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Nota di contenuto	Cover; Contents; Preface; Part I - Foundations; Chapter 1 - Frames and Models in Organizational Diagnosis; Diagnosis and the Management of Change; Models and Frames in Diagnosis; Sharp-Image Diagnosis; Diagnosis in Context; Effective Diagnosis; Chapter 2 - Applying the Open-Systems Frame; Background; Framework for Open-Systems Analysis; Diagnostic Principles and Procedures; Conclusion; Chapter 3 - Assessing Effectiveness and Ineffectiveness; Political Approaches to Diagnosis; Choosing Effectiveness Criteria; Conclusion; Chapter 4 - Diagnostic Models in Use; What Makes a Good Diagnostic Model? Collaborative Applications of Open-Systems Models Making Systems Simple: The Six-Box Model; Diagnosis in Stream Analysis; Conclusion; Chapter 5 - Diagnosing Organizational Politics; Politics of Diagnosis; Diagnosing the Politics of Planned Change; Diagnosing Organizational Politics; Conclusion; Part II - Focal Areas; Chapter 6 - Group Performance; Systems Framework for Diagnosing Group Behavior; Action Model for Group Task Performance; Conclusion; Chapter 7 - Organization Design; Contributing to Design Projects; Organization-Level Design; Design within Divisions and Units; Conclusion Chapter 8 - Human Resource Management HRM Program Evaluation; Benchmarking; Assessing HRM's Strategic Contribution; Utility Analysis; Stakeholder Assessment; Conclusion; Chapter 9 - Emergent Behavior

and Workforce Diversity; Gaps between Emergent Behavior and Official Mandates; Workforce Diversity; Conclusion; Chapter 10 - Organizational Culture; Framing Culture; Diagnosing Culture; Data-Gathering Techniques; Conclusion; Part III - Applications; Chapter 11 - Diagnosis across the Organizational Life Cycle; Do Organizations Go through Life Cycle Stages?; Momentum versus Periodic Upheavals Diagnosis during Life Cycle Stages Organizational Decline; Conclusion; Chapter 12 - Labor Relations; Effectiveness and Ineffectiveness in Labor Relations Systems; Diagnostic Guidelines; Applying the Diagnostic Model; Future Development of the Model; Chapter 13 - Strategy Formation and Organizational Learning; Contingency Model of Strategic Decision Processes; Supporting Deliberate Strategies; Supporting Emerging Strategies; Contributing to Innovation and Organizational Learning; Conclusion; Chapter 14 - Diagnosing Macro Systems; Focusing on System Outcomes; Constructing a Diagnostic Model Conclusion Part IV - Bridging Theory and Practice; Chapter 15 - Applying Multiple Theoretical Frames; Advantages of Multiframe Diagnosis; Theoretical Diversity and Diagnosis; Choosing Frames; Combining Frames; Conclusion; References; Index; About the Authors

Sommario/riassunto

This text presents sharp-image diagnosis - a distinctive approach to organizational consultation and planned change that reflects current research and theorizing about organizational change and effectiveness.
