



Organizational Thinking Inventory©

The Organizational Thinking Inventory© (OTI) has been developed by Cameron Houston in cooperation with Mike Cook. The OTI is a 64-item online organizational culture survey which visualizes the shared mindsets or thinking styles within an organization based on the whole brain model from Ned Herrmann which led to the development of the Herrmann Brain Dominance Instrument HBDI®. Twenty five years of research stand behind the validity of the HBDI® and it is the world's leading thinking styles assessment tool for individuals and teams. It has also been the subject of independent validations, dissertations, and scientific papers. A summary of HBDI® validations can be found in Ned Herrmann's book, *The Creative Brain*.

The Organizational Thinking Inventory© identifies shared and preferred approaches to analytical, structural, humanistic and strategic thinking at the **organizational** level based on eight core elements of organizational culture. These include Project Management, Planning, Change Management, Customer Service, Performance Management, Communication, Decision Making and Teamwork.

The OTI has been developed to support organizations in the process of cultural integration following a merger or acquisition and therefore contains two sections; a 32-item **self-perception** questionnaire and a 32-item **partner view** questionnaire. The self-perception section is an in-depth questionnaire which provides the respondents with an opportunity to describe how they perceive the shared mindsets or thinking styles within their own or former organization (Organization A). The partner view section is a simpler questionnaire which asks the respondents to describe how they perceive the shared mindsets or thinking styles within the other or partner organization (Organization B).

The inventory is easy to complete within 30-45 minutes per respondent and the report provides graphic profiles which illustrate four key cultural perspectives. These include the following profiles:

- Organization A – Self Perception
- Organization B – Self Perception
- Organization A – Partner View of Organization B
- Organization B – Partner View of Organization A

The report also provides additional profiles which illustrate these perspectives for each of the eight core elements of organizational culture addressed in the questionnaire. This information can be important for any organization seeking to carry out a cultural audit as part of a due diligence process prior to a merger or acquisition. It is however intended to be used to support the design and delivery phases of a cultural integration intervention following a merger or acquisition.

Research indicates that senior executives believe that underestimating the importance and difficulty of integrating the two cultures as a major cause of M&A failures. According to a 1999 study of global mergers & acquisitions by KPMG, 83% of all cross-border deals produce no added value for the shareholders and over 50% actually destroyed value. Interviews with over 100 senior executives involved in some 700 deals between 1996 and 1998 reveal that the overwhelming cause for failure is a lack of focus on the "soft keys" including people, culture and communication.

For more information on the Organizational Thinking Inventory© or a Learning for Cultural Integration intervention with Clarion Learning please contact us at info@clarionlearning.com.au.