

full ethnographic studies is either impractical or too expensive, so we settle for an operational definition of the abstract dimension we want to measure and design a standardized interview, observational checklist, or survey to get a rating or score on each organization. These scores can then be correlated with various other performance measures across many organizations (Corlett and Pearson, 2003; Denison, 1990; Denison and Mishra, 1995; Cooke and Szumal, 1993).

- **Giving a particular organization a profile of itself to stimulate a deeper analysis of the culture of that organization.** The assumption here is that the scores on the dimensions measured are presented as "how the employees perceive this organization" not as an absolute measure of the culture. These perceptions can then become a stimulus for further work on improving organizational performance. To facilitate such improvement, the surveys ask not only "how you perceive your organization in the present" but also "how would you like your organization to be in the future." In terms of the preceding example, employees might indicate on the Strategic Intent dimension that they have a low score in the present and would like their organization to be higher on this dimension. When using surveys in this way, it is important to follow up the cultural deciphering with other methods and not to assume that the given profile is the culture.
- **Comparing organizations to each other on selected dimensions as preparation for mergers, acquisitions, and joint ventures.** This can be useful if we have some idea of the dimensions that need to be compared and if we can assume that the employees will willingly take the survey and answer honestly.
- **Testing whether certain subcultures that we suspect to be present can be objectively differentiated and defined in terms of preselected dimensions that a survey can identify.** If we suspect that the engineering subculture and the operator subculture have different assumptions along the lines described in the "Three Generic Subcultures" section of Chapter Four, we can design a survey to check this out, provided we can get valid samples and assuming that we are getting honest answers.
- **Educating employees about certain important dimensions that management wants to work on.** For example, if the future performance of