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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 ManagementHRM 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 StagesOrganizational 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
ConclusionPart 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.
