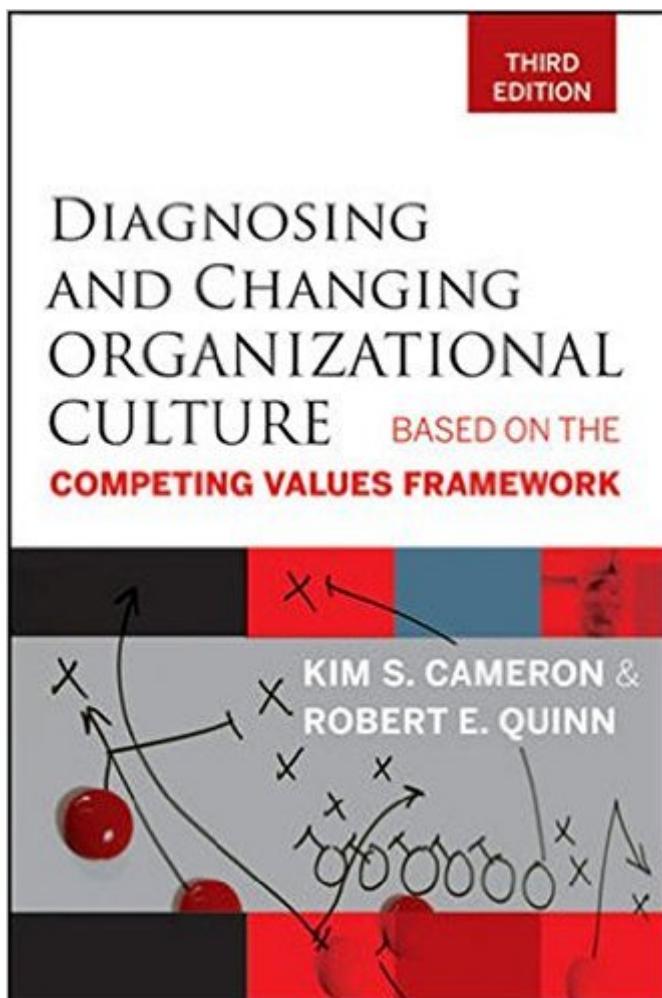


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Diagnosing And Changing Organizational Culture: Based On The Competing Values Framework



Synopsis

The Third Edition of this key resource provides a means of understanding and changing organizational culture in order to make organizations more effective. It provides validated instruments for diagnosing organizational culture and management competency; a theoretical framework (competing values) for understanding organizational culture; and a systematic strategy and methodology for changing organizational culture and personal behavior. New edition includes online versions of the MSAI and OCAL assessments and new discussions of the implications of national cultural profiles.

Book Information

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Customer Reviews

In the introduction to this book, the authors share the familiar Tom Peters quote, "If you're not confused, you're not paying attention", because the purpose here is "not to offer one more panacea for coping with our turbulent times or to introduce another management fad." In the words of the authors, this book "provides a framework, a sense-making tool, a set of systematic steps, and a methodology for helping managers and their organizations adapt to the demands of the environment. It focuses less on the right answers than it does on the methods and mechanisms available to help managers change the most fundamental elements of their organizations" at the cultural level. While the authors also state that other proposed approaches to measuring organizational culture have been proposed, and that their intent is not to provide an extensive review of this literature, they also provide what I consider important background information to the

Organizational Culture Assessment Instrument (OCAI), which includes the facts that the OCAI (based on the Competing Values Framework) is probably the most frequently used instrument for assessing organizational culture in the world today, and that although some versions are longer, some including up to 24 items that together describe organizational culture, the 6 items that are used in this book provide a simpler synthesis that addresses fundamental manifestations of organizational culture.

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