

1. Dominant organizational characteristics	A: Personal, like a family B: Entrepreneurial, risk taking C: Competitive, achievement oriented D: Controlled and structured
2. Leadership style	A: Mentoring, facilitating, nurturing B: Entrepreneurial, innovative, risk taking C: No-nonsense, aggressive, results oriented D: Coordinating, organizing, efficiency oriented
3. Management of employees	A: Teamwork, consensus, and participation B: Individual risk taking, innovation, freedom, and uniqueness C: Competitiveness and achievement D: Security, conformity, predictability
4. Organizational glue	A: Loyalty and mutual trust B: Commitment to innovation, development C: Emphasis on achievement and goal accomplishment D: Formal rules and policies
5. Strategic emphasis	A: Human development, high trust, openness B: Acquisition of resources, creating new challenges C: Competitive actions and winning D: Permanence and stability
6. Criteria for success	A: Development of human resources, teamwork, concern for people B: Unique and new products and services C: Winning in the marketplace, outpacing the competition D: Dependable, efficient, low cost

FIGURE 10.33  
OCAI Schema (Cameron, 2006).