Chapter 3 – Mutual Engagement and Shared Diagnosis

MULTIPLE CHOICE

1. ____________ is/are the process of learning about the dynamics of an organization’s functioning.
   a. Consulting
   b. Operational reviews
   c. Diagnosis
   d. Cultural learning
   e. Behavior change
   (c: Moderate; p. 54)

2. ____________ is the process by which individuals receive data from the external environment, analyze that data, and adjust their thinking and behaviors accordingly.
   a. Assimilation
   b. Adaptation
   c. Comparing
   d. Learning
   e. none of the above
   (d: Moderate; p. 53)

3. Effective change starts with:
   a. a clear vision of solutions.
   b. a plan for downsizing and restructuring.
   c. application of tried and true practices from other companies.
   d. shared diagnosis.
   e. none of the above
   (d: Difficult; p. 56)

4. In order to be effective, the process of diagnosis should involve:
   a. managers only.
   b. consultants only.
   c. trained employees only.
   d. as many stakeholders as possible.
   e. none of the above
   (e: Difficult; p. 60)

5. The process of organizational diagnosis is aimed at determining:
   a. what needs to be changed.
   b. how to bring about the change.
   c. why things need to be changed.
   d. all of the above
   e. none of the above
   (d: Moderate; p. 59)
6. ____________ refers to the pervasive set of assumptions on the part of employees that candid feedback and open, shared dialogue is to be avoided:
   a. Dialogue
   b. Closed dialogue
   c. Stonewalling
   d. Organizational Silence
   e. none of the above
   
   (d: Moderate; p. 57)

7. ____________ is one of the key sources of organizational silence and distortion in communication.
   a. Lack of team work
   b. Communication distance
   c. Hierarchy/Power distance
   d. Focus on efficient task performance
   e. None of the above
   
   (c: Difficult; p. 58)

8. ____________ is a structural change that pushes decision making down to lower levels of the organization.
   a. Delayering
   b. Downsizing
   c. Decentralizing
   d. Decomposition
   
   (c: Easy; p. 58)

9. Removing the artifacts of status differentials is called:
   a. egalitarianism.
   b. socialism.
   c. capitalism.
   d. delayering.
   e. downsizing.

   (a: Moderate; p. 58)

10. ____________ refers to a belief on the part of employees that the organizational climate is conducive for taking personal risks, especially around dialogue.
    a. Dependence
    b. Interdependence
    c. Psychological safety
    d. Behavioral safety
    e. none of the above

    (c: Difficult; p. 59)
11. Targeting an organizational system guided by a framework that focuses on interactions refers to which guiding principles of organizational diagnosis?
   a. consultant facilitated
   b. client oriented
   c. systematic focus
   d. psychological safety
   e. none of the above
   (c: Moderate; p. 61)

12. ___________ are self-administered paper-and-pencil or computer-based data-collection forms.
   a. Data mining
   b. Questionnaires
   c. Data-bases
   d. Surveys
   e. Both b and c
   (b: Easy; p. 62)

13. A ___________ is any individual possessing a broad range of diagnostic and developmental skills who facilitates a change intervention.
   a. manager
   b. leader
   c. supervisor
   d. consultant
   e. CEO
   (d: Easy; p. 60)

14. Organizations seeking to create a dialogue will need to create ____________.
   a. organizational dynamics
   b. organizational diagnosis
   c. organizational commitment
   d. organizational behavior
   e. psychological safety
   (e: Moderate; p. 59)

15. Which of the following is correct in regards to advantages of behavioral observation at the initial stage of change in organizational diagnosis?
   a. provides current work-based behavior as data
   b. offers deep and rich data on interactions among people
   c. can surface underlying emotions that impact behavior
   d. all of the above
   e. none of the above
   (d: Difficult; p. 65)
16. Which of the following is correct in regards to advantages of questionnaires at the initial stage of change in organizational diagnosis?
   a. based on well-known issues and areas which should be examined
   b. data are collected anonymously
   c. can simplify vague and complex issues like culture
   d. addresses the root causes of problems
   e. creates commitment to outcomes or motivation to change
   (b: Difficult; p. 62)

17. What are the basic forms of data collection?
   a. questionnaire
   b. observation
   c. interview
   d. all of the above
   e. none of the above
   (d: Easy; p. 66)

18. Company X recently hired Janet, a specially trained individual who brings external perspective and has the required skills to conduct organizational diagnosis. Using Janet as part of the diagnostic process reflects:
   a. systemic focus.
   b. consultant facilitated.
   c. customer oriented.
   d. all of the above.
   e. none of the above.
   (b: Moderate; p. 61)

19. The process of ____________ can help build motivation and commitment to altering patterns of behavior.
   a. organizational diagnosis
   b. interview
   c. organizational development
   d. data collection
   e. none of the above
   (a: Moderate; p. 61)

20. The primary goal of dialogue in organizational diagnosis is:
   a. separating fact from fiction.
   b. learning.
   c. provide company and comfort.
   d. breaking silence.
   e. all of the above
   (b: Moderate; p. 57)
21. One of the advantages of diagnostic interviews over questionnaires is that interviews:
   a. are cheaper because they don't involve paper.
   b. are quicker to administer.
   c. generate detailed insight into the dynamics of an organization.
   d. require skilled consultants.
   e. offer opportunities for people to make new friends.
   (c: Moderate; p. 65)

22. Which of the following is NOT an advantage of using interviews in the initial stage of change?
   a. collects rich data
   b. begins process of creating dialogue
   c. teaches communication and listening skills
   d. provides extensive quantifiable data
   (d: Moderate; p. 64)

23. Which of the following statement is correct?
   a. The involvement of employees in the data collection process enhances their commitment to the changes suggested by the process.
   b. Most commonly, organizational members inevitably know more about the hidden but critical aspects of organizational life.
   c. When employees participate in the data collection process, they are gaining the skills necessary to engage in ongoing data collection.
   d. all of the above
   e. none of the above
   (d: Difficult; p. 60)

24. Which of the following data collection lends itself to being validated on a wider scale?
   a. questionnaire
   b. interview
   c. observation
   d. dialogue
   e. none of the above
   (a: Moderate; p. 62)

25. After-action reviews are valuable because they:
   a. are a product of extended review by experts
   b. are conducted by computer generated
   c. lead to quick performance improvement
   d. are not biased
   e. do NOT require behavioral change
   (c: Moderate; p. 68)
TRUE / FALSE

26. Diagnosis can create a consensus among the stakeholders, not just about what needs to be changed, but also how to bring about that change.  
(True: Easy; p. 54)

27. A diagnostic framework is a description of the best work process for a company.  
(False: Easy; p. 54)

28. Ideally, diagnosis targets only specific elements of the organization.  
(False: Moderate; p. 54)

29. In order to be useful, dialogue must be structured in such a way as to arrive at the specific desired conclusions determined beforehand.  
(False; Easy; p. 57)

30. Speaking openly and honestly can be a risky undertaking in organizations.  
(True: Easy; p. 57)

31. Centralizing pushes decision making down to lower levels and can occur separately or be combined with delayering.  
(False: Moderate; p. 58)

32. Delayering refers to the practice of eliminating hierarchical barriers from an organization.  
(False: Moderate; p. 60)

33. Organizational silence is caused by horizontal and vertical power distances.  
(True: Easy; p. 58)

34. Psychological safety is created through a series of conscious power equalization steps.  
(True: Difficult; p. 59)

35. Egalitarianism aims to increase representation from multiple levels into the dialogue.  
(False: Moderate; p. 60)

36. In the data collection stage, employees enter into a process, typically facilitated by a consultant, to analyze the data, make sense of what they have learned, and consider the steps to take to act upon that learning.  
(False: Moderate; p. 61)
37. Feedback refers to the process of sending information concerning the effectiveness of one’s actions and performance.

(True: Difficult; p. 67)

38. In structured interviews, the interviewer prepares a set of questions to be asked of all respondents.

(True: Easy; p. 64)

39. Discovery is the process of systematically collecting data about the organization using a systemic framework.

(True: Moderate; p. 65)

40. There are two basic forms of data collection: questionnaires and interviews.

(True: Moderate; p. 66)

ESSAY QUESTIONS

41. **What are the advantages and disadvantages of using diagnostic interviews in the initial stage of change of Organizational Diagnosis?**

   **Advantages:** Collect rich data; begin process of creating dialogue; teach telecommunication and active listening skills to employees.

   **Disadvantages:** Require up-front investment in training interviewers; data may be hard to summarize and quantify; lack anonymity.

   (Moderate; pp. 64-65)

42. **What are diagnostic interviews?**

   Diagnostic interviews involve a trained diagnostician sitting down with an employee, or occasionally small groups of employees, and soliciting information. Interviews can provide far richer data than questionnaires. Diagnostic interviews can be either structured or unstructured. In structured interviews, the interviewer prepares a set of questions to be asked of all respondents. (Easy; p. 64)

43. **Explain the concept of decentralization.**

   Decentralizing pushes decision making down to lower levels and can occur separately or be combined with delayering. By granting lower-level managers the autonomy to make decisions, those managers have the opportunity to involve their direct staff in diagnosis, thus eliminating hierarchical levels that more typically exist between workers and managers. (Moderate; p. 58)

44. **Explain the importance and relevance of psychological safety to the change process and how it can be accomplished.**

   Organizational change requires motivation, commitment and involvement on the part of organizational employees. Oftentimes, employees remain silent because they feel that speaking out involves considerable personal risk and may lead to negative consequences. If the organization wants the change process to be effective, it must create conditions that allow for a safe dialogue. Key in creating
psychological safety is the reduction of power distance in the organization. This can be accomplished through delayering, decentralization, egalitarianism, third-party facilitation, representation and teamwork. (Difficult; p. 59)

45. **Outline and explain the steps in taking organizational diagnosis.**
   - Collecting data on the organization and its environment.
   - Entering into a *dialogue of discovery* that makes sense of and provides insight into the data that has been amassed.
   - Receiving and providing *feedback* on what has been learned.
   - *Institutionalizing dialogue and diagnosis* so that they become an organic and ongoing part of the organization’s activities. (Moderate; p. 61)

46. **Outline and explain the key principles guiding organizational diagnosis.**
   - Systemic focus: Target organizational system guided by a framework that focuses on interactions.
   - Consultant facilitated: Specially trained individual(s) to bring external perspective and required skills.
   - Client oriented: Employees participate in all stages as full partners in order to build commitment and competency.
   - Data-based: Participants agree on the validity and strategic importance of data collected about performance.
   - Honest conversation: Multiple stakeholders engage the requirements of shared dialogue: mutuality, reciprocity, advocacy and inquiry.
   - Psychological safety: Active steps taken to overcome climate of organizational silence. (Difficult; p. 61)

47. **What is meant by “closing the loop”?**
   In order for the change process to be effective, it should involve mutual engagement. Employees should be involved in the process of data collection and discovery – the analysis of the data. The next stage has to do with feedback where people receive information that is focused on the effectiveness of their actions and performance. When management feeds back to the employees what has been learned during data collection and discovery and how those results might be used to design and implement changes, the loop has been closed. This does not mean that the process ends – the opposite is true. Feedback further reinforces the process of mutual engagement, especially if results are presented tentatively, rather than absolute and fixed. (Difficult; p. 67)

48. **Explain the advantages and disadvantages of using questionnaires in the initial stage of change in Organizational Diagnosis.**
   - **Advantages**: Can be administered to large number of employees. Can be processed quickly. Data is collected anonymously. Can be used to create benchmarks and make comparisons across organizations and over time.
Disadvantages

Based on preconceived ideas about what issues and areas should be examined. Can oversimplify vague and complex issues like culture. Do not expose root causes of problems. Do not create commitment to outcomes or motivation to change. **(Easy; pp.62, 64)**

Scenario-Based Questions

You have successfully managed one of the plants of your company over a period of 5 years. You built a climate of openness and trust in your plant and have a longstanding history of honesty, dialogue, and teamwork. Based on your record of success, you have just been transferred to a much larger but less successful plant. This plant has a history of union-management conflict and the last plant manager had to be hospitalized due to stress.

49. Your first action as the new manager of this plant is:
   a. get new locks for your house and a safe place to park your car.
   b. implement the same methods from your old plant.
   c. check on the mental health provisions of your health insurance package.
   d. put together a committee with representatives from different employee groups to discuss options and strategies.

   **(d: Difficult; pp. 56-57)**

50. The union has informed you that it wants to have official representation on your strategy committee. Your response is:
   a. correctly point out that this committee does not deal with contract issues and therefore there is no place for the union.
   b. politely decline because union representation would only add to the already high level of conflict.
   c. ignore the request altogether because it is totally inappropriate.
   d. welcome the request because representation will help with power equalization and dialogue.

   **(d: Difficult; pp. 57-59)**

51. The committee has sent out questionnaires to all the employees. The response rate was a dismal 10 percent. Most of the respondents indicated that the questionnaire was a waste of their time and that management should cease their attempt at employee manipulation. The committee is disheartened and wants to quit. You tell the committee:
   a. they are a dismal failure and they are all dismissed from the committee.
   b. they did a nice job trying but the plant and its employees are beyond hope.
   c. it is time for a more direct approach of discipline and control.
   d. to keep trying – questionnaires may not have been the right tool to use.

52. After a long process of data collection and discovery, you and the committee decide on a course of action. The first step involves going back to the different employee groups to tell them about the plan. The best approach to take is to:

a. be clear and firm about the planned course of action.
b. propose the course of action and invite feedback.
c. map out how this plan will affect future compensation.
d. none of the above; you have already spent too much time in meetings.

(b: Difficult; p. 57)