



Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework

Kim S. Cameron, Robert E. Quinn

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Diagnosing and Changing Organizational Culture provides a framework, a sense-making tool, a set of systematic steps, and a methodology for helping managers and their organizations carefully analyze and alter their fundamental culture. Authors, Cameron and Quinn focus on the methods and mechanisms that are available to help managers and change agents transform the most fundamental elements of their organizations. The authors also provide instruments to help individuals guide the change process at the most basic level--culture. *Diagnosing and Changing Organizational Culture* offers a systematic strategy for internal or external change agents to facilitate foundational change that in turn makes it possible to support and supplement other kinds of change initiatives.

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From Reader Review Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework for online ebook

Derrick Trimble says

The competing values framework is a simple to use and effective tool for snapshooting an organizational culture. I used the format to conduct an analysis for our board. Highly useful for planning.

Stephen says

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Classic piece from Cameron and Quinn for understanding cultures, especially in organizations looking to change elements of their culture. The authors maintain that "without culture change, there is little hope of enduring improvement in organizational performance" (p. 13). However, changing culture is very difficult and requires serious commitment over a protracted period of time.

In addition to the content, the book also includes extensive appendices with details about the organizational culture assessment and management skills instruments.

Bill Koenig says

2017/12/11

Melody Rensberger says

A good read if you are required to consult/assess an organization's organizational culture.

Marrije says

At times very dry and academic, and then suddenly inspiring and something I / we can act on almost immediately. It's probably more a book to work with than an inspirational reading experience. Also, I'm afraid I'm starting to plan an off-site to diagnose our organizational culture with the team and formulate areas of improvement... #halp

Lisa says

A good tool to use as a leader trying to make positive change in their organization or department. Will be downloading the online resources to use as guides and beginning steps to initiate positive changes in my department

Andrea Tomasini says

A bit too systemic, where one would think culture isn't mechanical. The idea of measuring culture is surely appealing, the approach is sound, but at some point evokes too many mechanical and manufacturing metaphors. My understanding is that this is the original book about the competing value framework, so might be a bit dated. Further reading from Jeff de Graf, confirmed that his approach is quite more sound and flexible. It is definitely a big step ahead of William Schneider, even if in principles the dimensions on which culture is measured are the same.

Phoebe Nguyen says

I used this book for my thesis. I found it very useful since it provided such an easy writing style to follow, it helped me understand about organizational culture's aspects from definition, its role, how to evaluate, how to change and so much more.

From this book I could also find new books from the list of "further readings"

Joseph Noone says

A great presentation of the Competing Values framework developed by Robert Quinn and Co at the Ross School of Business University of Michigan applied to 21st century organizations.

Misty says

Those that like analytics may appreciate Cameron & Quinn's approach to organizational change. Several good change tools, especially for leaders with a scientific disposition.

Martin Pickard says

Not an easy read but some good tools

Sergej van Middendorp says

Very well applicable framework to grasp the complexity of culture in organizations. We used the frame in several assignments for the design of workspaces to great effect.

Lisa says

Loved the assessment (OCAI) and the different dominant cultures discussed. Had it not been required reading, I'd have probably given it a higher score.

David Dalka says

Discusses GM Fremont plant improvement.
