

cultural diagnosis

what is the collective personality of your organisation's culture?





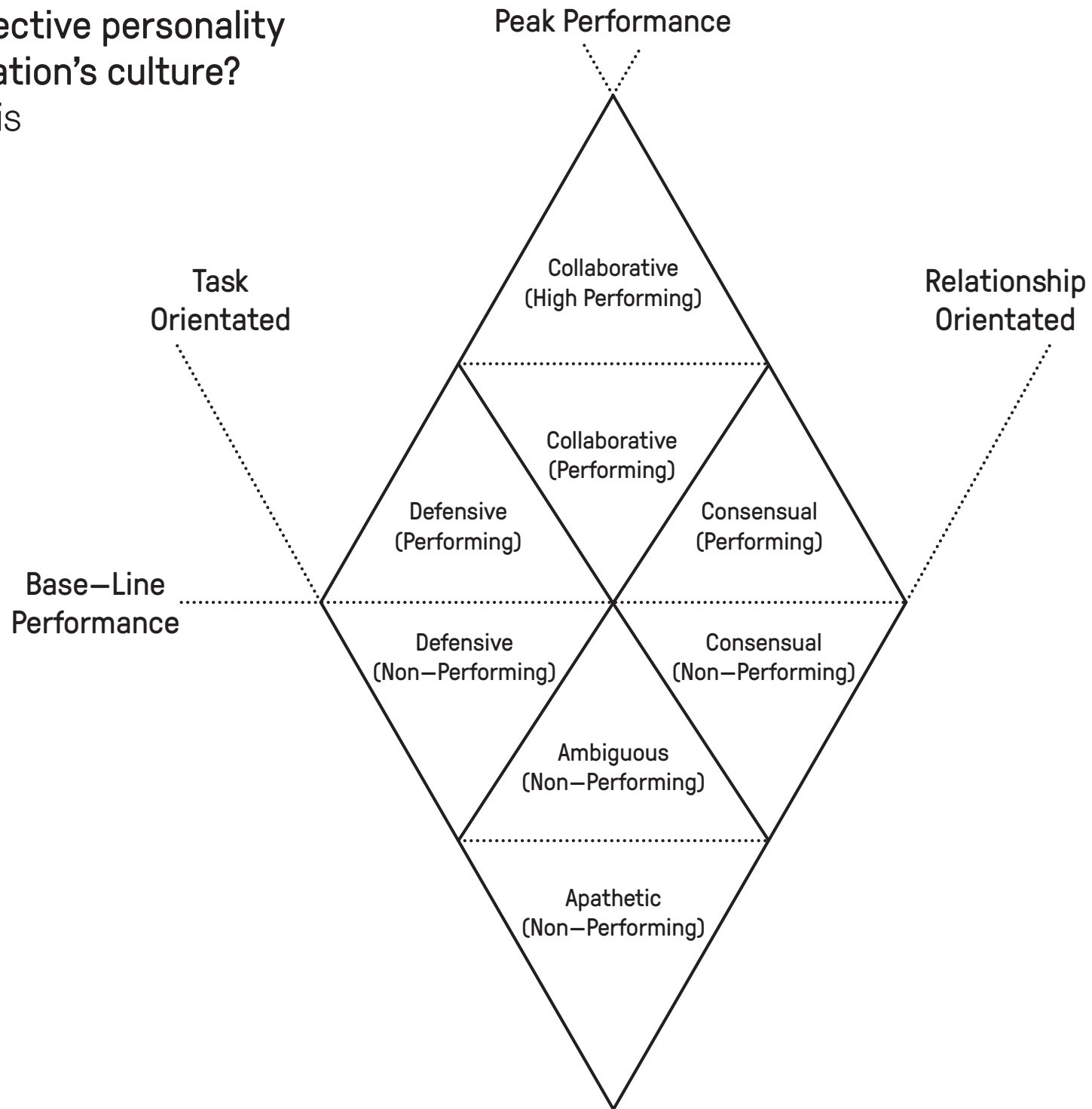
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Every organisation's culture exhibits dominant traits and characteristics that are expressed through the collective behaviours, thoughts, feelings and underlying values of the people within the organisation. We call this the collective personality.

Our research shows that different collective personalities have very different attitudes to how they go about tasks and relationships. Within any organisation there is a dynamic tension between these two forces. When an organization focuses too much on tasks without considering interpersonal relationships, or indeed when an organisation focuses too much on interpersonal relationships to the detriment of tasks, performance can be significantly impaired.

Our Cultural Diagnostics enable us to identify the pervasive collective personality style of your organisation (see model). Through our diagnosis, the question we always seek to answer is to what extent do aspects of your collective personality inhibit and/or enable your culture to performance at its best. This insight is key to helping your organisation to shine.

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8 primary collective personality styles

Apathetic Style

(non-performing)

Where the collective energy of the organisation is not focused enough on tasks or relationships, neglecting both, resulting in a negative impact on performance. There can be a general mood of lethargy with this style.

Ambiguous Style

(non-performing)

Where the collective energy oscillates between tasks and relationships, creating a general lack of clarity and confusion that inhibits performance. There can be a general mood of uncertainty with this style.

Defensive Style

(non-performing)

Where the collective energy is primarily focused too much on tasks at the detriment to nurturing relationships, significantly inhibiting the collective performance. There can be a general mood of blame with this style.

Defensive Style

(performing)

Where the collective energy focuses more on tasks and due to the perception of success, energy is not given to optimising relationships. There can be a general mood of territorialism with this style.

Consensual Style

(non-performing)

Where the collective energy focuses more on relationships than tasks and where a lack of effective decision-making negatively impacts performance. There can be a general mood of conflict with this style.

Consensual Style

(performing)

Where the collective energy focuses more on relationships and due to the perception of success, sufficient energy is non given to the most effective delivery of tasks. There can be a general mood of camaraderie with this style

Collaborative Style

(performing)

Where the collective energy focuses on both tasks and relationships in an efficient and effective manner. There can be a general mood of positivity with this style.

Collaborative Style

(high-performing)

Where the collective energy achieves the optimum tension between task and relationship orientation, resulting in high levels of efficiency and effectiveness as well as creativity and innovation. There can be a general mood of enthusiasm and excitement with style.

For more information about the cultural assessment tool, or our other work at artgym and what we do, please visit:

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