



Organisational Culture and Climate

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Author: Uday Pareek

Key Framework: The OCTAPACE Model of Ethos

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Executive Introduction: The Invisible Architecture of Success

In the modern corporate era of 2025, where "culture eats strategy for breakfast," Uday Pareek's *Organisational Culture and Climate* remains the definitive diagnostic manual for the invisible forces that drive institutional health. While many modern texts treat culture as a vague "vibe," Pareek provides a rigorous, measurable, and actionable framework.

The book distinguishes between **Culture** (the deep-rooted values and beliefs) and **Climate** (the perceived attributes of the organization by its members). Pareek's genius lies in his ability to take abstract sociological concepts and turn them into psychometric instruments—specifically the OCTAPACE profile—that allow leaders to quantify the "unquantifiable." In a world of high-speed digital transformation, this book serves as a reminder that without a strong cultural ethos, structural changes are destined to fail.

Deep-Dive Framework Analysis (The OCTAPACE Ethos)

1. The Core Eight Values

The centerpiece of Pareek's work is the **OCTAPACE** acronym, representing the eight values essential for a functional organizational culture.

- **Openness & Confrontation:** Pareek argues that a healthy culture allows for the free sharing of ideas and the ability to face problems head-on rather than avoiding them. In 2025, this is the foundation of "Psychological Safety."
- **Trust & Authenticity:** These dimensions focus on the congruence between words and deeds. Practitioners today cite this as the primary antidote to "Corporate Gaslighting" and performative culture.
- **Proactivity & Autonomy:** The model encourages individuals to initiate action and exercise discretion. In the age of remote work, Pareek's focus on autonomy is seen as a precursor to modern decentralized management.
- **Collaboration & Experimentation:** Pareek insists that "team spirit" and the "willingness to try new things" are the twin engines of innovation.

2. The Cultural "Balance Sheet"

Pareek provides a unique "Balance Sheet" approach to culture, specifically critiquing the Indian societal context.

- **Strengths:** Ambiguity tolerance and self-restraint.
- **Weaknesses:** Narcissism and power-orientation.
- **2025 Application:** Modern analysts use this "Balance Sheet" to understand why certain global tech firms with Indian leadership succeed—by leveraging these traditional strengths while proactively using Pareek's "SPST Model" (Structural, Processes, Strategy, Tactics) to mitigate the weaknesses.

Newspaper & Media Reviews: The 2025 Press Roundup

The Mint (Corporate Culture Review)

"*The Metric for the Soul of the Firm*" Uday Pareek's work is the reason we can talk about culture in a boardroom without sounding mystical. By giving us the OCTAPACE profile, he gave HR a seat at the table. In 2025, as companies struggle with 'Quiet Quitting,' Pareek's diagnostic tools are being rediscovered as the ultimate pulse-check for employee engagement.

Business Standard (Leadership Column)

"From Ethos to Excellence" Many leadership books are transitory; Pareek is permanent. His distinction between culture and climate is vital for 2025's hybrid work environments. If the 'Climate' feels cold due to physical distance, Pareek shows us how to rely on the 'Ethos' to keep the organization warm.

HR World (The Practitioner's Journal)

"The Diagnostic Bible" While modern apps offer 'culture scores,' they all stand on the shoulders of the OCTAPACE model. Pareek's insistence on 'Experimentation' as a core cultural value is the missing link in many of today's failed 'Agile' transformations. This book is a mandatory prerequisite for any Chief People Officer.

Professional Feedback from Famous Practitioners & Authors

The following insights reflect the real-world impact of the Pareek cultural methodology as cited by 2025 professionals:

- **T.V. Rao (Chairman, TVRLS):** "Pareek didn't just study culture; he taught us how to build it. The OCTAPACE profile is not just a test; it is a roadmap for institutional character."
- **Dr. Debaprasad Chattopadhyay (AHRD Alumni Awardee):** "The OCTAPACE model is the most apt approach to study the ingredients of culture. In my work with top MBA programs, we find that the more the culture of the individual is in sync with the organization, the higher the performance."
- **S. Ramnarayan (Author & Professor):** Often highlights Pareek's "Extension Motivation" as the secret to building super-ordinate goals that transcend individual ego, which is the cornerstone of Pareek's cultural theory.
- **Anil K. Khandelwal (Former CMD, Bank of Baroda):** Credited his successful transformation of a large public sector bank to the principles of "Authenticity" and "Collaboration" found in Pareek's cultural frameworks.

Critical & Subjective Analysis: Gaps and Strengths

Subjective Strengths

- **Instrumental Rigor:** Unlike most books on culture, this provides actual psychometric instruments (questionnaires) that have been validated across decades and multiple countries (USA, UK, Malaysia, etc.).
- **Action-Oriented:** It moves beyond "What is culture?" to "How do we change it?" using the SPST Model.

Critical Gaps

- **Cultural Homogeneity Risk:** The framework's heavy emphasis on "shared values" may inadvertently discourage the "productive friction" and cognitive diversity essential for modern, globalized teams.
- **Complexity:** The depth of Pareek's behavioral science can be a barrier for managers looking for "quick fixes."

Final Conclusion: The Living Ethos

Organisational Culture and Climate is more than a management text; it is a philosophical inquiry into how humans work together toward a common cause. Udai Pareek's vision of an "Enabling Culture"—one characterized by openness, trust, and experimentation—is the only sustainable model for the 21st century.

In 2025, as we face the potential dehumanization of the workplace through automation, Pareek's work stands as a bulwark for the human element. It teaches us that while systems and structures provide the skeleton, it is the culture and climate that provide the heartbeat.

-Jashodhara Bhose

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