

# Organizational Culture Diagnostic Instrument (OCDI)

## Measuring what matters

When it comes to safety performance, culture matters. Organizational research shows that the attributes that distinguish high-performing organizations from mid- to low-level performers are identifiable, measurable—and actionable. BST's validated Organizational Culture Diagnostic Instrument (OCDI) helps leaders and other stakeholders gain an accurate picture of these critical characteristics and use the results to design an effective change strategy.

The OCDI measures a specific set of factors that are predictive of performance—factors upstream of the cultural artifacts that most employee surveys assess. Using a comprehensive methodology that applies surveys, focus groups, and interviews, the OCDI gives leaders an impartial profile of their organization's culture and safety climate in sufficient detail for effective analysis and action.



# Features

## Creating a Culture that Supports Safety



The Organizational Culture Diagnostic Instrument (OCDI) measures nine culture characteristics predictive of safety performance.

### Measure culture factors predictive of safety performance

Drawn from an exhaustive analysis of research literature spanning 25 years, the OCDI comprises nine distinct factors of organizational culture that predict business outcomes, including safety.

### Results correlate to job satisfaction, absenteeism, and other performance variables

High-performing organizations tend to be good at many things. The OCDI measures characteristics that predict performance across business functions.



### About Us

We are consultants and business partners to many of the world's largest chemical, oil and gas, transportation, utility, pharmaceutical, and agriculture companies. Through a transformational approach, we guide clients in evolving both their organizational culture and their operational environment, enabling them to reduce exposures and injuries, save lives, protect assets—and in the process, achieve higher performance. DEKRA Insight represents the collective expertise of our legacy businesses, each an institution in safety.



[www.dekra-insight.com](http://www.dekra-insight.com)

©2016 DEKRA Insight. All rights reserved. All trademarks are owned by DEKRA Insight, reg. U.S. Pat. & Tm. Off.; reg. OHIM and other countries as listed on our website.

# Features

## Review multiple demographic variables

OCDI data can be sorted to provide a diagnostic profile for individual parts of the organization, including breakdown by job level or family, employment status/shift, and years worked in the organization.

## Understand the connection between culture and behavior

The OCDI is administered in conjunction with focus groups and interview with organizational leaders, managers, and employees in order to prove perceptions of the culture and safety climate. BST consultants gather behavioral examples that illustrate how the organization's culture influences the behavior of individuals and workgroups.

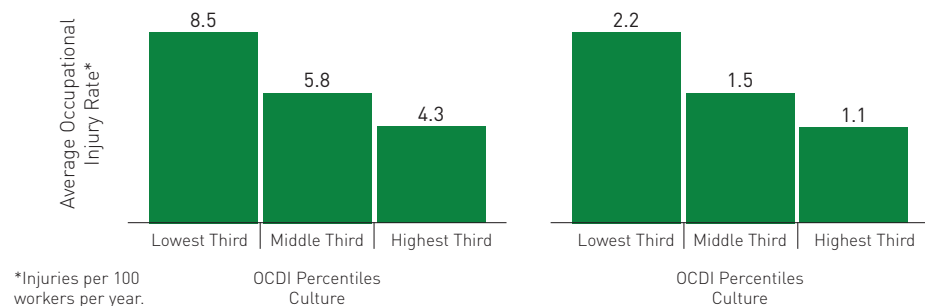
## Rank your culture against industry

Over 2,200 sites (made up of over 350,000 employees) have administered the OCDI. An

individual organization's diagnostic results are measured against this norms database to establish a percentile comparison. OCDI scores allow leaders to identify appropriate targets for improvement. They also reveal how your organization ranks in comparison to hundreds of organizations that have administered the instrument.

## Unmatched research base, validity, and correlation

Unlike other tools that simply survey perceptions, the OCDI highlights gaps in the culture that directly relate to safety outcomes. In a study of 94 organizations spanning eight different countries and 18 different industries, the companies that scored highly on the OCDI had lower injury rates, while the companies that had low scores on the OCDI had higher injury rates. The implications of the study are straightforward: Higher OCDI scores predict lower injury rates.



Sites with higher scores on the OCDI have lower injury rates than sites with lower scores (left). This is true even among sites that already have injury rates under 3.0 (right). Source: BST Study.



## About Us

We are consultants and business partners to many of the world's largest chemical, oil and gas, transportation, utility, pharmaceutical, and agriculture companies. Through a transformational approach, we guide clients in evolving both their organizational culture and their operational environment, enabling them to reduce exposures and injuries, save lives, protect assets—and in the process, achieve higher performance. DEKRA Insight represents the collective expertise of our legacy businesses, each an institution in safety.



[www.dekra-insight.com](http://www.dekra-insight.com)

©2016 DEKRA Insight. All rights reserved. All trademarks are owned by DEKRA Insight, reg. U.S. Pat. & Tm. Off.; reg. OHIM and other countries as listed on our website.

## Methodology & Application

BST developed the Organizational Culture Diagnostic Instrument by analyzing more than 100 studies of organizational performance conducted during the past 25 years. Scales on the OCDI measure distinct factors of organizational culture that consistently predict business outcomes.

## Administration

The diagnostic is implemented through a combination of web-based surveys and focus groups. Survey data are combined with data from interviews with organizational leaders, managers, and employees to assure a complete picture of current functioning and to help articulate the link between culture and the behavior of individuals and workgroups.

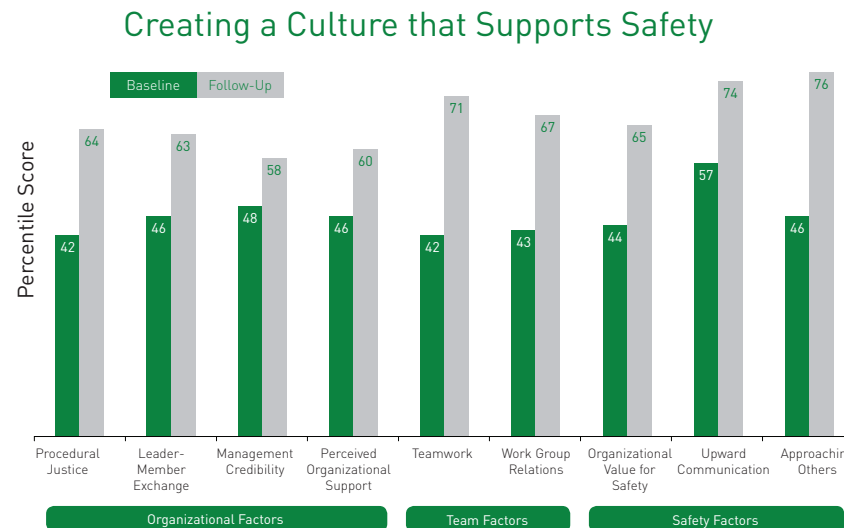
## Results

Data compiled from the OCDI establish a highly accurate picture of the organization's current culture and safety climate. Data can be sorted by a number of demographic variables,

allowing the granularity necessary to make strategic decisions that reduce the organization's exposure to injuries. OCDI results also provide an impartial perspective on the cultural strengths and challenges facing safety performance improvement efforts in the organization.

## Application

Assessment results reveal cultural strengths and challenges that have a direct impact on performance—making them an important part of an ongoing strategy for improving safety performance. In addition to benchmarking the current culture, organizations typically re-administer the OCDI at intervals of 18-24 months to track progress over time.



On average, clients see more than a 20 point percentage gain across the nine factors proven to be important for organizational functioning following work with BST.



## About Us

We are consultants and business partners to many of the world's largest chemical, oil and gas, transportation, utility, pharmaceutical, and agriculture companies. Through a transformational approach, we guide clients in evolving both their organizational culture and their operational environment, enabling them to reduce exposures and injuries, save lives, protect assets—and in the process, achieve higher performance. DEKRA Insight represents the collective expertise of our legacy businesses, each an institution in safety.



[www.dekra-insight.com](http://www.dekra-insight.com)

©2016 DEKRA Insight. All rights reserved. All trademarks are owned by DEKRA Insight, reg. U.S. Pat. & Tm. Off.; reg. OHIM and other countries as listed on our website.

## Organizational Factors

Considered the four pillars of culture, these dimensions are not specific to safety, but have to do with organizational functioning considered broadly.

Low scores correlate to disengagement, low levels of initiative, absenteeism, and formal relations between superior and subordinate.

High scores correlate to mutual trust and respect, good two-way communication, commitment to the organization and the safety mission, overall job satisfaction and fewer injuries.

### Procedural Justice

Do my superiors use fair procedures and methods when making decisions that impact me?

### Leader-Member Exchange

Is there a two-way street between my superior and me such that he or she will help me out at her expense (and me for him)?

### Management Credibility

Does my superior know what he or she is talking about and does he “walk the talk”? Is she as good as her word?

### Perceived Organizational Support

Does the organization value me as an individual? Does it really care about me?

## Team Factors

Low scores in these dimensions correlate to hostile exchanges between team members, reluctance to take risks interpersonally, higher turnover, and resistance to authority.

High scores correlate to higher team member satisfaction with other team members, the work, and superiors, greater likelihood of helping out, higher performance, higher levels of safety involvement, and fewer working interface exposures.

### Teamwork

How well does my work group function as a team to get the job done?

### Work Group Relations

How well do the people on my team get along?

## Safety-Specific Factors

Low scores correlate to employees being more likely to attribute the cause of accidents to situational elements even when worker behavior was a major factor.

High scores correlate to higher levels of involvement and initiative, lower injury rates, higher levels of injury reporting, higher individual commitment to safety, and greater likelihood that workers will raise safety concerns.

### Organizational Value for Safety

Does the organizational climate demonstrate safety as a value?

### Upward Communication

Am I willing to communicate to my superiors about my safety concerns? Is such communication welcome?

### Approaching Others

Am I willing to communicate to my peers that what they are doing jeopardizes their safety or the safety of others?



## About Us

We are consultants and business partners to many of the world's largest chemical, oil and gas, transportation, utility, pharmaceutical, and agriculture companies. Through a transformational approach, we guide clients in evolving both their organizational culture and their operational environment, enabling them to reduce exposures and injuries, save lives, protect assets—and in the process, achieve higher performance. DEKRA Insight represents the collective expertise of our legacy businesses, each an institution in safety.



RussellConsulting\*

[www.dekra-insight.com](http://www.dekra-insight.com)

©2016 DEKRA Insight. All rights reserved. All trademarks are owned by DEKRA Insight, reg. U.S. Pat. & Tm. Off.; reg. OHIM and other countries as listed on our website.