

ORGANIZATIONAL CULTURE IN MANAGEMENT CONSULTING FIRMS

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Resumo

A cultura organizacional assume um papel fundamental na vida das organizações. O desenvolvimento da gestão de recursos humanos e o seu papel cada vez mais estratégico têm demonstrado a importância da cultura organizacional e os seus efeitos em diversos aspetos das organizações. Com a complexidade e a competitividade associada às rápidas mudanças do mercado de trabalho atual, essa importância torna-se mais determinante para o sucesso das organizações. A cultura organizacional é um conceito muito abstrato e amplo que visa explicar o porquê de as coisas serem feitas de certa forma dentro das organizações. A maioria dos trabalhadores simplesmente segue o modo como as coisas são feitas sem jamais questionarem ou mesmo perceberem as implicações e fatores subjacentes que motivam a cultura organizacional da sua própria organização.

Ao refletir sobre cultura organizacional percebe-se que os fatores que influenciam e compõem a cultura organizacional são diferentes de organização para organização e de setor para setor, e embora existam vários modelos, todos eles são muito generalistas. Portanto, a presente investigação tem por objetivo compreender quais são os principais fatores que influenciam e compõem a cultura organizacional das empresas de consultoria de gestão e desenvolver um modelo adequado para tais empresas.

Esta investigação baseia-se em dados de 15 entrevistas e 107 questionários respondidos por consultores com uma variedade de idades, cargos, antiguidades, pertencentes a organizações de consultoria de gestão, que operam em Lisboa, com diversas áreas de intervenção e que oferecem diferentes tipos de consultoria. Os resultados e conclusões compreendem informações sobre os principais fatores que compõem e influenciam a cultura organizacional em empresas de consultoria de gestão.

Palavras-chave: Cultura organizacional, gestão de recursos humanos, consultoria de gestão

Classificação JEL: M14 Corporate Culture

Abstract

Organizational culture assumes a fundamental part in the life of every organization. The development of human resources management and its increasingly strategic role have shown the importance of organizational culture and its effects in multiple aspects of organizations. With the complexity and competitiveness associated with the rapid changes of today's labour market, such importance becomes more determinant to the success of organizations. Organizational culture is a very abstract and broad concept that aims to explain why things are done in a certain way inside organizations. Most workers simply follow the way things are done without ever questioning or even realising the underlying implications and factors that motivate the organizational culture of their own organization.

When reflecting about organizational culture one realises that the factors that influence and compose organizational culture are different from organization to organization and from sector to sector, and while several models exist all of them are very generalist. Therefore, the present investigation aims to understand what are the main factors that influence and compose the organizational culture of management consulting firms and to develop an adequate model for such companies.

This investigation is based on data from 15 interviews and 107 questionnaires responded by consultants with a variety of ages, positions, seniorities, from management consulting organizations, operating in Lisbon, with several different intervention areas and that offer different types of consulting. The results and conclusions comprise information concerning the main factors behind the organizational culture in management consulting firms.

Keywords: Organizational culture, human resources management, management consulting

JEL classification: M14 Corporate Culture

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OCP – Organization Culture Profile

VRIO – Value, Rareness, Imitability, Organization

AMO – Abilities, Motivation, Opportunity

Chapter I - Introduction

1.1 Framework

Nowadays, companies face an increasingly volatile, uncertain, complex and ambiguous world, competitiveness is increasing and the war for talent as well as clients makes sure only the better fitted and prepared survives. To survive in such environment, strategic human resources management takes an essential role, it has become vital to look at the human resources through a strategic lens (Armstrong, 2006).

With this in mind, it is easy to see the relevance of organizational culture, as it is one of the most influential aspect in organizations, having correlation with the overall performance of the organization (Silverthorne, 2004; Shahzad et al., 2012). Organizational culture affects job satisfaction, person-fit organization and employee commitment, all aspects that take an important role in the current days.

Although the importance of organizational culture being widely acknowledge, not all organizations give it its due value. For numerous reasons enterprises can focus on other aspects, leaving organizational culture behind, and consequently having negative repercussions on quite a few aspects.

For the purposes of this study, only 4 organizational culture models will be analysed: Schein's model, Hofstede's model, Organizational Culture Profile and Denison's model, and, to deepen the knowledge and influence of organizational culture only one sector of activity will be studied, the sector of management consulting.

In order to better understand which factors are the most preponderant in the organizational culture of management consulting firm and to develop an adequate organizational culture model for this sector, a thorough study of human resources management, organizational culture and management consulting will be made. Followed by a field study that aims to answers the research questions.

1.2 Research problem

Organizational culture is a fundamental aspect in organizations, since it has influence in person-organization fit, job performance, competitive advantages, employee commitment, and overall organization performance (Silverthorne, 2004; Shahzad et al., 2012). An area of study within human resources that can be defined as the way things are done in an organization (Deal & Kennedy, 1982; 2000), and hence has a tremendous impact on the organization.

However, existing organizational culture models are beginning to become dated due to the natural evolution of the labour market. More and more factors become relevant to the organizational culture of many organizations, and different areas of intervention keep on surging, creating different types of companies and markets.

Another issue that arises is the fact that existing organizational culture models are very generalist, trying to contemplate and be useful for all kinds of companies. Nowadays, the surge of new types of companies, with different value chains, and different purposes are a constant. The market keeps changing and organizations must change to keep up with the market. Which makes companies to be more specialized and very different from sector to sector, valuing different organizational culture factors from sector to sector and making the general organizational culture model becoming obsolete.

Having in mind only the management consulting sector of activity, this dissertation aims to study the organizational culture of management consulting firms, with an intensive literature review of human resources management, organizational culture and management consulting, in order to understand the main factors that compose the organizational culture of management consulting firms and to develop an adequate model for such companies.

1.3 Objectives (theoretical and empirical)

The main objective of the present investigation is to study the organizational culture of management consulting firms, in order determine the principal factors that influence

organizational culture in such organizations and developing an organizational culture model adapted to the reality of management consulting companies.

Complementing the main objective there are several other theoretical and empirical objectives. Theoretical objectives are attached with the literature review, which is the basis for the empirical work developed, being the analysis and definition of organizational culture and its link with strategic human resources management, the analysis of several organizational culture authors and their models, and the analysis and definition of management consulting and its different areas of intervention and types.

Regarding the empirical objectives they are tied with the field study and, consequently, with the research questions. Therefore, the empirical objectives are to analyse which factors are more preponderant in the contribution to the organizational culture of management consulting firms and, taking into account the most preponderant factors in the organizational culture of consulting firms, to create an appropriate model that is able to quantify the organizational culture of consulting firms.

1.4 Thesis structure

In order to reach the proposed objectives and answers the research questions stated, this dissertation is composed by the following structure: Chapter I, the present chapter, in which an introduction is developed, with the framework in which this dissertation is constructed upon, it defines the research problem and the objectives, both theoretical and empirical, that are the cornerstone for the investigation.

Chapter II is the beginning of the literature review, this chapter focus on the definition of human resources management and on strategic human resources management and its connection with organizational culture. Several authors are studied, and the evolution of the topic trough time is explained.

In Chapter III the topic of organizational culture is studied deeply, trough various authors perspectives and definitions. This research is deepened by the analysis and

comprehension of 4 main models: Schein's model, Hofstede's Model, the Organizational Culture Profile and Denison's Model.

In Chapter IV the world of management consulting is dipped in, through an explanation of the definition of management consulting, the numerous areas of intervention and the different types of consulting existent that can be used to differentiate one management consulting firm from another. This is the final chapter of the literature review.

In Chapter V the theoretical approach is defined as well as the research questions, this is made from a critical reflection over the literature review developed in the previous chapters. In Chapter VI the methodology used regarding the investigation model is explained and the sample description is made.

Chapter VII is composed by the presentation and discussion of the results from the field study developed, answers from the interviewees and questionnaire respondents are analysed deeply for each of the research questions and results are discussed, which leads to the main conclusions of the investigation.

In Chapter VIII the final considerations about this academic investigation are made, such as a critical reflection on the academic experience given by the creation of this dissertation, the limitations of the study are explained and suggestions for future investigations in this area are developed.

Chapter II - Human Resources Management

2.1. Human Resources Management definition

Human Resources Management can be thought of as all the decisions and actions made in an organizational context that have impact in the relationship between employees and the organization itself (Beer et al., 1984). To Boxall et al. (2007) Human Resources Management is “the management of work and people towards desired ends”, in a more detailed way Guest (1987) defined Human Resources Management as a group of policies and procedures with the objective of maximizing integration, commitment and overall quality of work in organizations.

Furthermore Storey (1989) complemented in defining Human Resources Management as a “set of interrelated policies with an ideological and philosophical underpinning”. So, it is possible to say that the main objective of a Human Resources department is to guarantee that the organization achieves its goals by best utilizing its human resources in alignment with the organizational values and culture.

According to Armstrong and Taylor (2014), Human Resources Management is concerned “with all aspects of how people are employed and managed in organizations”, it covers most if not all activities related with people in the organization, such as knowledge management, organizational development, recruitment, selection, talent management, learning and development, workforce planning, performance and reward management, corporate social responsibility, human capital management, employee relations, and employee well-being.

According to Ulrich (1997), Human Resources activities and practitioners are guided by two axes: process versus people and operational focus versus strategic focus, the four key roles made by the intersection of both axes, are the strategic partner, the change agent, the administrative expert and the employee champion – Figure 1.

Figure 1 – Ulrich Model of Human Resources Roles



Source: Ulrich (1997)

Following Ulrich's (1997) line of thought, the administrative expert is responsible for continuously improving the organization efficiency given his operational and processes focus. The employee champion also has an operational focus but is instead people oriented, having responsibilities over employee contributions. Passing on the strategic side of the axes, the strategic partner is the one that helps the line managers reach their goals by creating and effective strategy and assuring its implementation. While the change agent, who gives more focus on people and strategy, is the one responsible for organizational culture and transformation (Ulrich, 1997; Keegan and Francis, 2010).

Over time the activities and work of the Human Resources department have change, getting more and more strategic as time goes by, this change was also helped by the advances in technology. With the increase use of technology for the Human Resources work the more repetitive and administrative task began to consume less and less time, the existence of Human Resources systems that automate or reduce the time spent in functions as payroll, recruitment and selection, and performance appraisal allow Human

Resources professionals to have more time to invest in strategic issues regarding the people of the organization (Keegan and Francis, 2010).

Having in mind Human Resources Management goals and areas of actuation, it is possible to understand the clear evolution in what the Human Resources department in an organization is responsible for. Starting out as a purely administrative component to organizations, Human Resources Management has evolved into a strategic part of organizations that wish to maximize their effectiveness (Saá-Perez and García-Falcón, 2002).

2.1. Strategic Human Resources Management

Several studies have showed the link between Strategic Human Resources Management with organizational effectiveness and competitive advantages. Caldwell (2004) identified the policy goals for Human Resources that included the management of people as the central assets there are in creating and maintaining competitive advantages and aligning all the policies, procedures and systems in the organization with each other and with the company's strategy.

According to Armstrong (2006) one of the most important characteristics in Human Resources Management is that it is strategic, meaning that Human Resources Management must create Human Resources strategies that empower the organization reach its objectives, and this approach gives birth to the definition of Strategic Human Resources Management. Henceforth, Strategic Human Resources Management is a decision making approach to Human Resources policies, procedures and practices that is based on key notions of strategy, such as competitive advantages, resource-based strategy, strategic capability, strategic fit and strategic intent (Armstrong, 2006).

Hendry and Pettigrew (1986), defined that the four meanings for strategic Human Resources Management are: the use of planning in Human Resources Management, an integrated and coherent approach to the design and implementation of human resources systems reinforced by a philosophy or vision, matching the Human Resources

Management activities and policies with the business strategy, and finally viewing the people of the organization as a resource for the achievement of competitive advantages.

This strategic, rather than administrative, focus in Human Resources Management is the basis for the work in current and future Human Resources departments that are driven by making a difference in their organizations. Although, this new perspective brought new challenges with it, as Saá-Perez and García-Falcón (2002) stated it is necessary to change the way of thinking and acting, Human Resources departments need to be seen as driver for change, competitive advantage and overall effectiveness rather than a cost in the organization.

Having in mind the vertical and horizontal fit of Human Resources (Batt, 2007), where vertical fit is the alignment between business strategy and Human Resources strategy and horizontal fit is the alignment between all the components in the Human Resources systems, and connecting this alignment with the VRIO analysis (Barney, 2010), it is clear to see the importance of Human Resources Management in any organization.

The Strategic Human Resources Management approach requires vertical and horizontal fit in all aspects of Human Resources (Saá-Perez and García-Falcón, 2002), such as recruitment, selection, performance appraisal, compensations, career management, training and organizational culture, always with the main goal of helping the organization to excel its goals and maximize organizational performance.

According to Appelbaum et al. (2001) AMO model, performance is the result of adding the ability of employees, with their motivation and the opportunity to participate. So, all of the components of performance can be analyzed and are a part of the area of effect of Human Resources Management. The ability and skills of employees can be dictated by recruitment, selection and training. Motivation can be managed by the compensation, career management and organizational culture aspect of Human Resources Management. While opportunities derive from the norms and beliefs that compose the organizational culture, an employee centered culture normally has more participation, and therefore more opportunities, than a job oriented culture (Hofstede, 2010).

Chapter III – Organizational Culture

3.1. Organizational Culture Definition

Organizational Culture is a key issue in any company and therefore a major area of effect for Human Resources departments. With the increase of the strategic focus in Human Resources, organizational culture stands out as one of the most prominent areas of study, research and work. The correlation between organizational culture with person-organization fit, job satisfaction (Silverthorne, 2004), job performance, net profit of the organization, organization performance, competitive advantages and employee commitment (Shahzad et al., 2012), has been increasingly evident, making organizational culture an essential aspect of any organization that must be analyzed, treated and dealt with the most respect.

Cambridge Dictionary defines organizational culture as “the types of attitudes and agreed ways of working shared by the employees of a company or organization”. There are several other definitions of organizational culture, and despite not all authors agreeing on what organizational culture involves, the vast majority agrees with the core definition that organizational culture can be thought as holistic, historically determined, socially constructed, soft and difficult to change (Hofstede et al., 2010).

For Eldridge and Crombie (1974), organizational culture is the unique configuration of norms, values, beliefs and behaviors that define the way people inside the organization agrees to do things. And thus, in a simpler way organizational culture can be thought as the way things are done in an organization (Deal & Kennedy, 1982; 2000).

Schein (1988), studied and created a definition of organizational culture that is still today one of the most well regarded and accurate in the world. To Schein, culture is “A pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

According to Furnham and Gunter (1993), culture is the glue of society that counters the natural diversities between people or groups, meaning that organizational culture offers a shared system of meanings which is the basis for communication and mutual understanding inside the organization.

Organizational culture is not to be confused with organizational climate, Denison (1996) suggested that organizational culture refers to a deeper structure of organizations, that is based in values, beliefs and assumptions, while organizational climate refers to characteristics of the environment that are perceived in a conscious manner by members of the organization. French et al (1985) defined this difference by stating that organizational climate is “the relatively persistent set of perceptions held by organization members concerning the characteristics and quality of organizational culture”. Being organizational climate the perception of the organizational culture. (Armstrong & Taylor, 2014).

In spite of all the different models and approaches to study and understand organizational culture, it is still a difficult concept to grasp. Since each author explains his perspective in a slightly different way of the other, there is not, yet, a single model that explains organizational culture as a whole that is universally accepted.

3.2. Organizational Culture Models

As it was stated above, there is not one organizational culture model that can be thought of as the correct one, therefore, to better understand how organizational culture can be explained in a model, below there are four models that are the most relevant for this specific research.

These four models are the Schein model, the Hofstede model, the Organizational Culture Profile and the Denison model. The Schein model was chosen for its historical relevance, being the cornerstone of most organizational culture models including the remaining three in this chapter. The Hofstede model, the Organizational Culture Profile and the Denison model were chosen because of the ability of their outcomes to be quantified.

Having in mind the quantification of the outcomes in the models and the several segmentations of their factors in categories or dimensions, backed by the conceptual and theoretical definition given by the Schein model, makes the combination of these four models the ideal for the study in hand.

While there are many different organizational culture models [Deal and Kennedy's Culture Types (1982), Johnson's Cultural Web (1988), Handy's Four Classes of Culture (1981), Harris's Organizational Schemata (1994), Cameron and Quinn's Four Types of Organizational Culture (1999), McGuire's Entrepreneurial Organizational Culture (2003), among many others], but the combination of these four models gives the ability and freedom to understand what the most relevant characteristics, factors and dimensions in each are, to be able to design a specific model adapted to the consulting enterprises reality, with only the relevant segmentations for the sector.

3.2.1. Schein's Model

Edgar Schein's organizational culture model is one of the most well-regarded models today. His definition of organization culture is based on the anthropological concept that culture is property of groups, therefore highlights the learning aspect of workers and the passing of said learning and knowledge to future generations or newcomers (Schein, 1988). Since culture is property of groups, for an organization to have a culture that covers the entire organization, the organization itself must exist like a group that is stable for a prolonged period of time. (Schein, 1988).

Having in mind Schein's concept of culture, Schein defined an organizational culture model that explains what organization culture is in three levels: first the artifacts, second the values, and third and last the shared assumptions – Table 1.

Table 1 – Schein’s organization culture model

Artifacts	Visible organizational structures and processes (Hard to decipher)
Values	Strategies, goals and philosophies (espoused justifications)
Underlying Assumptions	Unconscious, taken for beliefs, habits of perception, thought and feeling (ultimate source of values and action)

Source: Adapted from Schein (1988)

As it is possible to see in Table 1, artifacts are the first level, they are clear, tangible and easily seen, felt, or heard elements even for people that are not a part of the organization (Schein 1988, Denison 1990), they can be anything since furniture, logos, processes, or even the dress code. Artifacts comprise the first and shallowest level of the organization culture, and because they are so easily observed and documented they are also very difficult to decipher, meaning don’t give must insight on what is beneath, on what the actual organizational culture is. Artifacts are like the tip of the iceberg that the organizational culture is, it is the part that can be seen but doesn’t exactly help to perfectly determinate the size of the rest of the iceberg. This happens because “We can go into an organization and see things, hear things, feel things, and smell things, but we do not necessarily know what they mean to the insiders” (Schein, 1988).

The second level is the values level, this level contains the organization’s ideology, its strategy, goals and philosophies. These espoused values are the reason why people inside the culture do things the way they do. The values can be documented and analyzed by asking people that are inside the organization about things that are not as clear as the artifacts, things that do not make sense or things that seem somewhat off in the organization (Schein, 1988).

In this level it is possible to understand the importance of the role of a leader, values are spread through almost everything leaders do, say or write so the alignment of the espoused values, the individual values and the underlying assumptions that form the next level are a fundamental point in the organizational culture of an organization (Bourne, 2013).

The final and third level are the underlying assumptions, deeper than the values, underlying assumptions are taken for granted and can explain behaviors values cannot. These underlying assumptions are the core of the organizational culture, they are very hard to perceive and are taken for granted, normally take the form of a set of behaviors that over time have given the members of the organization success. Since these behaviors have given success multiple times in an extended period of time, they become unquestionable underlying assumptions (Schein, 1988).

Underlying assumptions can exist from several sources and are the hardest level to understand even from an insider's point of view, surveys can never tap into this level since it is required an interactive process of an outsider of the organization to ask and dwelt deep into a conversation with an insider to even start to question the underlying assumptions (Schein, 1988).

When using this model regarding cultural change in the organization, it is possible to understand that deep change at the underlying assumptions level is something that can shake the whole organization. Artifacts can give clues and values can help decipher some behaviors, but the underlying assumptions are the one that dictate the company's dynamic. (Schein, 1988).

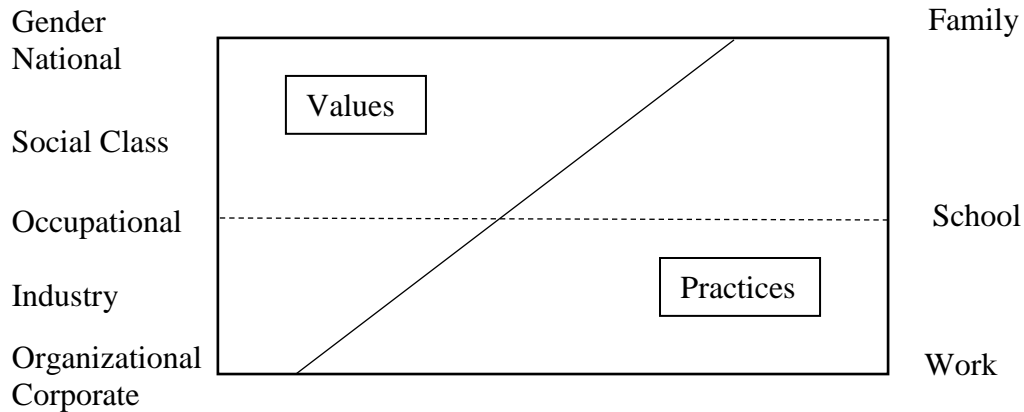
3.2.2. Hofstede's Model

Hofstede studied the cultural differences between nations through a study involving IBM (Hofstede, 1980) employees, with this study he developed a model that begun with four dimensions and that was later expanded to have six dimensions. The six dimensions proposed (Power Distance, Individualism-Collectivism, Uncertainty Avoidance, Masculinity-Femininity, Long-term Orientation and Indulgence) help to understand the cultural differences between countries and regions and its impacts on management (Hofstede, 2010).

Although these six dimensions can help understand the cultural differences between region, it is not designed to be an organizational culture model. The need for a different model to measure organizational culture, and the reason behind it cannot have the same dimensions that the national culture model has, is the different combination between

values and practices. As it is possible to see in Figure 2, the balance tips much more to the practices side when the topic is work related (Hofstede, 2010).

Figure 2 – The balance between values and practices



Source: Hofstede (2010).

So, in another study involving twenty organizations from Denmark and Netherlands, Hofstede developed a similar model, but this time designed and perfected for the reality of businesses instead of regions (Hofstede, 2010).

Hofstede organizational culture model is composed by six dimensions: Process Oriented versus Results Oriented; Job Oriented versus Employee Oriented; Professional versus Parochial; Open Systems versus Closed Systems; Tightly Controlled versus Loosely Controlled; and Pragmatic versus Normative (Hofstede, 2010). There is no order associated with the dimensions, each of them represents a different aspect of the organization culture that is linked with its practices (Hofstede, 2010).

The Process Oriented versus Results Oriented dimension is designed to understand if the company's culture has more focus on the processes and the way the work is conducted or more with the end result. In process oriented cultures are characterized by risk avoidance and routine in the employees daily work with limited job effort, while results oriented cultures are driven by the achievement of goals and characterized by employees being outside their comfort zones and maximum job effort (Hofstede, 2010).

Job Oriented versus Employee Oriented pits the concern for finishing the job and the concern for people against each other. In job oriented cultures employees feel that the company is only interested in their work and do not care about their personal life, feel high pressure regarding the completion of their job and decisions are made by individuals instead of being group decisions. While in employee oriented cultures the employees feel that the company has interest in their wellbeing in both their personal and professional life and that important decisions are made by groups of people and not a single person (Hofstede, 2010).

The next dimension is Professional versus Parochial, with this dimension Hofstede aims to distinguish cultures where “people identify with their type of job” (Hofstede, 2010) and cultures where “employees derive their identity largely from the organization” (Hofstede, 2010). Thus, in a professional culture, employees see their personal lives as if it was their own business, they put themselves in front of the organization and look to the future in doing so and feel that are hired because of job competence alone. While in a parochial culture, employees feel that the organization norms and their personal life norms are identical and that when hiring the company takes in account much more that the job competence or even work-related competencies (Hofstede, 2010).

The Open Systems versus Closed Systems dimension refers to the openness to include new members and integration of the organization. An open system culture is open to new joiners, believing anyone would fit the organization in only a few days. While in closed systems cultures employees feel that only a selected few would be fitted for the organization, new joiners need a long time to feel at home or that they belong, and coworkers seem to be closed even with each other (Hofstede, 2010).

Tightly Controlled versus Loosely Controlled refers to the structure and control of the organization. Tightly controlled cultures are characterized by punctuality, emphasis on cost-consciousness, a very low number of jokes regarding work or the company and normally there is a formal control system. While in loosely controlled punctuality is not respected, employees feel that there is no cost-consciousness and jokes about the company and work are common. (Hofstede, 2010).

The final dimension, Pragmatic versus Normative, is regarding customer orientation. A pragmatic culture is all about the market, there is focus on meeting the client's needs above everything else and results are the most important thing, leaving correct procedures to second thoughts. While in a normative culture the principal focus is on following correct procedures, putting them above results, a normative culture is also characterized by its members feeling that there is a high standard of honesty and ethics (Hofstede, 2010).

The score of each dimension should not be read as good or bad if respectively it is a high or low score, the true value of this model comes when the person responsible for the organizational culture has a clear vision of how it wants these dimensions to be in its company, and then it possible to compare the desired outcome with the real outcome of an organization culture study following Hofstede methodology. (Hofstede, 2010).

3.2.3. Organizational Culture Profile

Build from the assumption that different people are attracted to different kinds of organizational culture, and in an effort to determine person-culture fit, O'Reilly, Chatman and Caldwell developed the Organizational Culture Profile (OCP).

When using this instrument is important to have in mind that person-culture fit is essentially a match of values, to say that the person-culture fit exists, the values of the person and the values of the organization must coexist and overlap (O'Reilly et al., 1991). To do so, firstly one needs to understand the characteristics of the company being studied, then to understand the preferences of the individuals being studied as well and finally to calculate the correlation between both (O'Reilly et al., 1991).

When developing and testing the Organizational Culture Profile, O'Reilly, Chatman and Caldwell created a pool of fifty-four "value-based characteristics", as shown in Table 2, that are then used in the steps to understand the characteristics, values and preferences of companies and individuals.

These fifty-four "value-based characteristics" are the basis of the Organizational Culture Profile, since to understand the characteristics of companies they were asked to sort these

values from most accurate to least accurate in regard to the organizational culture. And to understand the preference of individuals, the same happened, as individuals were asked to sort the same items from most desirable to most undesirable in an organization. The results of the sorting made by companies and by individuals is then compared to determine if the person-culture fit exists (O'Reilly et al., 1991) – Table 2.

Table 2 – Organizational Culture Profile Item Set

Organizational Culture Profile Item Set		
1. Flexibility	19. Fairness	37. Security of employment
2. Adaptability	20. Respect for the individual's right	38. Offers praise for good performance
3. Stability	21. Tolerance	39. Low level of conflict
4. Predictability	22. Informality	40. Confronting conflict directly
5. Being Innovative	23. Being easy going	41. Developing friends at work
6. Being quick to take advantages of opportunities	24. Being calm	42. Fitting in
7. A willingness to experiment	25. Being supportive	43. Working long hours
8. Risk taking	26. Being aggressive	44. Enthusiasm for the job
9. Being Careful	27. Decisiveness	45. Working long hours
10. Autonomy	28. Action orientation	46. Not being constrained by many rules
11. Being rule oriented	29. Taking initiative	47. Na emphasis on quality
12. Being analytical	30. Achievement orientation	48. Being distinctive-different from others
13. Paying attention to detail	31. Achievement orientation	49. Having a good reputation
14. Being precise	32. Being demanding	50. Being socially responsible
15. Being team oriented	33. Taking individual responsibility	51. Being results oriented
16. Sharing information freely	34. Having high expectations for performance	52. Having a clear guiding philosophy
17. Emphasizing a single culture through the organization	35. Opportunities for professional growth	53. Being competitive
18. Being people oriented	36. High pay for good performance	54. Being highly organized

Source: Adapted from O'Reilly et al., (1991).

O'Reilly's, Chatman and Caldwell's study using this instrument also permitted to create an organizational culture map, or model, consisting of seven factors that emerged from the sorting of the fifty-four items from Table 2, made by organizations and individuals. The seven factors that, according to the study, define organizational culture are innovation, stability, respect for people, outcome orientation, attention to details, team orientation and aggressiveness. Each of these factors is comprised by one or more value-based characteristics, as it can be seen on Table 3.

Table 3 – Factors of Organizational Culture

Organizational Culture Factors	Main Value-Based Characteristics
Innovation	Opportunities
	Experimenting
	Risk taking
Stability	Rule oriented
	Predictability
	Security
Respect for People	Fairness
	Tolerance
Outcome Orientation	Action oriented
	High expectations
	Results oriented
Attention to details	Analytical
	Precise
Team Orientation	Collaboration
	People oriented
Aggressiveness	Competitive

Source: Adapt from O'Reilly et al. (1991)

Using this model, it is possible to use the Organizational Culture Profile to understand how the employees see the organization's values and characteristics, and then having in

mind the seven factors it is possible to depict an image or map of how the organizational culture is set-up in that moment. At the same time, and with the same instrument, it is also possible to understand the preferences of the individuals and see where things differ.

3.2.4. Denison Model

Another of the most well-regarded organizational culture models is the Denison model, developed by Daniel Denison in 1990, as the result of a study aiming to explain the relationship between organizational culture and organizational effectiveness. His research concluded that there are four main traits, each with three indexes, that compose the organizational culture and that affect the company's effectiveness. These four traits that make up the Denison Model are the Involvement, the Consistency, the Adaptability and the Mission (Denison, 1990).

Involvement has a positive correlation with organizational effectiveness, meaning an organizational culture focused on nurturing the involvement of employees and their engagement has a higher probability of being more effective. This happens because a higher the level of involvement leads to a higher degree of commitment and overall higher quality of inputs and decisions (Denison, 1990 and Denison et al., 2012).

To measure Involvement the three indexes are Empowerment, which is the degree in which employees manage their own work and their initiative, Team Orientation, which measures how much value is given to cooperation and mutual responsibility instead of individual work, and Capability Development, which is the investment by the organization to develop its workers competencies (Denison et al., 2006).

The second hypothesis tested in Denison's study was Consistency, to which the test results were less significant than to Involvement, but still showed a positive relation with organizational effectiveness. In this extend, consistency is regarded as a strong culture based on a consistent set of shared values and beliefs, which means Denison's study and model state that a strongly rooted culture is a good predictor of organizational effectiveness (Denison, 1990).

The three indexes that aim to measure Consistency are the Core Values, meaning in what extend do the employees have a shared set of values that they identify with, the Agreement, which measure if the organization can agree on how to deal with critical issues, and Coordination and Integration, which determines on what extend the different people and functions of the organization are able to work together (Denison et al., 2006).

The third hypothesis is Adaptability, which can be thought off as the ability to “restructure and re-institutionalize a set of behaviors and processes” as a response to what is observed in both external and internal environments (Denison, 1990). The study showed that Adaptability, like the rest of the traits, is indeed a good predictor of organizational effectiveness, giving importance to the creation of an organizational culture that fosters a high level of adaptability and flexibility in order to reach better organizational effectiveness (Denison, 1990).

To measure Adaptability the three indexes studied are Creating Change, that seeks if the organization can read its environment and react quickly to it, Customer Focus, seeking if the organization can understand its customer’s and anticipate their needs, and Organizational Learning, that reflects if the organization can read its environment and create opportunities for innovation and learning (Denison et al., 2006).

The final hypothesis in Denison’s study is the Mission. The Mission is a very important aspect of organizational culture because it creates a sense of direction, purpose and importance to every member of the organization, it serves as motivation for the whole organization to reach a certain level or goal, thus its connection with commitment and organizational effectiveness (Denison, 1990). As expected, in Denison’s study, the mission was the strongest predictor of organizational effectiveness, much due to its importance in the definition of what the organization is and where it wants to be.

In order to measure this trait, the three indexes are the Strategic Direction and Intent, Goals and Objectives, and the Vision. Strategic Direction and Intent reflects if employees understand the company strategy and if it is clear in what extend everyone can contribute. Goals and Objectives is the degree of how the organization’s goals and objectives can be connected to the mission and strategy and if they provide a sense of direction. The Vision

is if the organization has a shared desired future, this shows what motivates employees and provides direction (Denison et al., 2006).

In the center of the model are the Beliefs and Assumptions, much like Schein's, Denison's Model states that the core of culture is composed of assumptions, beliefs and values that while are difficult to measure are also the explanation of everything else that happens in the organization.

Following this model one can measure on which dimension or dimensions the organization has more focus, more struggles, and what type of situations is the organizational culture better prepared to face. The most effective organizations have an organizational culture that combines the four traits in a continuous manner.

Chapter IV – Management Consultancy

4.1. Definition of Management Consultancy

Management consultancy is an activity that can be traced down to early XX century. As time passed management consultancy grew and evolved, today management consultancy incorporates an array of different areas of actuation that give substance for different definitions of the concept (Lopes da Costa, 2012).

Kurb (2002) identified two different approaches to what consulting is. The first one, defended, focuses on a functional and practical view of consulting, states that consulting is the act of providing help. So, everyone can be consultants, the only requirement is enabling or helping someone in an organization that is in need of said help. According to Steele (1975) consulting is a form of “providing help on the content, process, or structure of a task or series of tasks”.

The second approach, defended by most of the professional associations and institutes of management consultants, is characterized by viewing consulting as a “special professional service” Kurb (2002). Griner and Metzger (1983) defined management consulting as “an advisory service contracted for and provided to organizations by specially trained and qualified person who assist, in an objective and independent manner, the client organization to identify management problems, analyze such problems, recommend solutions to these problems, and help, when requested, in the implementation of solutions”. This second approach is much more focused on the professional view of consulting and how it must be provided by highly trained specialists. (Kurb, 2002).

Following this line of thought Kurb (2002) concluded that the two approaches, the one that views consulting in a more functional manner and the one that views consulting in a more professional manner, are actually complementary and defined management consulting as “an independent professional advisory service assisting managers and organizations to achieve purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes”.

4.2. Intervention Areas

Having in mind the definition of management consulting, it is also important to note that there are several intervention areas in which consulting firms can provide their services, which explains the large variety of consulting firms and specializations in the market nowadays.

According to Kurb (2002), there are 15 specific areas of management in which consulting firms can act. These areas of actuation are General and Strategic Management, Information Technology, Financial Management, Marketing and Distribution Management, E-Business, Operations Management, Human Resources Management, Knowledge Management, Productivity and Performance Improvement, Total Quality Management, Company Transformation, Social Role and Responsibilities of Business, Small Business Management and Development, the Informal Sector and the Public Sector.

Being aware of the several areas of actuation of consulting firms, the Institute of Management Consultants declared the 10 intervention areas in which consulting companies operate. Them being Business Development and Cooperative Policies, Financial Management, Administration, Marketing and Sales, Production, Distribution and Transportation, Information Technology, Economic Planning, Human Resources Management, Management Sciences and Technology Management (Lopes da Costa, 2012).

According to Fincham and Clark (2002) and Lopes da Costa (2012), there are several intervention areas, as stated above, that can all be grouped in three areas of activity for consulting firms. Most of the large multinational consultancy firms provide services in all of the three areas of activity, them being strategic management, accountancy/IT and IT/Systems.

4.3. Types of Consultancy

Bearing in mind that the area in which consulting firms intervene is not the only aspect that differentiate one organization from another, Kurb (2002), identified the different

types of consultancy organizations, which the differences reflects the diversity of clients, of markets in which consultancy can act in, of services provides by consulting firms, of approaches taken to solve problems and even of personalities and ways of seeing things. In his line of thought there are 10 types of consulting organizations that shape the consulting market.

Firstly, the type that dominates the market, the “large multinational consulting firms”, this type is characterized by huge companies represented all over the world and with a very wide range of services to sell (Kurb, 2002), namely, but not limited to, the big 4, Delloite, Ernst & Young, KPMG and PWC, this group of companies is responsible for a large share of the consulting market gains, Fincham e Clark (2002). The second type identified by Kurb (2002) is the “strategy and general management consultancies”, this type is composed by consulting firms specialized in strategy and business development, some examples of companies in this type are McKinsey, Boston Consulting Group (BCG) and Bain.

The third type of consultancy organization identified by Kurb (2002) is the “information technologies and e-business consultancies” comprised by IT consulting firms, such as Altran, Avanade or Fujitsu. The following type is the “employee benefits consultancies” that contains the consulting firms specialized in human resources themes regarding employee benefits, such as actuary services, wage schemes, salary administration, pension schemes and the likes, an example of a consulting company that is a part of this type is the Mercer Consulting Group.

The fifth type identified by Kurb (2002), is the “medium-sized generalist and specialist firms”, this type is not determined by the area of actuation of firms but by characteristics such as number of consultants which should be between 50 to 100, this type of companies usually find niches to work and specialize in few if not in only one technical area, normally also try to specialize in one particular sector. Following this type characterized by the medium enterprises comes the type that is defined as the “sole practitioners and small partnerships”, this type is composed by small enterprises with very few consultants that excel in being providing a highly personalized service with a very flexible approach.

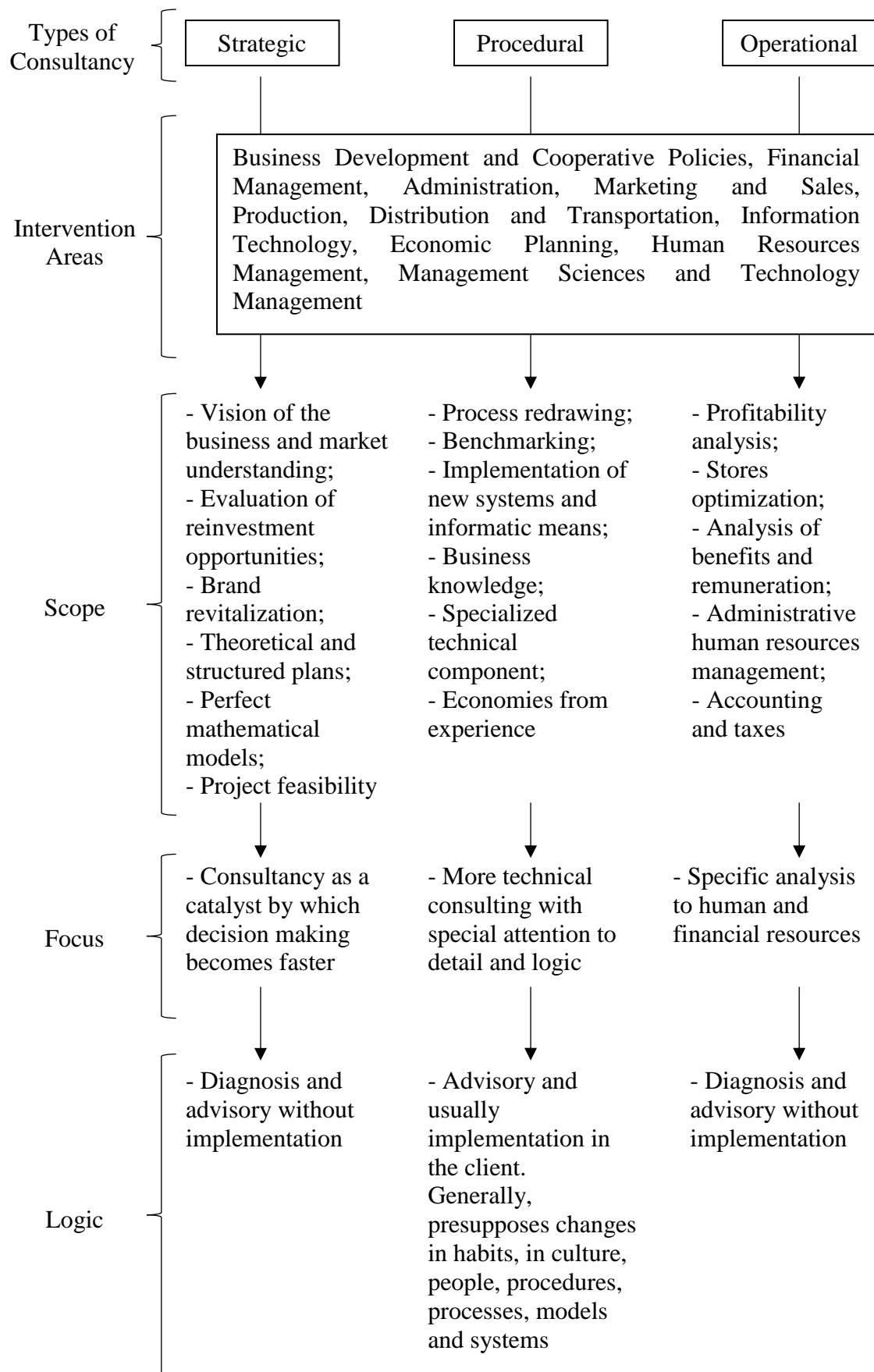
The seventh type of consulting organization are the “consulting professor” which is made by professors and researchers that are also involved in the consulting market on a regular basis. The eighth type identified by Kurb (2002) is the “consulting services of management schools and productivity centres” that, as the name suggests, provides consultancy services through a business school, management institute or productivity centre.

Another type of consulting organization identified by Kurb (2002) is the “non-traditional suppliers of consulting services” where organizations provide consultancy services but these are not the main function nor the original of the company are included, these organizations view consulting as a complement to its main product or service. Finally, the tenth type of consulting organization is the “consulting networks” that allows experts, even if not full-time consultants, to come together and share knowledge and experiences in projects while remaining independent from traditional consultancy firms.

According to Lopes da Costa (2012), consulting firms, independently of their intervention area, can provide three different types of advisory services: Strategic, Procedural and Operational, as Figure 3 shows. Strategic consultancy is focused on being a means by which decision making becomes faster, it has a logic of diagnosis and advices without implementation, it has a broader scope than other consulting types since it focuses more on the vision of the business, in understanding opportunities, in brand revitalizing, it is based in delivering structured theoretical action plans that are practical and achievable.

Procedural consultancy is a more technical type of consulting, with a highly specialized technical component and with a lot of focus on details and logic. An example of a project in procedural consultancy can be the introduction of a new IT system that allows works to reduce time spent in doing an operational or administrative repetitive task. This type of consultancy usually gives the advisory and implements the changes it proposes. Procedural consultancy usually requires change in organizational habits, culture, processes, procedures, in used systems and models and even in the people involved. Its scope includes processes design, benchmarking and a high level of business knowledge to implement new systems or technologies.

Figure 3 – Management consultancy types



Source: Lopes da Costa (2014)

Lastly, the Operational consultancy focuses on the specific analysis of resources, both humans and financial, with a narrower scope comprised of profitability analysis, optimization, accountancy, taxes, administrative management of human resources and rewards management, with the intention of delivering a thorough analysis of resources with several types of reports, for example profitability reports, and ways to reduce costs, having in mind several potential administrative changes. Similarly, to the Strategic type, the Operational consulting type follows a logic of diagnosis and advisory rather than implementation (Lopes da Costa and António, 2014).

Chapter V – Theoretical Approach

In the follow-up of the literature review present in the chapters II, III and IV in this dissertation, several points of view from several different authors were studied regarding human resources management, strategic human resources management and the importance of organizational culture, different definitions and models of organizational culture and how to measure it or quantify it have been analysed, such as the different types and intervention areas of management consultancy. Resulting of said investigation, a set of key questions emerged, questions that are the driving force of the following discussion on how to better analyse and evaluate the organizational culture of management consulting companies.

It has been established by both theory and practice that human resources management brings much more value to an organization by being more strategic rather than administrative (Ulrich, 1997; Saá-Perez and García-Falcón, 2002; Armstrong, 2006; Keegan and Francis, 2010). One important aspect of strategic human resources management is organizational culture. However, organizational culture remains a difficult concept to grasp and even harder to manage for most organizations. (Schein, 1988; Armstrong & Taylor, 2014).

Organizational culture can be traced down as the reason why and how things happen a certain way in organizations (Deal and Kennedy, 1982; Schein, 1988; Furnham and Gunter, 1993). It also has high impacts in person-organization fit, job satisfaction, performance, commitment, and consequently in competitive advantages and in the net profit (Silverthorne, 2004; Shahzad et al., 2012).

According to Denison (1990), Hofstede (1991) and O'Reilly (1991), organizational culture is composed by a number of different factors that some of them can be grouped into a larger category, for example, in Denison's model, Involvement can be thought as a large category that englobes three smaller factors, or indexes, that, in this case, are empowerment, team orientation and capability development.

In similar fashion to Denison's model, the Organizational Culture Profile also has large categories, for example innovation, that is composed by the factors: opportunities,

experimenting and risk taking. These smaller factors are the way to segment and understand the organizational culture, since organizational culture is as deep as the underlying assumptions (Schein, 1988).

Since organizational culture most times emerge unconsciously by everyday actions and conversations. One can only truly understand and analyse organizational culture by reaching to these smaller factors that can be perceived by the workers in the organization by reflecting over common everyday actions and conversations, or even in the reason why the office is the way it is or way some procedures are made the way they are (Schein, 1988).

Which bring us to the first question to understand which smaller factors comprise the organizational culture of management consulting firms. Having in mind the factors present in Hofstede's model, in the Organizational Culture Profile and in Denison's model – **Having in mind Hofstede's model, Denison's model and the OCP, what are the factors that characterize the organizational culture of the company?**

Despite the importance of a strong and healthy organization culture being well established in most human resources managers nowadays, it is still a daunting task to evaluate how the culture of an organization is doing. Even if one can accomplish to evaluate the organizational culture of an organization, even harder is to understand what the next moves are, what should be the next improvements, where and how should the organization act to improve the existing organization culture.

As it has been stated before, the culture of an organization is not equal in all organizations, each organization as its own identity, its own values, beliefs and underlying assumptions, each company has a different mission and vision, each sector has its own intricacies, and each individual in each organization is different in the way it reacts to the environment in which he is inserted. Therefore, there is not a universal better organizational culture that can be copied by every organization (Schein, 1988).

Even though each organization has its own organizational culture, organizations from the same sector share many similarities, for instance, management consulting firms that operate in the same type share most of their daily routines, the organogram is almost

identical from one and another, the people that work in them have a similar profile, the core competencies are the same. So, most of the things that happen are almost the same, and the reason they happen can be also very similar, so the organizational culture is also very similar.

Having this in mind, the second question arises in order to understand which factors are the most relevant in the organizational culture of management consulting firms, and what do the worker believe characterizes their company and differentiate it from another – **Besides the factors present in Hofstede’s model, Denison’s model and OCP, what are the most preponderant characteristics in management consulting firm’s organizational culture?**

Schein’s study regarding organizational culture is based on the existence of three levels of culture, the artifacts, the values and the underlying assumptions. The last and deeper level, the underlying assumptions, are the key to profoundly understand the organizational culture in one organization. These underlying assumptions are unconscious and taken for beliefs, so normally people do not even think about them but guide each and every decision by them.

Most authors and models agree with this aspect of culture, attributing the most importance to something other than small factors or categories that can be evaluated and measured to understand organizational culture. Every aspect of organizational culture is dictated by something that cannot be measured, as the underlying assumptions are felt and unconscious. In addition, organizational culture can be thought as a configuration of norms, values, beliefs and behaviours (Eldridge and Crombie, 1974), and also as the driver and guide of communication and mutual understanding (Furnham and Gunter, 1993).

Therefore, a central aspect in an organizational culture model must be values, the beliefs and the shared assumptions the organization has and is guided by. This aspect is one of the most relevant questions since it explains and determines all other aspects of the organizational culture such as the smaller factors and larger categories, the behaviours, the all the aspects that may seem insignificant but have a large impact on culture when read by the light of the values, beliefs and shared assumptions.

Thus, the third question emerges in order to understand the deeper level of organizational culture, to comprehend why are things done the way they are, to know what guides the management consulting firms – **Which are the main values, beliefs and shared assumptions of the organization?**

According to Hofstede's model, the results of the dimensions in his model result from the practices within the organization. If an organization has a set of practices that are that way because they are linked with the organization's core business and values the side of the dimension that represent said practices becomes much more important to have a higher score than the other side. For example, management consulting firms tend to be very strict regarding control, usually there are several control mechanisms so that information does not leak the company, this happens because confidentiality is deeply rooted in the organization since it is linked with the consulting business, so if a consulting firm scores high in loosely controlled in Hofstede's model it may indicate that something is not right in the organization.

Management consulting firms, regardless of the type and intervention area, have a core business that demands a specific set of processes, procedures and practices that shape the organizational culture in a certain way. These practices are fundamental to the correct functioning of management consulting activities and are too strongly attached to the definition of consulting and to what the clients expect that cannot be altered or eliminated.

Following this line of thought, it is of most importance for management consulting firms to have an organizational culture that is based and fosters such practices, so it becomes important to have higher scores on factors and categories that represent such practices.

Thus, arises the fourth question to understand which are the factors that have more impact in the organizational culture of management consulting firms, if any one or more factors deserve more importance than others and which one or ones are they. It is also important to understand if they are deeply rooted to the company's core business or with the company's background – **Are there any factors that characterize the organizational culture of the company more relevant than other? If so, which ones?**

All organizations have objectives that are a vital part of the organization's strategy, objectives pass a message to the employee of what it is necessary to do to achieve the main goals of the organization and succeed in the strategy defined. Objectives are small fragmentations of the organization's strategy put it in a way that is easy to understand for every employee. While every employee and every team has his objectives, the organization has bigger macro objectives that are tied to the strategy. These bigger organizational objectives can be anything from higher revenue or higher profit to higher employee commitment or lower employee turnover.

According to Silverthorne (2004) and Shahzad et al. (2012), organizational culture has a correlation with most of these themes, being an essential part in almost all of them. So, since organizational culture affects the outcomes of the organizational objectives it is relevant to know which are the organizational objectives of the organization.

Knowing the organizational objectives, and knowing which aspects (e.g. job performance, commitment, net profit, turnover) are more valued, allows for a better understanding of the organizational culture, and consequently, for a better awareness of what to correct and of what to maintain. Having this information, provides deeper understanding of why certain aspects are more relevant than others, leading to a better reading of the analysis of the organizational culture.

Hence, the fifth question arises to understand which are the management consulting firms' priorities, to understand if and why some aspects such as performance or commitment are praised higher than others and to give light to the understanding of the organizational culture – **Which are the organizational goals of the company?**

Chapter VI – Methodology

6.1. Investigation model

According to Tarski (1997), methodology is an academic field based in logic that intends to drive the study of the scientific method. The scientific method is defined as a set of practices used, tested and perfected by the scientific community that are chosen as valid to expose and confirm a certain theory.

Vergara (2006) and Vilelas (2009) proposed two different approaches to the methodology used in making an investigation document, one regarding the means and one regarding the goals. In relation to this specific investigation, the means approach relates to bibliographic research and field study, while the goals approach refers to applied and exploratory research.

Regarding the present investigation, it is relevant to note that the objectives of the study are first to understand and analyze which factors are more preponderant in the contribution to the organizational culture of management consulting firms, and second to utilize most preponderant factors to create an appropriate model for management consulting firms that is able to measure the organizational culture of management consulting firms, as it can be seen in Table 4. So, to reach this objective, this investigation has a pragmatic or inductive¹ reasoning.

¹ In inductive reasoning it is not intended to reach true conclusion through true premises, as in the deductive method. The inductive reasoning aims to reach a conclusion that has some information that is not contained in the premises by measuring a set of social phenomena studied to obtain a set of probabilities that allow the creation of comparisons and relations between them.

Table 4 – Relation between bibliographic research, objectives and research questions

Objective	Research Questions	Bibliographic Research
OBJ 1 – Analyse which factors are more preponderant in the contribution to the organizational culture of management consulting firms	(Q1). Having in mind Hofstede’s model, Denison’s model and the OCP, what are the factors that characterize the organizational culture of the company?	Denison, D. (1990). Denison, D., Janovics, J., Young, J., & Cho, H. J. (2006). Hofstede, G. (2010). O’Reilly, C., Chatman, J., & Caldwell, D. (1991).
	(Q2). Besides the factors present in Hofstede’s model, Denison’s model and OCP, what are the most preponderant characteristics in management consulting firm’s organizational culture?	Denison, D. (1990). Denison, D., Janovics, J., Young, J., & Cho, H. J. (2006). Hofstede, G. (2010). O’Reilly, C., Chatman, J., & Caldwell, D. (1991).
	(Q3). Which are the main values, beliefs and shared assumptions of the organization?	Schein, Edgar H. (1988). Eldridge and Crombie (1974).
OBJ 2 – Taking into account the most preponderant factors in the organizational culture of consulting firms, create an appropriate model that is able to quantify the organizational culture of consulting firms	(Q4). Are there any factors that characterize the organizational culture of the company more relevant than other? If so, which ones?	Schein, Edgar H. (1988). Denison, D. (1990). Hofstede, G. (2010). O’Reilly, C., Chatman, J., & Caldwell, D. (1991).
	(Q5). Which are the organizational goals of the company?	Silverthorne, (2004). Shahzad et al., (2012)

Source: Elaborated by the author

The investigation was conducted from a non-random convenience² sampling, made with responses from people who voluntarily collaborated. Due to the specific topic of this research, both interviewees and questionnaires were made. 15 interviews were made and 107 questionnaires were answered by management consulting employees from different management consulting firms, intending to reach the maximum number of different functions and of seniorities.

² Non-random convenience sampling means that the respondents used in the study, for data collection purposes, were chosen and selected by convenience, meaning that the sampling process is not representative, so the generalization of the results to the population must be made with special caution.

It is important to note that the sample from which interviews were made, was intentionally built, in terms of industry and responsibilities within the company, while having in mind the types of consulting enterprises described in Chapter IV, in order to select the participants that better understood and could directly affect the organizational culture of the company their work through their daily activities and responsibilities.

In this sense, the criteria of verification in this investigation had an applied character and an exploratory aspect. Concerning the goals approach, the applied character is a result of the attempt to investigate a contemporary phenomenon in real life context (Yin, 1994), and the exploratory aspect comes due to the inexistence of a large systemized knowledge regarding the organizational culture of management consulting firms taking into account the different types of management consulting companies, having the goal to clarify concepts, definitions, creating new ideas and new inputs that can be used in the future.

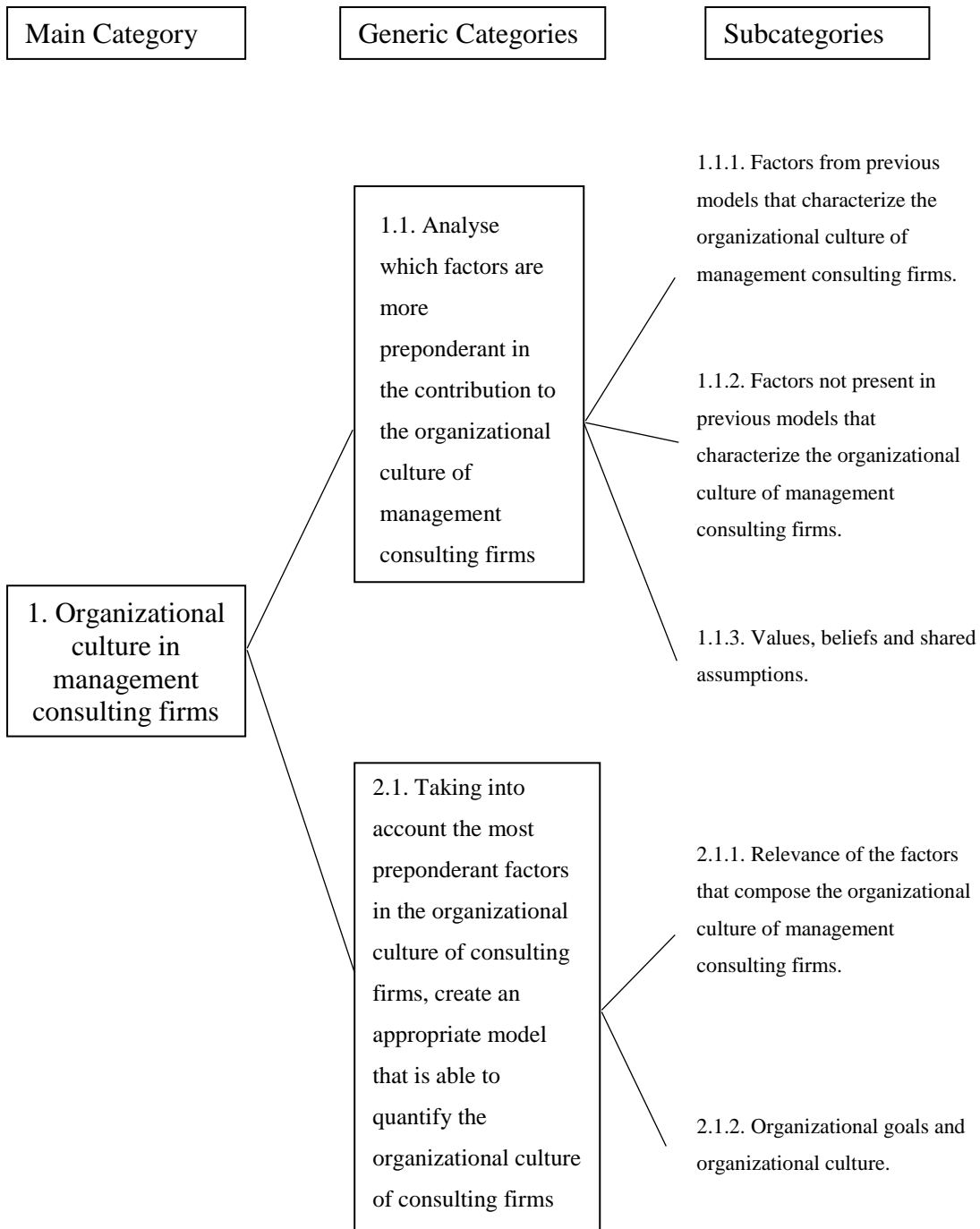
Concerning the means approach, it is an investigation that is based on primary sources, through the questionnaires made with closed questions to professionals in the management consulting sector and through the inquiries made through the form of semi-structured interviews, and on secondary sources, being the literature review and bibliographic research in books, papers, journals and online files.

Regarding the quantitative analysis of the results, the analysis believed to be more adequate was descriptive statistics, using charts and tables to expose the final results, obtained through the questionnaires, in frequencies, percentages, variances, means, modes, medians, standard deviations and count data (Vilelas, 2009), as a result of techniques and rules that streamlined the information gained from the questionnaires.

The choice of using a questionnaire was made by the fact that questionnaires are a method of obtaining information that is faster and cheaper than most. Even though there is the risk of some subjectivity in answers that is the result of the different individual viewpoints (Wood e Hader, 2001), questionnaires are still one the most utilized techniques in social sciences (Ghiglione e Matalon, 2001; Sierra Bravo, 1988), since it implies a primary source of information and since it allows for the information to be grouped in statistical charts facilitation the measurement of the variables in study.

Regarding the qualitative method, the technique used to analyse the information obtained through the interviews was a content analysis, that had the goal of better understanding the meaning of the phenomenon in study and strengthen the finding that resulted from the questionnaires answers. The interviews followed the scheme present in Figure 4.

Figure 4 – Categorization and coding of the interview corpus for qualitative analysis



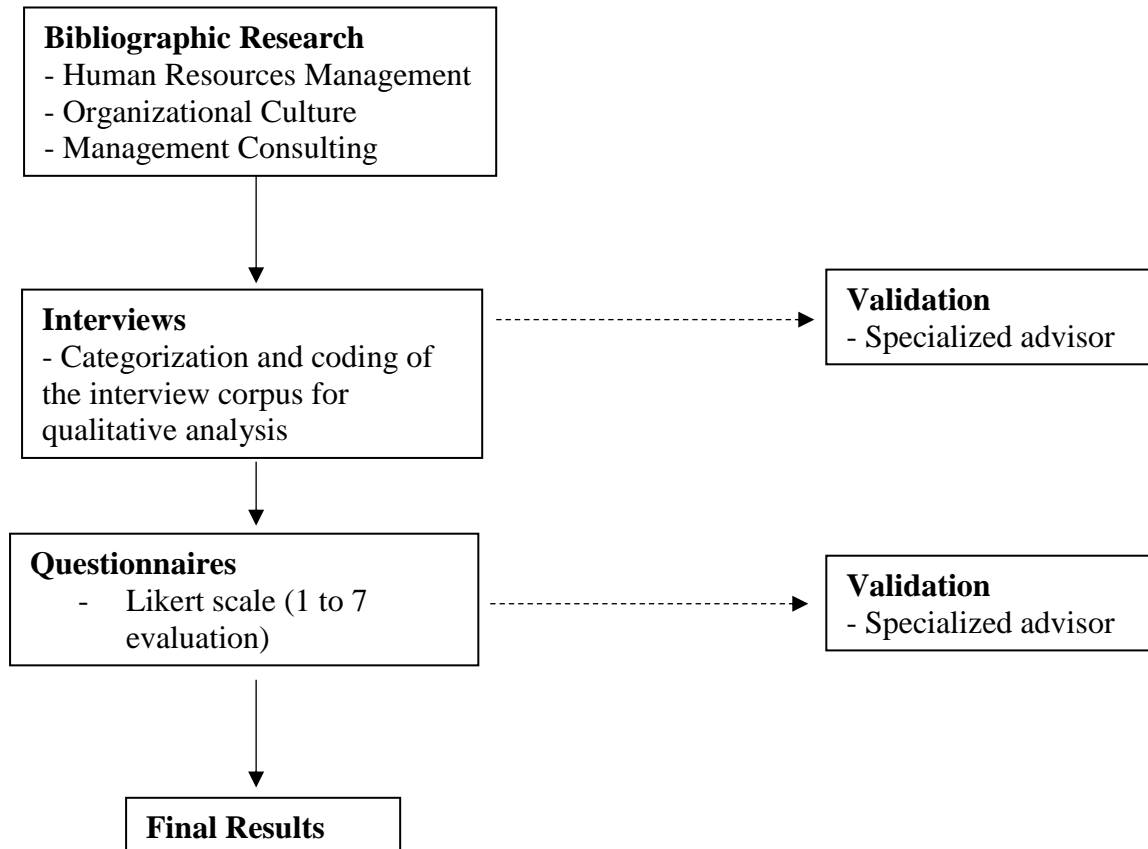
Source: Elaborated by the author

The content analysis made to the information acquired by the means of interview was developed following the Bardin's (1977) three steps methodology, meaning first the ideas were organized and streamlined, then all the information and material was analysed and explored, and finally it was made the treatment and interpretation of the results.

The interviews were made using the semi-structured technique, meaning the interviews had an adaptable approach rather than a rigid approach, letting the conversation inherent to the interview follow its natural path and giving flexibility to a deeper dialogue, while still having a previously made set of questions prepared.

In perspective, the first step of this investigation was the bibliographic research and literature review, the second step was the field work in collecting information and data from the questionnaires and interviews, and the final step was the analysis of the information and data collected that let to the final results of this investigation – Figure 5.

Figure 5 – Investigation model



Source: Elaborated by the author

6.2. Sample description

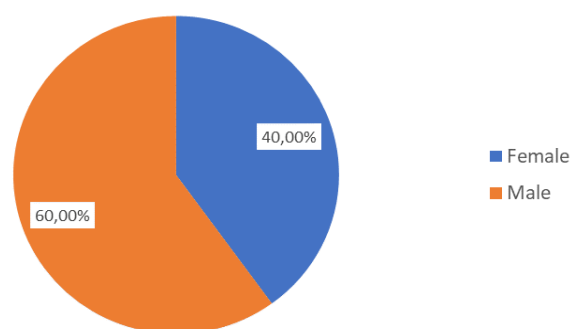
This investigation is based in two different types of primary sources, information was obtained via interviews and through questionnaires. Thus, to better understand the sample characteristics, the sample description was divided in two sub-chapters, one for the interviews and the other for the questionnaires. As the interviews were made first in order to create a better and more adapted to reality questionnaire, the sample description is made in the same chronological order beginning with the description of the interviewed and is followed by the description of the questionnaire's respondents sampling description.

The same demographic questions were made to both groups and were regarding the respondent gender, age, the type of consulting he or she worked on, the intervention area, the position the respondent had in the consulting company, the seniority, the number of employees the company had and the annual invoicing of the company – Annex A and B.

6.2.1. Interviews sample description

In total, 15 interviews were made, all of them to consultants that work in the region of Lisbon (Annex C). Regarding the gender, this sample is mainly composed by male consultants (60%), and the remaining 40% represent the 6 female respondents – Figure 6.

Figure 6 – Interviewed distribution by gender



Source: Elaborated by the author

Regarding the interview's respondents age, as it is possible to conclude by analysing Table 5, most of the interviewed had a relatively young age with only two of the respondents being over 40 years old.

Table 5 – Interviewed consultant's age

Interviewed consultant number	Age
1	21
2	24
3	22
4	22
5	27
6	22
7	27
8	41
9	22
10	24
11	30
12	28
13	37
14	33
15	51

Source: Elaborated by the author

Still referring to the characteristic age, it is possible to make an analysis through central tendency instruments, with such it is possible to conclude that the mean of the sample's age is 28,7 years old. The value that is repeated more in terms of absolute frequency, the mode, is 22, while the median, which is the number that separates the higher half from the lower half of this sorted list of ages is 27. Regarding absolute dispersion measures, it is possible to see that the variance of the sample is 73,35 and the standard deviation is 8,54. It is also important to note that the maximum (the highest number) is 51 and the minimum (the lowest number) is 21, which results in a range span of 30. – Table 6.

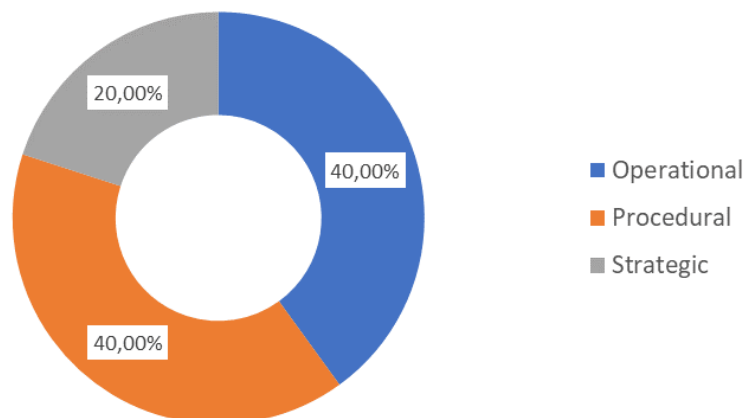
Table 6 – Central tendency and dispersion measures of the interviewee’s age

Mean	Mode	Median	Variance	Standard deviation	Maximum	Minimum	Range Span
28,7	22	27	73,35	8,54	51	21	30

Source: Elaborated by the author

One of the most important demographic questions is the type of consultancy the interviewed works on, since it is one way to segment consultancy firms. As it was explained previously in Chapter IV, management consultancy companies can be divided in 3 types: strategic, operational and procedural. This sample made from the interviewed, is composed mainly by people working in operational consultancy firms (40%), and by employees of procedural consultancy firms (40%), with the remaining 20% being from strategic consultancy firms – Figure 7.

Figure 7 – Interviewed distribution by consultancy type

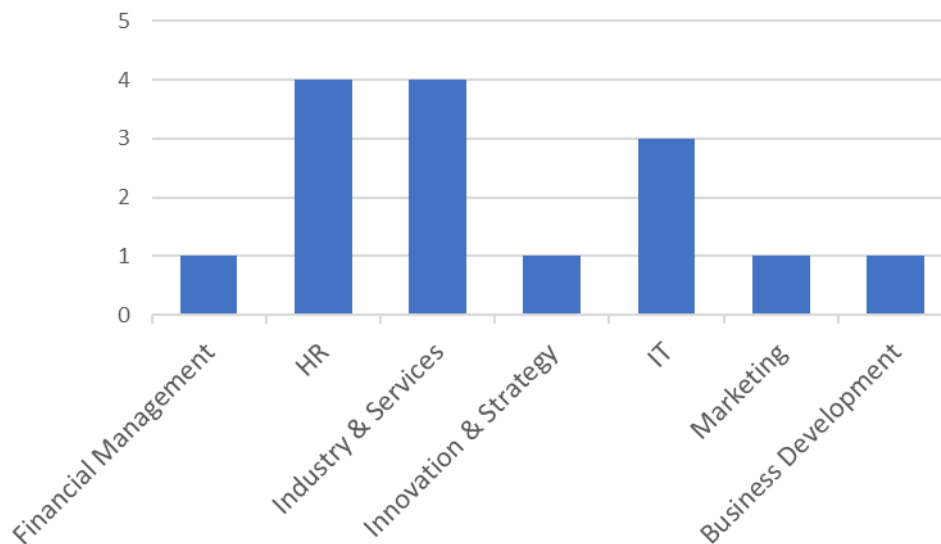


Source: Elaborated by the author

Following the type of consultancy firm, it also important to know the area of intervention of each of the respondents. In this regard, the 15 consultants interviewed are divided in 7 different areas of intervention, in which the areas with the most respondents are Human Resources (HR) and Industry & Services each with 4 respondents, the area that follows

is IT with 3 consultants interviewed, and the final 4 respondents belong one in each of the following areas of Business Development, Financial Management, Innovation & Strategy and Marketing – Figure 8.

Figure 8 – Interviewed distribution by area of intervention



Source: Elaborated by the author

To better understand the demographics of the sample, it is relevant to cross the information regarding the type of consulting firm and the area of intervention of each interviewed. As Table 7 shows, the consultant that works in the area of intervention of business development is employed by a strategic consultancy firm, while the consultant that is inserted in the financial management area works for an operational consultancy firm. The 4 interviewed that work in the HR area act in all three different types of consultancy firm, being 2 in an operational firm, 1 in procedural and the other in a strategic firm. Regarding the 4 consultants in the industry & services area, they are distributed two in operational consulting firms type and the other two in procedural firms. The innovation & strategy consultant works in a consultancy firm of the strategic type, while all three of the interviewed in the IT area are working in procedural consultancy companies. Finally, the interviewed in the intervention area of Marketing is employed in an operational consulting firm – Table 7.

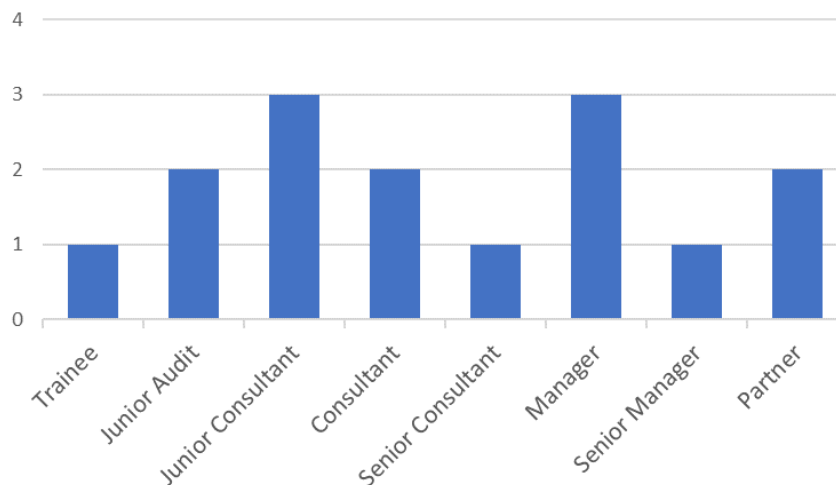
Table 7 – Cross table between type of consultancy firm and area of intervention of the interviewed

	Operational	Procedural	Strategic	Total
Business Development			1	1
Financial Management	1			1
HR	2	1	1	4
Industry & Services	2	2		4
Innovation & Strategy			1	1
IT		3		3
Marketing	1			1
Total	6	6	3	15

Source: Elaborated by the author

Regarding the interviewed position or job role inside their company, the sample ranges from trainee to partner, so it offers answers from all levels of career, from more junior to more senior. The most prominent groups in this sample terms of position inside the firm are the junior consultants' groups and the managers groups, each with 3 (20%) responses, followed by the junior audit's group, the consultant's groups and the partner's group, with 2 (13,33%) respondents each. With only one response each are the trainee position, the senior consultant position and the senior manager position – Figure 9.

Figure 9 – Interviewed distribution by position



Source: Elaborated by the author

When analysing the seniority years (years of experience) of the interviewed group it is important to have in mind its relationship with the respondents age, as it is expected, the seniority follows the same tendencies as the age, since the average age of the respondents is relatively young so it is the seniority of the sample, with most of the respondents having less than 10 years of seniority – Table 8.

Table 8 – Interviewed consultant’s seniority

Interviewed consultant number	Seniority
1	1
2	1
3	1
4	1
5	5
6	1
7	5
8	19
9	1
10	3
11	7
12	6
13	14
14	11
15	28

Source: Elaborated by the author

Such as with the age, central tendency and dispersion measures can be applied to better describe the sample. After said instruments and measures being applied it is possible to affirm that the mean of the seniority is 6,9 years of experience, the mode is 1 year of experience and the median is 5 years of experience. The variance reaches 63,64, while the standard deviation is approximately 8. The sampling has a range span of 27, with the maximum being 28 years of experience and the minimum being 1 year of experience. – Table 9.

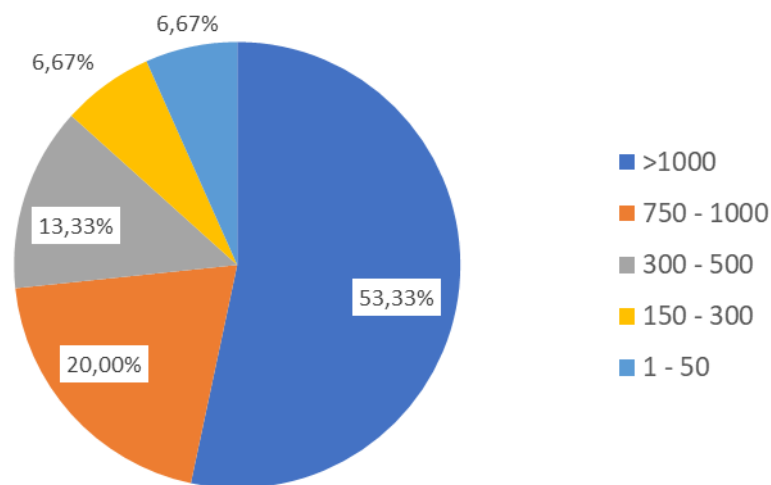
Table 9 – Central tendency and dispersion measures of the interviewee’s seniority

Mean	Mode	Median	Variance	Standard deviation	Maximum	Minimum	Range Span
6,9	1	5	63,64	8	28	1	27

Source: Elaborated by the author

When it comes to the number of employees in the interviewees company, it is more effective to analyse the data by groups or small ranges, since most of the respondents do not know the exact number of employees in their firm, they were asked to choose a range of employees in which their company would fit. This being said, the sample is mainly composed by consultants coming from big companies, since the majority of the interviewed, more specifically 8 (53,33%), are a part of a consulting firm with over 1000 employees. In the range of 750 to 1000 employees there are 3 respondent which represents 20% of the 15 interviews, and 2 other interviewees integrate a consulting firm with a number of employees between 300 and 500. Finally, in this sample, there is only one person in a company in the range of 150 to 300 employees and also only one respondent in the lowest range of number of employees of 1 to 50 – Figure 10.

Figure 10 – Interviewed distribution by number of employees in its company

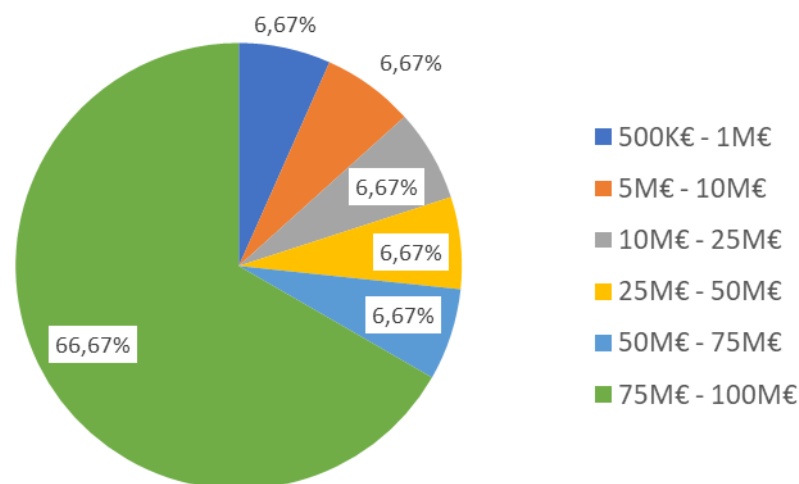


Source: Elaborated by the author

The final variable to describe the sample is the annual invoicing of the company in which the interviewed works. The relevance of this characteristic is due to the fact that usually companies with better results and higher invoicing are more advanced in topics regarding organizational culture. Likewise to the number of employees characteristic, most of the interviewed do not have the exact information to be able to precisely say the correct annual invoicing of the company, so they were asked to place the company inside a predetermined range of values.

Thus, this interviewees sample, is majorly composed by respondents that are employed by a consulting company that has an annual invoicing of between 75 million euros and 100 million euros, this group has 10 respondents which corresponds to 66,67% of the sample. The other 5 respondents are distributed equally by the 5 other categories presented in Figure 11, which means there is one respondent in each of the remaining categories of firms that have an annual invoice of between 50 million to 75 million, between 25 million and 50 million, between 10 million and 25 million, between 5 million and 10 million and finally with less than one million but over 500 thousand euros – Figure 11.

Figure 11 – Interviewed distribution by annual invoicing of the company



Source: Elaborated by the author

Knowing all the variables and their distribution in the interviewed sample as well as the cross information between the type of consultancy and the area of intervention of the respondents, it surges the importance of crossing the relevant demographic information. To do such, first it is important to remember the literature to understand that the type of consulting and the area of intervention are the more relevant factors to differentiate consulting firms.

Regarding the crossing between gender and type of consultancy and area of intervention, and analysing Table 10, it is clear that the 6 female interviewees are evenly distributed by the three types of consulting firms, while there are 4 male respondents in operational consulting, another 4 males in procedural and only 1 in strategic consulting. It is also possible to see that from the 6 females there are 2 in the HR are, 1 in business development, 1 in industry & services, 1 in marketing and the last in financial management, totalling 5 different areas, while the males are in 4 areas with 2 in HR, 3 in industry & services, 1 in innovation and strategy and 3 in IT – Table 10.

Table 10 – Crossing of gender, consultancy type and intervention area of interviewees

	Female	Male	Total
Operational	2	4	6
- Financial Management	1		1
- HR		2	2
- Industry & Services		2	2
- Marketing	1		1
Procedural	2	4	6
- HR	1		1
- Industry & Services	1	1	2
- IT		3	3
Strategic	2	1	3
- HR	1		1
- Innovation & Strategy		1	1
- Business Development	1		1
Total	6	9	15

Source: Elaborated by the author

Concerning the crossing between the type of consulting and the position of the respondent, it is relevant to note that from the 6 respondents that identified their consulting firm as operational, 2 of them are junior audits, 1 is a trainee, 1 is in the consultant position, 1 is a senior manager and the last one is a partner. Regarding the respondents working in a procedural type of consulting company, there are 2 respondents who are junior consultants, 1 consultant and 3 managers. Finally, in the strategic type of consulting there is 1 junior consultant, 1 senior consultant and 1 partner – Table 11.

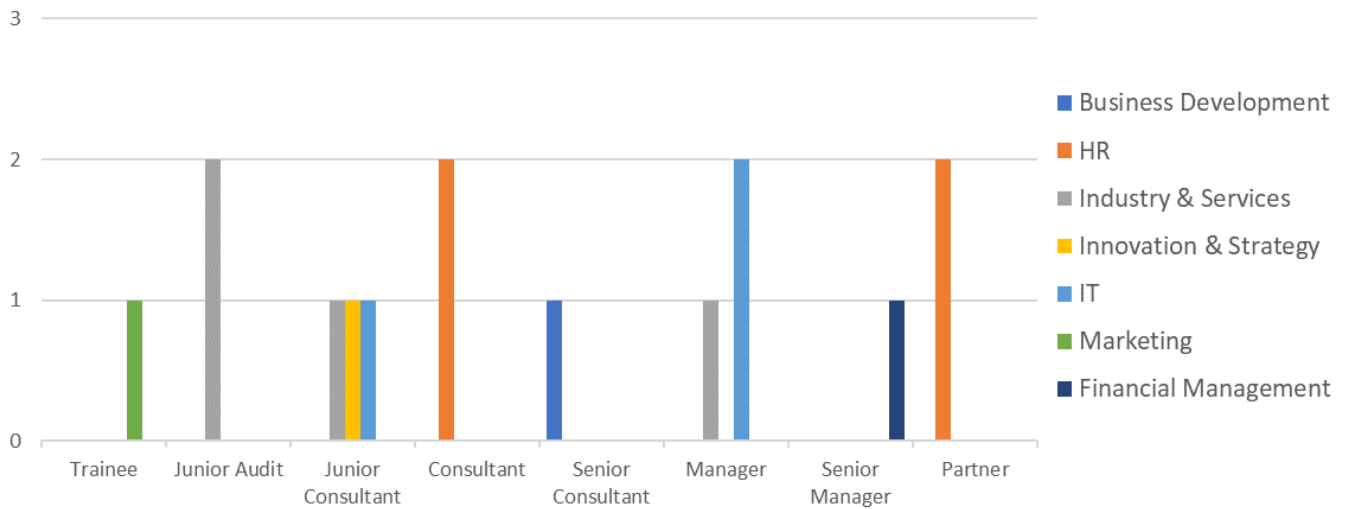
Table 11 – Interviewed cross table between type of consulting and position

	Operational	Procedural	Strategic	Total
Trainee	1			1
Junior Audit	2			2
Junior Consultant		2	1	3
Consultant	1	1		2
Senior Consultant			1	1
Manager		3		3
Senior Manager	1			1
Partner	1		1	2
Total	6	6	3	15

Source: Elaborated by the author

When analysing the cross of information between the area of intervention and the position of the interviewed in their company, one can see that the trainee that was interviewed works in the area of marketing, both junior audits work in the area of industry & services, all three junior consultants are employed in different areas of intervention namely industry & services, innovation & strategy and IT, both consultants work in HR, the senior consultant works in business development, one of the managers works in industry & services while the other two are in the area of IT, the only senior manager interviewed works in business development, and finally both partners are professionals of the HR area – Figure 12 .

Figure 12 – Interviewed cross graph between area of intervention and position

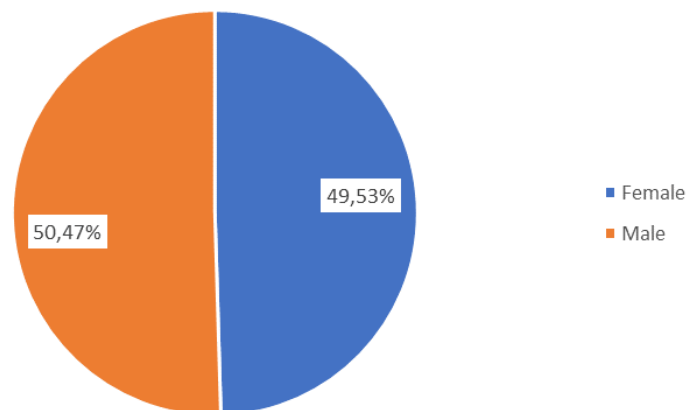


Source: Elaborated by the author

6.2.2 – Questionnaires sample description

In total, 107 questionnaires were answered, again all of them by employees of management consulting firms in Lisbon. Regarding the gender, this group presents a more even distribution with 50,47% males and 49,53 females – Figure 13.

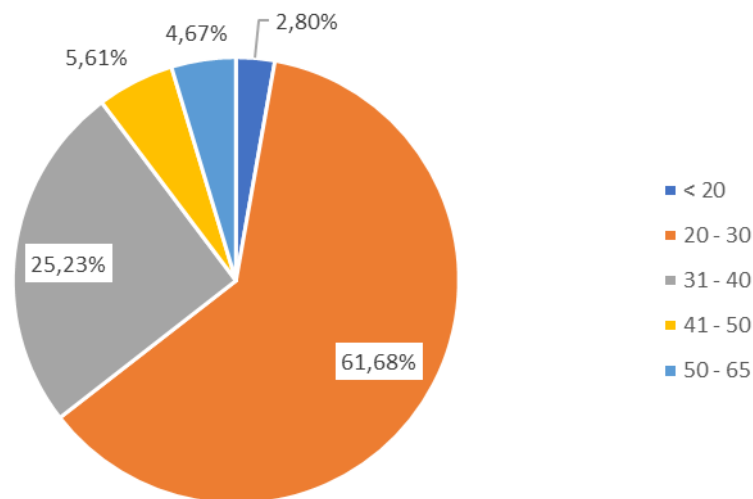
Figure 13 – Questionnaires distribution by gender



Source: Elaborated by the author

Regarding the questionnaire's respondents age, unlike in the interviewees, respondents were asked to place them selves inside a range of ages. With that in mind, the age range most represented by the questionnaires is between 20 and 30 years old, with 61,68%, which corresponds to 66 respondents. The second most represented age range is between 31 and 40, with 25,23%, corresponding to 27 answers. The other three age ranges have a smaller representativity, with the range of 41 to 50 having 5,61%, meaning only 6 of the respondents were on this range, the 50 – 65 range represents 4,67% (5 respondent) of the total answers, and the below 20 years old only represents 2,80%, with 3 respondents. There were no respondents in the above 65 years age range. – Figure 14.

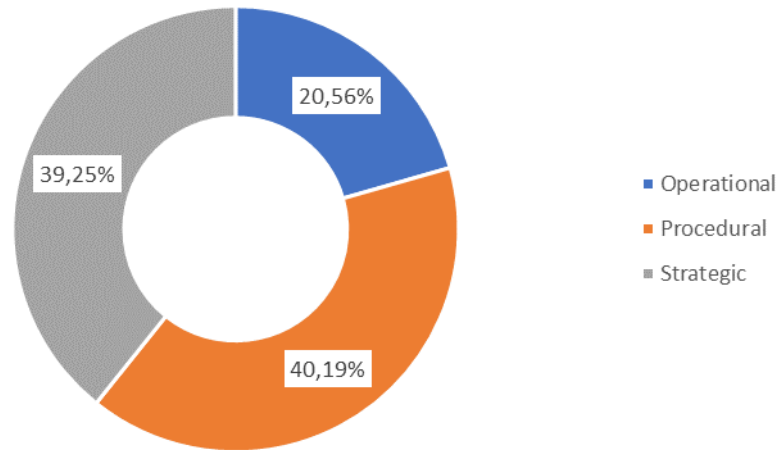
Figure 14 – Questionnaires distribution by age



Source: Elaborated by the author

Concerning the type of consulting, the questionnaire's group shows a different paradigm than the interviewees group, while the strategic type was the one with the lowest interviewees, in the questionnaires group it the operational type that has the lowest amount of answers. The questionnaires respondents most common type of consulting is procedural type, with 40,19% (43 answers), followed very closely by the strategic type, that only has one less answer, with 39,25%. The operational type of consulting has approximately half of the answers each of the other two types have, with 20,56%, corresponding to 22 answers – Figure 15.

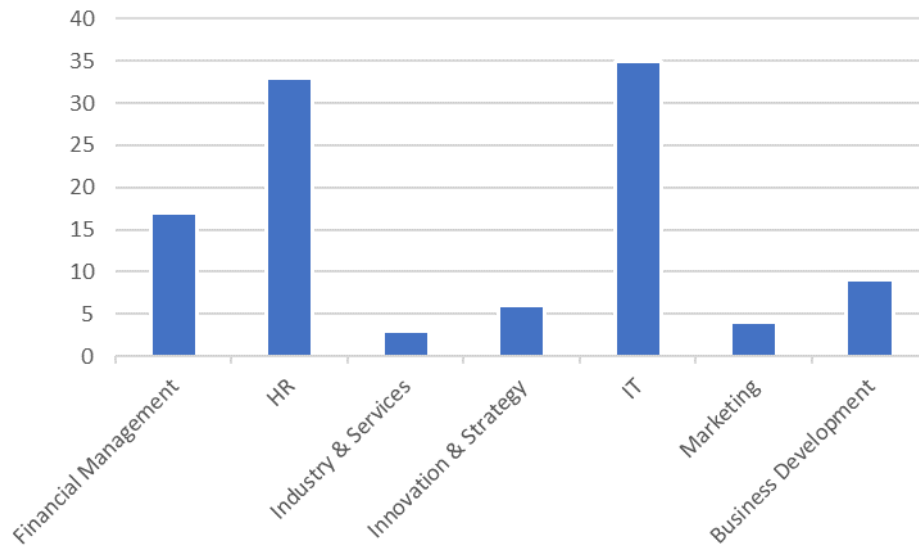
Figure 15 – Questionnaires distribution by type of consulting



Source: Elaborated by the author

When it comes to the area of intervention of the questionnaire's respondents, it is also very different from the interviewed group. The area of intervention with the most respondents is IT, with 35 answers, which represent 32,71% of the questionnaires group, the second area with the most respondents is HR, with 30,84% or 33 answers. Financial management is the third most answered area of intervention, with 17 answers, which grants it 15,89% of the whole group. The other four areas of intervention area a lot less represented in number of answers given, with business development totalling 9 answers (8,41%), innovation & strategy with 6 answers (5,61%), marketing with 4 answers (3,74%) and finally industry & services with 3 answers (2,80%) – Figure 16.

Figure 16 – Questionnaires distribution by area of intervention



Source: Elaborated by the author

By crossing the type of consulting and the area of intervention, it is possible to get a better understanding of the questionnaire's respondents demographics. When analysing Table 12, one can see that the 22 respondents in the operational type are distributed in the following manner: 1 in business development; 7 in financial management; 5 in HR; 2 in industry & services; 6 in IT and 1 in Marketing. While the 43 respondents in the procedural type are 3 in business development, 6 in financial management, 6 in HR, 1 in industry & services, 2 in innovation and strategy, 24 in IT and 1 in marketing. The strategic type has representativity in all areas of intervention except industry & services, with 5 respondents in business development, 4 in financial management, 22 in HR, 4 in innovation & strategy, 5 in IT and 2 in marketing, for a total of 42 respondents.

It is important to note that there is no representativity of consultants who work in the intervention area of industry & services in a strategic consulting firm, neither of consultants in the area of innovation & strategy in operational consulting firms. The highest number of respondents are in the crossing of procedural type of consulting and in IT, with 24 respondents (22,43% of the total respondents) and in the strategic HR point, with 22 (20,56% of the total respondents) – Table 12.

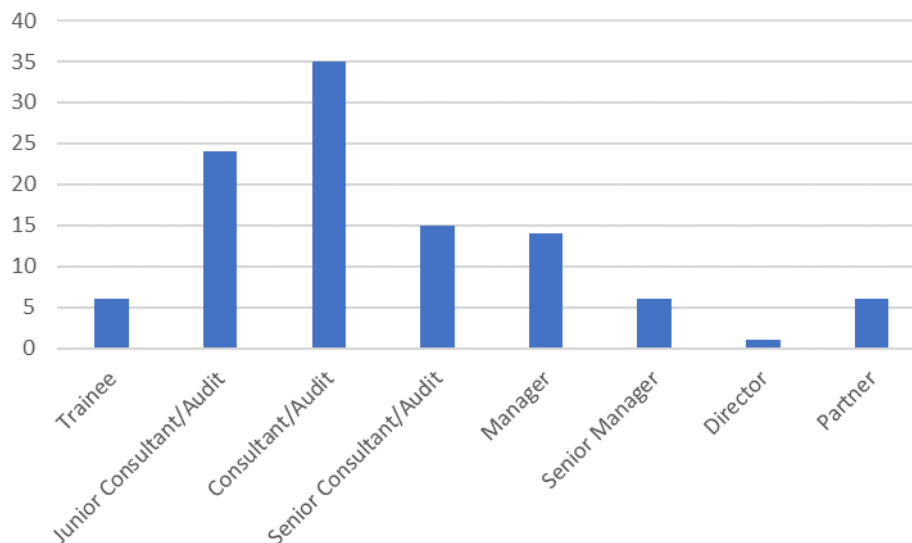
Table 12 – Cross table between type of consultancy firm and area of intervention of the questionnaires

	Operational	Procedural	Strategic	Total
Business Development	1	3	5	9
Financial Management	7	6	4	17
HR	5	6	22	33
Industry & Services	2	1		3
Innovation & Strategy		2	4	6
IT	6	24	5	35
Marketing	1	1	2	4
Total	22	43	42	107

Source: Elaborated by the author

Regarding the position, or job role, of the questionnaire’s respondents, there are 6 trainees (5,61%), 24 junior consultants or junior audits (22,43%), the position with the most respondents is consultant or audit, with 35 (32,71%), there are 15 senior consultants or senior audits (14,02%), 14 managers (13,08%), 6 senior managers (5,61%), only one director (0,93%) and 6 partners (5,61%) – Figure 17.

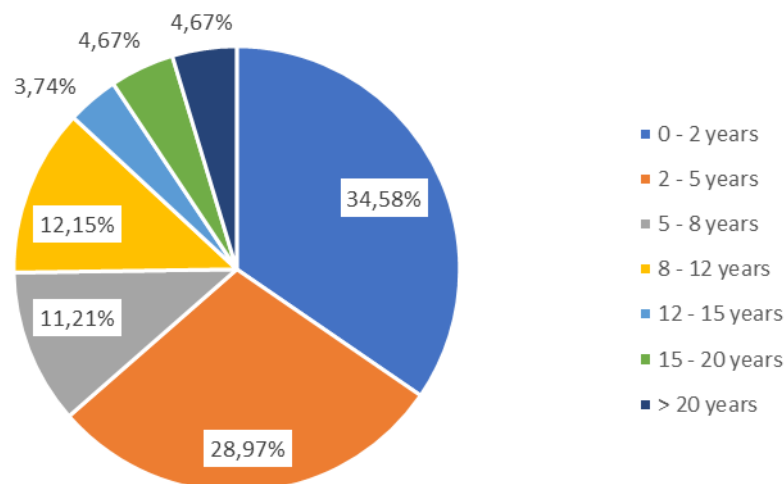
Figure 17 – Questionnaires distribution by position



Source: Elaborated by the author

The next demographic variable is the seniority of the questionnaire's respondents, in this case the respondents were asked to place themselves in a pre-determined range of years of seniorities. The most recurrent seniority range, in this sampling, is between 0 and 2 years of seniority, with 34,58% (37 answers), which is the most junior range. Following this trend, of this group being very junior in terms of seniority, the second most recurrent range is between 2 and 5 years, with 28,97% (31 answers). This means 63,55% (68 of the 107 respondents) have between 0 and 5 years of seniority. The range of between 5 and 8 years of seniority represents 11,21% (12 answers), and the following range of 8 to 12 has a percentage of 12,15% (13 answers). The last three ranges have significant lower percentages, the 12 to 15 range of years of seniority represents 3,74% (4 answers) of the group, while the 15 to 20 and the over 20 years of seniority each have 4,67% (5 answers) – Figure 18.

Figure 18 – Questionnaires distribution by position

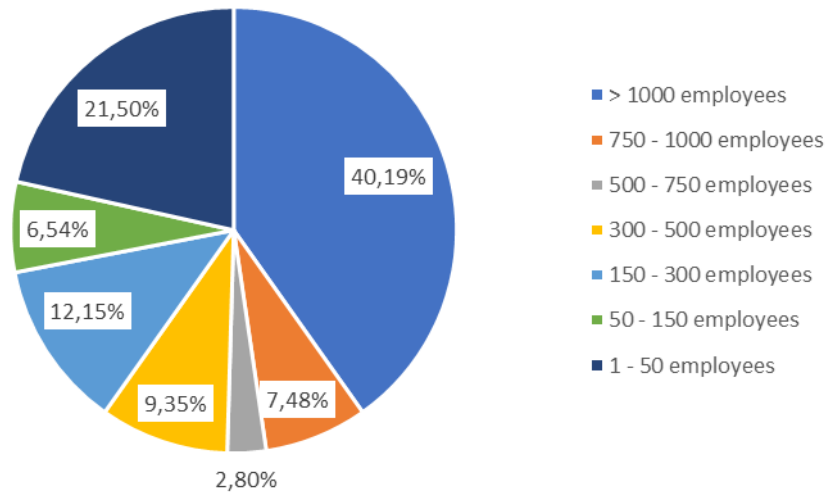


Source: Elaborated by the author

Regarding the number of employees in the questionnaire's respondents' companies, the two most represented ranges are the two in the extremes, with 40,19% (43 answers) the most represented range is companies with more than 1000 employees, and with 21,50% (23 answers) the second range with the most answers is between 1 and 50 employees. All other ranges have significantly less representativity, the third most represented range, with 12,15% (13 answers) is between 150 and 300 employees, followed by the 300 to 500

employees with 9,35% (10 answers). With a representativity of 7,48% (8 answers) there is the range between 750 and 100 employees, the 50 to 150 range represents 6,54% (7 answers), while the range with the lowest answers is the 500 to 750 employees with 2,80% (3 answers) – Figure 19.

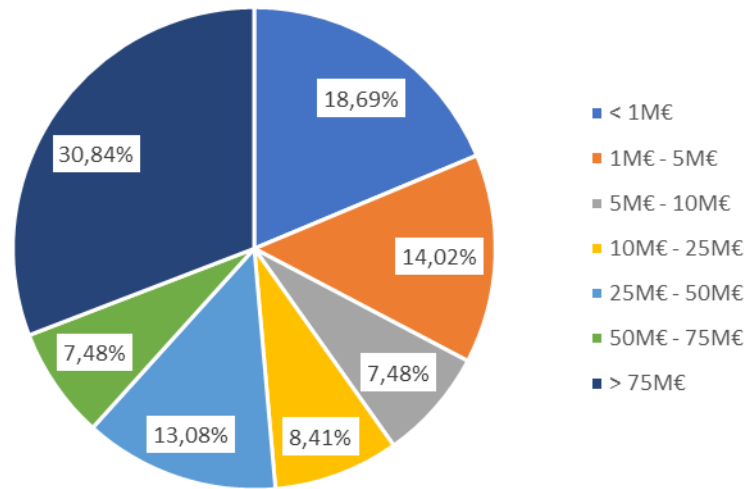
Figure 19 – Questionnaires distribution by number of employees in its company



Source: Elaborated by the author

The final variable is the annual invoicing of the respondent's firm, in this variable the same phenomenon that happened with the questionnaires distribution by number of employees happens, with both the extremes being the ranges with the most representativity. The range with the highest number of answers is the highest range, of above 75 million euros, with 30,84%, representing 33 answers, and the second most answered range is the lowest, of below 1 million euros, with 18,69%, or 20 answers. The following most represented ranges are between 1 million and 5 million euros, with 14,02% (15 answers) and, in fourth, the range of 25 to 50 million euros, with 13,08% (14 answers). The 10 to 25 million euros has a percentage of 8,41% (9 answers), while the last two ranges are the 5 to 10 million euros and the 50 to 75 million euros, with 7,48% (8 answers) each – Figure 20.

Figure 20 – Questionnaires distribution by annual invoicing



Source: Elaborated by the author

Just as in the interviewed group, in this questionnaire's respondents' group, it is also important to cross some of the variables to achieve a better understanding of the demographics of the group. In such, resembling the analysis in the interviewed group, the variables type of consulting and area of intervention will be crossed with gender and position of the respondents.

Commencing with the crossing of age with both type of consulting and area of intervention, it is possible to see that the type of consulting with the most female respondents is the strategic with 21 female respondents (39,62% of all female respondents), while there are 17 (28,30%) females in procedural and 15 (32,08%) in operational. Regarding the male respondents, the smallest division works in operational consulting (7, corresponding to 12,96% of all male respondents), the biggest group works in procedural consulting, with 26 (48,15%) and the remaining 21 (38,89%) work in the strategic type of consulting – Table 13.

Table 13 – Questionnaires cross table between gender, type of consultancy and area of intervention

	Operational	Procedural	Strategic	Total
Female	15	17	21	53
- Business Development			1	1
- Financial Management	4	1	3	8
- HR	3	5	12	20
- Industry & Services	1	1		2
- Innovation & Strategy		2	1	3
- IT	6	7	2	15
- Marketing	1	1	2	4
Male	7	26	21	54
- Business Development	1	3	4	8
- Financial Management	3	5	1	9
- HR	2	1	10	13
- Industry & Services	1			1
- Innovation & Strategy			3	3
- IT		17	3	20
Total	22	43	42	107

Source: Elaborated by the author

Still analysing Table 13, but now in regard to the area of intervention, one can see that there is only one female respondent in business development, while the other 8 are all male and are spread through the 3 types of consulting. Financial management has 8 female respondent and 9 male respondents, all of them spread across the different types of consulting. HR has 7 more female respondents than male, with 20 females and 13 males, with the big majority in the strategic type. Industry & services is the area with the lowest amount of responses, as it was explained previously, with 3 females and one male. In innovation & strategy there is also a small amount of responses with, 3 females and 3 males. IT has 15 female respondents and 20 males, with no males in the operational type,

being 17 of them in the procedural type. Finally, in marketing all 4 respondents are female.

Concerning the crossing between the questionnaire’s respondents’ position and type of consulting, one can see that out of the 6 trainees, 2 are in operational and 4 are in procedural consultancy, meaning there are no trainees in the strategic type of consulting in this group. Regarding the junior consultants/audits, 5 of them are in operational consulting, 8 in procedural and 11 in strategic. The consultants/audits are distributed with 7 in operational consultancy, 17 in the procedural type of consulting which is the biggest group of all seniorities and types of consulting, and 11 in the strategic type. Out of the 15 senior consultants/audits, 3 are in operational and there are 6 in each of the procedural and strategic types. The managers are distributed in the following manner: 5 in operational, 3 in procedural and 6 in strategic. When it comes to the senior managers there is no one in an operational type of consulting firm, and the 6 of them are evenly distributed across the procedural and strategic type. There is only one director which works in a consulting company of the procedural type. Lastly, there are also no partners in operational consultancy, being only one in the procedural type and the remaining five in the strategic type – Table 14.

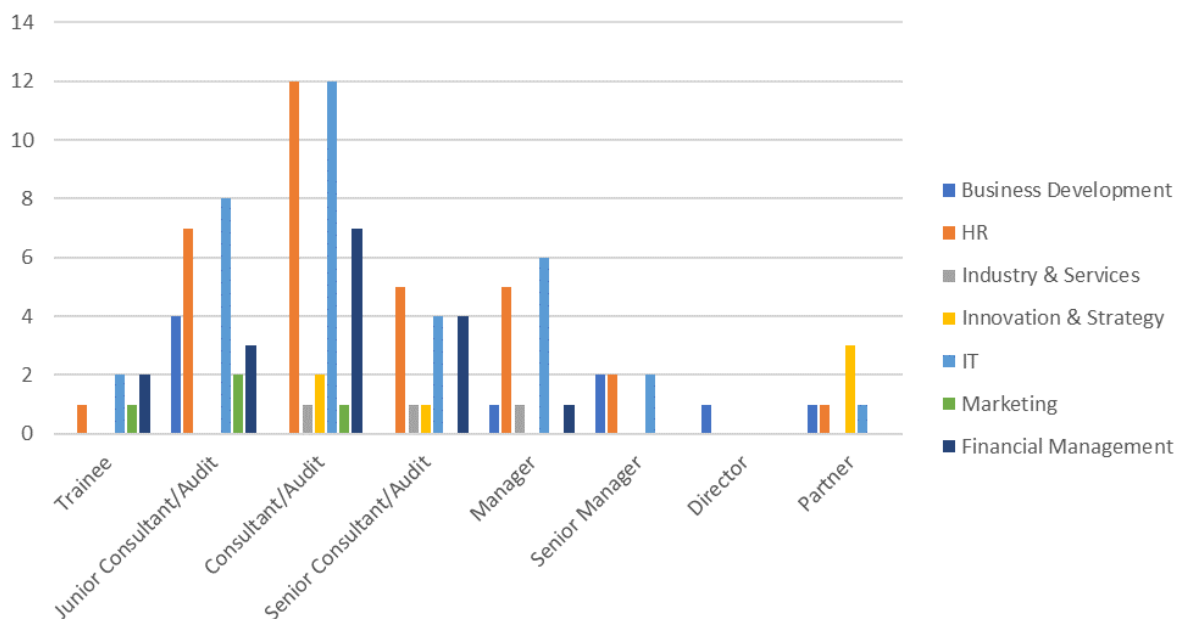
Table 14 – Questionnaires cross table between position and type of consultancy

	Operational	Procedural	Strategic	Total
Trainee	2	4		6
Junior Consultant/Audit	5	8	11	24
Consultant/Audit	7	17	11	35
Senior Consultant/Audit	3	6	6	15
Manager	5	3	6	14
Senior Manager		3	3	6
Director		1		1
Partner		1	5	6
Total	22	43	42	107

Source: Elaborated by the author

About the crossing of the questionnaire’s respondents’ position and area of intervention, the trainees are distributed in the following manner: 1 in HR; 2 in IT; 1 in marketing and 2 in financial management. Looking at the consultants/audit distribution it is possible to see that there are 4 in business development, 7 in HR, 8 in IT, 2 in marketing and 3 in financial management. Regarding the consultants/audits, this group has the two most repeated crossings between position and area of intervention, which are in the areas of HR and IT, with 12 in each area, besides 1 person in industry & services, 2 in innovation & strategy, 1 in marketing and 7 in financial management. Passing on to the senior consultants/audits, there are 5 in HR, 1 in industry & services, 1 in innovation & strategy, 4 in IT and also 4 in financial management. Regarding the managers, 1 of them is in the area of intervention of business development, 5 in HR, 1 in industry & services, 6 in IT and 1 in financial management. The following position is the senior managers, where there are 2 in business development, 2 in HR and 2 in IT. The sole director works in the area of business development. And lastly, concerning the partners, one of them practices his profession in the area of business development, another one in HR, there are 3 in innovation & strategy and the last one is in the area of IT – Figure 21.

Figure 21 – Questionnaires cross graph between area of intervention and position



Source: Elaborated by the author

Chapter VII – Presentation and discussion of results

7.1 – Having in mind Hofstede’s model, Denison’s model and the OCP, what are the factors that characterize the organizational culture of the company?

This first question was designed to understand what factors from the Hofstede’s model, Denison’s model and from the OCP the respondents consider valid in the organizational culture they live on their daily basis. A list of several factors retrieved from said model (Annex B) was given to the respondents and they were asked to choose the factors that they considered the most relevant for their company.

Beginning with the interviewed responses, the factor that was chosen the most times, by far, with 11 mentioning’s in 15 interviews, was outcome orientation, which reflects that organizational culture of most of the interviewed has a high regard for results, which makes the employees feel high expectations, makes them being outside their comfort zones, with a lot of effort to deliver their tasks, and ultimately values the results over the procedures. The 2 second most mentioned factors were aggressiveness and costumer focus. Aggressiveness was mentioned in the sense that there is a lot of competitiveness both internally and externally, and all the interviewees that mentioned the aggressiveness mentioned that the internal competitiveness hinders the organizational effectiveness, while the external competitiveness acted somewhat as an incentive to produce more and better and that in this specific market of consulting there was no way to avoid the external competitiveness, due to the nature of the service. Costumer focus was again highly mentioned because of the nature of the service provided, most interviewed explained the correlation between costumer focus and better results, to them the main objective is better results which is obtained by having a strong customer focus, and therefore costumer focus is so important in the organizational culture. There were 4 factors that were mentioned 5 times, namely people orientation, team orientation, innovation and professional, all of them deeply rooted to the service that is provided and the need for knowledge these types of organizations have. The rest of the factors were mentioned 4 times or less across all the interviews – Table 15.

Table 15 – Factors present in the Hofstede’s, Denison’s and OCP models chosen by the interviewed

Factors Chosen	Nº of times chosen	Nº of the interviewed
Outcome Orientation	11	3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14
Aggressiveness	6	3, 7, 8, 11, 13, 14
Costumer Focus	6	3, 6, 7, 11, 14, 15
People Orientation	5	1, 4, 5, 12, 15
Team Orientation	5	1, 2, 4, 6, 15
Innovation	5	5, 10, 11, 12, 15
Professional	5	3, 4, 7, 8, 13,
Open System	4	2, 9, 10,11
Organizational Learning	4	2, 8, 9, 13
Capability Development	4	2, 6, 9, 10
Tight Control	3	1, 3, 14
Creating Change	3	5, 12, 15
Job Oriented	2	3, 7
Strategic Direction and Intent	2	4, 5
Process Oriented	2	1, 6
Stability	1	1
Goals & Objectives	1	4
Empowerment	1	5
Attention to detail	1	10
Closed System	1	12

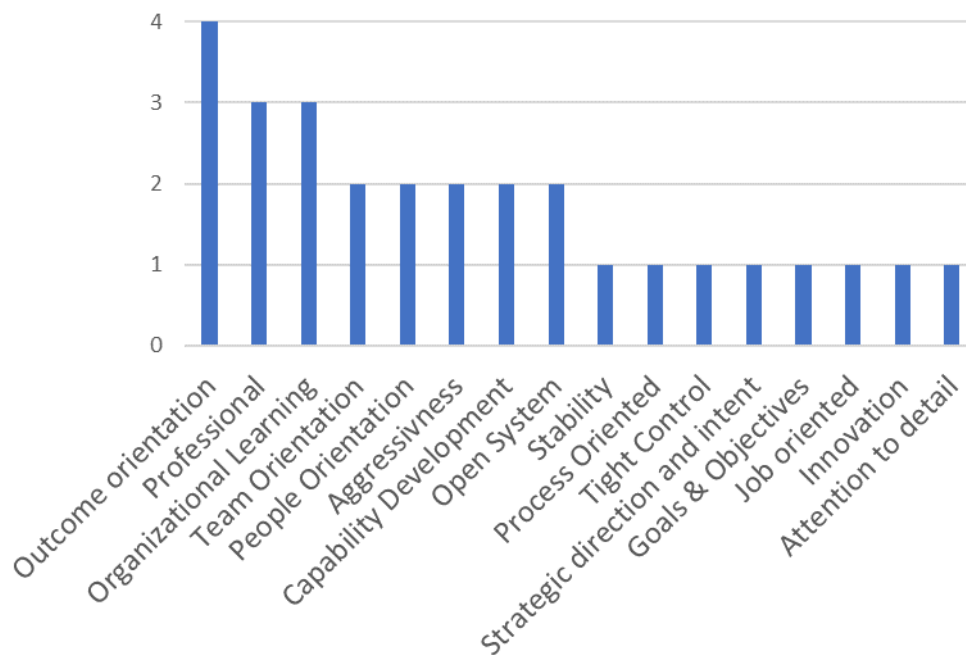
Source: Elaborated by the author

It is important to note that from all of the factors from Annex B only the one that were mentioned are in Table 15, thus, there are 7 factors that none of the interviewed chose, them being stability, vision, core values, agreement, coordination, parochial and loosely controlled, from that, one can conclude that interviewees believe these factors irrelevant when speaking of organizational culture in consulting firms.

From the 15 interviews and the 27 factors available, this study collected 72 answers (some of the number of times someone chose any factor) in this question, answers that followed the distribution presented in Table 15. From these 72 answers the 7 top factors – outcome orientation, aggressiveness, costumer focus, people orientation, team orientation, innovation and professional – account for 43 of those answers, meaning they represent approximately 60% of all answers. Outcome orientation alone is responsible for 15% of all answers, highly above any other factor, which shows the importance of results in consulting companies’ culture.

To have a profounder understanding of these answers and to be conceivable to make deeper conclusions, it is possible to know where the answers came from in terms of type of consulting. If the only considered answers are of the operational type of consulting, the answers to this question would be as shown in Figure 22. As it is possible to see, the factor mentioned the most is the outcome orientation, like in the whole sample, another interesting fact is that there are no mentions of costumer focus which is one of the 3 most mentioned factors overall.

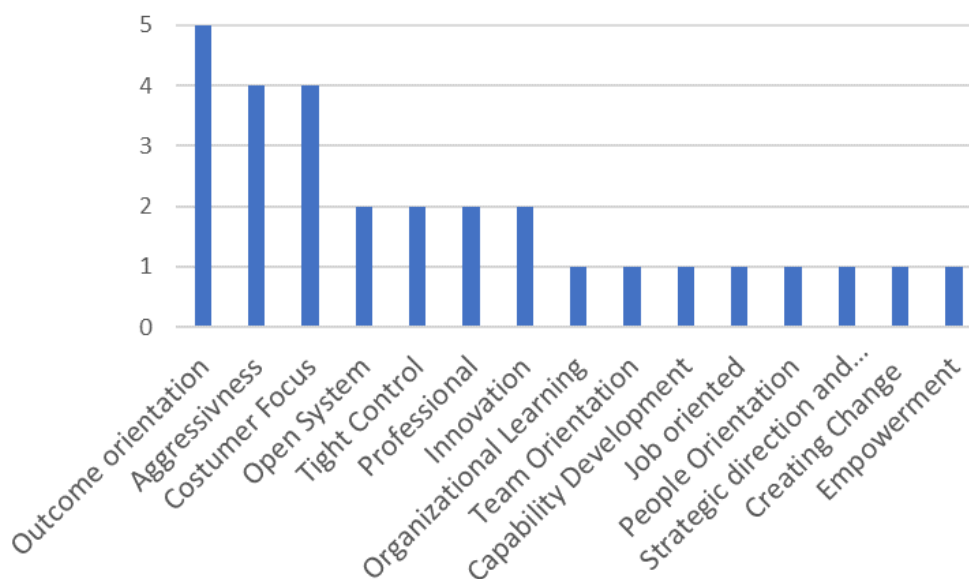
Figure 22 – Distribution of the operational interviewed Q1 answers



Source: Elaborated by the author

Regarding the answers from respondents in procedural companies, it is in this group that the answers follow the more similar distribution with the general sample, at least in the factors mentioned the most, such as outcome orientation, aggressiveness and customer focus. The main difference is that the factors, team orientation and people orientation are in the top half of responses in the full answers while that if only the procedural answers are taken into account they fall substantially – Figure 23.

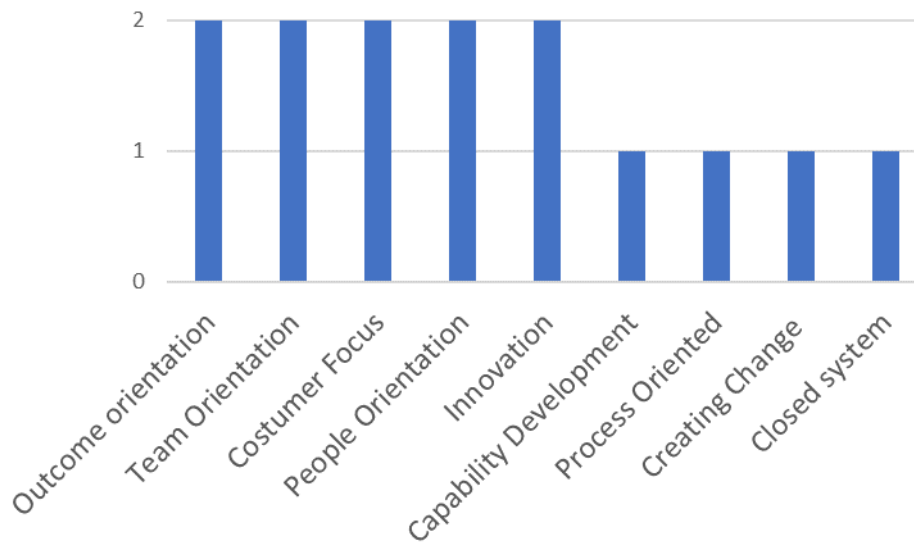
Figure 23 – Distribution of the procedural interviewed Q1 answers



Source: Elaborated by the author

Finally, if only the answers from the strategic type of consulting are considered, it is possible to see a different scenario. Firstly, it is important to note that there are less answers from interviewed consultants that work in a strategic consulting firm, which resulted in a smaller number of factors being chosen by the interviewed. Still, outcome orientation is in the most mentioned factors, the same happens for team orientation, customer focus, people orientation and innovation. One of the main findings is that the factor aggressiveness is not mentioned at all by the strategic group which goes against the tendency shown when all the answers are considered – Figure 24.

Figure 24 – Distribution of the strategic interviewed Q1 answers



Source: Elaborated by the author

Passing now to the analysis of the questionnaire's responses to this first question, it is important to note that the list of factors given to the questionnaire's respondents was altered slightly to assure that every factor was understood without external help. The 107 questionnaire respondents were provided with a list of 24 factors, present in Figure 25, and every factor was chosen at least once.

Diving into the answers given by the questionnaire's respondents one can see that the factor that was chosen the most was costumer focus, with 62 mentions, it was chosen 57,9% of the times by the 107 respondents, being well above any other factor, showing the importance of the client in the management consulting market and therefore the relevance of an organizational culture that fosters the focus on the costumer.

After the first stand alone factor, all the other factors all closer to each other in terms of mentions, the second most chosen factor was outcome orientation, with 41 mentions, chosen in 38,3% of the times. This was also the factor that was most mentioned in the interviews and therefore can be summarized as a central point in the organizational culture of management consulting firms.

The third most mentioned factor by the questionnaires group is innovation, with 35 answers, being chosen in 32,7% of the questionnaires, due to the characteristics of the work developed by management consulting firms, one can see the positive correlation that exists between higher innovation and better results, which also can be seen with customer focus and outcome orientation. Concluding that these three factors are linked with the work that is delivered to the customer, which is the highest priority in these types of companies.

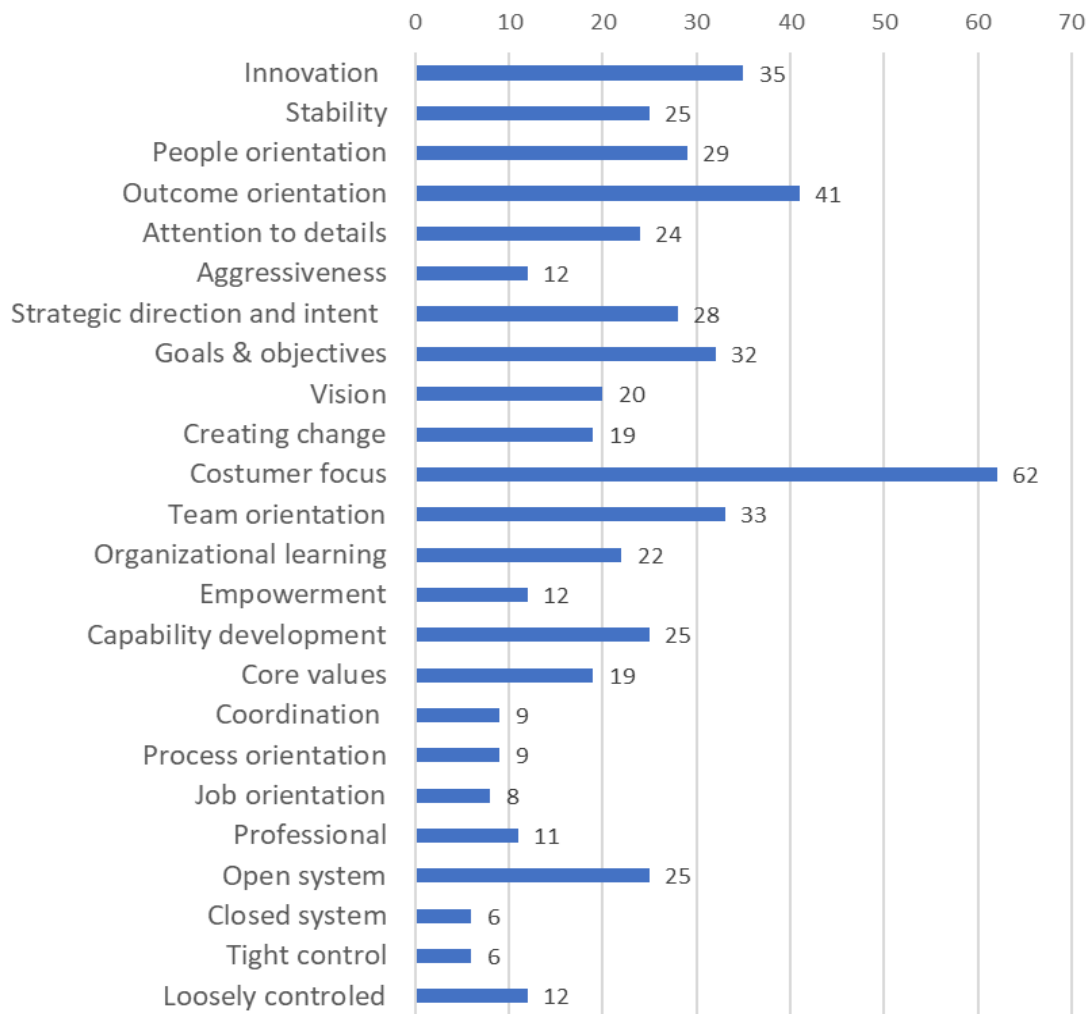
The fourth factor with the most answers in the questionnaires is team orientation, with 33 answers (chosen in 30,8% of the surveys), followed closely by the factor goals & objectives that has 32 answers (29,9%). These two factors are deeply linked with the organization of work inside the firm, management consulting projects are a team effort that is guided by daily, weekly, monthly, quarterly and annually goals and objectives.

The sixth most chosen factor is people orientation, with 29 mentions, which represent 27,1% of the 107 questionnaires responded, this factor embodies the respect for people the organization has, the employee wellbeing and overall employee orientation. With 28 answers comes strategic direction and intent, representing 26,2% of the questionnaires and rounding up the top eight most chosen factors.

Stability, capability development, and open system all had 25 mentions each, which means they were chosen in 23,4% of the inquiries. Stability refers to the security of the jobs in the company, capability development to the investment made by the organization in developing the employees, while open system refers to the openness to new joiners.

Attention to details received 24 answers (22,4%), organizational learning has 22 mentions (20,6%), vision has 20 responses (18,7%), while creating change and core values have 19 mentions (17,8%) each. All other factors have less than 15 mentions and are the following: aggressiveness with 12 (11,2%), empowerment with 12 (11,2%), loosely controlled with 12 (11,2%), professional with 11 (10,3%), coordination and process orientation with 9 (8,4%) each, job orientation with 8 (7,5%), and finally closed system and tight control with 6 (5,6%) each – Figure 25.

Figure 25 – Distribution of the questionnaire's respondents Q1 answers



Source: Elaborated by the author

Comparing the results from both the questionnaires and the interviews, it is possible to see that customer focus and outcome orientation are two of the main factors that characterize the organizational culture of management consulting firms, being the former the most chosen in the questionnaires and being in the top 3 in the interviews, and the latter the factor most mentioned by the interviewees and the second most mentioned by the questionnaire respondents. While the aggressiveness and professional factors scored high in the interviews and then did not do the same in the questionnaires, the rest of the top 7 mentioned factors in the interviews were also the most recurrent answers in the questionnaire.

When confronting the results from this question with the authors of the three models referred in the question, it is important to note the 7 factors with the most mentions in the interviews and the highest scores in the questionnaires, which are, customer focus, outcome orientation, aggressiveness, professional, innovation, people orientation and team orientation.

Analysing these 7 factors one by one, it is possible to see that customer focus is present solely in Denison's model (Denison, 1996; 2006), outcome orientation is a factor present in both the OCP (O'Reilly et al., 1991) and in Hofstede's model (Hofstede, 2010), aggressiveness is present only in the OCP (O'Reilly et al., 1991), the professional factor is described solely as a dimension in Hofstede's model (Hofstede, 2010), innovation is also present solely in the OCP (O'Reilly et al., 1991), while people orientation is referred by both the Hofstede and OCP models, in the later in the form of respect for people (Hofstede, 2010; O'Reilly et al., 1991), and team orientation is a factor present in the OCP and in Denison's model (O'Reilly et al., 1991; Denison, 1996; 2006). Therefore, the results show that all 3 authors have factors in their models that characterize and are valuable to management consulting firms, with no single model being fully accurate but also no single model being fully unimportant for this sector, thus the results are in concordance with all 3 authors at the same time, but not fully with any of them.

7.2 – Besides the factors present in Hofstede's model, Denison's model and OCP, what are the most preponderant characteristics in management consulting firm's organizational culture?

Regarding this second question, it was motivated by the limitations of the Hofstede's model, Denison's model and OCP when applied to a specific sector such as management consulting. It aims to find different factors, not present in the previous models, that the interviewees and respondents of the questionnaires believe to be more relevant to the measurement of management consulting firms.

As all questions, this one was made to both the interviewees group and through questionnaires. When asked in interview context, the respondents could answer an unlimited number of factors that they believed made sense, while in the questionnaires it was necessary to have a different dynamic, so the top 8 answers most repeated in the

interviewees were the eight factors the respondents of the questionnaires had to evaluate in a scale from 1 to 7 regarding their relevance.

Beginning with the interviewed answers, there were 14 different factors mentioned in a total of 35 answers – Table 16. There were 2 factors with 6 mentions each, the highest frequency in this sampling, they were leadership and integration. Leadership refers to the efficiency, efficacy and overall adequacy of behaviors of the leaders in the organization, and integrations is referring to the organization’s and team’s effort to integrate in the best possible way new joiners while making sure everyone is in a comfortable environment.

Table 16 – Distribution of the interviewed group to Q2

Factors Chosen	N° of times mentioned	N° of the interviewed
Leadership	6	3, 4, 6, 7, 11, 13
Integration	6	1, 3, 5, 6, 12, 15
Cooperation	5	2, 3, 8, 14, 15
Feedback	4	1, 7, 11, 15
Flexibility	2	2, 11
Transparency	2	6, 12
Work-life Balance	2	9, 14
Knowledge Search	2	8, 13
Training effectiveness	1	9
Interpersonal communication	1	1
Formality vs informality	1	5
Work Overload	1	4
Adaptability	1	10
Social responsibility	1	1

Source: Elaborated by the author

The third most mentioned factor was cooperation, with 5 mentions, extolling the importance not only of teamwork but actual preoccupation with other co-workers, peers or not, to assure no one gets overwhelmed with work. Following cooperation comes

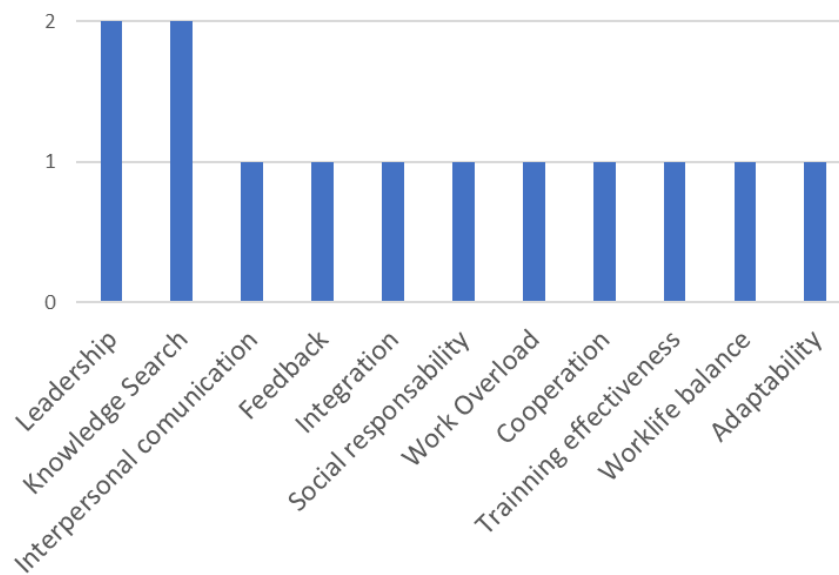
feedback with 4 mentions, in this factor most interviewees mentioned also that this is a factor that is not well developed in their companies, while everyone understands the importance of good and constructive feedback not all invest the time to do so.

Rounding up the top 8 answers with the most mentions, there are 4 factors with 2 mentions each, flexibility, transparency, work-life balance and knowledge search. Flexibility refers not only to the time schedule aspect but also to the ability to produce valuable work when doing something out of your comfort zone. Transparency was mentioned because the interviewed had several experiences where something like a proposal they had done was never mentioned again and they did not know why they did it or what was the outcome, transparency was also mentioned as a factor that makes the people more interested and invested in what they are doing. Work-life balance was mentioned as something that is of most value to the employees but that most times was not a reality. Knowledge search refers to the individual search of knowledge each consultant should do in order to produce better results.

Training effectiveness, interpersonal communication, formality vs informality, work overload, adaptability and social responsibility were only mentioned once each, but it is still important to note that they are factors important enough for one interviewed to mention. It is also important to note that all of the factors were mentioned in a positive way except work overload, where a higher result would mean higher work overload which is a negative aspect for the interviewee that mentioned it.

When crossing the answers with the type of consulting each interviewee is associated with, it is possible to see some interesting findings. Regarding the operational type of consulting, it is the group with the most different factors mentioned with a total of 11 different answers, it is also the one with the lowest range, having leadership and knowledge search with 2 mentions each and all other 9 factors with one mention, thus having the highest variance and being significantly different than the whole sample distribution. It is also important to note that both answers of knowledge search come from this group and that there is only one mention of integration, feedback and cooperation – Figure 26.

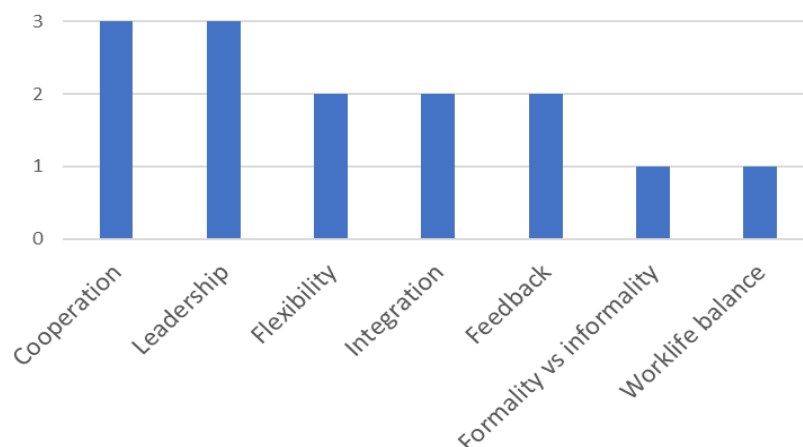
Figure 26 – Distribution of operational interviewees Q2 answers



Source: Elaborated by the author

When it comes to the procedural type of consulting, cooperation and leadership are the most repeated factors with 3 mentions each, followed by flexibility, integration and feedback with 2 mentions each, which provides a distribution more similar to the whole sample than when analysing just the answers from the operational type. To round up all the answers from the procedural type, formality vs informality and work-life balance were mentioned once each, which adds up to a total of 7 different factors – Figure 27.

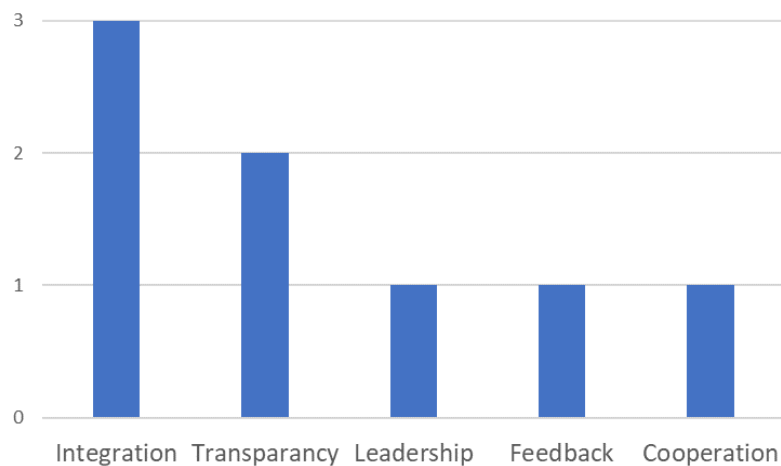
Figure 27 – Distribution of procedural interviewees Q2 answers



Source: Elaborated by the author

When crossing the information of the strategic type of consulting with the answers given on this question, one can see that there are 5 different factors mentioned by this group being the lowest number of different factors mentioned when comparing to the 11 from the operational type and 7 from the procedural. The most repeated answer was integration, with 3 mentions, followed by transparency with 2 mentions and leadership, feedback and cooperation with one each. While the result from integration is fairly high when comparing with the two other groups, leadership, which is the other factor in the top 2 of most mentions overall, only has one mention in this group, being in the strategic type that has the lowest result – Figure 28.

Figure 28 – Distribution of strategic interviewees Q2 answers



Source: Elaborated by the author

Passing now to the analysis of the questionnaires respondents answers, it is important to know that in the questionnaires, the respondents were asked to rate the relevance in terms of organizational culture, from 1 to 7, where 1 would mean “not relevant at all” and 7 would mean “extremely relevant”, of the 4 most mentioned factors from the interviews – leadership, integration, cooperation and feedback.

Regarding the leadership factor, in a range of 1 to 7, the most repeated evaluation is 6, with 45 answers, representing 42,05% of the answers, also 41 questionnaire respondents evaluated leadership as a 7, meaning 38,32% of the respondents believe that leadership is an extremely relevant factor to the measurement of the organizational culture of a management consulting company. If the evaluations of 6 and 7 were to be combined they

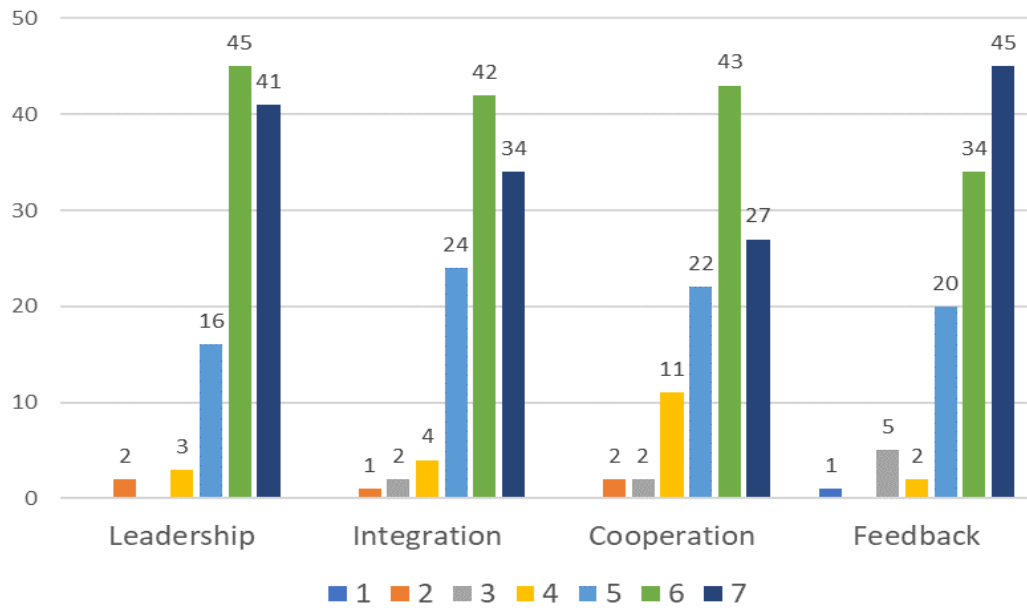
would reach 80,37%, showing the high degree of importance given by the respondents. Leadership was also evaluated by 16 respondents as a 5, 3 times as a 4 and twice as a 2. Accounting all responses, the average evaluation of the leadership factor is 6,1, which is the highest of all factors studied – Figure 29.

Concerning the integration factor, it presents a similar distribution to the leadership factor, with the most common evaluation being 6, with 42 answers, representing 39,25% of all responses. The evaluation of 7 has the second highest number of answers, with 34 (31,78%). In this factor the evaluation of 5 is higher than in any other factor, with a score of 24, representing 22,43%. The rest of the evaluations are scattered with 4 evaluations of 4, 2 evaluations of 3 and one evaluation of 1. On average this factor has an evaluation of 5,9, being on the higher half of the scale – Figure 29.

The next factor is cooperation, again, the most repeated evaluation is of 6, this time with 43 times, representing 40,19% of the answers, followed by the evaluation of 7 with 27 answers (25,23%). Besides this there are 11 evaluations of 4, 2 evaluations of 3 and 2 evaluations of 2. This is the factor in which the combination of the evaluations of 6 and 7 have a lower amount of answers, which makes the average evaluation lower and with a value of 5,7 – Figure 29.

The final factor studied is feedback and its also the one that shows the most different distribution, in this case the evaluation with the most answers is the evaluation of 7, with 45 answers, meaning 42,06% of the respondents evaluate feedback as extremely important, while 34,78%, or 34 answers, classify the relevance of feedback to the measurement of the organizational culture as a 6 in a scale of 1 to 7. 20 respondents gave an evaluation of 5, 2 gave an evaluation of 4, 5 gave an evaluation of 3 and the last respondent evaluated feedback as a 1. In sum, the average evaluation of feedback is 6, making it the second highest in this study – Figure 29.

Figure 29 – Distribution of the questionnaires Q2 answers



Source: Elaborated by the author

Combining the results from both groups, one can conclude that all four most mentioned factors in the interviews – leadership, integration, cooperation and feedback, are considered by the questionnaires respondents as highly relevant when thinking of measuring the organizational culture of management consulting firms. Leadership has both the highest mentions in the interviews and the highest average evaluation from the questionnaires, therefore it is possible to conclude, in agreement with the literature, that the leaders have a fundamental part in the development and maintenance of organizational culture in management consulting firms – Table 17

Table 17 – Comparison of Q2 results between interviews and questionnaires

Factors Chosen	Nº of times mentioned in interviews	Average evaluation from the questionnaires
Leadership	6	6,1
Integration	6	5,9
Cooperation	5	5,7
Feedback	4	6

Source: Elaborated by the author

Having in mind these results, it is possible to see that they do not match the authors of the 3 models in the question (O'Reilly et al., 1991; Hofstede, 2010; Denison, 1990; 2006) since all 15 interviewees were able to identify at least one factor that was not present in any of the three models and that they believed it characterized the organizational culture of their organizations. While some of these factors may have some of the same characteristics of those that are mentioned by the authors, such as team orientation or people orientation, interviewees believed that leadership, integration, cooperation and feedback are important enough to be a factor of their own, thus contradicting the authors.

7.3 – Which are the main values, beliefs and shared assumptions of the organization?

This third question drives from the fact that organizational culture foundation is at the shared assumptions level, so, knowledge of the values, beliefs and shared assumptions are necessary when measuring or assessing organizational culture is essential. In this question interviewees were asked if they were familiar with their companies' values and then asked to reflect on them, which let some of the interviewees to share some unspoken rules about the firm which they regarded as shared assumptions. While in the questionnaires, respondents were asked to classify from 1 to 7 their familiarity with their firm' values.

Commencing with the interviewed respondents, it is interesting to know both the familiarity with the respondent's companies values and also the actual values and what they represent. Having this in mind the analysis of the answers given by the respondents is divided in two groups, first the familiarity and then the actual values.

Regarding the interviewee's familiarity with their firm's values, it is possible to see that it is very evenly distributed. From the 15 interviewees, 4 of them did not know any of their companies' values, 4 were only able to say one or two of the values and did not know the rest, 3 of the interviewees knew almost all of the values but were not able to say all of them, and the 4 remaining interviewees know all of the values and were able to say all of them by heart – Table 18. It is important to note that there was no correlation between these results and any other variable such as type of consulting, area of intervention, age or seniority.

Table 18 – Familiarity of the interviewed to the firm's values

Answers	Nº of times repeated	Nº of the interviewed
Does not know any by heart	4	2, 6, 8, 10
Only knows one or two	4	3, 7, 12, 13,
Knows most of the values by heart	3	4, 9, 14
Knows all the values by heart	4	1, 5, 11, 15

Source: Elaborated by the author

Concerning the actual values mentioned in the interviewees, 16 different values were mentioned by the 11 interviewees that knew one or more values of the company, in a total of 34 answers. The most mentioned value was integrity with 6 mentions, followed by cooperation with 5 mentions, which was one of the most mentioned responses to question 2 of this very study. With 3 mentions each, the values creating change, teamwork and people were also mentioned. Then with 2 mentions each, the values difference making, passion and innovation round up the answers that got more than one mention. With just one mention each remained respect, dedication, empowerment, attitude, transparency, education, trust and ambition – Table 19.

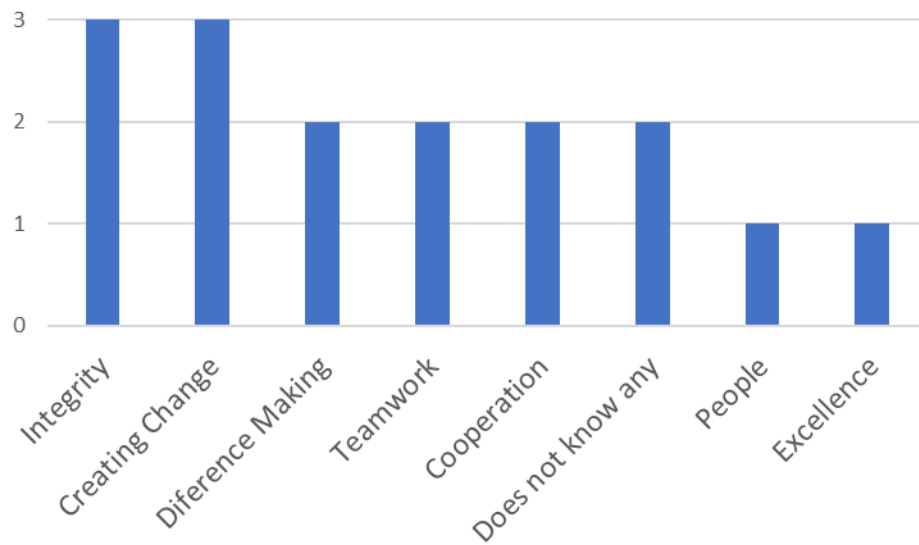
Table 19 – Distribution of companies' values of the interviewees

Values Mentioned	Nº of times mentioned	Nº of the interviewed
Integrity	6	1, 5, 9, 12, 13, 14
Cooperation	5	1, 4, 11, 14, 15
Creating Change	3	1, 4, 9
Teamwork	3	1, 9, 11
People	3	3, 9, 14
Difference Making	2	1, 4
Passion	2	5, 7
Innovation	2	5, 15
Respect	1	5
Dedication	1	5
Empowerment	1	5
Attitude	1	7
Transparency	1	11
Education	1	11
Trust	1	15
Ambition	1	15

Source: Elaborated by the author

By crossing the information present in Table 19 with the type of consulting associated with the interviewees it is possible to draw more conclusions. It is possible to see that half of the mentions of integrity and all mentions of creating change come from the operational type of consulting, in such, one can also see that 2 of the 4 of the interviewees that do not know any of the values also come from the operational type and that this type has representativity from 7 of the 16 different values mentioned – Figure 30.

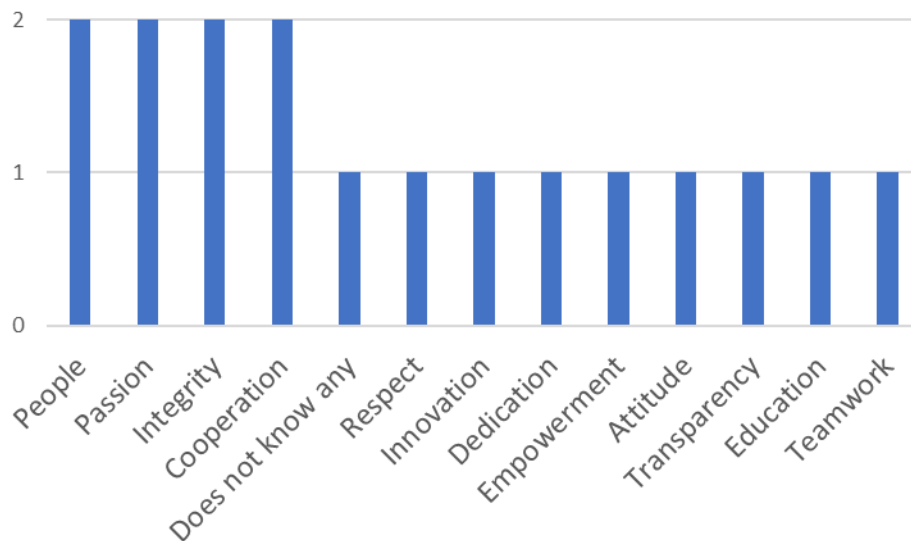
Figure 30 – Distribution of operational companies’ values of the interviewees



Source: Elaborated by the author

Concerning the crossing with the procedural type, this type has 12 different values with a very even distribution, only 4 values have 2 mentions each (people, passion, integrity and cooperation). The rest of the values only have one mentions each, and one of the interviewees that did not know any of the values is from this group – Figure 31.

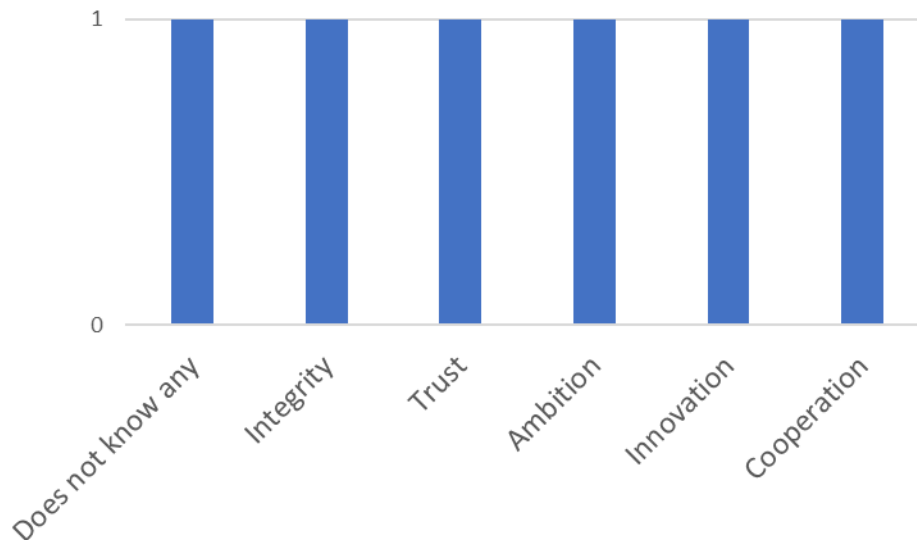
Figure 31 – Distribution of procedural companies’ values of the interviewees



Source: Elaborated by the author

Finally, the crossing with the strategic type shows that, again one of the interviewees from this group did not know any of the values, but also that all other five values were only mentioned once each, much to the fact that interviewee number 15 is responsible for 4 of these 5 factors – Figure 32.

Figure 32 – Distribution of strategic companies’ values of the interviewees



Source: Elaborated by the author

While answering this question some interviewees shared unspoken rules in their company, such information allows to make a content analysis that peeks at the shared assumptions and beliefs present in said management consulting firms. In total 5 different unspoken rules were mentioned by the 6 interviewees that shared this kind of information.

The most mentioned topic in the unspoken rules was that leaving at the scheduled time, meaning working the normal agreed number of hours in a day, was frowned upon, and was not well seen by the higher positions and leadership, the reasoning behind this is that the organizations wants to show that there is a lot of work to be done, this is specially felt when the consultant is allocated and working in a client’s office, while it may enhance the perspective the client has on the consulting firm and respective team, it makes the consultants feel they have no work-life balance, since they feel they work too many hours, even if the job does not actually demands it – Table 20.

Other topics mentioned were about the unspoken rule that doing a pause was not a normal thing unless if it was a break intended for smoking, so people that did not smoke felt they could not make pauses. Also, that if someone has a doubt, they should just try to figure it out on the internet instead of asking someone in a higher position, this happens because the answer given most times by the senior people was to google the solution. Another important unspoken rule mentioned was that the results are, by far, the most important aspect of the organisation, if one can attain or even overcome their objectives, things like not being polite to employees or not having a good work ethic, among others, would be forgotten and the person would have a positive evaluation. The final unspoken rule mentioned was that, at the end of the day, one is not supposed to leave the company without asking the team if they need help, if someone in the team needs help one should stay and help, working until later if necessary – Table 20.

Table 20 – Unspoken rules

Unspoken Rule mentioned	Nº of times mentioned	Nº of the interviewed
Leaving at the scheduled time is frowned upon, one must work until later, to show there is a lot of work	4	1, 3, 6, 9
Doing a break is frowned upon, unless it is for a smoke	1	3
One cannot say he or she does not know how to do something because the answer would always be to google it	1	3
Attaining objectives is the most important thing, if you do so the organization lets negative things pass by	1	8
At the end of the day one cannot leave without asking if the team needs help	1	10

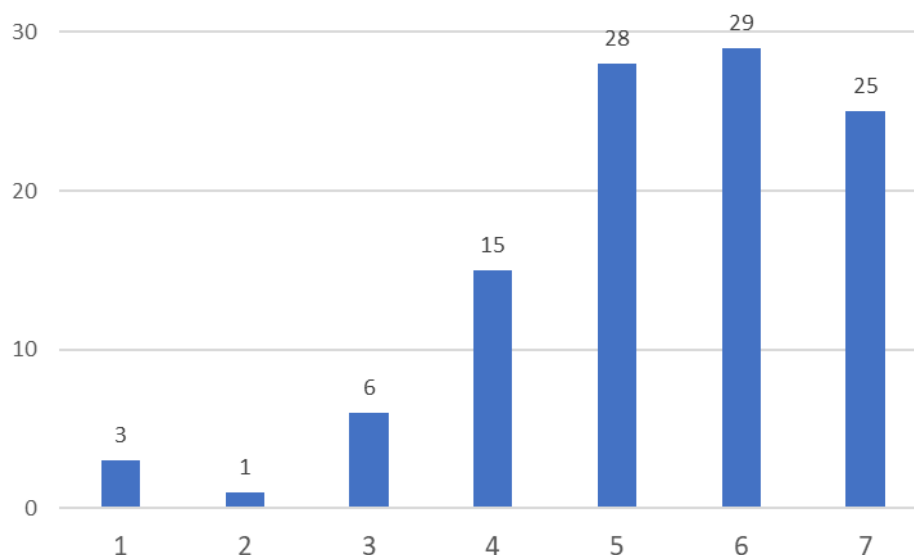
Source: Elaborated by the author

Analysing now the results from the questionnaire, in which respondents evaluated their own familiarity with their management consulting firm values, it is possible to see that it depicted a better image, or more conclusive, than the same question to the interviewees.

While the interviewees had the possibility to mention the values that the company represents, when it comes to the familiarity with the values the questionnaires respondents, due to the sampling size, gave a deeper insight.

From the 107 questionnaire respondents, the average evaluation was 5,3, in which 3 respondents (2,8%) evaluated their familiarity with the firm's values as 1, meaning that they do not know any of the values. Continuing in the lower end of the scale, only one respondent (0,9%) gave an evaluation of 2, while 6 respondents, corresponding to 5,6%, gave an evaluation of 3. 15 respondents (14%) evaluated their familiarity with their company's values in the middle of the scale, giving an evaluation of 4. The evaluations in the upper end of the scale were much more recurrent than on the lower half, in fact, all the evaluations from 1 to 4 combined represent 23,4% of all answers, corresponding to a total of 25 answers out of 107. The evaluation of 5 was given 28 times (26,2%), being the second most common evaluation, surpassed only by the 29 evaluations (27,1%) of 6. Finally, the evaluation of 7, which means the respondent knows all the firm's values by heart without having to look anywhere to be able to cite them, was given by a total of 25 respondents (23,4%) – Figure 33.

Figure 33 – Familiarity of the questionnaire respondents to the firm's values



Source: Elaborated by the author

Comparing the interviewed group and the questionnaires group in regard to the familiarity with the organizational values, one can see that while the interviewees responses are very evenly distributed, the questionnaires respondents provided a distribution with a clear accentuation in the higher evaluations meaning most respondents know more than half their companies' values.

Analysing these results considering the Schein model culture (1988), where the values, beliefs and shared assumptions are the central part of organizational culture, it is possible to see that while the results of the investigation show a high level of understanding and knowledge of the organizational values by the questionnaires respondent, the same did not happen with the interviewees. Therefore, one can see the importance of the organizational values, but more interestingly, the unspoken rules mentioned reflect the shared assumptions and also show the intricate configuration of said values around results and productivity, which matches the description of culture given by Eldridge and Crombie (1974) and Schein (1988).

7.4 – Are there any factors that characterize the organizational culture of the company more relevant than other? If so, which ones?

The fourth question arises from the understanding that not all factors are important in the same way, depending on the organization certain factors can be more relevant than others. This question aims to understand, from the factors mentioned in the previous questions, which are the most relevant to management consulting firms. This question was made in the open form to the interviewees and after all answers were collected the questionnaire was made to ask the respondents to evaluate in a scale of 1 to 7 the relative importance of the 6 most mentioned factors in the interviews.

Regarding the interviewed sampling, the 15 interviewees gave 27 answers to this question, totalling 13 different factors. The most mentioned factor is outcome orientation with 6 mentions, followed by integration with 4 mentions. Transparency and cooperation have 3 mentions each, while customer focus and leadership have 2 each. The remaining factors only attained 1 mention each and are the following: respect, social responsibility, work overload, informality, attention to detail, people orientation and feedback – Table 21.

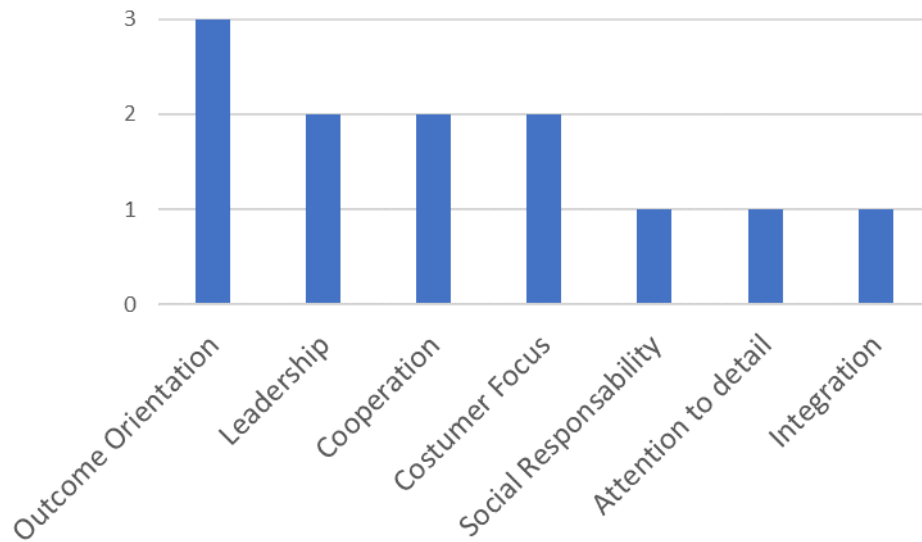
Table 21 – Distribution of Q4 interviewees answers

Factors Chosen	N° of times chosen	N° of the interviewed
Outcome Orientation	6	6, 8, 10, 11, 13, 14
Integration	4	1, 5, 12, 15
Transparency	3	2, 6, 7
Cooperation	3	4, 9, 11
Customer Focus	2	9, 10
Leadership	2	4, 13
Respect	1	3
Social responsibility	1	1
Work Overload	1	7
Informality	1	5
Attention to detail	1	10
People Orientation	1	15
Feedback	1	14

Source: Elaborated by the author

As in the previous questions, it is important to cross this information with the respondents type of consulting, in order to properly set conclusions. Taking a deeper analysis with only the operational type of consulting, it is possible to see that this group is responsible for half of the mentions of outcome orientation, with 3 mentions in the operational type alone. There are 2 mentions for cooperation and all the mentions of leadership and customer focus come from this type of consulting. Social responsibility and attention to detail are also mentioned, as well as integration with only one mention, out of four, coming from this type – Figure 34.

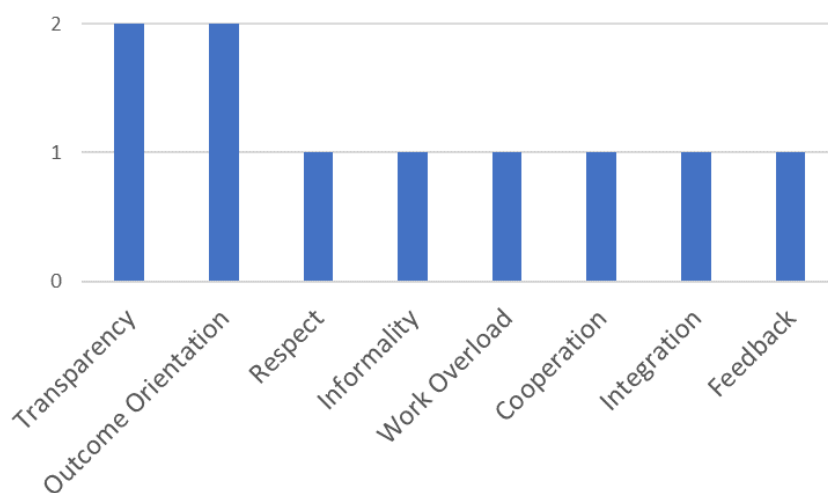
Figure 34 – Distribution of operational type of consulting Q4 answers



Source: Elaborated by the author

Analysing the answers coming from the procedural type of consulting, this is the group with the most different factors present, with 8. Transparency and outcome orientation are the most mentioned factors, with 2 mentions each, while the rest of the factors mentioned only account one mention each, including cooperation and integration – Figure 35.

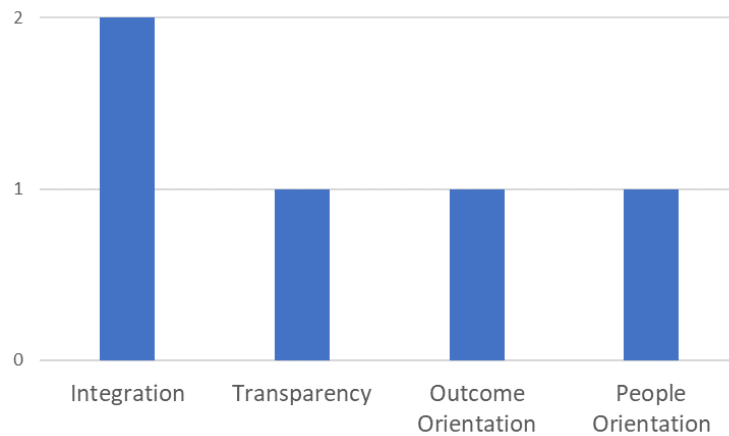
Figure 35 – Distribution of procedural type of consulting Q4 answers



Source: Elaborated by the author

The strategic type of consulting once again has the lowest amount of responses, due to the fact that has the lowest number of members in the interviewed group, yet it scores the highest number of mentions of the integration factor, with 2. The other three factors with only one mention each are transparency, outcome orientation and people orientation – Figure 36.

Figure 36 – Distribution of strategic type of consulting Q4 answers



Source: Elaborated by the author

Passing now to the results from the questionnaire respondents, this analysis will be made factor by factor for each of the six most mentioned factors in the interviews. It is also important to remind that the scale is from 1 to 7, where 1 would mean “extremely less relevant than the rest of the factors” while 7 would mean “extremely more relevant than the rest of the factors”.

So, beginning with outcome orientation, from the 107 questionnaire respondents, 42 of them (39,25%) evaluated outcome orientation as 7, the maximum of the range. 39 respondents (36,45%) gave an evaluation of 6, so just these two evaluations have a percentage of over 75% of the total evaluations. Continuing, 15 people (14,02%) evaluated outcome orientation as a 5 in this scale, while 8 (7,48%) evaluated as 4. In the lower end of the scale, 2 respondents (1,87%) gave an evaluation of 3 and one respondent (0,93%) evaluated as 2. The average evaluation is of 6, the second highest from the 6 factors – Figure 37.

Concerning the factor integration, the evaluation of 7 has 15 responses (14,02%), the lowest of all the factors, there are 34 (31,78%) evaluations of 6 and 32 evaluations (29,91%) of 5. The 19 evaluations (17,76%) of 4 give this factor the highest number of evaluations of 4 when comparing with the rest of the factors. There are also, 5 evaluations (4,67%) of 3 and 2 evaluations (1,87%) of 2. Giving this factor the average evaluation of 5,3, one of the lowest from the factors studied – Figure 37.

In the transparency factor, while 30 respondents (28,04%) gave an evaluation of 7 and 20 respondents (18,69%) evaluated the factor as 6, the evaluation of 5 has 27 answers (25,23%). This makes this factor the second one where the sum of the two highest values on the scale, 6 and 7, does not reach the 50% mark, just as in the integration factor, in this case it has a value of 46,73%. There is also a high amount of responses in the evaluation of 4, when comparing with the rest of the factors, with 18 responses (16,82%). 9 respondents (8,41%) gave an evaluation of 3 and there are 2 evaluations (2,80%) of 2. This makes the average evaluation of the factor transparency be 5,3, the lowest of the 6 factors studied, alongside with the factor integration – Figure 37.

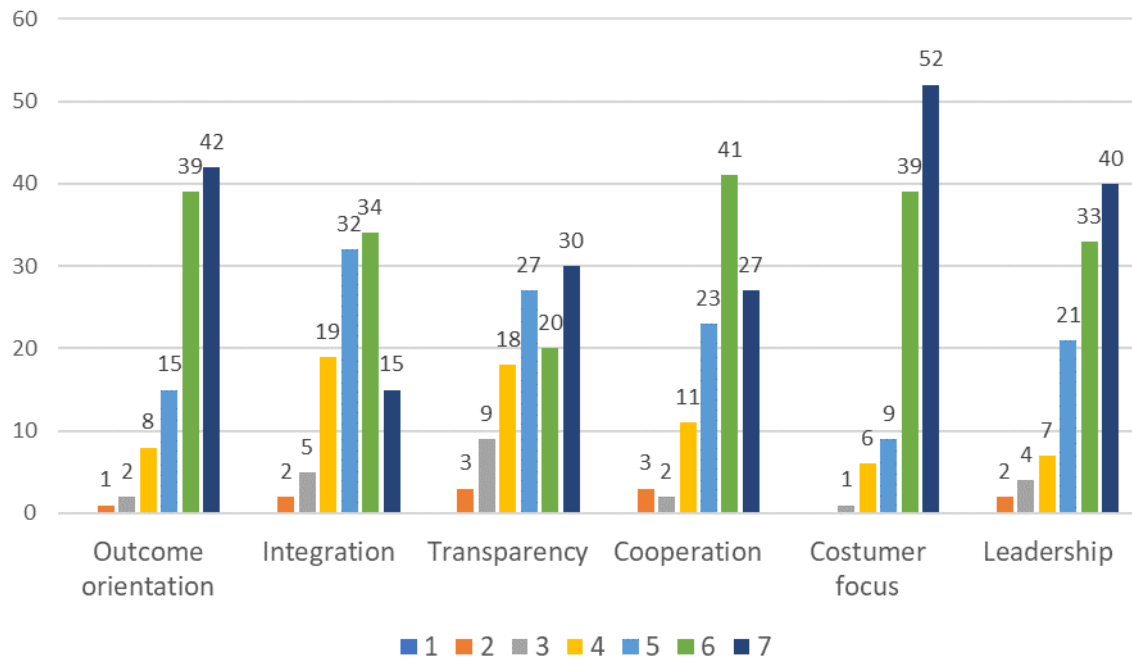
Regarding the factor cooperation, it is the factor in which there are more evaluations of 6, with 27 evaluations (25,23%) of 7 and 41 evaluations (38,32%) of 6. There are also 23 evaluations (21,50%) of 5, 11 responses (10,28%) of 4, 2 evaluations (1,87%) of 3 and 3 evaluations (2,80%) of 2. Therefore, the average evaluation of the factor cooperation is 5,7, the third lowest from all the factors – Figure 37.

When it comes to the factor costumer focus, it is possible to see the bigger weight in the two highest values from the scale, with 52 evaluations (48,60%) of 7 and 39 evaluations (36,45%) of 6, the two values combine give a total of 85,05%, creating the biggest accentuation in these two values from all the factors. There are 9 evaluations (8,41%) of 5, 6 evaluations (5,61%) of 4 were given and the last evaluation (0,93%) is of 3. This factor has the highest average evaluation, with 6,3 – Figure 37.

Lastly, in leadership factor, the evaluation of 7 has 40 answers (37,38%), and the evaluation of 6 has 33 answers (30,84%), while these two values represent well above half the responses, 68,22% to be exact, it shows a smaller value than the same scenario in outcome orientation and costumer focus. 21 respondents (19,63%) gave an evaluation

of 5, and 7 (6,54%) evaluated integration as 4. The last two values have the lowest amount of responses, with 4 people (3,75%) giving an evaluation of 3 and just 2 respondents (1,87%) evaluating as a 2. The average evaluation is of 5,9, the third highest – Figure 37.

Figure 37 – Distribution of questionnaires respondents Q4 answers



Source: Elaborated by the author

When comparing the results from both groups, it is possible to understand that outcome orientation is the most mentioned factor in the interviews and the second factor with the highest average evaluation from the questionnaires, which elevates the importance of the factor, strengthening the findings from the first research question. Still in agreement with the results from the first research question, customer focus is the factor with the highest average evaluation from the questionnaires, and one of the top 6 in the interviews.

While the factors integration, transparency and cooperation had more mentions in the interviews than leadership, the latter has a better average evaluation coming from the questionnaires, still every one of these factors has an average score above 5 which in itself is already positive – Table 22.

Table 22 – Comparison of Q4 results between interviews and questionnaires

Factors Chosen	N° of times mentioned in interview	Average evaluation from the questionnaires
Outcome Orientation	6	6
Integration	4	5,3
Transparency	3	5,3
Cooperation	3	5,7
Costumer Focus	2	6,3
Leadership	2	5,9

Source: Elaborated by the author

The results for this question show the 6 factors that the respondents believed to be the more relevant to their organizational culture, considering the literature it is possible to see that only outcome orientation and costumer focus are taken directly from the models studied previously, outcome orientation from the Hofstede model (2010) and from the OCP (O'Reilly et al., 1991) and costumer focus from the Denison model (1990; 2006). The remaining 4 factors – integration, transparency, cooperation and leadership, are not taken directly from these models, and are in fact results from research question number 2, and therefore do not match with the authors models.

It is also interesting to note that most of these factors are connected with productivity and organizational results, this happens because most of the shared assumptions and beliefs in management consulting firms, which are the central part of culture (Schein, 1988), are related with company results and productivity, as it was concluded in the previous research question.

7.5 – Which are the organizational goals of the company?

This fifth and final question, aims to understand what are the organizational goals that the management consulting firms strive for, since the alignment between these goals and the organizational culture is fundamental for the organization, it is of most importance to have an organizational culture that fosters and allows the organization to reach said goals.

Question number 5 was made to the interviewees as an open question while the questionnaires respondents were asked to evaluate from 1 to 7 the five most mentioned goals from the interviews, in order to complement the findings.

The 15 interviewees mentioned 10 different organizational goals in a total of 29 answers. The most mentioned goal is results, with 12 mentions, meaning only 3 of the interviewees did not mention it, and with a difference of 8 mentions to the second most mentioned goal, which clearly states the relevance of the results in management consulting firms, and the importance of having an organizational culture that nurtures the employees in regard to results.

The second most mentioned goal was work-life balance, with 4 mentions, most of the interviewees that mentioned this goal also mentioned it was something the organization was striving for but having some difficulties in implementing, because most managers, leaders and senior employees were resistant to this change.

Social responsibility and growth have three mentions each, while social responsibility is not directly associated with results and was mentioned as a way of organizations giving back to the community, growth is directly linked with results but in a less financial way, the mentions of growth were related with the increase of number of employees or countries where the company acted.

Organizational learning caps off the five most mentioned goals, with 2 mentions, and relates to the training management consulting companies provide to their employees. The other five goals were only mentioned once each and are innovation, diversity and inclusion, informality, integration and sustainability – Table 23.

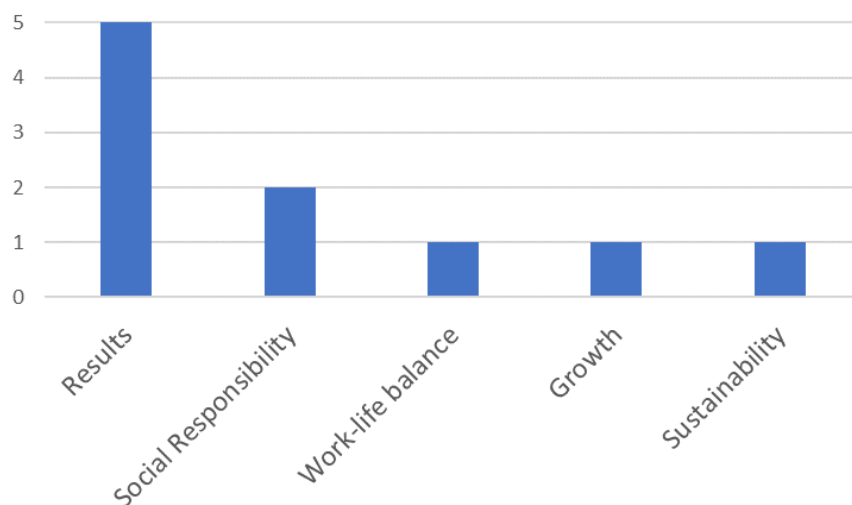
Table 23 – Distribution of Q5 interviewees answers

Goals mentioned	N° of mentions	N° of the interviewed
Results	12	1, 3, 4, 5, 6, 7, 8, 10, 11, 13, 14, 15
Work-life balance	4	3, 5, 9, 15
Social Responsibility	3	1, 4, 5
Growth	3	7, 10, 11
Organizational Learning	2	5, 15
Innovation	1	5
Diversity and Inclusion	1	5
Informality	1	2
Integration	1	2
Sustainability	1	1

Source: Elaborated by the author

Once again, it is interesting to cross this information with the type of consulting performed by the respondents. Analysing the operational type of consulting interviewees, it is possible to see that the goal of results has 5 mentions from interviewees within this type of consulting, being by far the goal most mentioned, social responsibility has 2 mentions from this group while work-life balance, growth and sustainability have one mention each – Figure 38.

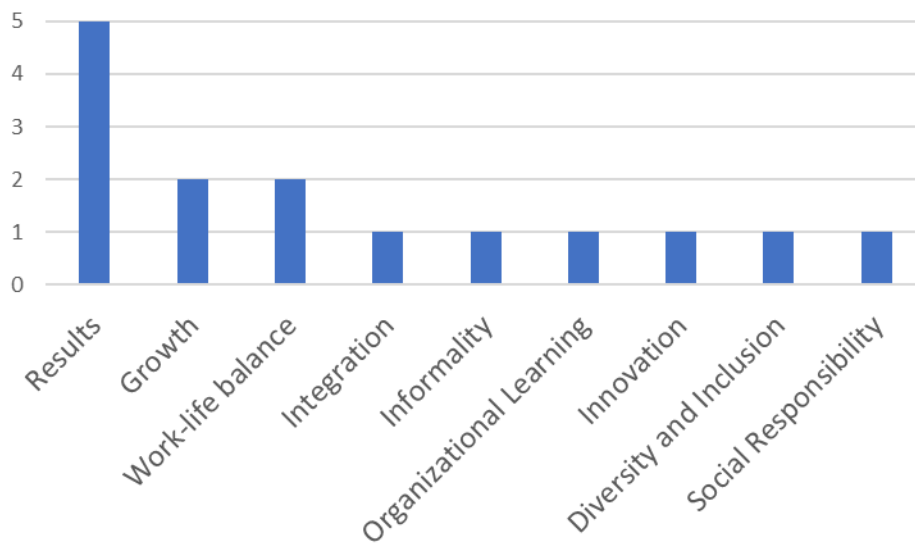
Figure 38 – Distribution of operational type of consulting Q5 answers



Source: Elaborated by the author

If only the answers from the procedural type of consulting are taken into account, one can see that results is still the organizational goal with the most mentions, with 5, once again being far from the rest of the number of mentions of any other organizational goal. Growth and work-life balance have 2 mentions each, social responsibility and organizational learning only have 1 mention in this groups, the same as integration, informality, innovation and diversity and inclusion – Figure 39

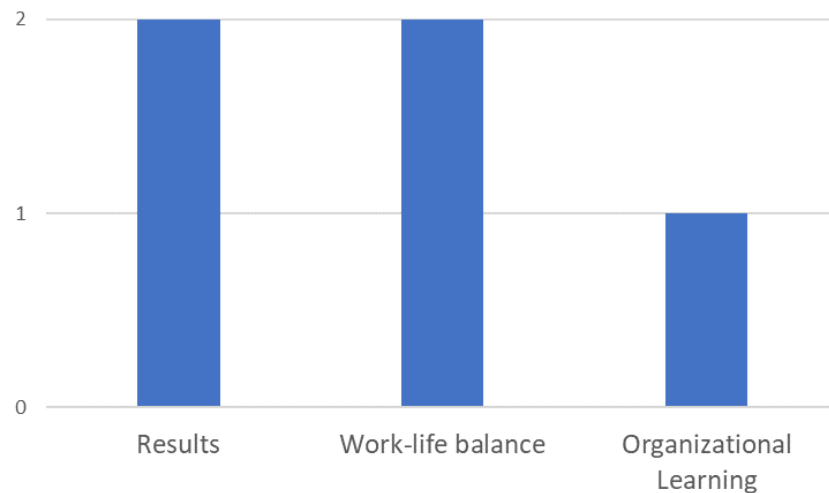
Figure 39 – Distribution of procedural type of consulting Q5 answers



Source: Elaborated by the author

On the other hand, if only the answers coming from the strategic type of consulting are considered, the organizational goals that has been toping every analysis – results – has to share the first place with work-life balance, with 2 mentions each. this analysis is very limited since the 3 interviewees from the strategic type of consulting, only gave 5 answers which resulted in just 3 different organizational goals, with the other being organizational learning, with one mention – Figure 40.

Figure 40 – Distribution of strategic type of consulting Q5 answers



Source: Elaborated by the author

Having analysed the interviews results, now its time to analyse the result coming from the questionnaires respondents, to do so, respondents were asked to evaluate the 5 organizational goals with the most mentions from the interviews – results, work-life balance, social responsibility, growth and organizational learning, in a scale from 1 to 7, where 1 would mean “extremely unimportant” and 7 would mean “extremely important”.

Starting with the organizational goal of results, it is the one with the most evaluations of 7, by far, with 63 (58,88%), which means over half of the questionnaire respondents evaluated results as an extremely important organizational goal. There are 34 evaluations (31,78%) of 6. Besides the evaluations corresponding in these two levels, there are only 10 answers, 8 (7,48%) of them are in the value of 5, 1 (0,93%) is of 4 and the last (0,93%) is of 3. With such high evaluations this is the organizational goal with the highest average evaluation, with 6,5 it stands out from the rest of the organizational goals in study – Figure 41.

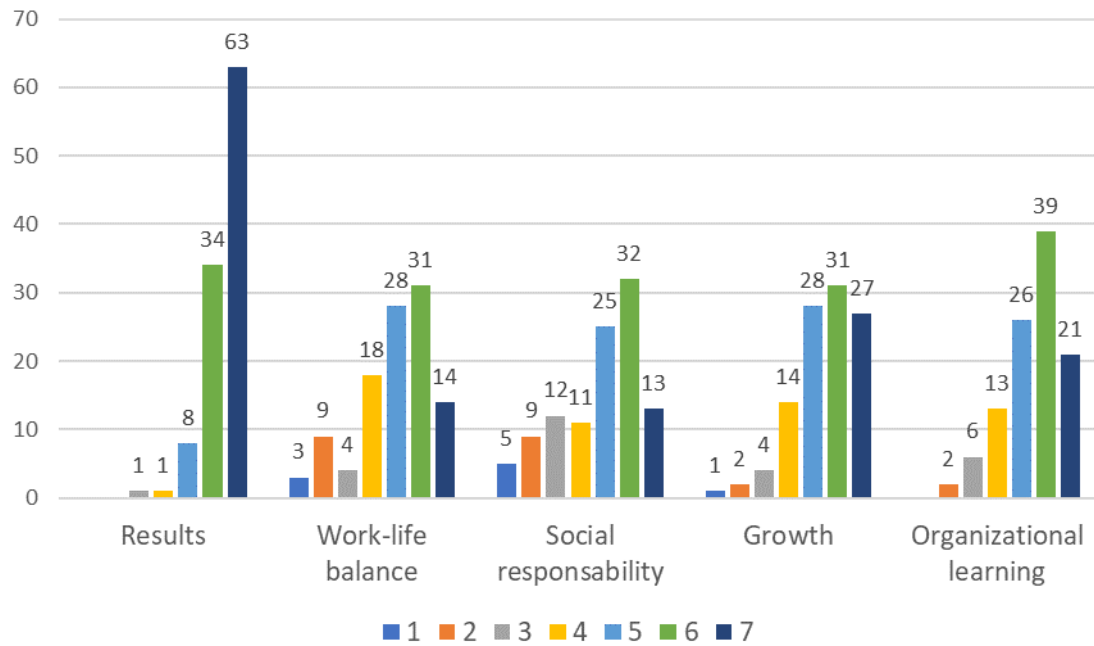
Concerning the work-life balance goal, it got 14 evaluations (13,08%) of 7, 31 evaluations (28,97%) of 6, being this the most recurrent answer, 28 respondents (26,17%) evaluated the goal as 5 in this scale, while 18 evaluated (16,82%) as 4, in the lower end of the scale, work-life balance got 4 evaluations (3,74%) of 3, 9 evaluations (8,41%) of 3 and 3 (2,80%) evaluations of 1. Thus, it has an average score of 4,9, the second lowest of the group – Figure 41.

Social responsibility is the third organizational goal in study, and it has the lowest amount of evaluations of 7, with 13 (12,15%). It peaks with 32 evaluations (29,92%) of 6 and has 25 evaluations (23,36%) of 5. In the middle of the scale, it has 11 evaluations (10,28%) of 4. It has the highest amount of answers in the lower end of the scale from all the organizational goals in study, with 12 evaluations (11,21%) of 3, 9 evaluations (8,41%) of 2 and 5 evaluations (4,67%) of 1. Therefore, the average evaluation of this factor is 4,8, the lowest from all the organizational goals – Figure 41.

Passing to the organizational goals of growth, it received 27 evaluations (25,23%) of 7, 31 evaluations (28,97%) of 6 and 28 evaluations (26,17%) of 5. This upper end of the scale is responsible for 80,37% of all answers for this organizational goal. It received 14 evaluations (13,08%) of 4 and 4 evaluations (3,74%) of 3. To cap off the evaluations of the growth goal, the last 3 evaluations are distributed with two evaluations (1,87%) of 2 and one (0,93%) of 1. The average evaluation of growth is 5,5, one of the highest from the group – Figure 41.

Lastly, the organizational learning goal received 21 evaluations (19,63%) of 7, 39 evaluations (36,45%) of 6 and 26 evaluations (24,30%) of 5. Resembling the organizational goal of growth, the sum of all the answers in the upper end of the scale totals 80,37% of the answers. To round up all the evaluations, this factor received 13 (12,15%) evaluations of 4, 6 evaluations (5,61%) of 3 and 2 evaluations (1,875) of 2. Having this in mind, the average evaluation of organizational learning is 5,5, the same as the organizational goals of growth has – Figure 41.

Figure 41 – Distribution of questionnaires respondents Q5 answers



Source: Elaborated by the author

Comparing the data from both the interviews and the questionnaires, it is possible to see that result is by far the most important organizational goal for management consulting firms, not only did it have the most mentions in the interviews by far, but it also has the highest average evaluation, one value above the second highest. While work-life balance had more mentions in the interviews than growth or organizational learning, it lacked in the questionnaire respondent's evaluations. Social responsibility proved to be a less important organizational goal by the questionnaires, while growth and organizational learning had questionnaire results that lead to believe that they are in fact important organizational goals – Table 24.

Table 24 – Comparison of Q5 results between interviews and questionnaires

Goals mentioned	N° of mentions in interviews	Average evaluation from the questionnaires
Results	12	6,5
Work-life balance	4	4,9
Social Responsibility	3	4,8
Growth	3	5,5
Organizational Learning	2	5,5

Source: Elaborated by the author

During the course of this investigation, it is possible to understand that management consulting organizations have a very high focus on results and sometimes can overlook other aspects that are very important to the organization. It is no surprise that the organizational goal of results is the one with the highest score in this research question, but the most interesting is to understand the reasoning behind the scores of the goals of work-life balance, social responsibility, growth and organizational learning.

Organizational culture has impact in many aspects of the organization, from retention to results, from happiness to performance, (Silverthorne, 2014; Shahzad et al., 2012), and with the organizational culture of management consulting firms being very focused in results and productivity, as it was discussed in previous research questions, it is no surprise that results is the organizational goal that has the most mentions and score in the investigation.

The other organizational goals mentioned do not have such a direct impact on the revenue of the organization, therefore the culture is not centred around them, which makes them fall in the priority list. These results are in concordance with the several aspects that organizational culture impacts in an organization defended by Silverthorne (2014) and Shahzad et al. (2012) but also show that for management consulting firms there is one aspect more important than all other – results.

Chapter VIII – Conclusion

8.1 Final considerations

Organizational culture is “a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 1988). Consequently, it is a key topic to organizations, since it has influence in person-organization fit, job satisfaction, job performance, competitive advantages and employee commitment, among many other aspects (Silverthorne, 2004; Shahzad et al., 2012).

The competitive nature of the management consulting market, either in the competition for clients, where competitive advantages can shift the market, or in the competition for the best talent, where employee retention and organizational fit can dictate the outcome of the market, makes the relevance of a healthy organizational culture even bigger. Management consulting firms tend to have a high level of turnover, and in a business where knowledge and talent are key the role of organizational culture is fundamental.

Knowing the intricacies of your organization’s culture, what the organization values, what the employees value, what the current state of your organizational culture is and where you want it to be, knowing what are the values and factor most preponderant in your organizational culture and if your employees are in agreement with them, can change the way the organization is perceived from the inside, having positive impact in most, if not all, aspects of the organization.

Outcome orientation proved to be a central aspect for this study, it was the most mentioned factor in the interviews in Question 1 and Question 4, having also a very high average evaluation from the questionnaires. Costumer focus also was one of the most recurrent factors in the investigation, always with high priority when comparing with other factors. In accordance with these factors, is the most mentioned and highest evaluated organizational goal – Results.

In this investigation, results proved to be the central aspect and the most important interest for management consulting firms. As all companies, management consulting companies are results driven, and since the market is very competitive, factor such as outcome orientation, customer focus and leadership take a bigger role than most of the organizational values the companies tend to have to sell a better image of the firm to the market.

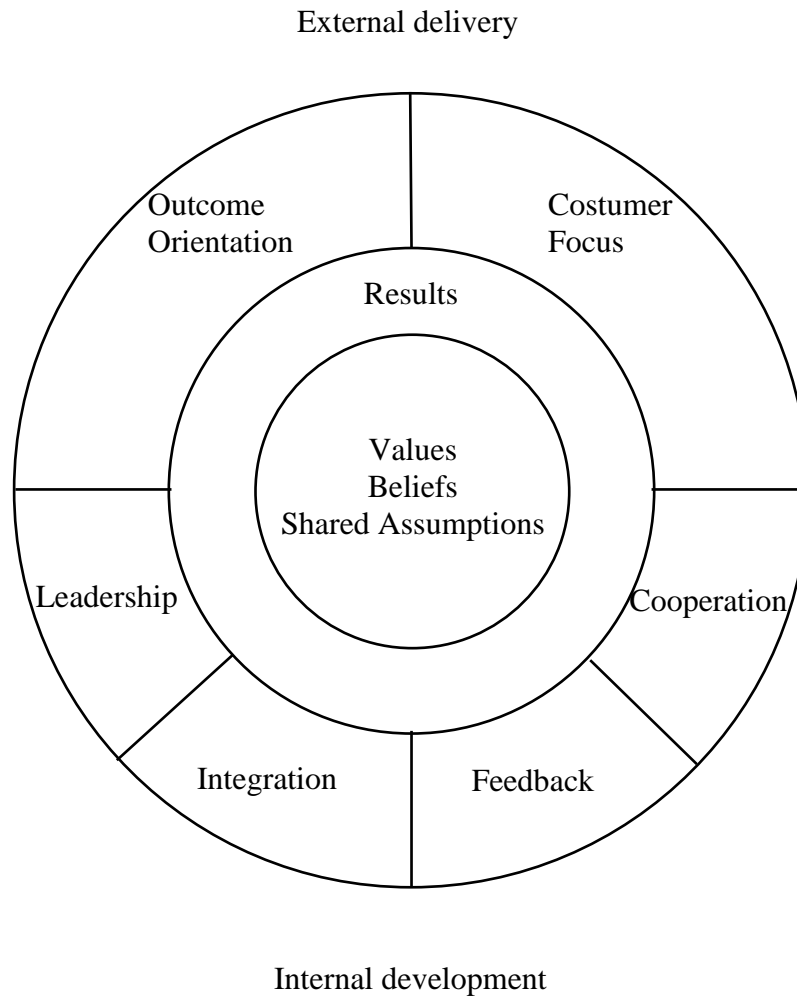
This is also backup by the analysis of the unspoken rules shared by the interviewees, since all of them are related to productivity issues. Employees are inhibited to take breaks or leaving at the scheduled time because the organization sees that more time spent in the office is equal to more productivity, but while this can be the case, it also makes the employees not feel at home, and therefore are not comfortable to make certain actions that would improve not only the productivity but also the quality of life, which is connected to the turnover phenomenon in these types of organizations.

In this regard, and also connected with results, but that affect the organization in a more internal way, four factors stood out, due the big number of mentions in the interviews and the high average evaluation given by the questionnaire respondents – Leadership, cooperation, integration and feedback.

Values, beliefs and shared assumptions are the deeper part of organizational culture and the center of an organizational culture model (Schein, 1988; Denison, 1990), since they are the reason most things happen in certain way inside organizations. When thinking about management consulting organizations, as it was discussed above, results also take a central role, therefore, in a suggested model results should compose a second inner part.

Continuing with the suggested model that is the result of this investigation, after the central parts, the model should be divided in two halves, one with a bigger external impact on results and focus on the delivery of the end product or project, and the other with a bigger internal impact on results and focus on the development of the work through team effort. Outcome orientation and customer focus would be on the external delivery half, while leadership, cooperation, integration and feedback, would be on the internal development half – Figure 42.

Figure 42 – Suggested organizational culture model



Source: Elaborated by the author

The measurement associated with the suggested model would be the following: each of the halves (external delivery and internal development) weights 50%, therefore, the factor outcome orientation and customer focus would be 25% each, these are the factors with the highest percentage since they are the 2 that stood out the most in the investigation, with the most mentions and average evaluations, this makes the 50% in the upper half of the model. In the lower part of the model, the internal development, each of the 4 factors should have identical weights, since all of them had similar results in the investigation, thus, each of them should weight 12,5%.

It is important to note that the suggested model was constructed following the investigation results, which limitations are explained hereafter, and therefore can not be generalized based solely on this dissertation. Having this in mind, it was still an interesting exercise to make from an academic and empirical point of view.

8.2 Study contributions

Organizational culture is an increasingly important and discussed topic among organizations and academics. This investigation aims to contribute to the development of the concept in both the professional field and the academic field.

In the professional field, this study aims to contribute to the development of work related with organizational culture made in management consulting firms by understanding the main factors that underline organizational culture in such organizations, by knowing the organizational goals that drive the company forwards and therefore have a bigger impact on culture, by giving insights to what some unspoken rules are in this kind of organizations and how they effect the culture of the company.

In the academic field, and facing the current literature of the topic, this study aims to confront mainly the Hofstede's model, the Organizational Culture Profile and the Denison's model with empirical data from management consulting organizations. In this regard it is possible to say that all the models from the three authors have some factors that are relevant to management consulting organizations and some factors that are not. Furthermore, the results gave positive insights that match the description of culture defended by Schein (1998) and Eldridge and Crombie (1974), as well as the correlation between organizational culture and the several aspects of organizations mentioned by Shahzad et al. (2012) and Silverthorne (2014).

8.3 Academic experience

Made in the following of the Master's in Human Resources Management and Organizational Consulting, this dissertation allowed for a profounder research of the topic in academic terms and to confront the literature with actual professional experience. It created a perfect opportunity to better understand all things related with organizational

culture, a topic I have found to be most interesting since first contact still during the bachelor and deepened explored during the Master's, allied with the reality of the management consulting business, a world so close for those who study management areas.

From a theoretical perspective, it all allowed for a deeper knowledge in the area, acquiring knowledge on authors, theories and models and its contributions, developed through time, to the understanding of what today is human resources, especially organizational culture and how the management consulting market functions, including how organizational culture is worked in this sector.

The practical perspective of this dissertation is rooted within the field study, which allowed for 15 personal interviews, each with their one viewpoint on organizational culture and experience in different realities inside the management consulting market, which contributed to the strengthening of the understanding of the topic.

Furthermore, this type of work gives several important capabilities and skills, that in another way would be extremely difficult to obtain, being not only theoretical, but also very practical, to the reality of the business world, making this a very enriching work.

8.4 Investigation limitations

Firstly, it is important to understand the findings and conclusions of this dissertation are rooted with the nature of this dissertation which results in several limitations. This is a restricted investigation, in which the sample size is reduced, and context is limited to experiences lived in Lisbon, Portugal.

Due to the complexity and subjectivity of the subject, literature revision was supported by a variety of authors, however, limitations can be found regarding the level of dept of some topics, since some are more explored than others. Still due to the complexity and mainly subjectivity of organizational culture, the practical aspect of the investigations is limited to the understanding of the interviewees, questionnaire respondents and researcher of the topic, that can be widely different from one interlocutor to another.

Lastly, regarding the external validity of the findings, this is an exploratory investigation that it can not be considered representative, due to its limitations, and therefore the findings and conclusions cannot be generalized to the population.

8.5 Suggestions for future investigations

For following investigations in this topic, and in an effort to make such add increasing value, several of the limitations stated previously can be mitigated, creating a more generalized investigation with a broader context.

It would be interest to have a bigger sample, both in the interviews and in the questionnaires, with a wider range of ages, seniorities, areas of intervention, of company sizes whether being in invoicing or number of personnel, or even other variables, spread through several cities and/or countries. Such increments to the sample would enhance the experiences lived by the respondents, which in its own would produce a broader perspective on the thematic.

Finally, further investigations could consider using the suggested model and test it in several companies, measuring the organizational culture of said organizations, to study the results and effectiveness.

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Annexes

Annex A – Interview Script

Gender:

Type of consulting firm:

Intervention area:

Position:

Seniority:

Age:

City:

N° of employees of the company:

Annual Invoicing:

(Q1). Having in mind Hofstede's model, Denison's model and the OCP, what are the factors that characterize the organizational culture of the company (Annex B)?

(Q2). Besides the factors present in Hofstede's model, Denison's model and OCP, what are the most preponderant characteristics in the company's organizational culture?

(Q3). Which are the main values, beliefs and shared assumptions of the organization?

(Q4). Are there any factors that characterize the organizational culture of the company more relevant than other? If so, which ones?

(Q5). Which are the organizational goals of the company?

Annex B – Cultural factors list

- **Innovation** – seeking opportunities, experimenting, risk-taking
- **Stability** – security, rule oriented
- **People orientation** – tolerance, fairness, respect for people, employee orientation, capability development, the company has interest in employee wellbeing in both their personal and professional life
- **Outcome orientation** – results orientation, high expectations, employees being outside their comfort zones and maximum job effort, results are more important than procedures
- **Attention to details** – analytical, precise,
- **Team orientation** – collaboration, encouragement of teamwork, do employees value collaboration and feel mutually accountable for common goals?
- **Aggressiveness** – competitive internally and externally
- **Strategic direction and intent** - Do employees understand the strategies identified by the organization and do they think the strategies will work? Everyone can see and work towards the strategy defined?
- **Goals & objectives** - Are there short-term goals that help link what employees do on a day-to-day basis to the strategy and vision of the organization? Do employees understand how their job fits in?
- **Vision** - Do employees share a common desired future state for the organization? Do they understand the vision? Does it motivate and excite them?
- **Creating change** – Do employees constantly look for new and improved ways to do their work?
- **Customer focus** – customers are put first regarding everything else, market focus
- **Organizational learning** – the organization shares knowledge crosswise
- **Empowerment** – employees feel informed and involved in the work that they do, can employees have an impact in the organization
- **Capability development** – skills of employees improving, investment in developing employees
- **Core values** – values strongly dictate day to day actions
- **Agreement** – Is the organization able to reach agreement on critical issues? Can employees reconcile differences in a constructive way when problems arise?
- **Coordination** – employees from different parts of the organization share a common perspective that allows them to work effectively across organizational boundaries, effective communication between different teams
- **Process oriented** – risk avoidance and routine, focus on following the correct procedures, high honesty and ethics
- **Job oriented** – employees feel that the company is only interested in their work and do not care about their personal life, high pressure
- **Professional** – employees they put themselves in front of the organization and look to the future in doing so, a job is just a job, the most important aspect in recruitment is the job competence alone

- **Parochial** – people identify with the organization as a whole, employees follow the organization goals as like in a religion, employees put the organization in front of themselves.
- **Open system** – open to new joiners, believing anyone would fit the organization in only a few days
- **Closed system** – only a selected few would be fitted for the organization, new joiners need a long time to feel at home
- **Tight control** – control focused, punctuality, formal control system
- **Loosely controlled** – control exists but is not felt, punctuality is not a theme

Annex C – Demographic answers of the interviews

N°	Gender	Type	Area	Position	Seniority	Age	City	N° of employees	Annual invoicing
1	Female	Operational	Marketing	Trainee	1	21	Lisboa	>1000	75M€ - 100M€
2	Male	Procedural	IT	Junior Consultant	1	24	Lisboa	>1000	75M€ - 100M€
3	Female	Procedural	Industry & Services	Junior Consultant	1	22	Lisboa	>1000	75M€ - 100M€
4	Male	Operational	Industry & Services	Junior Audit	1	22	Lisboa	>1000	75M€ - 100M€
5	Female	Procedural	HR	Consultant	5	27	Lisboa	300 - 500	10M€ - 25M€
6	Male	Strategic	Innovation & Strategy	Junior Consultant	1	22	Lisboa	150 - 300	5M€ - 10M€
7	Male	Procedural	IT	Manager	5	27	Lisboa	750 - 1000	50M€ - 75M€
8	Male	Operational	HR	Partner	19	41	Lisboa	750 - 1000	75M€ - 100M€
9	Male	Operational	Industry & Services	Junior Audit	1	22	Lisboa	>1000	75M€ - 100M€
10	Male	Operational	HR	Consultant	3	24	Lisboa	750 - 1000	75M€ - 100M€
11	Male	Procedural	IT	Manager	7	30	Lisboa	>1000	75M€ - 100M€
12	Female	Strategic	Business Development	Senior Consultant	6	28	Lisboa	300 - 500	25M€ - 50M€
13	Female	Operational	Financial Management	Senior Manager	14	37	Lisboa	>1000	75M€ - 100M€
14	Male	Procedural	Industry & Services	Manager	11	33	Lisboa	>1000	75M€ - 100M€
15	Female	Strategic	HR	Partner	28	51	Lisboa	1 - 50	500K€ - 1M€