Organizational Culture Inventory – Summary of Results

Winnipeg Fire Paramedic Service

April 2021

PRAXITY™
Empowering Business Globally

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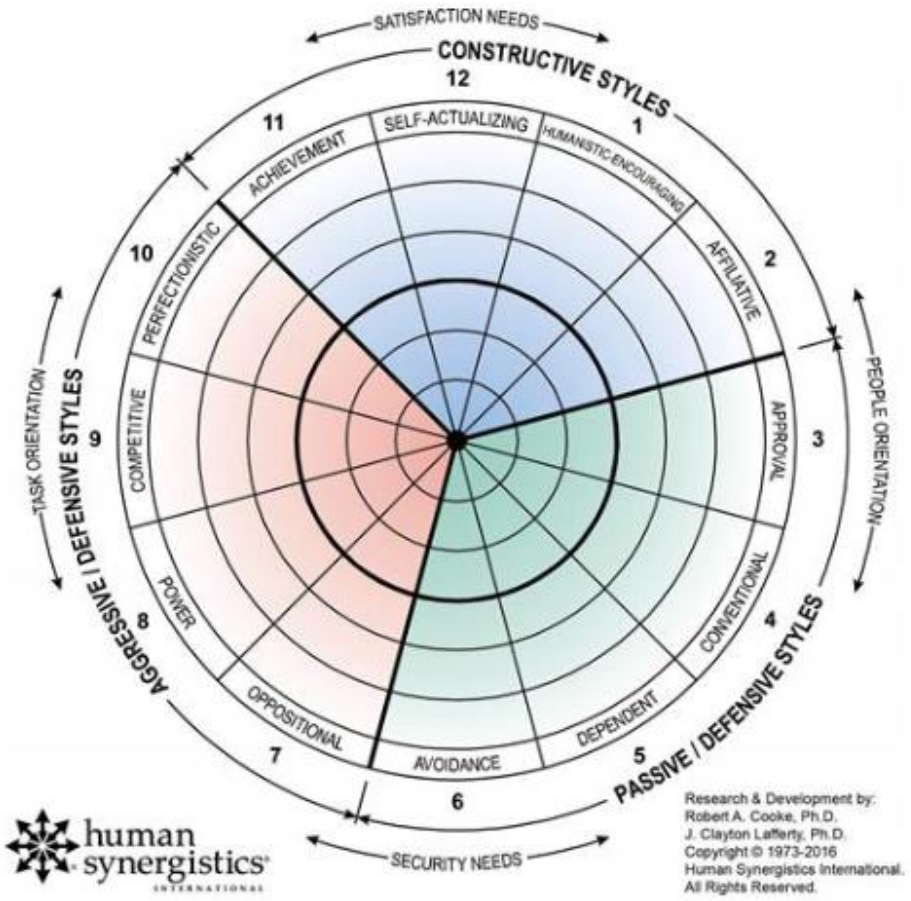
Overview of Report Elements

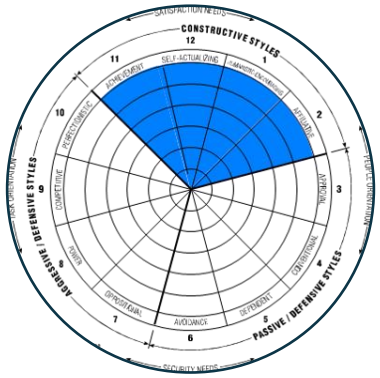
The Human Synergistics Circumplex and the Style Clusters

The Circumplex



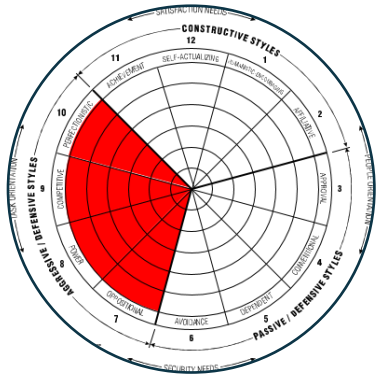
- Brings together 12 styles of thinking, behaving and interacting
- Grouped in clusters: constructive, passive-defensive and aggressive-defensive
- Arranged styles in a circular graph based on their relationship to each other

Style Clusters AKA How Cultures are Described



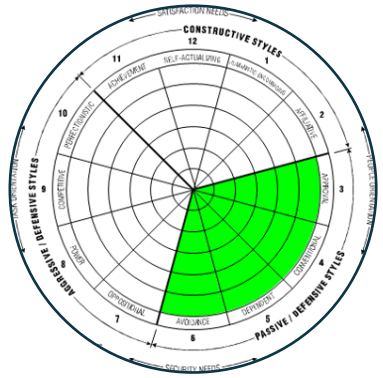
Constructive Styles

- Encourage the attainment of organizational goals through people development, promote teamwork and synergy, and enhance individual, group, and organizational adaptability and effectiveness



Aggressive/Defensive Styles

- Lead people to focus on their own needs at the expense of those of their group and organization and lead to stress, turnover, and inconsistent performance

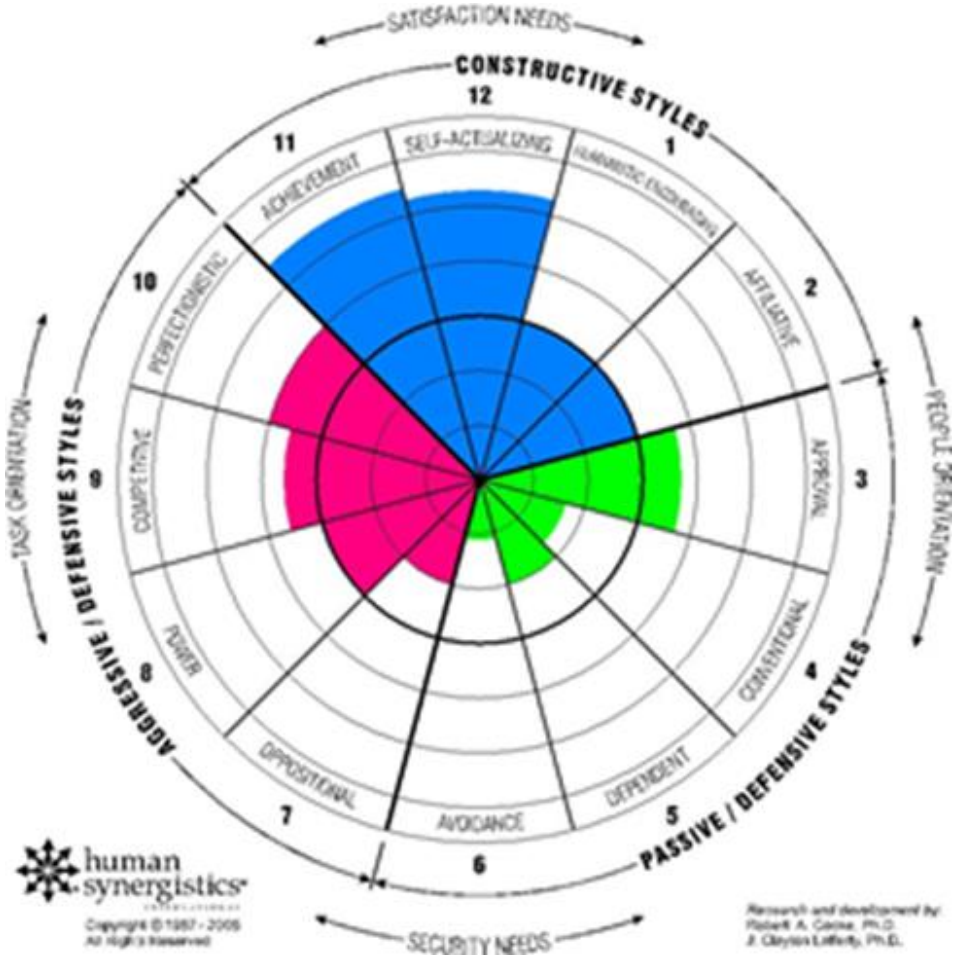


Passive/Defensive Styles

- Lead people to subordinate themselves to the organization, stifle creativity and initiative, and allow the organization to stagnate

How to read the Circumplex

- The length of the extension in each section reflects the strength of that style in terms of percentile scores (see example here)
- Ability to see how individual, group or organizational results compare with approx. 1000 other organizations that used the tool



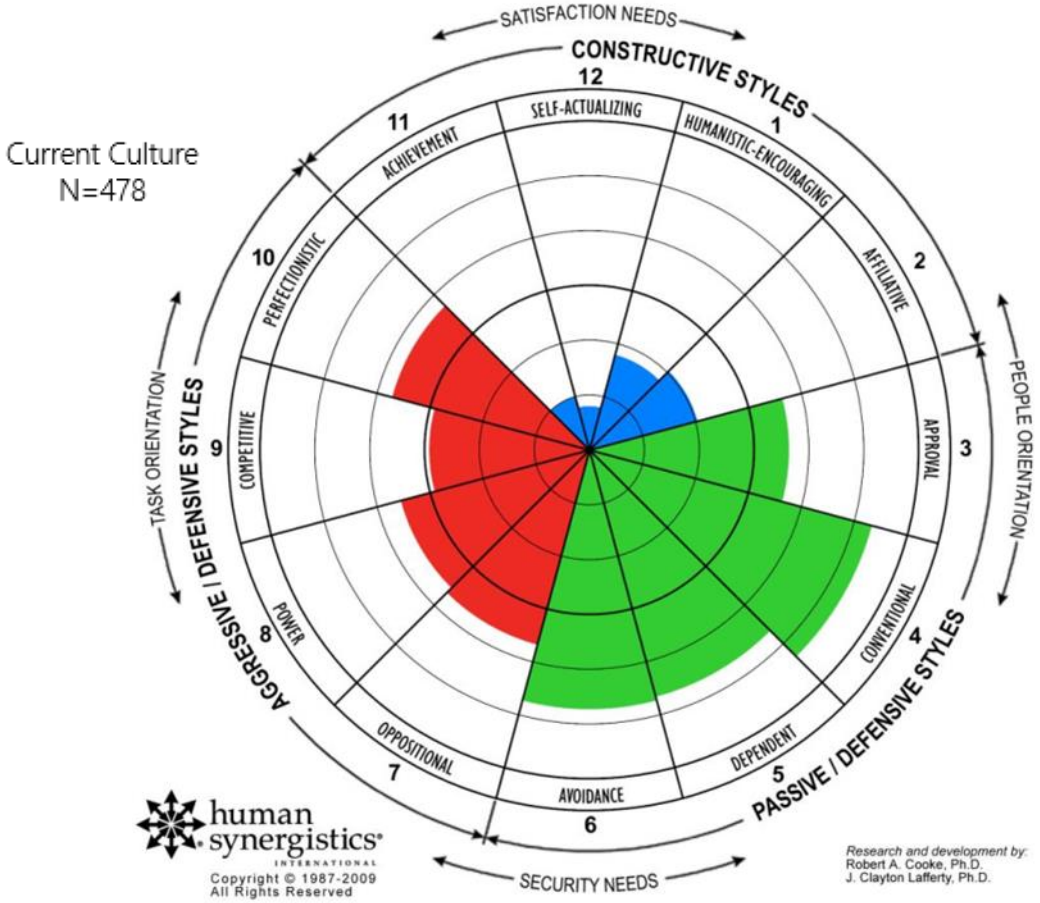
WFPS Results – Overall Organization

WFPS Context

- The OCI – Current and OCI – Ideal surveys were administered to WFPS employees in February 2021
  - 478 employees participated in the OCI – Current
  - 42 employees participated in the OCI – Ideal

Current Culture = Passive / Defensive

In general, this type of culture involves expectations for members to interact with other people in cautious and tentative ways to protect their own security.



The current culture is further described as being:

Conventional

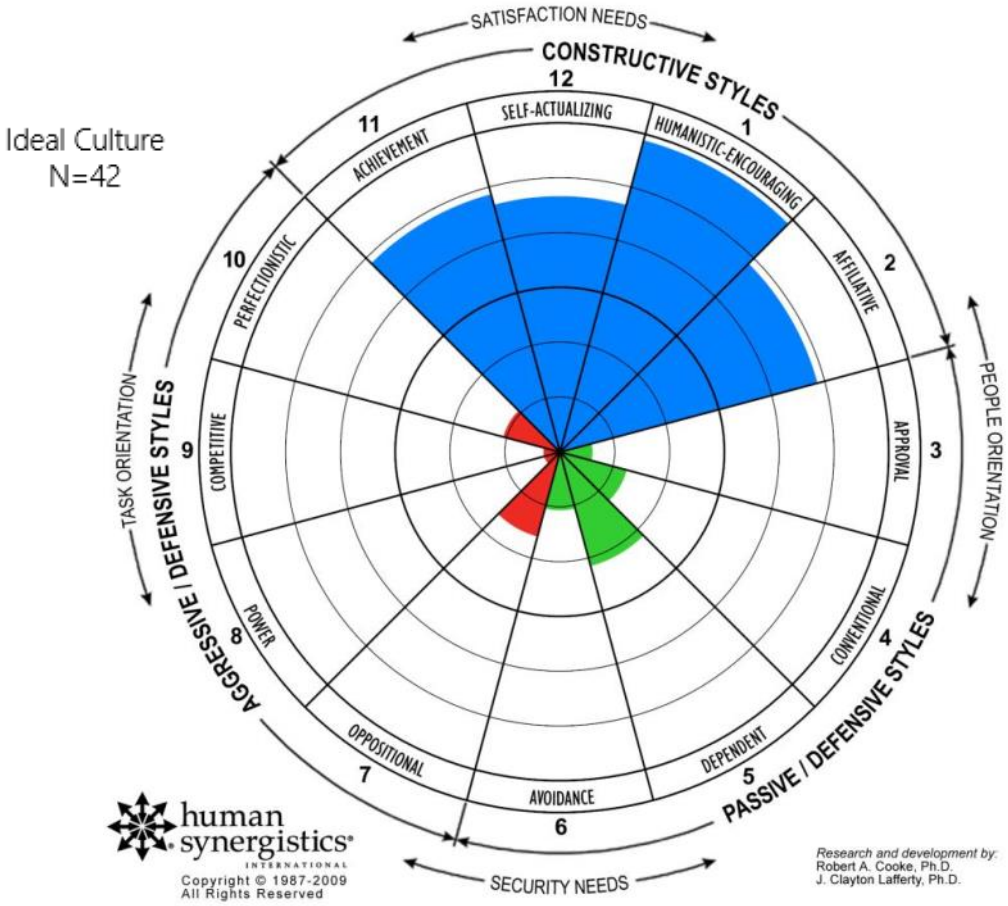
- involves expectations for conforming, following the rules and making a good impression (see Appendix, page 29 for additional description)

Avoidance

- involves expectations for being non-committal, never being blamed for mistakes and staying out of trouble (see Appendix page 30 for additional description)

Ideal Culture = Constructive

In general, this type of culture involves expectations for members to interact with people and approach tasks in ways that will help them to meet their higher-order needs for satisfaction and growth



The ideal culture is further described as being:

Humanistic- Encouraging

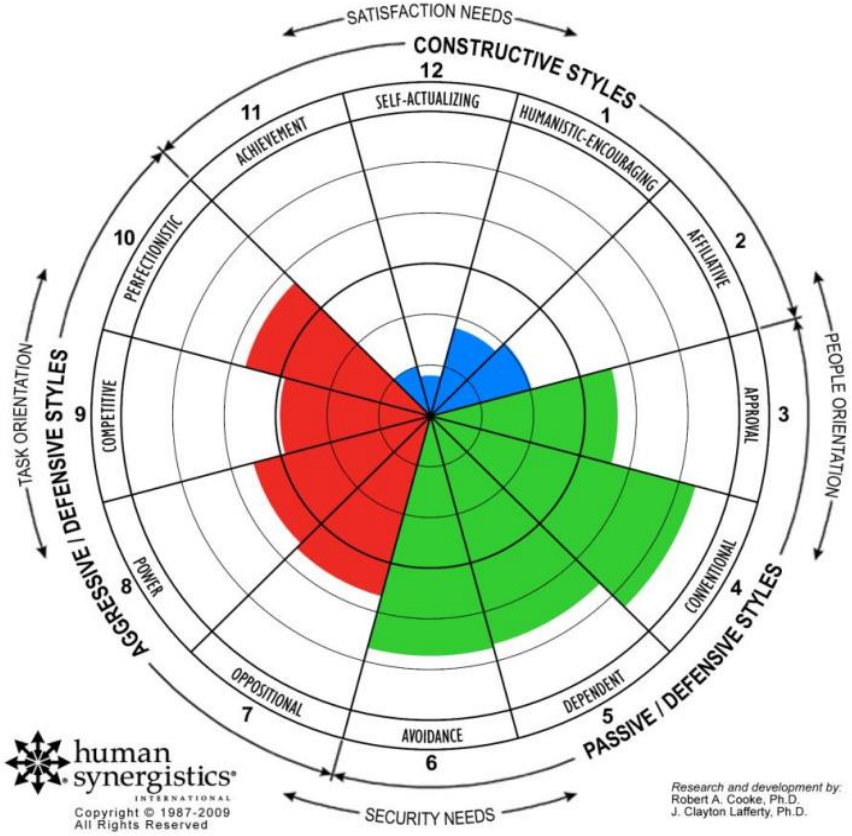
- involves expectations for being supportive, constructive, and open to influence when dealing with one another (see Appendix, page 36 for additional description)

Affiliative

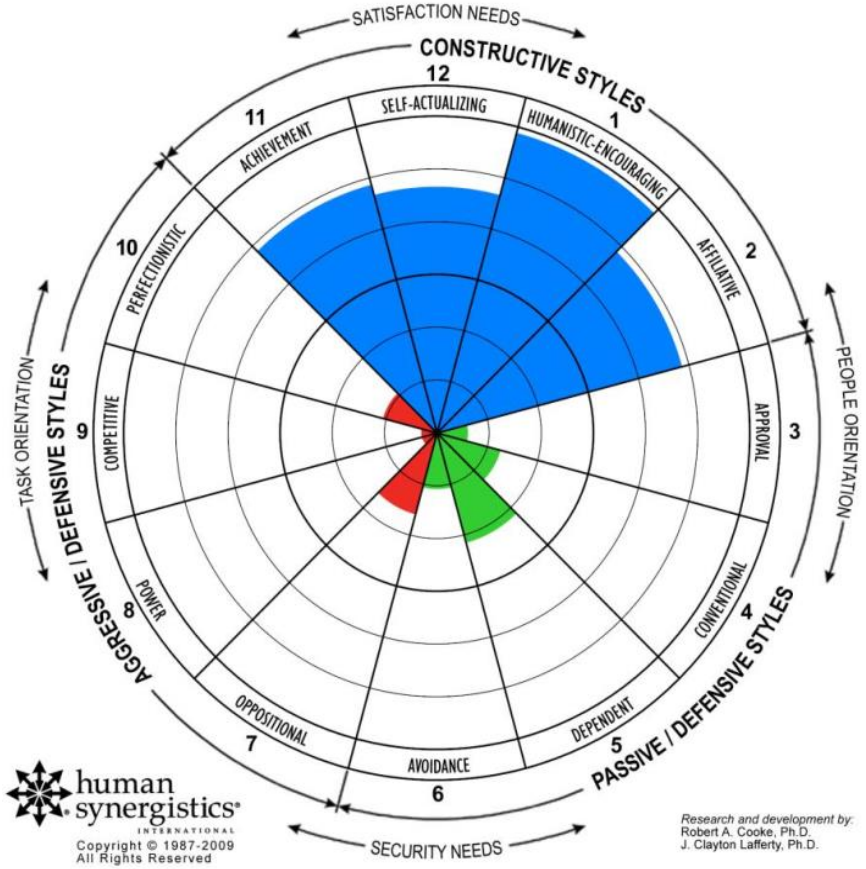
- involves expectations for being friendly, open, cooperative and sensitive to the needs of the work group (see Appendix, page 36 for additional description)

Current Culture vs. Ideal Culture

Current Culture
N=478



Ideal Culture
N=42



Most Prominent Behaviours – Current Culture

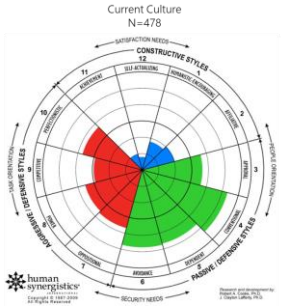
I.e., The results suggest that these are among the strongest behaviours in the organization.

Conventional Behaviours

- accept the status quo
- not "rock the boat"
- fit into the "mold"
- avoid confrontations
- tell people different things to avoid conflict
- treat rules as more important than ideas
- conform
- cast aside solutions that seem different or risky
- make a "good impression"
- always follow policies and practices

Avoidance Behaviours

- "lay low" when things get tough
- never be the one blamed for problems
- make "popular" rather than necessary decisions
- put things off
- not get involved
- wait for others to act first
- be non-committal
- push decisions upward
- shift responsibilities to others
- take few chances



Most Desired Behaviours – Ideal Culture

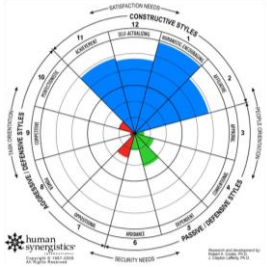
I.e., The identified ideal suggests these are among the most desired behaviours to move toward.

Affiliative

- share feelings and thoughts
- treat people as more important than things
- be open, warm
- use good human relations skills
- show concern for people
- be tactful
- motivate others with friendliness
- think in terms of the group's satisfaction
- cooperate with others
- deal with others in a friendly, pleasant way

Humanistic-Encouraging

- help others think for themselves
- resolve conflicts constructively
- encourage others
- take time with people
- help others to grow and develop
- be supportive of others
- involve others in decisions affecting them
- give positive rewards to others
- be a good listener
- show concern for the needs of others

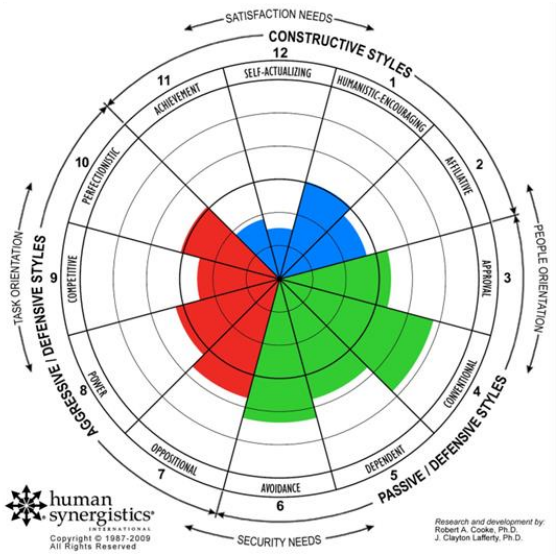


WFPS Results – Sub Groups

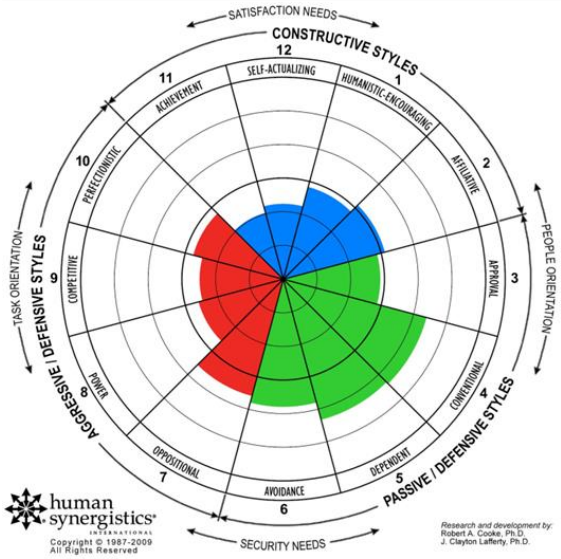
Divisions, Racial Identity and Gender Circumplexes

Current Culture – Sub Groups (Divisions)

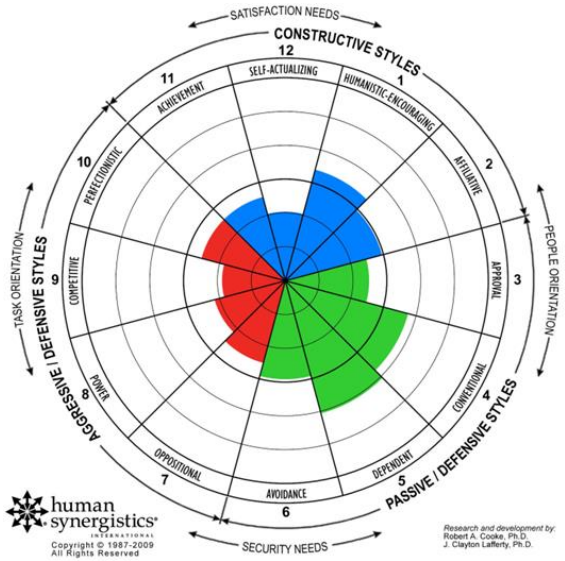
Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)
N=23



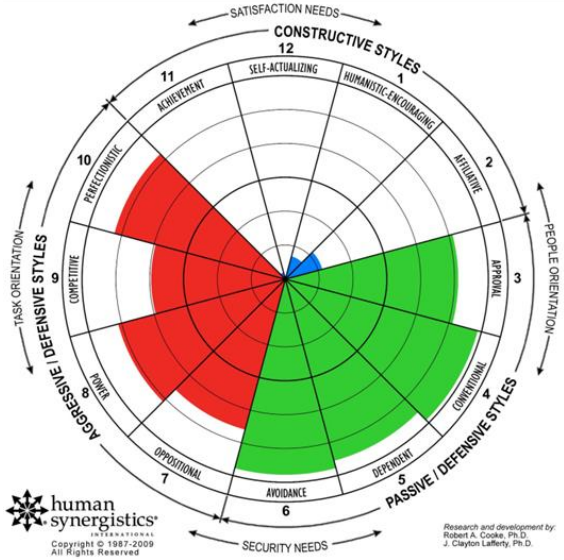
Firefighter PCP - All Ranks (including Professional Development)
N=70



All Ranks (including Professional Development and Fire Investigations, Fire Prevention)
N=112



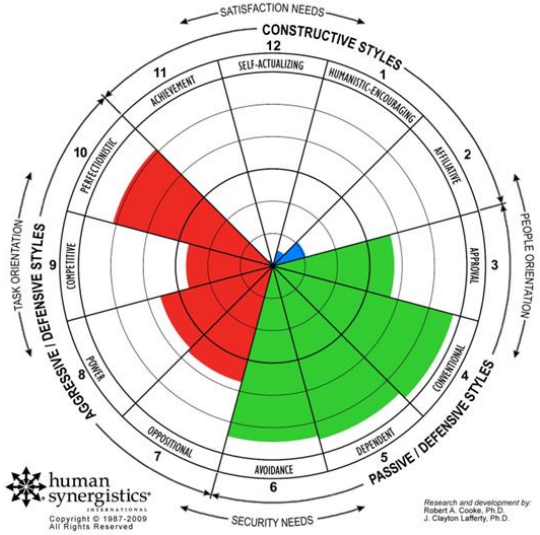
Paramedic All Ranks (including Professional Development)
N=165



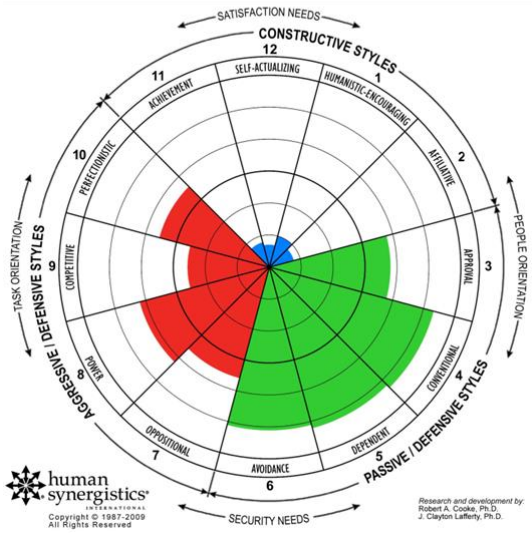
Observation: All Divisions see things relatively the same – that is that the culture is predominately Passive / Defensive in nature.

Current Culture – Sub Groups (Divisions)

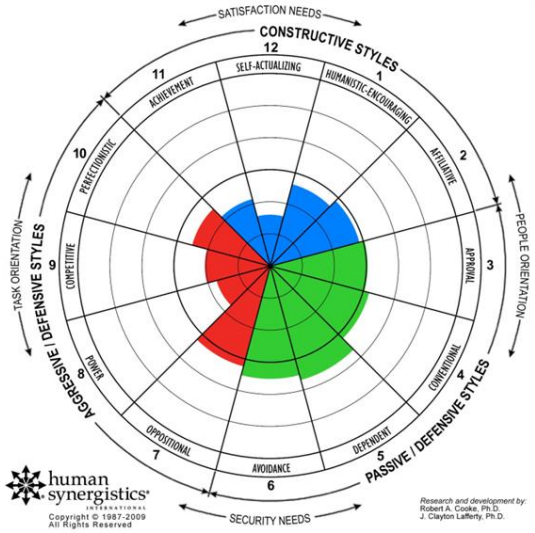
911 Communications
N=22



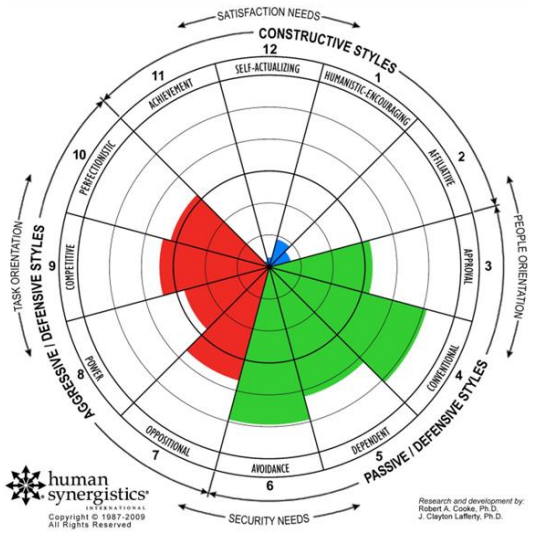
Support Services (Stores / EMSB / Light Fleet / Public Education)
N=23



HR / Finance / IT / Administration / Emergency Management & Public Information
N=38



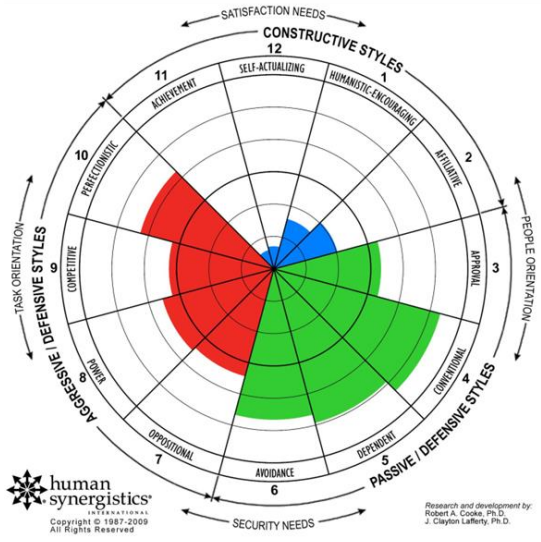
Prefer not to respond
N=23



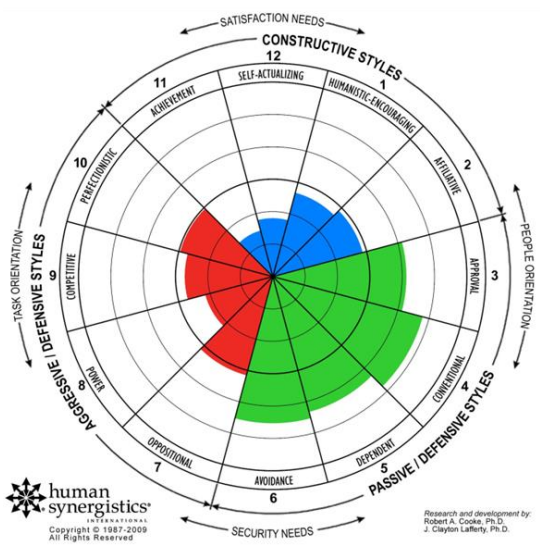
Observation: All Divisions see things relatively the same – that is that the culture is predominately Passive / Defensive in nature.

Current Culture – Sub Groups (Racial Identity)

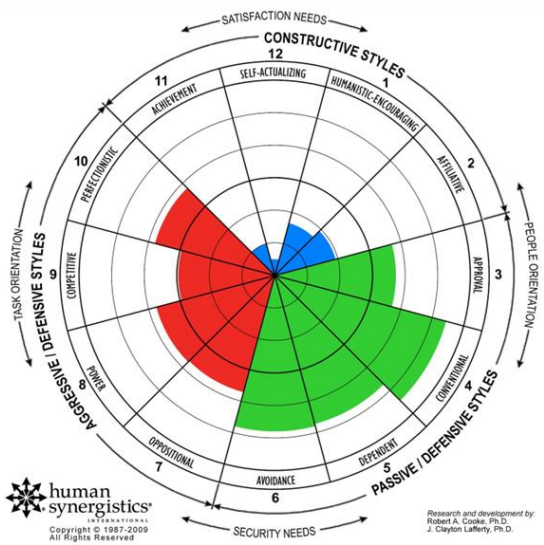
Indigenous
N=31



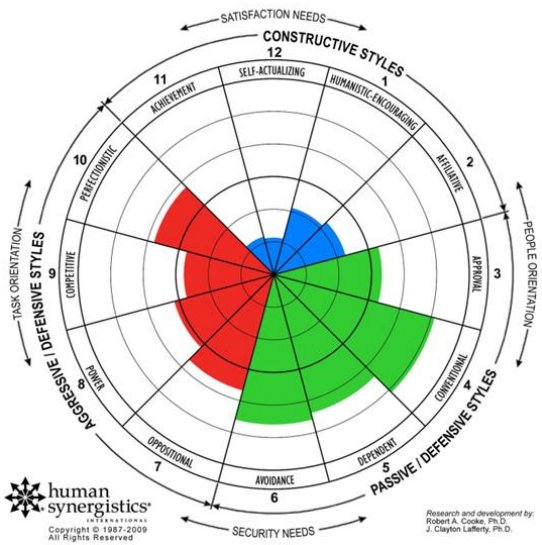
Visible Minority / Person of colour
N=35



White
N=338



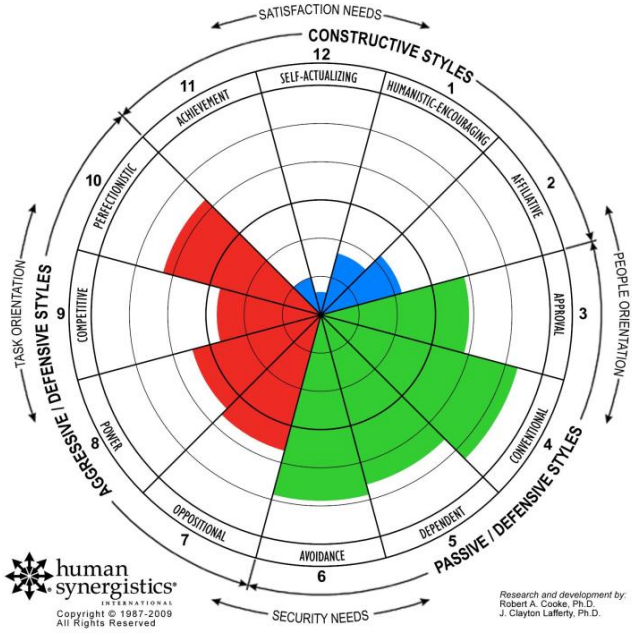
Prefer not to respond
N=72



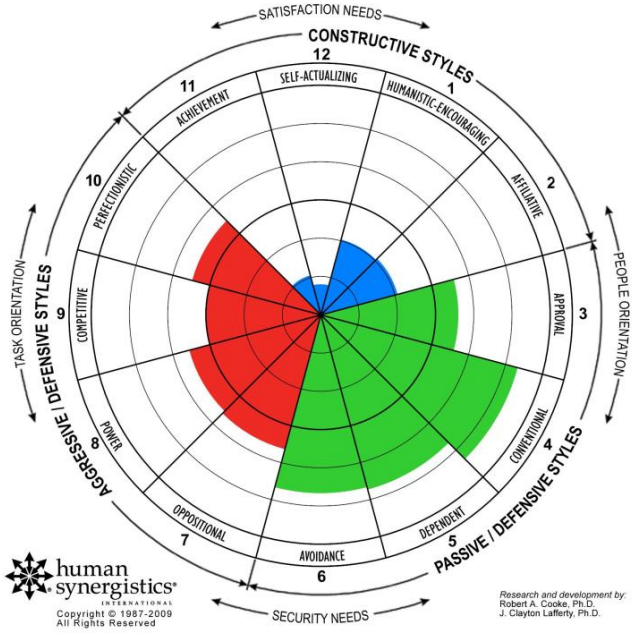
Observation: All Racial Identity groups see things relatively the same – that is that the culture is predominately Passive / Defensive in nature.

Current Culture – Sub Groups (Gender)

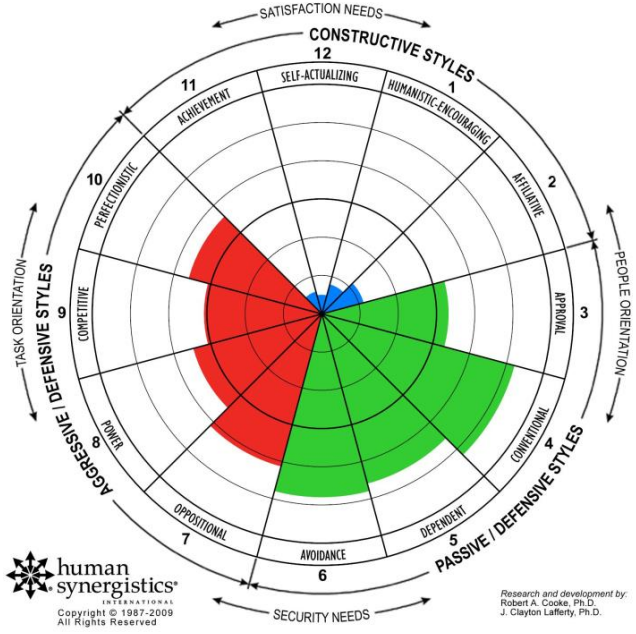
Female
N=128



Male
N=308



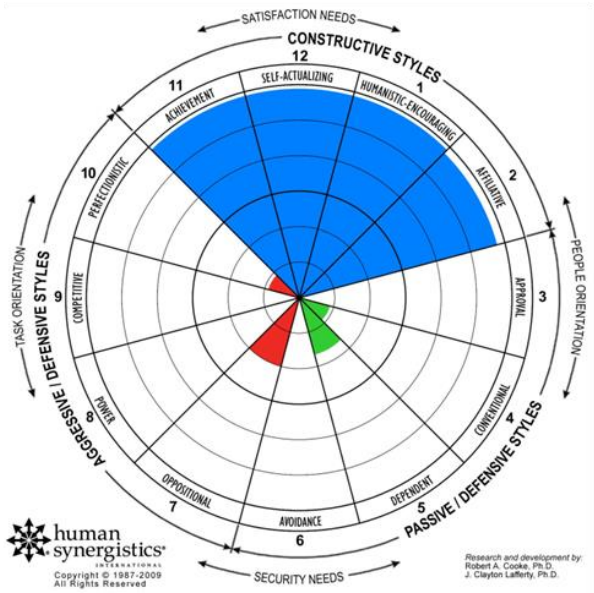
Prefer not to respond
N=39



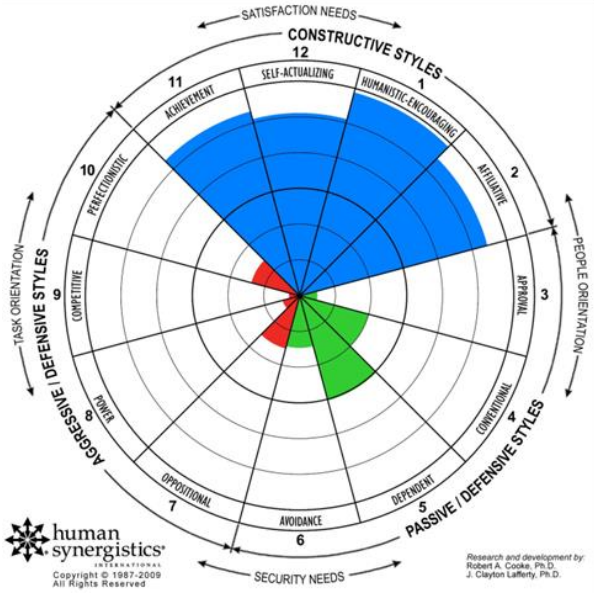
Observation: All Genders see things relatively the same – that is that the culture is predominately Passive / Defensive in nature.

Ideal Culture – Sub Groups (Divisions)

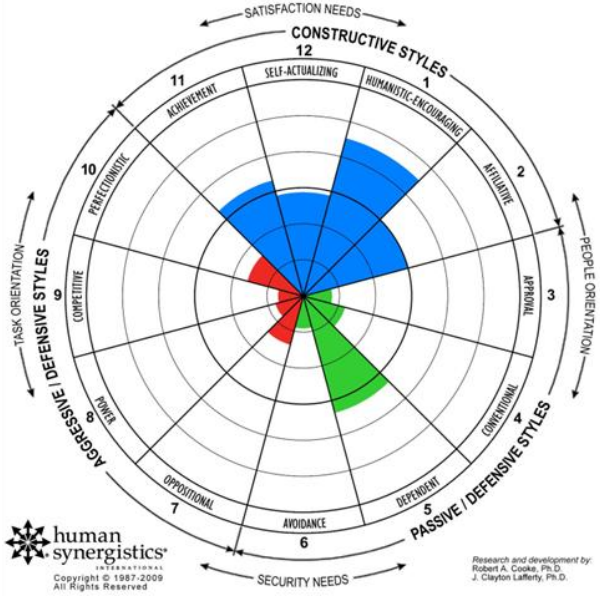
Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)
N=6



Firefighter PCP - All Ranks (including Professional Development)
N=10



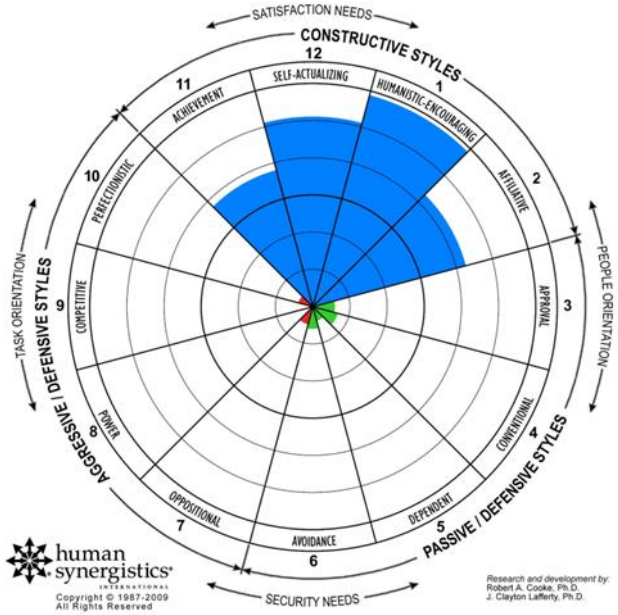
Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)
N=8



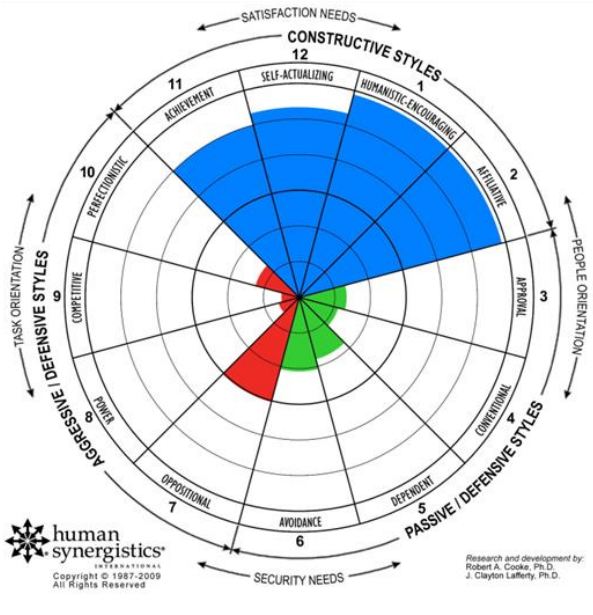
Observation: All Divisions have identified an Ideal Culture as one that is Constructive.

Ideal Culture – Sub Groups (Divisions)

Paramedic All Ranks (including Professional Development)
N=5



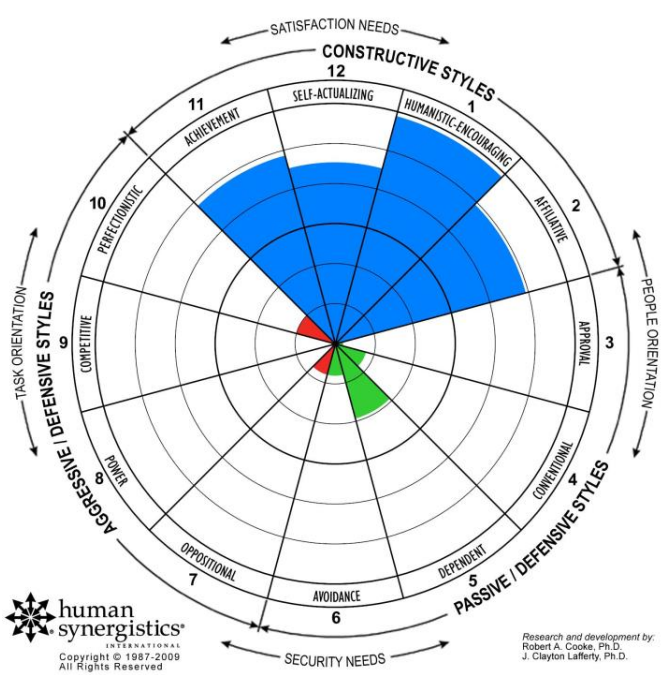
HR / Finance / IT / Administration / Emergency Management & Public Information
N=6



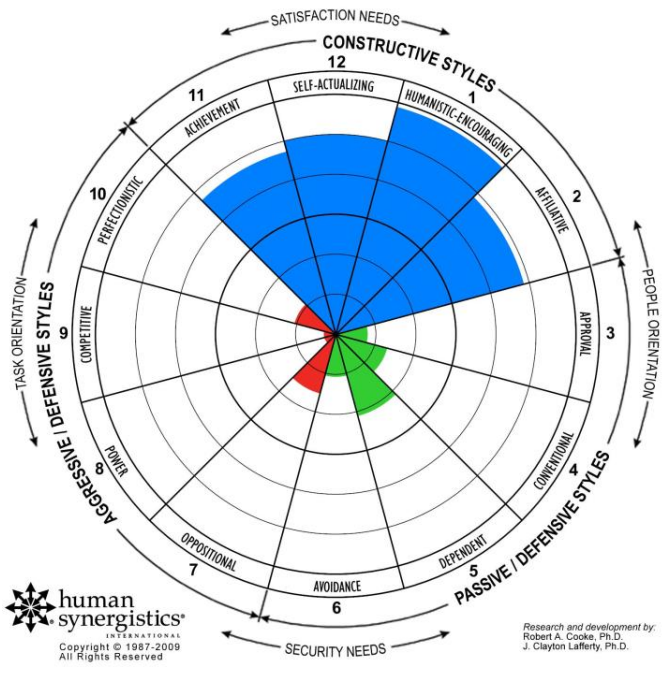
Observation: All Divisions have identified an Ideal Culture as one that is Constructive.

Ideal Culture – Sub Groups (Racial Identity)

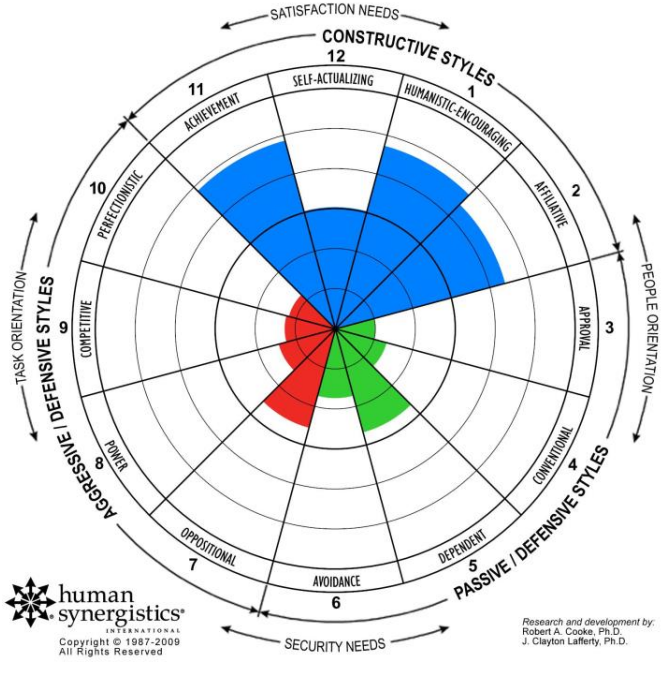
Visible Minority / Person of colour
N=5



White
N=30



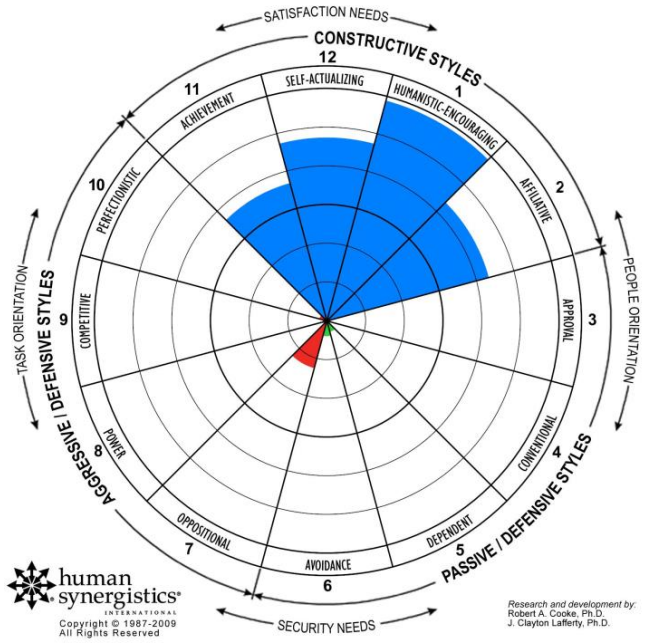
Prefer not to respond
N=6



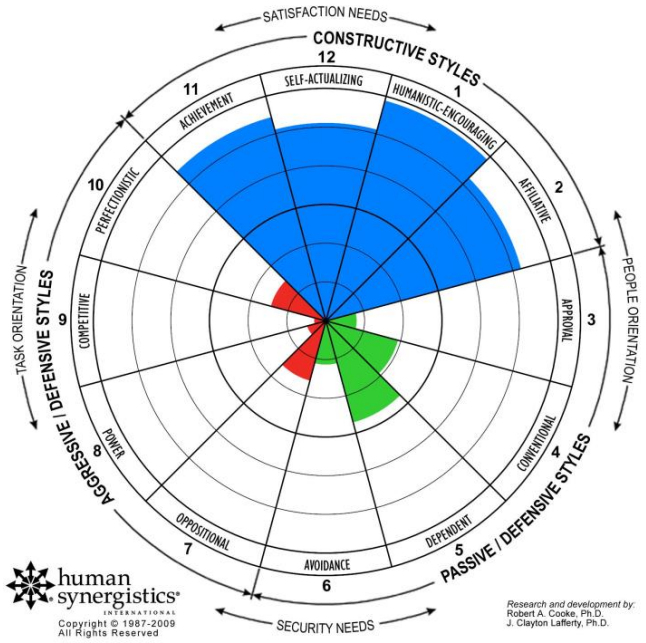
Observations: All Racial Identity groups have identified an Ideal Culture as one that is Constructive.

Ideal Culture – Sub Groups (Gender)

Female
N=9



Male
N=29

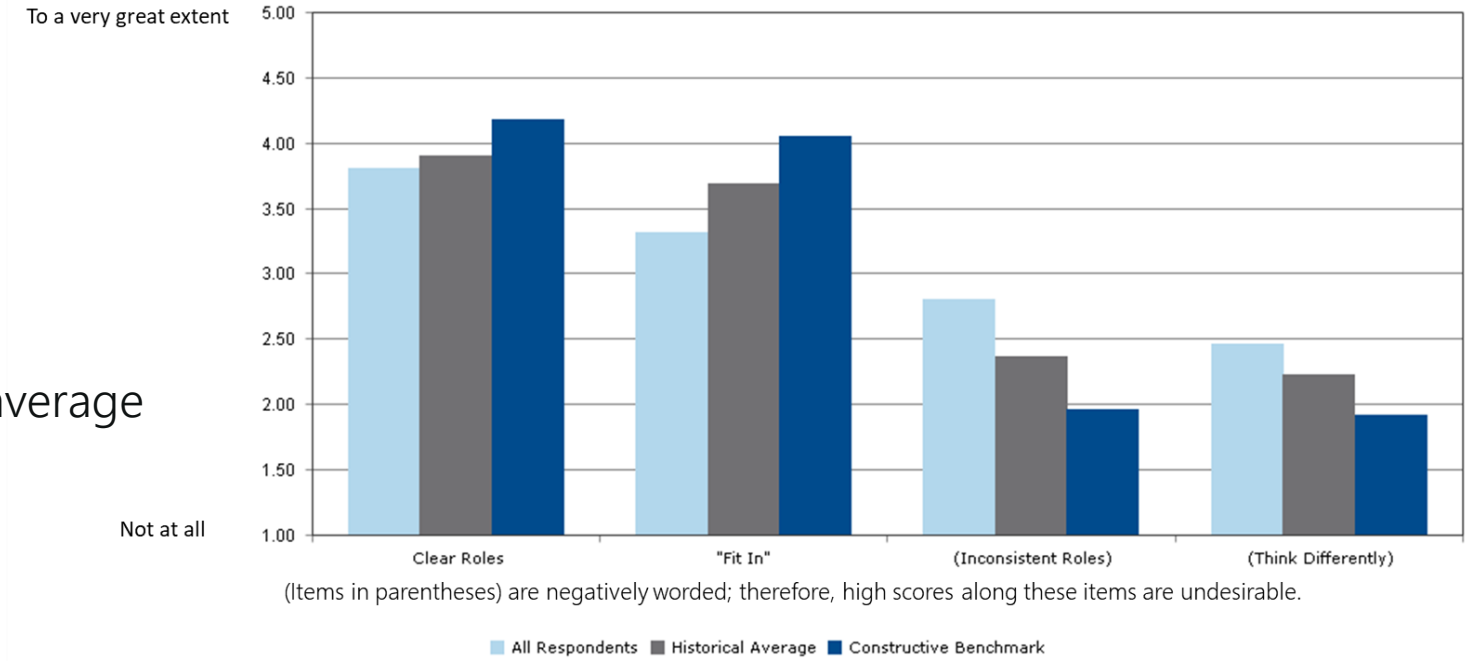


Observations: All Gender groups have identified an Ideal Culture as one that is Constructive.

Organizational culture typically has a strong impact on members' role clarity and conflict, satisfaction and evaluations of service quality.

Outcomes of Culture: Role Clarity and Role Conflict

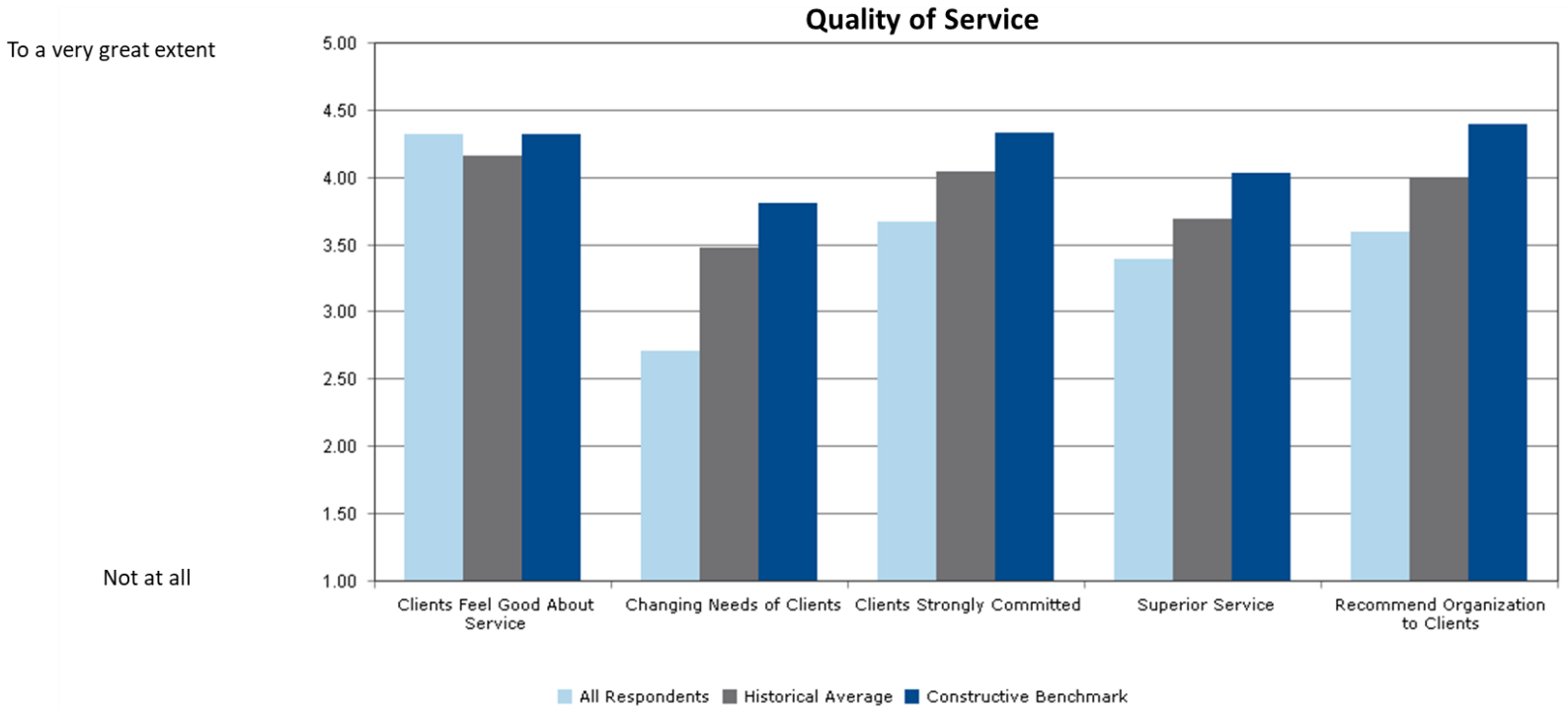
- Role Clarity is **below average**
- Role Conflict is **above average** (below average is preferred)



To what extent...	Mean
...do you *clearly know* what is expected of you as a member of this organization?	3.81
...do you feel you comfortably "fit in" as a member of this organization?	3.32
(...do you receive *inconsistent* messages regarding what is expected?)	2.80
(...does your job require you to think and behave *differently* than would otherwise be the case?)	2.46

Outcomes of Culture: Quality of Service

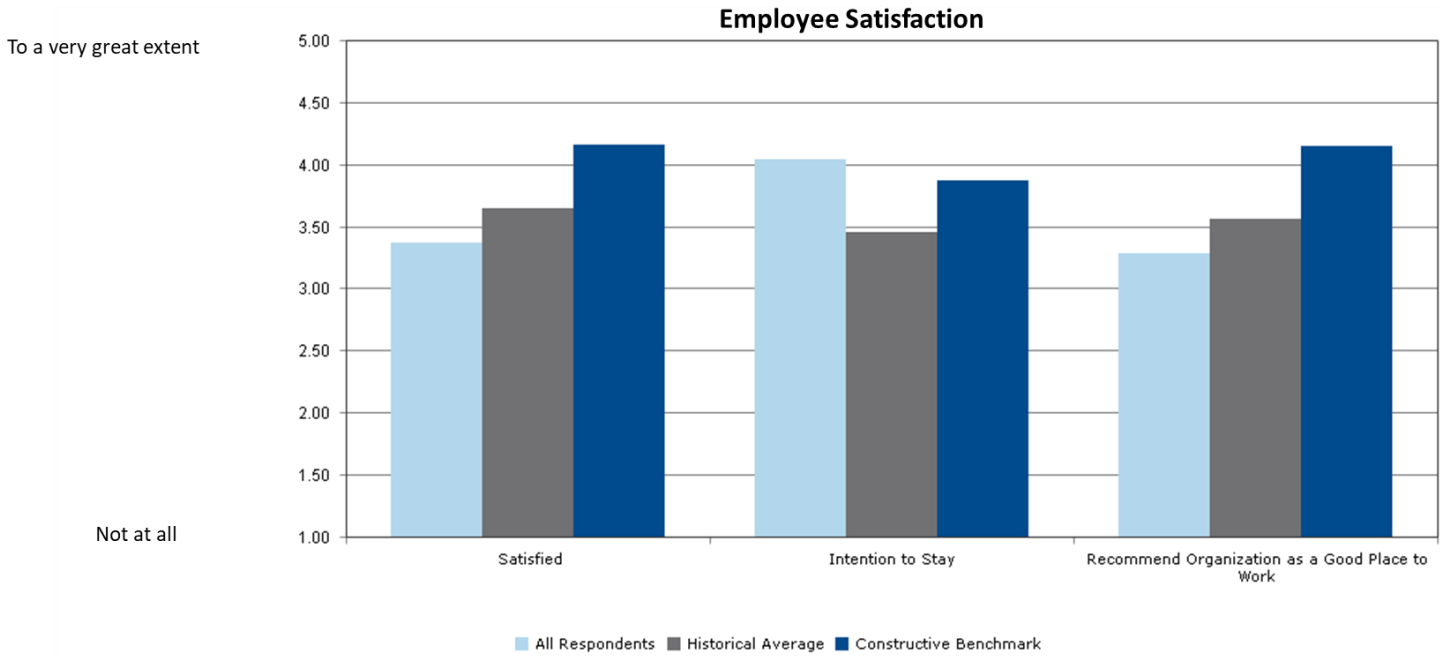
- Quality of service is **below average**



To what extent...	Mean
...would you personally go out of your way to make sure that a client feels good about the service you've provided?	4.32
...does the organization respond effectively to the changing needs of its clients?	2.70
...do you believe that present clients are strongly committed to (and will continue their association with) the organization?	3.67
...does your organization have a reputation for superior service?	3.39
...would you recommend this organization to potential clients seeking the products or services it offers?	3.59

Outcomes of Culture: Employee Satisfaction

- Employee satisfaction is **above average**



To what extent...	Mean
...are you satisfied being a member of this organization?	3.37
...do you expect to be with this organization two years from now?	4.04
...would you recommend this organization to someone like yourself as a good place to work?	3.28

Demographic Frequencies

Role	Frequency	Percentage
Senior Leadership (Chief, Deputy, Assistant Deputy, Manager Finance, Manager IT, Manager HR)	23	4.81%
Firefighter PCP - All Ranks (including Professional Development)	70	14.64%
Firefighter - All Ranks (including Professional Development and Fire Investigations, Fire Prevention)	112	23.43%
Paramedic All Ranks (including Professional Development)	165	34.52%
911 Communications	22	4.60%
Support Services (Stores / EMSB / Light Fleet / Public Education)	23	4.81%
HR / Finance / IT / Administration / Emergency Management & Public Information	38	7.95%
Prefer not to respond	23	4.81%
Missing	2	0.42%
Racial Identity	**Frequency**	**Percentage**
Indigenous	31	6.49%
Visible Minority / Person of colour	35	7.32%
White	338	70.71%
Prefer not to respond	72	15.06%
Missing	2	0.42%
Gender Identity	**Frequency**	**Percentage**
Female	128	26.78%
Male	308	64.44%
Another Gender	1	0.21%
Prefer not to respond	39	8.16%
Missing	2	0.42%

Appendix

Details on the 12 styles measured by the OCI

Passive / Defensive Styles

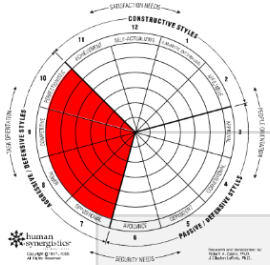
- Passive/Defensive styles include norms that reflect expectations for members to interact with people in ways that **will not threaten their own security**

	Approval	Conventional
This style is about…	• preoccupation with the opinions of others • being overly concerned with what others think • a tendency to be too agreeable and compliant	• viewing rules as a source of comfort and security (rules are more important than common sense) • unquestioned obedience to authority figures and rules • feelings of security with bureaucracy
Describes organizations in which…	• conflicts are avoided • interpersonal relationships are pleasant – at least superficially • members feel that they must agree with, gain the approval of, and be liked by others	• that are conservative, traditional and bureaucratically controlled • members are expected to confirm, follow the rules, and make a good impression
Leaders motivate and require others to…	• gain the approval of those around them • "go along" with others • maintain (superficially) pleasant interpersonal relationship	• conform • fit into the "mold" • follow rules, policies and standard operating procedures

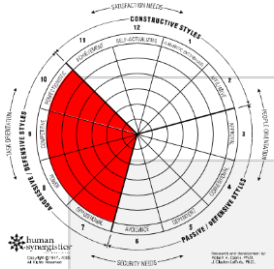
	Dependent	Avoidance
This style is about…	• a tendency to be easily influenced • a preference to let others volunteer and make decisions • feelings of helplessness • desire a risk-free life	• A tendency to deny responsibility • Feelings of guilt over real or imagined mistakes • Fear of failure • Desire to maintain the status quo
Describes organizations in which…	• that are hierarchically controlled and non-participative • centralized decision making leads members to do only what they are told and to clear all decisions with superiors	• shift responsibilities to other members • maintain a low profile • avoid any possibility of being blamed for a mistake
Leaders motivate and require others to…	• do only what they are told • clear all decisions with superiors • "please" those in positions of authority	• that fail to reward success but do punish mistakes • this negative reward system leads members to shift responsibilities to others and avoid being blamed for problems or errors

Aggressive / Defensive Styles

- Aggressive/Defensive styles lead people to **focus on their own needs at the expense of those of their group and organization** and lead to stress, turnover, and inconsistent performance



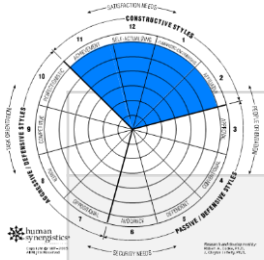
	Oppositional	Power
This style is about…	• being able to ask tough, probing questions • being able to see both sides of an argument • a need to look for flaws in everything • a negative, cynical attitude	• a high need for status, prestige and influence • a tendency to dictate, rather than guide • an aggressive attitude • threatened by perceived attempts to undermine authority
Describes organizations in which…	• Confrontation prevails • Negativism is rewarded • Members gain status and influence by being critical, opposing the ideas of others and making safe (but ineffectual) decisions	• are structured on the basis of the authority inherent in members' positions • members believe they will be rewarded for taking charge and controlling subordinates (and being responsive to the demands of superiors)
Leaders motivate and require others to…	• point out mistakes • gain status by being critical • dismiss even good ideas due to minor flaws	• act forceful and aggressive • control the people around them • build up their power base



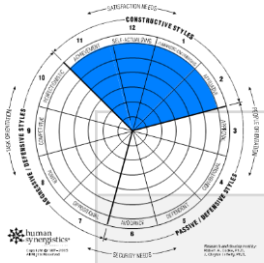
	Competitive	Perfectionistic
This style is about…	• the association of self-worth with winning and losing • a need for recognition and praise from others • a "win-lose" orientation that distorts perspective and goals • an extreme fear of failure	• a tendency to attach self-worth to the successful accomplishment of tasks • a tendency to place excessive demands on self and others • a preoccupation with detail that distorts perspective and judgment • an obsessive concern with avoiding making mistakes
Describes organizations in which…	• winning is valued and members are rewarded for outperforming others • people operate in a win-lose framework and believe they must work against (rather than with) their peers to be noticed	• set unrealistically high goals • stay on top of every detail • work long hours to attain narrowly defined objectives
Leaders motivate and require others to…	• operate in a "win/lose" framework • outperform their peers • do anything necessary to look good	• perfectionism, persistence and hard work are valued • members feel they must avoid all mistakes, keep track of everything and work long hours to attain narrowly defined objectives

Constructive Styles

- Constructive styles encourage the attainment of organizational goals through **people development**; promote **teamwork and synergy**; and enhance individual, group, and organizational adaptability and effectiveness



	Achievement	Self-Actualizing
This style is about…	• the belief that things have specific and definable causes; a lack of belief in luck • the knowledge that individual effort counts • a commitment to making things better • a preference for setting and accomplishing realistic, attainable goals	• Concern for self-development • Relative freedom from feelings of guilt or worry • An energetic, exciting approach to life • A strong to desire to know about and experience things directly
Describes organizations in which…	• that do things well & value members who set and reach their own goals • members of these organizations establish challenging but realistic goals, develop plans to reach those goals and pursue them enthusiastically	• that do things well & value members who set and reach their own goals • members of these organizations establish challenging but realistic goals, develop plans to reach those goals and pursue them enthusiastically
Leaders motivate and require others to…	• set challenging but realistic goals • establish plans to reach those goals • pursue goals with enthusiasm	• gain enjoyment from their work • develop themselves professionally • approach problems with interest, creativity and integrity



	Humanistic-Encouraging	Affiliative
This style is about…	• a focused concern for the growth and development of people • optimism regarding what people can accomplish • a nurturing approach to relationships • the ability to inspire and motivate others	• a tendency to value relationships • a need to build healthy relationships that are meaningful and reciprocal • a tendency to motivate others using genuine praise and friendliness
Describes organizations in which…	• that are managed in a participative and person-centered way • members are expected to be supportive, constructive and open to influence in their dealings with one another	• that place a high priority on constructive interpersonal relationships • members are expected to be friendly, open and sensitive to the satisfaction of their work group
Leaders motivate and require others to…	• be supportive of people • help those around them to grow and develop • provide people with positive feedback	• treat people as members of the team • be sensitive to the needs of others • interact in friendly and cooperative ways

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