

Contents

Preface	ix
Acknowledgments	xv
The Authors	xvii
1. An Introduction to Changing Organizational Culture	1
The Need to Manage Organizational Culture	2
The Need for Culture Change	9
The Power of Culture Change	14
The Meaning of Organizational Culture	18
Levels of Analysis	21
Caveats	23
2. The Organizational Culture Assessment Instrument	27
Instructions for Diagnosing Organizational Culture	28
Scoring the OCAI	33
3. The Competing Values Framework	35
The Value of Frameworks	35
Development of the Competing Values Framework	38
The Four Major Culture Types	41

Applicability of the Competing Values Model	51
Total Quality Management	56
Human Resource Management Roles	58
Corporate Missions and Visions	60
Culture Change over Time	64
Culture Change in a Mature Organization	68
Summary	70
4. Constructing an Organizational Culture Profile	73
Plotting a Profile	73
Interpreting the Culture Profiles	80
Summary	94
5. Using the Framework to Diagnose and Change Organizational Culture	95
Planning for Culture Change: An Example	97
Steps for Designing an Organizational Culture Change Process	101
Supplementing theOCAI Methodology	121
6. Individual Change as a Key to Culture Change	135
Critical Management Skills	136
Personal Management Skills Profile	141
Personal Improvement Agendas	151
7. A Condensed Formula for Organizational Culture Change	159
Diagnosis	160
Interpretation	161

Implementation	162
Summary	163
Appendix A: Organizational Culture Assessment Instrument: Definition, Dimensions, Reliability, and Validity	165
Appendix B: Psychometric Analyses of the Management Skills Assessment Instrument	185
Appendix C: Hints for Initiating Organizational Culture Change in Each Quadrant	209
Appendix D: Suggestions for Improving Personal Management Competencies	221
Appendix E: Forms for Plotting Profiles	247
References and Suggested Reading	253
Index	261