

OCI® In The Classroom



The information provided in this blog post was collected during the webinar Analyzing Organizational Culture with the OCI® - A Hands-on Student Project at CBS International Business School held by Prof. Stefan Schwarz and John van Etten on January 12th, 2022.

To view the full webinar please click [here](#).

HOW OCI® CAME TO THE CLASSROOM OF CBS INTERNATIONAL BUSINESS SCHOOL

Human Synergistics has a long history of working with students in university classroom settings in the United States. The academic background of the company makes helping students apply their theoretical knowledge to the real business world is a purpose near and dear to our hearts.

Five years ago Prof. Stefan Schwarz, an HR professional and CBS International Business School lecturer, joined forces with HS to bring an opportunity for growth and practical learning to students. Prof. Schwarz incorporated the use of Human Synergistics' instruments into his course work of the master's program in Business Psychology. The approach of the course, and generally of CBS International Business School, is practical and hands-on. At the end of the master's program during students' second year, Prof. Schwarz teaches a course on Evidence Based Management and Organizational Learning. Evidence based management ensures that management decisions are not made based on a gut feeling of managers, but there is some evidence to be found in either in scientific literature, expert and stakeholder views as well as data collected in the organization that decisions can be based on. In any case, data will need to be gathered to use this approach effectively. The two kinds of data collected are either primary data, which is collected for a specific purpose, or secondary data which already exists in other sources and is used to uncover new findings.

TARGET AND PROCESS OF PROF. SCHWARZ'S COURSE

Taught at the end of the 2-year master's program this course wants to prepare students for entering the job market. The main target of the course is not only to learn about evidence based management but also about how to apply it. At the beginning of the course a theoretical framework is created including various issues that an organization may face, evidence based management, the philosophy of science and a couple of sessions on data collection. Human Synergistics will on its part provide an introductory session on culture analysis and culture change.

At the beginning of the semester the group of 20-30 students is broken up into smaller groups of 6-7 people and tasked with finding an organization from their personal network. The organizations interested in partnering with the students will go through a culture analysis project using Human Synergistics' OCI® Ideal and OCI® Current surveys. Survey results will be shown in a comprehensive feedback report. Based on this report and their findings from additional interviews as well their research of secondary data, students will develop recommendations for culture change to the management of their partner organization. Throughout the entire process of setting up the survey project, to administering the survey, the analysis of the final report and drafting recommendations, Human Synergistics provides students with guidance and feedback. The students' findings and recommendations will be presented to the management of the partner company in a final 30-minute session that will result in the final grade for this course for the students. In total, this project covers roughly 3 months and encompasses 28 classroom hours.

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THE BENEFITS OF THIS COOPERATION

This cooperation between CBS International Business School and Human Synergistics provides a benefit to all parties involved, especially students and the partner companies who decide to be part of this project. While students go through an intense learning experience and get plenty of real world practice and a feel for the fact that there is great variation in company cultures, they also come to understand that different cultures can lead to very different businesses and how a specific culture can be a predictor of business performance. This is a fantastic growth opportunity for students which in the end will give them something to celebrate as a group.

Companies in turn get a flavor of their culture without a monetary investment as Human Synergistics' surveys and services are provided to students free of charge. This initial measurement can be a real eye-opener and can serve as a first step for further culture development initiatives.

Are you interested in including Human Synergistics' instruments into your course program? Please feel free to reach out to us on info@humansynergistics.de.