

Values and Organizational Culture by Robert Hogan

1. *Recognition.* Leaders with high scores for Recognition seek fame, recognition, and appreciation from others. They expect to be admired, and can be annoyed when they are not. On the one hand, this puts pressure on their staff to be appropriately admiring; on the other hand, they tend to be indifferent to such needs among their subordinates, which can create unnecessary tensions. This is a culture with the leader as the star.

A high Recognition culture is one in which accomplishment, productivity, and apparent success are recognized in a prompt and public fashion. In addition, the organization self-consciously strives to insure that clients and competitors recognize and understand the significance of its performance. The stars will be the heroes of the organization; the pariahs will be the critics of others' performance.

2. *Power.* Leaders with high scores for Power are achievement oriented, want to make a difference and to create a legacy. They value accomplishment and have little tolerance for sloth. On the one hand, they will create a pragmatic, results-oriented culture where things get done; on the other hand, they may create a culture where there is too much top down control.

A culture characterized by high Power is aggressive, competitive, and results-oriented. It keeps track of its performance *vis-à-vis* the competition, it sets ambitious goals for itself, it minimizes wasted motion, meetings, and pointless discussions, and evaluates itself on what it is able to accomplish. The heroes of the organization will be those who have contributed the most in a substantive, measurable way. The pariahs will be the lazy and/or ineffectual.

3. *Hedonism.* Leaders with high scores for Hedonism are motivated by variety and fun and they enjoy entertaining others. They will tend to create a culture marked by office parties, celebration of staff accomplishments, and an overall sense of fun. However, not everyone has a sense of humor, and some staff will think these leaders lack seriousness.

A high Hedonism culture is characterized by an ethos of "work hard/play hard"; people strive to perform at a high level, and then periodically take time to relax, celebrate, and have a good time together. There is a clear awareness that having fun is as much a part of the culture as effortful striving, and there may even be a "party budget". The heroes of the organization will be those who are the most fun to be around. The pariahs will be "party poopers".

4. *Altruism.* Leaders with high scores for Altruism enjoy helping and encouraging others. They will tend to create a culture marked by fair treatment, civil behavior, respect for individuals, an emphasis on personal growth and development. Not surprisingly, not everyone cares about civility and fairness, and these people will think the leaders don't care about results.

A high Altruistic culture is one that cares about the welfare and well being of the staff, where people are encouraged to develop their talents and fulfill their potential, and they are provided the resources and assistance to do so. Everyday interaction is characterized by respect, consideration, and mutual support. The organization is also involved in the larger social community. The heroes of the organization will be those who are the most dedicated and selfless. Selfish people will be the pariahs of these organizations.

5. *Affiliation*. Leaders with high scores for Affiliation love social interaction of almost any kind. As a result, they will tend to create a culture marked by frequent, even constant, communication among and between units, lots of meetings, and frequent and spontaneous special purpose work teams. People who are more introverted and/or task-oriented will think the culture values activity over productivity.

A high affiliation culture is one with a near compulsion for social interaction. The official and unofficial practices and procedures will be designed to maximize social contact. This includes calling lots of scheduled and unscheduled meetings, frequent communication within and between units, and organizing the office space so as to encourage interaction. The heroes of the organization will be those who are most popular; the pariahs will be the loners.

6. *Tradition*. Leaders with high scores for Tradition value respect for authority and tradition, duty, and hard work, and will create a culture marked by formality, rules, and uniform procedures. Leaders with low scores value innovation, diversity, and respect for uniqueness, and will create a culture marked by informality, experimentation, and openness to alternative perspectives.

A high tradition culture will be typified by dress codes, grooming standards, clear hierarchy and reporting relationships, and rules about decorating desks and office space. There will be symbols attesting to patriotism and respect for authority—flags, pictures of government officials or venerated figures of the past—and perhaps designated times when incumbents join in public displays of respect for authority—i.e., prayers, flag raising ceremonies, etc. There may also be small museums or libraries commemorating the organization’s history. The heroes of the organization will be the people at the top of the hierarchy; the pariahs will be the non-conformers.

7. *Security*. Leaders with high scores for Security dislike risk-taking and appreciate structure and predictability. They will create a risk-averse culture marked by caution, fall back options, and fail-safe strategies. Leaders with low scores for Security are unafraid of risk, will take chances to advance the business, and bounce back quickly from failure.

A high Security culture will be characterized by a concern about errors, mistakes, leaks, alien intrusions, and careful processes in place to guard against undesired eventualities, both real and imagined. These will include “security procedures”, access codes, oversight plans to guarantee compliance with authorized methods, and an

overarching emphasis on minimizing risk. The heroes of the organization will be those who make the fewest mistakes and excel in catching others out; the pariahs will be people who are tolerant of others' mistakes and flexible about the rules.

8. *Commerce*. Leaders with high scores for Commerce are motivated by the bottom line. They will create a culture characterized by financial discipline, a single-minded search for profits, and energetic efforts to reduce costs. Others may think these leaders tend to emphasize profits over people and finances over feelings.

A high Commercial culture will emphasize profitability and cost containment. The heroes of the culture will be "rain makers"—persons who raise money and develop business—and people who devise new and effective methods for reducing costs. There will be a constant, relentless focus on the "bottom line", sometimes over the short run and possibly at the expense of the long term. The heroes of the organization will be those who generate revenues and cut costs; the pariahs will be wastrels and spendthrifts.

9. *Aesthetics*. Leaders with high scores for Aesthetics worry about the quality, look, and feel of work products. They will create a culture that emphasizes a sense of high concept and style, with a lot of attention to issues of appearance, layout, and appearance. Others may think they waste money on non-essentials, but for them, stylish appearance trumps cost every time.

A high Aesthetics culture will be characterized by a self-conscious attention to style, appearance, quality, and "good taste". The furniture, wall coverings, rugs, and rest rooms will be high quality, often the result of advice from external consultants. Stationery, logos, reception areas—all aspects of the public face of the organization—will be carefully designed to send a message to clients and staff regarding quality and standards of style. The heroes of the organization will be those with the best taste; the philistines will be the pariahs.

10. *Science*. Leaders with high scores for Science are logical, disciplined, empirical, and prefer to make data-based decisions. They will create a culture that emphasizes rationality and accountability, but which may be slow to react and make decisions. Leaders with low scores value intuition, instinct, and experience. They will create a culture that emphasizes doing things "well enough" and making decisions that are good enough rather than well grounded in data.

A high Science culture will be characterized by an emphasis on the rigor and defensibility of plans, goals, decisions, and public statements. People's positions and opinions must be justified with logic and data. Anyone's views can be (and usually are) challenged, and must be defended satisfactorily. Few courses of action will be chosen arbitrarily or idiosyncratically, policies and procedures will typically be based on evidence and rationality. The heroes of the organization will be the smart people; the pariahs will be the "air heads" and slow learners.