

Demo PDA

21/05/2022

This Report is a product of PDA International.
PDA International is the leading provider of applied
behavioural assessments for the selection,
management and development of talent.

PDA International®

©2004 PDA International

ABOUT THIS REPORT

Definition:

The PDA Organisational Culture Questionnaire is a tool used to analyse an organisation's culture from the behavioural perspective, allowing us to study the cultural styles present within an organisation in order to identify gaps between the current culture and the desired culture.

Objectives:

- Provide deep insight into the organisational culture analysed, both in general as well as by sector and rank (*)
- Provide detailed descriptions and analysis of gaps that provide a road map for cultural change
- Display strengths and potential challenges to successfully bring about cultural change

Contents:

- Description of the PDA Cultural Model and PDA cultural tendencies
- Results of the survey performed
- An analysis guide that will help you interpret the results of this document

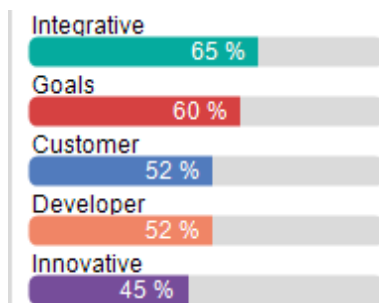
(*) It's important to remember in all cases that the opinions conveyed in this analysis were provided by people who completed the PDA Organisational Culture Questionnaire. Their statistical representativeness will depend on the number of people assessed compared to the total group and the manner in which the group or groups of participants were selected.

CULTURAL MAP | SUMMARY OF RESULTS

Undertaking a cultural transformation process is similar to embarking on a journey. We need to know our point of departure and our destination. If we don't have this information, it's likely that our journey won't lead us to where we want to go.

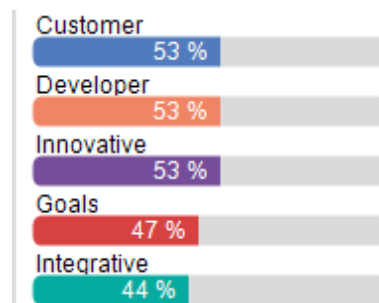
CURRENT CULTURE

The organisation is here:



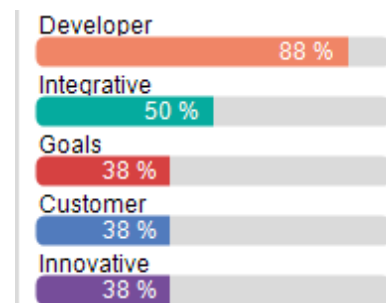
DESIRED CULTURE

The people want to work here:



IDEAL CULTURE

The executives want to lead the organisation here:



GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
<ul style="list-style-type: none"> - Planning - Dynamism - Determination - Expeditionousness - Assertiveness - Commitment to goals - Focus - Speed - Meritocracy - Risk 	<ul style="list-style-type: none"> - External focus - Service - Kindness - Ability to respond - External orientation - Listening - Relationship - Trust - Empathy - Patience 	<ul style="list-style-type: none"> - Development - Security - Respect - Balance - Diversity - Relationships - Happiness - Generosity - Cooperation - Dependability 	<ul style="list-style-type: none"> - Collaboration - Internal customer - Teamwork - Interpersonal relationships - Interdependence - Generosity - Cooperation - Dependability - Diversity - Mutual understanding 	<ul style="list-style-type: none"> - Entrepreneurship - Learning - Creativity - Pursuit of excellence - Growth - Innovation - Independence - Curiosity - Candour - Courage

Ideal Culture: is the cultural tendency desired or required by the company's executives.

Desired Culture: is the cultural tendency desired or preferred by the company's employees.

Current Culture: is the cultural tendency identified as the most common one at present by all people that work for the company.

DESCRIPTIVE SUMMARY OF CULTURES



GOAL-ORIENTED CULTURE

It is defined as a culture that places emphasis on tasks and problem-solving. People at these organisations are competitive, perfectionists and own up to their mistakes. Goals are communicated in a clear way, and people are rewarded for accomplishing them based on individual performance.



CUSTOMER-ORIENTED CULTURE

This culture is persistent and oriented to the outer world in its approach to work. Decisions based on the impact on customers take precedence and internal processes are streamlined to improve the customer experience. Active listening and fluid communication are valued in both internal and customers relations.



DEVELOPER CULTURE

This tendency places people at the centre of operations. There is an underlying belief that all people respond best and contribute the most in a workplace environment where they feel valued. Constructive challenges are encouraged and everyone's input is valued. Efforts are dedicated to the development of skills and abilities that individuals need to grow personally and professionally.



INTEGRATIVE CULTURE

This culture is characterised by its high level of listening and empathy towards others. It places the common good before the good of the individual; therefore, when decisions are made, the entire team is considered. People are good team leaders but also good team members. Reward policies encourage individuals to promote the success of others.



INNOVATIVE CULTURE

This culture seeks to bring about innovation, develop creative ideas and ensure continuous improvement. With this purpose, teams are formed according to projects, with a collaborative spirit where people's experience and contributions are valued, regardless of position or rank. Mistakes are considered to be a fundamental to success, thus experimentation and calculated risk taking are encouraged.

The combination of cultures is extremely rich information for cultural analysis. For example: an organisation in which the current culture is goal-oriented first and customer-oriented second is very different from an organisation in which the current culture is goal-oriented first and innovative second.

Remember, an organisation has a specific combination of cultural tendencies. This means that, within the organisation, we should be able to identify characteristics associated with each of the 5 tendencies, albeit at different intensities. The greater the intensity of a cultural trend within an organisation, the more visible and stable the features of its dimensions.



PDA ORGANISATIONAL CULTURE SURVEY RESULTS

KEY DEFINITIONS FOR READING RESULTS

Ideal Culture: is the cultural tendency desired or required by the company's executives.

Desired Culture: is the cultural tendency desired or preferred by the company's employees.

Current Culture: is the cultural tendency identified as the most common one at present by all people that work for the company.

DESCRIPTIVE SUMMARY OF CULTURES



GOAL-ORIENTED CULTURE

It is defined as a culture that places emphasis on tasks and problem-solving. People at these organisations are competitive, perfectionists and own up to their mistakes. Goals are communicated in a clear way, and people are rewarded for accomplishing them based on individual performance.



CUSTOMER-ORIENTED CULTURE

This culture is persistent and oriented to the outer world in its approach to work. Decisions based on the impact on customers take precedence and internal processes are streamlined to improve the customer experience. Active listening and fluid communication are valued in both internal and customers relations.



DEVELOPER CULTURE

This tendency places people at the centre of operations. There is an underlying belief that all people respond best and contribute the most in a workplace environment where they feel valued. Constructive challenges are encouraged and everyone's input is valued. Efforts are dedicated to the development of skills and abilities that individuals need to grow personally and professionally.



INTEGRATIVE CULTURE

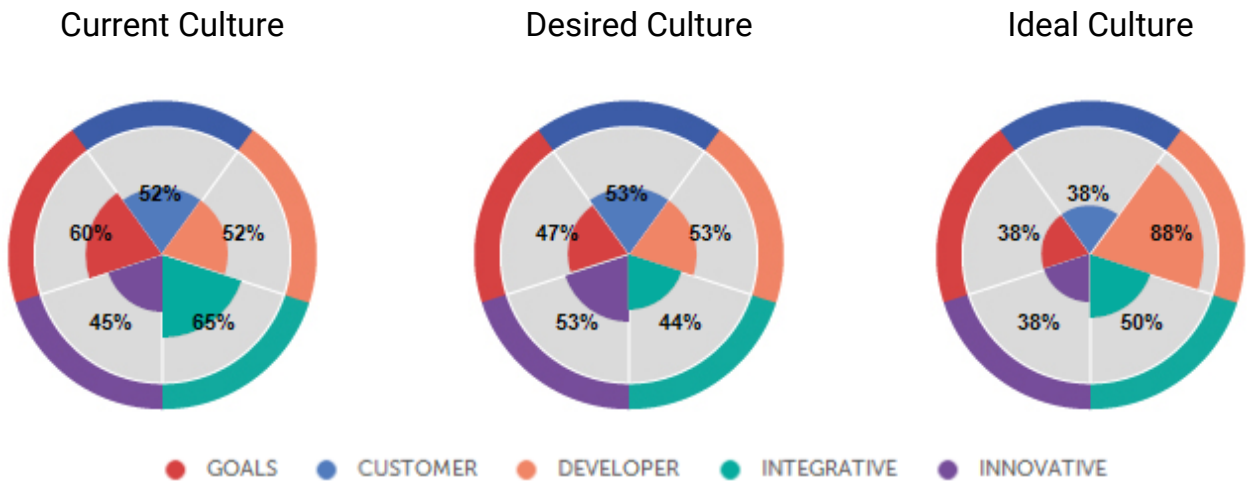
This culture is characterised by its high level of listening and empathy towards others. It places the common good before the good of the individual; therefore, when decisions are made, the entire team is considered. People are good team leaders but also good team members. Reward policies encourage individuals to promote the success of others.



INNOVATIVE CULTURE

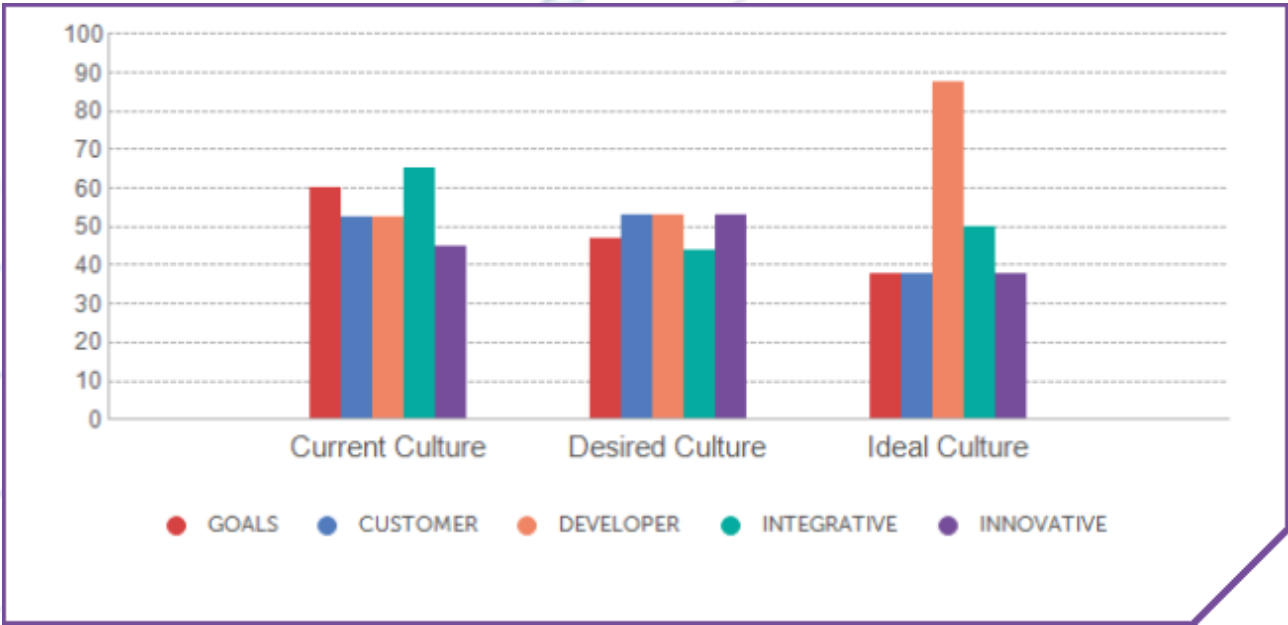
This culture seeks to bring about innovation, develop creative ideas and ensure continuous improvement. With this purpose, teams are formed according to projects, with a collaborative spirit where people's experience and contributions are valued, regardless of position or rank. Mistakes are considered to be a fundamental to success, thus experimentation and calculated risk taking are encouraged.

GENERAL RESULTS



(*) Each culture can manifest at a company anywhere from 0-100%. The following results show the intensity of each cultural tendency in the organisational structure.

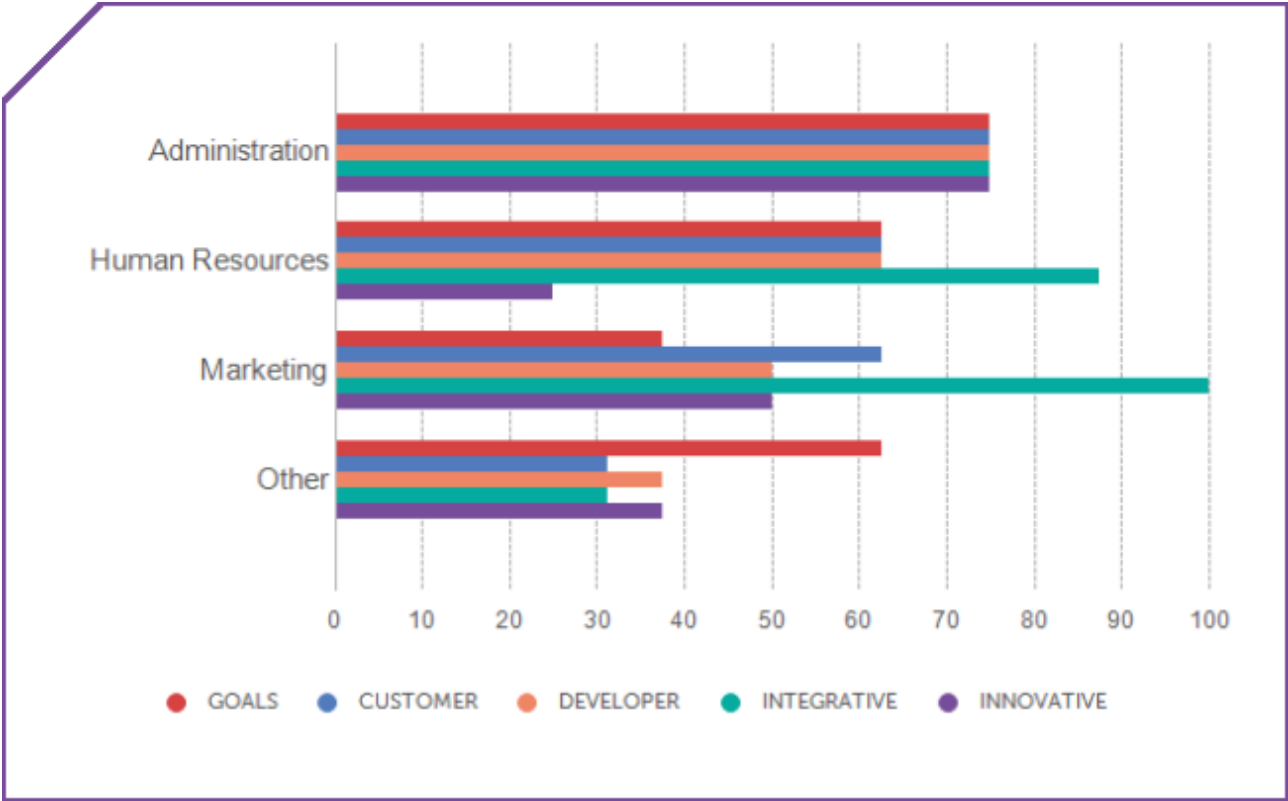
COMPARISON BETWEEN CULTURES



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	60%	52%	52%	65%	45%
Desired Culture	47%	53%	53%	44%	53%
Ideal Culture	38%	38%	88%	50%	38%

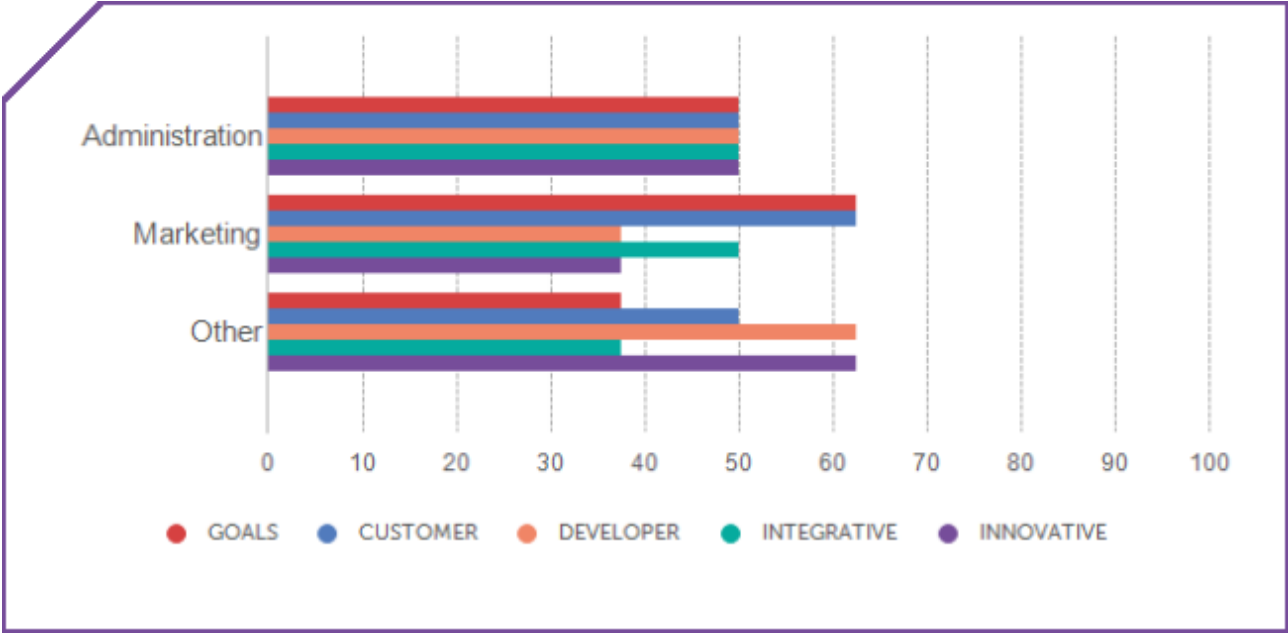
RESULTS BY SECTOR

CURRENT CULTURE BY SECTOR



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Administration	75%	75%	75%	75%	75%
Human Resources	62%	62%	62%	88%	25%
Marketing	38%	62%	50%	100%	50%
Other	62%	31%	38%	31%	38%

DESIRED CULTURE BY SECTOR



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Administration	50%	50%	50%	50%	50%
Marketing	62%	62%	38%	50%	38%
Other	38%	50%	62%	38%	62%

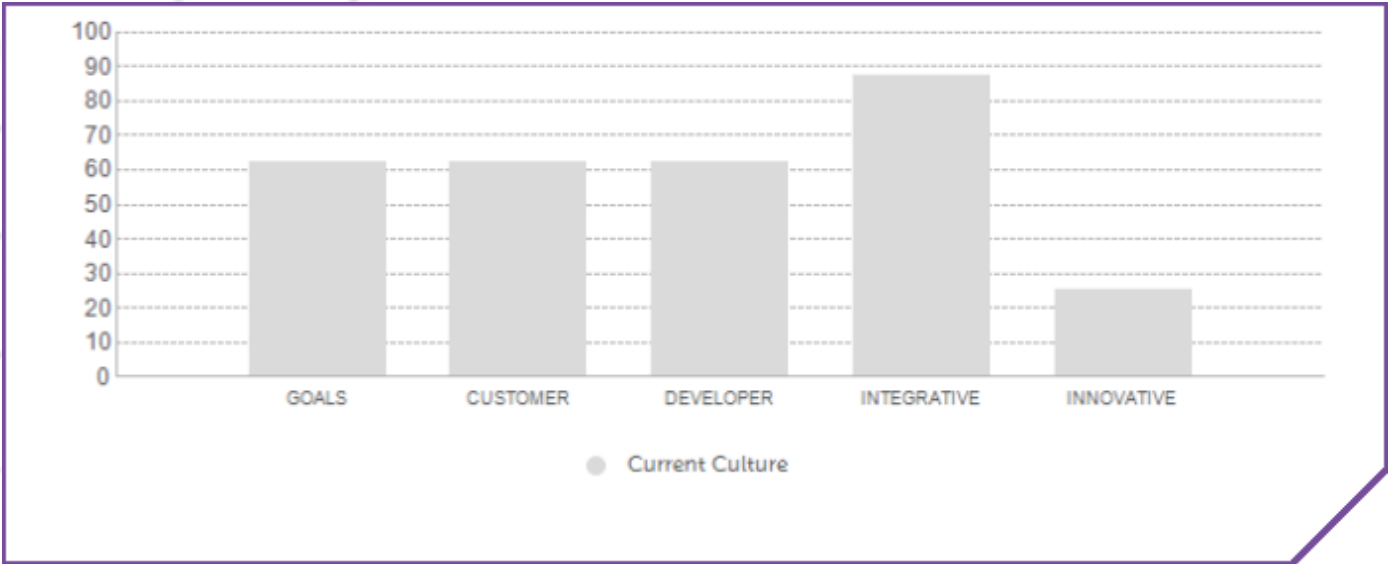
COMPARISON BETWEEN CULTURES BY SECTOR

ADMINISTRATION



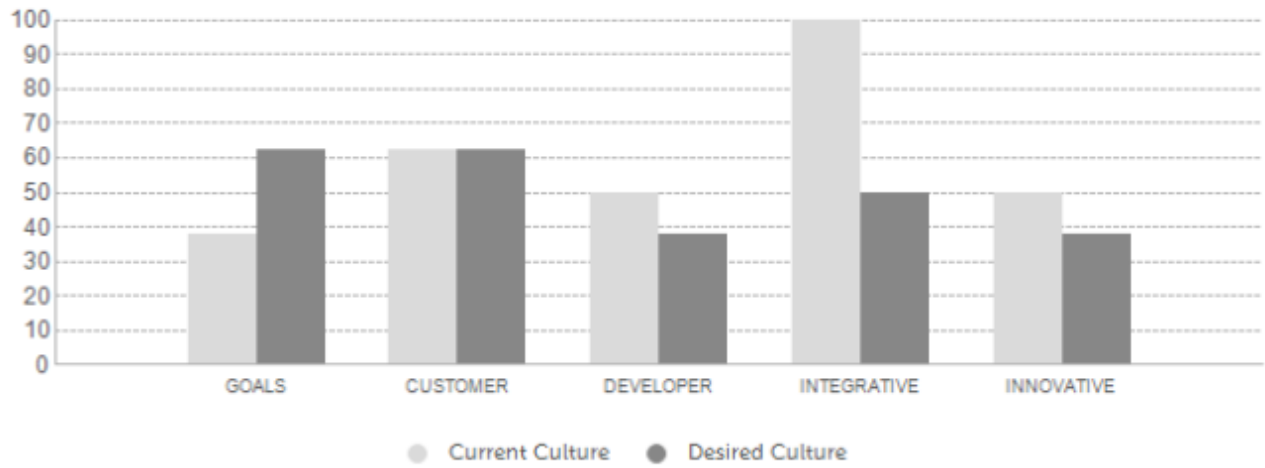
	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	75%	75%	75%	75%	75%
Desired Culture	50%	50%	50%	50%	50%

HUMAN RESOURCES



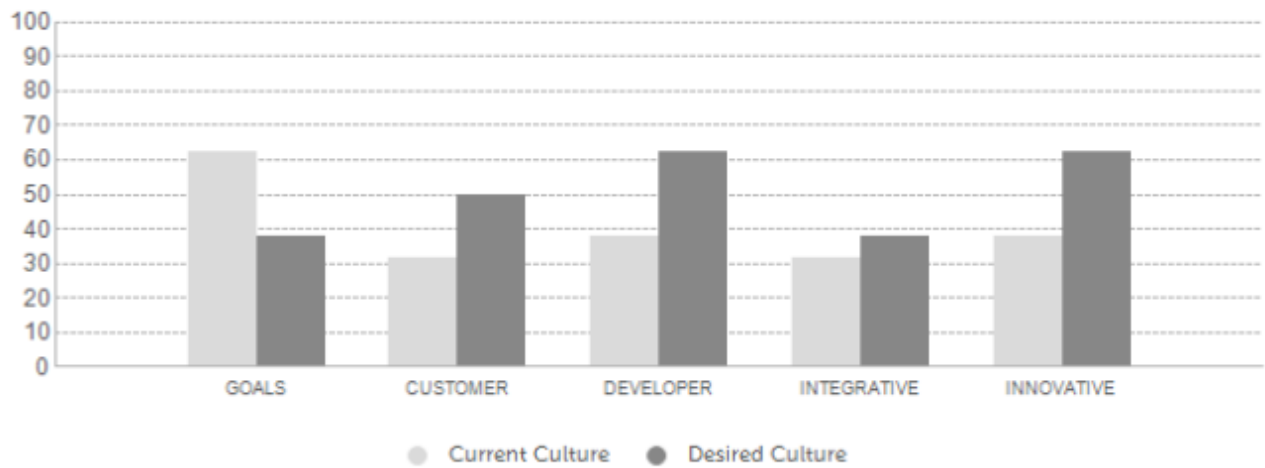
	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	62%	62%	62%	88%	25%

MARKETING



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	38%	62%	50%	100%	50%
Desired Culture	62%	62%	38%	50%	38%

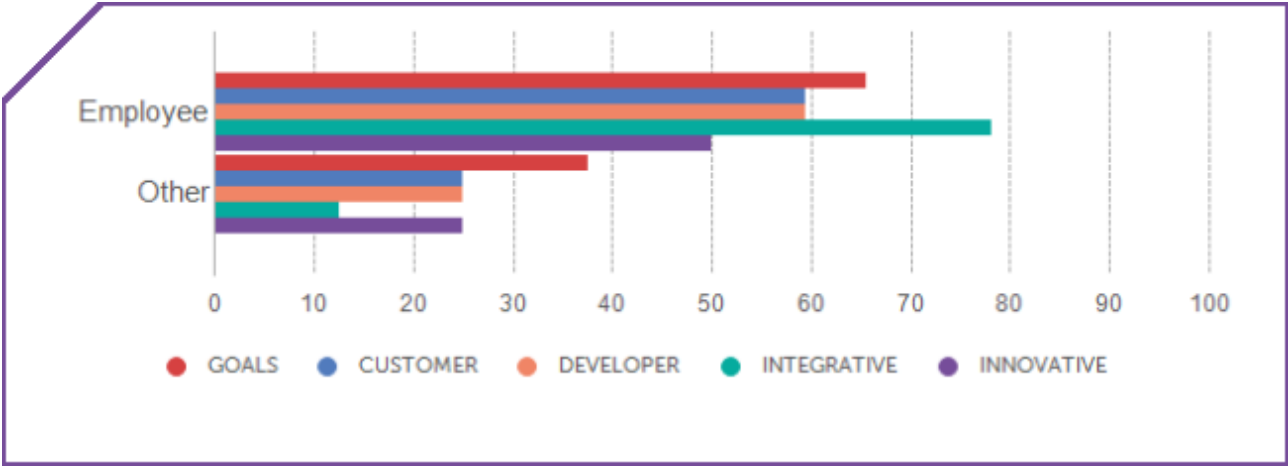
OTHER



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	62%	31%	38%	31%	38%
Desired Culture	38%	50%	62%	38%	62%

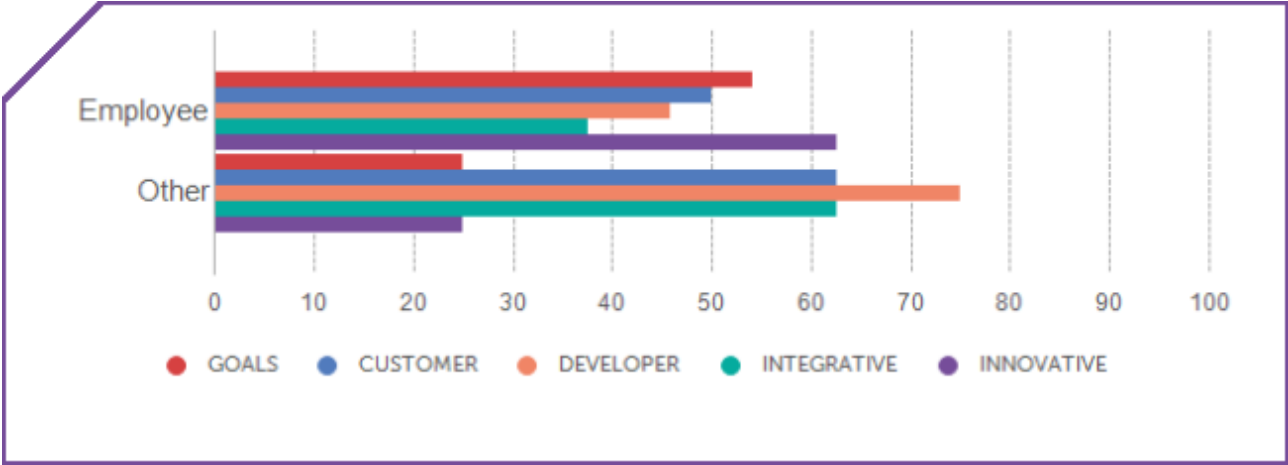
RESULTS BY LEVEL OF RESPONSIBILITY

CURRENT CULTURE BY LEVEL OF RESPONSIBILITY



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Employee	66%	59%	59%	78%	50%
Other	38%	25%	25%	12%	25%

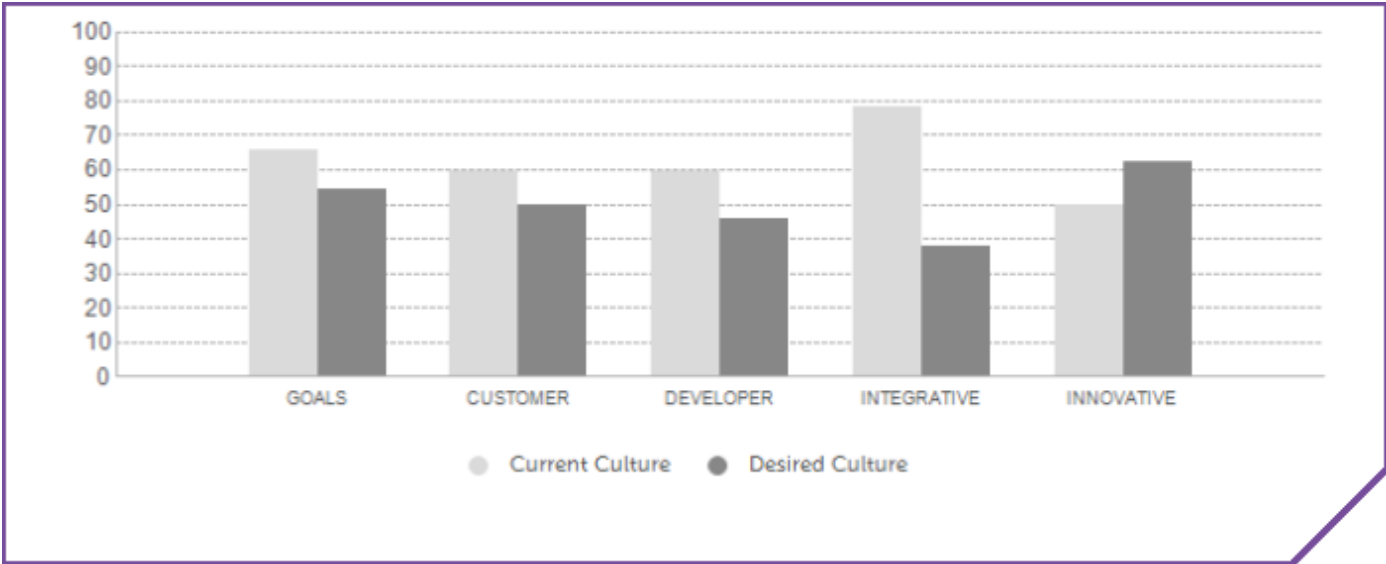
DESIRED CULTURE BY LEVEL OF RESPONSIBILITY



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Employee	54%	50%	46%	38%	62%
Other	25%	62%	75%	62%	25%

COMPARISON BETWEEN CULTURES BY LEVEL OF RESPONSIBILITY

EMPLOYEE



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	66%	59%	59%	78%	50%
Desired Culture	54%	50%	46%	38%	62%

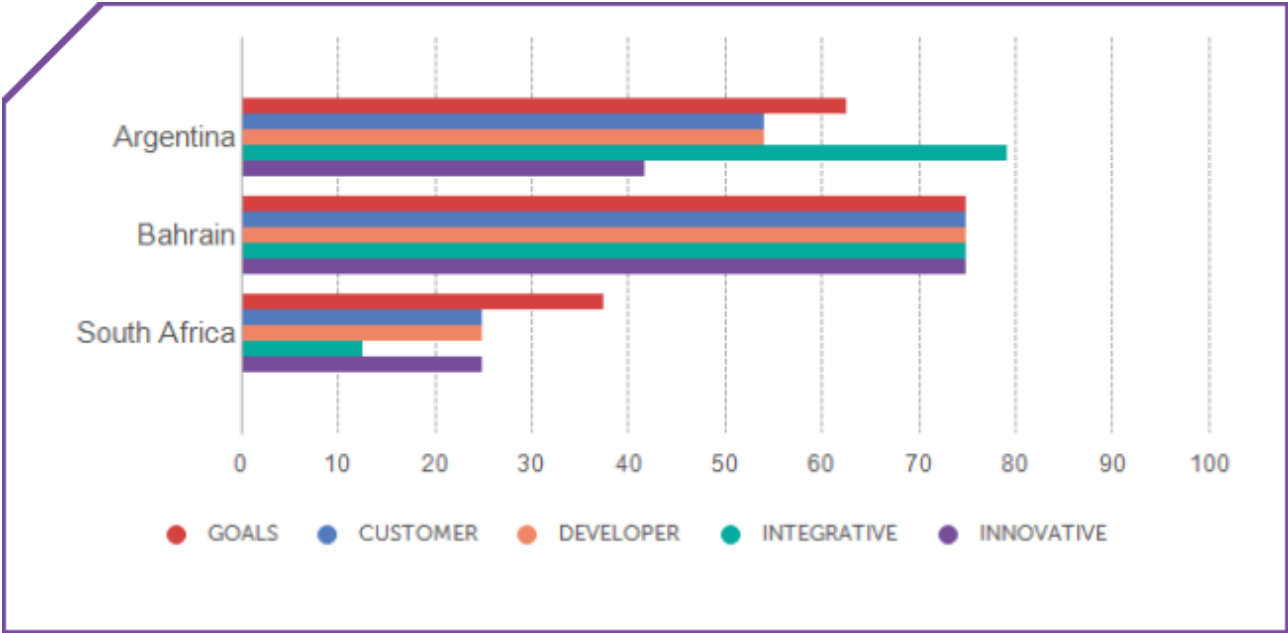
OTHER



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	38%	25%	25%	12%	25%
Desired Culture	25%	62%	75%	62%	25%

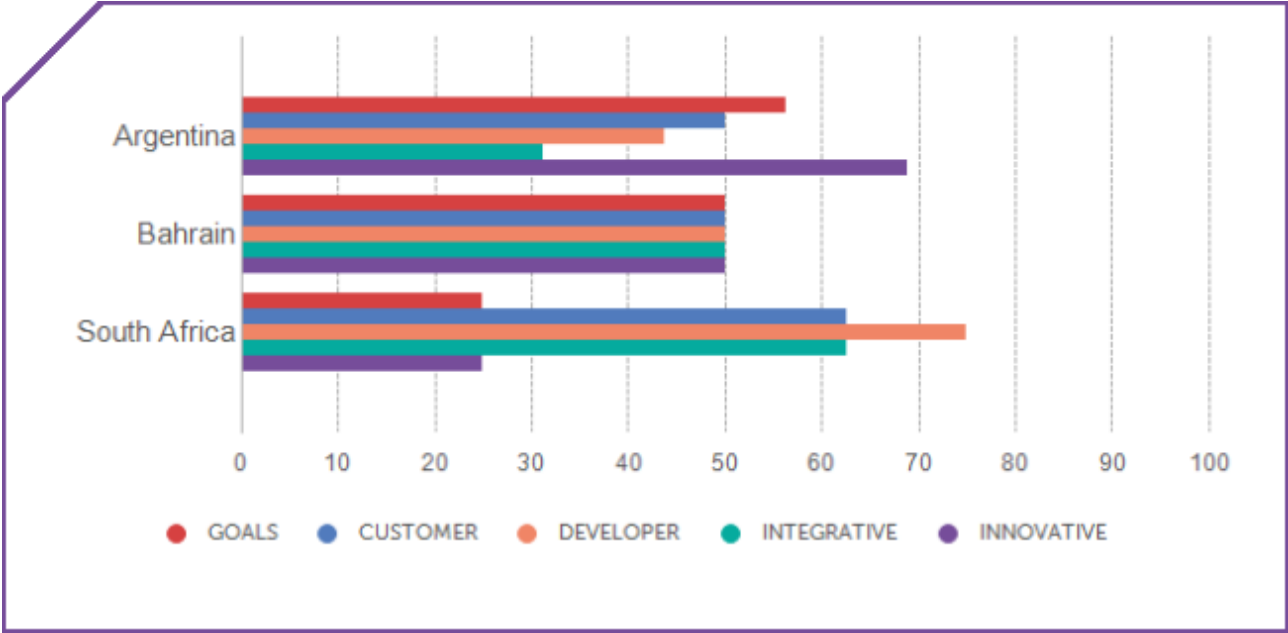
RESULTS BY COUNTRY

CURRENT CULTURE BY COUNTRY



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Argentina	62%	54%	54%	79%	42%
Bahrain	75%	75%	75%	75%	75%
South Africa	38%	25%	25%	12%	25%

DESIRED CULTURE BY COUNTRY



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Argentina	56%	50%	44%	31%	69%
Bahrain	50%	50%	50%	50%	50%
South Africa	25%	62%	75%	62%	25%

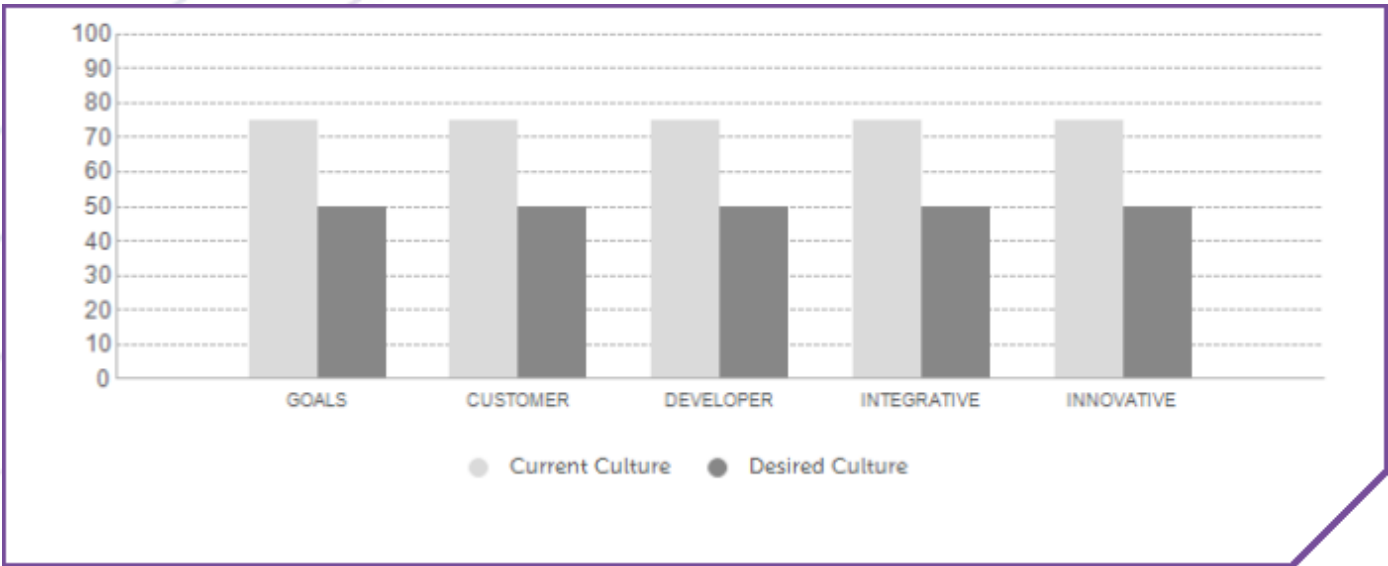
COMPARISON BETWEEN CULTURES BY COUNTRY

ARGENTINA



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	62%	54%	54%	79%	42%
Desired Culture	56%	50%	44%	31%	69%

BAHRAIN



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	75%	75%	75%	75%	75%
Desired Culture	50%	50%	50%	50%	50%

SOUTH AFRICA



	GOALS	CUSTOMER	DEVELOPER	INTEGRATIVE	INNOVATIVE
Current Culture	38%	25%	25%	12%	25%
Desired Culture	25%	62%	75%	62%	25%

(*) It has been decided that this report will not display the results according to participant gender so as to preclude any interpretation of the information that might infringe upon gender diversity. The information related to gender dispersion can be found in the report's technical data.

WHAT DO WE MEAN BY ORGANISATIONAL CULTURE?

An organisation's culture is the set of symbols, systems, behaviours, beliefs, values, own languages, traditions and stories that exist therein, formally or informally defined and structured, and which provide the criteria used to guide behaviour within the organisation.

Organisational culture has become the core of how organisations operate and is an invisible source of energy. So, studying and understanding it is key to effectively managing internal processes and achieving the organisation's vision.

These different components of culture are often apparent to the members of the organisation, who after recognising them, often value

and even internalise them, modifying their own behaviour to effectively adapt to the organisation's culture.

The culture of an organisation affects how its energy is channelled to achieve its goals. Therefore, it is a variable in and key means of making the changes that are needed to achieve its ultimate goal of aligning culture with strategy.

If an organisation's culture is aligned with its goals, it can become a competitive advantage and "strategic asset" that leads to success. In contrast, if the culture is not aligned, there will be a greater likelihood of inefficiencies, downturns in performance and loss of effectiveness in achieving objectives.

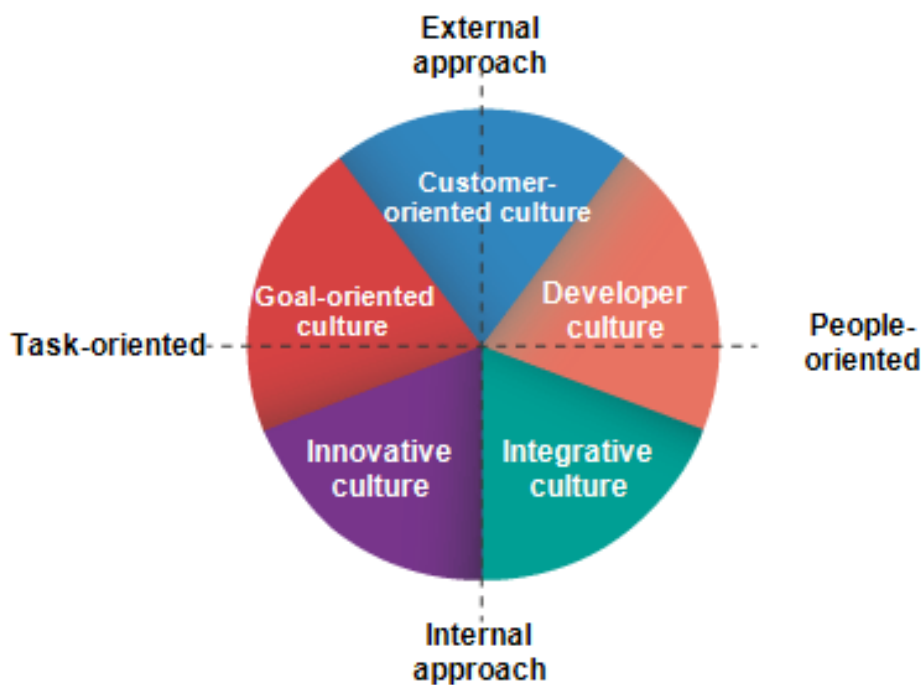
THE PDA CULTURAL MODEL

The PDA Cultural Model is theoretically based on the conceptual foundations of the PDA Assessment, based on William Marston's Theory of Personality (described in his book *Emotions of Normal People*) and the contributions to organisational culture theory made by Carolyn Taylor in her book *Walking The Talk*.

Drawing from both approaches, PDA International developed the PDA Cultural Model, contributing the behavioural approach to cultural studies. This analysis aims

to add a particular vision, based on perception and behaviour, which when complemented by other techniques will allow for deep insight into the multidimensionality of the culture of organisations.

The PDA Cultural Model is presented as a pie chart with 5 cultural tendencies that are situated on the chart based on how they relate to two axes: task-oriented and people-oriented and the internal (inside the organisation) or external (outside the organisation) approach.



Each organisation possesses, generally speaking, one or more predominant cultural tendencies. The particular combination of tendencies and intensities of each tendency is what identifies and characterises a particular organisation.

No two cultures are alike; each one has specific characteristics and a unique configuration.

Taylor, C., (2006), Walking the Talk, 2005.

Marston, W., (2007), Emotions of Normal People, Vancouver, Canada: Read Books.

It's important to note that there are no good or bad cultures, or cultures better than others. There are only cultures that are more effective for an organisation and its mid- and long-term goals.

Thus:

- Organisational cultures will be more or less suited to a particular organisation based on their contribution to its goals and vision.
- Organisations, and the people who work for them, must make a greater or lesser effort in terms of behaviour in order to adapt to the organisation's goal.

Hence, each cultural trend gives the organisation specific characteristics and presents it with different challenges and motivations. These cultural tendencies can be identified within an organisation in the ways that people and teams interpret the environment and act on a daily basis: the way leadership is exercised, "

the way decisions are made, the obstacles that the company faces, the strategies it develops to overcome them, etc. Each cultural tendency possesses its own behaviours, symbols and systems that differentiate it with regard to what is given value when it comes to defining objectives, achieving goals and interacting with employees.

In the chart you can see the proximity of a cultural tendency in relation to other tendencies. This provides us with a frame of reference in terms of the effort that an organisation must make to bring about a cultural transformation. For example, if a company has a developer culture and wants to change it to a goal-oriented culture, it must make a significant effort to transform itself, wherein it must work on, among other things, prompting behaviours, symbols and systems that reinforce a task-oriented culture.

OBSERVABLE DIMENSIONS OF ORGANISATIONAL CULTURE

In order to understand an organisation's culture, observable variables or dimensions are analysed, helping us recognise the distinctive characteristics of each cultural tendency in the organisation's day-to-day.

Below you will find a description of the observable dimensions of the organisational culture that have been analysed in the PDA Organisational Culture Questionnaire. Each dimension is comprised of different variables that reveal their inherent nature through behaviours, symbols and systems.

Management and Leadership

This dimension includes the style leadership adopts within the organisation, the way in which decisions are made and priorities regarding investment of available resources.

Communication and Relationships

This dimension includes the way we understand and manage teamwork, the way conflicts are typically conceived and resolved, and the reigning communication style in the different communication channels.

Search for results

This dimension includes how mistakes are conceived and interpreted, how goals are set and achieved, performance recognition systems and how people and teams typically seek out and approach results.

An organisation possesses a specific combination of cultural tendencies. This means that, within the organisation, we should be able to identify characteristics associated with each of the 5 tendencies, albeit at different intensities. The greater the intensity of a cultural trend within an organisation, the more visible and stable the features of its dimensions.



PDA CULTURAL TENDENCIES



GOAL-ORIENTED CULTURE

The goal-oriented culture is defined as a culture with a considerable focus on tasks and problem-solving, with a strong desire to reach and accomplish challenging goals. People strive for perfection in execution and steer clear of mistakes.

Responsibility for one's own tasks is one of the distinctive characteristics of this culture. People take charge of their goals with a high degree of commitment and strive to find the means and resources to achieve them. Promises are kept and mistakes are properly acknowledged and reported.

Within these organisations, internal competition and planned risk taking are encouraged. People stay disciplined and focused on accomplishing their goals. There are clear performance standards, and adherence and individual merit are rewarded.

Speed, candour and precision are valued. Because decisions are made quickly, concrete, objective and simple data facilitate the decision-making process. A goal-oriented culture particularly values when people, teams and the organisation work together to achieve the results to which they committed.

Effort and hard work are crucial components to overcoming obstacles. Deadlines are set for meeting goals and the results obtained are assessed.

Companies with a goal-oriented culture establish and relay goals in a specific and individual way, correlating each person's performance and contribution to the company's goals. The organisation pursues its goals in a logical and incisive way, and prefers challenges that require effort and drive.

People exhibit an inquisitive, direct, concrete style and come off as restless, ambitious, efficient and proactive. They react to challenges quickly, with flexibility, mobility and are highly inclined to be highly self-motivated.

The members of this organisation are motivated to achieve results and meet certain goals that they find challenging. They often take charge of important issues with a high degree of responsibility and enjoy it. They enjoy working independently and having the freedom and authority to act. Individuals at this organisation feel most comfortable when decisions are made swiftly and quickly.

DESCRIPTORS

1. Planning
2. Dynamism
3. Determination
4. Expeditiousness
5. Assertiveness
6. Commitment to goals
7. Focus
8. Speed
9. Meritocracy
10. Risk

Main characteristics

- Very much results and task-oriented.
- Preference for complex and challenging tasks.
- Approach that is logical, exact, and based on facts.
- Concrete data and intentions are used to resolve conflicts.

Benefits

- Increases the organisation's overall performance.
- Lowers the risk of not achieving the proposed performance objectives.
- Increases decision-making speed.

Potential difficulties

- In the desire to make things happen, people might move too quickly for those who are more methodical.
- The assertive style of this culture can, in some instances, cause the organisation to be more confrontational or argumentative.
- The members of this organisation might get upset when others don't deliver the results to which they committed.
- This culture can, in some cases, appear to be cold and indifferent in its responses to people because more focus is placed on results than relationships.



CUSTOMER-ORIENTED CULTURE

This culture is persistent and stability-oriented in its approach to work. People work consistently and reliably, and hold steady even under pressure.

This cultural model considers a deep understanding of the needs of those outside the organisation to be key to all decisions. People strive to understand the expectations and address the needs of different stakeholders. This culture values its impact on the outer world, prioritises decisions based on the impact on the customer and streamlines internal processes to improve the customer experience.

A customer-oriented culture makes active listening its main focus because it is believed that only by listening intently can we understand the true needs of our customers. People understand their customers and, therefore, can also understand the impact their decisions and performance can have on them. Everyone has the same overall knowledge about the customers, whether or not they have a direct relationship with them.

Members also value listening

and fluid communication with each other; they support each other and try to make their relationships positive ones. This culture values flexibility with customers, dependability and relationships. Personal relationships with colleagues are important and are relied upon when potential conflicts arise.

Both formal and informal communication channels are valued as communication tools. People continually strive to be in tune with others' feelings, causing organisations presenting this culture to become sensitive and flexible organisations. People are peaceful, humble, congenial and helpful.

What motivates the members of this organisation is the ability to voice their opinions and take action free of inhibitions, obstacles or structures, in turn allowing them to transmit consistency and confidence. They feel comfortable because they have enough time to do things properly and get involved in activities that require them to convince and persuade others. They rejoice at receiving public recognition for their efforts and achievements.

DESCRIPTORS

1. External focus
2. Service
3. Kindness
4. Ability to respond
5. External orientation
6. Listening
7. Relationship
8. Trust
9. Empathy
10. Patience

Main characteristics

- High effort to understand customer needs.
- Flexibility in decision-making.
- Empowerment to provide the customer with answers.
- Active listening and empathy.
- Highly efficient at tasks that require patience, persistence, logical thinking and systematic estimations.
- Constructive and efficient response to customer complaints.
- Kindness in interpersonal relationships. Individuals come off as thoughtful, genuine and sincere.
- Decisions are made bearing in mind customer well-being.

Benefits

- Quick to take note of and respond to customer needs.
- Simplicity in processes.
- Greater customer loyalty.

Potential difficulties

- The style of this cultural type based more on intuition and the "big picture" can lead to minimum use of analytical and investigative approaches to problem-solving.
- Focusing on people can cause this culture to move away from being goal-oriented and instead make decisions based solely on its impact on people.
- Being such an optimistic culture, people may not see all the potential obstacles and problems related to a project or programme.
- They can promise too much or exaggerate the benefits of a plan or proposal.



DEVELOPER CULTURE

The developer culture is characterised as being compassionate, cordial, keen to help colleagues, diplomatic and dependable. It seeks to foster a friendly and harmonious environment. People, generally speaking, are skilled communicators, friendly, courteous, kind, accommodating and accepting of others' opinions.

This culture places people at the centre of operations. Companies that exhibit this cultural tendency strive to understand people and strengthen interpersonal skills: listening, support, appreciation, enjoyment and respect. They promote development, security, respect, balance and diversity.

There is an underlying belief that all people respond best and contribute the most in a workplace environment where they feel valued. Hence, each person's contribution to the organisation is valued and recognised. Trust is instilled and quality time is dedicated to listening to each person's opinions and points of view.

Leaders advise, support and listen to their teams. Each staff person is treated equally, regardless of position or rank. Any disrespectful behaviour is addressed immediately. People are given authority, resources and training for decision-making.

Constructive challenges are encouraged and everyone's input is valued. In general, employees feel good, want to contribute, and work hard thanks to a relationship based on mutual respect, trust and loyalty. Members of this culture are generally happy, friendly, helpful and attentive. Peace and a sense of humour prevail even in times of crisis.

In general, diversity is valued because it leads to a wide range of opinions, proposals and perspectives on problems and challenges.

Particular importance is given to performance feedback, learning and personal and professional development. For this reason the organisation allocates money and resources to training people on the skills and competencies they need to grow in their careers. Policies that promote a work-life balance are also quite commonplace.

People at these companies feel motivated in cordial and harmonious environments, free from confrontation, allowing them to interact and connect with new and different people, giving them the opportunity to have deep conversations and dole out useful advice.

DESCRIPTORS

1. Development
2. Security
3. Respect
4. Balance
5. Diversity
6. Relationships
7. Happiness
8. Generosity
9. Cooperation
10. Dependability

Main characteristics

- Individuals who work for this company are good communicators, accepting of others' opinions and willing to listen.
- They prefer to focus on one task at a time and tackle situations in a consistent manner.
- They may not always be objective and often become too involved with people and their problems.
- They enjoy helping and assisting others, pay careful attention to individual needs, and are patient and persistent during the service process.

Benefits

- Compliance with processes.
- More motivated and productive employees.
- Good work environment.
- High-quality peer-to-peer communication.

Potential difficulties

- A preference for working in a consistent, predictable and methodical way might not spur innovative, proactive ideas, which carry some risk.
- A tendency towards security and stability can make people reluctant to adopt new plans and ideas.



INTEGRATIVE CULTURE

The integrative culture places the common good before the good of the individual; therefore, when decisions are made, the entire team is considered. A common identity is developed and reinforced and there is a prevailing notion of interdependence between departments.

People show that they are proud of team and company accomplishments. Processes, rituals and terminology that facilitate communication between everyone are shared. They talk about "our way" and say "this is how we do things."

Members care about others' success and, therefore, promote it by sharing information, opportunities and resources. People are good team leaders but also good team members. The team is the basic unit within the organisation, and teams are frequently formed and reformed because people are moved around within the organisation in pursuit of the common good.

This culture is characterised by its high level of listening and empathy towards others. Kindness, as well as cooperative and non-competitive interaction between individuals, is the norm. People are generally considerate, generous, pleasant and compassionate, valuing interaction, mutual understanding and human contact.

Reward policies encourage individuals to promote the success of others. Peer evaluation is also highly valued in performance management.

These organisations feel motivated in peaceful and friendly work environments, where sincerity and security reign, averting unexpected changes to the extent possible. Another motivator is providing people with opportunities to help and assist others, giving them the chance to work as members of a team.

DESCRIPTORS

1. Collaboration
2. Internal customer
3. Teamwork
4. Interpersonal relationships
5. Interdependence
6. Generosity
7. Cooperation
8. Dependability
9. Diversity
10. Mutual understanding

Main characteristics

- They feel a high degree of empathy for others.
- The basic unit of the organisation is the team.
- They are diplomatic and sensible in their interpersonal relationships.
- These individuals are tolerant, willing to recognise and respect others' ideas, opinions and behaviours.

Benefits

- Best practices on teams are quickly identified, resulting in better performance.
- Team mergers are implemented quickly. There is a positive environment with fewer conflicts between departments.

Potential difficulties

- When it comes time for decision-making, by focusing on the impact on people they can lose sight of the desired results.
- A highly supportive and empathetic organisational style can make it difficult to confront others and give negative feedback.
- Concerns when it comes time to make decisions, due to the impact on people, can mean that fewer risks are taken and, therefore, competitive opportunities are lost.
- The patient style of this cultural type can lead to complacency and exploitation of the situation.



INNOVATIVE CULTURE

An innovative culture aims to bring about innovation, develop creative ideas and ensure continuous improvement. This culture is expeditious, with an urgent and impatient desire to produce fast results. Also, an entrepreneurial spirit, new challenges and continuous learning are all highly valued.

People greatly enjoy variety in their work, seek new ways of doing things, and are easily bored by routine and repetitive tasks. They come off as restless, ambitious and versatile.

Creativity and coming up with new ideas is the main goal. Mistakes are considered to be a fundamental to success, thus this culture encourages experimentation and is accepting of mistakes so as to learn from them. People take calculated risks, but don't hesitate when it comes to pursuing their ideas or visions despite the uncertainty that they won't achieve the desired results.

Teams are encouraged to self-govern, giving each person certain authority within their area of knowledge. Leaders promote innovation and strive to create an

atmosphere that encourages creativity and autonomy. Teams are formed according to projects, with a collaborative spirit. Knowledge is shared.

People come off as enthusiastic, dynamic and discerning. Experience is valued and colleagues try to learn from one another, regardless of position or rank. Knowledge is at the centre of this culture.

This culture values informality, rigorousness, the quest for high task standards, passion and the courage to get behind a vision. People are proud of the organisation and the value they contribute to this world.

Members of this organisation are motivated by flexible and laid-back work environments. They feel comfortable in diverse and changing atmospheres. They like to find themselves in different types of situations where there is diversity and they feel free to speak their minds. They enjoy a variety of tasks and on occasion need to place an emphasis on their flexibility and desire to make changes.

DESCRIPTORS

1. Entrepreneurship
2. Learning
3. Creativity
4. Pursuit of excellence
5. Growth
6. Innovation
7. Independence
8. Curiosity
9. Candour
10. Courage

Main characteristics

- Individuals who belong to this type of organisation are willing to take risks and take initiative.
- They are imaginative and creative in their efforts to propose changes.
- They can be persuasive, albeit direct and assertive when communicating.
- They react quickly to challenges and new and competitive situations.

Benefits

- Product innovation.
- Development of new ideas.
- Attracts and retains unconventional people with original ideas.

Potential difficulties

- By focusing on results, they might announce conclusions without taking the time to explain their reasoning.
- In their search for work variety and change, they may tend to take on too much, ignoring important details and being careless with follow-up.
- The creative and intuitive style stands in the way of analytical and investigative approaches to problem-solving.

PDA ASSESSMENT: GROUP RESULTS

One of the goals of this report is to identify the behavioural tendencies of the people who make up the organisation and, based on the analysis of the results, to understand the potential, in terms of behaviour, for undertaking a cultural transformation.

Through the PDA Assessment, we identify two profiles:

- Natural Profile: The natural profile describes the repertoire of behaviours that the individual usually displays in situations, no matter the impact the environment has on them.
- Role Profile: The role profile shows the adjustments the individual is making to adapt to the needs they perceive from the environment. Since working conditions are subject to change, the role profile -in contrast to the natural profile- is more fluctuating in time.

This information is important for:

- Understanding the profile of the people who work for the organisation.
- Understanding the profile of the leaders and managers of the organisation.
- Identifying potential pitfalls with regard to the cultural transformation process you want to implement.
- Identifying potential lines of action and constraints by analysing the most prevalent behavioural profiles within the organisation.
- Identifying if the people who work for the organisation possess the behavioural profiles required for the cultural transformation you want to pursue.

KEY INFORMATION FOR READING THE CHARTS

R

RISK AXIS

	HIGH	LOW
TENDENCIES	<ul style="list-style-type: none"> - Direct - Assertive - Competitive - Self-starting - Decisive - Takes risks 	<ul style="list-style-type: none"> - Careful - Moderate - Mild-mannered - Approachable - Modest - Risk averse
MOTIVATORS	<ul style="list-style-type: none"> - Situations and commitments that involve challenges. - To compete and win, situations that allow them to gain power and prestige. - To acquire material possessions, objects of economic value. - Include some degree of risk. - Take charge of important matters, with a high degree of responsibility. 	<ul style="list-style-type: none"> - Harmonious situations, free of pressure and confrontation. - Feel comfortable. - Operate within a structure that gives them direction and security. - Avoid risky situations as much as possible. - Consistent and steady progress.

E

EXTROVERSION AXIS

	HIGH	LOW
TENDENCIES	<ul style="list-style-type: none"> - Sociable - Influential - Talkative - Communicative - Persuasive - Friendly 	<ul style="list-style-type: none"> - Reserved - Reflective - Serious - Analytical - Introspective
MOTIVATORS	<ul style="list-style-type: none"> - Interact and socialise with new and different people. - Being up to date on fashion, trends and concepts. - Social recognition. - To be liked by people, being friendly and charming. 	<ul style="list-style-type: none"> - To work in small groups with people they know well. - Prefers to socialise and interact with people they know and trust. - To work on solving problems through deep analysis. - To work privately without being coerced or pressured.

P

PATIENCE AXIS

	HIGH	LOW
TENDENCIES	<ul style="list-style-type: none"> - Calm - Patient - Methodical - Persistent - Amiable - Kind - Good Listener 	<ul style="list-style-type: none"> - Active - Restless - Mobile - Impatient - Spontaneous - Dynamic
MOTIVATORS	<ul style="list-style-type: none"> - Pleasant and close relationships. Enjoyable situations. - To be involved in deep conversations and give helpful tips or useful advice. - To acquire knowledge to transmit consistency and reliability. - Have enough time to do things properly. - Being with family and loved ones. - Share situations and spend time with them. 	<ul style="list-style-type: none"> - Diversity, change and variety of situations and people. - Constant travelling. - Management of their time, being free of restrictions and commitments. - Handle several issues at once. - Accelerated pace and ambiguity.

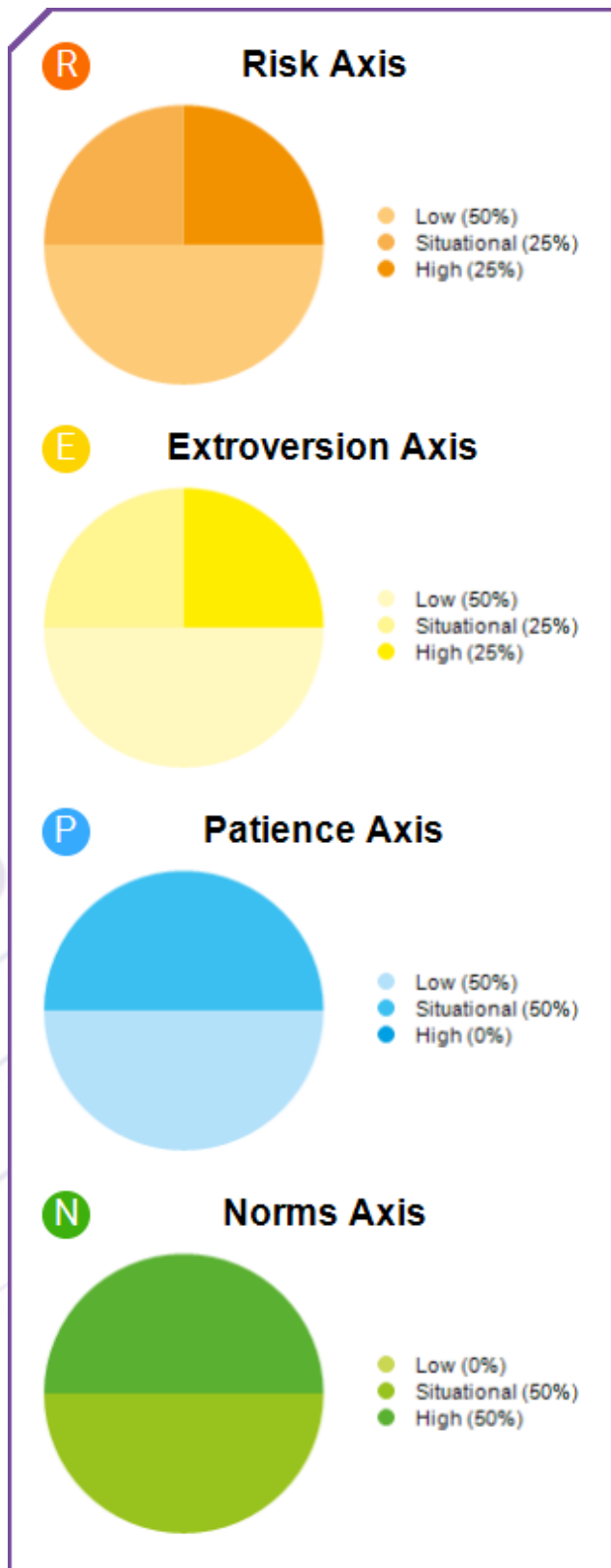
N

NORMS AXIS

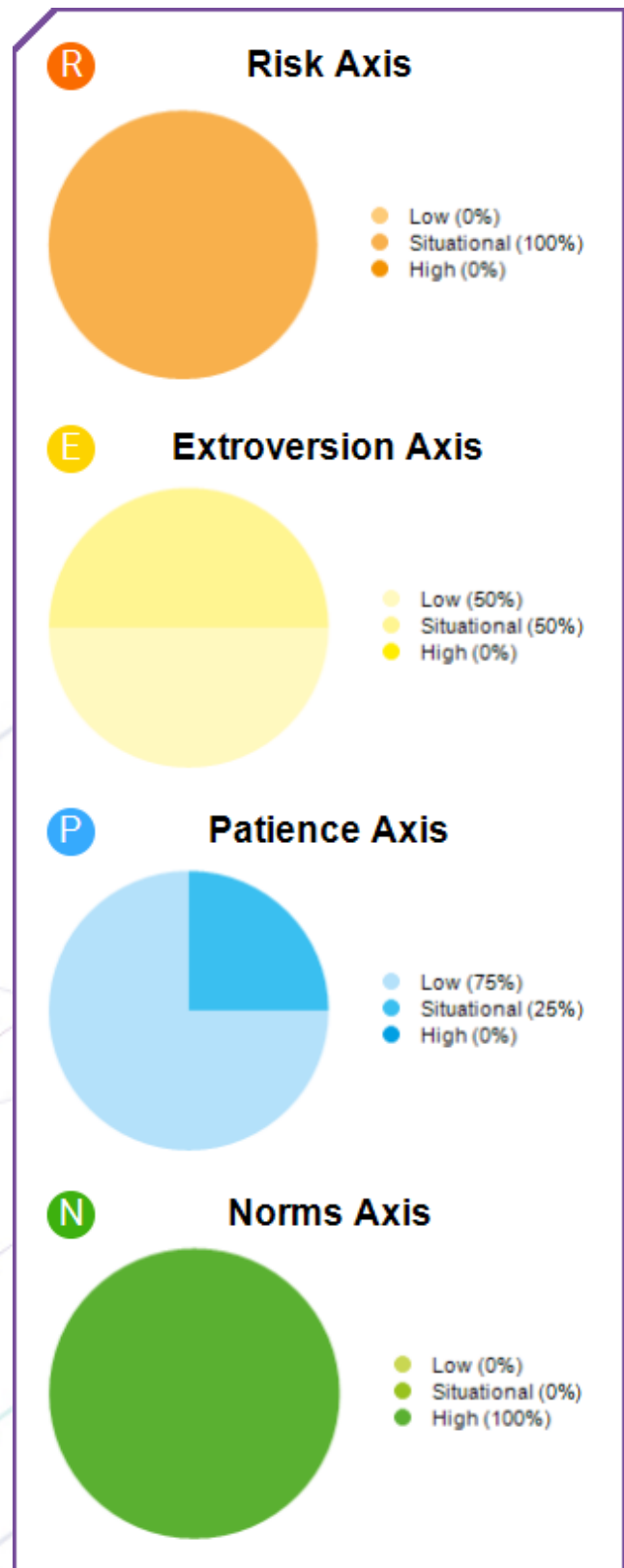
	HIGH	LOW
TENDENCIES	<ul style="list-style-type: none"> - Compliant - Logical - Detailed - Precise - Perfectionist - Risk-averse - Cautious - Structured 	<ul style="list-style-type: none"> - Strong-willed - Independent - Persistent - Self-reliant - Confident - Creative - Autonomous
MOTIVATORS	<ul style="list-style-type: none"> - Clarity and consistency in communication. - Receive clear and consistent guidance and direction. - Doing things perfectly avoiding mistakes. Detail. - Work within a structured environment/organisation to feel secure and comfortable. - Obtain detailed and accurate information to make decisions and act upon them. - Constant positive reinforcement to assure them they are doing the right thing. 	<ul style="list-style-type: none"> - Freedom to act according to their ideas and proposals. - Having their own goals and objectives. - Give their points of view or opinions and act free of inhibitions, obstacles or structures. - Be free and independent.

GENERAL GROUP TRENDS

NATURAL PROFILE



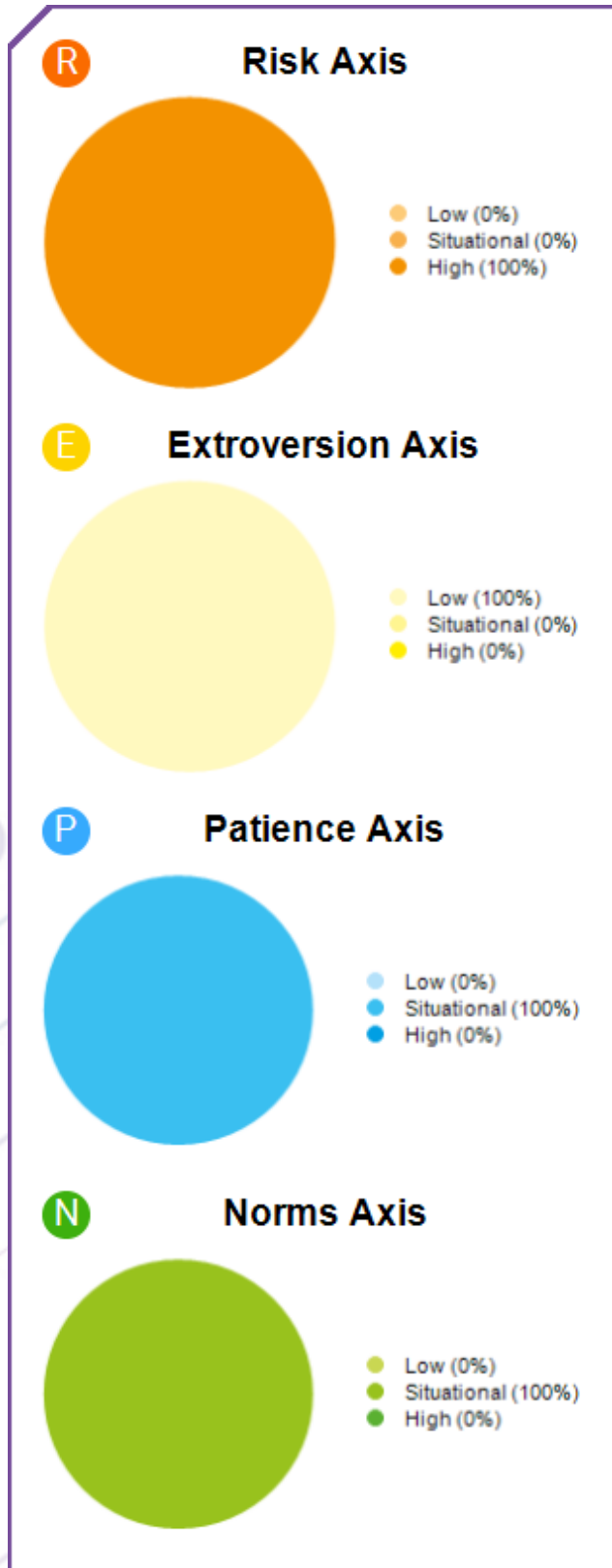
ROLE PROFILE



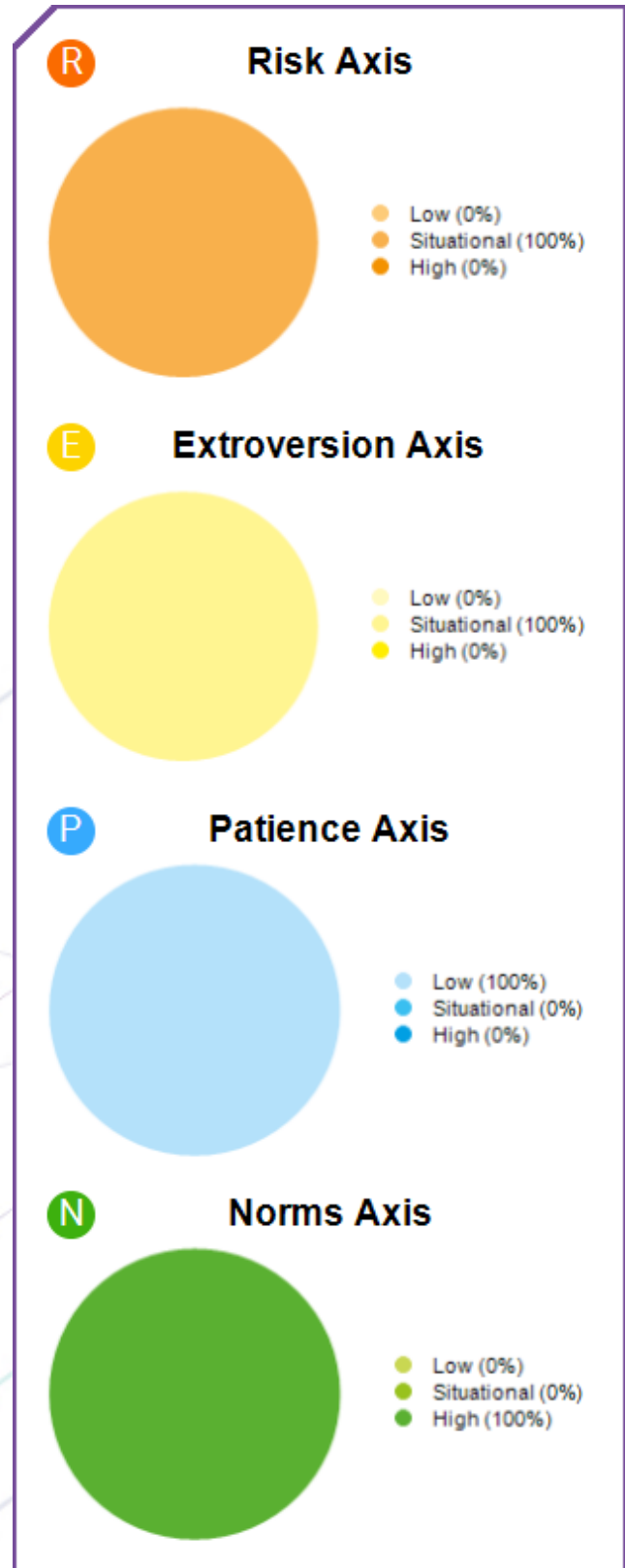
GROUP TRENDS BY SECTOR

ADMINISTRATION

NATURAL PROFILE

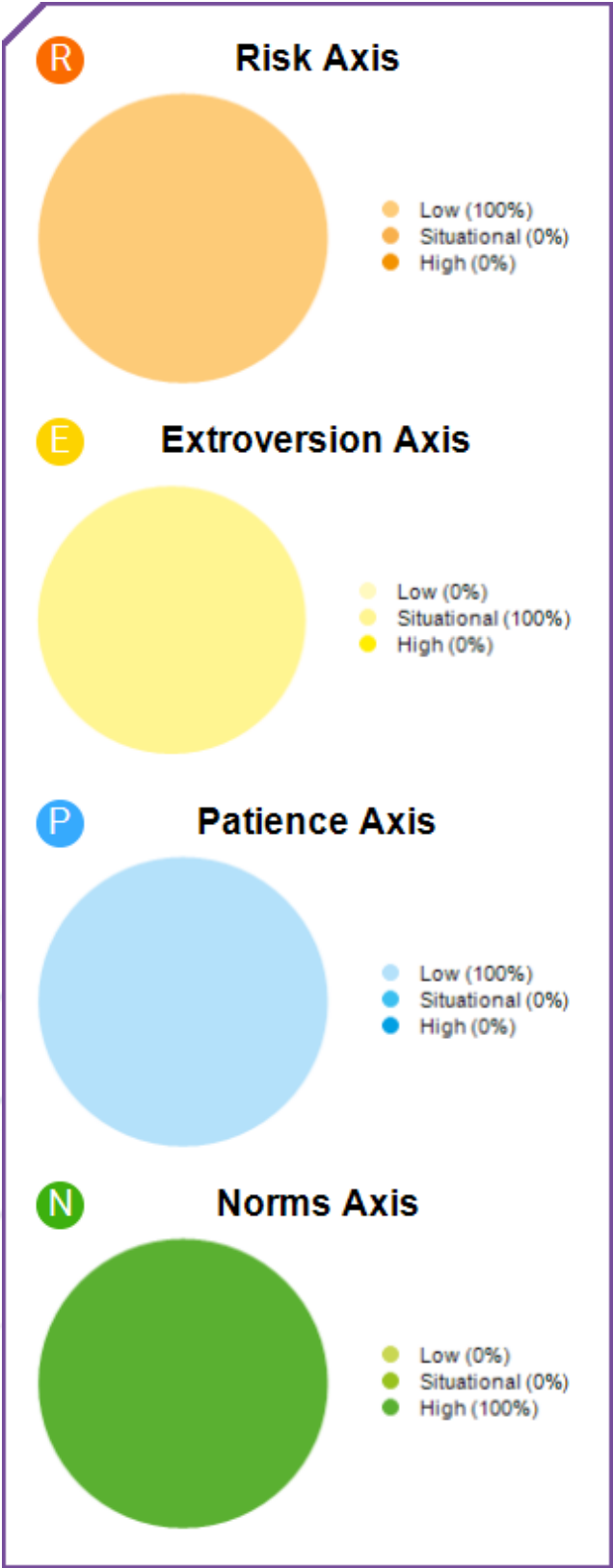


ROLE PROFILE

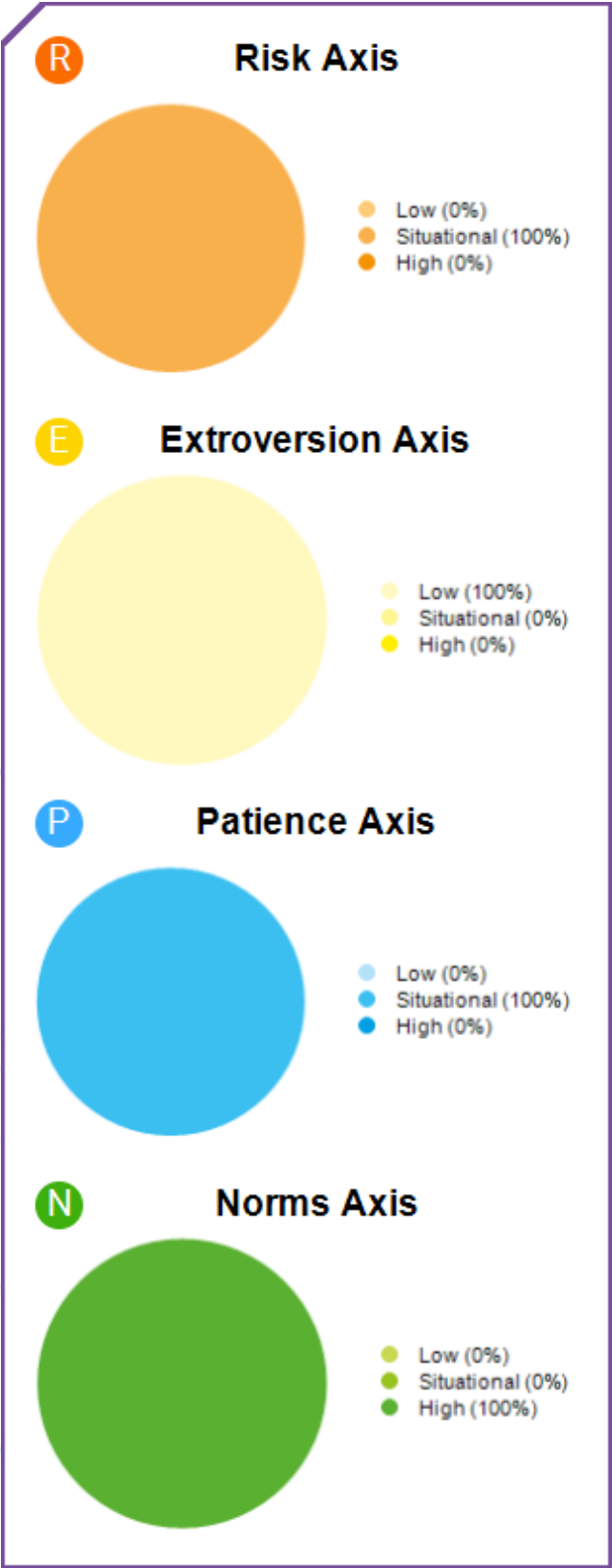


HUMAN RESOURCES

NATURAL PROFILE

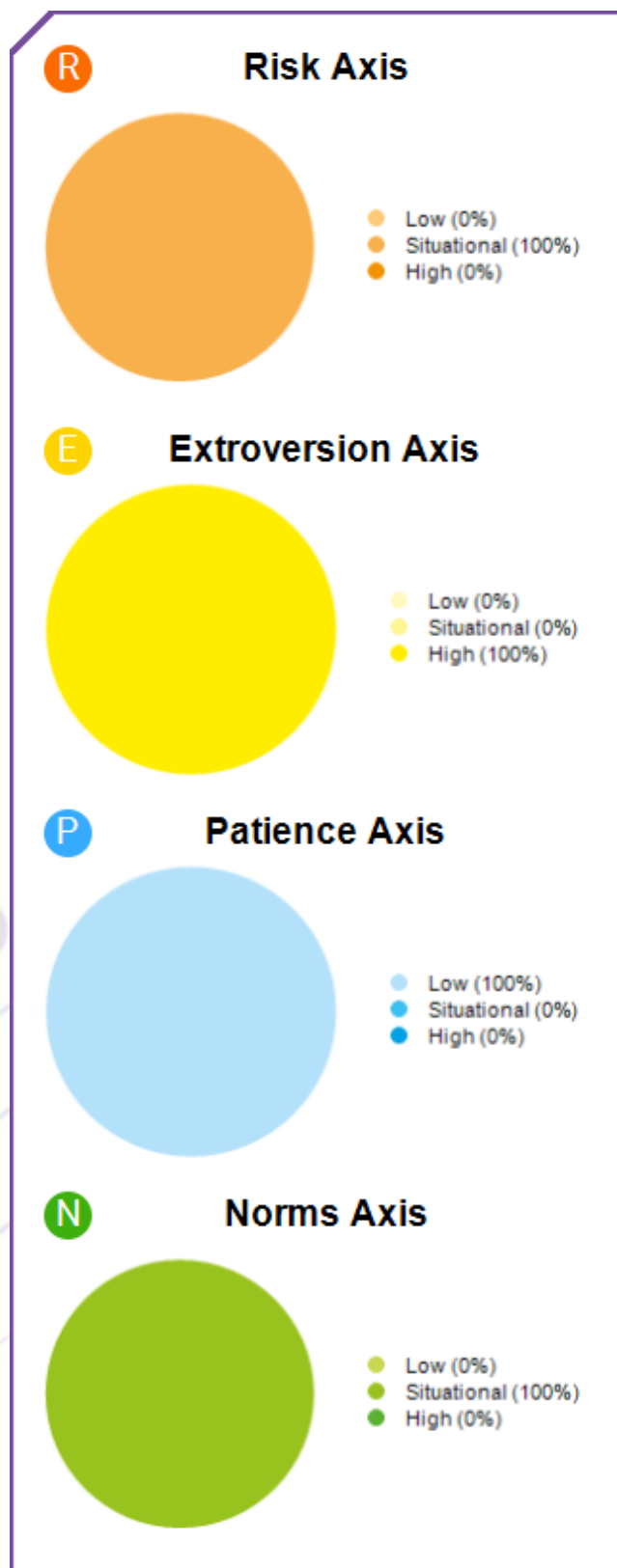


ROLE PROFILE

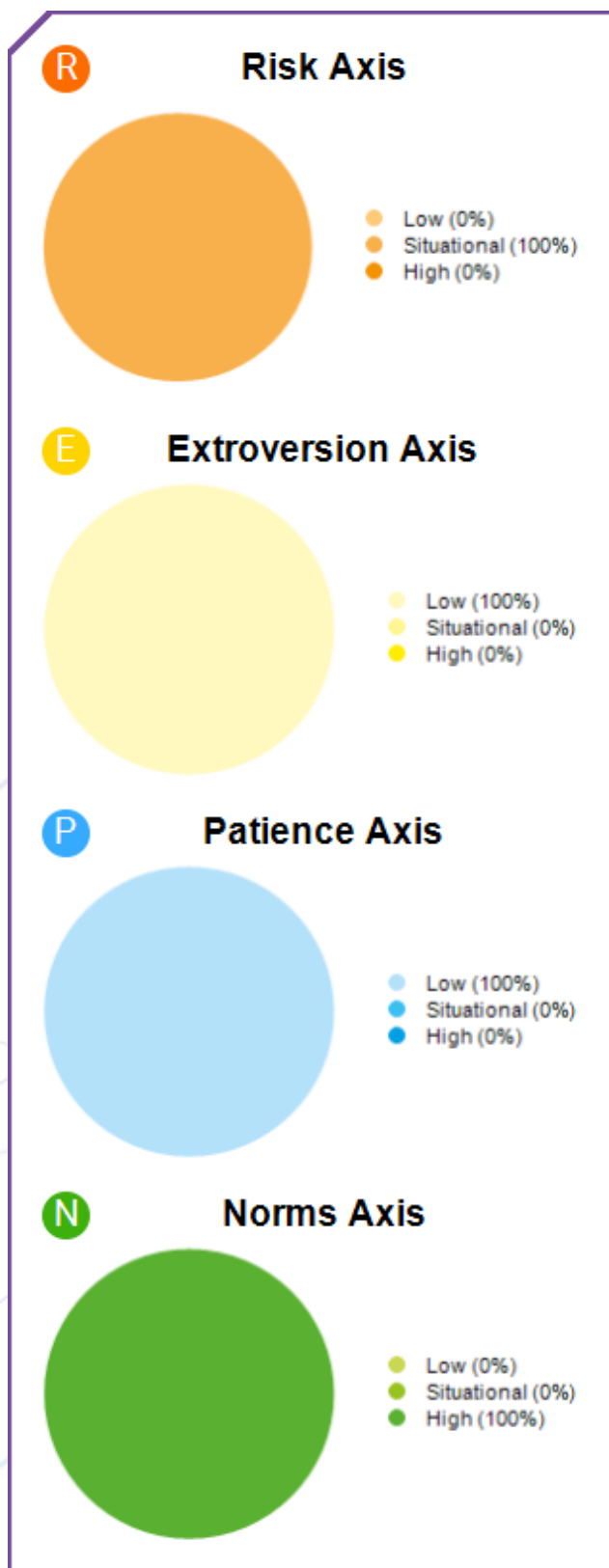


MARKETING

NATURAL PROFILE

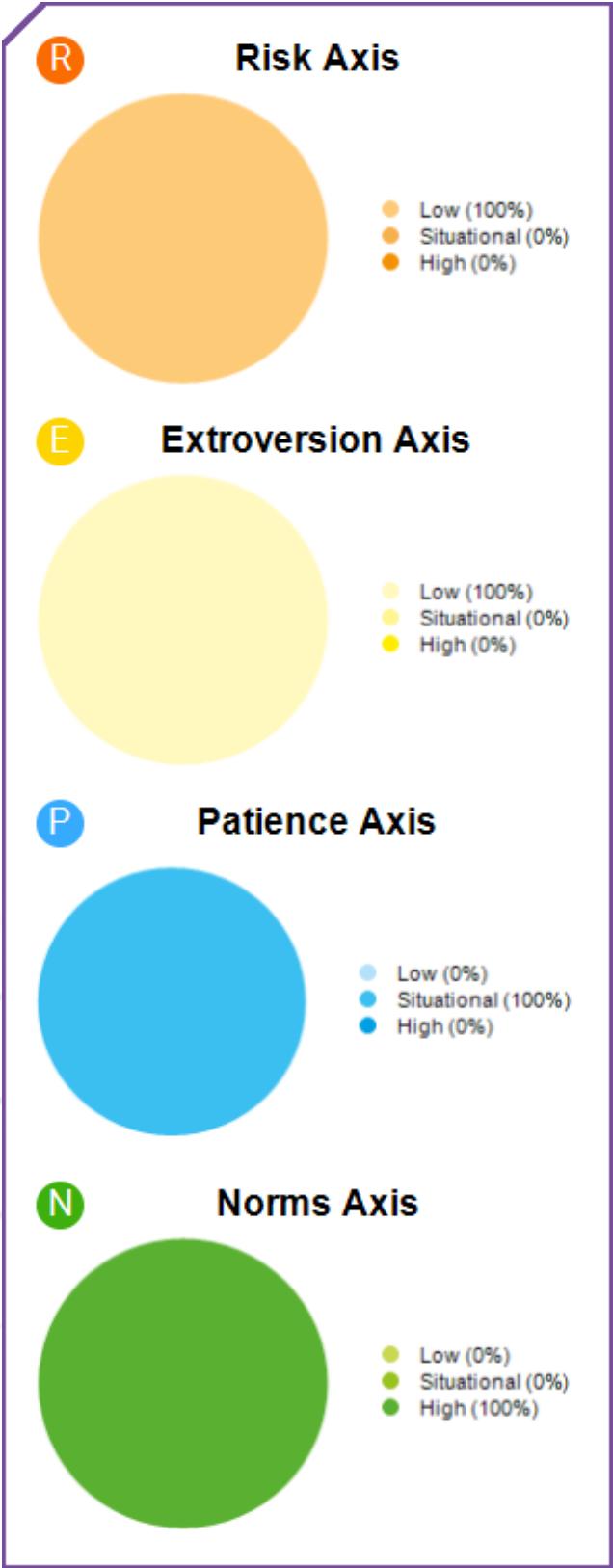


ROLE PROFILE

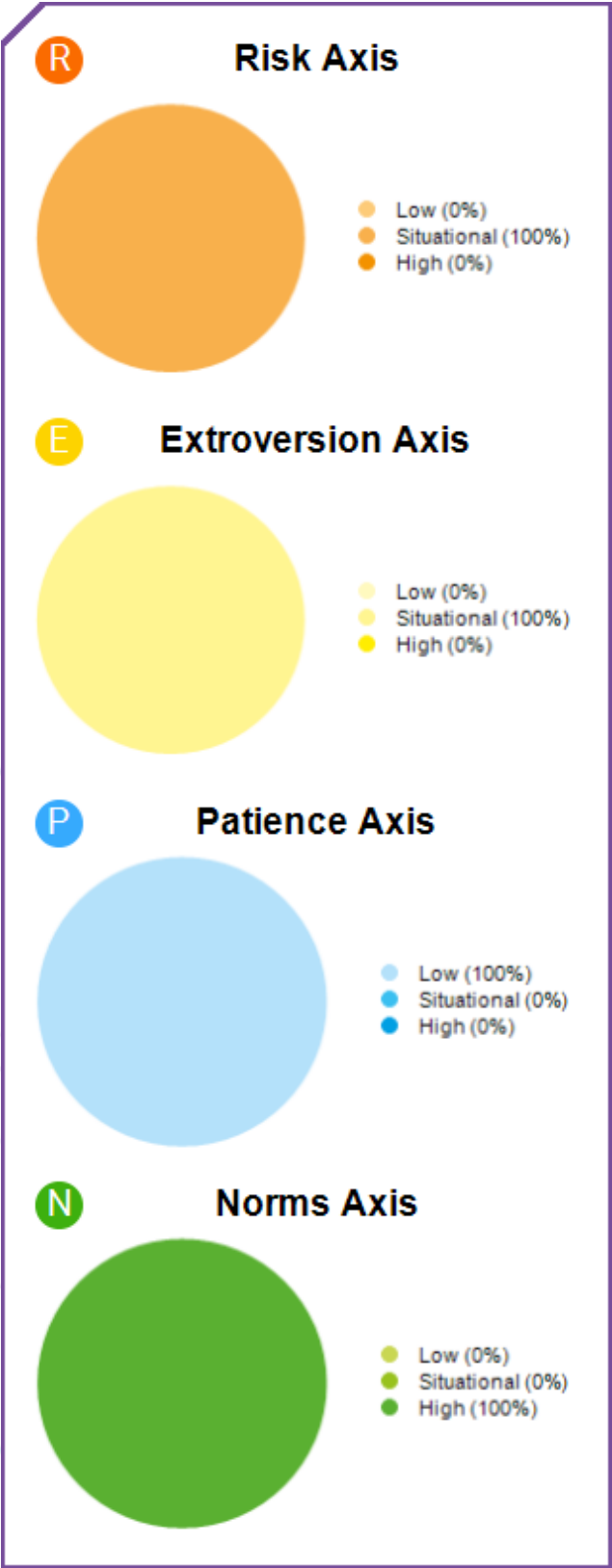


OTHER

NATURAL PROFILE



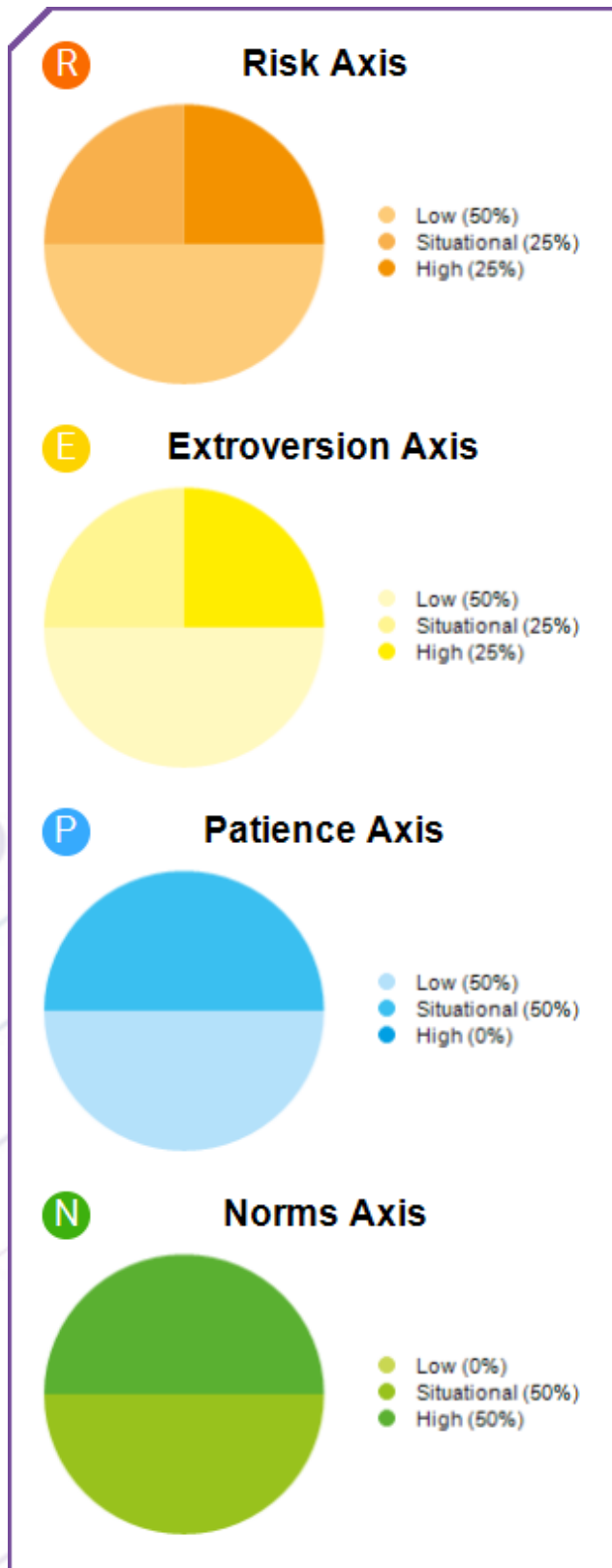
ROLE PROFILE



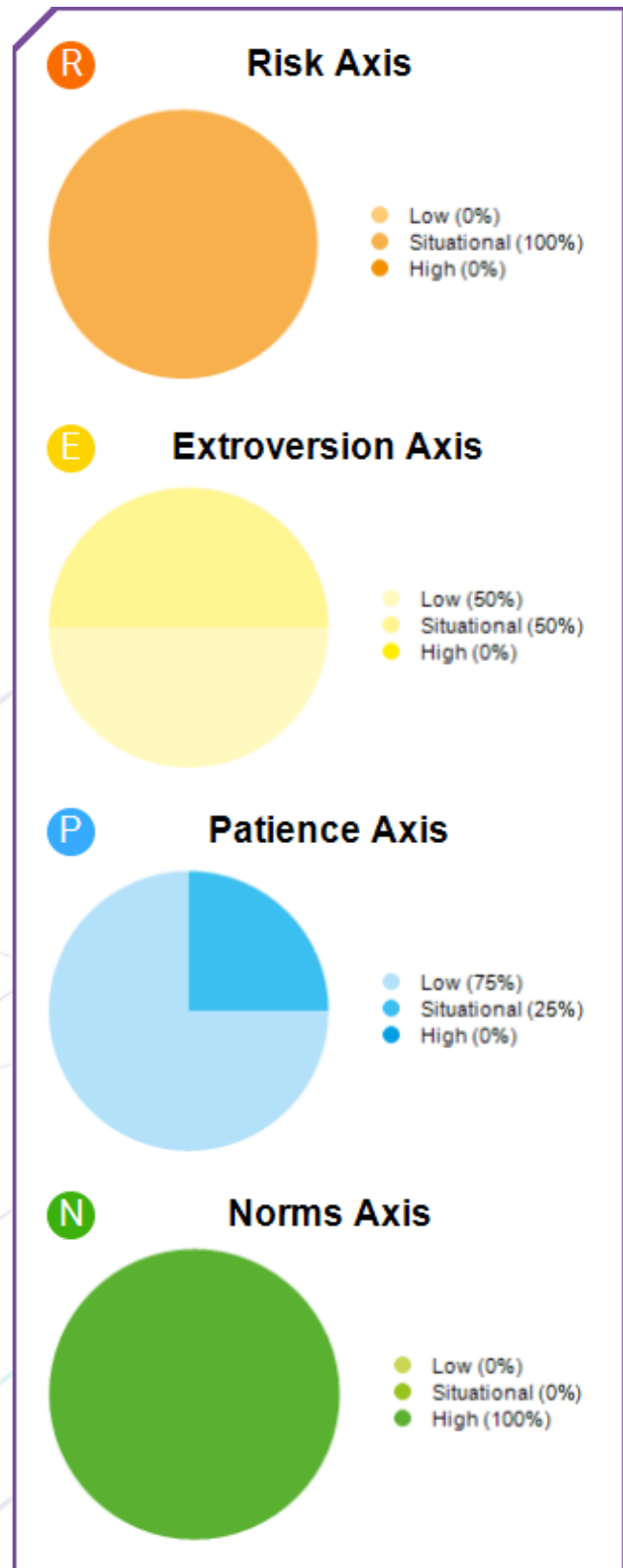
GROUP TRENDS BY LEVEL OF RESPONSIBILITY

EMPLOYEE

NATURAL PROFILE



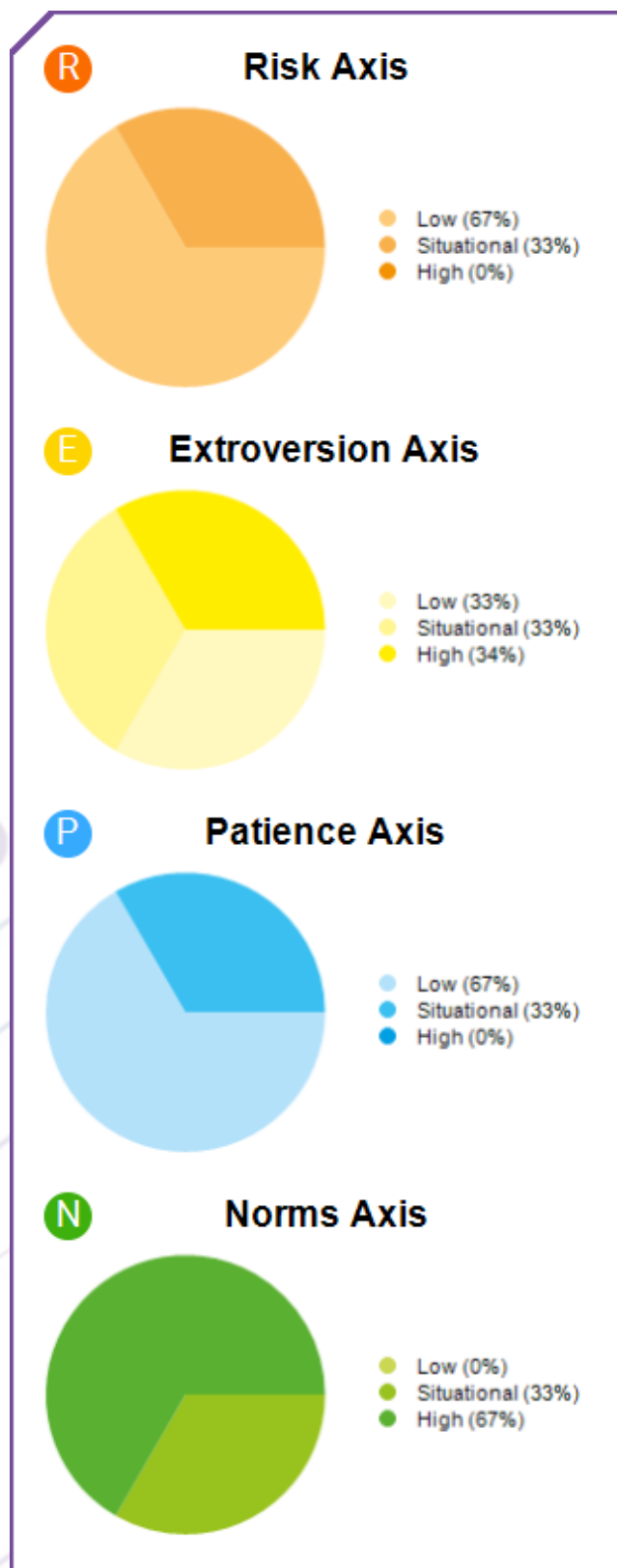
ROLE PROFILE



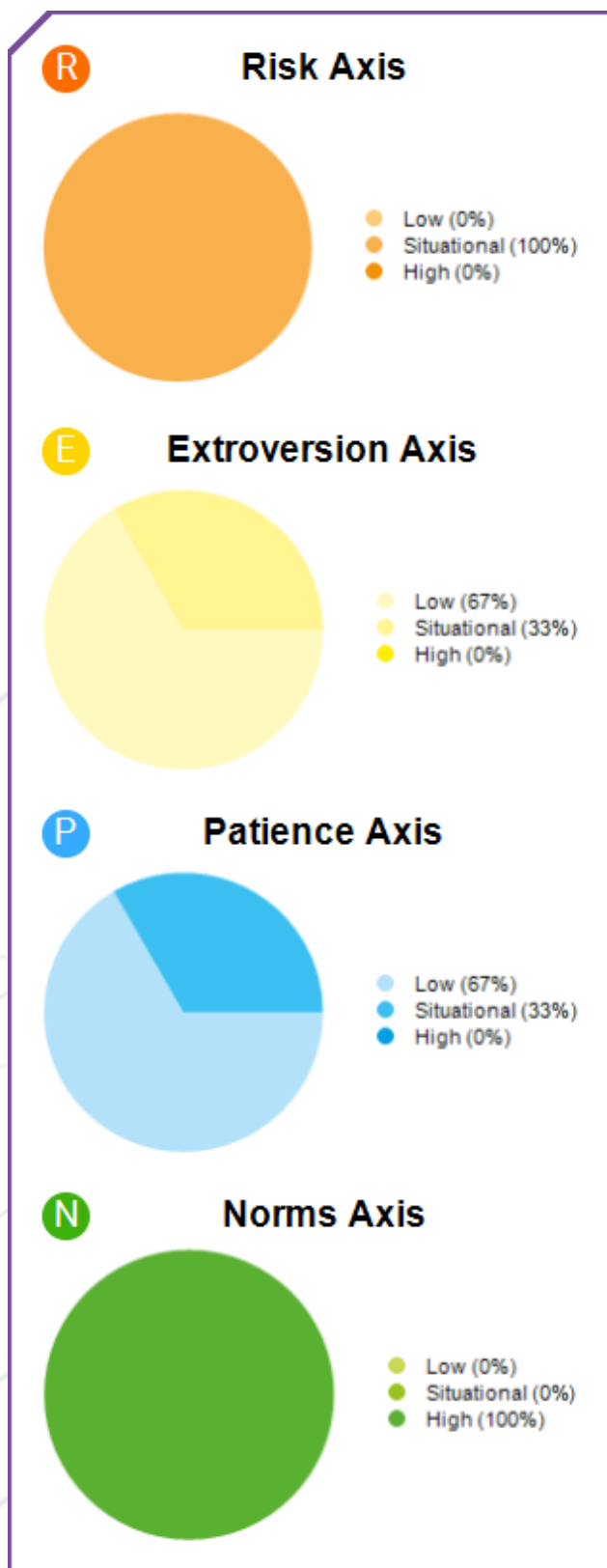
GROUP TRENDS BY COUNTRY

ARGENTINA

NATURAL PROFILE

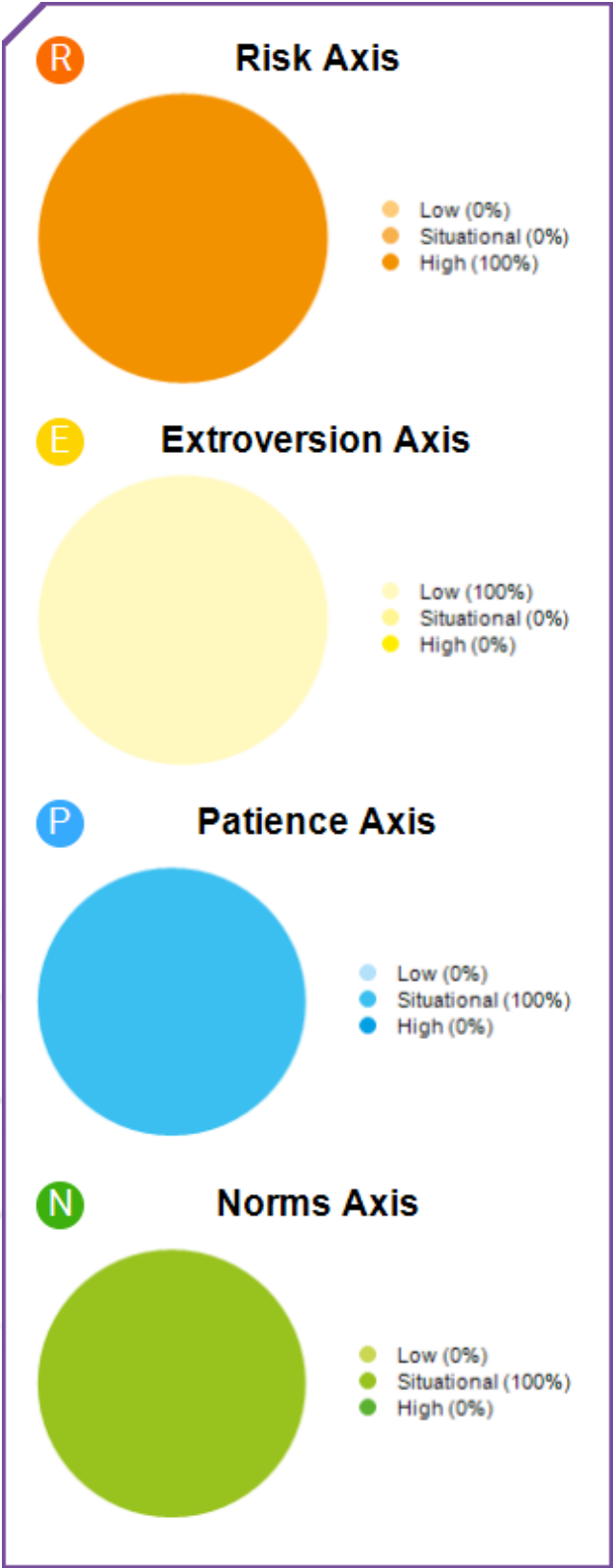


ROLE PROFILE

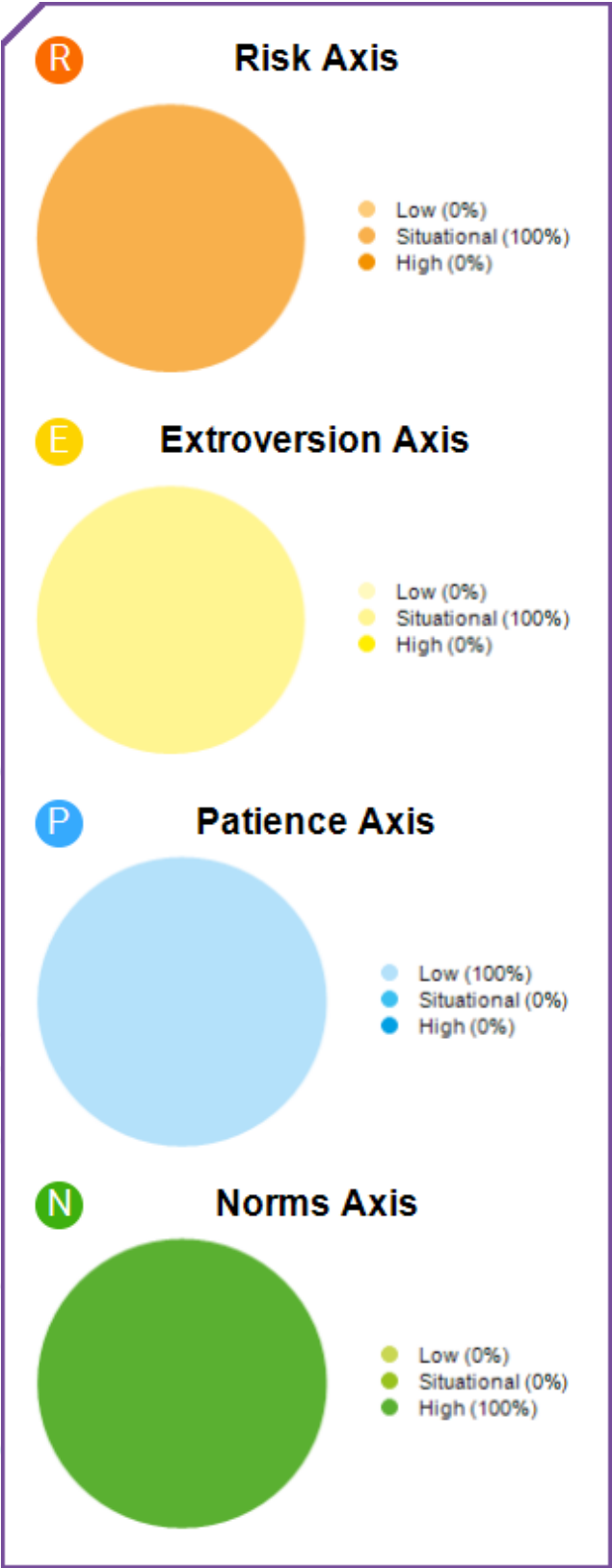


BAHRAIN

NATURAL PROFILE



ROLE PROFILE



PARTICIPANT COMMENTS

Below you will see the comments made by people answered the PDA Organisational Culture Questionnaire.

Comments are anonymous, optional and do not identify position or rank.

- I enjoy working with my workmates. I love the feedback our leaders give us and how clear the vision of the organisation is.



CONSULTANT COMMENTS

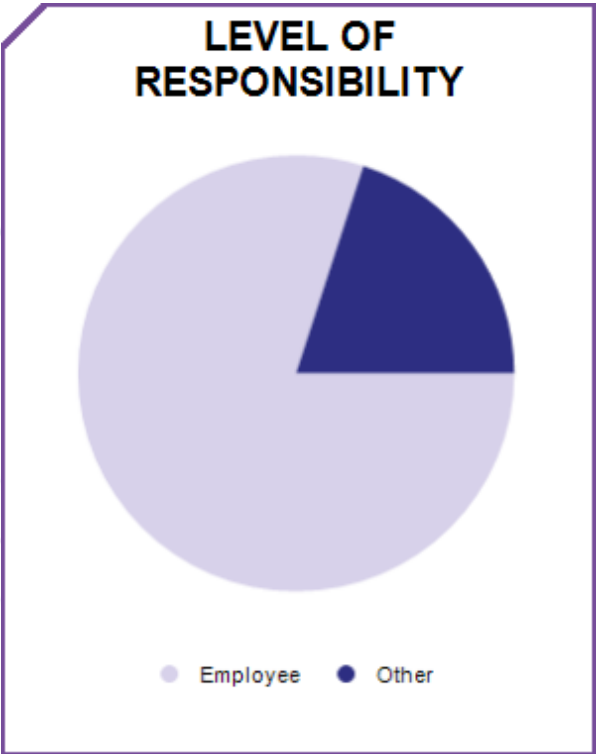
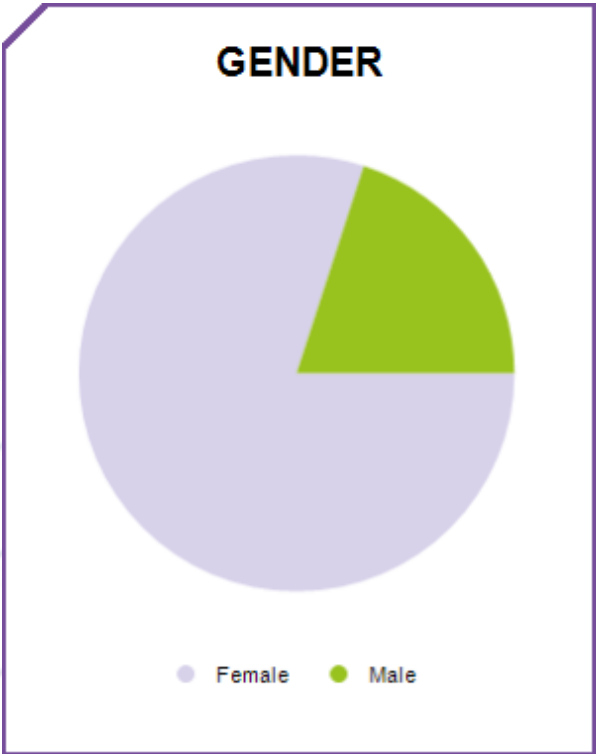
No comments.

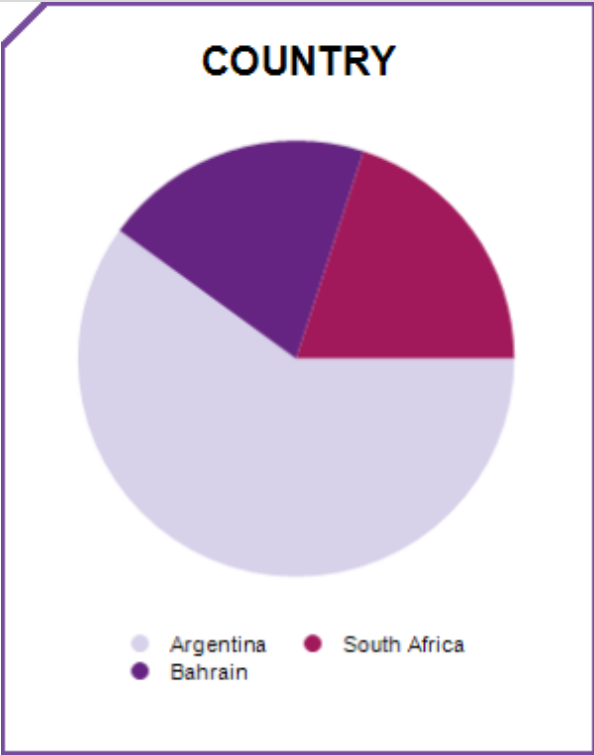
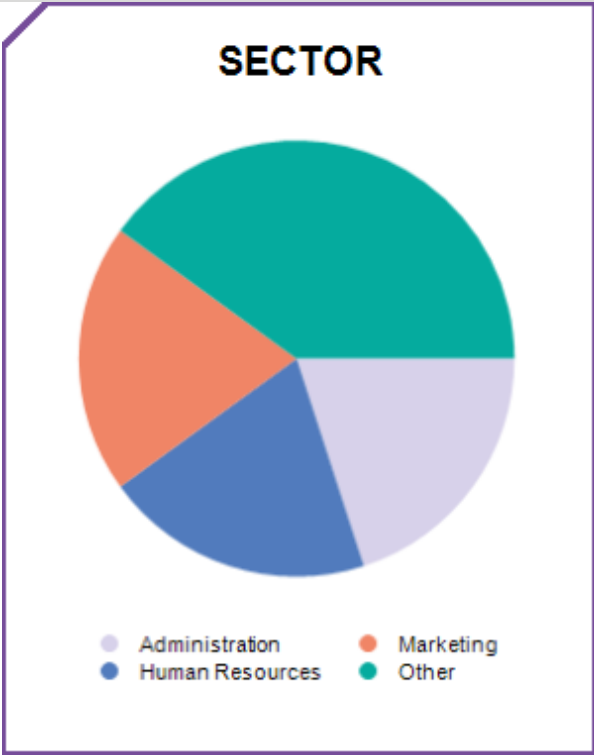


PROCESS STATISTICAL DATA

Start date	20/12/2021
End date	30/12/2021
Total Sample	5

(*) It's important to remember in all cases that the opinions conveyed in this analysis were provided by people who completed the PDA Organisational Culture Questionnaire. Their statistical representativeness will depend on the number of people assessed compared to the total group and the manner in which the group or groups of participants were selected.





ANALYSIS GUIDE

We recommend using this guide to better interpret the results and conclusions of the study conducted.

Analysing the general results:

- What is the organisational culture type the organisation identifies with the most? Are there concordances between the different variables analysed (current, ideal, or desired)? What conclusions can be drawn from the results?
- What are the main characteristics of the organisation's culture according to the two cultural types the organisation is most compatible with?
- What are the main characteristics of the organisation's culture according to the two cultural types the organisation is least compatible with?
- How might leadership be affected by the organisation's main cultural tendencies?
- How might decision-making be affected by the organisation's main cultural tendencies?
- What challenges might the organisation face in a cultural transformation process?
- What areas of opportunity or development might the organisation work on based on comparison between the cultural variables analysed?
- Does the current culture facilitate or stand in the way of the organisation achieving its goals?
- Are there concordances between the ideal culture and the desired culture?
- What differences exist between the different sectors analysed (looking at current and desired culture)?
- What differences exist between the different ranks analysed (looking at current and desired culture)?
- What conclusions can be drawn by analysing the results?

Analysing the comparison with PDA group trends:

- What is the relationship between the current behavioural profiles (both natural and role) and the current culture?
- What is the relationship between the current behavioural profiles (both behavioural and role) and the desired culture?
- What is the relationship between the current behavioural profiles (both behavioural and role) and the ideal culture?
- What difficulties might the organisation face considering its behavioural profiles?