

Culture Survey

Pathological Culture			Bureaucratic Culture			Generative Culture		
<i>In my flight department, new information is actively sought and encouraged....</i>								
“Information is power” mentality Compartmentalization			Information shared when asked			Information freely shared & accepted by others		
1	2	3	4	5	6	7	8	9
<i>In my flight department, failed or struggling programs are not seen as failures but rather as learning opportunities....</i>								
Failure leads to blame, scapegoating or silence			Failure leads to finding responsible party			Failure results in inquiry & leads to continuous improvement		
1	2	3	4	5	6	7	8	9
<i>In my flight department, messengers of department inefficiencies are not punished but rather rewarded....</i>								
Messengers are shot			Messengers are neglected or ignored			Messengers are actively encouraged		
1	2	3	4	5	6	7	8	9
<i>In my flight department, responsibilities for failures and success are shared from front line workers to executive management....</i>								
Finger pointing, responsibilities shirked or transferred			“It was not my fault” attitude, No one accepts responsibility			Everyone accepts fault for their part in the failure		
1	2	3	4	5	6	7	8	9
<i>In my flight department, cross-functional collaboration (pilots, mechanics, crewmembers, management, admin) is encouraged and rewarded....</i>								
Low co-operation, collaboration discouraged			Modest co-operation, collaboration tolerated			High co-operation, collaboration encouraged		
1	2	3	4	5	6	7	8	9
<i>In my flight department, new ideas or programs are welcomed and embraced....</i>								
Novel or new idea/programs are crushed			Novelty can lead to problems or wasted time			Novelty is encouraged and implemented		
1	2	3	4	5	6	7	8	9

Total score _____

Instructions

This survey provides a rough idea of where your organizational culture might fit on the Culture Evolution continuum from Pathological, to Bureaucratic, to Generative.

The overall score might indicate the culture within your organization. To evaluate your culture more thoroughly a comprehensive audit might be necessary. The research paper titled “Developing safety culture measurement tools and techniques based on site audits rather than questionnaires” by Dr. Mark Fleming, Saint Mary’s University, Halifax, Nova Scotia, provides guidance on how to perform culture audits.

For a rough assessment add the total scores together from each survey complete. Divide the totals by the number of persons taking the survey to get an overall average score. See example below:

Three surveys are completed.

survey #1 total score = 35

survey #2 total score = 25

survey #3 total score = 20

$(35 + 25 + 20) = 80 / 3 = 26.67$ Bureaucratic Culture

Compare your average to the table below.

0-22 overall average score	Pathological Culture
22-38 overall average score	Bureaucratic Culture
38-54 overall average score	Generative Culture

Values closer to the lower end of a scale, for example 38 on the generative scale, would indicate a “weaker” generative culture. Values on the upper end of the same scale would indicate a “stronger” generative culture.