

PROACTIVE Culture and Leadership Assessment

Cultural Future Scenarios

To what extent is the company's culture characterised by the traits of the subcultures below?
(1 = low, 7 = high)

A score of 5 or above is recommended as requiring cultural action.

Overall, is the company's culture a driving force or a drag anchor?

- A **driving force** is characterised by belonging, trust, collaboration, coordination, and motivation.
- A **drag anchor** is characterised by conservatism, control, groupthink, and resistance to criticism.

Cultural Subtypes

To what extent does your company have:

1. An **inactive and passive culture**, avoiding conflict and disagreements?
2. A **culture of distraction and deviation**, avoiding responsibility and commitment?
3. A **hesitant culture**, marked by indecision and fear of failure?
4. A **reactive and defensive culture**, resistant to change and overly dependent?
5. A **lack of active and consolidating culture**, missing structure, security, and predictability?
6. A **lack of proactive and sustainable culture**, with little responsibility, initiative, risk-taking, or forward-thinking?

Score 1 = low, 7 = high)

A score of 5 or above is recommended as requiring cultural action.

Section

Company Mission, Vision, Values, and the UN's Global Goals

The company's mission, vision, and values serve as guidelines for leaders and employees. Regularly revisiting them is central to ensuring meaning and clarity in daily work.

A score of 5 or below is recommended as requiring communicative action.

7. To what extent is the **mission** revisited and communicated clearly?
8. To what extent is the **vision** revisited and communicated clearly?
9. To what extent are the **values** revisited and communicated clearly?
10. To what extent are relevant **UN Global Goals** referenced in the company's communication?

Score 1 = low, 7 = high)

A score of 5 or above is recommended as requiring cultural action.

Employees' Mindset

A score of 5 or below indicates the need for mindset development.

11. Responsibility – Does the employee take personal, professional, and social responsibility?
12. Initiative – Does the employee take initiative and lead personally, professionally, and socially?
13. Commitment – Does the employee do what they say and say what they do?

14. Empathy – Does the employee seek to understand before being understood, aiming for mutual trust and respect?
15. Values – Is the employee aware of the interplay between company and personal values in everyday decisions?
16. Vision – Does the employee align their personal vision with the company's, contributing to shared direction, motivation, and passion?
17. Motivation – The employee is driven by will power, engagement, interest and possibilities in the work?
18. Meaningfulness - To what extent does the individual employee seek purpose, meaning, coherence, and significance in their work?

Score 1 = low, 7 = high)

A score of 5 or above is recommended as requiring cultural action.

Employees' Work-related Needs

To what extent does the company meet employees' professional needs?

A score of 5 or below **requires NEEDS-related action.**

19. To what extent is the individual employee involved in goal-setting processes?
20. To what extent is the individual employee delegated tasks and responsibilities?
21. To what extent is the individual employee held accountable for their tasks?
22. To what extent does the individual employee receive ongoing and structured feedback and support?
23. To what extent does the individual employee participate in group work and contribute to shared results?
24. To what extent does the individual employee have the opportunity to do the right things at the right time?
25. To what extent can the individual employee consistently deliver with the right quality?
26. To what extent can the individual employee choose collaboration and achieve mutual understanding with others?

Score 1 = low, 7 = high)

A score of 5 or above is recommended as requiring cultural action.

Employees' Work-related Attitudes

To what extent does the company foster the individual employee's work attitude?

A score of 5 or below **requires ATTITUDE-related action.**

27.

Win-Win Attitude

A win-win attitude is fostered through mutual accountability and shared expectations.

Questions are asked about alternatives, choices, decisions, possibilities, values, and needs.

Resistance and problems are addressed together, and solutions are found collectively. Crises and chaos are faced jointly, with eyes lifted upwards and outwards.

28

Lose-win attitude.

A lose-win attitude is promoted through legitimizing the victim role. Self-deprecation in an expected lost battle for resources, rewards, and recognition. The demands are too great, and the inability to meet overly high expectations influences the work.

29.

Win-lose attitude.

A win-lose attitude is promoted through competition and comparison, a battle for resources, success, rewards, and recognition. Employees blame, seek victims, point out faults, belittle, and reject each other in pressured situations.

30.

Lose-lose attitude.

A lose-lose attitude is promoted through indifference and meaninglessness. Negativity and powerlessness. The attitude is that things are not possible under existing circumstances and conditions. Passivity and resignation prevail.

Employee Motivation

To what extent is motivation and drive a part of everyday life in the company?

A score of 5 or below **requires MOTIVATION-related action.**

31

Motivated by possibilities

Employees are both intrinsically and extrinsically motivated. Bold choices attract attention and focus. They take risks, embrace uncertainty and the unknown without relying on habits or past experience. Possibilities mean more than facts. "Nothing ventured, nothing gained."

32

Motivated by necessity

Employees are both intrinsically and extrinsically motivated. They rely on facts and experience, avoid unnecessary risk. Known choices are repeated and reinforced. Change and movement happen only with security and comfort. "Better the devil you know."

33

Motivated by power

Employees strive for status, prestige, reputation, authority, control, and leadership roles.

34

Motivated by results

Employees seek to achieve goals, ambition, productivity, efficiency, quality, and professional mastery.

35

Motivated by community

Employees seek harmony, interaction, connection, shared activities, and to strengthen relationships and peaceful coexistence.

36

Motivated by meaningfulness

Employees seek autonomy, self-control, self-management, freedom with responsibility, and the ability to make their own decisions.

Organisational Cultural Elements

Pressure and Stress

To what extent does the company prevent pressure and stress?

A score of 5 or below **requires PREVENTATIVE action.**

37

Preventing pressure and stress

The company prevents pressure and stress by **sharing information**. By **engaging in dialogue** about mistakes and difficult tasks. By **being curious** together and with one another. By **speaking openly** about pressure and strain at work. By **supporting each other** during particularly busy periods. By giving employees **influence** over their own work. By **ensuring predictability** in tasks. By showing **appreciation and recognition** for work. By rewarding effort. By providing **backing** from management. By setting **clear expectations** and demands.

By establishing **clear goals**. By openly discussing what isn't working. By actively seeking and requesting **feedback**. By being **inclusive** of differences and other perspectives.

Paradoxes and Inefficiency

To what extent is the company aware when employees are caught in the inefficiency caused by organisational paradoxes, with 1 being low and 7 being high?

The recommendation is that a score of 5 or above calls for action to address the **inefficiency**.

38.

Paradoxes, Inefficiency, and Time Pressure

Inefficiency through “last-minute work delivers the best results” – despite the evidence telling a very different story.

39.

Paradoxes, Inefficiency, and Creativity

Inefficiency through grand ideas and no action.
Believing that visionary thinking automatically leads to execution.

40.

Paradoxes, Inefficiency, and Anger

Inefficiency caused by frustration over necessary tasks.
“It won't be me doing tasks that are beneath my level.”

41

Paradoxes, inefficiency and Perfection

Inefficiency by waiting for the perfect situation — one that never arrives.

42

Paradoxes, Inefficiency, and Indecision

Inefficiency through failing to begin a task. No decision is also a decision.

43.

Paradoxes, Inefficiency, and Overcommitment

Inefficiency by committing to too many tasks. The most important ones are left undone.

Change and Employee Fear

To what extent is the company aware of and responsive to employee anxiety during periods of change, with 1 being low and 7 being high?

The recommendation is that a score of 5 or below indicates a need for action to address employee anxiety related to change.

44.

The Employee's Personal Learning and Fear

The company's awareness of the fear of being left behind or seen as incompetent.
Ensuring employees are trained to manage changes.

45.

The Employee's fear of Failure

The company's awareness of the fear of failing, being exposed, or being blamed.
Ensure documentation, action plans, roles, and responsibilities are clear.

45.

The Employee's Personal Fear of Losing Their Position

The company's awareness of the fear of losing one's status or power.
Ensuring a post-change position at least equal to the current one.

46.

The Employee's Fear of Personal Loss

The company's awareness of the fear of ending up worse off.
Ensure employees feel they've made a good deal after the change.

Change and Competencies

47

Professionalism

That the company's professional expertise is maintained during times of change – without tipping into either perfectionism and shortsightedness, or incompetence and sloppy workmanship.

48

Innovation

Ensuring innovative capacity doesn't swing into hyperactivity or conservatism during change.

49

Efficiency

Ensuring efficiency doesn't shift to stress and narrow-mindedness, or to sloppiness and slack.

50

Legality

Ensuring legal compliance doesn't shift to bureaucracy and micro-management, or to unreliability and arbitrariness.

51

Power and Interest

That the company's power bases and interests are not shifted to blocking and illegitimate considerations, or impotence during a change.

52

Legality

That the legality within the company is not shifted to bureaucracy and micromanagement, or unreliability and arbitrariness during a change.

53

Legitimacy

That the legitimacy within the company is not shifted to spin and staging, or to invisible and lacking support during a change.

Power

To what extent is the company aware of how its power bases are used, low 1 and high 7?
The recommendation is that a rating of 5 and below requires POWER action.

54

Value-creating and productive power

The power is used to create value and productivity in a “I am OK, you are OK” context.

55

Controlling power

The power is used to control employees and situations in an “I am OK, you are not OK” context.

56

Yielding power

The power is used to yield and withdraw from situations and employees in an “I am not OK, you are OK” context.

57

Conspiracy and power

The power is used to pull the rug out from under situations and employees in an “I am not OK, you are not OK” context.

Decisions

To what extent is the company aware of the foundation of its decisions, low 1 and high 7?
The recommendation is that a rating of 5 and below requires DECISION action.

58 Rational decisions

The company makes decisions based on the belief in a rational process, from information gathering to the choice between alternatives and execution of the chosen decision.

59

Limited rational decisions

The company makes decisions based on the belief in a limited rational process, relying on decisions made with partially insufficient information combined with experience and intuition.

60

Irrational decisions

The company makes decisions based on the belief that irrationality prevails, and that the decision is a result and accumulation of impressions and influences from various sources.

61

Pragmatic combined decisions

The company makes decisions based on the belief in unresolved rationality, insufficient information, limitations, complexity, time pressure, circumstances, uncertainty, and no guarantees. Everything is weighed with the conviction that a correct decision has been made.

Communication

To what extent does the company have communication that ensures mutual understanding, low 1 and high 7?

The recommendation is that a rating of 5 and below requires COMMUNICATION action.

62

Managing Expectation That the company clarifies the shared foundation and context. The psychological and social contract.

63

Information gathering

That the company clarifies information and facts about topics, tasks, and projects.

64

Room for action

That the company clarifies goals, boundaries, direction, opportunities for action, and action plans.

65

Learning

That the company follows up on plans, measurement points, and results, and evaluates and learns lessons for the future.

Learning

To what extent does the company reach learning levels, low 1 and high 7?

The recommendation is that a rating of 5 and below requires LEARNING action.

66

Describing level

The learning within the company leads to the ability to describe, explain, and define a task or problem.

67

Analysis level

The learning within the company leads to the ability to analyze, argue, break things down, and put them together again. The ability to set out pros and cons, causes and effects regarding a task or problem.

68

Evaluation level

The learning within the company leads to the ability to compare, judge, assess, and establish pros and cons, as well as the ability to assess appropriateness and inappropriateness in a task or problem.

69

Synthesis level

The learning within the company leads to the ability to establish decision-making grounds, suggest changes, conduct a synthesis, conclude, and set up action plans and distribute tasks and responsibilities in task- and problem-solving.

Ethics and Morality

To what extent is the company aware of maintaining a healthy ethical and moral balance, low 1 and high 7?

The recommendation is that a rating of 5 and below requires ETHICS and MORALITY action.

70

Goodwill and Envy

That the company maintains a healthy ethical and moral balance between goodwill and envy.

71

Frugality and Waste

That the company maintains a healthy ethical and moral balance between frugality and wastefulness.

72

Patience and Anger

That the company maintains a healthy ethical and moral balance between patience and anger.

73

Willingness to exert Effort and Laziness

That the company maintains a healthy ethical and moral balance between willingness to exert effort and laziness.

74

Altruism and self-assertion.

That the company maintains a healthy ethical and moral balance between altruism and self-assertion.

The Informal Organisation

To what extent is the company aware of the significance of its informal organisation, low 1 and high 7?

The recommendation is that a rating of 5 and below requires action in relation to the informal organisation.

75

The History of the Informal.

The informal legacy is inherent after the break with authority and is characterized by anti-authoritarian thinking and liberation, the formless and without boundaries, free play and free reign. The informal rules of engagement include being on eye level, grounded, informal, egalitarian, relaxed, and free. The myth is that we can better realize our potential when we have no frameworks or constraints binding us, and that formlessness makes us free.

The Paradox of the Informal.

The informal realization, over time and with experience, that formlessness leads us into a free fall, and that formal structures are the way to set us free.