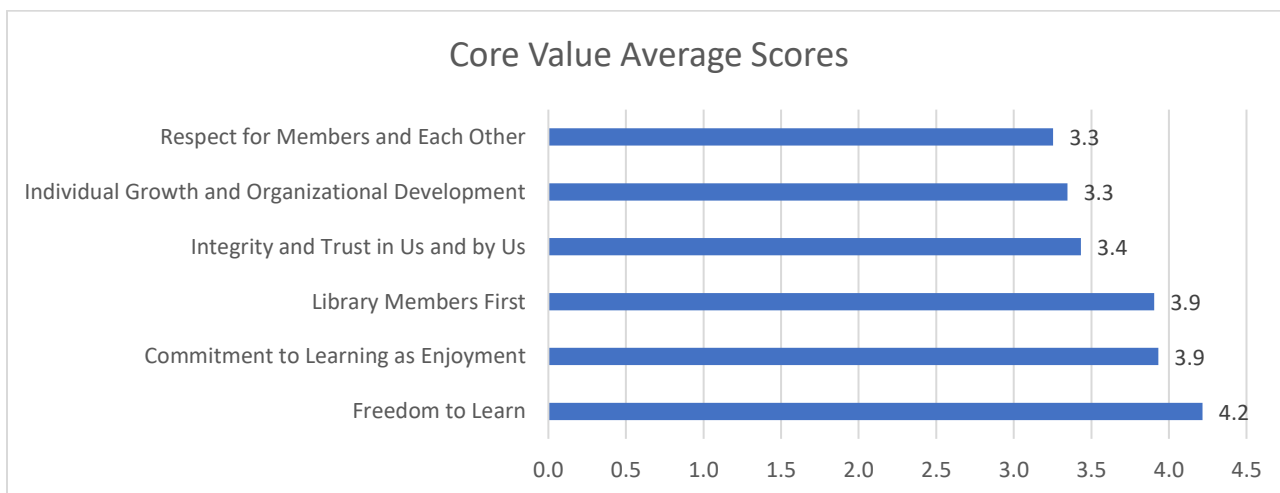
Analysis

Staff felt that Metro’s current culture type is D and C, and would like us to shift to A and B.



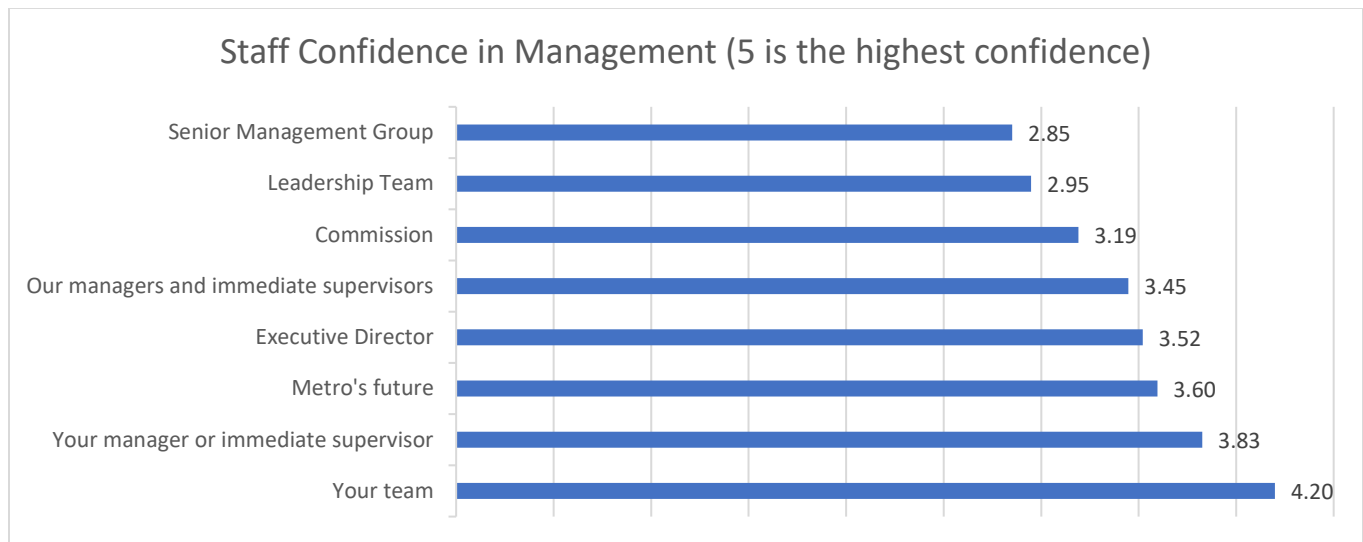
Values

Staff were asked to rank how well we are meeting our Core Values on a scale of 1 (poor) to 5 (well). Respect for Members & Each Other and Individual Growth & Organizational Development were ranked the lowest. Freedom to Learn was ranked the highest.



Confidence In Management

Staff were asked to rank their confidence in various levels of management on a scale of 1 (low) to 5 (high). Staff ranked the levels closest to them (their team and manager) the highest, and the Senior Management Group and Leadership Team the lowest.



Strengths and Weakness

Staff were asked to select three items from the list in the chart below as Metro's strengths, then again for our improvement areas. The chart below is the number of times each item was selected as a strength, subtracted by each time it was selected as a weakness (net score).

