

differentiated around many subcultures that the survey would have no way of identifying statistically. With qualitative knowledge of the organization based on observation and group interviews, we could identify certain groups and test for survey differences, but we would need the prior knowledge.

- The profile of dimensions does not reveal their interaction or patterning into a total system. The survey reports are often presented as profiles or as scores on the spokes of a wheel to give an impression of an integrated measure, but the deep interactions of assumptions about dimensions such as "the nature of truth" and how that was related in DEC to the egalitarian and conflictive style of decision making will not reveal itself.
- The impact of taking the survey will have unknown consequences some of which may be undesirable or destructive. Answering questions forces employees to think about categories that may never have occurred to them and to make value judgments in areas that are controversial. Not only are individuals influenced in this way, but if they share value judgments such as discovering that they are each very cynical about the leadership of the organization, negative group attitudes can be built up that will damage the organization's ability to function. Furthermore, expectations are set up in employees that once management gets the results, they will take action to improve areas in which employees voiced complaints. If management does not respond, morale can go down, and management may not know why this happened.

When to Use Surveys

Having identified some of the problems with surveys as measures of a particular organization's culture, there are, nevertheless, times when surveys might be useful and appropriate, as described in the following list.

- Determining whether particular dimensions of culture are systematically related to some element of performance. To that end, we want to study a large number of cultures and need a way of comparing them on just those dimensions and on their performance. Doing