

## Section VII: Facility Culture Dimensions

**Facility Culture** is a system of shared norms defining appropriate attitudes and behaviors to guide facility personnel  
**FC01** Please answer questions in relation to the majority of facility personnel (operators, managers, engineers, staff, etc.).

To what extent is this behavior or attitude widely observed in the facility -	Not at all		Some extent			Great extent	
<b>1. Rationality Norm: The shared use of rationality over intuition</b>							
1.1 Financial computations justify all activities and investments	1	2	3	4	5	6	7
1.2 Quantitative measures are used more than personal judgments	1	2	3	4	5	6	7
1.3 Decisions rely mostly on intuition and qualitative factors	1	2	3	4	5	6	7
1.4 Subjective judgments are mostly used to fully understand situations	1	2	3	4	5	6	7
<b>2. Long-term Horizon Norm: The shared behavior of having a long-term over a short-term horizon</b>							
2.1 Facility decisions address long-term views rather than immediate needs	1	2	3	4	5	6	7
2.2 There is a strong concern for the future effects of all activities	1	2	3	4	5	6	7
2.3 Operational decisions are always set to quickly match current needs	1	2	3	4	5	6	7
2.4 We devote most of our time solving immediate, short-term issues	1	2	3	4	5	6	7
<b>3. Intrinsic Motivation Norm: The shared use of intrinsically over extrinsically motivating people</b>							
3.1 Personnel are best motivated by meaningful work	1	2	3	4	5	6	7
3.2 Operators are always intrinsically willing to help improve operations	1	2	3	4	5	6	7
3.3 Personnel are mostly motivated by monetary rewards and punishments	1	2	3	4	5	6	7
3.4 Goals and objectives are typically used to motivate personnel	1	2	3	4	5	6	7
<b>4. Stability Norm: The shared behavior of stability over change</b>							
4.1 Process changes are typically introduced slowly and with caution	1	2	3	4	5	6	7
4.2 We keep a stable and level workforce with few changes	1	2	3	4	5	6	7
4.3 Procedures are continually adapted and changed	1	2	3	4	5	6	7
4.4 Too much stability is seen as bad and not progressive	1	2	3	4	5	6	7
<b>5. Production-Centric Norm: The shared emphasis of production over social activities</b>							
5.1 The top priority of our personnel is task completion and productivity	1	2	3	4	5	6	7
5.2 We devote all resources and time to the needs of production	1	2	3	4	5	6	7
5.3 Friendships and informal relationships are encourage in the facility	1	2	3	4	5	6	7
5.4 Social activities are done during work hours to show their importance	1	2	3	4	5	6	7
<b>6. Collaboration Norm: The shared behavior of working collaboratively over individually</b>							
6.1 All decisions are made collaboratively and collectively	1	2	3	4	5	6	7
6.2 Cross-functional collaboration is always done	1	2	3	4	5	6	7
6.3 Work is accomplished individually without interference from others	1	2	3	4	5	6	7
6.4 All individuals are able to get things done on their own	1	2	3	4	5	6	7
<b>7. Centralized Control Norm: The shared behavior of having work centrally over de-centrally controlled</b>							
7.1 Plans are centrally made by managers without wide facility involvement	1	2	3	4	5	6	7
7.2 Most operational decisions are controlled by engineers and managers	1	2	3	4	5	6	7
7.3 Time and resources are mostly allocated based on de-centralized choices	1	2	3	4	5	6	7
7.4 Decisions are typically made autonomously by work areas	1	2	3	4	5	6	7
<b>8. Internal Resource Norm: The shared use of internal over external resources to help the facility</b>							
8.1 The best ideas come from inside our facility, from our personnel	1	2	3	4	5	6	7
8.2 We develop internal expertise rather than hire external consultants	1	2	3	4	5	6	7
8.3 Most innovations come from monitoring competitors and/or using suppliers	1	2	3	4	5	6	7
8.4 We are constantly looking outside our facility for useful ideas	1	2	3	4	5	6	7