

Symptoms Leading to the Need for Cultural Capacity Change

A. Overview. The following symptoms are presented under the eight headings of organization structure for which specific outcomes are normally associated. Typically, members of the management team and/or members of the change management team review these symptoms to determine the need and urgency for improvements in the client organization culture. The preponderance of symptoms within a specific category may well influence intervention design. It must also be noted that the presence of a particular symptom does not necessarily, in and of itself, lead to the conclusion that the solution is culture based. For example, the individual symptom of "hesitate to engage" may also be attributed to lack of skill, confidence, rumor-mill, disability, or uncertainty of priority. These items can also be used in *CapacityWare*TM Software surveys to attain a broad calculation as to focus in a change effort.

B. Individual.

Hesitate to engage.

Can't link root causes to inadequate customer service.

Fail to offer viable solutions.

Wait to be told what to do.

Fall short of "work ethic" expectations.

C. Teams.

Take too long to solve problems.

Don't seem to "gel" and quality suffers.

Spend too much time meeting and too little time getting results.

Aren't prepared for the work expected of them.

Require too much management supervision or are insufficiently self-directed.

D. Work Groups.

Can't seem to break non-value-added habits.

Require too much direct supervision.

Aren't producing a ready supply of new leadership and management.

Aren't responsive to the needs of their customers.

Don't generate their own "best practices."

E. Networks.

Have difficulty operating across organizational boundaries.

Lack the information they need to effectively plan a responsive workload.

Avoid recognition of cross-boundary contributors to network success.

Are slow to or ignore expanding critical relationships.

Network is unofficial and participation is discouraged.

F. Organizations.

Failed to achieve financial viability.

Rarely steps out ahead of competition.

Makes few innovative contributions to "domain" literature (technology user).

Relationships are mired in bureaucratic requirements.

Growth has reached or surpassed a stagnant plateau.

G. Community.

Members are unwilling or unable to help each other through critical conditions.

Members lack a strong common purpose and sense of identity.

Members avoid celebrating each other's achievements and losses.

Members repel support from outside the community.

Members avoid participating in a volunteerism atmosphere of mutual respect.

H. Governance.

Participation in decision-making is perfunctory at best.

Those in positions of authority are difficult to engage in meaningful dialog.

Unanimous decisions are routine and hurriedly made.

Public debate is limited - private debate is avoided.

Funding is often channeled to bolster the success of failing decisions.