

Best Practices

1. Title of the Practice:

- Measuring Organizational Culture through OCTAPACE Score.
- Engagement of Students for understanding the community need

2. Objectives of the Practice

To study the culture of Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Empowerment & Experimentation at IIHMR University.

Measuring organizational culture on these eight parameters helps the University to understand its current practices at the organizational level and also recommends the strategies to bridge the gap wherever found.

3. The Context

The challenging issues in designing and implementing this practice are:

- Collection of information
- Criteria for selection of respondents – If random selection of respondents is done then there is probability that some of the respondents may be new to the organization.
- Therefore, utmost care has to be taken while deciding the criteria for selection of respondents for collecting information on OCTAPACE.

4. The Practice:

Understanding organization ethos is an important aspect to understand the emerging needs in higher academic institutions in India. Measuring organizational culture through OCTAPACE is a continuous process to ensure the development of competencies, motivation and effectiveness of faculty and students in Indian Higher Education, in very systematics and planned way. The eight variables are essential in development and maintenance of performance which would lead to higher satisfaction.

5. Evidence of Success:

IIHMR University always believes in transparency, accountability and responsiveness towards its mission and vision. In this regard, the academic cell has developed a rigorous curriculum and the University has established Internal Quality Assurance Cell (IQAC). But every criterion cannot be measured through IQAC, therefore, to understand current practices and gaps, the University conducts OCTAPACE study every year with post graduate students who are one of the most

important beneficiaries of the University.

For this, the University has kept a target to achieve all eight parameters which details the organizational practices very briefly as well as comprehensively and facilitate to bridge the gaps.

6. Problems Encountered and Resources Required

The University did not get any challenges in executing the OCTAPACE study, however, there is time taking exercise to gather information as the collection of information on these eight indicators is highly dependent on the availability of the respondents.

ORGANIZATIONAL CULTURE: OCTAPACE SCORES

Organizational Ethos:

The culture-related concepts can be seen as multi-level concepts. The core (first level) are the values, which give a distinct identity to a group. This is the ethos of the group or organization. Ethos can be defined as the underlying spirit or character of an entity or group and is made up of its beliefs, customs or practices. The eight important values relevant to organizations are: openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, and experimentation. In addition to being an acronym for these values, OCTAPACE is a meaningful term, indicating eight (octa) steps (pace) to create functional ethos.

Openness: Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Openness is in both directions, receiving and giving. Both these may relate to ideas (including suggestions), feedback (including criticism), and feelings.

Confrontation: Confrontation can be defined as facing rather than shying away from problems. It also implies deeper analysis of interpersonal problems. All this involves taking up challenges. The term confrontation is being used with some reservation and means *putting up a front*, as contrasted with *putting one's back* (escaping) to the problem. A better term would be confrontation-cum-exploration (CE).

Trust: Trust is not used here in the moral sense. It is reflected in maintaining the confidentiality of information shared by others, and in not misusing it. It is also reflected in a sense of assurance that others will help when such help is needed and will honour mutual commitments and obligations. Trust is also reflected in accepting what another person says at face value, and not searching for ulterior motives. Trust is an extremely important ingredient in organisation building processes.

Authenticity: Authenticity is the congruence between what one feels, says and does. It is reflected in owning up one's mistakes, and in unreserved sharing of feelings. Authenticity is closer to openness.

Pro-action: Pro-action means taking initiative, pre-planning, taking preventive action, and calculating the payoffs of an alternative course before taking action.

Autonomy: Autonomy is using and giving freedom to plan and act in one's own sphere. It means respecting and encouraging individual and role autonomy. It develops mutual respect and is likely to result in willingness to take responsibility, individual initiative, better succession planning.

Collaboration: Collaboration is giving help to, and asking for help from, others. It means working together (individuals and groups) to solve problems and team spirit.

Experimenting: Experimenting means using and encouraging innovative approaches to

solve problems; using feedback for improving, taking a fresh look at things, and encouraging creativity.

An instrument, Octapace Profile (Pareek, 2002b) was used to study organizational ethos at IIHMR. As a part of the organizational module the students were asked to reflect the organizational culture. The students were asked not to write their name and data were analyzed anonymously.

Dimensions	IIHMR PG Students									
	Nov-Dec 2013		Nov-Dec 2014		Nov-Dec 2015		Dec 2016-Jan 2017		Nov-Dec 2017	
	(n=92)		(n=103)		(n=136)		(n=123)		(n=127)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Openness	17	±2.9	16	±2.0	16	±2.1	15	±2.3	15	±2.2
Confrontation	16	±1.6	15	±1.9	15	±2.0	14	±2.3	15	±2.0
Trust	15	±2.1	14	±1.8	15	±2.0	14	±2.3	15	±1.9
Authenticity	14	±1.9	13	±2.3	13	±2.2	13	±2.2	13	±2.1
Proaction	16	±2.1	16	±2.2	16	±2.3	15	±2.3	16	±2.2
Autonomy	14	±1.9	14	±1.4	14	±2.0	14	±1.8	14	±1.7
Collaboration	15	±1.9	15	±1.5	15	±2.0	15	±1.9	15	±1.7
Experimenting	15	±2.0	15	±2.0	15	±2.1	14	±2.1	15	±2.3

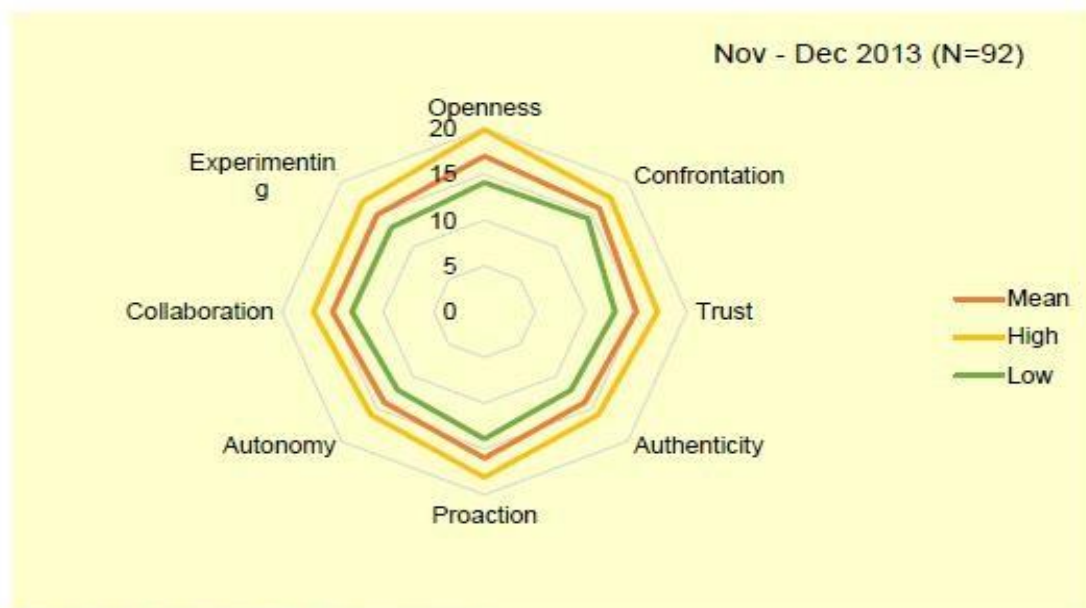


Figure 2. Octapace for IIHMR students - 2013

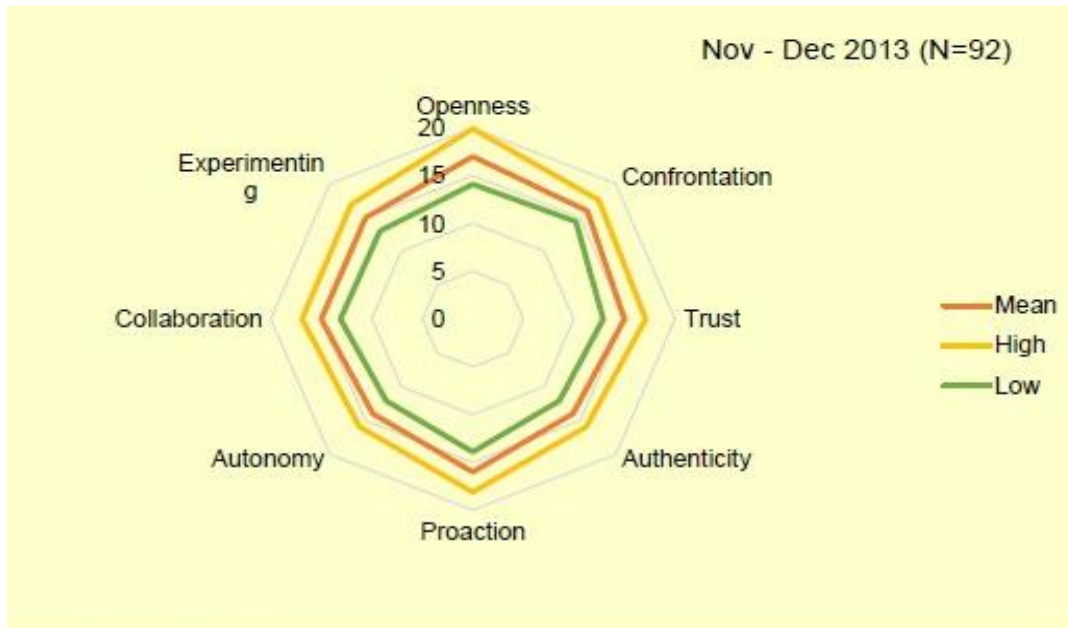


Figure 2. Octapace for IIHMR students - 2013



Figure 3. Octapace for IIHMR students - 2014



Figure 4. Octa pace for IIHMR students - 2015

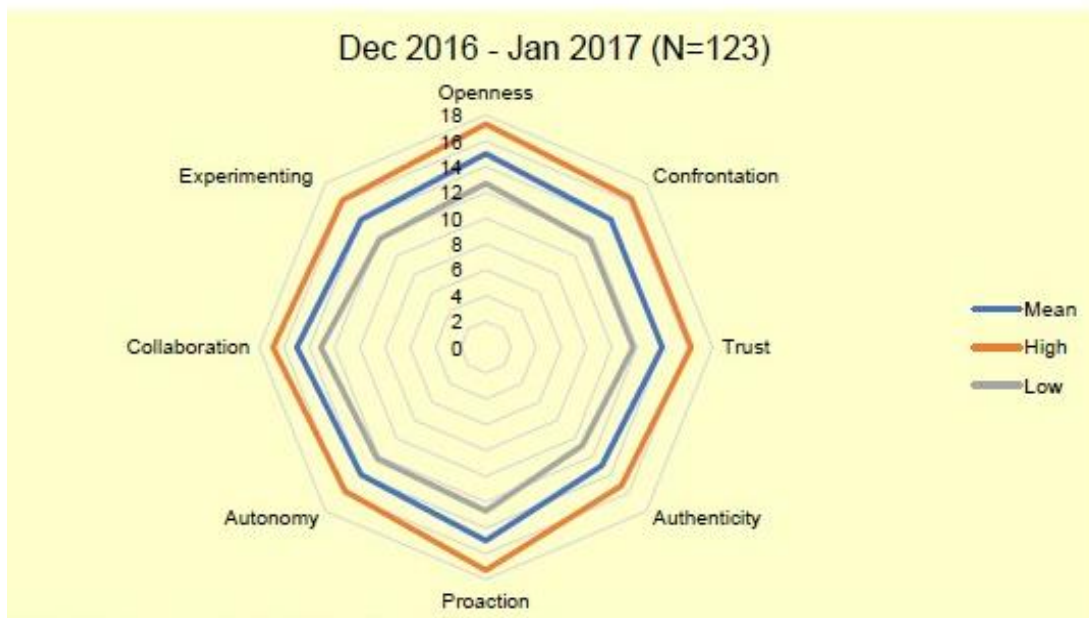


Figure 5. Octa pace for IIHMR students - 2016

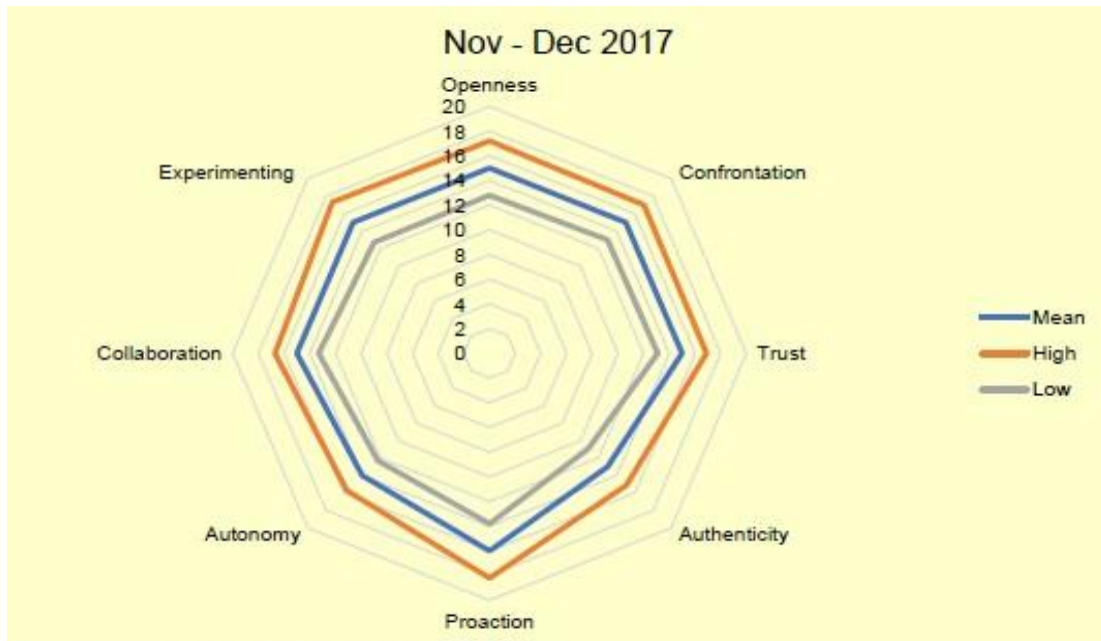


Figure 6. Octa pace for IIHMR students – 2017

Key Findings:

The data reveals that Openness in the university needs to be improve. Only towards mid of 2017 the open ness has reduced a bit. This may be due to subjective specification of the students. However, the same study among the employees can facilitate it more clearly. The data also depicts that the confrontation has started decreasing as compared to the earlier times. It was also reported that the trust building among the students has also increased. This may be due to involvement of alumni-student relationship with each other. Authenticity has been reported to be decreasing however, the pro-action of the university for addressing the problems was very responsive and good. This highlights that the University always proactively takes decision to address the problem. The autonomy of the students and faculty, collaboration with other partners and experimentation were reported to be very high and sustainable.

Hence, from the overall design it could be concluded that the university maintains its philosophy to justify the value, ethics and mission.