

Organizational and corporate culture: diagnostics methods

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Abstract: Research is devoted to the comparative analysis of diagnostics methods of organizational and corporate culture. The concepts formation is traced. Based on the finding of the common points' intersection and key differences in the aspects of the structural elements consideration, the necessity of different approaches, methods and techniques for the diagnostics of organizational and corporate culture is proved. The review of the existing methods and techniques of diagnostics is given and the algorithm of complex studying of the organization culture for development of the problem zones correction program of the organization management and data formations for adoption of administrative decisions is offered. The empirical part of research is presented by a selection of the consulting projects illustrating the administrative problems revealed because of diagnostics of corporate and/or organizational culture. Research objective is the generalization and systematization of theory-methodological constructs, and judgment of the "organizational culture" and "corporate culture" concepts for the development of the complex technique of diagnostics of the organization culture as the instrument of management efficiency increase. Methodology: The study basis is the rational and pragmatic approach in the context of which the organizational and corporate culture is considered as the instrument for adoption of administrative decisions and implementation of organizational changes. The research empirical base were the Russian enterprises of small and medium business in different fields, which diagnostics of organizational and corporate culture in the context of implementation of consulting projects by the staff of the Office of Human Resources and Labor Law FGBEI "The Vladivostok State University of Economics and Service" with graduate students of the direction "Human resource management" involvement from 2011 to 2015 was held. The study results allow differentiating the concepts "organizational" and "corporate" culture; define the specific role and the purpose of diagnostics of each system structural element. The study results generalization and systematization formed the basis of the formation of the matrix methods of organizational and corporate culture diagnostics.

Key words: The organization culture; Professional subculture; Organizational diagnostics; Diagnostic methods; Management decisions

1. Introduction

In the most general sense, diagnostics is the process of the problem recognition and its designation with the use of the accepted terminology that is the diagnosis establishment of "the abnormal status of the test". In our case it is the organization.

Classification of forms and types of organizational diagnostics can be for various reasons: the choice of methodology, levels of diagnosis, the degree of formality, objectivity, goals, spending time, breadth of coverage, diagnostic tools, etc. Thus, as a methodological basis for the choice of the direction and the study program of the researcher, the organization models and organizational diagnostics serve. The most popular of them: Frame concept of organizational diagnostics (Andrew et al., 1980; Van de Ven and Ferry, 1980); Organizational model of M. Weisbord "Six cells" (Weisbord, 1978) (Weisbord, 1978); W. Burke and G. Litwin Model (Burke and Litwin, 1968; Burke, 1992; Burke et al., 2008).

It should be noted that these models not always approach the concrete organization; their specifics

demand empirical justification and adoption of the organizational diagnostics' working model. In this regard, today one of the most demanded and perspective types of organizational diagnostics are the organization culture diagnostics.

Most often, the need for diagnostics of the organization culture is initiated for obtaining additional information for adoption of administrative decisions. As a rule, this information mentions both the current, and strategic problems of business, and forecasting of the potential organizational changes. In this case, the diagnostics allows not only to reveal "the infection centers" of the organization (the conflicts, destructive values and installations, oppositional subcultures, etc.), but also psychologically to prepare employees for inevitable changes and transformations.

The diagnostics results allow to receive complex conception of the current situation in the organization, the collective attitude and to prove need of organizational changes. Besides, the diagnostic results give the heads "help": what instruments it is better to use to increase the effectiveness of the changes implementation and reduce the personnel resistance; to increase the

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loyalty and commitment of employees, to increase the satisfaction with work, personnel and organization in general; to neutralize sharp or to bring slow conflict situations to logical end. Diagnostics of culture is necessary also before planning of changes in the culture (updating and revision of valuable installations, traditions, customs, etc.).

The result of the organizational diagnosis is the intelligent product, which determines the organization in four time perspectives: as it was, as it is now, as it can become, what it should be.

In general, the wide range of interested persons can be engaged in diagnostics of the organization culture: the head of the organization, personnel director, HR managers, regular psychologists, specialists in organizational development. However, in fact, the most productive and justified is the use of external independent consultants. Knowledge of the certain diagnostic method and the opportunity to compare results of the concrete organization diagnostics to the results received at other similar organizations diagnostics allow, within consulting projects, rather precisely to establish the reasons of "organizational failures" and to form effective programs of development.

The publications analysis and the own experience of the consulting projects management allowed authors to allocate two complementary directions of diagnostics in structure of the organization culture:

- Diagnostics of the organizational culture;
- Diagnostics of the corporate culture.

The authors are the supporters of rational and pragmatic approach: considering the organizational and corporate culture as instruments of management of organizational changes. In the article context organizational and corporate culture are presented as the adjacent, but not identical concepts. In this regard, there is a need of carrying out the comparative analysis of the diagnostics methods that are the most acceptable for organizational and corporate culture diagnostics proceeding from the specifics of the designated phenomena.

2. Literature review

2.1. Organizational and corporate culture: the intersection of the concepts in the historical context

The authors share the point of view of T.O. Solomanidina (Solomanidina, 2007) who noted that sources of corporate culture lie very deep, and go back to the time of the first professional communities formation. The established rules of behavior and attributes of accessory, such as: special color and clothes breed, secret symbols, emblems, orders, etc., allowed distinguishing "us" from "strangers".

The proof of the correctness of the term use in this sense can be found in a number of dictionaries. So, Explanatory Dictionary of S.I. Ozhegov gives the following interpretation: the corporate - narrow

group, closed by limits of corporation (Term "corporate". Explanatory dictionary of Ojegov). The big dictionary of foreign words defines "corporate" as belonging, peculiar, inherent in any corporation; narrow group, isolated (Term "corporate". Big dictionary of foreign words).

Therefore, in the historical context, the corporate culture developed as manifestation of belonging to narrow professional community in which attributes of appearance, rules and standards of behavior were the conditional criterion on a scale "the us - the stranger". Thus it is unambiguous that division on "us" and "others" appeared in the professional environment much earlier, than the management ideas concerning the principles, ways, technologies, labor productivity improvement secrets initiated by technological break of the great industrial (technical) revolution era began to be formed. The essence of this break consisted in prompt transition from manual skills to machine, from manufactory to factory, from mainly agrarian economy to industrial production.

The industrial revolution brought the company management idea to a new level - the level of factories, with the arising of acute necessity of mass attraction to work tens, hundreds or even thousands of people. It is the need of leadership in the coordination and stimulation to the work of thousands of people within one organization facilitated the emergence of "factory of culture", which became the ancestor of "organizational culture".

Researchers at the time - mostly representatives of scientific management school (F. Taylor, G. Gantt, F. and L. Gilbert, G. Emerson, etc.) set themselves a very pragmatic research objectives - the increase of productivity and work efficiency, reduce of administrative costs production by studying the content of labor - its regime, conditions, operations, rationalization of labor movements; introduction of monitoring of collective and individual labor-based incentive scheme and the regulation of the labor process. The functioning of this system was to ensure the best results of the organization.

In the middle of the XX century factories were succeeded by corporations - in legal terminology of the USA and some other countries, the concept meaning no other than the legal entity, the organization. According to the great Law Dictionary the term "corporation" is used every time when want to emphasize that the organization is considered as a unit and can act as the civil turnover participant. In the legislation of the Russian Federation the term "corporation" is used only as the component of the name of the state commercial organizations (Term "corporation". Big legal dictionary).

In 70-ies of XX century on the international scene appear large Japanese corporations that, thanks to the specifics of the Japanese management were able to take in economics the world leading positions, thus attracting the interest of foreign researchers. However, in fact, in the study of the phenomenal success of these corporations, interest has centered

on the search for “instruments” improve of the company efficiency that reflects the specific organizational culture but not corporate.

Thus, in the historical context, approximately in the middle of the XX century there was a terminological substitution of concepts: the organizational culture of corporations began to be called as corporate culture and it became associated with system of norms and principles, which observance allowed large corporations to achieve success in business, but the understanding of corporate culture as belonging to narrow professional community in parallel remained.

2.2. The comparative analysis of the formation objectives

From the definitions variety, as the working version we stopped the E. Shane definition, who defines organizational culture as the basic assumptions complex invented, found or developed by group, as the set of behavior models, which are acquired by the organization in the course of adaptation to out and internal integration, showed to be effective and shared by the majority of the organization members (Sheyn, 2007).

Accordingly, the aim of the existence of organizational culture is the intra organizational forming of system of coordinates providing transfer of the saved-up organizational experience at adaptation to the changing conditions and integration of new ideas into already existing experience. Such mechanism provides the organizations both flexibility in new conditions and safety in time.

If, we speak about the distinctive attributes peculiar to the concrete organization which existence is the admission in “the circle”, creates feeling “We”, and the lack of it becomes a barrier, an obstacle in attempts of “stranger” to get into staff of the organization - in this case, more pertinent will be the term “corporate culture”. Thus, the purpose of existence of corporate culture is forming of system of coordinates both in the organization, and within professional community, that allows employees to feel the “limit” of the organizational identity and professional accessory.

V.A. Spivak gives the definition of corporate culture - the system of the material and cultural wealth, the manifestations interacting among themselves inherent in this corporation reflecting her identity and perception of themselves and others in the social and material sphere, which is proved in behavior, interaction, perception and environment (Spivak, 2001).

We adhere to this point of view and believe that the corporate culture on the one hand brings together the members of the organization of all levels, all its territorial and branch divisions due to formation of feeling of accessory, identity, , involvement in the affairs of the organization and the commitment to it; confirms their involvement in the organization at the expense of corporate compliance

(common to the entire organization) traditions, rites, rituals, consequently, of the accepted norms and patterns of behavior, decision attributes corporate accessories (corporate symbols elements, corporate identity). On the other hand, the corporate culture - draws line between “we” (the organization, colleagues, professionals) and “they” (“others”, competitors, environment) that provides loyalty of the company staff, their devotion and commitment to firm, and also serves as a barrier to penetration of undesirable tendencies and negative values from the outside. In other words, the corporate culture serves as the internal filter - “attracting” suitable employees with the qualities conforming to interests and requirements of the organization, representations, and examples of behavior and “pushing out” all objectionable, not fitted into traditions, norms and standards of this organization.

As a result, we conclude that both organizational and corporate culture formed with the aim of building the coordinates system. However, for organizational culture this coordinates system is connected with the time scale: preservation, transfer and transformation organizational experiences at the expense of mechanisms of adaptation and integration. For corporate culture - the system of coordinates is built based on the identification scale (“we-they”) and is focused on identification of the purposes and the employee's values concerning the purposes and values of the organization.

2.3 Comparative analysis of the structural elements

The scientific sources analysis (Masilova et al., 2014; Struktur, 2012; Solomanidina, 2007) devoted to substantial characteristics of culture of the organization allowed to allocate the basic structural elements concerning which the unity of opinions is observed. The comparative analysis, which is carried out by the authors revealed accents, in consideration of structural elements of organizational and corporate culture. The revealed differences are given in Table 1.

The first and most important element of the structure is the valuable and standard substructure: the main values divided in the organization; corporate traditions, customs and rituals; corporate rules and standards

In many respects, the values system admitted to the organizations will depend on the administrative board ideology. In particular, there is “copying” of ideology from the national level to the organizational (Kirsanova and Korotina, 2015).

For organizational culture the main accent is focused on the preservation of institutional memory in time, continuity of traditions, customs and rituals from generation to generation of employees; the report to beginners of foundations and the rules put by founders of the organization, norms and values that throughout existence of the company proved the correctness and efficiency. The basis of the experience transfer is made by the corporate

standards of behavior and intra firm documents regulating rules and standards of behavior in these or those organizational situations.

Table 1: Structural elements from the perspective of organizational and corporate culture

Structural elements	Accents of organizational culture	Accents of corporate culture
Valuable and standard substructure	Transfer organizational experience; continuity traditions and customs; the existence of uniform standards of behavior on the basis of values and norms	The extent of rapprochement and compliance of values and norms of the organization with values and standards of behavior of employees.
Organizational and regular substructure	Formal and informal hierarchy of the power, subordination; norms and rules of internal interaction according to official structure and the post, subordination	The degree of satisfaction with the post, expectations concerning the post, existence/lack of prospects of professional growth
Substructure of communications	The official, formalized flows of information; organizational actions; professional and business language; official business connections	Informal flows of information; slang; corporate actions; personal contact "on acquaintance or relation degree"
Substructure of the social and psychological relations	Formation of the work groups, crews, design teams; allocation of the business leader; management style is based on understanding of level of social maturity and workers professionalism; the social and psychological climate reflects compatibility of employees in psychophysiological parameters (on temperament and character)	Subcultures formation, groups of interests; management style is based on emotional leadership and interconnected with personal characteristics; social and psychological climate - at the level of world outlook installations and personal system of values
Game (mythological) substructure	Social roles are focused on the solution of professional tasks; social games have business character: mentor receiver; myths and legends are focused on transfer of organizational experience, formation of installations about the correct and not correct models of organizational behavior	Social roles reflect the employee's type; social games have interpersonal character: office romances, mobbing; myths and legends are focused on fixing of in common endured events forming "feeling We" and the sense of ownership.
Substructure Identification	Positions the organization as the employer, supplies newcomers with information on true sense and value of the used symbols	Positions the organization as the supplier of goods or services; forms the unique image other than competitors in consciousness of consumers; strengthens feeling of participation of employees, clients and partners.

For corporate culture, the main accent in consideration of the valuable and standard substructure is put on the degree of convergence and consistency of values and norms of the organization with the values and norms of behavior of employees. The acceptance range is very wide and can vary from a complete negation to full acceptance, merge of personal and organizational values. The main documents regulating the value-normative substructure of corporate culture can be considered the code of professional ethics, the philosophy of the organization.

The second element is considered to be an organizational and regular substructure which is expressed through formal and informal hierarchy of the power, leaderships, dependence; subordination, norms and the rules of internal interaction connected with official structure and functions.

Signing the employment contract, the employee agrees to carry out the certain volume of work for the certain remuneration according to the designated position and within the rules and norms

admitted to the organizations, i.e. organizational culture.

In the context of corporate culture the employee degree of satisfaction with the post, expectations concerning the post, existence/absence of the career plan and prospects of official growth, which can have essential impact on efficiency of work and commitment to the organization, is considered.

The third element to consider is a substructure of communications that reflects the formalized and non-formalized information streams, quality of communications (loss and transformation of information); purposeful actions on internal PR and formation of installations; style of negotiating with business partners.

Within the organizational culture, the official, formalized flows of information (orders, orders, instructions, the made decisions on organizational actions: planning meetings, meetings, meetings) are considered. Language of such communications is professional and business. Interaction happens to business partners in a format of offers, official meetings and negotiations.

Within corporate culture, informal data flows (rumors, gossip, information leaks, and an informal exchange of views during smoke breaks, tea parties, joint dinners and corporate events). As a rule, communication language is household, often used slang clear only to a narrow circle of people. The solution of organizational issues and tasks happens only through personal "communications", access to "the necessary people" - through friends and relatives.

The special role in the communications formation is played by national mentality, in particular tendency to growth of bureaucratization with growth of the organization, and primordially Russian difficulties with forming of communications with government bodies and instances. In this regard as the perspective direction of interaction simplification it is possible to consider "the electronic government" (Kravchenko and Litvinova, 2015).

The fourth element of structure is the substructure of the social and psychological relations. It forms structure of mutual sympathies, elections, preferences; system of roles in the organization (constructive, destructive, etc.); internal positional and conflicts; attitude to the leaders.

The relations system underlying organizational culture, focused exclusively on business engagement and solution of professional problems. In a business context, there is a formation of the working groups, crews, and design teams. In addition, the management attitudes towards workers, workers to the management, the personnel to work, workers to clients and partners can be considered. All these chains of the relations have exclusively working character connected with activity of the organization. Management style corresponds to the type of social maturity and level of the performer's professionalism. At the forefront move the socio-psychological climate that reflects the system of relationships based on the compatibility of staff in the psycho-physiological characteristics: temperament and character.

For the system of relationships that illustrate the corporate culture, allocation of the emotional leader, formation of subcultures and groups of interests is peculiar. In particular, participation of the employee in the professional community, which is beyond this organization, can be considered. He is included into this community not on duty, but the similarity of interests and self-identity. The management style is appropriate to consider based on the specific personal qualities and philosophical systems manager. At the forefront morale, reflecting the compatibility of staff at the level of philosophical systems and personal values.

The fifth element is the game (mythological) substructure that includes corporate legends (history); myths and legends of the organization, its employees and heads; games that employees play.

For organizational culture, it is about the myths and legends that are passing on corporate

experience and forming installations on the correct understanding of the approved / not approved behavior. Here it is possible to carry myths and legends of heroes and anti-heroes of the organization, the myth of the beginning of the organization and its founder, patrons and external enemies, etc. (Krymchaninova, 2005). The system of roles also has exclusively business character, for example, the expert, the pragmatist, the skeptic, etc. Within a game substructure of organizational culture - beginners choose to themselves mentors, and meters of the organization - successors. At the level of artifacts - the museum of the organization, archive, storage, a warehouse is created.

In the context of corporate culture, myths and legends are the joint experience reflection, in together experienced events. As a rule, memories of such events are imprinted in the corporate newspaper, a photo collage and corporate jokes. A main objective is the formation of "feelings We", belonging to a shared lived experience. Actually only that experienced together, it pulls together and unites. Roles also reflect specifics of the emotional relations. To the forefront, there is a personal aspect, which allows you to identify the key characteristics of facial features, for example, the "buffoon", "six", "gray mouse", "scapegoat", etc. Required attribute is the system of social games (office romances, intrigues, protégé, mobbing, etc.).

The sixth element of structure is the substructure of external identification presented by the corporate style, brand-look, color scale, dress code, logo, slogan and other attributes forming image of the organization.

Within organizational culture elements of identification are used for formation of the organization image as employer, narrate to beginners about true sense and value of the existing symbols.

Within the corporate culture, the identification elements are used for formation of the organization image as supplier of goods and services; on advertising production, distributing material in consciousness of consumers and partners the unique image of the organization other than the competitors image is formed. For formation "feelings We" the symbolic of the organization is widely used in corporate souvenirs and business attributes (handles, notebooks, t-shirts, caps, circles, etc. executed in color scale and with logos of the organization).

Thus, at the same, at first glance, the organizational structure and corporate culture - revealed significant differences in the consideration of each of the structural elements.

3. Research methodology

3.1. Participants

For five years (from 2011 to 2015) the staff of the Department of Personnel Management and Labor Law Vladivostok State University of Economics and

Service in conjunction with graduate students of the direction "Human resource management" in the framework of consulting projects carried out researches on diagnostics of organizational / corporate culture.

The study participants (its empirical base) were the organizations of small and medium business of various spheres of activity of the Far East region of the Russian Federation. The study had pilot draft character: it was focused on collecting and systematization of empirical material, approbation of the offered concept. In total for the specified time interval, 20 consulting projects were realized.

Depending on the organizations management inquiry the purposes of these projects were not only diagnostics, but also recommendations about optimization / improvement of organizational and/or corporate culture in general or their separate elements.

At systematization of the realized consulting projects, specific problems that heads / representatives of the organizations handled were revealed. It was the basis for the research participants division the following directions:

1. Strengthening of the dominate culture type in connection with impossibility of realization of organizational changes because of the excessive resistance of the personnel (recruitment agency "Success", printing house "Chameleon", JSC "Forte", JSC "FARC");

2. Identification of the stage of the organization life cycle in connection with sharp deterioration of all indicators of the organization (JSC "Nadezhda");

3. Promoting of the concept of continuous training for increase of the employees professionalism level and competitiveness of the organization (LLC "Primornefteproduct");

4. The corporate standard of behavior development and the regulation of personnel processes for systematization of organizational experience (JSC "Fishing Collective Farm East-1", LLC "Vladmetalltorg", LLC "Bread House" Hlebny dom);

5. The level increase of the involvement and commitment of the personnel (LLC "Dalrefrans", FGBEU HE "VGUES");

6. Formation of loyalty of support personnel: promoters, sales representatives (LLC "Business Solutions Agency BS");

7. The overcoming of the world outlook barrier between the head (the Chinese citizen) and the organization staff (Russian citizens) leading to decrease in overall performance of the organization (LLC "VladKultura");

8. Overcoming of the problem of the excessive internal competition among employees, reducing conflicts, optimizing the socio-psychological climate (the hairdressing salon "Effect", LLC "Holiday");

9. Overcoming of opposition between the management and the organization staff (Autonomous Non-Commercial Organization "Center of the festive and creative industries Courage");

10. Increase of employees customer focus in the organizations of the services sector (Federal state health agency "Sanatorium "Primorye" of the Ministry of Internal Affairs of Russia", LLC "Fiolet");

11. The corporate culture broadcast using franchising schemes of business (LLC "DoubleGIS-Vladivostok");

12. Formation of culture in the organization which employees is students and has no practical experience (student's recruitment agency "RightWay").

Thus, each of the presented consulting projects differs in the uniqueness, but thus is focused on the solution of specific applied objectives of optimization, change or development of organizational and/or corporate culture.

3.2. Instrument

During the researches within consulting projects the authors adhered to uniform approach to diagnostics of both organizational and corporate culture regardless of type of the organization. However, substantial filling considerably varied and defined by the purposes and problems of diagnostics, and resources that are available for the organization (financial, temporary, human, information).

Most often, at the diagnostics to the sphere of the researchers' interest was hit: the existence of subcultures and counter-cultures; the most significant carriers of culture; openness and degree of readiness of the personnel for changes; the management attitude towards the developed culture; extent of control of management over culture of the organization, etc.

Much attention was paid to the diagnostics of organizational culture study of collective representations, in particular: the mission and strategy of the organization; the organization values and the principles of inter-action with stakeholders; a specific organizational goals and ways to achieve them; criteria of achievement; samples of the desired / undesired behavior criteria and remuneration / punishment.

The result of the study of the existing in the organization cultural environment in each case was the decision of the four major problems:

1. Clearly to understand (to formulate) the leading values, priorities, attitudes, ideas and sentiments that emerged in the organization at the moment.

2. To diagnose instruments and mechanisms which are capable to support perspective organizational strategy and optimum culture of the organization?

3. To define, what cultural values will help (or disturb) the realization of the organization strategic objectives.

To estimate available gap, that is the extent of compliance of the developed culture and strategy of development of the organization (business) developed by the management.

The authors in accordance with the three research strategies have systematized the methods and techniques:

The holistic strategy involves deep immersion of consultants in culture of the organization. Main tools: the included supervision, formation of the working groups consisting of consultants and the company staff, holding seminars - discussions with key faces of the company, a benchmarking.

The algorithm developed by E. Sheyn "The culture assessment: ten steps of intervention" (Sheyn, 2007) is applied to realization of the holistic strategy by the authors and diagnostics of the organizational culture type by A.N. Aksakova corporate standards (Aksakova, 2009).

The metaphorical (language) strategy consists of studying of the existing documents samples; the documents regulating system of the relations and exchange of information between various links of the organization; reporting samples; features of stereotypes of communication, slang, folklore of the company (jokes, baizes, myths, legends, slogans, mottoes, proverbs, sayings, etc.) are analyzed.

Main tools: content analysis of the intra organizational documentation and answers to open questions, unfinished offers; projective techniques.

For the metaphorical strategy the authors used storytelling (Simmons, 2013), "Metaphor", "Crosspiece" methods, the analysis of administrative mistakes, the analysis of organizational pathologies, the analysis of the scheme of life cycle of the organization by A.I. Prigozhin (Prigozhin, 2003), the project technique: incomplete sentences, associative experiment, projective test "Circles and lines" on the attitude to a career (Mogilyovkin, 2007), analysis of the type of corporate culture by F. Trompenaars (Trompenaars and Hempden-Turner, 2012).

The quantitative strategy assumes the use of polls providing a quantitative assessment to concrete manifestations of the organization culture.

To implement quantitative strategies most frequently the method of sociometry and diagnostic methods are used: the Evaluation of organizational culture instrument by K. Cameron - R. Quinn OCAI (Cameron and River, 2001); The method of sociometry and diagnostic techniques was most often applied to realization of quantitative strategy: The tool of an assessment of organizational culture of K. Cameron - R. Kuinna OCAI (Cameron and River, 2001); Technique of order diagnostics of organizational culture by L.N. Aksenovskaya (Aksenovsky, 2010); Test for identification of maturity and type of followers by E.N. Morozova (Morozova, 2008); Questionnaire of "Scale of organizational paradigms" by L.L. Constantine (S.A. Lipatov adaptation) (Lipatov, 2005); Typology of corporate cultures by Ch. Handi; Technique of measurement of organizational culture by D. Denison; The Questionnaire "An assessment of satisfaction of employees with work in the company" by N.I. Salnikova; Technique of a shareable data of the organization values by V. Kozlov (Yakimova and Nikolaeva, 2012).

4. Findings and discussion

Systematization and classification of various methods and techniques of organizational diagnostics in relation to diagnostics of organizational and corporate cultures in a section of their structural elements presented in Table 2 became result of the carried-out consulting projects.

Thus, the combination of quantitative and high-quality strategy of research, understanding of specifics of the diagnostics accents of organizational and corporate culture, rational choice of the research methods and techniques allows solving most effectively the diagnostic task set by the customer of the consulting project. It means - to help the organization and its employees to leave on a new round of development, having overcome resistance to inevitable changes.

5. Concluding remarks

Because of synthesis of 20 realized consulting projects on diagnostics of organizational and corporate culture, the authors came to the following conclusions:

1. The organizational and corporate cultures are adjacent, but not identical phenomena, which can be analyzed and diagnosed in substructures: the valuable and standard; organizational and regular substructure; substructures of communications; substructures of the social and psychological relations; game (mythological) substructure; identification substructures.

2. The organizational culture is focused on the coordinates system forming providing transfer of the saved-up organizational experience at adaptation to the changing conditions and integration of new ideas into already existing experience.

3. The corporate culture is focused on the coordinates system forming based on the identification scale "we-they" and orientations to identification of the purposes and the employee's values concerning the purposes and values of the organization.

4. For the diagnostic problems complete solution when choose the methods and techniques of research it is necessary to be guided by accents in diagnostics:

- diagnostics of the organizational culture includes a cart-search opportunities to improve the efficiency of the organization of labor pro-process, the search for optimal models of organizational behavior, a regulation and capitalization of the saved-up experience;

- diagnostics of the corporate culture includes the search of opportunities for strengthening of competitiveness of the organization for means of unity of employees and mobilization of a human resource, increase of loyalty and the staff commitment.

Table 2: Methods and techniques of organizational and corporate culture diagnostics

	Diagnostics of organizational culture	Diagnostics of corporate culture
Valuable and standard substructure	Allows to reveal influence of expressiveness of separate lines of organizational culture (involvement, sequence, adaptability, mission) on organizational efficiency (D. Denison, E. Chernykh adaptation); to define valuable priorities in a solution of the problem of continuity and change, a community and a variety, the individual and group, tradition and an innovation (L.L. Constantine, S.A. Lipatov; A.N. Aksakova).	Allows to reveal shareable data degree employees of values of the organization (V. Kozlov, Z. Yakimov adaptation); Allows defining extent of influence of national mentality on the relation to organizational values and model of creation of relationship: "Family", "Eiffel Tower", "Self-guided missile", "Incubator" (F. Trompenaars).
Organizational and regular substructure	Allows to reveal rationality of hierarchical structure depending on life cycle of the organization, efficiency of administrative decisions (A.I. Prigozhin) and the level of a social maturity of employees (E.N. Morozov)	Allows to estimate satisfaction of employees with work at the companies (N.I. Salnikova); To find compliance / not compliance in the expected and realistic career plans of employees (E.A. Mogilevkin)
Substructure of communications	Diagnosis is through written communication, monitoring of organizational interventions	Diagnosis is through the study of folklore and organizational depth interviews
Substructure of the social and psychological relations	Identification of ideology of the relations between the organization members, depending on the dominating force: force of situation, order resources, possession of knowledge, personality (Ch. Handi). The sociometry allows revealing existence of functional subcultures, business leaders and outsider's idlers with whom nobody wants to work in team.	Definition of subcultures, specifics of gender relationship between employees; The sociometry allows revealing existence of groups (subcultures) on interests, emotional leaders and outsider's derelicts with whom nobody wants to communicate.
Game (mythological) substructure	Diagnostics of order model of organizational culture allows to reveal functionally role order of interaction of the identity of the leader (the parent, the commander, the pastor) and teams (L.N. Aksenovskaya)	Projective techniques, associative experiments, the content analysis of organizational folklore, storytelling allow to reveal an emotional background of the relations and real degree of intensity of the intra organizational relations
Substructure Identification	The organization reviews analysis from employees, in the Internet and social networks; the analysis of Welcome actions for new employees.	Benchmarking of the attributes forming image of the organization.

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