

# Culture Types and Outcomes

## How to Use the Table

1. **Complete the "School Culture Discovery Audit":** Have participants fill out the "School Culture Discovery Audit" and note the dominant themes for each category.
2. **Compare audit results with the table:** Match the identified themes from the audit to the characteristics listed under each culture type.
3. **Identify your predominant culture type:** Determine the primary culture type by selecting the one that most closely aligns with your audit responses across multiple categories.
4. **Acknowledge secondary influences:** If multiple culture types seem relevant, note any secondary culture influences that might also be present.
5. **Determine cultural outcomes:** Use the table to identify positive and negative impacts that your predominant and secondary culture types may have on your school's outcomes.

## Example: Interpreting Results

- *If your audit responses highlight teamwork, frequent collaboration, and shared learning, you likely have a collaborative growth culture.*
- *If your results emphasize data-driven focus, accountability, and high-pressure environment, this suggests a results-driven accountability culture.*
- *If themes such as community engagement, inclusivity, and warm climate emerge, your culture may align with a community-centric purpose culture.*

Culture Type	Collaborative Growth Culture	Results-Driven Accountability Culture	Community-Centric Purpose Culture	Innovative and Agile Culture	Traditional Safety and Compliance Culture	Toxic or Survival Culture
<b>Vision and Purpose</b>	Teamwork, growth-focused vision (for example, <i>continuous improvement together</i> )	Focus on metrics, data-driven success (for example, <i>achieving top test scores</i> )	Emphasis on community impact, shared mission (for example, <i>serving the community</i> )	Vision focused on innovation, adaptability (for example, <i>leader in new educational approaches</i> )	Stability, safety, adherence to tradition (for example, <i>consistency and safety first</i> )	Crisis management, survival focus (for example, <i>getting through the year</i> )
<b>Values and Beliefs</b>	Collaboration, integrity, shared learning	Achievement, accountability, high performance	Inclusivity, equity, empathy	Creativity, risk-taking, flexibility	Compliance, rule following, risk aversion	Blame oriented, defensive, negative beliefs
<b>Norms and Rituals</b>	Frequent team meetings, shared best practices, professional development sessions	Regular data reviews, performance check-ins, strict timelines	Celebrations of community events, strong stakeholder engagement	Brainstorming sessions, pilot projects, innovation meetings	Ritualized safety drills, routine checks, formal ceremonies	Informal gatherings focused on shared complaints, crisis-driven meetings
<b>Climate and Atmosphere</b>	Positive, supportive, open for feedback	High pressure, competitive, outcome focused	Warm, inclusive, welcoming	Energetic, fast-paced, adaptable	Structured, predictable, cautious	Negative, tense, survival focused
<b>Celebrations and Recognition</b>	Team achievements, celebration of learning milestones	Rewards for meeting data targets, individual performance recognition	Community service awards, inclusive celebrations of diverse achievements	Recognition for innovation, successful experiments	Formal awards for compliance, adherence to standards	Rare celebrations, focus on problems rather than successes
<b>Communication and Network</b>	Open communication, shared growth language (for example, <i>Let's learn together</i> )	Top-down, directive communication focused on metrics	Inclusive, community-oriented language	Language focused on innovation, adaptability	Formal, rule-based communication, emphasis on compliance	Defensive, blame-oriented language

Culture Type	Collaborative Growth Culture	Results-Driven Accountability Culture	Community-Centric Purpose Culture	Innovative and Agile Culture	Traditional Safety and Compliance Culture	Toxic or Survival Culture
<b>Symbols, Heroes, and Stories</b>	Celebrated mentors, stories of teamwork, shared success	Stories of top performers, symbols of achievement (for example, awards, trophies)	Stories of community impact, heroes serving the community	Celebrated innovators, stories of breakthrough ideas	Stories of tradition, rule-followers as heroes	Stories of overcoming crises, heroes surviving adversity
<b>Key Characteristics</b>	High levels of collaboration, professional development, and a supportive environment	Competitive, focused on meeting targets, disciplined	Compassionate, motivated by purpose, responsive to stakeholder needs	Creative, adaptable, willing to experiment	Cautious, rule following, dedicated to maintaining standards	Defensive, blame oriented, disengaged
<b>Positive Impact on Outcomes</b>	Increases innovation, fosters high morale, and builds strong team dynamics	Achieves high performance, clear accountability, and consistent results	Enhances trust, strengthens relationships, and boosts community engagement	Drives rapid problem solving, adapts well to change, fosters creativity	Ensures consistency, reduces risk, and maintains a stable environment	May create strong bonds among a small group of resilient staff
<b>Negative Impact on Outcomes</b>	May lead to groupthink, slower decision making due to the emphasis on consensus	Can create stress, reduce creativity, and lead to burnout due to high pressure	May prioritize relationships over efficiency, potentially slowing decision making	Can cause burnout because of instability risk and confusion due to frequent changes	Stifles innovation, resistant to change, and can become overly rigid	Leads to high turnover, low morale, poor overall performance