

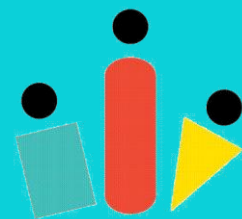
Organizational Culture Report

National Drug Council Cayman Islands



DECEMBER 16

Caribbean Youth Assets HQ. Ltd.
Report Completed by Rev. Ambassador Sylvia Wilks



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HEADQUARTERS

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Before we can discuss organizational culture it is important to note the factors that influence an organization. According to Hultman (2002), values are psychological constructs that are internal to a person. He states that organizations don't have values but instead are composed of human beings whose cultures are shaped by values. He concludes that "The values of persons shape organizational behavior and the direction taken by organizations." Organizations, according to Cameron and Quinn (2011) "are ultimately the result of people doing things together for a common purpose." This common purpose eventually becomes a cultural phenomenon.

According to Edgar Schein (2017), there is a three-level model that could describe and analyze any cultural phenomenon, whether a micro-system, a subculture, an organization, or a macro culture. This model of culture differentiates the observed and experienced "artifacts" from the "espoused values" and the "basic underlying assumptions". These internal factors help us understand the culture of organizations but there are also external factors to consider as well. There are dimensions of the macro-cultural context that will need the consideration of factors external and internal to the organization. According to Edgar Schein (2017), "Culture is defined by what a group has learned in solving its problems of external adaptation and internal integration." Cameron and Quinn (2011), point out that "Most organizational scholars and observers now recognize that organizational culture has a powerful effect on the performance and long-term effectiveness of organizations." This is important to know but it is also important to realize that culture change over time, both with the organizational cycle and with changes in the external environment. According to Cameron and Quinn (2011), "Change in organizations is pervasive because of the degree and rapidity of change in the external environment." There is no doubt a need for organized intentional culture change, but there is also a need to manage this well to be successful from the process. The Organizational Cultural Assessment is an effective way to diagnose and change organizational culture. This report highlights the results and recommendations of the Cayman Islands National Drug Council Organizational Culture Assessment.

Executive Summary

According to the results of the organizational culture assessment, the National Drug Council is a friendly place to work. Its strongest culture type is the clan (collaborate) culture characterized as a family type of organization where people share a lot of themselves and the leader is seen as facilitator and mentor. However, the NDC culture also has a strong hierarchy (control) culture presence, which is characterized by stability, predictability, and efficiency where formal rules and policies hold the organization together and the leader is seen as organizer and coordinator. This report focusses mainly on both of these cultures because they make up more than 75% of NDC's organizational culture and the culture discrepancy lean mostly towards them.

The results of the organizational culture assessment show higher scores for the internal focus and integration in comparison to the external focus and differentiation. This means that the National Drug Council focuses inward on development, integration of activities and coordination versus external at the market. Flexibility and discretion scored highest in comparison to stability and control, showing that the organization is more flexible focusing on people and activities than on structure, procedures, and plans.

The assessment results indicate that more of the clan culture is preferred and less of the hierarchy culture. The uniqueness of the foundation and formation of the NDC, along with the composition of its current staff are indicators of the results given in the organizational culture. The findings of this assessment have the potential to help the NDC balance its unique cultural mix. With the aim of organizational effectiveness, all members of the NDC team has to be dedicated to the process of any organizational change attempted.

About the National Drug Council

The National Drug Council (NDC) is an independent statutory body set up under the National Drug Council Law, 2003 revision to co-ordinate anti-drug measures in the Cayman Islands. The NDC consists of 13 council members and an office which serves as the secretariat. The secretariat is staffed by a Programme Manager who is also the Acting Director, a Prevention Specialist, Prevention and Information Officer, Prevention Officer, and a Prevention Educator Trainee.

The NDC's mandate is to provide policy advice, information, develop programs and conduct research in the following key areas: Education, in particular, young people, Prevention, Treatment & Rehabilitation

This is achieved through:

- Conferences, seminars and meetings related to drug abuse
- Studies, reports and other documentation on drug abuse
- Information systems and databases on policies, programs, and research on drug abuse
- Information on the availability and supply of drugs likely to be abused
- Legislation relating to the misuse of drugs

Programs:

- Youth-to-Youth: a community-based drug prevention and youth leadership program focusing primarily on middle and high school students.
- School-Based Drug Prevention
- Community-Based Drug Prevention

Campaigns:

- National Drug & Alcohol Facts Week
- International Day against Drug Abuse and Illicit Trafficking
- Designated Driver & Purple Ribbon Bus

The Organizational Culture Assessment Instrument (OCAI) Introduction

Definition and Purpose

According to Cameron and Quinn (2011), “The Organizational Culture Assessment Instrument (OCAI) is based on the Competing Values Framework (CVF), a theoretical model that is now the dominant framework in the world for assessing organizational culture.” They state that “the OCAI is probably the most frequently used instrument for assessing organizational culture...” The purpose of the OCAI is to assess six key aspects of organizational culture. “These dimensions address basic assumptions (dominant characteristics, organizational glue), interaction patterns (leadership and management of employees), and organizational direction (strategic emphasis and criteria for success) that typify the fundamentals of culture” Cameron and Quinn (2011). Wherein the dominant characteristics aspect is concerned with what the organization is like overall, the strategic emphasis is concerned with areas of emphasis that drive the organization's strategy and operations forward.

Completing the OCAI Questionnaire

The OCAI questionnaire consists of six categories, each with four alternatives. Participants of the survey give ratings to the alternatives that are most similar to their organization. The scores are distributed among the four alternatives for a total of 100 points. When filling out the assessment the participant has to first rate the current state of the organization's culture and then they have to rate their preferred state of the organization. The collation of the total scores for all employees indicates the overall organizational culture.

Competing Values Framework

According to Cameron and Quinn (2011), “The Competing Values Framework was developed initially from research conducted on the major indicators of effective organizations.” They indicate that the purpose of using is to diagnose and facilitate change in organizational culture. Cameron and Quinn (2011) explain the CVF as having two different competing dimensions. Vertically, from top to

bottom they point out that one dimension differentiates effectiveness criteria by emphasizing flexibility, discretion, and dynamism from the criteria that emphasize stability, order, and control. Here some organizations are viewed as effective if they are changing, adaptable, and organic, and others viewed as stable, predictable, and mechanistic. Horizontally, from left to right the second dimension differentiates effectiveness criteria by emphasizing an internal orientation, integration, and unity from its opposite external orientation, differentiation, and rivalry. Here they say that some organizations are viewed as effective if they have harmonious internal characteristics and others are judged to be effective if they are focusing on interacting or competing with others outside their boundaries. (Cameron and Quinn, 2011). “Together these two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators. These indicators of effectiveness represent what people value about an organization’s performance. They define what is seen as good and right and appropriate. The four clusters of criteria, in other words, define the core values on which judgments about organizations are made” (Cameron and Quinn, 2011).

“The upper-left quadrant identifies values that emphasize an internal, organic focus, whereas the lower-right quadrant identifies values that emphasize an external, control focus. Similarly, the upper-right quadrant identifies values that emphasize an external, organic focus, whereas the lower-left quadrant emphasizes internal, control values” (Cameron and Quinn, 2011). Figure 1 illustrates the relationships between the two dimensions and the four culture types that emerge. According to Dastmalchian, Lee and Ng (2000),

“Each quadrant is competing with or is contradictory to the quadrant on the diagonal. The upper left quadrant is the clan employee-focused culture (emphasizing values that are internal, flexible, concern for people and customers) which competes with the lower right quadrant of the market result-focused culture (emphasizing values that are external with a need for stability and control). Similarly, the upper right quadrant, the adhocracy/entrepreneurial culture (emphasizing an external orientation with a high degree of flexibility and individuality) competes with the lower left quadrant, the hierarchy culture (emphasizing internal maintenance and control values)” (p 391).

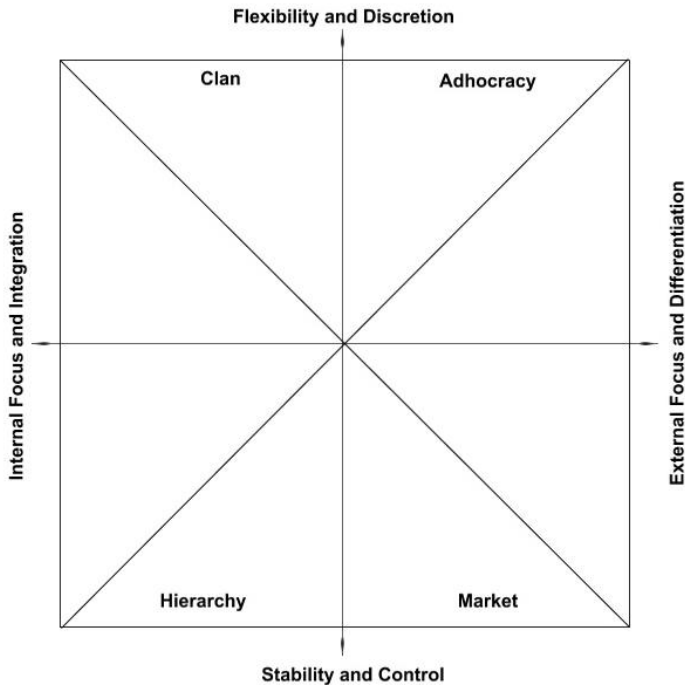


Figure 1. Competing Values Framework

The Four Major Culture Types

According to Cameron and Quinn (2011), the first major culture type is the hierarchy (control) culture where the workplace is formalized and structured and procedures govern what people do. He indicates that effective leaders are good coordinators and organizers thus maintaining a smoothly running organization is important. "The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together. Key values center on maintaining efficient, reliable, fast, and smoothly flowing production" (Cameron and Quinn, 2011).

The second major culture type is The Market (Compete) Culture. According to Cameron and Quinn (2011), this culture is a results-oriented workplace where Leaders are hard-driving producers and competitors who are tough and demanding. "The long-term concern is on competitive actions and achieving stretch goals and targets. Success is defined in terms of market share and penetration. Outpacing the competition and market leadership are important" (Cameron and Quinn, 2011).

According to Cameron and Quinn (2011), this culture functions as a market and is oriented toward the external environment instead of internal affairs. They point out that “It is focused on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators.” Comparing the market to the hierarchy culture, Cameron and Quinn (2011) Point out that whereas in hierarchy culture internal control is maintained by rules, specialized jobs, and centralized decisions, the market culture operates primarily through economic market mechanisms, competitive dynamics, and monetary exchange.

The third major culture type is the clan (Collaborate) culture where according to Cameron and Quinn (2011) it is like a family and a friendly place to work where people share a lot of themselves. They indicate that Leaders are thought of as mentors and perhaps even as parent figures. According to Cameron and Quinn (2011), “The organization is held together by loyalty and tradition. Commitment is high. The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important.” “Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus.”

The fourth major culture (create) type is the adhocracy culture that according to Cameron and Quinn (2011), is characterized by a dynamic, entrepreneurial, and creative workplace. They indicate that effective leaders are visionary, innovative, and risk-oriented. According to Cameron and Quinn (2011), The glue that holds the organization together is a commitment to experimentation and innovation and the emphasis is on being at the leading edge of new knowledge, products, and services. They mention that readiness for change and meeting new challenges are both important, thus understandably, as they state, “the organization’s long-term emphasis is on rapid growth and acquiring new resources.”

Results

Culture Profile

According to Cameron and Quinn (2011), “The main purpose of developing a culture profile for your organization is to help you identify what kind of culture change is most appropriate, if any, and in what ways culture can most profitably be modified.” They state that “Each organizational culture profile reflects underlying attributes: management style, strategic plans, climate, reward system, means of bonding, leadership, and basic values of the organization.”

From the OCAI online report of the five participants of the National Drug Council, there is a mix of the four culture types in the Competing Values Framework. As seen in Figure 2 the blue lines represent the current culture and the red lines represent the preferred culture.

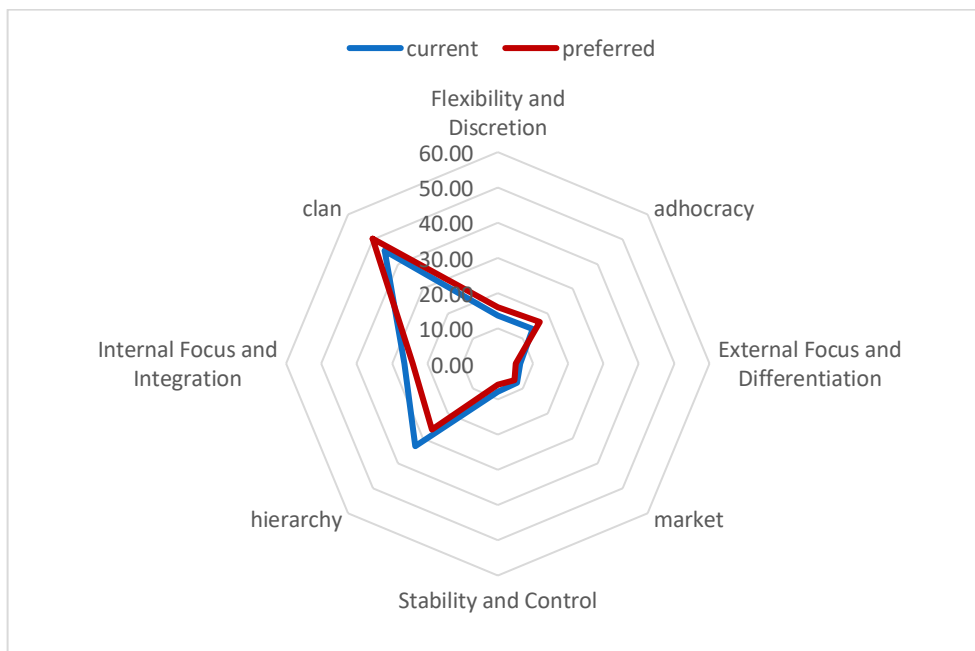


Figure 2. National Drug Council Culture Profile

Culture Types

The quadrant in which scores are the highest indicates the culture that tends to be emphasized most in the organization. It identifies the basic assumptions, styles, and values that predominate (Cameron & Quinn, 2011).

As seen in the upper left quadrant of Figure 2 and the data in Table 1, the culture type which scored the highest is the clan culture with an average score of 45.33. The culture that received the second-highest score is the hierarchy culture with an average score of 33. The third highest score is the adhocracy culture with an average score of 14 and the market culture at 7.67.

Table 1

National Drug Council Culture Types

| Culture Type | Current Culture | Preferred Culture |
|--------------|-----------------|-------------------|
| Clan | 45.33 | 50.17 |
| Adhocracy | 14 | 16.83 |
| Market | 7.67 | 6.67 |
| Hierarchy | 33 | 26.33 |
| Total | 100 | 100 |

Note: These are the total average scores from the OCAI results of NDC five employees

Analysis

From the results shown in Figures 2, 3 and Table 1, we can deduct the competing values, dominant culture and the discrepancy between the current and preferred culture.

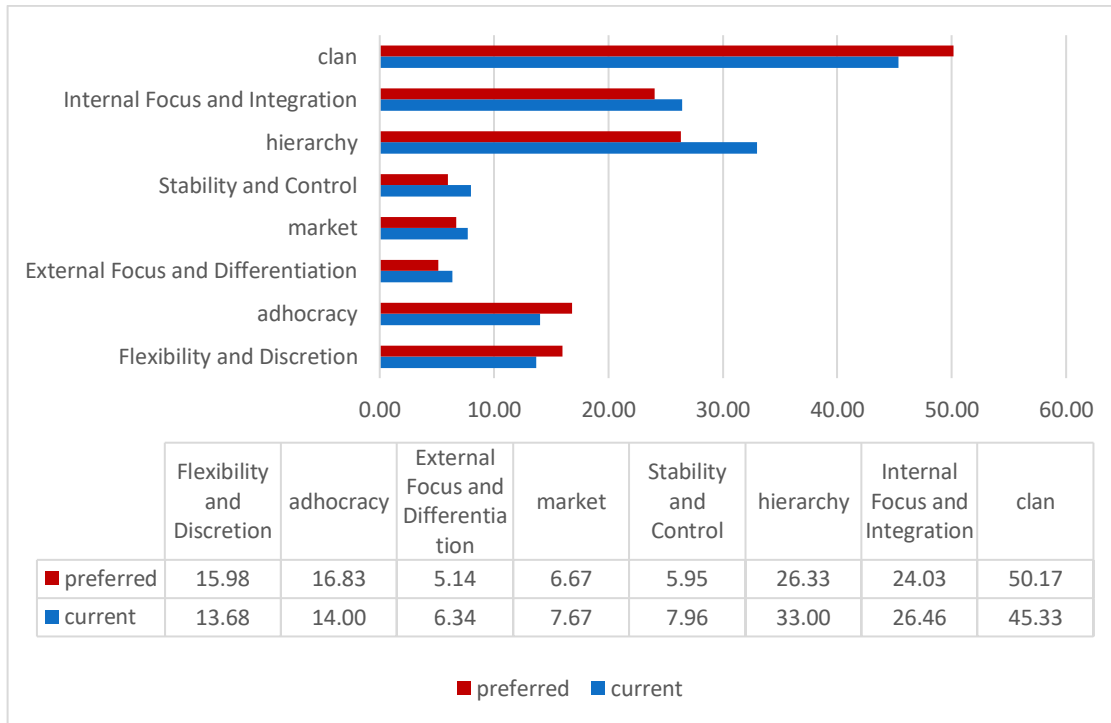


Figure 3. National Drug Council Culture Types and Competing Values

Competing Values

With an average score of 26.46 the internal focus and integration scores higher in comparison to the external focus and differentiation which scored 6.34. This means that the National Drug Council focuses inward on development, integration of activities and coordination versus external at the market, on what competitors are doing and what customers want. Flexibility and discretion scored highest at 13.68 in comparison to stability and control which scored 7.96, showing that the organization is more flexible focusing on people and activities than on structure, procedures, and plans.

The Dominant Culture

The dominant culture is the culture type that scored highest. As seen in Figure 3 the clan culture scored highest with an average score of 45.33. The clan culture is, therefore, the dominant culture. This is not surprising considering the competing values scores. As seen in Figure 1 the clan culture is in the top left quadrant of the competing values framework. This is in the direction of the internal focus and integration and the flexibility and discretion part of the CVF.

This and the OCAI online report, suggests that the National Drug Council is a friendly place to work. Being a people-oriented workplace, people have a lot in common, and it feels like a large family. Here the leader is seen as a facilitator, mentor, and teambuilder. The reports also suggest that in NDC tradition, participation and loyalty are valued and there are high levels of commitment, communication, and development. In the NDC organizational culture, human resource development is emphasized and success is defined as addressing the needs of the clients and caring for people. They value teamwork, participation, and consensus and the expectation is that human development and participation would produce effectiveness. Like the National Drug Council other sectors like health care, education, some government agencies, and not-for-profits would have a similar dominant culture. The hierarchy (control) culture received the second-highest score and is significantly weighted with an average score of 33, in comparison to the clan culture score of 45.33. It is thus expected that the National Drug Council also be a workplace that is formalized and structured, with procedures that direct what they do. The OCAI online report suggests that the leader is efficiency-based thus focused on coordination and organization. Formal rules and policies keep NDC running smoothly, achieving stability. The OCAI online report also suggests that the NDC value efficiency and predictability to be reliable in the delivery of their services.

Current versus Preferred State (Discrepancy)

In terms of organizational culture, the current state is where the organization is today, and the preferred state is where they would like to be in the future. The scores in Table 2 illustrate the current and preferred state of the National Drug Council, as reported by all staff members. Calculating the difference between the current and the preferred states indicates what the organization wants to emphasize. “Based on the differences between the current and preferred profiles, the leadership team determined which aspects of the organization’s culture to emphasize more, which to emphasize less, and which to emphasize the same amount” (Cameron and Quinn, 2011). In Table 2 it is evident that the organization wanted to emphasize the clan and adhocracy quadrants more and the hierarchy and market quadrants less. Cameron and Quinn (2011) point out that from their experience with organizations, five to ten points usually indicate the need for a substantial culture change effort. The clan culture discrepancy score does not quite fit the change effort criteria but its score of +4.84 is significant to explore what the staff wants to emphasize more. The discrepancy score of -6.67 of the hierarchy culture fits the criteria for culture change. Being a negative score, the staff need to explore what they want to emphasize less from this culture type.

Table 2

National Drug Council Discrepancy Scores

| Culture Type | Current Culture | Preferred Culture | Discrepancy |
|--------------|-----------------|-------------------|-------------|
| Clan | 45.33 | 50.17 | +4.84 |
| Adhocracy | 14 | 16.83 | +2.83 |
| Market | 7.67 | 6.67 | -1 |
| Hierarchy | 33 | 26.33 | -6.67 |
| | 100 | 100 | |

Note: The discrepancy is the difference between the current and preferred culture

Conclusions

The findings of the National Drug Council organizational culture assessment reveals that the organization has a mix of all four culture types, however, in the current situation more than 75% of the culture is made up of the clan and hierarchy culture. Being the strongest of the two, the clan culture type portrays the NDC as an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers. The clan culture is characterized as a family type of organization and represents a friendly place to work, where people share a lot of themselves. This culture views its leaders as having the role of a mentor or facilitator. The glue that maintains the NDC together is loyalty and tradition, with a high level of commitment among its members. “Clan organizations emphasize individual development, morale, teamwork, participation, and consensus” (Cameron & Quinn, 2011). The hierarchy culture type in the current situation is expected as the NDC is mandated by the government to carry out its functions. Not only does it spearheads the National Anti-drug Strategy & Policy, provides legislation reports and reviews, every two years it also conducts the Cayman Islands Student Drug Use Survey (CISDUS), a health survey of all of the countries 11 to 18-year-olds. “The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together. Key values center on maintaining efficient, reliable, fast, and smoothly flowing production” (Cameron and Quinn, 2011).

The strength of the culture is determined by the highest number of points attributed to a specific culture type. In the current situation, the clan culture type exhibited strongest in the NDC, with a slight increase in the clan culture for the future. This finding is in agreement with what research has revealed about organizations that possess strong cultures; they are associated with having homogeneity of effort, clear focus, and higher performance in environments where unity and a common vision are required (Cameron & Quinn, 2011). Interestingly, although the hierarchy culture type in the current situation received a good score, the preferred situation is that the staff wants less of this culture.

Recommendations

The findings of the organizational assessment suggest that the National Drug Council has a strong culture. However, considering the hierarchy culture preferred score indicates the need for a substantial change effort and the clan culture came close, it would be beneficial to explore why and determine the appropriate strategies to accomplish what is preferred. Considering the current composition of the NDC staff of three new staff members out of five. Further study can be conducted to analyze the cultural congruence of the organization, organizational leadership, and effectiveness. In the interim, the findings of this assessment are sufficient to effect positive change in the NDC, or at least start the process.

According to Cameron and Quinn (2011), “Changing an organization’s culture is a difficult endeavor. It requires a great deal of commitment and dedication on the part of the management team to make it work.” They also state that “Culture change will not occur without involvement, commitment, and active support throughout the entire organization.” This means that all staff needs to be involved in the process and implement the strategies developed. Cameron and Quinn (2011), suggests a nine-step process to design and implement an organizational culture change effort. Cameron and Quinn (2011), state that:

“The purpose of these nine steps is to foster involvement and minimize resistance to the culture change by those affected, clarify for all concerned what the new cultural emphases will be, identify what is to remain unaltered in the organization in the midst of change, generate specific action steps that can be initiated to create momentum toward culture change, identify measures and metrics to ensure accountability, and develop the leadership competencies to ensure organizational effectiveness after the change.”

The nine steps for initiating organizational culture change are broken down into three phases, diagnoses, interpretation and implementation. It is, therefore, recommended that the National Drug Council do a one to two-day retreat to go through the nine steps of organizational culture change.

Diagnosis

1. Review the OCAI results for the “Current” culture profile and reach a consensus on that profile.

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2. Review the OCAI results for the “Preferred” culture profile and reach consensus on that profile

Interpretation

3. Identify what it means and does not mean to change the culture.
4. Identify key stories and incidents that characterize the preferred future culture. Reach consensus on the one or two that will be used to illustrate the future culture.

Implementation

5. Identify a few key strategies that will facilitate culture change. Determine what to start, stop, and do more of.
6. Identify some key small wins to be implemented immediately.
7. Identify the managerial competencies needed to lead the change and manage the transformed culture. Personalize the culture change process using the MSAI.
8. Develop measures, metrics, and milestones to maintain accountability for the change.
9. Develop a communication strategy.

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