

That final score can be a *reliable* measure of employee perception and a *valid* indicator of the degree to which a given set of employees believes that their organization has a strong or weak strategy, but the question remains whether that score can be a measure of *culture* as defined in this book.

Problems in the Use of Surveys

A number of the typologies we will review depend upon employee surveys that are scored in the manner described so we need to ask what are the problems and issues in the use of surveys as culture measures.

- **Not knowing what to ask.** If we define culture as covering all of the internal and external dimensions that have been reviewed in the past several chapters, we would need a huge survey to cover all of those possible dimensions. What this means for a particular organization is that basically we would not know what questions to put into the survey.