

Adapting Organizational Culture Analysis Tools for SMEs: Application for Veterinary Clinics

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Abstract

Every organization, regardless of its size and field of activity, has its own organizational culture, which depends on its evolution, problem-solving approaches, and managerial practices. Current theories define this organizational culture as the main cause of success or failure of organizational strategies. The first step in addressing dysfunctions regarding organizational performance is understanding how specific traits of an organization influence and even determine the behavior of each individual, as well as collective behavior.

To analyze the culture of an organization, researchers and consulting firms use various tools, typically applicable to large companies. The purpose of this study is to adapt the method of organizational DNA and its operationalization as a testing tool for traits and behaviors specific to veterinary practices, in order to identify and isolate the underlying causes of organizational dysfunctions and contribute to their elimination before they manifest.

Key words: organizational DNA, veterinary services, organizational culture, diagnostic tools

J.E.L. classification: M10

1. Introduction

Organizational culture reflects the mix of personalities and leadership styles, leaving its mark on how things will be accomplished, changes will be made, organizational personality will be expressed, and the psychosocial climate will manifest. It is represented by the system of values, the common beliefs of organization members regarding its existence and functioning, rituals, myths, and incidents that shape how employees think and act (Nica *et al.*, 2014).

Organizational performance, pursued by both managers and researchers, is determined by the organization's ability to apply its strategies, tactics, and achieve its objectives. Although companies are often seen as monolithic entities, they can also be regarded as a collection of individuals who usually act in their own interest. Consistent and determined implementation occurs only when the actions of individuals within the organization align with each other and with the overall strategic interests and values of the company (Neilson *et al.*, 2003). Organizational culture is the key element for multinational organizations that have employees with different national cultural values but are held together by an organizational culture based on common practices (Hofstede, 1993). Unfortunately, many managers fail to understand the importance of organizational culture and instead focus solely on strategy (Hofstede Insights, 2023). Organizational culture should be seen as an important tool that can help achieve organizational objectives. Even if another company can replicate a product, design, or even a service, it can never duplicate all the organizational methods and concepts that influence people's actions and decisions.

The first step in addressing dysfunctions regarding organizational performance is understanding how the inherent traits of an organization influence (Manolescu, 2001) and even determine the behavior of each individual.

There are certain items that impact organizational culture: talent retention, fewer lost workdays, better margin growth, more significant sales growth, greater customer engagement and retention, and better individual growth and development (Coffman *et al*, 2013). Considering this approach, it is demonstrated that leaders' disregard for organizational culture can have serious consequences for the organization through the loss of member engagement. However, as most theorists have shown, there is hardly any general framework that provides managers with the perspectives and procedures necessary to combat the deep causes of organizational performance gaps. Only the effect can be set: healthy companies improve productivity and easily adapt to organizational changes.

Through this study, we aim to adapt the method of organizational DNA and its operationalization as a testing tool for traits and behaviors specific to veterinary practices, in order to identify and isolate the underlying causes of organizational dysfunctions and contribute to their elimination before they manifest.

2. Theoretical background

2.1. Instruments used in organizational culture research

To analyze the culture of an organization, researchers and consulting firms generally use various instruments such as interviews, surveys, focus groups, observation sheets, etc. The obtained results are aggregated to analyze organizational efficiency from the perspective pursued in those studies. Most of these instruments are designed for large organizations, but small and medium-sized enterprises (SMEs) have specific characteristics and constraints (Manolescu *et al*, 2022), requiring adaptation of the structure and specific items of the analysis instruments. The adaptation needs to be even more profound when it comes to a specific domain like veterinary medical services. In order to identify an instrument that can be applied to SMEs, four of the most important organizational culture diagnostic instruments have been analyzed.

One of these instruments is the Organizational Culture Assessment Instrument (OCAI), developed in 1999 (OCAI Online, 2023). The OCAI is built on a framework of four competing values based on six aspects that represent an organization's culture (dominant characteristics, organizational leadership, employee management, organizational glue, strategic emphasis, and criteria of success). The competing values model assumes that there is not a single cultural model in an organization because there are different organizational levels. The purpose of the instrument is to identify the current situation and the direction in which the organizational culture needs to be adjusted. The target of the study should be small subunits, hierarchical groups starting from a leader and the entire team (Cameron *et al*, 2006). The criteria underlying this instrument are divided into two dimensions: internal-external and stability-flexibility. In this context, four types of organizational culture are defined: entrepreneurial, dynamic (adhocracy); collaborative, friendly, people-oriented (clan culture); control-oriented, structured, process-oriented (hierarchy culture); competition-oriented, result-oriented (market culture). The difference between the profile outlined for the present organization and the desired one, the organization of the future, shows the willingness and direction of change. The results report also shows the congruence of the six aspects. Cultural incongruence often leads to a desire for change; if the six cultural aspects emphasize different values, people can be confused, frustrated, and conflicts may arise (Cameron *et al*, 2006).

Other methods of analyzing organizational culture focus on characteristics that constitute human motivations: viability, relationships, performance, evolution, alignment, collaboration, contribution (Barrett, 2013), or analyze people's interactions and the organization's orientation towards interaction and coordination, as well as the response to change; they identify styles that apply to both organizational cultures and individual leaders (Groysberg *et al*, 2018). Additionally, a group behavior analysis has been developed, which assesses the likelihood of groups of people acting in a certain way (Hofstede Insights, 2023). The model proposes six dimensions of organizational culture: organizational effectiveness, customer orientation, level of control, focus, accessibility, and management philosophy.

In 2005, a new concept was introduced in organizational theory, called Organizational DNA (Aguirre *et al*, 2005). The metaphor was intentionally chosen by researchers to highlight the similarity between the double helix of DNA, which is held together by bonds between pairs of four

nucleotides, and the organizational structure in which the interrelationship between the four constitutive elements (structure, motivators, decision-making process, information) defines the distinct traits and behaviors of the organization, crucial for its normal functioning. This model is suitable for analyzing SMEs, having a simplified structure and increased versatility.

2.2. Studies on the specific organizational culture of veterinary clinics

Studies regarding organizational culture and its influence on veterinary clinic management are very limited globally and almost non-existent at the national level (Vieru, 2022b). In general, studies focus on identifying existing issues within veterinary organizations in order to address questions related to work relationships or employee well-being. The American Animal Hospital Association, together with the University of Denver (AAHA, 2006), analyzes the relationship between employees' perceptions of culture and the values of the practice. Eight cultural dimensions were examined: career training and development, rewards and recognition, fairness and institutional communication, employee involvement, teamwork and personnel, supervision, leadership skills, and relationships with veterinarians. In Romania, the study on the organizational DNA of veterinary clinics (Vieru, 2022a) reiterated the fact that organizational culture is only considered at a basic level, without an awareness of the specific mechanisms of organizational management. Veterinary clinics focus on implementing strategies or operational procedures that prioritize the clients of the veterinary clinics and/ or the patients.

Most researchers (BSAVA, 2021) focus on developing detailed operational procedures, especially medical procedures. Their conclusion is that customer satisfaction stems exclusively from the quality of the medical service. Clarke and Linder (2022) conclude that despite sustained efforts by clinic managers, customers can still be dissatisfied. Diez (2020) aims to find a similarity between the specific processes of organizational culture in corporations and their application in veterinary businesses. He concludes that applying organizational culture concepts in small clinics is very challenging.

In the studies conducted for Merck Animal Health (Volk *et al*, 2018; Volk *et al*, 2020; Volk *et al*, 2022), only one chapter addresses some aspects of organizational culture. In an effort to determine the potential impact of the work environment on the well-being, mental health, burnout of veterinarians, and auxiliary staff in veterinary clinics, 15 different factors related to leadership and working conditions are examined over several years. The studies conducted on the management of veterinary clinics in Hungary, within clinic-type organizations or individual clinics (Ózsvári, 2014), emphasize a lack of information and necessary resources for clinic managers to implement programs that directly reflect business efficiency. Veterinarians feel the need for more rigorous training in the field of business in general and the lack of tailored tools for veterinary clinic management, resulting in underperformance compared to the expectations of business owners. Changing the veterinarians' perspective is recommended through training programs in management and acquiring skills (Dürnberger, 2020).

The literature review highlights a lack of management tools for veterinary businesses that can be used in projects to improve organizational performance. Therefore, the effective and efficient application of management and marketing strategies and tactics remains an aspiration. The recommendations of the American Veterinary Medical Association (AVMA, 2018) and the British Small Animal Veterinary Association (BSAVA, 2021) emphasize leadership represented by the veterinarian as a determining factor in coordinating and evolving the entire managerial ecosystem of the veterinary clinic, with clear orientations towards the development of individual skills. The conclusion of the studies is that the processes of learning and applying marketing and management principles would be sufficient if embraced by veterinarians and accompanied by specific implementation actions. It is evident, given the current economic context, compounded by the impact of technology, that much more is needed to have a high-performing and adaptable organization in the face of significant variations in the external organizational environment. Organizations must continuously learn (Manolescu, 2005), and individuals must continuously expand their capacity to create the desired outcomes. This entails cultivating new and valuable thinking models, where aspirations become collective, and people continuously learn to see the whole together. Learning organizations adjust to all changes flexibly, adapting to all possible or unforeseen situations, while

keeping people in a constant learning process that occurs at all levels of an organization (Senge, 1990). These mechanisms are highly adaptable to veterinary organizations where the organizational structure consists of medical teams whose members are closely interdependent.

3. Research methodology

The purpose of the research is to adapt the tool developed within the organizational DNA approach and use it as a testing instrument for the traits and behaviors of veterinary practices, aspects that can define the organization in its functioning, in order to identify and isolate the underlying causes of organizational dysfunctions and help eliminate them before they manifest, with concrete effects on firm management.

The research objectives are as follows:

- Analyze, adapt, and evaluate the organizational DNA method by using the Org DNA Profiler tool to test organizational DNA in veterinary clinics to identify distinct traits and behaviors that define the organization and affect the performance of veterinary organizations.
- Utilize the data obtained from the application of the Org DNA Profiler tool to correct elements of organizational culture that can assist veterinary clinics in designing the organization for successful strategy execution and goal achievement.

There is currently no instrument or research on organizational culture as a defining element of veterinary organizations' performance as a whole. Most studies present and analyze surface-level issues and do not consider deeply rooted problems within the organization. Their results focus on individual performance and the professional skills or lack thereof of organization members, without being interested in the constitution and functioning of the organization as a whole or the relationships within the organization. One possible reason for this research orientation is the lack of an applicable instrument for a real diagnosis of the organization as a functional whole, the connections and interrelationships that make the organization work, or highlight the areas that need improvement in veterinary organizations.

Therefore, the initial research questions were developed based on the analysis of the literature, which states that "the organizational genetic code largely determines the extent of organizational performance" (Aguirre *et al*, 2005; Neilson *et al*, 2003), and can be formulated as follows: Can the organizational genetic code be identified in veterinary organizations, given their existing size and organizational structure (small and medium), using the Organizational DNA tool? Is it necessary to adapt this instrument?

From this theoretical perspective, the two premises of the research emerge.

- The Org DNA Profilers tool for analyzing Organizational DNA can be successfully used to define and analyze the traits of a veterinary organization.

Despite the studies and long-standing activities of professional organizations that have identified various causes and problems faced by veterinary organization management, and have organized training stages for veterinary managers to address the identified deficiencies, the situation of the organizations has not improved (AAHA, 2006; AVMA, 2018; BSAVA, 2021). In these circumstances, we ask the following questions: Are the problems identified through those studies at the individual level the real causes of organizational inefficiency? Is the lack of training of veterinary managers the only cause of malfunctioning mechanisms within organizations? Have the real causes and their interconnectivity with other aspects of the organization been correctly diagnosed? Is organizational culture an element that needs to be considered when analyzing the inefficiency of veterinary organizations?

- Identifying and analyzing the traits of a veterinary organization using the organizational DNA method does not take into account the organizational size, and it can obtain relevant results about the genetic code of the organization that determines all aspects of the architecture of resources and relationships within a company.

This tool allows anyone working in any organization, anywhere in the world, to provide an instant diagnosis of their organization's type. It is a "personality test" for organizations. When many individuals from the same organization undergo the test, the aggregated results reveal the root causes of many performance failures and identify areas on which a company can focus to improve its execution capability (Aguirre *et al*, 2005).

To achieve the purpose and objectives of the research, we have defined the following steps in conducting the study:

- Detailed analysis of the Org DNA Profiler tool: conducting a well-documented analysis of the methodology of the Org DNA Profiler tool for testing organizational DNA to adapt it to small-sized organizations with a particular organizational culture, such as veterinary organizations.
- Adaptation of the tool for veterinary organizations: verification of the results from the first stage through the use of the focus group method; analyzing this tool for the organizational diagnosis of veterinary clinics and determining if this method can identify distinct traits and behaviors that define the organization in its normal functioning and affect the performance of veterinary organizations with implications for their management.

4. Findings

In the first stage of the analysis, the research started from the four bases of organizational DNA presented by Neilson: structure, decision rights, motivators, and information (Neilson *et al*, 2003). The following definitions of the four elements were outlined from the perspective of veterinary business characteristics.

Structure: in principle, each company chooses the structure it considers most appropriate to successfully carry out a certain strategy. However, in practice, the organizational structure and the strategic intent of a company are often unrelated. A common structural problem that hinders strategy execution is the existence of too many management levels, with too many individuals at each level, and too few direct reports (Neilson *et al*, 2003). Organizational structure in veterinary clinics differs from that of large corporations or ordinary firms where the inconveniences mentioned by Neilson may exist. In fact, even though it is a small organization, a veterinary clinic's structure is equally complex, with multiple layers easily identifiable in the organizational chart. The complexity arises from the multitude of tasks assigned to employees, both in terms of execution and decision-making. Few veterinary practices have a structured strategy for their structure, organizational chart, and the spatial and temporal deployment of a coherent structure. In the majority of cases, they are a conglomerate of veterinarians and assistants who all know their place in a hypothetical organizational chart, both in terms of action and decision-making (Vieru, 2022b). In the case of veterinary clinics, there aren't many layers of decision-making, but due to the unstructured nature of the organization, the same execution inefficiency appears. Thus, in veterinary clinics, responsibility and execution get diluted in the amorphous mass of the organization, similar to bloated organizations where they get lost through network nodes. Considering these premises, it was necessary to answer a series of clarifying questions (Table no. 1) to verify the relevance of the points in the Org DNA Profiler questionnaire for analyzing a veterinary clinic.

Table no. 1 Adapting the corresponding items to the „Organizational Structure” dimension

Items of the Org DNA Profiler questionnaire	Clarifying questions related to the specific nature of the veterinary clinic
Identifying solutions is common in this organization	How are solutions established for issues that arise within the organization, and how are decisions made? Is there a flow of decision-making information based on an organizational chart or structure? Is the clinic structured?
The structure of our organization has... (An appropriate number of layers (decisions are made according to an optimal model) / Too many layers and too much complexity)	What should the organizational chart of a high-performing clinic look like? Do clinics have organizational charts? Is there a decision-making structure in the veterinary clinic? Is there an organizational chart at the clinic level?
People in our organization collaborate efficiently across all organizational lines	How is the organizational hierarchy established? Is there a vertical structure? Is there a horizontal structure? What is the decision-making boundary established through the organizational chart?
Influence in this organization largely depends on... (Title and role / Reputation, credibility, and relationships)	How are the lines of decision-making and influence connected within the organization? Can we talk about employee decision-making if the owner is also a veterinarian working alongside them?

	What are the relationships among the veterinarians indicated in the organizational chart?
Too many people here have overlapping roles	How many layers are there in the hierarchy, and how many direct reports does each layer have? Can we talk about hierarchical layers in a clinic? Does a clinic with multiple veterinarians have defined levels of decision-making? How is decision-making limited? What is the difference in a clinic between medical decisions with financial implications and exclusive management decisions?

Source: (Strategyand, 2023)

Decision rights: specify who has the authority to make certain decisions. Clear decision rights lead to lower costs and faster execution (Neilson *et al.*, 2003). In veterinary organizations, even though there are fixed positions with clear responsibilities, decisions are often made by other individuals, beyond those entitled to do so. This situation arises from the necessity of making medical decisions that involve nearly all members of the veterinary organization. One possible solution would be a simple working procedure that establishes and respects the decisions of each level regardless of hierarchical position, including the separation of medical and non-medical responsibilities (Vieru, 2021). To clarify the meaning of the items in the Org DNA Profiler questionnaire, we identified the synthesized questions in Table no. 2.

Table no. 2 Adapting the corresponding items to the „Decision rights” dimension

Items of the Org DNA Profiler questionnaire	Clarifying questions related to the specific nature of the veterinary clinic
Strategic and operational decisions are quickly translated into action.	Are there strategic/operational decisions at the clinic level? Is there a difference between strategic, operational, and medical decisions? Is there a chain of command and execution in the clinic?
The culture of this organization can best be described as... (command and control / persuasion and influence).	How many people are involved in the decision-making process at the clinic? How are decisions made in the veterinary clinic: as a group or individually? Are there different approaches depending on the type of decision?
Everyone has a clear understanding of the decisions and actions for which they are responsible.	Is there regulation regarding the level of decision-making and the implementation of decisions in clinics? Is there internal control over individual decisions?
We are disciplined in focusing our efforts where we can win.	Are different strategies defined in the clinic regarding areas of focus? How are the strategies for focusing efforts adjusted and implemented in each clinic's context? Do all team members perform multiple tasks in the clinic?
When we look at new opportunities, we prioritize... (financial attractiveness of the market / alignment with our strategy and capabilities).	In veterinary organizations, are there criteria used to determine if an opportunity aligns with the company's strategy and capabilities? What is the importance given to financial attractiveness when analyzing new opportunities? Are there important criteria or factors in evaluating new opportunities? Are the information used to evaluate new opportunities accurate and complete?
Once decisions are made, they are rarely accompanied by a second opinion.	Is a distinction made between medical decisions and other types of decisions at the organizational level? How are situations managed when there is uncertainty about whether the decision is the best available option? How are decisions evaluated compared to the best option? Are all team members involved in the decision-making process and have the opportunity to express their opinions? What factors are considered when making important decisions within the company?
We have a distinct culture that gives us a competitive advantage.	Can we define the culture and reflect it in the organization's strategy? Are there specific elements that can define the culture of clinics and provide a competitive advantage? Can members evaluate the impact of culture on clinic performance? Does the culture reflect in the team's behavior and decisions? What are the most important values and principles promoted within the clinic's culture?

Source: (Strategyand, 2023)

Motivators: In general, employees respond quite rationally based on what they see, what they understand, and how they are rewarded. Just urging them to follow the vision and pursue the company's strategy is not enough if the organization's incentives and information flows make it difficult for employees to understand and do what they should (Neilson *et al*, 2003). As a principle, in veterinary clinics as well as in other companies, motivators refer to the set of goals, incentives, and career opportunities designed for employees. However, the extremely high emotional stress, the functioning and reward system, and the physically and mentally exhausting work in a veterinary clinic create significant issues for the staff. The situation in veterinary clinics in this regard is often dramatic. Tensions related to motivators can trigger conflicts in veterinary clinics with financial, social, and psychological repercussions. Therefore, this specificity should be taken into account when evaluating responses to the questionnaire items (Table no. 3).

Table no. 3 Adapting the corresponding items to the „Motivators” dimension

Items of the Org DNA Profiler questionnaire	Clarifying questions related to the specific nature of the veterinary clinic
If a colleague here makes a commitment, I can count on them.	Is commitment defined within veterinary organizations, and what expectations are there for employees in this regard? Can the reflection of commitment be observed in the behavior and decisions of members? Are the benefits brought by commitment to individual and team performance "seen"? Can we talk about constructive feedback in veterinary organizations?
People are rewarded more based on... (individual performance/company performance).	Is individual performance defined within our organization's veterinary clinics, and what criteria are used to evaluate it? Are expectations regarding performance communicated in clinics, and is there monitoring of employees' progress in this regard? How is individual performance encouraged within the team, and what are the strategies for developing it? Is constructive feedback and encouragement provided?
People who innovate are rewarded in the company.	What do we understand by innovation within veterinary organizations, and what is expected of employees in this regard?
People in this organization are motivated more by... (values and pride/stimuli and rewards).	Are there criteria for evaluating the level of innovation, rewards, and recognition of innovation? Are there incentives, resources, and opportunities for innovation in veterinary organizations?
People here "walk the talk."	Is there a culture of seniors in veterinary organizations? Are there plans for educational and cultural transfer between organizational levels if such levels exist?
The ability to meet performance commitments strongly influences career advancement and rewards.	Are there career plans in veterinary organizations? Is there a culture of performance and commitment within these organizations? Are there motivations in this regard?

Source: (Strategyand, 2023)

Information: Ensuring that high-quality information is available is among the most challenging tasks of the modern corporation and one of the most underappreciated contributors to high performance and competitive advantage (Neilson *et al*, 2003). The lack of effective communication among team members or between medical teams can lead to major issues for an organization. Additionally, poor communication with clients is the most frequent cause of failure for a veterinary clinic. Some clarifying questions need to be analyzed as synthesized in Table no. 4.

Table no. 4 Adapting the corresponding items to the „Information” dimension

Items of the Org DNA Profiler questionnaire	Clarifying questions related to the specific nature of the veterinary clinic
Information flows freely beyond organizational boundaries.	Are there procedures in veterinary clinics regarding information, classifications, monitoring, and the protection of personal information?
When important things change in our environment, we adapt successfully.	Are there elements in veterinary clinics that encourage and support innovation as a driver of change?

Important information (even bad news) about the competitive environment quickly reaches decision-makers.	Is there an information flow, information analysis, and communication channels in veterinary clinics?
We rarely send contradictory messages to the market.	Is there a communication program in veterinary clinics? Is there a consistent and coherent approach to message delivery?
Top leaders convey consistent messages.	Who knows what? Who needs to know what? How is information transferred from those who possess it to those who request it?
The leaders here are more focused on... (short-term objectives/ long-term game).	Do veterinary clinics have established objectives, and are they known and embraced by members of the organization?
Field or frontline employees usually have the information they need to understand the negative impact of their day-to-day choices.	Are there work procedures for clinic employees regarding decision-making, customer communication, etc.?
We have the values we need to evaluate business performance.	Do veterinary clinics have a set of procedures to evaluate the values and performance of members? Are these values used for managerial decision-making?
The organization is generally more... (people-oriented/ activity-oriented).	Are there activities and processes in veterinary clinics for evaluating people and/or activities?

Source: (Strategyand, 2023)

These definitions of the DNA profile basics of veterinary organizations and questionnaire items from Org DNA Profiler were evaluated using specific questions in a focus group. The focus group was organized in collaboration with the Veterinary Association and the editorial team of Veterinarul Magazine, with the participation of two medical editors from the magazines and three veterinary doctors who own veterinary clinics. The procedure aimed to determine if these sets of questions are relevant for veterinary clinics regardless of their size, if they highlight relevant information that can be used by clinic managers to evaluate organizational performance and behavior in general as a reflection of the organizational culture. In summary, the results of the focus group indicate that the Org DNA Profiler questionnaire can be successfully applied in diagnosing issues within veterinary organizations to uncover the company's visible or hidden strengths and weaknesses, with the most relevant information regarding the four dimensions of veterinary clinics being analyzed in Table no. 5.

Table no. 5 The basic aspects of Organizational DNA within veterinary organizations

Organizational DNA Foundations	Elements examined in the diagnosis of veterinary organizations
Structure	The organizational hierarchy, the formal or informal existence of the organizational chart, the connections between its elements, hierarchical layers, and direct reporting relationships
Decision Rights	Who makes decisions and what decisions are made in terms of management, financial matters, medical decisions, etc. The number of individuals involved in the decision-making process and the extent of decision-making authority of a member in relation to other members of the organization
Motivators	The alignment of the goals, incentives, and career progression of organization members with those of the organization itself. Do members receive the expected financial and non-financial rewards? Are they encouraged to have a vested interest and care about the organization, using explicit or implicit means?
Information	Is there a coherent and smooth flow of information among organization members, between those who possess information and those who request it? Performance is valued within the organization, measured, appropriate values are chosen, expectations and progress are communicated. Who knows what? Who needs to know what?

Source: (Strategyand, 2023)

With the help of the responses to these questions, we have separately defined the distinct characteristics of the four bases of organizational DNA specific to veterinary clinics. These elements are interwoven in defining a real organization. By combining and recombining them, the identity and personality of each organization are explained, significantly shaping how an organization appears

and behaves, internally and externally (Neilson *et al*, 2003). The conclusion of the focus group was that the use of this method can "unravel" the organizational structure of a veterinary organization to uncover issues within its DNA. By finding solutions that utilize the recombination of these four bases, it can ultimately lead to the optimization and improvement of organizational performance.

5. Conclusions

The purpose of this study was to identify a viable, adaptable, and user-friendly method to assist veterinary clinics in their sustained efforts to create a consistently functioning environment. The aim was to identify organizational dysfunctions and find solutions to eliminate them before they manifest. The analysis, evaluation, and testing of the organizational DNA method using the Org DNA Profiler tool proved useful in identifying distinct traits and behaviors that define the organization and impact the performance of veterinary clinics.

The Org DNA Profiler tool for organizational DNA analysis can be successfully used to define and analyze the characteristics of a veterinary organization, regardless of its size. However, it needs to be better tailored to the management knowledge of the organization's members. Even though all executive roles are held by veterinarians, who essentially function as a group of executive managers, they may lack expertise and specific management information. Nevertheless, their daily actions within the organization resemble management activities. Therefore, management studies conducted on similar firms to veterinary clinics will need to be better adapted to their informational level.

The study of this organizational analysis tool has demonstrated its adaptability and practicality in evaluating veterinary organizations. It can be easily used to diagnose problems within a veterinary practice, identify strengths and weaknesses within the organizational structure, and shape the behavior of the organization to achieve performance, considering its specific interdependencies. The study's results suggest steps that even small firms can take to better understand the nature and causes of the difficulties they face as an organization and improve their execution capacity.

In this area, most liberal professions operate within a single organization, such as lawyers, notaries, doctors, veterinarians, architects, and others. At the organizational and functional level, most are assimilated as executive managers at various hierarchical levels. They all have a certain degree of authority, decision-making attributes, and autonomy. Most existing tools for studying organizational culture and behavior are aimed at large companies with many respondents, where dozens or even hundreds of responses can be aggregated to generate statistically meaningful results. However, for these small firms, such labor-intensive instruments are difficult to use. Therefore, adapting this tool can be a topic for future, more comprehensive research.

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