

## Subculture Type and Cultural Magnitude

This tool enables schools to classify subculture types and assess the overall cultural strength of their organization. The tool will help leaders identify and categorize subcultures into types, providing actionable insights for strategic planning. Furthermore, the tool can be used to demonstrate the current alignment or misalignment of subcultures within the school.

### Step 1: Classify Subcultures Into Culture Types

#### A. Understand Subculture Types

- **Enhancing subculture:** These subgroups strongly identify with the school's core values and exhibit heightened alignment and commitment.
- **Parallel subculture:** These subgroups accept the school's core values while maintaining a separate set of values that do not conflict with the dominant culture.
- **Countercultural subculture:** These subgroups hold values directly opposing the dominant culture, often influenced by external factors.

#### B. Complete the Subculture Classification Survey

Use the survey with qualitative and quantitative components to classify each subculture. Leaders or members of subcultures assess alignment with school values and identify independence of subculture values.

**Quantitative:** Rate the following statements on a scale of 1 to 5 (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree). Total the scores and then divide by four to arrive at the average score for this subculture.

- This team identifies strongly with the school's core values.
- This team's practices are strongly aligned with the school's goals.
- This team has unique values or practices.
- This team's unique values or practices do not conflict with the school's core values.

Compare the average score to the following ranges to determine the subculture classification.

Average Score	Classification	Description
4.0–5.0	Enhancing Subculture	This subculture strongly reflects the school's broader cultural values, practices, and priorities. It likely reinforces and enhances the overall culture.
3.0–3.9	Parallel Subculture	This subculture is somewhat aligned but exhibits independent practices that could support or diverge from the broader culture depending on context.
1.0–2.9	Countercultural Subculture	This subculture significantly diverges from the school's broader culture and may contribute to fragmentation or cultural tension.

**Qualitative:** Leaders or members of individual subcultures can use these questions to classify the type of each subculture in the school. For each question, record key responses and reflections. Summarize any recurring themes, strengths, and areas for growth, and document action steps where applicable.

*How do the team's practices align with the school's core values?*

*Describe key values unique to the team.*

*Does the team's focus ever feel in conflict with the school's overall vision? If so, how?*

### C. Classify Each Subculture

Use the data from both the quantitative and qualitative surveys to classify each subculture.

- **Enhancing subculture:** High alignment and commitment to core values
- **Parallel subculture:** Moderate alignment with some independent, nonconflicting values
- **Countercultural subculture:** Low alignment and evidence of conflicting values

## Step 2: Determine Overall School Cultural Magnitude

### A. Classify the Magnitude

Classify each subculture and determine the overall cultural magnitude.

- **High magnitude:**  $\geq 75$  percent of subcultures are classified as enhancing.
- **Moderate magnitude:** 50–74 percent of subcultures are classified as enhancing or parallel subcultures.
- **Low magnitude:**  $< 50$  percent of subcultures are classified as enhancing or parallel subcultures.

### Step 3: Complete the Final Tool

The following is a sample completed tool.

Subculture	Classification	Reasoning
Grade 6 team	Enhancing	Has high alignment with school values
Mathematics department	Parallel	Aligns with school values but prioritizes innovation
Science club	Countercultural	Promotes values conflicting with school norms
Schoolwide committee	Enhancing	Has a clear commitment to core values

#### Determine cultural magnitude:

- **Enhancing subcultures:** 2 out of 4 = 50 percent
- **Parallel subcultures:** 1 out of 4 = 25 percent
- **Countercultural subcultures:** 1 out of 4 = 25 percent

#### Based on the classification of all subcultures:

- 50 percent enhancing (2 out of 4), plus 25 percent orthogonal ( $\frac{1}{4}$ ) = 75 percent enhancing or parallel
- Cultural magnitude: High magnitude (falls in the greater than or equal to 75 percent range)

### Subculture Type and Cultural Magnitude Template

Subculture	Classification	Reasoning