



This is “Appendix A: OCC Survey Instrument”, appendix 1 from the book [Beginning Organizational Change \(index.html\)](#) (v. 1.0).

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Chapter 12

Appendix A: OCC Survey Instrument

Item #	Question	Almost never					Sometimes					Always									
Do the unit leader(s)																					
01	protect the core values while encouraging change?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
02	consistently articulate an inspiring vision of the future?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
03	show courage in their support of change initiatives?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
04	demonstrate humility while fiercely pursuing the vision?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Do we have an organizational culture that																					
05	values innovation and change?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
06	attracts and retains creative people?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
07	provides resources to experiment with new ideas?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
08	allows people to take risks and occasionally fail?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Does information flow effectively																					
09	from executives to workers?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
10	in a timely fashion?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
11	across organizational units?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
12	from customers to the business unit?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Do middle managers in this organizational unit																					
13	effectively link top executives with frontline employees?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
14	show commitment to the organization's well-being?	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10

Item #	Question	Almost never			Sometimes				Always		
		1	2	3	4	5	6	7	8	9	10
15	balance change initiatives while getting work done?	1	2	3	4	5	6	7	8	9	10
16	voice dissent constructively?	1	2	3	4	5	6	7	8	9	10
Do frontline employees											
17	open themselves to consider change proposals?	1	2	3	4	5	6	7	8	9	10
18	have opportunities to voice their concerns about change?	1	2	3	4	5	6	7	8	9	10
19	generally know how change will help the business unit?	1	2	3	4	5	6	7	8	9	10
20	generally view top management as trustworthy?	1	2	3	4	5	6	7	8	9	10
Do employees throughout the organizational unit											
21	experience consequences for outcomes of their actions?	1	2	3	4	5	6	7	8	9	10
22	meet deadlines and honor resource commitments?	1	2	3	4	5	6	7	8	9	10
23	accept responsibility for getting work done?	1	2	3	4	5	6	7	8	9	10
24	have clear roles for who has to do what?	1	2	3	4	5	6	7	8	9	10
Do change champions recognize the											
25	interdependent systems implications of change?	1	2	3	4	5	6	7	8	9	10
26	importance of institutionalizing change?	1	2	3	4	5	6	7	8	9	10
27	need to realign incentives with desired changes?	1	2	3	4	5	6	7	8	9	10
28	value of addressing causes rather than symptoms?	1	2	3	4	5	6	7	8	9	10
Do we have change champion(s) who											
29	command the respect of the members in the unit?	1	2	3	4	5	6	7	8	9	10
30	possess good interpersonal skills?	1	2	3	4	5	6	7	8	9	10

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Item #	Question	Almost never			Sometimes				Always		
		1	2	3	4	5	6	7	8	9	10
31	are willing and able to challenge the status quo?	1	2	3	4	5	6	7	8	9	10
32	have the will and creativity to bring about change?	1	2	3	4	5	6	7	8	9	10