

*Corporate Culture  
Diagnostic Questionnaire*

**CORPORATE CULTURE**

**AND PERFORMANCE**

**FOR PREVIEW  
FOR PREVIEW**

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# CORPORATE CULTURE DIAGNOSTIC QUESTIONNAIRE

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## Overview

This *Diagnostic Questionnaire* has two parts. The questions in Part 1 help you identify the kind of corporate culture<sup>1</sup> that currently exists in your organization. Part 2 is designed to help you determine where you need to focus in order to build a more performance-enhancing culture.

The *Diagnostic Questionnaire* can be used by a single viewer, or can be copied and used by a small group of viewers. In addition, the *Diagnostic Questionnaire* can be copied and distributed widely throughout your organization in order to collect broad-based feedback on the organization's culture.

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<sup>1</sup> This *Diagnostic Questionnaire* is focused on *corporate culture*—the values and behavior norms shared across the management levels of an organization. If you would like to use the *Diagnostic Questionnaire* to diagnose sub-unit or employee culture, you need to make appropriate changes to the wording of the items.

<sup>2</sup> Nathan/Tyler grants permission to the viewer to copy this *Corporate Culture Diagnostic Questionnaire* for the purpose specified.

# PART 1: CURRENT CORPORATE CULTURE

Please read the statements listed below. Then for each item, indicate the extent to which you agree with the statement by circling the number on the 1-to-5 scale that best reflects your response.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. Around here, managers insist that all employees be fairly treated.	1	2	3	4	5
2. It is very important to the management that customers receive real value for their money.	1	2	3	4	5
3. Managers place a consistent emphasis on productivity around here.	1	2	3	4	5
4. In this company, managers get upset if customer problems and requests are not handled in a timely way.	1	2	3	4	5
5. In this organization, managers are very committed to treating everyone with dignity and respect.		2	3	4	5
6. All the managers around here are concerned with managing costs down and increasing profits over the long term.	1	2	3	4	5
7. In this organization, managers place a lot of emphasis on consistently meeting customers' real wants and needs.	1	2	3	4	5
8. Managers work hard to ensure that people's compensation reflects their "fair share."	1	2	3	4	5
9. Managers around here are concerned with providing shareholders with a better-than-average return on their investment.	1	2	3	4	5
10. In this organization, managers insist on listening carefully and with an open mind to feedback from customers.	1	2	3	4	5
11. Around here, managers consistently emphasize fairly rewarding good performance.	1	2	3	4	5
12. In this organization, managers get upset if we waste the company's assets.	1	2	3	4	5
13. The management places a high priority on living up to its commitments to employees.	1	2	3	4	5
14. Managers are encouraged to pay close attention to how their actions impact the company's stock price.	1	2	3	4	5
15. Managers work hard to take advantage of technology changes in order to offer new and better services to customers.	1	2	3	4	5

# PART 1: CURRENT CORPORATE CULTURE (CONTINUED)

Please read the statements listed below. Then for each item, indicate the extent to which you agree with the statement by circling the number on the 1-to-5 scale that best reflects your response.

**Managers around here really believe in...**

Strongly Disagree      Disagree      Neither Agree Nor Disagree      Agree      Strongly Agree

16. recognizing and rewarding people for successfully implementing the corporate vision.	1	2	3	4	5
17. constantly communicating the direction in which people should go.	1	2	3	4	5
18. keeping in touch with the needs of internal and external customers, shareholders, and employees.	1	2	3	4	5
19. communicating the vision (of the firm, the division, the department) in a clear, simple, and powerful way.		2		4	5
20. involving people in deciding how to implement visions and strategies.	1	2	3	4	5
21. constantly challenging assumptions and "conventional wisdom."	1	2	3	4	5
22. behaving in ways that are consistent with the vision they are communicating.	1	2	3	4	5
23. providing coaching and feedback to guide people in achieving the vision.	1	2	3	4	5
24. communicating the vision in a way that connects to people's individual values.	1	2	3	4	5
25. creating a vision for the company, the division, or the department that is both exciting and sensible.	1	2	3	4	5
26. providing enthusiastic support to people in their efforts to accomplish important goals.	1	2	3	4	5
27. demonstrating personal commitment to the company's vision and strategy.	1	2	3	4	5
28. developing realistic strategies for accomplishing their vision.	1	2	3	4	5

# PART 2: REQUIRED CORPORATE CULTURE

Please read the statements listed below. Then for each item, indicate how important you feel each item is to your organization's success in the future. Circle the number on the 1-to-5 scale that best reflects your response.

**The firm's future success depends on managers...**

Not Important      Somewhat Important      Important      Very Important      Critical

1. insisting that all employees be fairly treated.	1	2	3	4	5
2. ensuring that customers receive real value for their money.	1	2	3	4	5
3. emphasizing productivity.	1	2	3	4	5
4. handling customer problems and requests in a timely way.	1	2	3	4	5
5. treating everyone with dignity and respect.	1	2	3	4	5
6. managing costs down and increasing profits over the long term.	1	2	3	4	5
7. emphasizing consistently meeting customers' real wants and needs.	1	2	3	4	5
8. ensuring that people's compensation reflects their "fair share."	1	2	3	4	5
9. providing shareholders with a better-than-average return on their investment.	1	2	3	4	5
10. listening carefully and with an open mind to feedback from customers.	1	2	3	4	5
11. emphasizing fairly rewarding good performance.	1	2	3	4	5
12. not wasting the company's assets.	1	2	3	4	5
13. placing a high priority on living up to its commitments to employees.	1	2	3	4	5
14. paying close attention to how their actions impact the company's stock price.	1	2	3	4	5
15. taking advantage of technology changes in order to offer new and better services to customers.	1	2	3	4	5

## PART 2: REQUIRED CORPORATE CULTURE (CONTINUED)

Please read the statements listed below. Then for each item, indicate how important you feel each item is to your organization's success in the future. Circle the number on the 1-to-5 scale that best reflects your response.

### The firm's future success depends on managers really believing in...

	Not Important	Somewhat Important	Important	Very Important	Critical
16. recognizing and rewarding people for successfully implementing the corporate vision.	1	2	3	4	5
17. constantly communicating the direction in which people should go.	1	2	3	4	5
18. keeping in touch with the needs of internal and external customers, shareholders, and employees.	1	2	3	4	5
19. communicating the vision (of the firm, the division, the department) in a clear, simple, and powerful way.	1	2	3	4	5
20. involving people in deciding how to implement visions and strategies.	1	2	3	4	5
21. constantly challenging assumptions and "conventional wisdom."	1	2	3	4	5
22. behaving in ways that are consistent with the visions they are communicating.	1	2	3	4	5
23. providing coaching and feedback to guide people in achieving the vision.	1	2	3	4	5
24. communicating the vision in a way that connects to people's individual values.	1	2	3	4	5
25. creating a vision for the company, the division, or the department that is both exciting and sensible.	1	2	3	4	5
26. providing enthusiastic support to people in their efforts to accomplish important goals.	1	2	3	4	5
27. demonstrating personal commitment to the company's vision and strategy.	1	2	3	4	5
28. developing realistic strategies for accomplishing their vision.	1	2	3	4	5