

Omicron Prime Culture Report
Cycle Forward Learning Group
MSOD 616

Part 1: Combined LG responses - Description of current and desired states:

In all categories, Cycle Forward OCAI assessment averages leaned toward a strong clan culture followed by adhocracy with very little scoring in hierarchy and market cultures. Our scores are attached at the end of this paper.

Clan, the dominant quadrant, had the largest point spread of now (50.6) and preferred (47.26). With a Clan culture, our cohort is held together by loyalty to each other and a high commitment each other's learning. With the Clan culture, our cohort places high regard on consensus, teamwork and participation. As the cohort continues to mature through the Omicron MSOD journey, this signals a desire for increase in independency, focused on additional attention required for personal/individual goals and graduation.

Adhocracy (create) culture was the second highest scoring area: described as "tents rather than palaces" (rapid reconfigurability); a creative focus. Scoring was 26.31 (now) versus 27.38 (preferred). Adhocracy's goals are to be flexible, adaptable, creative. Ad hoc root implies something specialized, dynamic. Adhocracy is characterized as a dynamic, entrepreneurial and creative place. People lean forward and take risks. Commitment to innovation is the glue. This is part of the O.D. essence as our field grew out of experimentation, creativity and risk taking. As we learn and grow and strengthen our practice point of view, this will be an important area to grow and strengthen in order to adapt to client needs and use "self as an instrument of change" effectively.

Hierarchy was our third highest rating and had the second largest point spread between now (14.05) and preferred (15.6). Our interpretation is that the cohort values organization,

efficiency, and effectiveness. This can implied that as we continue through our MSOD journey, the cohort places increased values on these elements as we work to integrate work, school, social and family life and personal time as a means to get things done as a cohort, as learning groups and individuals.

Market had the lowest scoring; competing. It is characterized by hard-drivers, competition and aggressive focus. Market scoring was now (9.05) versus preferred (9.76). While there are hard-driving team members in the cohort, there is more value placed on the larger cohort, teamwork, learning, and part of this education based experience.

In the six sub categories, Clan culture scored highest, with the following scores:

- Criteria of success (62.86)
- Management of employees (51.14)
- Strategic emphasis (50.71)
- Dominant characteristics (47.86)
- Organization glue (46.43)
- Organization leadership (38.57)

Part 2

Overall, Cycle Forward's current and preferred state for the Omicron cohort mirrored each other closely. Our scores indicate that Cycle Forward LG believes Omicron Prime is satisfied with the organizational culture comparing the current vs. preferred states.

The greatest distance between current and desired states occurred in the following two categories, each moving our cohort in a minor direction towards having additional adhocracy characteristics:

Intervention recommendations:

1. Dominant Characteristics: We believe room exists to move our overall cohort towards more of an Adhocracy culture, while maintaining our primary focus of being a clan culture. In

order to accomplish this, we suggest creating a space where innovation can more actively and openly flourish at the following levels.

- Individual: Allocate time to explore innovation. This could take place during individual assignments, journaling, a contribution to our Yammer discussion or during one of our intensives.
- Learning group: Allocate time to explore innovative approaches. Explore what this looks like before, during and after Lyon for a plan-do-check-act loop.
- Community level: Celebrate innovation. During a community check-in during Lyon, each group could share an innovative approach they took.

2. Management of Employees

- Individual: Allocate additional time for creativity. Professors in the program could structure a learning exercise that challenges students to exercise their creativity.
- Learning group: Encourage each other to explore creativity. Learning groups could be assigned to explore a creative, new approach towards solving a problem different from what their normal strategy would be.
- Community level: Develop a system to encourage, measure and reward creative behavior.



